OFFICE OF THE HEAD OF THE CIVIL SERVICE (OHCS)

MEDIUM TERM DEVELOPMENT PLAN (2022 – 2025)

MAY, 2021

MEDIUM TERM DEVELOPMENT PLAN (2022 – 2025)

OFFICE OF THE HEAD OF THE CIVIL SERVICE (OHCS)

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LIST OF ABBREVIATIONS

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

MTDPF	Medium Term Development Plan Framework
NITA	National Information Technology Agency
OHCS	Office of the Head of Civil Service
PAS	Performance Agreement System
PBMED	Planning, Budgeting, Monitoring and Evaluation Directorate
PPS	Personnel Processing Section
PRAAD	Public Records and Archives Administration Department
PRU	Public Relations Unit
PSC	Public Services Commission
PSCMD	Procurement and Supply Chain Management Department
RSIMD	Research, Statistics and Information Management Directorate
RTDD	Recruitment, Training and Development Directorate
SOP	Standard Operating Procedures
SoS	Scheme of Service
SPAR	Staff Performance Appraisal Report
SSNIT	Social Security and National Insurance Trust

EXECUTIVE SUMMARY

The Office of the Head of the Civil Service (OHCS) is a statutory institution established by the Civil Service Act, 1993 (PNDC Law 327) with oversight responsibility of Ministries and Departments and Extra-Ministerial Organizations mainly at the national level. As a Central Management Agency, the OHCS is required to provide the requisite leadership, manage the human resources and promote the organizational development of the Civil Service. This is to enable the Civil Service respond positively to the needs and aspirations of all its stakeholders.

To effectively execute its mandate, and in line with the requirements of the National Development Planning Commission (NDPC), the OHCS developed and implemented its Sector Medium Term Development Plan (SMTDP) for the period 2018 – 2021. The Plan derived its policy bases and strategic direction from the thematic areas, broad policy objectives, and sector specific strategies adopted from the National Medium Term Development Policy Framework (NMTDPF 2018 - 2021) and the Coordinated Programme of Economic and Social Development Polices (CPESDP 2017 – 2024) which are relevant to the mandate and functions of the Office. The total number of activities outlined in the SMTDP 2018 – 2021 was three hundred and ninety (390). The years 2018 and 2019 had 95 activities each representing 48.8% of total activities. In 2020, 102 activities representing 26.2% were undertaken while the year 2021 had 98 activities representing 25%.

In 2018 and 2019, a proportion of 42 out of 95 activities representing 44.2% and 39 out of 95 activities representing 41% were successfully implemented respectively. Furthermore, in 2020, a proportion of 74 out of the 102 activities representing 72.5 % were successfully implemented.

On the whole, the proportion of the overall medium-term development plan activities implemented from 2018 to 2020 represents 56.2% which implies that almost half of the planned activities have not been implemented as at the year 2020. It was observed that most of these abandoned activities were not linked to the annual budgets of the responsible Directorates and Departments in the course of the plan implementation.

Some of the key achievements realized in relation to the under-listed core areas of work during the four-year plan implementation period were:

Performance Management
Implementation of Performance Agreements for category 'A' Post Holders
Chief Directors and Heads of Departments, Directors/Analogous grades are obliged to sign performance agreements at the beginning of the year and participate in the end of year evaluation exercise.

Generally, the number of Chief Directors who signed Performance Agreements had increased from thirty-five (35) in 2018 to thirty-seven (37) in 2019 and thirty-eight (38) in 2020. The performance of Chief Directors over the period also remarkably improved with 77.14% and 92% scoring 70% and above during assessment for 2018 and 2019 respectively.

Similarly, though the number of HoDs and Directors/Analogous Grade officers who signed agreement had significantly increased over the period from one hundred and seventy-eight (178) in 2018 to two hundred and sixty-one (261) in 2020, the targeted number of two hundred

(200) officers to be evaluated could not be met due to varied reasons such as staff exiting the service, posting, travelling on official assignments among others.

In 2019, the OHCS extended the Performance Management arrangement to the Foreign Missions. The Heads of Missions and A1 Officers were trained on the completion of the templates and agreements signed. In all 48 Heads of Missions signed Performance Agreements with the Chief Director and were endorsed by the Sector Minister and the Head of the Civil Service.

In addition, 58 A1 Officers and 7 Consul Generals signed with the Heads of Mission and were endorsed by the Chief Director.

The annual signing of Performance Agreements for Chief Directors, Heads of Mission and Directors has been established. Composite signing and evaluation reports are submitted to the OHCS for decision-making.

Implementation of Staff Performance Appraisals for Deputy Director/Analogous grades and below
The number of eligible officers appraised has seen significant improvement from three thousand and sixty (3,060 out 13,626) eligible officers in 2018 to nine thousand and thirty-six (9,036 out 13,798) eligible officers in 2020 representing a 43% increase in the participation rate.

Records Management
The Office digitized one million, five hundred and nineteen thousand (1,519,000) archival documents, decongested nineteen (19) records' offices in Public Institutions and disposed of seventeen thousand, six hundred and nineteen (17,619) boxes of records at the National Records Centre. This digitization drive resulted in a reduction of record retrieval time from three (3) to one (1) minute upon request.

Procurement Management
The Office exceeded its target to monitor at least twenty (20) MDAs on their procurement activities in 2018 and in 2019. For the reporting period, monitoring of twenty-two (22) MDAs was undertaken for each year.

Training and Promotions

The Office trained a total of five thousand, one hundred and thirty-four officers (5,134) in 2018 and 2019 and approved one hundred and two (102) requests for study leave facilities for the four-year plan period. To help improve records management in the Service, three hundred and sixty (360) officers received training in this area.

The Office cleared the backlog of six thousand (6,000) officers awaiting promotion by processing ten thousand and forty-nine (10,049) officers for promotion. This served as a motivation for officers in the Service.

Key Development Priorities for the next medium term
The key development priorities of the OHCS to be undertaken during the next medium-term (i.e. 2022-2025) are primarily based on some thematic areas and strategic directions from the Coordinated Programme of Economic and Social Development Policies (CPESDP 2017 –

2024), and issues identified from the performance review and situational analysis carried out on the OHCS SMTDP (2018 -2021). The policy objectives to be pursued are indicated below:

- Ensure effective and improved records management system in the Service
- Strengthen the performance management culture in the Civil Service
- Fight corruption, promote attitudinal change and patriotism
- Strengthen adherence to internal financial and management control systems in the Civil Service
- Improve institutional systems and work processes in the Service to support government priorities and service delivery in MDAs
- Improve productivity through adequate motivation and supervision
- Enhance the skill-mix, competencies and capacity of Civil Service staff and training Institutions

The Plan is structured into Seven (7) Chapters as follows:

Chapter One provides the analysis of the performance review of programmes and projects undertaken during 2018 –2021 under the Development Dimension: - "Governance, Corruption and Public Accountability". It also highlights the existing conditions in the scope of operations of the Office and its institutions after the medium-term plan implementation as well as identifies issues/challenges encountered which have implications for the preparation of this plan.

Chapter Two elaborates on the key development issues identified based on the performance review and situational analysis of the issues in relation to 2018 –2021 Plan implementation.

Chapter Three highlights the development goal, objectives and strategies to be considered by the OHCS over the plan period. These objectives and strategies are aligned to achieve the mandate of the OHCS as well as the national goal.

Chapter Four provides information on the various programmes recognised to address existing issues and achieve planned objectives and goal. It also provides information on the financial resources required for the implementation of the programmes and the expected source of revenue/funding over the medium term.

Chapter Five focuses on the major tasks/broad activities required to achieve the Institutional objectives and overall goal with budget details.

Chapter Six presents monitoring and evaluation indicators designed to track the implementation of programmes and actions outlined in this plan.

Chapter Seven presents the communication strategy adopted by the OHCS to inform its stakeholders of the plan and its implementation.

CHAPTER ONE: SITUATIONAL ANALYSIS OF OHCS

1.1   INTRODUCTION

The preparation of national development plans is a measure adopted by many developing countries to design strategic programmes and projects and determine financing mechanisms that will lead to the advancement of their economies and improve the lives of citizens. In 2017, all MDAs and MMDAs were tasked by the National Development Planning Commission (NDPC) to develop their Sector Medium Term Development Plans (SMTDPs) for 2018-2021.

The Office of the Head of Civil Service and its allied institutions identified issues pertaining to their mandate and operations. Consequently, objectives and strategies were identified and linked to the National Medium Term Development Plan Framework (NMTDPF) developed by NDPC. Additionally, a set of indicators were developed for the 4-year term (2018-2021) to help track the implementation of action plans developed to address the issues identified.

1.1.1   BACKGROUND

The Civil Service is a vital sector of the executive arm of government and one of the Public Service organizations as stated in Ghana's 1992 Constitution Article 190 (1a). The Civil Service Law 1993, Act 327 defines the mandate of the Civil Service as "to assist the Government in the formulation and implementation of government policies for the development of the country". Consequently, the Act outlines the following as functions of the Civil Service;

- Initiate and formulate policy options for consideration of government;
- Initiate and advise on government plans;
- Undertake the necessary research for the effective implementation of government policies;
- Implement government policies;
- Review government policies and plans;
- Monitor, coordinate and evaluate government policies and plans;
- Perform functions that are incidental or conducive to the achievement of its object; and
- Perform such other functions that the Civil Service Council may direct.

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

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

MISSION: The OHCS exists as a central management agency to deliver result oriented, knowledge-driven services in the area of human resources management and organisational

development to delight our stakeholders to attain their goals by attracting, developing, deploying and retaining high calibre personnel in a positive work environment within the challenges of a developing middle-income country.

CORE VALUES: The core values of the OHCS are as follows:

- Accountability
- Impartiality/Neutrality
- Client Sensitivity
- Professionalism
- Integrity

Specifically, the OHCS performs the following functions:

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

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

It is in line with the above that the OHCS has prepared its Sector Medium-Term Development Plan 2022 -2025 to position the office to effectively carry out plans and Programmes to enable it achieve its strategic goals and objectives.

1.2   PERFORMANCE REVIEW - (2018-2021) SMTDP

The overall goal for the OHCS 2018-2021 SMTDP is - 'to *have the human resources and institutional capacity to formulate, implement, monitor and evaluate policies for national development, as well as the ability to effectively and efficiently provide timely and satisfactory services to all its stakeholders'*. This was linked to the adopted goal from the Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017-2024- '*Maintain a stable, united and safe society'* and aligned to two (2) policy objectives and various strategies to guide the implementation of the plan. The activities to be implemented were also aligned to sector programmes and sub-programmes.

Figure 1: Linkage between the NMTDPF, CESDP & OHCS Policy Objectives
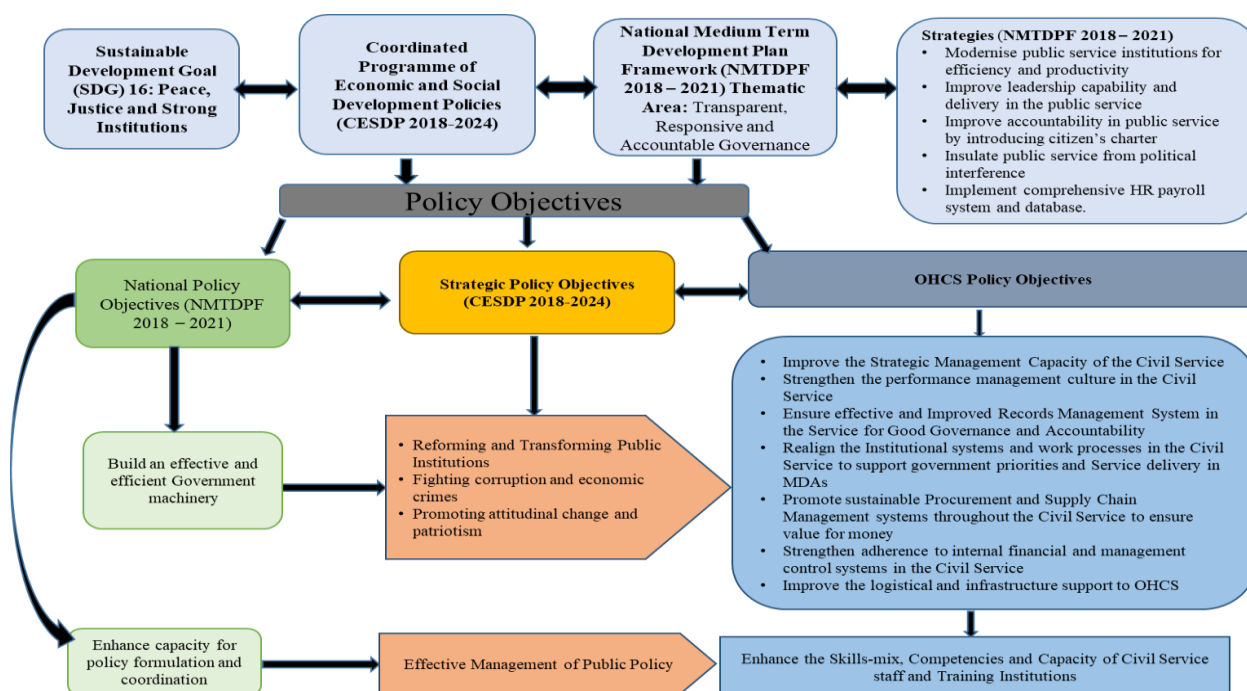
This section of the report provides the status of implementation of the entire plan as at the end of 2020.

The total number of activities outlined in the OHCS SMTDP 2018 – 2021 was three hundred and ninety (390). As shown in Figure 1 below, both 2018 and 2019 had 95 activities each representing 48.8%, 102 activities representing 26.2% in 2020 and 98 activities representing 25% in 2021.

Figure 2: Proportion of Activities Outlined in the SMTDP 2018-2021
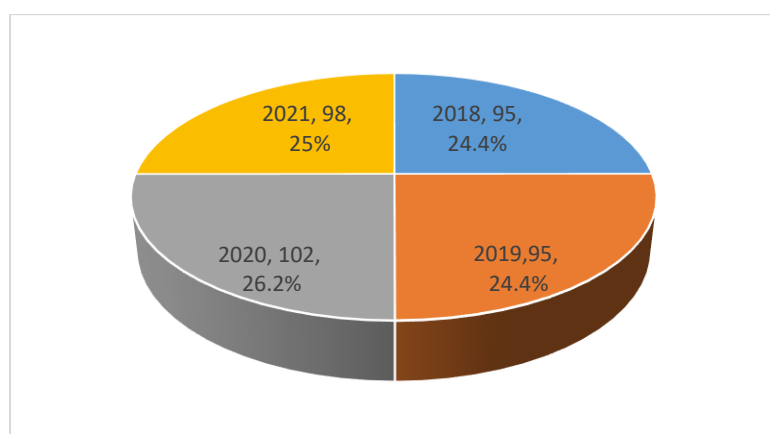
Source: 2020 OHCS Annual Progress Report to NDPC

In 2018 and 2019, a proportion of 42 out of 95 activities representing 44.2% and 39 out of 95 activities representing 41% were successfully implemented respectively. Furthermore, in 2020, a proportion of 74 out of the 102 activities representing 72.5 % were successfully implemented.

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On the whole, the proportion of the overall medium-term development plan activities implemented from 2018 to 2020 represents 56.2% which implies that almost half of the planned activities have not been implemented as at the year 2020. It was observed that most of these abandoned activities were not linked to the annual budgets of the responsible Directorates and Departments in the course of the plan implementation.

Table 1: Performance Review of 2018-2021 SMTDP Implementation

Development Dimension	Outcome Indicator	Baseline (2017)	2018-2021 Medium-term target	Development Outcomes	
				Year	Data
Governance, Corruption and Public Accountability	Improved Performance in the Civil Service: Percentage of CDs delivering 70% and above of their set deliverable in their performance agreements	52%	60%	2020	On-going
	Number of eligible Civil Service Staff processed for promotion	-	13,000	2020	Backlog of about 6000 officers to be processed for promotion cleared 10,049 Officers processed for promotion (2018-2020)
	Improved records management systems and practices in the Civil Service: Time spent in retrieving/tracking documents at the national Records centre	10min	3min	2020	1min (depending on how well records are filed)
	Number of archival Sheets digitized	-		2020	1,519,000 sheets

In addition, Table 2 below provides performance updates on some significant indicators as at the year-end 2020, the third year of the Plan period.

Table 2: Status of Implementation

S/N	OUTPUT INDICATOR	Baseline	Medium-Term Target	Achievement		
		2017	2020	2018	2019	2020
1.	Number. of Chief Directors' Agreements Signed	29	37	35	37	38 CDs signed
2.	Number. of Chief Directors' Agreements Evaluated	24	37	35	36	36 CDs evaluated
3.	Number. of Ministries visited during the Mid-Year Monitoring of Deliverables in the CDPA	27	37	34	34	31 Reports on Mid-Year assessment received by the Office and is being reviewed
4.	Number. of HoDs/Directors Agreements signed	177	200	178	174	261; 228 Directors & 33 HoDs
5.	Number. of HoDs/Directors evaluated	177	200	117	175	170; 146 Directors & 24 HoDs
6.	Number. of Civil Service Annual Performance Report printed and distributed	200	250	200	70	20 copies produced
7.	Number. of Civil Servants Appraised using SPA Instrument	10,230	13,000	669	3,205	• All 37 Ministries submitted reports for 2019, 35 Ministries submitted their Planning Phase reports and 21 Ministries have submitted their Mid-Year Reports. (9,036) staff were appraised in 2019.
8.	End of Year Reports on CSU Produced	31st Jan.	31st Jan	31st Jan	31st Jan	2020 End of year report prepared and submitted to CD.
9.	Reports on the Implementation of the SMTDP	2-weeks after end of Qtr.	2 weeks after end of quarter	2 weeks after end of quarter	2 weeks after end of quarter	1st, 2nd, 3rd and 4th quarter reports produced and submitted
10.	Budget implementation reports – 2018 and 2019	31st March	28 Feb	28 Feb	28 Feb	2019 report prepared and submitted to MoF and Parliament
11.	OHCS Annual Budget Prepared – Nov 30th	30th Nov.	Nov 30	Nov 30	Nov 30	30th Nov.
12.	% of archival Documents Digitized	10%	100%	-	1,500,000 sheets	19,000 archival sheets digitized.
13.	Number of Public Institutions decongested	10 records	20	13	4	2 institutions

S/N	OUTPUT INDICATOR	Baseline	Medium-Term Target	Achievement		
		2017	2020	2018	2019	2020
		offices decongested				
14.	Number of boxes of records disposed-of at the National Records Centre	2000 records disposed	4000	1,200	5,205	11,214 boxes
15.	Number of files transferred to archives for accessioning	125	500	200	-	-
16.	Number of Records Offices Restructured and functional in MDAs	25	25	8	3	1 record office restructured.
17.	Number of MDAs monitored on procurement activities	20	20	22	22	5 MDA's monitored
18.	Number of Civil Service staff trained	3,000	3000	2,521	2,613	Various training on-going.
19.	Number of study leave requests granted	70	280	39	46	•13 applications received. •4 study leave with pay and 4 study leave without pay approved. •5 applications pending.
20.	Number of management reviews conducted	6	27	4	4	Six (6) Management reviews reports available
21.	Number of Organizational Manuals Developed /reviewed for MDAs	8	8	11	18	Eighteen (18) Organisational Manuals (draft reports available)
22.	Number of Job inspection and establishment schedule produced	7	10	9	50	2 establishment level reports in progress.
23.	Number of Schemes of Service developed/reviewed	6	6	4	4	Eight (8) Schemes of Service reports available.
24.	Number of Client Service Charters developed	3	4	17	16	Seventeen (17) Service Charters available
25.	Number of boxes of archival documents accessioned			4,808	1,089	-
26.	Number of Public Institutions Records Management Systems monitored			18	6	5-institutions
27.	Reduction in the retrieval time at the Records Centre			4 mins		-

S/N	OUTPUT INDICATOR	Baseline	Medium-Term Target	Achievement		
		2017	2020	2018	2019	2020
28.	Number of exhibitions organized		1	1	1	2 Number of exhibitions were organized
29.	Number of record officers trained in records management		60 staff	4sessions (100 Officers)	60 staff	200 staff trained in records management
30.	Percentage increase in archival holdings			10%	-	-
31.	Number of procurement and supply chain officers trained		200	100	185	38 officers trained.
32.	Number of qualified PSC staff posted to M&Ds		10	63	33	46 trained personnel posted.
33.	Number of key stakeholders who participated in the annual procurement summit		700	650	-	Summit cancelled due to Covid-19
34.	Percentage of CDs delivering 70% and above of their set deliverable in their performance agreements	52%	50%	77.14%	91.67%	On-going
35.	Number of eligible Officers processed for promotion interviews		4,452	3,419	3,794	2,836 Officers processed for promotion interviews
36.	Number of personal records of civil servants collected, digitized and updated		1,800	2,587	834	543 personnel records updated on the OHCS database.
37.	Number of Civil Service Council Meetings organized		4	4	4	•4-Regular Meetings held •1-Meeting with Office of the President •1-Emergency Meeting
38.	Number of Applications for Contracts Processed		10	39	-	•12 Total •1 approved •3 declined •8 pending
39.	Number of Entity Tender Committee meetings organized		4	5	6	4
40.	Number of Audit Committee meetings organized		-	-	-	4
41.	Number of Management meetings organized		12	12	14	1
42.	Number of Internal Audit Reports produced		4	4	4	4
43.	Number of staff sensitized on NACAP		100	-	105	300 staff sensitized

S/N	OUTPUT INDICATOR	Baseline	Medium-Term Target	Achievement		
		2017	2020	2018	2019	2020
44.	Number of HCS meetings with CDs/HODs organized		4	4	4	1
45.	Number officers and authorizers in M&Ds trained in IPPD management		90	127	-	8 Officers trained on IPPD
46.	Number of Officers trained on information sharing and knowledge management		100	158	24	22 Officers trained
47. .	Percentage of archival document digitized (NR)		15%	0	-	-
48. .	Number of meetings/workshops organized with PPME/RSIM Service-wide on systemized/standardized processes in handling activities (NR)		-	-	-	The Directorate participated in twelve (12) workshops
49. .	Percentage of the promotion interview process digitized (NR)					95% of promotion interview process digitized. Documents were submitted in soft, downloaded, classified and vetted. Interviews were conducted remotely
50. .	Number of committee meetings organized on rewards and sanctions in OHCS (NR)					1
51. .	Number of welfare committee meetings organized (NR)					4
52. .	Number of researches conducted on emerging trends in the civil service (NR)					1 research was conducted
53. .	Number of papers on data analysis presented for decision making					4 papers on data analysis presented
54. .	Number of review reports on activities of HRMIS, OHCS database and IPPD II system (NR)					4 quarterly reports submitted

Source: 2020 OHCS Annual Progress Report to NDPC

Table 3: Financial Performance (2018-2021)

Source of funds	Total estimated cost of plan	Total amount received as at 2020	Variance
GoG	106,061,260.00	62,981,851.00	43,079,409.00
IGF	11,614,033.00	7,438,915.00	4,175,118.00
DACF	-	-	-
DACF-RFG	-	-	-
DPs	2,700,000.00	-	2,700,000
ABFA	-	-	-
Other	-	-	-
Total	**120,375,293.00**	**70,420,766.00**	**49,954,527.00**

During the preparation of the OHCS 2018 -2021 SMTDP, an amount of GHC 120,375,293.00 was projected as the financial resource required to implement the four (4) year plan. This amount was made up of GHC 106,061,260.00 GoG funds, GHC 11,614,033.00 IGF and GHC 2,700,000.00 DP funds. However, as at the end of 2020, GHC 70,420,766.00 was the total amount received being GHC 62,981,851.00 GoG funds and GHC 7,438,915 IGF funds. The total amount of funds received represents 58.5% of the planned financial resource.

1.4   DEMOGRAPHIC CHARACTERISTICS/HUMAN RESOURCE CAPACITY

The table below shows the total number of staff for the Office of the Head of Civil Service, its Departments and Training Schools as at the end of 2020. The total staff strength stood at five-hundred and eighty-seven (587). The details are as follows:

Table 4: Staff Distribution by Sex

NO	INSTITUTIONS	Number of Staff @ Post		Sex Distribution of Staff			
		2017	2020	2017 MALE	2020 MALE	2017 FEMALE	2020 FEMALE
1	Office of the Head of Civil Service	134	171	69	90	65	81
2	Institute of Technical Supervision	31	51	18	28	13	23
3	Government Secretarial School	42	79	25	47	17	32
4	Civil Service Training Centre	40	49	25	30	15	19
5	Management Services Department	53	52	30	29	23	23
6	Public Records and Archives Administration Department	132	173	72	108	60	65
7	Procurement and Supply-Chain Management Department	7	12	3	8	4	4
	TOTAL	**439**	**587**	**242**	**340**	**197**	**247**

The above table indicates high number of males than females in all the institutions. For instance, PRAAD and PSCMD recorded 40% and 50% more male staff than female staff respectively. Although the staff strength has increased in all institutions, the gender ratio gap has widened in some institutions and actions have to be taken to narrow the gap.

Civil Service Population Dynamics

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

Figure 3: Civil Service Staff Categorisation by Sex
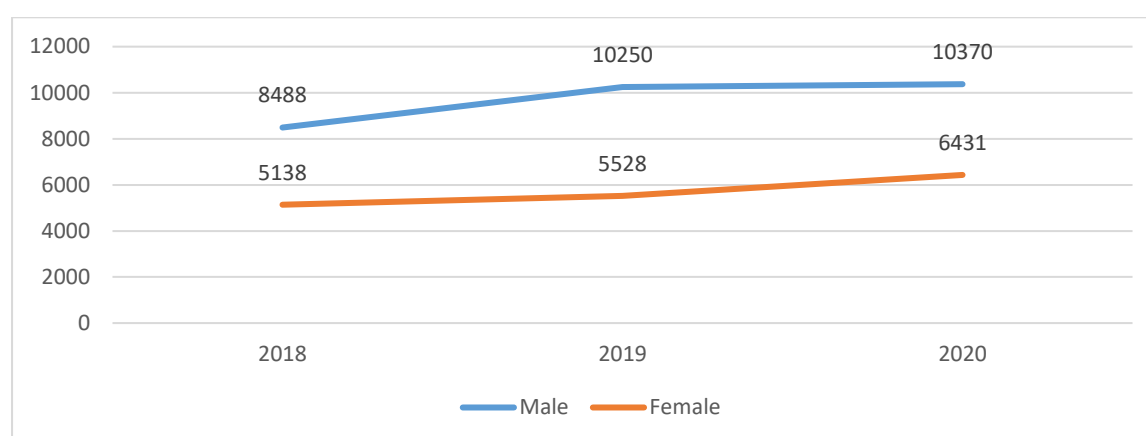
Source: 2020 Civil Service APR

Figure 3 above shows that there are generally more Males in the service than Females. Although there has been a general increase in the number of both Males and females in the service from 2018 to 2020, there was a much higher rise in the number of females than males between the year 2019 and 2020.

Figure 4: Officers who participated in various forms of training
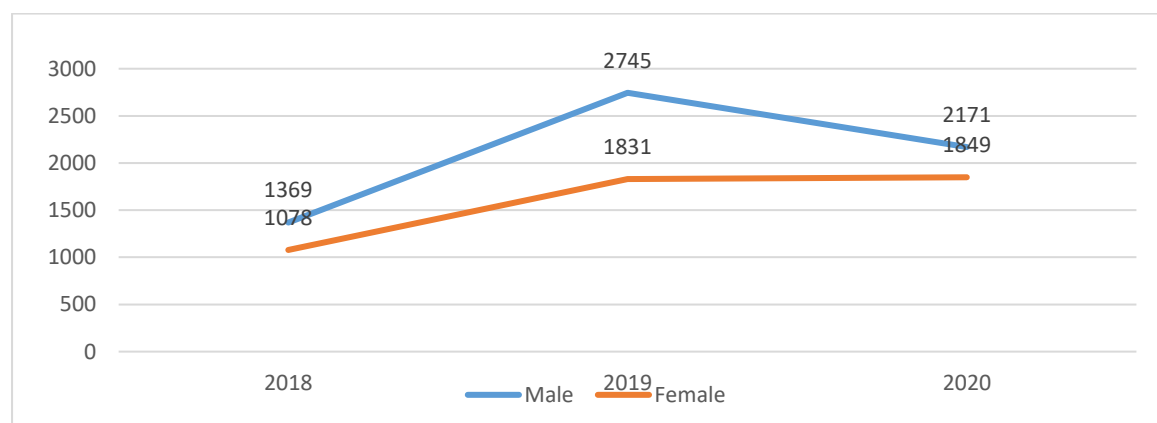
Source: 2020 Civil Service APR

Figure 4 above shows the number of officers who participated in Scheme of Service Trainings, Competency-Based Trainings, Academic Trainings or Workshops, Seminars and Conferences from 2018-2020.

Staff Data Management

One of the major challenges facing this country is the lack of accurate data to inform government policies, programmes and projects. As an institution responsible for managing all Civil Servants and advising government on employment/manpower limits for the Civil Service, the availability of an accurate database on Civil Service Staff is a challenge being worked on. This makes it quite difficult to effectively implement some policies related to the Human Resource in the Civil Service.

Performance Management
Implementation of Performance Agreements for category 'A' Post Holders
Chief Directors and Heads of Departments, Directors/Analogous grades are obliged to sign performance agreements at the beginning of the year and participate in end of year evaluation exercise.
Generally, the number of Chief Directors who signed Agreements and were evaluated had increased slightly from thirty-five (35) to thirty-eight (38) and from thirty-five (35) to thirty-six (36) respectively for the 2019 and 2020 reporting years. The performance of Chief Directors over the period also saw a remarkable improvement with about 92% scoring 70% and above during assessment.
Similarly, though the number of HoDs and Directors/Analogous Grade officers had significantly increased over the period from one hundred and seventy-eight (178) in 2018 to two hundred and sixty-one (261) in 2020, the targeted number of two hundred (200) officers to be evaluated could not be met due to varied reasons such as staff exiting the service, posting, travelling on official assignments among others.
In 2019, the OHCS extended the Performance Management arrangement to the Foreign Missions. The Heads of Missions and A1 Officers were trained on the completion of the templates and agreements signed. In all **48** Heads of Missions signed with the Chief Director and endorsed by the Minister of MoFARI and the Head of Civil Service.
In addition, **58** A1 Officers and 7 Consul Generals signed with the Heads of Mission and endorsed by the Chief Director. This practice has been established and every year template reviews are undertaken for completion and signing. Composite signing and evaluation reports are supposed to be submitted to the OHCS for decision-making.

Implementation of Staff Performance Appraisals for Deputy Director/Analogous grades and below
The number of officers appraised has seen significant improvement from six hundred and sixty-nine (669) officers in 2018 to nine thousand and thirty-six (9,036) officers representing a 92.5% increase in the participation rate.

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The Office digitized one million, five hundred and nineteen thousand (1,519,000) archival documents, decongested nineteen (19) records' offices in Public Institutions and disposed of

seventeen thousand, six hundred and nineteen (17,619) boxes of records at the National Records Centre. This digitization drive resulted in a reduction of record retrieval time from three (3) to one (1) minute upon request.

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The Office exceeded its target to monitor at least twenty (20) MDAs on their procurement activities in 2018 and in 2019. For the reporting period, monitoring of twenty-two (22) MDAs was undertaken for each year.

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The Office trained a total of five thousand, one hundred and thirty-four officers (5,134) in 2018 and 2019 and approved one hundred and two (102) requests for study leave facilities for the four-year plan period. To help improve records management in the Service, three hundred and sixty (360) officers received training in this area. The Office cleared the backlog of six thousand (6,000) officers awaiting promotion by processing ten thousand and forty-nine (10,049) officers for promotion. This served as a motivation for officers in the Service.

OHCS Infrastructure and Facilities

The Office of the Head of Civil Service is located in the Ministerial enclave. The Office is housed in a 2 Storey Main Block and a 3 Storey Annex Block which is shared with the International Labour Organization (ILO). During the past medium-term, management was able to secure funds through the annual budgets to undertake some renovation works on the washrooms and the office building. Due to poor maintenance practices and resource constraints, the washrooms are not in the best of shape.

The issue of inadequate office space in OHCS still exists. There is the need to expand and improve office space and conditions to create a safe and congenial work environment for staff and stakeholders for improved service delivery.

CHAPTER TWO: KEY DEVELOPMENT PRIORITIES

2.1   INTRODUCTION

This chapter highlights the key development priorities of the OHCS to be undertaken during the next medium-term (i.e. 2022-2025). These development priorities are primarily based on some thematic areas and strategic directions from the Coordinated Programme of Economic and Social Development Policies (CPESDP 2017 – 2024), and issues identified from the performance review, and situational analysis carried out on the OHCS SMTDP (2018 -2021). Though the OHCS SMTDP (2018 – 2021) was also meant to address major issues and mitigate several problems in the Civil Service, some of these issues persist while new ones have emerged.

However, the issues discussed below have been prioritized based on the following criteria:

- The severity and diversity of the problem and intended benefits (i.e. social, economic, environmental, infrastructural etc);
- The significant multiplier effect on economic efficiency e.g. attraction of investors, job creation, increase in income, general economic growth etc;
- The significant linkage effect on meeting basic human needs and rights; and
- The significant effects in the sustainable spatial development of designated spaces and corridors.

2.2   KEY DEVELOPMENT PRIORITIES OF THE OHCS

1. Enforcement of and compliance with timelines, rules, regulations etc. of the Civil Service by M&Ds

A key indicator/goal of the previous OHCS SMTDP was to achieve 'a professional Civil Service'. A professional Civil Service that meets Clients' needs and aspirations requires adherence to laid down procedures and practices for service delivery. In view of the above, the OHCS will as part of its key priorities adopt measures to ensure maximum compliance to timelines for service delivery as well as rules and regulations in the Civil Service.

2. Strengthening the monitoring and evaluation of the implementation of development policies and plans

The Civil Service has over the years supported the Government through the successful initiation, formulation and implementation of policies for national development. The key issue that has emerged across several sectors (Ministries and their Departments) however, is the importance of monitoring and evaluation of policy reforms to ascertain their effectiveness. In past years, there were clear instances in which some policy reforms initiated had not seen any progress due to lack of funding for implementation. Some of the reforms initiated were not targeted and did not receive the full support of all key stakeholders, hence, causing delays in their implementation. In view of the above, it is of critical importance that the OHCS puts measures in place to monitor and evaluate developmental policies. This is to ensure that the

economic, political, and social impact of reforms are considered in the development of policies to address the needs of the people.

The role of the OHCS in collaborating and providing rapid support at every stage of the policy cycle is crucial for achieving successful policy impacts. This will better position the Service to perform its strategic role in the country.

3. Digitization of processes and procedures in the Civil Service.

As part of its anti-corruption drive and efforts to eliminate lapses in service delivery, the OHCS will make concerted efforts in the next medium-term to ensure the digitization of all processes related to service delivery in M&Ds. This is expected to greatly reduce avenues for corruption, reduce service delivery timelines and ease of accessing services.

4. Digitizing the performance appraisal system for all categories of officers (implementation of the e-appraisal system)

The implementation of the SPAR since its inception has been beset by numerous challenges. Key among these setbacks have been the non-compliance to timelines and templates issued for reporting, high non-participation rate in each phase and the general difficulty in understanding and using the instrument. The OHCS intends to digitize all phases of the Staff Performance Appraisal as a means of dealing with the above challenges. The roll-out of the e-appraisal system is also intended to eliminate issues of perceived bias, reduce the reporting timeframe and help to easily identify and sanction non-compliance.

5. Improving collaboration among Public Institutions

A key observation made during the mid-term review of the OHCS SMTDP 2018-2021 was the overlap of roles and functions of various M&Ds and hence the need for greater collaboration between Ministries and Departments. To do this effectively, the Office intends to identify areas where such overlaps exist and foster conditions for improved partnership and achievement of service-wide goals and objectives.

6. Improving records administration in the Civil Service

The availability and management of information is crucial for the formulation and implementation of appropriate policies and programmes. It is in view of the above that the OHCS intends to ensure the continued restructuring of records offices in M&Ds. In addition, the OHCS intends to digitize records in the Service. This will lead to a reduction in retrieval time of records and ease of access.

7. Continued Implementation of flexible work schedule and remote working policy

The COVID-19 pandemic exposed some loopholes and weaknesses in the structure and working of the Service. In 2020 however, the Office tasked M&Ds to develop and implement the flexible work schedule and remote working policy in line with the safety protocols issued by H.E. the President. The implementation of the flexible work schedule initially affected the effective organisation of the Civil Service programmes, activities and meetings. Several scheduled programmes, training and meetings were either cancelled or postponed. This

was because the traditional approach focused on working directly from the office and employed face-to-face meetings and interaction.

The rollout of the flexible working schedule however brought the following challenges to light:

- Unavailability of internet for remote working - Some officers could not access reliable internet remotely.
- Inadequate capacity and inability of some staff to adapt to the virtual mode of working.
- Lack of logistics to facilitate remote work - Some officers did not have computers at home and other necessary logistics making it difficult to share information and meet deadlines.
- Inadequate virtual performance tracking systems and managing work that requires in-person actions

On the other hand, the outbreak also revealed many opportunities for improved productivity in the areas of remote working and the use of digital platforms. Key among these achievements were the virtual promotion interviews and online recruitment and induction of new officers. In light of the foregoing, the OHCS will invest in relevant equipment and logistics needed for sustained implementation of the flexible work schedule and remote working policy.

8. *Strengthening the administrative system in the Civil Service*
To strengthen the administrative system of the Civil Service, the OHCS reviewed the Civil Service Regulations, 1960, L.I. 47 and the Civil Service Administrative Instructions. The review provided the necessary procedural and administrative framework for the effective and efficient implementation of PNDCL 327. It is expected that the Office will put in place concerted efforts to review the Law itself in the next medium-term.

In addition, the COVID-19 pandemic has also underlined the importance of embracing a digital transformation to support more productive remote work and, consequently, streamline bureaucratic procedures while adopting innovative administrative processes

Also, the weak enforcement of administrative processes and procedures has affected work and created industrial tensions. Some roles and functions of Special Advisors/Special Assistants has created duplication of roles thereby affecting the mainline functions of some Civil Service staff and disrupting the smooth flow of work and accountability. The Office intends therefore to strengthen the existing structures and clarify the roles of officers to prevent the intrusion by other institutions or persons.

9. *Liaising with government towards improving the conditions of service of Civil Servants*
A major cause of low productivity in the Civil Service has been attributed to poor remuneration and motivation of officers. The disparity in salary levels between the Civil Service and other Public Service Organizations continues to widen contrary to Section 3.3 of the Government White Paper on the Single Spine Pay Policy (SSPP) which explicitly require that jobs within the same job value range are put within the same pay range. Though several meetings were

held at which the principles and justification for the review were accepted, negotiations have so far been halted.

The OHCS will continue to liaise with the government on an upward review of the remuneration and Conditions of Service for staff of the Service despite the dissolution of the OSM which was the lead pioneer of initial negotiations.

CHAPTER THREE: DEVELOPMENT PROJECTIONS, GOALS, OBJECTIVES AND STRATEGIES

3.1   INTRODUCTION

This chapter focuses on outlining the development projections, goals, objectives and strategies to be adopted by the OHCS for the 2022-2025 SMTDP. Specifically, it details the desired future conditions to be realized by the Plan (Development projections) as well as its related goals and objectives and the most appropriate strategies for achieving them.

The decision of the most appropriate strategies to be adopted was based on the following considerations:

1. *Financial consideration* i.e. how much would it cost to implement?
2. *Available resources* i.e. availability of technical expertise, money, time etc
3. *Target population* i.e. will the targeted population accept the given strategy?
4. *Social costs* – what are the long-term positive and negative consequences of the proposed strategy?
5. *Intended objectives* – Will the strategy achieve the intended objectives?
6. *Technology* – will available technology promote the use of the strategy while assessing the ease of technology adoption by the target population?

3.2   DEVELOPMENT PROJECTIONS

It is expected that at the end of the implementation of the SMTDP 2022-2025, the following would have been achieved:

1. A digitized Civil Service
2. Improved records management and administrative systems in the Civil Service.
3. Improved performance management and reporting
4. A well-regulated and motivated Civil Service

3.3   DEVELOPMENT GOALS

Goal of the OHCS

To have the human resources and institutional capacity to formulate, implement, monitor and evaluate policies for national development, as well as the ability to effectively and efficiently provide timely and satisfactory services to all its stakeholders

Adopted Goals

To ensure that the corporate goal aligns with other national and international conventions, the following goals from the NMTDPF 2018-2021 and the UN's SDGs are being adopted:

- NMTDPF 2018-2021: To maintain a stable, united and safe society – transparent, responsive and accountable governance.
- SDG 16: Peace, Justice and Strong institutions

Adopted Objectives

1. Build an effective and efficient Government machinery;
2. Enhance capacity for policy formulation and coordination.

3.4 OHCS 2022- 2025 MEDIUM-TERM POLICY OBJECTIVES

The under-listed are the OHCS Medium-Term Development Policy Objectives:

1. Ensure effective and improved records management system in the Service
2. Strengthen the performance management culture in the Civil Service
3. Fight corruption, promote attitudinal change and patriotism
4. Strengthen adherence to internal financial and management control systems in the Civil Service
5. Improve institutional systems and work processes in the Service to support government priorities and service delivery in MDAs
6. Improve productivity through enhanced policy planning and coordination, motivation and supervision
7. Enhance the skill-mix, competencies and capacity of Civil Service staff and training Institutions

3.5 STRATEGIES

The following strategies are to be implemented to ensure that development projections and set goals are achieved:

1. Digitize all records offices and service delivery processes and procedures
2. Enforce the signing of Agreements and the subsequent evaluation of HoDs, Directors/Analogous Grade officers and Chief Directors for effective leadership accountability in the Civil Service
3. Enforce compliance to timelines, rules and regulations of the Civil Service over the Plan period and beyond
4. Provide logistics needed for staff to work remotely and share information securely away from the office.
5. Completely digitize the Staff Performance appraisal system and roll out to improve participation rate and ensure compliance to timelines for reporting on SPA
6. Ensure the effective implementation of the RTI and NACAP within the Civil Service
7. Digitize procurement processes to improve time and cost of doing Government business.
8. Monitor and provide recommendations on the implementation of financial management processes
9. Standardize templates and format for Client Service Charters for all M&Ds
10. Implement the flexible work policy and remote working over the Plan's period and beyond

11. Build the capacity of Civil Service Staff to undertake policy analysis, development planning, monitoring and evaluation, and forecasting
12. Strengthen the capacity for research, statistical information and records management in M&Ds

Table 5: Linkage among Goal, Objectives and Strategies

Goal	Adopted Policy Objectives	OHCS Policy Objectives	OHCS Strategies
To maintain a stable, united and safe society	1.Build an effective and efficient Government machinery	1. Ensure effective and improved records management system in the Service	1. Digitize all records offices and service delivery processes and procedures
		2. Strengthen the performance management culture in the Civil Service	2. Enforce the signing of Agreements and the subsequent evaluation of HoDs, Directors/Analogous Grade officers and Chief Directors for effective leadership accountability in the Civil Service
			3. Enforce compliance to timelines, rules and regulations of the Civil Service over the Plan period and beyond
			4. Provide logistics needed for staff to work remotely and share information securely away from the office.
			5. Completely digitize the Staff Performance appraisal system and roll out to improve participation rate and ensure compliance to timelines for reporting on SPA
		3. Fight corruption, promote attitudinal change and patriotism	6. Ensure the effective implementation of the RTI and NACAP within the Civil Service
		4. Strengthen adherence to internal financial and management control systems in the Civil Service	7. Digitize procurement processes to improve time and cost of doing Government business.
			8. Monitor and provide recommendations on the implementation of financial management processes

		5. Improve institutional systems and work processes in the Service to support government priorities and service delivery in MDAs	9. Standardize templates and format for Client Service Charters for all M&Ds
		6. Improve productivity through adequate motivation and supervision	10. Implement the flexible work policy and remote working over the Plan's period and beyond
	2.Enhance capacity for policy formulation and coordination	7. Enhance the skill-mix, competencies and capacity of Civil Service staff and training Institutions	11. Build the capacity of Civil Service Staff to undertake policy analysis, development planning, monitoring and evaluation, and forecasting
			12. Strengthen the capacity for research, statistical information and records management in M&Ds

CHAPTER FOUR: COMPOSITE DEVELOPMENT PROGRAMMES

4.1   INTRODUCTION

The Government of Ghana as part of its effort to link planning to budget, introduced the Programme Based Budgeting (PBB) from the previous Activity Based Budgeting (ABB) through the Ministry of Finance in 2014. The essence is to enhance Government's ability to allocate available resources in accordance with its policy priorities and to better demonstrate the strategic intent of the Budget.

This chapter focuses on the composite development programmes i.e. Programme of Action (PoA) ` and Programme Financing. The Programme of Action mainly deals with the estimated budget, source of funding and time frame for each programme. It also seeks to identify the collaborating and lead implementers of each programme. Where there is a collaborating Institution or Department, the lead implementer is required to work hand in hand to accomplish the set target.

However, the Programme financing details the expected revenue, source of funding, actual Programme Cost and the Funding Gap. Where there is a Gap, a mechanism to fill the gap is expected to be developed.

As indicated in the Programme Financing table below, the expected total cost for all Programmes by the year 2025 is GH¢ 72,799,401.00. However, based on government's budget allocations to the OHCS over the past medium-term and projected revenue, the OHCS is likely to receive a budget allocation of GH¢ 59,264,208.00 leaving a gap of GH¢ 13,535,193.00. The highest and lowest Programme Costs are Management and Administration - GH¢ 29,418,400.00 and Institutional Development - GHℂ 6,265,840.00 respectively. It is to be noted that these budget estimates focus on Goods and Services and Capital Expenditure from all sources with the exception of compensation budget.

Table 6: Programme of Action

GOAL	OBJECTIVES	PROGRAMME	SUB-PROGRAMME	TIME FRAME				COST			PROGRAMME STATUS		IMPLEMENTING INSTITUTION/ DEPARTMENT	
				2022	2023	2024	2025	GOG	IGF/ABFA	OTHERS	NEW	ON-GOING	LEAD	COLLABORATING
To have the human resources and institutional capacity to formulate, implement, monitor and evaluate policies for national development, as well as the ability to effectively and efficiently provide timely and satisfactory services to all its stakeholders	Build an effective and efficient Government machinery	Management and Administration	Management and Administration	✓	✓	✓	✓	15,558,000.00		13,860,400.00		✓	F & A	CSC, RCU, Audit, CHRAJ, PSRS
		Institutional Development	Institutional Strengthening	✓	✓	✓	✓	2,717,000.00	1,202,840.00			✓	MSD	M & Ds
			Records Management	✓	✓	✓	✓	500,000.00	100,000.00	400,000.00		✓	PRAAD	OHCS, MDAs, RCCs, MMDAs
			Procurement Management	✓	✓	✓	✓	1,346,000.00				✓	PSCMD	M &Ds, PPA, CIPS, GIPS, GIMPA
		Human Resource Management	Recruitment and Promotions	✓	✓	✓	✓	12,820,000.00		5,500,000.00		✓	CMD	RSIM, M & Ds
			Training and Development	✓	✓	✓	✓	1,000,000.00	12,728,300.00	92,000.00		✓	RTDD	M & Ds
			Performance Management	✓	✓	✓	✓	600,000.00				✓	PBMED	M & Ds
			Information Management	✓	✓	✓	✓	4,374,861.00				✓	RSIM	PSC, M & Ds

Estimates are without compensation

Table 7: Programme Financing

DEVELOPMENT DIMENSION	PROGRAMME	PROGRAMME COST	EXPECTED REVENUE & SOURCE OF FUNDING									TOTAL	GAP	MECHANISM TO FILL GAP
			GoG	IGF	DACF	DACF-RFG	UDG	DPS	ABFA	OTHERS			
Governance, Corruption and Public Accountability	Management and Administration	29,418,400.00	11,717,880.00								11,717,880.00	17,700,520.00	Negotiate for budget increment /Donor support
	Institutional Development	6,265,840.00	5,445,856.00	685,180.00							6,131,036.00	134,804.00	PPP
	Human Resource Management	37,115,161.00	29,400,000.00	12,015,292.00							41,415,292.00	(4,300,131.00)	
Total		72,799,401.00	46,563,736.00	12,700,472.00							59,264,208.00	13,535,193.00	Negotiate for budget increment /PPP

Estimates are without compensation

CHAPTER FIVE: ANNUAL ACTION PLAN

5.1   INTRODUCTION

The 2022-2025 Annual Action Plan Framework of the Office of the Head of the Civil Service contains activities that will be implemented under each of the Programmed and Sub-programmes during the plan implementation period. The Action Plan Framework constitutes the major tasks or extensive activities required to achieve the development objectives. Thus, it encompasses the Programmes, Sub-programme, Broad Activities, Operational Location, and Time Frame for achievement, Cost, Programme Status and Plan Implementation Collaborators.

Table 8: OHCS Action Plan 2022

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
Management and Administration	Management and Administration	Organise Entity Tender Committee meetings	Accra	✓	✓	✓	✓	20,000				√	F&A	
		Organise meetings on rewards/sanctions in OHCS	Accra	√	√	√	√	10,000				√	F&A	
		Incentive Scheme for Rewards	Accra	√	√	√	√	25,000				√	F&A	
		Organise Management meetings	Accra	√	√	√	√	30,000				√	F&A	
		Organise HCS meetings with CDs/HODs organized	Accra	√	√	√	√	25,000				√	F&A	
		Hold welfare committee meetings	Accra	√	√	√	√	5,000				√	F&A	
		Organise staff durbars	Accra	√	√	√	√	40,000				√	F&A	
		Process Officers for foreign travels (Conferences/Seminars/Workshops)	Accra	√	√	√	√	10,000				√	F&A	
		Facilitate domestic conferences/workshops/seminars	Accra/varied	√	√	√	√	5,000				√	F&A	
Management and Administration	Management and Administration	Train Staff (Scheme of Service/Competency)	Accra	√	√	√	√	300,000				√	F&A	
		Organise training programs (In-house)	Accra			√		25,000				√	F&A	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Decongest OHCS Administrative Records Center	Accra			√		20,000				√	F&A	
		Digitalize OHCS Records	Accra	√	√	√	√	25,000			√		F&A	
		Implement PR policy for the OHCS	Accra	√	√	√	√	20,000			√		F&A	
		Implement Strategic Communication plan for the Civil Service implemented	Accra	√	√	√	√	30,000			√		F&A	
		Organise Editorial Board meetings	Accra	√	√	√	√	10,000			√		F&A	
		Implement OHCS vehicle use policy guidelines	Accra	√	√	√	√	20,000			√		F&A	
		Procure Official vehicles (Cars and Motorbikes)	Accra		√	√		950,000			√		F&A	
		Insure Official vehicles (Cars and Motorbikes)	Accra	√	√	√	√	50,000				√	F&A	
Management and Administration	Management and Administration	Maintain and repair Official vehicles (Cars and Motorbikes)	Accra	√	√	√	√	300,000				√	F&A	
		Organise Directorate meetings	Accra	√	√	√	√	15,000				√	F&A	
		Provide Logistics for the smooth running of the Office	Accra	√	√	√	√	350,000				√	F&A	
		Produce Mid-year Performance report	Accra			√		30,000				√	F&A	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Produce Annual Performance Report	Accra				√	30,000				√	F&A	
		Produce HR related document/report	Accra	√	√	√	√	75,000				√	F&A	
		Organise programmes on health and wellness	Accra	√	√	√	√	30,000				√	F&A	
		Organise COVID 19 management meetings	Accra	√	√	√	√	25,000			√		F&A	
		Attend staff welfare events	Accra	√	√	√	√	30,000				√	F&A	
Management and Administration	Management and Administration	**Produce and distribute Civil Service Annual Performance Report (2022 Annual Performance Report)**	Accra	✓				55,000				✓	RCU	M&D's
		Implement and Report on NACAP Activities	Accra	✓			✓	10,000				✓	RCU	Consulted M&D's
		Review of Regulation and Documents (Review Civil Service Act and Conduct Sensitization on Civil Service Regulations	Accra		✓		✓			855,000		✓	RCU	Consulted M&D's

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Implementation of OHCS Component of PSRRP	Accra	✓	✓	✓				4,000,000		✓	RCU	PSRS OHCS Directors
Management and Administration	Management and Administration	Coordinating and Monitoring Reforms and Policies in the Civil Service	Accra		✓		✓			25,000		✓	RCU	Committee
		Organization of Civil Service Week	Accra	✓	✓	✓	✓			1,010,000		✓	RCU	Committee
		Redevelopment of the Ministerial Enclave	Accra		✓					4,000,000		✓	RCU	M&D's
		Carry out operational audit	Accra	✓	✓	✓	✓	50,000					Audit	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Preparation of Annual Audit Committee Reports/ Meetings	Accra	✓	✓	✓	✓	75,000					Audit	
		Monitor Activities of Internal Audit Directorates/Units of MDAs	Accra	✓	✓	✓	✓	20,000				✓	Audit	Internal Audit Directorate/Units of other *Ministries
Management and Administration	Management and Administration	Train newly recruited Internal Audit Staff	Accra		✓		✓	40,000				✓	Audit	Internal Audit Directorate/Units of other Ministries
		Carry out other identified training needs	Accra			✓						✓	Audit	Internal Audit Directorate/Units of other Ministries
		Post eligible Internal Auditors	Accra	✓	✓	✓	✓						Audit	
		Improve interactions with political and bureaucratic Heads and Civil Servants in MDs	Accra	✓	✓	✓	✓	5000					CSC	RCU
		Review of the Civil Service Act 1993 (PNDC 327) and Administrative Instructions	Accra	✓	✓	✓	✓	5000					CSC	OoP PSC RCU M&Ds DPs

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Facilitating Meetings of the Civil Service Council	Accra	✓	✓	✓	✓	5000					CSC	CSC
Management and Administration	Management and Administration	Process Organizational Manuals and Convey approval	Accra	✓	✓	✓	✓	5000					CSC	
		Review and Approve Schemes of Service	Accra	✓	✓	✓	✓	5000					CSC	
		Facilitate the Processing of Category 'A' Appointments and Promotions	Accra	✓	✓	✓	✓	5000					CSC	
		Facilitate the processing of Appointments, Promotions, Upgrades, Conversions of all Civil Servants	Accra	✓	✓	✓	✓	5000					CSC	
		Petitions	Accra	✓	✓	✓	✓	5000					CSC	
		Disciplinary cases	Accra	✓	✓	✓	✓	5000					CSC	
		Contracts Appointments / Limited Engagement	Accra	✓	✓	✓	✓	5000					CSC	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
Management and Administration	Management and Administration	Meetings/Workshops with HR Directors at respective MDs for training on Civil Service Promotions	Accra	✓	✓	✓	✓	5000					CSC	CSC
		Review the Civil Service Annual Performance Report (APR)	Accra	✓	✓	✓	✓	5000					CSC	CSC
		Council Secretariat Operations	Accra	✓	✓	✓	✓	5000					CSC	CSC
Institutional Development	Institutional Strengthening	Conduct Management Reviews in MDAs and Quasi government institutions	Accra	✓	✓	✓	✓	79,200.00	26,640.00		✓		MSD	
		Develop work processes for MDAs (Client Service Charters)	Accra	✓	✓	✓	✓	79,200.00	28,800.00		✓		MSD	
		Review __ organisational Manuals for M & Ds	Accra	✓	✓	✓	✓	108,000.00	50,400.00		✓		MSD	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
Institutional Development	Institutional Strengthening	Conduct Job Inspections to review staffing norms /Establishment Levels for M & Ds	Accra	✓	✓	✓	✓	79,200.00	18,000.00		✓		MSD	
		Review Schemes of Service for M & Ds	Accra	✓	✓	✓	✓	79,200.00	36,000.00		✓		MSD	
		Develop Capacity of MSD Staff.	Accra	✓	✓	✓	✓	101,200.00	60,000.00		✓		MSD	
Institutional Development	Records Management	Decongest 10 Records Offices of MDAs by 31st December, 2022	Accra	✓	✓	✓	✓	30,000	15,000				PRAAD	MDAs
		Dispose of 1,010 boxes of scheduled records in the Records Centre and Public institutions by 31st December, 2022	Accra	✓	✓	✓	✓	35,000	10,000				PRAAD	MDAs
		Digitize 55,000 archival holdings of the Department nationwide.	Accra	✓	✓	✓	✓	10,000		100,000			PRAAD	MDAs
Institutional Development	Records Management	12 Records Offices restructured and functional in MDAs	Accra	4	4	4	4							
		Organise 2 public Exhibitions	Kumasi/ Tamale	-	1	1	-	50,000					PRAAD	MDAs/RCCs/ MMDAs

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Transfer 200 files to Archives for Accessioning by 31st December, 2022	Accra	30	50	70	50						PRAAD	
		Organise 4 training workshop on Records Management for public institutions by 31st December, 2022	Accra	1	1	1	1						PRAAD	MDAs
		Creation of 1 new functional PRAAD Regional Offices.			1								PRAAD	
		Facilitate the retrieval 5 of GoG contracts.	Accra	1	2	2								
		Monitor and evaluate recordkeeping systems of 20 public institutions.	Accra	5	5	5	5						PRAAD	MDAs
Institutional Development	Records Management	Develop and review classification systems of 6 public institutions.	Accra	1	2	2	1						PRAAD	MDAs
		Organise 3 stakeholder workshops to validate reviewed Act.	Accra		1	2								
		Recruitment and Replacement of 59 Professional & Sub-Professional staff.	Accra			29	30						PRAAD	OHCS
		Bind 36 Volumes of News Papers	Accra	9	9	9	9						PRAAD	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		5 Updated Finding Aids for Search room	Accra	1	1	2	1						PRAAD	
		Organize 1 Impact Assessment	Accra				1						PRAAD	
		Repair 30, 000 sheets	Accra	7500	7500	7500	7500						PRAAD	
Institutional Development	Procurement Management	Promoting best practices in the PSCM System in the Civil Service (Annual Summit)	Accra	√	√	√	√	**120,000**				√	PSCMD - OHCS	PSC & CAGD
		Monitoring of PSCM related activities in MDAs to ascertain Procurement Officers Performance Skills-Set assessment of the PSCM Staff	Accra	√	√	√	√	**82,000**				√	PSCMD - OHCS	M&Ds
		Strengthening Institutional Capacity for effective service delivery in the Civil Service.	Accra	√	√	√	√	**112,000**				√	PSCMD - OHCS	M&Ds, PPA, CIPS, GIPS, CSTC, GIMPA
Human Resource Management	Recruitment & Promotions	**Collect, update & digitize records of all Civil Servants**	Accra					60,000.00					CMD	RSIM/M &D's
		• Update personnel records on Civil Servants	Accra	√	√	√	√	20,000.000					CMD	RSIM

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Develop & implement a Peer Assessment System Develop a proposal on assessment tools & guidelines on peer review for promotions and recruitments	Accra										CMD RTDD	
		Organize Sensitization and training for Stakeholders	Accra										CMD RTDD	M&D's
		Digitize promotion interviews in the Civil Service Digitization of promotion interview process	Accra			√	√			1,00 0,00 0.00			CMD	RSIM/CS TC/CSC/ M&D's
		Strengthening of HR Directorates in the Ministries	Accra		√			30,000.00					CMD	M&D's
Human Resource Management	Recruitment & Promotions	**Develop and operationalize succession planning regime in the Civil Service** • Undertake M&E exercise on the implementation of the Succession	Accra	√	√			40,000.00					CMD	M&D's

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Planning regime in Departments												
	Training and Development	• Organize recruitment/ replacement of Officers into the Civil Service	Accra	✓	✓	✓	✓	100,000				✓	RTDD	Ministries / Departments
		• Organize Induction Training for Officers in the Civil Service	Accra	✓		✓		150,000				✓	RTDD	Ministries / Departments
		• Facilitate personal development for Civil Servants for enhanced capacity	Accra	✓	✓	✓	✓						RTDD	Ministries / Departments
		• Conduct of Training Impact Surveys	Accra		✓	✓	✓					✓	RTDD	CSTC/GSS/ ITS/ M&Ds
Human Resource Management	Training and Development	• Facilitate the Merger of the three Civil Service Training Institutions into a College	Accra	✓	✓	✓	✓					✓	RTDD	CSTC/GSS/ ITS
		• Rules and Regulations for hostel management developed	Accra				✓		3,500		✓		GSS	
		• Copies printed					✓				✓			

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		• Students assessed copies												
		• Audio and pictures uploaded on Social Media Platforms such as WhatsApp, Facebook and community information centres in the regions.	Accra Kumasi Tamale Koforidua Ho Sekondi		✓	✓	✓		47,000			✓	GSS	
		• Display banners and posters at vantage points in the GSS Regional Campuses			✓	✓	✓					✓		
Human Resource Management	Training and Development	• Radio advertisement for 4 weeks on GSS programmes and facilities in the GSS Regional Campuses			✓	✓	✓					✓		
		• Conduct a survey on skills and knowledge required of the modern-day secretary/office assistant/personal assistant.	Accra Kumasi Tamale Koforidua Ho Sekondi			✓					✓		GSS	
		• Questionnaires developed				✓					✓			

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		• Questionnaires administered				✓			35,000		✓		GSS	
		• Report generated					✓				✓			
		• Three (3) courses in Secretary Ship and Management for collaborative Organizations.	Accra		✓	✓	✓		20,000			✓	GSS	
		• Pre-employment orientation course			✓	✓	✓				✓		GSS	
Human Resource Management	Training and Development	• Land Title for GSS facilities at Ho, Kumasi and Koforidua	Kumasi Tamale Koforidua Ho Sekondi	✓	✓	✓	✓		285,000			✓	GSS	
		• Walling of GSS Kumasi Land to prevent encroachment		✓	✓	✓	✓					✓	GSS	
		• Computer Laboratories at GSS Accra and GSS Sekondi refurbished		✓	✓	✓	✓					✓	GSS	
		• Hostel at GSS Ho refurbished		✓	✓	✓	✓					✓	GSS	
		Number of Training Needs Assessment reports generated (TNA)	Accra	X	X	X	X		15,000			√	CSTC,	Ministries / Departments

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Number of Training manuals reviewed and distributed	Accra	X	X	X	X		60,000			√	CSTC,	Ministries / Departments
		Number of Scheme of Service/Competency based training organized	Accra	X	X	X	X		800,000			√	CSTC.	OHCS
Human Resource Management	Training and Development	Number of Officers trained in Scheme of Service/Competency based training	Accra	X	X	X	X					√	CSTC,	OHCS
		Number of Officers trained in Seminars/Workshops	Accra	X	X	X	X		250,000			√	CSTC,	Ministries / Departments
		Number of Seminars/Workshops organized	Accra	X	X	X	X					√	CSTC,	Ministries / Departments
		Number of candidates examined for the Graduate Entrance Exams	Accra		X				750,000			√	CSTC,	OHCS
		Number of Officers participating in the Mandatory Competency assessment	Accra		X	X	X		55,000			√	CSTC,	OHCS/ Ministries /

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
														Departments
Human Resource Management	Training and Development	Number of Assessment surveys of training impact on institutions conducted			X		X		14,000			√	CSTC,	Ministries / Departments
		Conduct of Training Impact Surveys	Accra			✓	✓		GhȻ 5,000					ITS,	RTDD, CSTC/GSS/ ITS/ M&Ds
		Conduct Research and Training Needs Assessment (TNA) for Ministries and Departments	Accra				✓		GhȻ 4,000			✓	ITS,	RTDD, CSTC/GSS/ ITS
		Design and review training programmes for skills acquisition	Accra				✓		GhȻ 4,000			✓	ITS,	RTDD CSTC/GSS/ ITS
		Organize Service-Wide Scheme of Service Training for Civil Servants	Accra		✓	✓			GhȻ 200,000				ITS,	RTDD, CSTC/GSS/ ITS
		Organize Workshops, Seminars and Conferences for Civil Servants	Accra		✓	✓			GhȻ 10,000		✓		ITS	RTDD CSTC/GSS/ ITS

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
Human Resource Management	Training and Development	Facilitate the Merger of the three Civil Service Training Institutions into a College	Accra	✓	✓	✓	✓			✓ (ppp)			ITS,	RTDD CSTC/GSS/ ITS
		Modernization of training programmes	Accra						Gh₵ 6,000				ITS	RTDD CSTC/GSS/ ITS
		Implement Electronic Data Management System for Training	Accra						Gh₵ 10,000				ITS	RTDD CSTC/GSS/ITS
	Performance Management	Service-Wide Staff Performance Appraisal Reporting	Accra	✓	✓	✓	✓	20,000				✓	PBMED	
		Implementation of Chief Directors' Performance Agreement Evaluation of Chief Directors' Performance Agreement	Accra	✓	✓			35,000				✓	PBMED	OoP PSC CSC M&Ds DPs
		Signing of Chief Directors' Performance Agreements	Accra	✓		✓	✓					✓	PBMED	OoP PSC CSC M&Ds DPs
Human Resource Management	Performance Management	Implementation of Performance Agreement for Heads of Departments/Director	Accra	✓	✓							✓	PBMED	M&Ds

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		s and Analogous Grades												
		Service-Wide Monitoring	Accra			✓		30,000				✓	PBMED	OoP PSC CSC M&Ds DPs
		Implementation of OHCS SMTDP	Accra		✓	✓	✓					✓	PBMED	NDPC
		Implementation of OHCS 2022 Budget. A - Reporting on 2022 OHCS Budget	Accra	✓	✓	✓	✓					✓	PBMED	MoF
		B - Preparation of OHCS 2023 -2026 Budget Estimate	Accra	✓	✓	✓	✓	35,000				✓	PBMED	MoF
		Client Service Operations			✓	✓	✓	10,000				✓	PBMED	
Human Resource Management	Information Management	Create, update, manage and analyze HR data of Civil Servants on the OHCS Database	Accra	✓	✓	✓	✓	10,000				✓	RSIM	
		Report on the update of the OHCS HR database	Accra	✓	✓	✓	✓	10,000				✓	RSIM	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Train officers on • IPPD management • Research • ICT	Accra	✓	✓	✓	✓	100,000					RSIM	M&D's
		Trainings to be undertaken	Accra	✓	✓	✓	✓	100,000					RSIM	M&D's
		Undertake Research on emerging trends in two (2) areas	Accra	✓	✓	✓	✓	50,000					RSIM	M&D's
		Review and manage activities of the HRMIS, OHCS database and IPPD II System.	Accra	✓	✓	✓	✓	30,000				✓	RSIM	PSC
		Develop an IT Strategy	Accra	✓	✓	✓ ✓	✓	100,000					RSIM	OHCS Directorates and Units
		Develop an MIS Strategy	Accra	✓	✓	✓ ✓	✓	60,000					RSIM	OHCS Directorates and Units
Human Resource Management	Information Management	Develop OHCS IT policy	Accra	✓	✓	✓ ✓	✓	20,000					RSIM	OHCS Directorates and Units
		Number of requests for vacancies from MDAs forwarded to PSC	Accra	✓	✓	✓ ✓	✓	10,000					RSIM	PSC
		Procure IT equipment, operating systems, anti-virus	Accra	✓	✓	✓ ✓	✓	200,000					RSIM	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2022)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		and office suit applications												
		Maintain and service one hundred and twenty (120) computers and accessories and network infrastructure	Accra	✓	✓	✓ ✓	✓	30,000					RSIM	
		Manage OHCS Website, Graduate Online Recruitment System and Online examination portal.	Accra	✓	✓	✓ ✓	✓	10,000					RSIM	
		operationalised the SMART Workplace solution	Accra	✓	✓	✓ ✓	✓	150,000					RSIM	OHCS Directorates and Units
Human Resource Management	Information Management	Develop an E-Library for OHCS	Accra	✓	✓	✓ ✓	✓	50,000					RSIM	
		Document and Automate OHCS processes	Accra	✓	✓	✓ ✓	✓	200,000					RSIM	OHCS Directorates and Units

Table 9: OHCS Action Plan 2023

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
Management and Administration	Management and Administration	Organise Entity Tender Committee meetings	Accra	✓	✓	✓	✓	25,000				√	F&A	
		Organise meetings on rewards/sanctions in OHCS	Accra	✓	✓	✓	✓	15,000				√	F&A	
		Incentive Scheme for Rewards	Accra	✓	✓	✓	✓	30,000				√	F&A	
		Organise Management meetings	Accra	✓	✓	✓	✓	35,000				√	F&A	
		Organise HCS meetings with CDs/HODs organized	Accra	✓	✓	✓	✓	30,000				√	F&A	
		Hold welfare committee meetings	Accra	✓	✓	✓	✓	10,000				√	F&A	
		Organise staff durbars	Accra	✓	✓	✓	✓	45,000				√	F&A	
		Process Officers for foreign travels (Conferences/Seminars/Workshops)	Accra	✓	✓	✓	✓	15,000				√	F&A	
		Facilitate domestic conferences/workshops/seminars	Accra/varied	✓	✓	✓	✓	10,000				√	F&A	
		Train Staff (Scheme of Service/Competency)	Accra	✓	✓	✓	✓	350,000				√	F&A	
		Organise training programs (In-house)	Accra			✓		30,000				√	F&A	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
Management and Administration	Management and Administration	Decongest OHCS Administrative Records Center	Accra			✓		30,000				√	F&A	
		Digitalize OHCS Records	Accra	✓	✓	✓	✓	35,000			√		F&A	
		Implement PR policy for the OHCS	Accra	✓	✓	✓	✓	25,000			√		F&A	
		Implement Strategic Communication plan for the Civil Service implemented	Accra	✓	✓	✓	✓	40,000			√		F&A	
		Organise Editorial Board meetings	Accra	✓	✓	✓	✓	15,000			√		F&A	
		Implement OHCS vehicle use policy guidelines	Accra	✓	✓	✓	✓	25,000			√		F&A	
		Procure Official vehicles (Cars and Motorbikes)	Accra		✓	✓		1,500,000			√		F&A	
		Insure Official vehicles (Cars and Motorbikes)	Accra	✓	✓	✓	✓	60,000				√	F&A	
		Maintain and repair Official vehicles (Cars and Motorbikes)	Accra	✓	✓	✓	✓	350,000				√	F&A	
		Organise Directorate meetings	Accra	✓	✓	✓	✓	20,000				√	F&A	
		Provide Logistics for the smooth	Accra	✓	✓	✓	✓	450,000				√	F&A	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		running of the Office												
Management and Administration	Management and Administration	Produce Mid-year Performance report	Accra			✓		40,000				√	F&A	
		Produce Annual Performance Report	Accra				✓	40,000				√	F&A	
		Produce HR related document/report	Accra	✓	✓	✓	✓	85,000				√	F&A	
		Organise programme on health and wellness	Accra	✓	✓	✓	✓	40,000				√	F&A	
		Organise COVID 19 management meetings	Accra	✓	✓	✓	✓	35,000			√		F&A	
		Attend staff welfare events	Accra	✓	✓	✓	✓	40,000				√	F&A	
		Produce Civil Service Annual Performance Report (2022 Annual Performance Report)	Accra	✓				60,000				✓	RCU	M&D's
		Implementation and Reporting of NACAP Activities Number of staff sensitized on NACAP	Accra		✓		✓	12,000				✓	RCU	CHRAJ

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Review Regulation and Documents (Review Civil Service Act and Conduct Sensitization on Civil Service Regulations)	Accra		✓		✓			830,000		✓	RCU	Consulted M&D's
Management and Administration	Management and Administration	Implement OHCS Component of PSRRP	Accra	✓	✓					40,000		✓	RCU	PSRS OHCS Director
		Coordinate and Monitor Reforms and Policies in the Civil Service	Accra		✓		✓			25,000		✓	RCU	Committee
		Organization of Civil Service Week	Accra	✓	✓	✓	✓			1,100,000		✓	RCU	Committee
		Carry out operational audit	Accra	✓	✓	✓	✓	55,000				✓	Audit	
		Preparation of Annual Audit Committee Reports/ Meetings	Accra	✓	✓	✓	✓	80,000				✓	Audit	
		Monitor Activities of Internal Audit Directorates/Units of MDAs	Accra	✓	✓	✓	✓	25,000				✓	Audit	Internal Audit Directorate /Units of other Ministries
		Train newly recruited Internal Audit Staff	Accra		✓		✓	45,000				✓	Audit	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Carry out other identified training needs	Accra			✓						✓	Audit	
		Post eligible Internal Auditors	Accra	✓	✓	✓	✓					✓	Audit	
Management and Administration	Management and Administration	Improve interactions with political and bureaucratic Heads and Civil Servants in MDs	Accra	✓	✓	✓	✓	5000					CSC	RCU
		Review of the Civil Service Act 1993 (PNDC 327) and Administrative Instructions	Accra	✓	✓	✓	✓	5000					CSC	OoP PSC M&Ds DPs RCU
		Facilitating Meetings of the Civil Service Council	Accra	✓	✓	✓	✓	5000					CSC	
		Process Organizational Manuals and Convey approval	Accra	✓	✓	✓	✓	5000					CSC	
		Review and Approve Schemes of Service	Accra	✓	✓	✓	✓	5000					CSC	
		Facilitate the Processing of Category 'A'	Accra	✓	✓	✓	✓	5000					CSC	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Appointments and Promotions												
		Facilitate the processing of Appointments, Promotions, Upgrades, Conversions of all Civil Servants	Accra	✓	✓	✓	✓	5000					CSC	
Management and Administration	Management and Administration	Facilitate the processing of petitions	Accra	✓	✓	✓	✓	5000					CSC	
		Facilitate the processing of Disciplinary cases	Accra	✓	✓	✓	✓	5000					CSC	
		Contracts Appointments / Limited Engagement	Accra	✓	✓	✓	✓	5000					CSC	
		Meetings/Workshops with HR Directors at respective MDs for training on Civil Service Promotions	Accra	✓	✓	✓	✓	5000					CSC	
		Review the Civil Service Annual Performance Report (APR)	Accra	✓	✓	✓	✓	5000					CSC	
		Council Secretariat Operations	Accra	✓	✓	✓	✓	5000					CSC	CSC

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
Institutional Development	Institutional Strengthening	Conduct Management Reviews in MDAs and Quasi government institutions	Accra	✓	✓	✓	✓	96,000	32,400				MSD	
		Develop work processes for MDAs (Client Service Charters)	Accra	✓	✓	✓	✓	96,000	34,600				MSD	
		Review Organisational Manuals for M & Ds	Accra	✓	✓	✓	✓	130,000	60,500				MSD	
Institutional Development	Institutional Strengthening	Conduct Job Inspections to review Staffing norms /Establishment Levels for M & Ds	Accra	✓	✓	✓	✓	96,000.00	22,000.00				MSD	
		Review Schemes of Service for M & Ds	Accra	✓	✓	✓	✓	96,000.00	43,200.00				MSD	
		Develop Capacity of MSD Staff.	Accra	✓	✓	✓	✓	121,000.00	72,000.00				MSD	
	Records Management	Decongest 15 Records Offices of MDAs by 31st December, 2023	Accra	✓	✓	✓	✓	30,000	15,000				PRAAD	MDAs
		Dispose of 2,600 boxes of scheduled records in the Records Centre and	Accra	✓	✓	✓	✓	35,000	10,000				PRAAD	MDAs

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Public institutions by 31st December, 2023												
		Digitize 150,000 archival holdings of the Department nationwide.	Accra	✓	✓	✓	✓	10,000		100,000			PRAAD	MDAs
		14 Records Offices restructured and functional in MDAs	Accra	✓	✓	✓	✓						PRAAD	MDAs
		Organise 2 public Exhibitions	Accra or any of the Regional Offices	✓	✓	✓	✓	50,000					PRAAD	MDAs/RCCs/ MMDAs
Institutional Development	Record Management	Transfer 250 files to Archives for Accessioning by 31st December, 2023	Accra	✓	✓	✓	✓						PRAAD	
		Organise 4 training workshop (200 participants) on Records Management for public institutions by 31st December, 2023	Accra	✓	✓	✓	✓						PRAAD	MDAs
		Creation of 3 new functional PRAAD Regional Offices		✓	✓	✓							PRAAD	
		Facilitate the retrieval 12 of GoG contracts.	Accra	✓	✓	✓	✓						PRAAD	MDAs

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Monitor and evaluate recordkeeping systems of 20 public institutions.	Accra	✓	✓	✓	✓						PRAAD	MDAs
		Develop and review classification systems of 8 public institutions.	Accra	✓	✓	✓	✓						PRAAD	MDAs
		Organise 3 stakeholder workshops to validate reviewed Act	Accra		✓	✓							PRAAD	
		Recruitment and Replacement of 50 Professional & Sub-Professional staff	Accra			✓	✓						PRAAD	OHCS
Institutional Development	Record Management	Bind 36 Volumes of News Papers	Accra	✓	✓	✓	✓						PRAAD	
		5 Updated Finding Aids for Search room	Accra	✓	✓	✓	✓						PRAAD	
		Organize 1 Impact Assessment	Accra				✓						PRAAD	
		Repair 32, 000 sheets	Accra	✓	✓	✓	✓						PRAAD	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
	Procurement Management	Promoting best practices in the PSCM System in the Civil Service (Annual Summit)	Accra	✓	✓	✓	✓	**120,000**				✓	PSCMD - OHCS	PSC & CAGD
		Monitoring of PSCM related activities in MDAs to ascertain Procurement Officers Performance Skills-Set assessment of the PSCM Staff	Accra	✓	✓	✓	✓	**82,000**				✓	PSCMD - OHCS	M&Ds
		Strengthening Institutional Capacity for effective service delivery in the Civil Service	Accra	✓	✓	✓	✓	**115,000**				✓	PSCMD - OHCS	M&Ds, PPA, CIPS, GIPS, CSTC, GIMPA
Human Resource Management	Recruitment and Promotions	**Collect, update & digitize records of all Civil Servants**	Accra					70,000.00					CMD	RSIM/M&D's
		Update personnel records on Civil Servants	Accra	✓	✓	✓	✓	30,000.000					CMD	RSIM
		Develop & implement a Peer Assessment System	Accra										CMD RTDD	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Develop a proposal on assessment tools & guidelines on peer review for promotions and recruitments												
		Organize Sensitization and training for Stakeholders	Accra										CMD RTDD	M&D's
		Digitize promotion interviews in the Civil Service	Accra			✓	✓			1,200,000.00			CMD	RSIM/CSTC/CSC/M&D's
		Strengthening of HR Directorates in the Ministries	Accra	✓				40,000.00					CMD	M&D's
		Develop and operationalize succession planning regime in the Civil Service • Undertake M&E exercise on the implementation of the Succession Planning regime in Departments	Accra	✓	✓			50,000.00					CMD	M&D's
Human Resource Management	Training and Development	Organize recruitment/ replacement of	Accra	✓	✓	✓	✓	100,000				✓	RTDD	Ministries /

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Officers into the Civil Service												Departments
		Organize Induction Training for Officers in the Civil Service	Accra	✓		✓		150,000				✓	RTDD	Ministries / Departments
		Facilitate personal development for Civil Servants for enhanced capacity	Accra	✓	✓	✓	✓						RTDD	Ministries / Departments
		Conduct of Training Impact Surveys	Accra		✓	✓	✓					✓	RTDD	CSTC/GSS/ ITS/ Ministries/ Departments
		Facilitate the Merger of the three Civil Service Training Institutions into a College	Accra	✓	✓	✓	✓					✓	RTDD	CSTC/GSS/ ITS
		Develop Curriculum on the Secretarial Programme	Accra	✓	✓	✓	✓		3,500				GSS	
Human Resource Management	Training and Development	Audio and pictures uploaded on Social Media Platforms such as WhatsApp, Facebook and community information centres in the regions.	Accra Kumasi Tamale Koforidua Ho Sekondi		✓	✓	✓		48,000		✓		GSS	
		Display banners and posters at			✓	✓	✓					✓		

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		vantage points in the GSS Regional Campuses												
		Radio advertisement for 4 weeks on GSS programmes and facilities in the GSS Regional Campuses			✓	✓	✓					✓		
		Conduct a survey on skills and knowledge required of the modern day secretary/office assistant/personal assistant.	Accra Kumasi Tamale Koforidua Ho Sekondi			✓			35,000		✓		GSS	
		Questionnaires developed				✓					✓			
		Questionnaires administered				✓					✓			
		Report generated					✓				✓			
Human Resource Management	Training and Development	Three (3) courses in Secretary ship and Management for collaborative Organizations.	Accra		✓	✓	✓			22000		✓	GSS	
		Pre-employment orientation course			✓	✓	✓				✓			
		Land Title for GSS facilities at Ho,	Kumasi Tamale	✓	✓	✓	✓		285000			✓	GSS	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Kumasi and Koforidua	Koforidua Ho Sekondi											
		Walling of GSS Kumasi Land to prevent encroachment		✓	✓	✓	✓					✓		
		Computer Laboratories at GSS Accra and GSS Sekondi refurbished		✓	✓	✓	✓					✓		
		Hostel at GSS Ho refurbished		✓	✓	✓	✓					✓		
		Number of Training Needs Assessment reports generated (TNA)	Accra	✓	✓	✓	✓		20,000			✓	CSTC	Ministries/ Departments
		Number of Training manuals reviewed and distributed	Accra	✓	✓	✓	✓		70,000			✓	CSTC	Ministries/ Departments
		Number of Scheme of Service/Competency based training organized	Accra	✓	✓	✓	✓		920,000			✓	CSTC	OHCS
Human Resource Management	Training and Development	Number of Officers trained in Scheme of Service/Competency based training	Accra	✓	✓	✓	✓					✓	CSTC	OHCS
		Number of Officers trained in	Accra	✓	✓	✓	✓		290,00			✓	CSTC	Ministries/ Departments

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Seminars/ Workshops												
		Number of Seminars/Workshops organized	Accra	✓	✓	✓	✓					✓	CSTC	Ministries/ Departments
		Number of candidates examined for the Graduate Entrance Exams	Accra		✓				870,000			✓	CSTC	OHCS
		Number of Officers participating in the Mandatory Competency assessment	Accra		✓	✓	✓		65,000			✓	CSTC	OHCS/ Ministries/ Departments
		Number of Assessment surveys of training impact on institutions conducted			✓		✓		17,000			✓	CSTC	Ministries/ Departments
		Conduct of Training Impact Surveys	Accra			✓	✓		6,000		✓		ITS	Ministries/ Departments
Human Resource Management	Training and Development	Conduct Research and Training Needs Assessment (TNA) for Ministries and Departments	Accra				✓		4,000			✓	ITS	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Design and review training programmes for skills acquisition	Accra				✓		4,000			✓	ITS	
		Organize Service-Wide Scheme of Service Training for Civil Servants	Accra		✓	✓			200,000				ITS	
		Organize Workshops, Seminars and Conferences for Civil Servants	Accra		✓	✓			12,000			✓	ITS	
		Modernization of training programmes	Accra						7,000			✓	ITS	
		Implement Electronic Data Management System for Training	Accra						11,000			✓	ITS	
Human Resource Management	Performance Management	Service-Wide Staff Performance Appraisal Reporting	Accra	✓	✓	✓	✓	20,000				✓	PBMED	
		Implementation of Chief Directors'	Accra	✓	✓			35,000				✓	PBMED	OoP/ PSC CSC

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Performance Agreement												M&Ds DPs
		Evaluation of Chief Directors' Performance Agreement												
		Signing of Chief Directors' Performance Agreements	Accra	✓		✓	✓					✓	PBMED	OoP/ PSC CSC M&Ds/DPs
		Implementation of Performance Agreement for Heads of Departments/ Directors and Analogous Grades	Accra	✓	✓							✓	PBMED	M & Ds
		Undertake Service-Wide Monitoring	Accra			✓		30,000				✓	PBMED	OoP/ PSC CSC M&Ds DPs
		Implementation and review of OHCS SMTDP	Accra		✓	✓	✓					✓	PBMED	NDPC
Human Resource Management	Performance Management	Implementation of OHCS 2022 Budget. A - Reporting on 2022 OHCS Budget	Accra	✓	✓	✓	✓					✓	PBMED	MoF

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		B - Preparation of OHCS 2023 -2026 Budget Estimate	Accra	✓	✓	✓	✓	35,000				✓	PBMED	MoF
		Client Service Operations	Accra		✓	✓	✓	10,000				✓	PBMED	
	Information Management	Create, update, manage and analyze HR data of Civil Servants on the OHCS Database	Accra	✓	✓	✓	✓	10,500				✓	RSIM	
		Report on the update of the OHCS HR database	Accra	✓	✓	✓	✓	10,500					RSIM	
		Train officers on • IPPD management • Research • ICT	Accra	✓	✓	✓	✓	105,000					RSIM	M&D's
		Trainings to be undertaken	Accra	✓	✓	✓	✓	105,000					RSIM	M&D's
		Undertake Research on emerging trends in two (2) areas	Accra	✓	✓	✓	✓	52,500					RSIM	M&D's
Human Resource Management	Information Management	Review and manage activities of the HRMIS, OHCS database	Accra	✓	✓	✓	✓	31,500					RSIM	PSC

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		and IPPD II System.												
		Develop an IT Strategy	Accra	✓	✓	✓	✓	105,000					RSIM	OHCS Directorates and Units
		Develop an MIS Strategy	Accra	✓	✓	✓	✓	63,000					RSIM	OHCS Directorates and Units
		Develop OHCS IT policy	Accra	✓	✓	✓	✓	21,000					RSIM	
		Number of requests for vacancies from MDAs forwarded to PSC	Accra	✓	✓	✓	✓	10,500					RSIM	PSC
		Procure IT equipment, operating systems, anti-virus and office suit applications	Accra	✓	✓	✓	✓	210,000					RSIM	
		Maintain and service one hundred and twenty (120) computers and accessories and network infrastructure	Accra	✓	✓	✓	✓	31,500					RSIM	
		Manage OHCS Website, Graduate Online Recruitment System and Online examination portal.	Accra	✓	✓	✓	✓	10,500					RSIM	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2023)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
Human Resource Management	Information Management	operationalised the SMART Workplace solution	Accra	✓	✓	✓	✓	157,500					RSIM	OHCS Directorates and Units
		Develop an E-Library for OHCS	Accra	✓	✓	✓	✓	52,500					RSIM	
		Document and Automate OHCS processes	Accra	✓	✓	✓	✓	100,000					RSIM	OHCS Directorates and Units

Table 10: OHCS Action Plan 2024

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
Management and Administration	Management and Administration	Organise Entity Tender Committee meetings	Accra					30,000				√	F&A	
		Organise meetings on rewards/sanctions in OHCS	Accra	√	√	√	√	15,000				√	F&A	
		Incentive Scheme for Rewards	Accra	√	√	√	√	30,000				√	F&A	
		Organise Management meetings	Accra	√	√	√	√	35,000				√	F&A	
		Organise HCS meetings with CDs/HODs organized	Accra	√	√	√	√	35,000				√	F&A	
		Hold welfare committee meetings	Accra	√	√	√	√	15,000				√	F&A	
		Organise staff durbars	Accra	√	√	√	√	45,000				√	F&A	
		Process Officers for foreign travels (Conferences/Seminars/Workshops)	Accra	√	√	√	√	25,000				√	F&A	
		Facilitate domestic conferences/workshops/seminars	Accra/varied	√	√	√	√	20,000				√	F&A	
		Train Staff (Scheme of	Accra	√	√	√	√	400,000				√	F&A	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Service/Competency)												
		Organise training programs (In-house)	Accra			√		35,000				√	F&A	
Management and Administration	Management and Administration	Decongest OHCS Administrative Records Center	Accra			√		40,000				√	F&A	
		Digitalize OHCS Records	Accra	√	√	√	√	45,000					F&A	
		Implement PR policy for the OHCS	Accra	√	√	√	√	30,000					F&A	
		Implement Strategic Communication plan for the Civil Service implemented	Accra	√	√	√	√	50,000					F&A	
		Organise Editorial Board meetings	Accra	√	√	√	√	30,000					F&A	
		Implement OHCS vehicle use policy guidelines	Accra	√	√	√	√	25,000					F&A	
		Insure Official vehicles (Cars and Motorbikes)	Accra	√	√	√	√	60,000				√	F&A	
		Maintain Official vehicles (Cars and Motorbikes)	Accra	√	√	√	√	350,000				√	F&A	
		Organise Directorate meetings	Accra	√	√	√	√	25,000				√	F&A	
		Provide Logistics for the smooth	Accra	√	√	√	√	500,000				√	F&A	

| Programme (PBB) | Sub-programme (PBB) | Broad Activities | Location | Time frame (2024) | | | | Cost | | | Programme Status | | Implementing Institution/Department | |
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		running of the Office												
		Produce Mid-year Performance report	Accra			√		50,000				√	F&A	
		Produce Annual Performance Report	Accra				√	50,000				√	F&A	
Management and Administration	Management and Administration	Produce HR related document/report	Accra	√	√	√	√	90,000				√	F&A	
		Organise programmes on health and wellness for staff	Accra	√	√	√	√	50,000				√	F&A	
		Attend staff welfare events	Accra	√	√	√	√	50,000				√	F&A	
		Production of Annual Performance Report (2022 Annual Performance Report)\n\nNumber of Civil Service Annual Performance Reports to be Printed and Distributed	Accra	√				65,000				√	RCU	CSC M&D's
		Implementation and Reporting of NACAP Activities	Accra		√		√	14,000				√	RCU	CHRAJ

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Number of staff sensitized on NACAP												
		Review of Regulation and Documents (Review Civil Service Act and Conduct Sensitization on Civil Service Regulations

Number of meetings organized for the review of the Civil Service Interim Regulations | Accra | | √ | | √ | | | 400,000 | | √ | RCU | Consulted

M&D's |
| Management and Administration | Management and Administration | Coordinating and Monitoring Reforms and Policies in the Civil Service

Number of meetings for the Committee on Administrative Reforms | Accra | | √ | | √ | | | 25,000 | | √ | RCU | Committee |
| | | Organization of Civil Service Week | Accra | | | √ | | | | 1,000,000 | | √ | RCU | Committee |

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Number of Civil Service Staff Awarded												
		Number of Committee meetings organized for rewarding deserving Civil Service Staff	Accra	√	√	√	√			10,000			RCU	Committee
		Carry out operational audit	Accra	√	√	√	√	60,000				√	Audit	
		Preparation of Annual Audit Committee Reports/ Meetings	Accra	√	√	√	√	85,000				√	Audit	
Management and Administration	Management and Administration	Monitor Activities of Internal Audit Directorates/Units of MDAs	Accra	√	√	√	√	30,000				√	Internal Audit Directorate	Units of other Ministries
		Train newly recruited Internal Audit Staff	Accra		√		√	50,000				√	Internal Audit Directorate	Units of other Ministries
		Carry out other identified training needs	Accra			√						√	Internal Audit Directorate	Units of other Ministries
		Post eligible Internal Auditors	Accra	√	√	√	√					√	Internal Audit Directorate	Units of other Ministries

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Improve interactions with political and bureaucratic Heads and Civil Servants in MDs	Accra	√	√	√	√	5000					RCU	CSC
		Facilitating Meetings of the Civil Service Council	Accra	√	√	√	√	5000					CSC	CSC
		Process Organizational Manuals and Convey approval	Accra	√	√	√	√	5000					CSC	CSC
		Review and Approve Schemes of Service	Accra	√	√	√	√	5000					CSC	CSC
Management and Administration	Management and Administration	Process Category 'A' Appointments and Promotions	Accra	√	√	√	√	5000					CSC	CSC
		Process Appointments, Promotions, Upgrades, Conversions of all Civil Servants	Accra	√	√	√	√	5000					CSC	CSC
		Process Petitions received	Accra	√	√	√	√	5000					CSC	CSC
		Study and advise on disciplinary cases	Accra	√	√	√	√	5000					CSC	CSC

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Process requests for Contracts Appointments / Limited Engagement	Accra	√	√	√	√	5000					CSC	M&Ds
		Meetings/Workshops with HR Directors at respective MDs for training on Civil Service Promotions	Accra	√	√	√	√	5000					CSC	M&Ds
		Council Secretariat Operations	Accra	√	√	√	√	5000					CSC	CSC
Institutional Development	Institutional Strengthening	Conduct Management Reviews in MDAs and Quasi government institutions	Accra	√	√	√	√	120,000.00	39,800.00			√	MSD	
		Develop work processes for MDAs (Client Service Charters)	Accra	√	√	√	√	120,000.00	42,000			√	MSD	
		Review Organisational Manuals for M & Ds	Accra	√	√	√	√	160,000.00	72,000			√	MSD	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Conduct Job Inspections to review staffing norms /Establishment Levels for M&Ds	Accra	√	√	√	√	100,000.00	28,000			√	MSD	
		Review Schemes of Service for M&Ds	Accra	√	√	√	√	120,000.00	39,800			√	MSD	
		Develop Capacity of MSD Staff.	Accra	√	√	√	√	120,000.00	42,000			√	MSD	
	Records Management	Decongest 20 Records Offices of MDAs by 31st December, 2024	Accra	√	√	√	√	30,000	15,000				PRAAD	MDAs
		Dispose of 3,650 boxes of scheduled records in the Records Centre and Public institutions by 31st December, 2024	Accra	√	√	√	√	35,000	10,000				PRAAD	MDAs
Institutional Development	Records Management	Digitize 250,000 archival holdings of the Department nationwide.	Accra	√	√	√	√	10,000		100,000			PRAAD	
		18 Records Offices restructured and functional in MDAs	Accra	√	√	√	√						PRAAD	
		Organise 2 public Exhibitions	Kumasi/ Tamale	-	√	√	-	50,000					PRAAD	MDAs/RCCs/ MMDAs

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Transfer 300 files to Archives for Accessioning by 31st December, 2024	Accra	√	√	√	√						PRAAD	
		Organise 4 training workshop (200 participants) on Records Management for public institutions by 31st December, 2024	Accra	√	√	√	√						PRAAD	MDAs
		Creation of 5 new functional PRAAD Regional Offices			√	√	√						PRAAD	
		Facilitate the retrieval 18 of GoG contracts.	Accra	√	√	√	√							
		Monitor and Evaluate Recordkeeping systems of 22 Public Institutions.	Accra	√	√	√	√						PRAAD	MDAs
Institutional Development	Records Management	Develop and Review classification systems of 6 Public Institutions.	Accra	√	√	√	√						PRAAD	MDAs

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Organise stakeholder workshops to validate reviewed Act	Accra		-	-								
		Recruitment and Replacement of 35 Professional & Sub-Professional staff	Accra		√	√	√						PRAAD	OHCS
		Bind 36 Volumes of News Papers	Accra	√	√	√	√						PRAAD	
		5 Updated Finding Aids for Search room	Accra	√	√	√	√						PRAAD	
		Organize 1 Impact Assessment	Accra				√						PRAAD	
		Repair 40, 000 sheets	Accra	√	√	√	√						PRAAD	
Institutional Development	Procurement Management	Promoting best practices in the PSCM System in the Civil Service (Annual Summit)	Accra	√	√	√	√	125,000				√	PSCMD - OHCS	PSC & CAGD

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Monitoring of PSCM related activities in MDAs to ascertain Procurement Officers Performance Skills-Set assessment of the PSCM Staff	Accra	√	√	√	√	90,000				√	PSCMD - OHCS	M&Ds
		Strengthening Institutional Capacity for effective service delivery in the Civil Service	Accra	√	√	√	√	130,000				√	PSCMD - OHCS	M&Ds, PPA, CIPS, GIPS, CSTC, GIMPA
Human Resource Management	Recruitment & Promotions	Update personnel records on Civil Servants	Accra	√	√	√	√	40,000.000					CMD	RSIM
		Develop & implement a Peer Assessment System Develop a proposal on assessment tools & guidelines on peer review for promotions and recruitments	Accra										CMD RTDD	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
Human Resource Management	Recruitment & Promotions	Organize Sensitization and training for Stakeholders	Accra										CMD RTDD	M&D's
		Digitize promotion interviews in the Civil Service Digitization of promotion interview process	Accra			√	√			1,500,000.00			CMD	RSIM/CSTC/CSC/M&D's
		Strengthening of HR Directorates in the Ministries	Accra		√			40,000.00					CMD	M&D's
		Develop and operationalize succession planning regime in the Civil Service • Undertake M&E exercise on the implementation of the Succession Planning regime in Departments	Accra	√	√			60,000.00					CMD	M&D's

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
Human Resource Management	Training and Development	Organize recruitment/ replacement of Officers into the Civil Service	Accra	√	√	√	√	100,000				√	RTDD	Ministries / Departments
		Organize Induction Training for Officers in the Civil Service	Accra	√		√		150,000				√	RTDD	Ministries / Departments
		Facilitate personal development for Civil Servants for enhanced capacity	Accra	√	√	√	√						RTDD	Ministries / Departments
		Conduct of Training Impact Surveys	Accra		√	√	√					√	RTDD	CSTC/GSS/ ITS/ Ministries/ Departments
		Facilitate the Merger of the three Civil Service Training Institutions into a College	Accra	√	√	√	√					√	RTDD	CSTC/GSS/ ITS
		Report on Reviewed Curriculum on the Secretarial Programme generated	Accra				√		3,500		√		GSS	

| Programme (PBB) | Sub-programme (PBB) | Broad Activities | Location | Time frame (2024) | | | | Cost | | | Programme Status | | Implementing Institution/Department | |
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Audio and pictures uploaded on Social Media Platforms such as WhatsApp, Facebook and community information centres in the regions.	Accra Kumasi Tamale Koforidua Ho Sekondi		√	√	√					√	GSS	
Human Resource Management	Training and Development	Display banners and posters at vantage points in the GSS Regional Campuses			√	√	√		50,000			√		
		Radio advertisement for 4 weeks on GSS programmes and facilities in the GSS Regional Campuses			√	√	√					√		
		Conduct Needs Assessment for Secretaries participating in the Scheme of Service Training	Accra		√	√			5,000		√		GSS	
		Three (3) courses in Secretary ship	Accra		√	√	√			24,000		√	GSS	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		and Management for collaborative Organizations.												
		Pre-employment orientation course			√	√	√				√			
Human Resource Management	Training and Development	Land Title for GSS facilities at Ho, Kumasi and Koforidua	Kumasi Tamale Koforidua Ho Sekondi	√	√	√	√					√	GSS	
		Walling of GSS Kumasi Land to prevent encroachment		√	√	√	√					√		
		Computer Laboratories at GSS Accra and GSS Sekondi refurbished		√	√	√	√	285,000				√		
		Hostel at GSS Ho refurbished		√	√	√	√					√		
		Number of Training Needs Assessment reports generated (TNA)	Accra						20,000			√	CSTC,	Ministries/ Departments
		Number of Training manuals	Accra	√	√	√	√		80,000			√	CSTC,	Ministries/ Departments

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Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		reviewed and distributed												
		Number of Scheme of Service/Competency based training organized	Accra	√	√	√	√		1,100,000			√	CSTC.	OHCS
Human Resource Management	Training and Development	Number of Officers trained in Scheme of Service/Competency based training	Accra	√	√	√	√					√	CSTC,	OHCS
		Number of Officers trained in Seminars/Workshops	Accra	√	√	√	√		330,000			√	CSTC,	Ministries/ Departments
		Number of Seminars/Workshops organized	Accra	√	√	√	√					√	CSTC,	Ministries/ Departments
		Number of candidates examined for the Graduate Entrance Exams	Accra		√				995,000			√	CSTC,	OHCS
		Number of Officers participating in the Mandatory Competency assessment	Accra		√	√	√		75,000			√	CSTC,	OHCS/ Ministries/ Departments
		Number of Assessment				√	√		19,000			√		

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		surveys of training impact on institutions conducted											CSTC,	Ministries/ Departments
		Conduct of Training Impact Surveys	Accra			√	√		7,000				ITS	
		Conduct Research and Training Needs Assessment (TNA) for Ministries and Departments	Accra				√		4,000				ITS	
Human Resource Management	Training and Development	Design and review training programmes for skills acquisition	Accra				√		4,000				ITS	
		Organize Service-Wide Scheme of Service Training for Civil Servants	Accra		√	√			200,000				ITS	
		Organize Workshops, Seminars and Conferences for Civil Servants	Accra		√	√			14,000				ITS	
		Modernization of training programmes	Accra						8,000				ITS	
		Implement Electronic Data Management	Accra						12,000				ITS	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		System for Training												
	Performance Management	Service-Wide Staff Performance Appraisal Reporting	Accra	√	√	√	√	20,000				√	PBMED	
		Implementation of Chief Directors' Performance Agreement Evaluation of Chief Directors' Performance Agreement	Accra	 √	 √			35000				√	PBMED	OoP PSC CSC M&Ds DPs
Human Resource Management	Performance Management	Signing of Chief Directors' Performance Agreements	Accra	√		√	√					√	PBMED	OoP PSC CSC M&Ds DPs
		Implementation of Performance Agreement for Heads of Departments/ Directors and Analogous Grades	Accra	√	√							√	PBMED	M&Ds
		Service-Wide Monitoring				√		30,000				√	PBMED	OoP/ PSC CSC /M&Ds DPs

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Implementation of OHCS SMTDP			√	√	√					√	PBMED	NDPC
		Implementation of OHCS 2024 Budget. A - Reporting on 2024 OHCS Budget		√	√	√	√					√	PBMED	MOF
		Preparation of OHCS 2025 - 2028 Budget Estimate		√	√	√	√	35,000				√	PBMED	MOF
		Client Service Operations			√	√	√	10000				√	PBMED	
Human Resource Management	Information Management	Create, update, manage and analyze HR data of Civil Servants on the OHCS Database	Accra	√	√	√	√	11,025				√	RSIM	
		Report on the update of the OHCS HR database	Accra	√	√	√	√	11,025					RSIM	
		Train officers on • IPPD management • Research • ICT	Accra	√	√	√	√	110,250					RSIM	M&D's
		Trainings to be undertaken	Accra	√	√	√	√	110,250					RSIM	M&D's

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Undertake Research on emerging trends in two (2) areas	Accra	√	√	√	√	55,125					RSIM	M&D's
		Review and manage activities of the HRMIS, OHCS database and IPPD II System.	Accra	√	√	√	√	33,075				√	RSIM	PSC
		Develop an IT Strategy	Accra	√	√	√	√	110,250					RSIM	OHCS Directorates and Units
		Develop an MIS Strategy	Accra	√	√	√	√	66,150					RSIM	OHCS Directorates and Units
		Develop OHCS IT policy	Accra	√	√	√	√	22,050					RSIM	
Human Resource Management	Information Management	Number of requests for vacancies from MDAs forwarded to PSC	Accra	√	√	√	√	11,025					RSIM	PSC
		Procure IT equipment, operating systems, anti-virus and office suit applications	Accra	√	√	√	√	240,000					RSIM	
		Maintain and service one hundred and	Accra	√	√	√	√	33,075					RSIM	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2024)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		twenty (120) computers and accessories and network infrastructure												
		Manage OHCS Website, Graduate Online Recruitment System and Online examination portal.	Accra	√	√	√	√	11,025					RSIM	
		operationalised the SMART Workplace solution	Accra	√	√	√	√	165,375					RSIM	OHCS Directorates and Units
		Develop an E-Library for OHCS	Accra	√	√	√	√	55,125					RSIM	
		Document and Automate OHCS processes	Accra	√	√	√	√	100,000					RSIM	OHCS Directorates and Units

Table 11: OHCS Action Plan 2025

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
Management and Administration	Management and Administration	Organise Entity Tender Committee meetings	Accra	✓	✓	✓	✓	30,000				√	F&A	
		Organise meetings on rewards/sanctions in OHCS	Accra	✓	✓	✓	✓	20,000				√	F&A	
		Incentive Scheme for Rewards	Accra	✓	✓	✓	✓	35,000				√	F&A	
		Organise Management meetings	Accra	✓	✓	✓	✓	40,000				√	F&A	
		Organise HCS meetings with CDs/HODs organized	Accra	✓	✓	✓	✓	35,000				√	F&A	
		Hold welfare committee meetings	Accra	✓	✓	✓	✓	20,000				√	F&A	
		Organise staff durbars	Accra	✓	✓	✓	✓	50,000				√	F&A	
		Process Officers for foreign travels (Conferences/Seminars/Workshops)	Accra	✓	✓	✓	✓	35,000				√	F&A	
		Facilitate domestic conferences/work shops/seminars	Accra/varied	✓	✓	✓	✓	25,000				√	F&A	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Train Staff (Scheme of Service/Competency)	Accra	✓	✓	✓	✓	500,000				√	F&A	
Management and Administration	Management and Administration	Organise training programs (In-house)	Accra	✓	✓	✓	✓	35,000				√	F&A	
		Decongest OHCS Administrative Records Center	Accra	✓	✓	✓	✓	50,000				√	F&A	
		Digitalize OHCS Records	Accra	✓	✓	✓	✓	45,000			√		F&A	
		Implement PR policy for the OHCS	Accra	✓	✓	✓	✓	35,000			√		F&A	
		Implement Strategic Communication plan for the Civil Service implemented	Accra	✓	✓	✓	✓	55,000			√		F&A	
		Organise Editorial Board meeting	Accra	✓	✓	✓	✓	35,000			√		F&A	
		Implement OHCS vehicle use policy guidelines	Accra	✓	✓	✓	✓	30,000			√		F&A	
		Procure Official vehicles (Cars and Motorbikes)	Accra	✓	✓	✓	✓	2,000,000			√		F&A	
		Insure Official vehicles (Cars and Motorbikes)	Accra	✓	✓	✓	✓	86,000				√	F&A	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Maintain and repair Official vehicles (Cars and Motorbikes)	Accra	✓	✓	✓	✓	400,000				√	F&A	
		Organise Directorate meetings	Accra	✓	✓	✓	✓	25,000				√	F&A	
Management and Administration	Management and Administration	Provide Logistics for the smooth running of the Office	Accra	✓	✓	✓	✓	600,000				√	F&A	
		Produce Mid-year Performance report	Accra	✓	✓	✓	✓	60,000				√	F&A	
		Produce Annual Performance Report	Accra	✓	✓	✓	✓	60,000				√	F&A	
		Produce HR related document/report	Accra	✓	✓	✓	✓	105,000				√	F&A	
		Organise programmes on health and wellness	Accra	✓	✓	✓	✓	60,000				√	F&A	
		Attend staff welfare events	Accra	✓	✓	✓	✓	60,000				√	F&A	
		Production of Annual Performance Report (2022 Annual Performance Report)	Accra	✓				70,000				✓	RCU	M&D's

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		• Number of Civil Service Annual Performance Reports to be Printed and Distributed												
Management and Administration	Management and Administration	**Implementation and Reporting of NACAP Activities** • Number of staff sensitized on NACAP	Accra		✓		✓	16,000				✓	RCU	CHRAJ
		Review of Regulation and Documents (Review Civil Service Act and Conduct Sensitization on Civil Service Regulations • Number of meetings organized for the review of the Civil Service Interim Regulations	Accra		✓		✓	400,000				✓	RCU	Consulted M&D's

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Coordinating and Monitoring Reforms and Policies in the Civil Service Number of meetings for the Committee on Administrative Reforms	Accra		✓		✓	25,000				✓	RCU	Committee
Management and Administration	Management and Administration	**Organization of Civil Service Week** • Number of Civil Service Staff Awarded	Accra			✓		1,000,000				✓	RCU	Committee
		Number of Committee meetings organized for rewarding deserving Civil Service Staff	Accra	✓	✓	✓	✓	10,000				✓	RCU	Committee
		Carry out operational audit	Accra	✓	✓	✓	✓	GHC 65,000				✓	Audit	
		Preparation of Annual Audit Committee Reports/ Meetings	Accra	✓	✓	✓	✓	GHC 90,000				✓	Audit	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Monitor Activities of Internal Audit Directorates/Units of MDAs	Accra	✓	✓	✓	✓	GHC 35,000				✓	Internal Audit Directorate	/Units of other Ministries
		Train newly recruited Internal Audit Staff	Accra		✓		✓	GHC 55,000				✓	Internal Audit Directorate	/Units of other Ministries
		Carry out other identified training needs	Accra			✓						✓	Internal Audit Directorate	/Units of other Ministries
Management and Administration	Management and Administration	Post eligible Internal Auditors	Accra	✓	✓	✓	✓					✓		
		Improve interactions with political and bureaucratic Heads and Civil Servants in MDs	Accra	✓	✓	✓	✓	5000					CSC	RCU
		Review of the Civil Service Act 1993 (PNDC 327) and Administrative Instructions	Accra	✓	✓	✓	✓	5000					CSC	OoP PSC RCU M&Ds DPs
		Facilitating Meetings of the Civil Service Council	Accra	✓	✓	✓	✓	5000					CSC	
		Process Organizational	Accra	✓	✓	✓	✓	5000					CSC	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Manuals and Convey approval												
		Review and Approve Schemes of Service	Accra	✓	✓	✓	✓	5000					CSC	
		Facilitate the Processing of Category 'A' Appointments and Promotions	Accra	✓	✓	✓	✓	5000					CSC	PSC
Management and Administration	Management and Administration	Facilitate the processing of Appointments, Promotions, Upgrades, Conversions of all Civil Servants	Accra	✓	✓	✓	✓	5000					CSC	CMD
		Petitions	Accra	✓	✓	✓	✓	5000					CSC	
		Disciplinary cases	Accra	✓	✓	✓	✓	5000					CSC	
		Contracts Appointments / Limited Engagement	Accra	✓	✓	✓	✓	5000					CSC	
		Meetings/Workshops with HR Directors at	Accra	✓	✓	✓	✓	5000					CSC	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		respective MDs for training on Civil Service Promotions												
		Review the Civil Service Annual Performance Report (APR)	Accra	✓	✓	✓	✓	5000					CSC	
		Council Secretariat Operations	Accra	✓	✓	✓	✓	5000					CSC	
Institutional Development	Institutional Strengthening	Conduct Management Reviews in MDAs and Quasi government institutions	Accra	✓	✓	✓	✓	144,000.00	48,000.00		✓		MSD	
		Develop work processes for MDAs (Client Service Charters)	Accra	✓	✓	✓	✓	144,000.00	52,000.00		✓		MSD	
		Review Organisational Manuals for M & Ds	Accra	✓	✓	✓	✓	190,000.00	87,000.00		✓		MSD	
		Conduct Job Inspections to review staffing norms /Establishment Levels for	Accra	✓	✓	✓	✓	120,000.00	35,000.00		✓		MSD	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		M & Ds												
		Review Schemes of Service for M & Ds	Accra	✓	✓	✓	✓	120,000.00	65,000.00		✓		MSD	
		Develop Capacity of MSD Staff.	Accra	✓	✓	✓	✓	130,000.00	110,000.00		✓		MSD	
Institutional Development	Records Management	Decongest 25 Records Offices of MDAs by 31st December, 2025	Accra	✓	✓	✓	✓	30,000	15,000				PRAAD	MDAs
		Dispose of 1,740 boxes of scheduled records in the Records Centre and Public institutions by 31st December, 2025	Accra	✓	✓	✓	✓	35,000	10,000				PRAAD	MDAs
		Digitize 750,000 archival holdings of the Department nationwide.	Accra	✓	✓	✓	✓	10,000		100,000			PRAAD	MDAs
		20 Records Offices restructured and functional in MDAs	Accra	✓	✓	✓	✓							
		Organise 2 public Exhibitions	Accra or any of the Regional Offices	✓	✓	✓	✓	50,000					PRAAD	MDAs/RCCs/ MMDAs

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Transfer 400 files to Archives for Accessioning by 31st December, 2025	Accra	✓	✓	✓	✓						PRAAD	
		Creation of new functional PRAAD Regional Offices		✓	✓	✓	✓						PRAAD	
Institutional Development	Records Management	Organise 4 training workshop (200 participants) on Records Management for public institutions	Accra	✓	✓	✓	✓						PRAAD	MDAs
		Facilitate the retrieval 25 of GoG contracts.	Accra	✓	✓	✓	✓							
		Monitor and evaluate recordkeeping systems of 24 public institutions.	Accra	✓	✓	✓	✓						PRAAD	MDAs
		Develop and review classification systems of 6 public institutions.	Accra	✓	✓	✓	✓						PRAAD	MDAs
		Organise stakeholder workshops to validate reviewed Act	Accra	✓	✓	✓	✓							

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Recruitment and Replacement of 40 Professional & Sub-Professional staff	Accra	✓	✓	✓	✓						PRAAD	OHCS
		Bind 36 Volumes of News Papers	Accra	✓	✓	✓	✓						PRAAD	
		5 Updated Finding Aids for Search room	Accra	✓	✓	✓	✓						PRAAD	
		Organize 1 Impact Assessment	Accra	✓	✓	✓	✓						PRAAD	
		Repair 18,000 sheets	Accra	✓	✓	✓	✓						PRAAD	
Institutional Development	Procurement Management	Promoting best practices in the PSCM System in the Civil Service (Annual Summit)	Accra	√	√	√	√	**130,000**				√	PSCMD - OHCS	PSC & CAGD
		Monitoring of PSCM related activities in MDAs to ascertain Procurement Officers Performance Skills-Set assessment of the PSCM Staff	Accra	√	√	√	√	**100,000**				√	PSCMD - OHCS	M&Ds

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Strengthening Institutional Capacity for effective service delivery in the Civil Service	Accra	√	√	√	√	**140,000**				√	PSCMD - OHCS	M&Ds, PPA, CIPS, GIPS, CSTC, GIMPA
Human Resource Management	Recruitment & Promotions	**Collect, update & digitize records of all Civil Servants**	Accra	✓	✓	✓	✓	90,000.00					CMD	RSIM/M&D's
		• Update personnel records on Civil Servants	Accra	√	√	√	√	50,000.000					CMD	RSIM
		• Organize Sensitization and training for Stakeholders	Accra										CMD RTDD	M&D's
Human Resource Management	Recruitment & Promotions	**Develop & implement a Peer Assessment System** • Develop a proposal on assessment tools & guidelines on peer review for promotions and recruitments	Accra										CMD RTDD	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Digitize promotion interviews in the Civil Service Digitization of promotion interview process	Accra			√	√			1,800,000.00			CMD	RSIM/CSTC/CSC/M&D's
		Strengthening of HR Directorates in the Ministries	Accra	√				50,000.00					CMD	M&D's
		Develop and operationalize succession planning regime in the Civil Service • Undertake M&E exercise on the implementation of the Succession Planning regime in Departments	Accra	√	√			70,000.00					CMD	M&D's
Human Resource Management	Training and Development	Organize recruitment/ replacement of Officers into the Civil Service	Accra	✓	✓	✓	✓	100,000				✓	RTDD	Ministries / Departments
		Organize Induction Training for	Accra	✓		✓		150,000				✓	RTDD	Ministries / Departments

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Officers in the Civil Service												
		Facilitate personal development for Civil Servants for enhanced capacity	Accra	✓	✓	✓	✓						RTDD	Ministries / Departments
		Conduct of Training Impact Surveys	Accra		✓	✓	✓					✓	RTDD	CSTC/GSS/ ITS/ Ministries/ Departments
		Facilitate the Merger of the three Civil Service Training Institutions into a College	Accra	✓	✓	✓	✓					✓	RTDD	CSTC/GSS/ ITS
		Report on Reviewed Curriculum on the Secretarial Programme generated	Accra				✓		3,500		✓		GSS	
Human Resource Management	Training and Development	Audio and pictures uploaded on Social Media Platforms such as WhatsApp, Facebook and community information	Accra Kumasi Tamale Koforidua Ho Sekondi		✓	✓	✓		50,000			✓	GSS	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		centres in the regions.												
		Display banners and posters at vantage points in the GSS Regional Campuses			✓	✓	✓					✓	GSS	
		Radio advertisement for 4 weeks on GSS programmes and facilities in the GSS Regional Campuses			✓	✓	✓					✓	GSS	
		Conduct Needs Assessment for Secretaries participating in the Scheme of Service Training	Accra		✓	✓			5,000	26,000	✓		GSS	
		Three (3) courses in Secretary ship and Management for collaborative Organizations.	Accra		✓	✓	✓					✓	GSS	
		Pre-employment orientation course			✓	✓	✓				✓		GSS	
Human Resource Management	Training and Development	Land Title for GSS facilities at Ho, Kumasi and Koforidua	Kumasi Tamale Koforidua	✓	✓	✓	✓		285,000			✓	GSS	
		Walling of GSS Kumasi Land to		✓	✓	✓	✓					✓	GSS	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		prevent encroachment	Ho Sekondi											
		Computer Laboratories at GSS Accra and GSS Sekondi refurbished		✓	✓	✓	✓					✓	GSS	
		Hostel at GSS Ho refurbished		✓	✓	✓	✓					✓	GSS	
		Number of Training Needs Assessment reports generated (TNA)	Accra	✓	✓	✓	✓		23,000			✓	CSTC,	Ministries/Departments
		Number of Training manuals reviewed and distributed	Accra	✓	✓	✓	✓		92,000			✓	CSTC,	Ministries/Departments
		Number of Scheme of Service/Competency based training organized	Accra	✓	✓	✓	✓		1,220,000			✓	CSTC.	OHCS
		Number of Officers trained in Scheme of Service/Competency based training	Accra	✓	✓	✓	✓					✓	CSTC,	OHCS
Human Resource Management	Training and Development	Number of Officers trained in Seminars/Workshops	Accra	✓	✓	✓	✓		385,000			✓	CSTC	Ministries/Departments

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Number of Seminars/Workshops organized	Accra	✓	✓	✓	✓					✓	CSTC	Ministries/ Departments
		Number of candidates examined for the Graduate Entrance Exams	Accra		✓				1,145,000			✓	CSTC	OHCS
		Number of Officers participating in the Mandatory Competency assessment	Accra		✓	✓	✓		85,000			✓	CSTC	OHCS/ Ministries/ Departments
		Number of Assessment surveys of training impact on institutions conducted			✓		✓		22,000			✓	CSTC	Ministries/ Departments
		Conduct of Training Impact Surveys	Accra			✓	✓		8,000		✓		ITS	CSTC/GSS/ ITS/ Ministries/ Departments
Human Resource Management	Training and Development	Conduct Research and Training Needs Assessment (TNA) for	Accra				✓		4,000			✓	ITS,	CSTC/GSS/ ITS

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Ministries and Departments												
		Design and review training programmes for skills acquisition	Accra				✓		4,000			✓	ITS,	CSTC/GSS/ ITS
		Organize Service-Wide Scheme of Service Training for Civil Servants	Accra		✓	✓			200,000				ITS	CSTC/GSS/ ITS
		Organize Workshops, Seminars and Conferences for Civil Servants	Accra	✓	✓	✓	✓		15,000		✓		ITS	CSTC/GSS/ ITS
		Modernization of training programmes	Accra						10,000		✓		ITS	CSTC/GSS/ ITS
		Implement Electronic Data Management System for Training	Accra						15,000		✓		ITS	CSTC/GSS/ ITS
Human Resource Management	Performance Management	Service-Wide Staff Performance Appraisal Reporting	Accra	✓	✓	✓	✓	20,000				✓	PBMED	
		Implementation of Chief Directors'	Accra	✓	✓			35,000				✓	PBMED	OoP PSC

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Performance Agreement Evaluation of Chief Directors' Performance Agreement												CSC M&Ds DPs
		Signing of Chief Directors' Performance Agreements	Accra	✓		✓	✓					✓	PBMED	OoP, PSC, CSC, M&Ds DPs
		Implementation of Performance Agreement for Heads of Departments/Directors and Analogous Grades	Accra	✓	✓							✓	PBMED	M&D's
		Service-Wide Monitoring	Accra			✓		30,000				✓	PBMED	OoP, PSC CSC, M&Ds DPs
Human Resource Management	Performance Management	Implementation of OHCS SMTDP	Accra		✓	✓	✓					✓	PBMED	NDPC
		Implementation of OHCS 2025 Budget.	Accra	✓	✓	✓	✓					✓	PBMED	MoF
		Preparation of OHCS 2026 - 2029 Budget Estimate	Accra			✓	✓	35,000				✓	PBMED	MoF

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Client Service Operations	Accra		✓	✓	✓	10,000				✓	PBMED	
	Information Management	Create, update, manage and analyze HR data of Civil Servants on the OHCS Database	Accra	✓	✓	✓	✓	11,576				✓	RSIM	
		Report on the update of the OHCS HR database	Accra	✓	✓	✓	✓	11,576					RSIM	
		Train officers on • IPPD management • Research • ICT •	Accra	✓	✓	✓	✓	115,762					RSIM	M&D's
		Trainings to be undertaken	Accra	✓	✓	✓	✓	115,762					RSIM	M&D's
		Undertake Research on emerging trends in two (2) areas	Accra	✓	✓	✓	✓	57,881					RSIM	M&D's
Human Resource Management	Information Management	Review and manage activities of the HRMIS, OHCS database and IPPD II System.	Accra	✓	✓	✓	✓	34,728				✓	RSIM	PSC

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Develop an IT Strategy	Accra	✓	✓	✓	✓	115,762					RSIM	OHCS Directorates and Units
		Develop an MIS Strategy	Accra	✓	✓	✓	✓	69,457					RSIM	OHCS Directorates and Units
		Develop OHCS IT policy	Accra	✓	✓	✓	✓	23,152					RSIM	
		Number of requests for vacancies from MDAs forwarded to PSC	Accra	✓	✓	✓	✓	11,576					RSIM	PSC
		Procure IT equipment, operating systems, anti-virus and office suit applications	Accra	✓	✓	✓	✓	250,000					RSIM	
Human Resource Management	Information Management	Maintain and service one hundred and twenty (120) computers and accessories and network infrastructure	Accra	✓	✓	✓	✓	34,728					RSIM	

Programme (PBB)	Sub-programme (PBB)	Broad Activities	Location	Time frame (2025)				Cost			Programme Status		Implementing Institution/Department	
				Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-Going	Lead	Collaborating
		Manage OHCS Website, Graduate Online Recruitment System and Online examination portal.	Accra	✓	✓	✓	✓	11,576					RSIM	
		operationalised the SMART Workplace solution	Accra	✓	✓	✓	✓	30,000					RSIM	OHCS Directorates and Units
		Develop an E-Library for OHCS	Accra	✓	✓	✓	✓	30,000					RSIM	
		Document and Automate OHCS processes	Accra	✓	✓	✓	✓	100,000					RSIM	OHCS Directorates and Units

CHAPTER SIX: MONITORING AND EVALUATION FRAMEWORK

6.1   INTRODUCTION

The focus of this chapter is to outline the intended monitoring and evaluation arrangements for the next 2022-2025 planning period. Specifically, the chapter presents a monitoring matrix with indicators to be used in tracking the implementation of programmes and projects as contained in the Plans of Action.

The monitoring and evaluation framework for this plan is based on an annual cycle that involves: monitoring and reporting quarterly which will culminate in the preparation of an annual progress report for each year within the plan period (2022 -2025).

6.2   STAKEHOLDERS FOR THE MONITORING AND EVALUATION FRAMEWORK

Stakeholders responsible for the implementation of the monitoring and evaluation framework of this plan have been categorized into two. They are Internal and External Stakeholders.

Internal stakeholders comprise of all the Directorates, Units and Departments operating within the Office of the Head of Civil Service. They include:

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

Units
- Public Relations Unit (PRU)
- Internal Audit Unit (IAU)
- Reform Coordination Unit (RCU)

Departments
- Public Records and Archives Administration Department (PRAAD)
- Management Services Department (MSD)
- Procurement and Supply Chain Management Department (PSCMD)

Training Institutions
- Civil Service Training Centre
- Government Secretarial School
- Institute of Technical Supervision

In table 11 below, all the M&E indicators for this plan will be closely monitored and reported by all the stakeholders listed above.

The Planning, Budgeting, Monitoring and Evaluation Directorate (PBMED) will be responsible for the collation and quarterly reporting of all indicators to the National Development Planning Commission (NDPC). The preparation of the Annual Progress Reports for each year will also be prepared by the PBMED.

Externally, the OHCS will collaborate with other institutions like the Public Services Commission, Sector Ministries, Departments, and Agencies among others in monitoring and reporting on the implementation of the Plan.

STAKEHOLDER ANALYSIS

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

Table 12: Stakeholder Analysis Matrix

NO.	STAKEHOLDERS	INFORMATION NEEDS	RESPONSIBILITIES
INTERNAL STAKEHOLDERS			
1.	OHCS STAFF	Information on training, promotions, general welfare issues and better conditions of service.	Ensure efficient & effective service delivery to all OHCS stakeholders
2.	OHCS DIRECTORATES	Policy Directions, Information on Resource allocation (funds)	Develop good Policies (Training policy, Human Resource Policy, etc.) for the management of the service.
3.	OHCS DEPARTMENTS	Policy Directions	Ensure effective management of records and also provide management consultancy services and Value for money for the Civil Service.
4.	CIVIL SERVICE TRAINING INSTITUTIONS	Policy Directions (Training Policy etc.)	Provide regular skills training for Civil Servants and Other Public Servants
5.	CIVIL SERVICE COUNCIL	Reports, Proposals and petitions (etc.)	Provide policies and guidelines for the management of the service.

	EXTERNAL STAKEHOLDERS		
6.	OFFICE OF THE PRESIDENT	Reports and proposals (etc)	Provide policies, guidelines and oversight for the Service.
7.	PARLIAMENT	Budget Proposals, Audit responses	Make good laws and monitor the use of funds.
8.	MDAs	Policy directions and guidelines on HR issues, Interpretation of rules and regulations.	Effective management of the respective ministries and departments and report back to the office.
9.	NDPC	Copies of SMTDP, M&E Plan and APR	Provide Planning Guidelines, technical assistance
10.	MOF	Request for funds and reports on the utilization of funds.	Provide budget guidelines and timely release of funds.
11.	PSRS	Proposals and programmes for funding.	Monitor utilization of funds.
12.	SSNIT	Credible Information on Civil Servants, Reports of payment of SSF contribution of Civil Servants.	Ensure that pension benefits are worked out and paid timely to retired Civil servants, provide Statement of Account to Civil Servants and also update information on Civil Servants.
13.	CLOGSAG	Policy directions on HR welfare issues, feedback on petitions from Civil Servants.	Assist OHCS to negotiate better conditions of service.
14.	CONSULTANTS	Information on Contracts and consultancy Services available.	Provide Technical and professional services.
15.	MEDIA	Programmes and activities	Disseminate Information and provide feedback.
16.	DEVELOPMENT PARTNERS(JICA, KOICA AND CIDA)	Policies and Programmes and Accurate Data.	Provide Technical Assistance and Monitor the utilization of allocated funds.
17.	CONTRACTORS	Information on contracts available	Execute projects/ contracts
18.	ATTORNEY GENERAL	Information on issues with legal implications.	Provide Legal Advice and representation.
19.	MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION	Information on gender issues	Provide Policy directions in relation to gender issues in the Service.
20.	PUBLIC SERVICES COMMISSION	Credible information on HR issues in the Service.	Provide HR Policies Guidelines.
21.	MINISTRY OF LOCAL GOVERNMENT, DECENTRALISATIO	Policy Guidelines on HR related issues	Provide credible staff profiles and performance reports.

	N AND RURAL DEVELOPMENT		
22.	MINISTRY OF INFORMATION	Programmes and activities and HR policy guidelines	Disseminate Information and provide requisite feedback.
23.	MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION	Information with regard to travelling arrangements for OHCS staff to international conferences, courses and seminars.	Facilitate OHCS participation in international Conferences and courses.
25.	CONTROLLER AND ACCOUNTANT GENERAL DEPARTMENT	Request for funds and expenditure returns.	Provide highly specialized financial and Accounting Services to OHCS as per the FAA/FAR.
26.	INTERNAL AUDIT AGENCY	Expenditure returns, Payment vouchers, Copies of OHCS plans and budget.	Ensure that resources are put into an effective and efficient use to achieve the objective of OHCS.
27.	PUBLIC PROCUREMENT AGENCY	Copies of Procurement plan and quarterly procurement returns.	Provide Procurement Guidelines, build capacity of procurement practitioners.
28.	GIMPA	Training Needs of civil servants.	Train appropriate grades of Civil Servants and provide consultancy services to the Service.
29.	OFFICE OF THE HEAD OF THE LOCAL GOVERNMENT	Validated staffing norms, staff profiles and number of Civil Servants to be transferred to the LGS.	Develop conditions of service and schemes of service for staff.

6.3   MONITORING MATRIX

Table 12 below presents the core M&E Indicators of the Office of the Head of Civil Service (OHCS) that will be monitored and quarterly reported on to the National Development Planning Commission (NDPC) over the Medium-Term Period (2022 – 2025). In ensuring, comprehensive and detailed monitoring of the plan's implementation, the Office in addition to the M&E indicators will also monitor and annually report on other Directorate and Department-specific indicators linked to their annual action plans.

Table 13: Monitoring and Evaluation Indicators

| No. | Indicators | Indicator Definition | Indicator Type | Baseline 2021 | Targets | | | | Disaggregation | Monitoring Frequency | Responsibility |
					2022	2023	2024	2025			
1.	Percentage of CDs achieving **"excellent"** in the evaluation of the performance agreements	CDs achieving **"excellent"** in the evaluation of the performance agreements	Output	38%	50%	60%	70%	80%			PBMED
2.	Percentage of HoDs & Directors scoring **"excellent"** of agreed deliverables	HoDs & Directors scoring **"excellent"** of agreed deliverables	Output	19%	65%	65%	70%	70%			PBMED
3.	Percentage of eligible officers appraised scoring **"very good"** and above in the staff Performance Appraisal in M&Ds	Eligible Officers appraised scoring **"Very Good"** and above in the Staff Performance Appraisal.	Output	50%	65%	65%	70%	70%			PBMED
4.	Number of Civil Servants Appraised using SPA Instrument	Civil Servants Appraised using SPA Instrument	Output	9,496	13,000	14,000	15,000	15,500			PBMED
5.	Number of Ministries visited during the Mid-Year Monitoring of	Ministries visited during the Mid-Year Monitoring of	Output	31	30	30	30	30			PBMED

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
					2022	2023	2024	2025			
	Deliverables in the CDPA	Deliverables in the CDPA									
6.	Number of Ministries complying with 50% and above of the service delivery standards	Ministries complying with 50% and above of the service delivery standards	Output	20	25	25	30	30			PBMED
7.	Number of management reviews conducted for Ministries and Departments	Management reviews conducted	Output	5	7	8	9	10			MSD
8.	Number of Organizational Manuals Developed /reviewed for MDAs	Organizational Manuals Developed /reviewed	Output	14	5	18	11	10			MSD
9.	Number of Schemes of Service developed/reviewed	Schemes of Service developed/ reviewed	Output	18	6	6	7	7			MSD
10.	Number of Client Service Charters developed	Client Service Charters developed	Output	4	20	16	20	20			MSD
11.	Number of Archival Sheets Digitized	Archival Sheets Digitized	Output	48,924	55000	150,000	250,000	750,000			PRAAD
12.	Number of Public Institutions decongested	Public Institutions decongested	Output	3 Public Institutions	10	15	20	25			PRAAD
13.	Number of boxes of records disposed-of at the National Records Centre	Boxes of records disposed-of at the National Records Centre	Output	21,634	1011	2600	3650	1741			PRAAD

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
					2022	2023	2024	2025			
14.	Number of Public Institutions Records Management Systems monitored/assessed	Public Institutions Records Management Systems monitored/ assessed	Output	27 Public Institutions	20	20	22	24			PRAAD
15.	Number of Archival sheets repaired & restored	Repair & Restoration of Archival Sheets	Output	-	30,000	32,000	40,000	18,000			PRAAD
16.	Number of files transferred to Archives for accessioning	Files transferred to Archives for Accessioning	Output	-	200	250	300	400			PRAAD
17.	Number of M&Ds monitored on productivity and service delivery in Procurement activities	M&Ds monitored on productivity and service delivery in Procurement activities	Output	30	30	30	30	30			PSCMD
18.	Number of Officers processed for promotion interviews	Officers processed for promotion interviews	Output	5,272 Officers	4000	3500	3500	3000			CMD
19.	Number of personal records of civil servants collected and updated	Personal records of civil servants collected and updated	Output	486 Personnel Records	1550	1600	1800	2000			CMD
20.	Percentage of the promotion interview process digitized	Promotion interview process digitized	Output	100% of promotion interview process digitized	95%	95%	98%	98%			CMD
21.	Number of Category A Officers Processed for promotion	Category B (Director and Analogous) grades Officers Processed for promotion	Output	(255) Category B officers	150	120	100	80			CMD

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
					2022	2023	2024	2025			
				processed for promotion							
22.	Number of Officers processed for conversion examination	Officers processed for conversion examination	Output	66	120	100	90	80			CMD
23.	Number of Civil Service staff trained in SOS/Competency Based Service Wide	Civil Service staff trained in SOS/Competency Based Service Wide	Output	1,186	3000	3500	3500	3500			RTDD
24.	Number of study leave requests granted	Study leave requests granted	Output	47	50	50	50	50			RTDD
25.	Number of updates on the OHCS HR database	Updates on the OHCS HR database	Output	9,000.0	10,000	10,500	10,000	11,500			RSIM
26.	Number of Officers trained in: - IPPD management - Research - ICT	Officers trained in: - IPPD management - Research - ICT	Output	31	50	60	70	80			RSIM

Below is the Monitoring Matrix for all the Directorate and Department Specific Indicators.

Table 14: Monitoring Matrix

Goal										
Programme 1: Management and Administration										
Sub-Programme 1: Management and Administration										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Number of Entity Tender Committee meetings organized	Entity Tender Committee meetings organized	Output	4	4	4	4	4			F & A
Number of committee meetings organized on rewards/sanctions in OHCS	Committee meetings organized on rewards/sanctions in OHCS	Output	6 Officers rewarded and 9 Officers queried	4	4	4	4			F & A
Number of Management meetings organized	Management meetings organized	Output	12	12	12	12	12			F & A
Number of HCS meetings with CDs/HODs organized	HCS meetings with CDs/HODs organized	Output	-	4	4	4	4			F & A
Number of welfare committee meetings held	Welfare committee meetings held	Output	3 welfare meeting	4	4	4	4			F & A
Number of staff durbars organized	Staff durbars organized	Output	4 staff durbars	4	4	4	4			F & A
Number of officers processed for foreign travels (Conferences/Seminars/Workshops)	Officers processed for foreign travels	Output	6	15	30	30	30			F & A
Number of domestic conferences/workshops/seminars facilitated	Domestic conferences/ workshops/ seminars organized	Output	-	5	5	5	5			F & A

Goal										
Programme 1: Management and Administration										
Sub-Programme 1: Management and Administration										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Number of staff trained (Scheme of Service/Competency)	Staff trained in scheme of Service/Competency-based training	Output	1,186	100	120	140	150			F & A
Number of training programs organized (In-house)	In-house training programs organized	Output	-	1	2	2	2			F & A
Percentage of OHCS Records System Digitalized	OHCS Records System Digitalized	Output	-	40%	70%	100%				F & A
Percentage of PR policy for the OHCS implemented	PR policy for the OHCS implemented	Output	-	50%	70%	100%				F & A
Number of Strategic Communication plan for the Civil Service implemented	Strategic Communication plan for the Civil Service implemented	Output	-	50%	70%	100%				F & A
Number of Editorial Board meeting held	Editorial Board meetings organized	Output		8	8	8	8			F & A
OHCS vehicle use policy guidelines Implemented	OHCS vehicle use policy guidelines Implemented	Output	Implemented	60%	80%	100%	0			F & A
Number of vehicles procured (Cars and Motorbikes)		Output	3	3	3	0	5			F & A
Number of Official vehicles insured (Cars and Motorbikes)		Output	17 includes all Vehicles	19	21	21	26			F & A
Number of Audit Committee meetings organized	Audit Committee meetings organized	Output	3	4	4	4	4			Internal Audit
Number of Internal Audit Reports produced	Internal Audit Reports produced	Output	14	4	4	4	4			Internal Audit

Goal										
Programme 1: Management and Administration										
Sub-Programme 1: Management and Administration										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Number of Monitoring Reports produced	Monitoring exercises conducted	Output	-	3	3	3	3			Internal Audit
Number of Reports on Training of Newly recruited Staff produced	Newly recruited Staff trained	Output	113	2	2	2	2			Internal Audit
Number of Reports on other Training / Workshop produced	Training workshops organized	Output	-	3	3	3	3			Internal Audit
Year-end posting Report produced	Service wide posting conducted	Output	-	1	1	1	1			Internal Audit
Number of Civil Service Council Meetings organized	Civil Service Council Meetings organized	Output	1	5	6	5	6			CSC
Number of Applications for Contracts received and Processed	Contracts received and Processed	Output	75	40	45	50	50			CSC
Number of Ministries visited by the CSC	CSC visits to Ministries	Output	0	20	20	20	20			CSC
Number of petitions received and processed	Petitions received and processed	Output	-	12	12	12	12			CSC
Number of Disciplinary Cases/Reports Received and Processed (Misconduct)	Disciplinary cases addressed	Output	27	10	10	10	10			CSC
Number of approvals conveyed for successful and unsuccessful interviewees for Appointments, Upgrades, Conversions and Promotions (AUCP)	Appointments, Upgrades, Conversions and Promotions approved	Output	33Category-B Appointments 1634 Successful	30 100 5 15 3	30 100 5 15 3	30 100 5 15 3	30 100 5 15 3			CSC

Goal										
Programme 1: Management and Administration										
Sub-Programme 1: Management and Administration										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
			95 Unsuccessful 90 Disqualified 5 Conversions 1 Upgrading	20	20	20	20			
Number of staff sensitized on NACAP	Staff sensitized on NACAP	Output	150 Civil Service Staff sensitized	150	150	150	150			RCU
Number of Civil Service Staff Awarded	Civil Service Staff Awarded	Output	94	90	90	90	90			RCU
Number of Civil Service Annual Performance Reports Printed and Distributed	Civil Service Annual Performance Reports Printed and Distributed	Output	20	20	20	20	20			RCU
Number of Committee meetings organized for rewarding deserving civil service staff	Committee meetings organized for rewarding deserving civil service staff	Output	4	4	4	4	4			RCU
Percentage of work covered on the redevelopment of the Ministerial Enclave	Redevelopment of the Ministerial Enclave	Output	-	50%	25%	0	0			RCU

Goal										
Programme 1: Management and Administration										
Sub-Programme 1: Management and Administration										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggreg ation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Number of stakeholder engagements conducted on the review of the	Civil Service Act reviewed	Output	-	2	2	0	0			RCU
Number of meetings organized for the review of the Civil Service Interim Regulations	Civil Service Interim Regulations review	Output	-	2	2	2	2			RCU
Number of Sensitization Workshops organized on the reviewed Civil Service Regulations	Sensitization workshops organized on reviewed Civil Service Regulations	Output	-	1	1	0	0			RCU
Number of Sensitization workshops organized on the reviewed Civil Service Administrative Instruction	Sensitization workshops organized on reviewed Civil Service Administrative Instruction	Output	Admin. Instructio n finalised	1	1	0	0			RCU
Number of meetings for the Committee on Administrative Reforms	Committee meetings on Administrative Reforms	Output	Committ ee duly inaugurat ed. Three(3) meetings held	2	2	2	2			RCU
Number of Meetings organized for the implementation of the OHCS component of the PSRRP	The OHCS component of the PSRRP organized	Output	Four (4) meetings organize d	3	2	0	0			RCU

Goal										
Programme 2 : Institutional Development										
Sub-Programme 1 : Institutional Strengthening										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Number of management reviews conducted for Ministries and Departments	Management reviews conducted	Output	5	7	8	9	10			MSD
Number of Organizational Manuals Developed /reviewed for MDAs	Organizational Manuals Developed /reviewed	Output	14	5	18	11	10			MSD
Number of establishment level produced	Establishment level produced	Output	5	6	6	7	8			MSD
Number of Schemes of Service developed/reviewed	Schemes of Service developed/ reviewed	Output	18	6	6	7	7			MSD
Number of Client Service Charters developed	Client Service Charters developed	Output	4	20	16	20	20			MSD
Number of staff trained	Staff trained	Output		10	10	12	14			MSD

Goal										
Programme 2 : Institutional Development										
Sub-Programme 2 : Records Management										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Number of Archival Sheets Digitized	Archival Sheets Digitized	Output	48,924	55000	150,000	250,000	750,000			PRAAD
Number of Public Institutions decongested	Public Institutions decongested	Output	3 Public Institutions	10	15	20	25			PRAAD
Number of boxes of records disposed-of at the National Records Centre	Boxes of records disposed-of at the National Records Centre	Output	21,634 No of scheduled records disposed off	1011	2600	3650	1741			PRAAD

Goal											
Programme 2 : Institutional Development											
Sub-Programme 2 : Records Management											
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Number of Records Offices Restructured in MDAs	Records Offices Restructured in MDAs	Output	1 Records Office restructured	12	14	18	20			PRAAD
Number of Public Institutions Records Management Systems monitored/assessed	Public Institutions Records Management Systems monitored/ assessed	Output	27 Public Institutions	20	20	22	24			PRAAD
Number of public exhibitions on archival documents organized	Public exhibitions on archival documents organized	Output	-	2	2	2	2			PRAAD
Number of record officers trained in records management (service wide)	Record officers trained in records management	Output	80 Trained Staff	200	200	200	200			PRAAD
Creation of ne w functional PRAAD Regional Offices	Regional PRAAD offices created	Output	-	1	3	5				PRAAD
Facilitate the retrieval of GoG contracts.		Output	-	5	12	18	25			PRAAD
Organise stakeholder workshops to validate reviewed Act	Stakeholder workshops to validate reviewed Act	Output	-	3	3					PRAAD
Develop & Review Classification Schemes for MDAs	Classification Schemes developed and reviewed	Output	-	6	8	6	6			PRAAD
Number of officers recruited and replacement of	Recruitment and Replacement of Professional &	Output	-	45	50	35	40			PRAAD

Goal										
Programme 2 : Institutional Development										
Sub-Programme 2 : Records Management										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggreg ation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Professional & Sub-Professional staff	Sub-Professional staff									
Number of impact assessment organized	Organize Impact Assessments	Output	-	1	1	1	1			PRAAD
Number of Archival sheets repaired & restored	Repair & Restoration of Archival Sheets	Output	-	30,000	32,000	40,000	18,000			PRAAD
Number of files transferred to Archives for accessioning	Files transferred to Archives for Accessioning	Output	-	200	250	300	400			PRAAD

Goal										
Programme 2 : Institutional Development										
Sub-Programme 3 : Procurement Management										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Number of strategic reviews of the PSCMD conducted	Strategic review of the PSCMD (all Stores and Material Class Migration to the PSCMD Scheme of Service)		-	50	60	70	80			PSCMD
Number of M & Ds monitored on productivity and service delivery in Procurement activities	M&Ds monitored on productivity and service delivery in Procurement activities	Output	30	30	30	30	30			PSCMD
Number of PSCM professionals trained	PSCM professionals trained	Output	153	150	170	170	180			PSCMD
Number of officers participating in Annual PSCM Summit	Annual PSCM Summit organized with stakeholders	Output	150	150	170	170	180			PSCMD

	such as PPA, CIPS and GIPS									

Goal

Programme 3 : Human Resource Management

Sub-Programme 1 : Recruitment and Promotions

Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2022	2023	2024	2025			
Number of eligible Officers submitted for promotion.	eligible Officers submitted for promotion	Output	-	6500	6000	6000	5500			CMD
Number of Officers processed for promotion interviews	Officers processed for promotion interviews	Output	5,272	4000	3500	3500	3000			CMD
Number of personal records of civil servants collected and updated	Personal records of civil servants collected and updated	Output	486	1550	1600	1800	2000			CMD
Percentage of personal records of Civil Servants digitized	Personal records of Civil Servants digitized	Output	-	50%	65%	75%	90%			CMD
Percentage of the promotion interview process digitized	Promotion interview process digitized	Output	100% of promotion interview process digitized.	95%	95%	98%	98%			CMD
Number of Category A Officers Processed for promotion	Category B Officers Processed for promotion	Output	(255) Category B officers processed for promotion.	150	120	100	80			CMD
Number of Officers processed for conversion examination	Officers processed for conversion examination	Output	66	120	100	90	80			CMD

Goal										
Programme 3 : Human Resource Management										
Sub-Programme 2 : Training and Development										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Number of Civil Service staff trained in SOS/Competency Based Service Wide	Civil Service staff trained in SOS/Competency Based Service Wide	Output	1,186	3000	3500	3500	3500			RTDD
Number of Officers trained service wide on Policy from Other Institutions (National and International)	Officers trained service wide on Policy from Other Institutions (National and International)	Output	66	20	20	20	20			RTDD
Number of study leave requests granted	Study leave requests granted	Output	47	50	50	50	50			RTDD
Number of staff recruited and inducted into the civil service	Staff recruited and inducted into the civil service	Output	-							RTDD
Number of training impact surveys conducted in the civil service	Training impact surveys conducted in the civil service	Output	-	1	1	1	1			RTDD
CIVIL SERVICE TRAINING CENTRE (CSTC)										
Number of Training Needs Assessment reports generated (TNA)	Training Needs Assessment reports generated (TNA)	Output	6	6	6	7	7			CSTC
Number of Training manuals reviewed and distributed	Training manuals reviewed and distributed	Output	29	28	28	30	30			CSTC
Number of candidates examined for the Graduate Entrance Exams	Candidates examined for the Graduate Entrance Exams	Output	16,886	15000	16000	16000	17000			CSTC
Number of Scheme of Service/Competency based training organized	Scheme of Service/ Competency based training organized	Output	28	24	24	24	24			CSTC

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Goal										
Programme 3 : Human Resource Management										
Sub-Programme 2 : Training and Development										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Number of Officers trained in Scheme of Service/Competency based training	Officers trained in Scheme of Service/Competency based training	Output	4,422	2600	2600	2700	2700			CSTC
Number of Officers trained in Seminars/Workshops organized	Officers trained in Seminars/Workshops organized	Output	603	500	500	500	500			CSTC
Number of Seminars/Workshops organized	Seminars/Workshops organized	Output	36	27	28	28	28			CSTC
Number of Officers participating in the Mandatory Competency assessment	Officers participating in the Mandatory Competency assessment	Output	5,025	1100	1100	1200	1200			CSTC
Number of Assessment survey of training impact on institutions conducted	Assessment survey of training impact on institutions conducted	Output	2	2	2	2	2			CSTC
GOVERNMENT SECRETARIAL SCHOOL (GSS)										
Number of Students admitted with WASSCE Certificate	Students with WASSCE Certificate admitted	Output	270	295	344	394	456			GSS
Number of Students graduated	Students graduated	Output	164	182	240	360	400			GSS
Number of Private Candidates writing GSS National Grading Examinations	Private Candidates writing GSS National Grading Examinations	Output	-	290	350	366	400			GSS
Number of Secretaries participating in Scheme of Service/Competency Based Training	Scheme of Service/Competency Based Training	Output	396	240	260	291	345			GSS

Goal										
Programme 3 : Human Resource Management										
Sub-Programme 2 : Training and Development										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
	organized for secretaries									
Number of Needs Assessment Conducted	Needs Assessment Conducted	Output	-	1	1	1	1			GSS
Curriculum on the Secretarial Programme Reviewed	Secretarial Curriculum Reviewed	Output	-	Curriculum Reviewed	Annual Report	Annual Report	Annual Report			GSS
INSTITUTE OF TECHNICAL SUPERVISION (ITS)										
Number of competency based trainings conducted	Competency based trainings conducted	Output	-	7	20	22	25	25		ITS
Number of participants for competency based training	Competency based training organized	Output	344	138	300	350	400	500		ITS
Number of scheme of service trainings conducted (batches)	Batches of scheme of service trainings conducted	Output	-	8	15	15	18	20		ITS
Number of participants for scheme of service training	Officers participating in scheme of service training	Output	381	262	700	800	900	1000		ITS
Total number of participants trained	Officers trained	Output	725	400	1000	1150	1300	1500		ITS
Number of training needs assessment conducted	Training needs assessment conducted	Output	-	-	3	4	4	4		ITS
Number of training manuals developed	Training manuals developed	Output	-	-	2	3	4	4		ITS

Goal										
Programme 3 : Human Resource Management										
Sub-Programme 3 : Performance Management										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Number of Chief Directors' Agreements Signed	Chief Directors' Agreements Signed	Output	31	30	30	30	30			PBMED
Number of Chief Directors' Agreements Evaluated	Chief Directors' Agreements Evaluated	Output	31	30	30	30	30			PBMED
Number of Ministries visited during the Mid-Year Monitoring of Deliverables in the CDPA	Ministries visited during the Mid-Year Monitoring of Deliverables in the CDPA	Output	31	30	30	30	30			PBMED
Number of HoDs/Directors Agreements signed	HoDs/Directors Agreements signed	Output	38 (HoD's) 200(Directors)	250	250	250	250			PBMED
Number of HoDs/Directors evaluated	HoDs/Directors evaluated	Output		250	250	250	250			PBMED
Number of Civil Servants Appraised using SPA Instrument	Civil Servants Appraised using SPA Instrument	Output	9,496	13,000	14,000	15,000	15,500			PBMED
Number of Ministries complying with 50% and above of the service delivery standards	Ministries complying with 50% and above of the service delivery standards	Output	20	25	25	30	30			PBMED
Number of CSU reports received from Departments	CSU reports received from Departments	Output	11	15	20	25	30			PBMED
Proportion of Civil service institutions with Client service charters	Number of Civil service institutions with Client Service Charters expressed as a percentage of	Output	45.3%	20%	20%	10%	10%			PBMED

Goal										
Programme 3 : Human Resource Management										
Sub-Programme 3 : Performance Management										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
	all public service institutions									
Timeline for the submission of End of year Budget implementation reports	Submission of End of year Budget implementation reports	Output	31st March	31st March	31st March	31st March	31st March			PBMED
Percentage of CDs achieving "excellent" in the evaluation of the performance agreements	CDs achieving "excellent" in the evaluation of the performance agreements	Output	38%	50%	60%	70%	80%			PBMED
Percentage of HoDs & Directors scoring "excellent" of agreed deliverables	HoDs & Directors scoring "excellent" of agreed deliverables	Output	19%	50%	50%	60%	70%			PBMED
Percentage of Deputy Directors/Analogous and below scoring 64% and above of in their SPAR	Deputy Directors/Analogous and below scoring 64% and above of in their SPAR	Output	50%	60%	60%	70%	70%			PBMED
Number of Ministries that submitted their planning, mid and end of year reports	Ministries that submitted their planning, mid and end of year reports	Output	•Planning-29 •Mid-Year- 31 •End-Year-33	29	29	29	29			PBMED

Goal										
Programme 3 : Human Resource Management										
Sub-Programme 4 : Information Management										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Number of updates on the OHCS HR database	Updates on the OHCS HR database	Output	25,753	15,000	16,500	17,000	18,500			
Number of Officers trained in: • IPPD management • Research • ICT	Officers trained in: • IPPD management • Research • ICT	Output	-	50	60	70	80			
Number of Officers trained on information sharing and knowledge management	Train Officers on information sharing and knowledge management	Output	53	40	40	40	40			
Number of personal records of civil servants collected, digitized and updated	Personal records of civil servants collected, digitized and updated	Output	-	1,200	1,200	1,300	1,300			
Number of researches conducted on emerging trends in the civil service	Research conducted on emerging trends in the civil service	Output	1	2	2	2	2			
Number of review reports on activities of HRMIS and IPPD II system produced	Activities of HRMIS and IPPD II system reviewed	Output	4	4	4	4	4			
IT Strategy Developed		Output	-	OHCS IT strategy developed and validated	IT strategy document implemented (mid and end	IT strategy document revised	Revised IT strategy document implemented (mid			

Goal										
Programme 3 : Human Resource Management										
Sub-Programme 4 : Information Management										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
					of year reports)		and end year reports)			
MIS Strategy Developed		Output	-	OHCS MIS strategy developed and validated	MIS strategy document implemented (mid and end of year reports)	MIS strategy document revised	Revised MIS strategy document implemented (mid and end year reports)			
OHCS IT policy document developed		Output	-	OHCS IT policy developed and implemented	OHCS IT policy implemented with mid and end year reports	OHCS IT policy implemented with mid and end year reports	OHCS IT policy implemented with mid and end year reports			
Number of requests for vacancies from MDAs forwarded to PSC	Requests for vacancies from MDAs forwarded to PSC	Output	-	400	450	500	550			
Number of maintenance services undertaken.	Maintenance services undertaken.	Output	-	4 reports	4 reports	4 reports	4 reports			
Number of reports on the management of the OHCS Website, Graduate Online	Management of the OHCS Website, Graduate Online Recruitment	Output	-	4 reports	4 reports	4 reports	4 reports			

Goal										
Programme 3 : Human Resource Management										
Sub-Programme 4 : Information Management										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2022	**2023**	**2024**	**2025**			
Recruitment System and Online examination portal	System and Online examination portal									
Number of Reports on operationalised and management of the Smart workplace system	Smart workplace system managed and operationalized	Output	-	4 reports	4 reports	4 reports	4 reports			
Number of reports OHCS E-Library developed and managed	OHCS E-Library developed and managed	Output	-	4 reports	4 reports	4 reports	4 reports			
Documentation and automation of OHCS processes		Output	-							
IT equipment and software configured and installed		Output	-	150	120	100	150			

INTENDED EVALUATIONS FOR THE PLAN

Two forms of evaluation will be carried out before the end of the OHCS SMTDP (2022 -2025). A mid-term evaluation will be carried out to assess the progress being made in implementing the Plan and also to assess the impact of the programmes and projects carried out. An ex-post evaluation will also be carried out at the end of the plan implementation to measure its impact on the Civil Service.

However, there may be one or two specific evaluation studies carried out on some the key development issues and indicators in cases where there is a significant change in the projected trends or any national emergency (Like a natural disaster or a national pandemic).

CHAPTER SEVEN: COMMUNICATION STRATEGY

The communication Strategy for this Medium Term Development Plan of the OHCS is intended to create awareness and inform all stakeholders about the programmes and activities the OHCS intends to implement during the plan period (2022-2025).

7.1   OBJECTIVES OF THE STRATEGY

a) Facilitate the Dissemination of the SMTDP and Annual Progress Report of the implementation of the plan.
b) Create awareness of the expected roles of the stakeholders in the implementation of the SMTDP.
c) Promote dialogue and generate feedback on the implementation of the plan.
d) Promote access to and manage the expectations of the public on the deliverables and programmes of the Plan.

7.2   HOW DISSEMINATION WILL BE DONE

Dissemination of M&E reports to internal stakeholders will be done through reports presented at Management meetings and staff durbars. External stakeholders will participate and provide inputs for the preparation of the M&E reports by OHCS. Hard and soft copies of the reports will be sent to NDPC.

The stakeholders to be considered in the communication strategy include:

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

Below is a proposed communication matrix;

Table 15: Communication Matrix

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Meeting with PBME staff	To acquaint staff of the SMTDP document	Officers of PBME	PowerPoint presentations, Group discussions	Bi-monthly	PBMED
Meeting with Directors and Officers of other cost centres	To update them on the status of implementation	Officers from various Directorates and Departments of OHCS	Presentations at Management meetings and Staff Durbar	Monthly	PBMED
External engagement	• Create enabling environment to foster management support • Develop a congenial working disposition for breakdown of barriers for successful implementation	Ministers, Deputy Minister, Chief Directors/Directors			
Quarterly and Annual Updates of Plan Implementation	- Monitor Plan Implementation - Inform on developments and progress towards agreed objectives	National Development Planning Commission	Monitoring Reports	Quarterly and Annually	PBMED
Publication of Plan Document and Progress Reports	Inform on developments and progress towards agreed objectives	Development Partners	Plan Document and Reports	Annually	PBMED, RCU and Public Relations
Discuss and review progress Plan Implementation	Provide general knowledge and database as well as feedback on set targets	Training Institutions	Monitoring Reports	Quarterly and Annually	PBMED

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Progress Reporting and Financing Plan Implementation	Create enabling environment for support of resource allocation	Parliament	Power Point presentations and Briefs	Annually	PBMED, F&A

Expected Impacts and Issues Management:

The communication strategy is to achieve the following:

- Effective collaboration and coordination of Plan Implementation
- Effective implementation of government policies
- The general efficiency of the Civil Service
- Effective and efficient human resource development and management practices in the Civil Service

7.3   METHODS OF COMMUNICATING SMTDP OUTCOMES

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

a) Official Communication
Contact by official communication (letters), memoranda, telephone, newsletters, Press Releases, Press Soirees, Exhibitions, workshops, conferences.

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

C) Social Media Communication

The office shall also adopt the use of social media in disseminating and communicating the Plan. A couple of social media platforms have been created like the WhatsApp group platform for all Chief Directors, Heads of Department, Directors and HRM Directors. It is expected that the published OHCS SMTDP 2022 – 2025 will be disseminated on these Platforms. There shall also be a couple of dissemination workshops held through the Zoom App

ANNEX 1:

MAINTENANCE PROGRAMME

ASSETS MAINTENANCE PLAN 2022 -2025

The assets maintenance plan for the entire Office of the Head of the Civil Service (OHCS) (including its Departments and Training Institutions) covers all routine servicing and preservation of existing infrastructure/assets from mechanical failures, and wear and tear**.** The rationale for the OHCS asset management plan is to provide strategies to be implemented within the medium term plan period (2022-2025) to ensure that all infrastructure/asset within its control are properly maintained. The total budget for this maintenance plan over the medium term period is estimated at GH¢14,436,698.56

The table below provides detailed explanation of the maintenance programme of the Office of the Head of the Civil Service.

Type of Infrastructure / Assets	Type of Maintenance	Schedule of Maintenance (Start – End date)/Frequency	Estimated Cost of Maintenance Gh¢				Location	Responsibility
			2022	2023	2024	2025		
Air-conditioner	Servicing / Repairs	Annually	15,000.00	15,000.00	15,000.00	15,000.00	Accra	Finance And Administration (Estate)
Printer	Servicing / Repairs	Annually	10,000.00	10,000.00	10,000.00	10,000.00	Accra	Finance And Administration (Estate)
Photocopier	Servicing / Repairs	Annually	36,000.00	36,000.00	36,000.00	36,000.00	Accra	Finance And Administration (Estate)
Generator set	Servicing / Repairs	Annually	30,000.00	30,000.00	30,000.00	30,000.00	Accra	Finance And Administration (Estate)
Vehicle	Servicing / Repairs	Annually	150,000.00	150,000.00	150,000.00	150,000.00	Accra	Finance And Administration (Transport)
Washroom & Electrical fittings	Repair / Replacement	Annually	20,000.00	20,000.00	20,000.00	20,000.00	Accra	Finance And Administration (Estate)
Painting of Office Building	Painting	Annually	300,000.00	300,000.00	300,000.00	300,000.00	Accra	Finance And Administration (Estate)
Air Conditioners	Repairs & Servicing,	Quarterly	30,000.00	30,000.00	30,000.00	30,000.00	Accra	Service Provider
Computers & Accessories and IT Infrastructure	Repairs & Servicing IT equipment, Printers and Photocopiers.	Mid Yearly	30,000.00	30,000.00	30,000.00	30,000.00	Accra	Service Provider
Fittings, Furniture and Bed	Repairs and Replacement	Annually	30,000.00	30,000.00	30,000.00	30,000.00	Accra	Service Provider
Fire extinguishers	Refilling of extinguishers	Annually	5,000.00	5,000.00	5,000.00	5,000.00	Accra	Service Provider

Type of Infrastructure / Assets	Type of Maintenance	Schedule of Maintenance (Start – End date)/Frequency	Estimated Cost of Maintenance Gh¢				Location	Responsibility
			2022	2023	2024	2025		
School Block	Renovation, Repairs & Replacement of Electrical Components, Plumbing Fittings, Painting & Decoration, Fumigation & Disinfection	Quarterly/ Annually	230,000.00	230,000.00	230,000.00	230,000.00	Accra	Service Provider
Hotel Block	Renovation, Repairs & Replacement of Electrical Components, Plumbing Fittings, Painting & Decoration, Fumigation & Disinfection	Quarterly/ Annually	Gh¢175.000.00	Gh¢175.000.00	Gh¢175.000.00	Gh¢175.000.00	Accra	Service Provider
Air Conditioners	Repairs & Servicing,	Quarterly	5,000.00	5,000.00	5,000.00	5,000.00	Ho	Service Provider
Computers & Accessories and IT Infrastructure	Repairs & Servicing IT equipment, Printers and Photocopiers.	Mid Yearly	20,000.00	20,000.00	20,000.00	20,000.00	Ho	Service Provider
Fittings, Furniture and Bed	Repairs and Replacement	Annually	20,000.00	20,000.00	20,000.00	20,000.00	Ho	Service Provider
Fire extinguishers	Refilling of extinguishers	Annually	5,000.00	5,000.00	5,000.00	5,000.00	Ho	Service Provider
School Block	Renovation, Repairs & Replacement of Electrical Components, Plumbing Fittings, Painting & Decoration, Fumigation & Disinfection	Quarterly/ Annually	115,000.00	115,000.00	115,000.00	115,000.00	Ho	Service Provider

Type of Infrastructure / Assets	Type of Maintenance	Schedule of Maintenance (Start – End date)/Frequency	Estimated Cost of Maintenance Gh¢				Location	Responsibility
			2022	2023	2024	2025		
Hotel Block	Renovation, Repairs & Replacement of Electrical Components, Plumbing Fittings, Painting & Decoration, Fumigation & Disinfection	Quarterly/Annually	165,000.00	165,000.00	165,000.00	165,000.00	Ho	Service Provider
Bungalows 1,2,3	General Renovation	Annually	75,000.00	75,000.00	75,000.00	75,000.00	Ho	Service Provider
Air Conditioners	Repairs & Servicing,	Annually	5,000.00	5,000.00	5,000.00	5,000.00	Kumasi	Service Provider
Computers & Accessories and IT Infrastructure	Repairs & Servicing IT equipment, Printers and Photocopiers.	Mid Yearly	20,000.00	20,000.00	20,000.00	20,000.00	Kumasi	Service Provider
Fittings, Furniture and Bed	Repairs and Replacement	Annually	20,000.00	20,000.00	20,000.00	20,000.00	Kumasi	Service Provider
Fire extinguishers	Refilling of extinguishers	Annually	5,000.00	5,000.00	5,000.00	5,000.00	Kumasi	Service Provider
School Block	Renovation, Repairs & Replacement of Electrical Components, Plumbing Fittings, Painting & Decoration, Fumigation & Disinfection	Quarterly/ Annually	165,000.00	165,000.00	165,000.00	165,000.00	Kumasi	Service Provider
Air Conditioners	Repairs & Servicing,	Quarterly	5,000.00	5,000.00	5,000.00	5,000.00	Koforidua	Service Provider

Type of Infrastructure / Assets	Type of Maintenance	Schedule of Maintenance (Start – End date)/Frequency	Estimated Cost of Maintenance Gh¢				Location	Responsibility
			2022	2023	2024	2025		
Computers & Accessories and IT Infrastructure	Repairs & Servicing IT equipment, Printers and Photocopiers.	Mid Yearly	20,000.00	20,000.00	20,000.00	20,000.00	Koforidua	Service Provider
Fittings, Furniture and Bed	Repairs and Replacement	Annually	20,000.00	20,000.00	20,000.00	20,000.00	Koforidua	Service Provider
Fire extinguishers	Refilling of extinguishers	Annually	5,000.00	5,000.00	5,000.00	5,000.00	Koforidua	Service Provider
School Block	Renovation, Repairs & Replacement of Electrical Components, Plumbing Fittings, Painting & Decoration, Fumigation & Disinfection	Quarterly/ Annually	175,000.00	175,000.00	175,000.00	175,000.00	Koforidua	Service Provider
Hotel Block 1&2	Renovation, Repairs & Replacement of Electrical Components, Plumbing Fittings, Painting & Decoration, Fumigation & Disinfection	Quarterly/ Annually	210,000.00	210,000.00	210,000.00	210,000.00	Koforidua	Service Provider
Assembly Block	General Renovation	Annually	100,000.00	100,000.00	100,000.00	100,000.00	Koforidua	Service Provider
Bungalows 1,2,3,4 & 5	General Renovation	Annually	125,000.00	125,000.00	125,000.00	125,000.00	Koforidua	Service Provider
Air Conditioners	Repairs & Servicing,	Quarterly	5,000.00	5,000.00	5,000.00	5,000.00	Sekondi	Service Provider

Type of Infrastructure / Assets	Type of Maintenance	Schedule of Maintenance (Start – End date)/Frequency	Estimated Cost of Maintenance Gh¢				Location	Responsibility
			2022	2023	2024	2025		
Computers & Accessories and IT Infrastructure	Repairs & Servicing IT equipment, Printers and Photocopiers.	Mid Yearly	20,000.00	20,000.00	20,000.00	20,000.00	Sekondi	Service Provider
Fittings, Furniture and Bed	Repairs and Replacement	Annually	20,000.00	20,000.00	20,000.00	20,000.00	Sekondi	Service Provider
Fire extinguishers	Refilling of extinguishers	Annually	5,000.00	5,000.00	5,000.00	5,000.00	Sekondi	Service Provider
School Block	Renovation, Repairs & Replacement of Electrical Components, Plumbing Fittings, Painting & Decoration, Fumigation & Disinfection	Quarterly/ Annually	165,000.00	165,000.00	165,000.00	165,000.00	Sekondi	Service Provider
Assembly Block	General Renovation	Annually	100,000.00	100,000.00	100,000.00	100,000.00	Sekondi	Service Provider
Air Conditioners	Repairs & Servicing,	Quarterly	5,000.00	5,000.00	5,000.00	5,000.00	Tamale	Service Provider
Computers & Accessories and IT Infrastructure	Repairs & Servicing IT equipment, Printers and Photocopiers.	Mid Yearly	20,000.00	20,000.00	20,000.00	20,000.00	Tamale	Service Provider
Fittings, Furniture and Bed	Repairs and Replacement	Annually	5,000.00	5,000.00	5,000.00	5,000.00	Tamale	Service Provider
Fire extinguishers	Refilling of extinguishers	Annually	5,000.00	5,000.00	5,000.00	5,000.00	Tamale	Service Provider

Type of Infrastructure / Assets	Type of Maintenance	Schedule of Maintenance (Start – End date)/Frequency	Estimated Cost of Maintenance Gh¢				Location	Responsibility
			2022	2023	2024	2025		
School Block	Renovation, Repairs & Replacement of Electrical Components, Plumbing Fittings, Painting & Decoration, Fumigation & Disinfection	Quarterly/ Annually	165,000.00	165,000.00	165,000.00	165,000.00	Tamale	Service Provider
Fence wall	General Renovation	Annually	100,000.00	100,000.00	100,000.00	100,000.00	Tamale	Service Provider
Maintenance of official vehicles	Servicing, Repairs & Maintenance	Annually	13,000.00	13,000.00	13,000.00	13,000.00	Accra	Service Provider
Maintenance of Office Buildings	General Renovation	Annually	32,000.00	32,000.00	32,000.00	32,000.00	Accra	Service Provider
Computers & Accessories and IT Infrastructure	Repairs & Servicing IT equipment, Printers and Photocopiers.	Quarterly/Annually	5,000.00	5,000.00	5,000.00	5,000.00	Accra	Service Provider
Classroom Blocks & Dormitory Block	General Renovation	Annually	106,008.00	106,008.00	106,008.00	106,008.00	Accra	Service Provider
Air Conditioners	Repairs & Servicing	Quarterly	30,000.00	30,000.00	30,000.00	30,000.00	Accra	Service Provider
Computers & Accessories and IT Infrastructure	Repairs & Servicing of Computers, Printers & Photocopiers	Mid Yearly	35,000.00	35,000.00	35,000.00	35,000.00	Accra	Service Provider

Type of Infrastructure / Assets	Type of Maintenance	Schedule of Maintenance (Start – End date)/Frequency	Estimated Cost of Maintenance Gh¢				Location	Responsibility
			2022	2023	2024	2025		
Generator Set	Repairs & Servicing	Mid Yearly	40,000.00	40,000.00	40,000.00	40,000.00	Accra	Service Provider
Furniture & Fittings	Repairs & replacement of damaged Furniture & Fittings	Annually	30,000.00	30,000.00	30,000.00	30,000.00	Accra	Service Provider
Fire extinguishers	Refilling of Fire Extinguishers	Annually	5,000.00	5,000.00	5,000.00	5,000.00	Accra	Service Provider
JICA Block	Renovation, Repairs & Replacement of Electrical Components, Plumbing Fittings, Painting & Decoration, Fumigation & Disinfection	Annually	75,000.00	75,000.00	75,000.00	75,000.00	Accra	Service Provider
Old Block	Renovation, Repairs & Replacement of Electrical Components, Plumbing Fittings, Painting & Decoration, Fumigation & Disinfection	Quarterly /Annually	155,000.00	155,000.00	155,000.00	155,000.00	Accra	Service Provider
Vehicles	Repairs & Servicing of Vehicles	Quarterly	70,000.00	70,000.00	70,000.00	70,000.00	Accra	Service Provider
Fence Wall	Repair of Fence wall	Annually	90,000.00	90,000.00	90,000.00	90,000.00	Accra	Service Provider
Buildings	Renovation/Painting		31,248.00	31,248.00	31,248.00	31,248.00	Accra	Head PRAAD

Type of Infrastructure / Assets	Type of Maintenance	Schedule of Maintenance (Start – End date)/Frequency	Estimated Cost of Maintenance Gh¢				Location	Responsibility
			2022	2023	2024	2025		
Vehicles	Servicing	Quarterly	27,975.84	27,975.84	27,975.84	27,975.84	Accra	Head PRAAD
Land	Maintenance	Mid-Year/ Annually	5,880.00	5,880.00	5,880.00	5,880.00	Accra	Head PRAAD
Office Equipment's	Repairs	Quarterly	47,062.80	47,062.80	47,062.80	47,062.80	Accra	Head PRAAD
Office Furniture's	Repairs of Office Furniture &Fittings	Annually	30,000.00	30,000.00	30,000.00	30,000.00	Accra	Head PRAAD
SUB TOTAL			**3,609,174.64**	**3,609,174.64**	**3,609,174.64**	**3,609,174.64**		
GRAND TOTAL			**14,436,698.56**					