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

25tk January, 2024

SUBMISSION OF ANNUAL BUDGET PERFORMANCE REPORT

The Public Services Commission wishes to submit the 2023 Annual Budget Performance Report in compliance with the Public Financial Management Act (Section 30 (3) and 34 (1&2).

2. Thank you.

7/2/24

2150 pm

ING. (MRS) MABEL AMOAKO-ATTA SECRETARY

THE CLERK OF PARLIAMENT PARLIAMENT HOUSE ACCRA

THE DIRECTOR OF BUDGET MINISTRY OF FINANCE ACCRA







MINISTRY OF FINANCE

BUDGET PERFORMANCE REPORT IN RESPECT

OF

PUBLIC SERVICES COMMISSSION

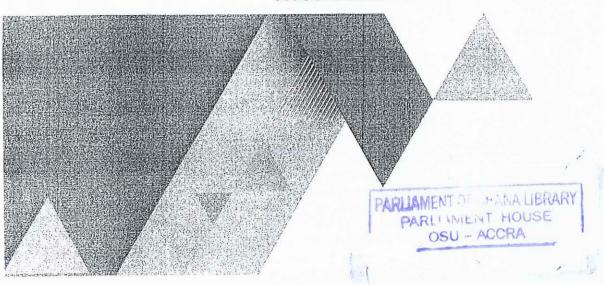
FOR THE PERIOD

JANUARY TO DECEMBER 2023

SUBMITTED TO THE PARLIAMENT

IN

ACCORDANCE WITH



Sections 27 (1,2&3) of the Public Financial Management Act, 2016, Act 921



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PART A: EXECUTIVE SUMMARY

(Summary of the entire report indicating key achievements, challenges etc. This section should not be more than five (5) pages)

- i. Summary on Status of implementation of:
 - Financial performance
 - Key policy outcome indicators and targets
 - Programme and projects
 - Expenditure by economic classification
 - Challenges and recommendations



PART B: STRATEGIC OVERVIEW OF THE COVERED ENTITY

Vision: A Leading and Dependable Partner in Human Resource Management and Organisational Development in the Public Services of Ghana

Mission: PSC exists to safeguard and promote integrity, accountability and competence in human resource management and organizational development in public service organizations. We do this through the provision of Advisory, Consultative, Regulatory and Supervisory services

Goal: To promote a well-managed public service workforce capable of and committed to delivering high quality services for accelerated growth and sustainable development

Core Functions: The functions of the Commission, as specified in the Public Services Commission Act, 1994 (Act 482), and amended by Section 3 of the Fair Wages and Salaries Commission Act, 2007, (Act 737), are to:

- Advise Government on the criteria for appointment to public offices as well as persons to hold or act in Public Services;
- o Promote efficiency, accountability and integrity in the Public Services;
- Prescribe appropriate systems and procedures for the management of personnel records within the Public Services;
- Identify, explore and promote the recruitment of suitable personnel into the Public Services, acting in collaboration with educational authorities;
- Undertake planning of manpower requirements of the Public Services, using data from the educational institutions and other sources;
- Improve recruitment policies and techniques by introducing modern methods of judging suitability of officers;
- Conduct examinations and interviews for appointment to posts and for promotions in the public Service or within public corporations to ensure uniformity of standards of selection and qualifications;
- Review the organizational structure and manpower requirements of agencies and bodies in the Public Services and advise Government on such manpower rationalization as may be necessary for maximum utilization of human resources in the Public Services;
- o Oversee the human resources development activities of the Public Services organizations to ensure career planning and career development in the Public Services;
- Conduct, in collaboration with training institutions, personnel research into human resources management in the Public Services in order to improve personnel practices and their utilization in the Public Services; and,
- o Perform any other duties assigned to it under the Constitution or any other enactment.

Policy Objectives: The policy objective of the Commission is to "Build an effective and efficient government machinery



Table 1: Policy Outcome indicators and Targets

Ontdome <u>Indreator</u> (Desembrion	Unit of S Measurement	P. P. Count	se Line Value	Lai F New	s il s astolutus ste Vallus is	t. T. Ment	Paroet Value	- Arterior (Romanics)
Use of HRM database for analysis and decision making improved in the Public Services	Number of public service organizations audited	2020	33	2022	36	2023	36	A comprehensive HR audit to be conducted across all PSOs under the Public Financial Management Strategy in 2024
(CETTECH)	Number of public service organizations that have gone <i>live</i> on the HRMIS	2020	63	2022	70	2023	75	The rest of the PSOs are expected to be enrolled by end of 2024
Use of Revised Performance Management System for improved service	Number of sensitization workshop on the Performance Management System	2020	0	2022	Performan ce assessment instrument collected and being analyzed	2023		Review of the Performance Management System and Data collection and analysis ongoing
delivery	Response rate for training on the New Performance Management System	2020	0	2022	Performan ce assessment instrument collected and being analyzed	2023	Review of the Performanc e Managemen t System and Data collection and analysis ongoing	541 participants trained on Performance Management System
MDAs can apply New HMrules and regulations and use the manual as a source of reference for HRM issues	Response rate of request for training on the Revised Human Resource Management Policy Framework and Manual	2020	0	2022	Data collection and analysis on the review of the HR PFM is on-going	2023	Review of the Performanc e Managemen t System and Data collection and analysis ongoing	The draft Human Resource Management Resource and Manual to be completed in first quarter 2024
	Number of sensitizatio ntraining workshops on the Revised Human Resource Manageme nt Policy Framework and Manual	2020	0	2022	Data collection and analysis on the review of the HR PFM&M is on-going	2023	Preparatory works for the Review of the HRMPF&M is on-going	The draft Human Resource Management Resource and Manual to be completed in First quarter 2024

PART C: COVERED ENTITY'S BUDGET PERFORMANCE

Non-Financial Performance

The PSC monitoring matrix is a table that links national objectives of the Commission to Budget Programme/Sub-programmes and indicators and targets. It further shows the indicator type, description of the indicator, unit of measurement and the baseline data for each indicator, the actual value and the variances. It further indicates the link between the MTDP goals and the National policy objectives.

Table 2: Monitoring and Evaluation Matrix for Programme Based Budget

Table 3: Monitoring and Evaluation Matrix for Programme Based Budget

Budget Programme 1 Title: Public Service Human Resource Management

Remarks	
2023	Variance
y-December, 2	Actual
Year: Januar	Target
Baseline	
Unit of Measure	of Indicator
Description of	Indicator
Type of	Indicator
Sub-Programme	

National Objective: Build an effective and efficient Government machinery.

Programme Objective 1: To provide human resource management policies, frameworks and standards for effective management of human resources in public service organizations Sub Programme 1.1 Objective: To ensure that qualified, competent, and skillful staff are engaged in the various Public Service Organizations and to ensure that staff with relevant working experience and qualifications are given higher responsibilities to contribute towards the achievement of the objectives of the organization.

Recruitment	Outcome 1: F	Secruitment and Pro	Outcome 1: Recruitment and Promotion Interviews (External Interviews)	External Interview	(8/			
and Career	Output 1	Percentage of	Percentage of	Ninety –five	Ninety-five percent	Hundred	5% more of	Target over
Development		representation on	representation on	percent (95%) of (95%) response	(95%) response	percent	the target	achieved
		External	External	request	to requests	(100 %) of	achieved.	
		Interviews	Interviews	responded to	for reculitment	request		
		requests	requests		101100000000000000000000000000000000000	responded to.		
					and promotions	In all, 78		
					interviews	requests from		
						PSOs were		
						responded to		
	Output 2	Public Service	Number of	One (1)	One (1) Promotional One (1)	One (1)	No variance	Eight hundred and
		Promotion	promotion	Promotion	Examination to be	Examination		sixty-five (865)
		Examination	examinations		conducted	conducted		



Indicator Indicator of Indicator Conducted Con	Sub-Programme	Type of	Description of	Unit of Measure	Baseline	Year: Janu	Year: January – December, 2023	2023	Remarks
Output 3 Category 'A' and Response rate of 'B' Position requests for Holders in the Public Services appointed Public Services Sub programme 1.2 Objective: To ensure that qualified, competent, ar with relevant working experience and qualifications are given higher responsibility and Career Development Recruitment Outcome 2: Improved adherence to HRM systems, and Career Output 1 Implementation of Human Resource Management Policy Framework and Manual Framework and Manual for the Public Service Service Conducted conducte		Indicator	Indicator	of Indicator		Target	Actual	Variance	
Output 3 Category 'A' and Response rate of 'B' Position requests for Holders in the Appointment and Public Services appointed Public Services appointed Public Services Sub programme 1.2 Objective: To ensure that qualified, competent, ar with relevant working experience and qualifications are given higher responsibility. Recruitment Outcome 2: Improved adherence to HRM systems, and Career Output! Implementation of Human Resource Management Policy Framework and Manual Framework and Manual for the Public Service Service Output 1 Implementation verking experience of Human Resource Human Resource Management Policy Framework and Manual for the Public Service			conducted	conducted	Examination				Public Servants
Output 3 Category 'A' and Response rate of 'B' Position requests for Holders in the Public Services promotion in the appointment and Public Services promotion in the promotion in the appointment and promotion in the promotion			Î	Ī	conducted			+	participated
Sub programme 1.2 Objective: To ensure that qualified, competent, ar with relevant working experience and qualifications are given higher responsibility and Career Development Development Development Outcome 2: Improved adherence to HRM systems, Implementation of Human Resource Management Policy Management Policy Framework and Management Policy Framework and Management Framework and Management Policy Frame									Target achieved
Sub programme 1.2 Objective: To ensure that qualified, competent, ar with relevant working experience and qualifications are given higher responsibility and Career Development Developmen		Output 3	Category 'A' and 'B' Position	Response rate of requests for	Eighty percent (80%) of request	Eighty percent	All one	20% more	Target over
Sub programme 1.2 Objective: To ensure that qualified, competent, ar with relevant working experience and qualifications are given higher responsibility and Career Development Developmen			Holders in the	appointment and	responded to	(80%) of request responded	hundred and fifty -four		achieved
Sub programme 1.2 Objective: To ensure that qualified, competent, ar with relevant working experience and qualifications are given higher responsibility and Career Output 1 Implementation of Human Resource Management Policy Framework and Policy Framework and (HRMPFM) Hand Career Output 1 Implementation Sensitization and training workshops on the Policy Framework and (HRMPFM) Framework and Management Policy Fr			Public Services	promotion in the			(154) request		
Sub programme 1.2 Objective: To ensure that qualified, competent, ar with relevant working experience and qualifications are given higher responsibility. Recruitment and Career Output I Improved adherence to HRM systems, of Human of Human Resource Management Policy Framework and Manual for the Public Service Sub programme 1.2 Objective: To ensure that qualified, competent, ar with relevant end of HRM systems, Implementation of Human Resource Human Resource Framework and Manual for the Public Service			appointed	Public Services			received from		
Sub programme 1.2 Objective: To ensure that qualified, competent, ar with relevant working experience and qualifications are given higher responsibility and Career Output I Implementation of Human Resource Management Policy Framework and Human Resource Framework and Management Manual for the Public Service Sub programme 1.2 Objective: To ensure that qualified, competent, ar qualified, compete			***				PSOs for		
Sub programme 1.2 Objective: To ensure that qualified, competent, ar with relevant working experience and qualifications are given higher responsibility. Recruitment and Career Output I Improved adherence to HRM systems, of Human Resource Management Policy Framework and Human Resource Framework and (HRMPFM) and Manual for the Public Service Service							Category A	4	
Sub programme 1.2 Objective: To ensure that qualified, competent, are with relevant working experience and qualifications are given higher responsibility. Recruitment and Career Output 1 Improved adherence to HRM systems, Implementation of Human Resource Hraining Management Policy Framework and Manual for the Public Service Service To ensure that qualified, competent, are qualified, and definition and definition and are qualified, and qualified, and qualified, are qualified, and qualified, and qualified, and qualified, and qualified, are qualified, and qualified, and qualified, and qualified, and qualified,							and B office		
Sub programme 1.2 Objective: To ensure that qualified, competent, an with relevant working experience and qualifications are given higher responsibility. Recruitment Outcome 2: Improved adherence to HRIM systems, and Career Output I Implementation of Human Resource Management Policy Framework and Management Manual For the Public Service Service Service Possure that qualified, competent, an qualified, competent, an qualified, competent, and public sensure that qualified, competent, and public sensure that qualified, competent, and with public sensure to HRIM systems, Number of sensitization and training workshops on the Human Resource Framework and Management Policy Framework and Manual for the Public									
Sub programme 1.2 Objective: To ensure that qualified, competent, an with relevant working experience and qualifications are given higher responsibilitied. Recruitment and Career Outcome 2: Improved adherence to HRM systems, of Human of Human Resource Infining Management Infining Management Management Management Management Manual Framework and Human Resource Framework and Management Manual For the Public Service Service Service Service							holders		
Recruitment and Career Outcome 2: Improved adherence to HRM systems, Implementation of Human Development Number of Sensitization and Resource Management Policy Framework and Human Resource Framework and Human Resource Framework and Human Resource Framework and Management Management Manual for the Public Service	with relevant working						holders responded to		
jed et	J	1.2 Objective	2: To ensure that qua	alified, competent, and	I skillful staff are en	holders holders responded to engaged in the various Public Service Organizations and to ensure that staff	holders responded to iblic Service Orga	nizations and to	ensure t
of Human Resource Management Policy Framework and Manual (HRMPFM) for the Public Service	Recruitment	1.2 Objective experience and que Outcome 2: 1	To ensure that quantalifications are give	alified, competent, and in higher responsibilities to HRM systems, p	l skillful staff are en	gaged in the various Pards the achievement o	holders responded to ablic Service Orga f the objectives of	nizations and to	ensure t
ce ement work and l PPFM) Public	and Career	1.2 Objective experience and que outcome 2: 1	To ensure that qualifications are give improved adherence Implementation	alified, competent, and in higher responsibilitive to HRM systems, p	skillful staff are en es to contribute tow olicies, rules and g	engaged in the various Public Service C wards the achievement of the objective. guidelines for effective management. HRMPFM reviewed Preparatory	holders responded to ablic Service Orga f the objectives of management. Preparatory	nizations and to	ensure t
ement work and l PFM) Public	and Career Development	1.2 Objective experience and que outcome 2: 1	To ensure that qualifications are give improved adherence Implementation of Human	alified, competent, and n higher responsibilities to HRM systems, p Number of sensitization and	l skillful staff are en es to contribute tow olicies, rules and grow (2) Two (2) sensitization and	gaged in the various Pards the achievement of aidelines for effective HRMPFM reviewed and	holders responded to ablic Service Orga f the objectives of management. Preparatory works	nizations and to the organizatic	ensure that staff n. Target achieved
vork and l PFM) Public	and Career Development	1.2 Objective experience and que outcome 2: 1	To ensure that qualifications are give improved adherence. Implementation of Human Resource	alified, competent, and in higher responsibilitive to HRM systems, p Number of sensitization and training	I skillful staff are en es to contribute tow olicies, rules and grow sensitization and training	gaged in the various Prards the achievement ouidelines for effective HRMPFM reviewed and training/sensitization	holders responded to iblic Service Orga f the objectives of management. Preparatory works commenced	the organizatic	ensure t n. Target z
	and Career Development	1.2 Objective experience and que outcome 2: 1	To ensure that qualifications are give improved adherence Implementation of Human Resource Management	alified, competent, and in higher responsibilitive to HRM systems, p Number of sensitization and training workshops on the	skillful staff are en es to contribute tow olicies, rules and grow (2) Two (2) sensitization and training workshops	gaged in the various Pards the achievement of aidelines for effective HRMPFM reviewed and training/sensitization programs organized	holders responded to ablic Service Orga f the objectives of management. Preparatory works commenced for the review	nizations and to the organizatic No variance	ensure t n. Target a
	and Career Development	1.2 Objective experience and que outcome 2: 1	To ensure that qualifications are give improved adherence. Implementation of Human Resource Management Policy	alified, competent, and in higher responsibilitive to HRM systems, p Number of sensitization and training workshops on the Human Resource	I skillful staff are en es to contribute tow olicies, rules and gram Two (2) sensitization and training workshops organized	gaged in the various Prards the achievement or idelines for effective HRMPFM reviewed and training/sensitization programs organized for PSOs	holders responded to iblic Service Orga f the objectives of management. Preparatory works commenced for the review of the	nizations and to the organization.	ensure t
	and Career Development	1.2 Objective experience and que of the correction of the correcti	To ensure that qualifications are give improved adherenc Implementation of Human Resource Management Policy Framework and	alified, competent, and in higher responsibilitive to HRM systems, p Number of sensitization and training workshops on the Human Resource Management	skillful staff are en es to contribute tow olicies, rules and grow sensitization and training workshops organized annually on	gaged in the various Prards the achievement ouidelines for effective HRMPFM reviewed and training/sensitization programs organized for PSOs	holders responded to ablic Service Orga f the objectives of management. Preparatory works commenced for the review of the HRMPFM	the organizations and to the organizations and to the organization of the organization	ensure 1
for the Public Service	and Career Development	2.2 Objective experience and que outcome 2: 1	To ensure that qualifications are give improved adherence. Implementation of Human Resource Management Policy Framework and Manual	alified, competent, and in higher responsibilitive to HRM systems, p Number of sensitization and training workshops on the Human Resource Management Policy Framework	skillful staff are en es to contribute tow olicies, rules and grow (2) Two (2) sensitization and training workshops organized annually on HRMPFM	gaged in the various Pards the achievement of idelines for effective HRMPFM reviewed and training/sensitization programs organized for PSOs	holders responded to ablic Service Orga f the objectives of management. Preparatory works commenced for the review of the HRMPFM	nizations and to the organization.	ensure i
Service	and Career Development	1.2 Objective experience and que Outcome 2: 1	To ensure that qualalifications are give improved adherence. Implementation of Human Resource Management Policy Framework and Manual (HRMPFM)	alified, competent, and in higher responsibilitive to HRM systems, p Number of sensitization and training workshops on the Human Resource Management Policy Framework and Manual	I skillful staff are en es to contribute tow olicies, rules and grand (2) Two (2) sensitization and training workshops organized annually on HRMPFM	gaged in the various Prards the achievement of aidelines for effective HRMPFM reviewed and training/sensitization programs organized for PSOs	holders responded to blic Service Orga f the objectives of management. Preparatory works commenced for the review of the HRMPFM	nizations and to the organization No variance	ensure 1. Target
	and Career Development	1.2 Objective experience and que outcome 2: 1	To ensure that qualalifications are give improved adherence. Implementation of Human Resource Management Policy Framework and Manual (HRMPFM) for the Public	alified, competent, and in higher responsibilitive to HRM systems, p Number of sensitization and training workshops on the Human Resource Management Policy Framework and Manual	skillful staff are en es to contribute tow olicies, rules and grow (2) Two (2) sensitization and training workshops organized annually on HRMPFM	gaged in the various Pards the achievement of idelines for effective HRMPFM reviewed and training/sensitization programs organized for PSOs	holders responded to ablic Service Orga f the objectives of management. Preparatory works commenced for the review of the HRMPFM	nizations and to the organization. No variance	n. Target
	and Career Development	1.2 Objective experience and que Outcome 2: 1	To ensure that qualalifications are give improved adherence. Implementation of Human Resource Management Policy Framework and Manual (HRMPFM) for the Public Service	alified, competent, and n higher responsibilitive to HRM systems, p Number of sensitization and training workshops on the Human Resource Management Policy Framework and Manual	I skillful staff are en es to contribute tow olicies, rules and gram of training workshops organized annually on HRMPFM	gaged in the various Prards the achievement of aidelines for effective HRMPFM reviewed and training/sensitization programs organized for PSOs	holders responded to blic Service Orga f the objectives of management. Preparatory works commenced for the review of the HRMPFM	nizations and to the organizatio No variance	ensure 1. Target



								percobment	Development	Organizational	and	Management	T	me n rela														Sub-Programme
					Output 2							Output 1	Outcome 3:	1.3 Objective												Output 2	Indicator	Type of
	Organisations	Public Service	System for	Performance	Training on the		responded to	Service	Schemes of	development of	request for	Response rate of	Competent and well	: To improve access esource Managemen		Service	for the Public	(HRMPFM)	Manual	Framework and	Policy	Management	Human Resource	workshop on the	sensitization	Number of	Indicator	Description of
		requests facilitated	Management	Performance	Percentage of		Service facilitated	Conditions of	Schemes and	development of	requests for	Percentage of	Outcome 3: Competent and well-managed public service for an efficient	sibility and use of exit and Organizational				(HRMPFM)	and Manual	Policy Framework	Management	Resource	Revised Human	training on the	request for	Response rate of	of Indicator	Unit of Measure
			responded to	(90%) of request	Ninety percent					responded to	(80%) of request	Eighty percent	vice for an efficien	sting Human Resou Development in the										responded to	(90%)of request	Ninety percent		Baseline
			facilitated	(90%) PMS requests	Ninety percent					responded to.	(80%) of request	Eighty percent	t and effective Public Service delivery	ce and Organizational Public Service.							Revised HRMPFM	training on the	sensitization and	requests for	(90%) response to	Ninety percent	Target	Year: Janua
		responded to.	request	percent of	Hundred	responded to.	66.67%	representing	PSOs	received from	requests	16 out of 24	Service delivery.	database for polic							HRMPFM	of the	for the review	commenced	works	Preparatory	Actual	January – December, 2023
					10% more			ŀ				14% less		y formulation,					ŀ	Ī							Variance	2023
attended.	participants	(10) PSOs were	request from ten	achieved. All	Target over						achieved	Target not		analysis and	Ė													Remarks

	Remarks	
	Year: January - December, 2023	Target Actual Variance
;	Baseline	
TT C. R.	Unit of Measure	or indicator
Description	Ledicater	marcaror
Type of	Indicator	marcaron
Suh-Programme	State of the state	

Sub programme 1.4 Objective: To conduct Research, Monitoring and Evaluation (M&E) of the implementation of HR policies, programmes and guidelines and to disseminate the results/findings appropriately.

		X						
	Outcome 4:	Use of HRM datab	ase for analysis and d	ecision making im	Outcome 4: Use of HRM database for analysis and decision making improved in the Public Samisas	2001/140		
Research,	Output 1	Public Service	Number of Public	Sevienty (70)	Limon and man and and	Director.		
Tes former at a			and the second	Sevenity (19)	Iluman	rive(5)	F1Ve (5)	The rest of the
intormation,		Personnel	Service	MDAs went live	Resource	additional	additional	PSOs will be
Monitoring and		Database	Organisations that	on the HRMIS		PSOs added	PSOs was	enrolled unto the
Evaluation		Management	have gone live on		Management	bringing the	migrated	HRMIS by 2024
			the HRMIS		Information	total number of onto the	onto the	The HRMIS
					System	PSOs enrolled	HRMIS	reimplementation
					(HPMIS) to be	unto the		operational in all
					ralled and to De	HRMIS to 75.		twelve (12) piloted
					rolled out to One			MMDAs.
					hundred and twenty-			
					one (121) MDAs			



Budget Programme 2 Title: Management and Administration

Sub-rrooramme type of	Vne of Indicator	Decorintion of	11	:				
		Indicator	Measure of	Baseline	Year:	Year: January - December, 2023	lber, 2023	Remarks
			Indicator		Target	Actual	Variance	
P. Ruild an p	offertive on	National Objective: Build an effective and efficient Consumers						
c. Dund an	י יייייייייייייייייייייייייייייייייייי	id efficient Governme	ant machinery.					
ective: To in	plement p	olicies, and strategies	for efficient and ef	Programme 2 Objective: To implement policies, and strategies for efficient and effective service delivery.	у.			
.1 Objective	: To provid	le administrative and	financial support to	Sub Programme 2.1 Objective: To provide administrative and financial support to the various divisions and ensure effective implementation of internal control procedures in the Commission.	and ensure effe	ctive implementa	tion of internal co	ntrol procedures in t
Outcol	me 1: Ca	pacity of PSC staff e	inhanced for impr	Outcome 1: Capacity of PSC staff enhanced for improved service delivery and higher productivity	and higher nr	oductivity		
Administration Output 1		All staff trained in	Mumbo of atott	30 7 (00) 7: 11	id in Sur . in	and the state of t	Annual to Manual	
-		TI. Paul II allieu III		Inirty (50) statt	Thirty (30)	Fifty-nine (9)	29 staff	
		Human Kesource	trained in	trained in HRM	staff trained	staff trained in		
		Management and	Human	and other related	in Human	HRM and		
		other related	Resource	courses.	Resource	other related		
		courses	Management		Management	courses.		
					and other		ā	
					related			
					courses			
e 2.2 Obj	ective:	Fo implement polici	es, and strategies f	Sub programme 2.2 Objective: To implement policies, and strategies for efficient and effective service delivery.	tive service del	ivery.		
Outcol	me 2: Im	proved work enviro	nment for an impi	Outcome 2: Improved work environment for an improved service delivery and higher productivity increased	v and higher n	roductivity incre	posed	
Administration Output 1		Office Building	Percentage of	Seventy-five	Hundred	Hundred	No variance	
		rehabilitated	completed	percent (75%) of	percent	percent 100 %		Target achieved
			works	completed works	(100%) of	Jo		
					rehabilitation	rehabilitation		
					works	works		
					completed	completed		



Budget

Table 4: Details of Government Flagship and other Projects and Programmes Implemented in 2023 ((Not-Applicable)

That											
	1	2	3	4	5	9	7	8	6	10	11



Financial Performance

Table 5: Summary of Expenditure by Programmes (in GH¢m)

Management & 8.4 8.4 0 0 0 8.4 8.4 0 0 0 7.46 7.46 0 0 0 0 7.46 7.46 0 0 0 0 7.46 7.46 0 0 0 0 7.46 7.46 0 0 0 0 7.46 7.46 0 0 0 0 7.46 7.46 0 0 0 0 0.04 0.04 0 0 0 0 0 0 0 0 0 0 0		AND.	Original Control		i objektiva	i (2025)		202.6	Tours.R				a critical y		ζ <u>(</u>) (1)				0% 101 Sin		
8.4 8.4 0 0 8.4 8.4 8.4 8.4 9.0 9.8 8.4 8.4 9.0 9.8 8.4 9.0 9.0 8.4 8.4 9.0		Total Control	(\$\text{\text{\$0}}\text{\$0}	10.00 BIN 10.00	d O	100		(C@C		DIG	1112011	(6.00	Syant	13	dDje. 4		(60)		3	100	
7.46 7.46 0 0 7.46 7.46 7.46 7.46 7.46 7.46 7.46 7.46 7.46 7.46 0 0 7.46 7.46 0 0 7.46 7.46 0 <td< td=""><td>Management & Administration</td><td>8.4</td><td>8.4</td><td>0</td><td>0</td><td>0</td><td>8.4</td><td>8.4</td><td>0</td><td>0</td><td>8.4</td><td>101</td><td>0</td><td>0</td><td>0</td><td>4.8</td><td>8.4</td><td>0</td><td>0</td><td>0</td><td>15.79</td></td<>	Management & Administration	8.4	8.4	0	0	0	8.4	8.4	0	0	8.4	101	0	0	0	4.8	8.4	0	0	0	15.79
8.4 8.4 0.0 0 0.94<	General Administration & Finance	7.46	7.46	0	0	0.	7.46	7.46	0	0	7.46	7.46	0	0	0	7.46	7.46	0	0	0	10.5
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* as per releases on GIFMIS
** Actual expenditure is liabilities incurred plus payment made.
*** Your anticipated expenditure at the end of year 2023



Table 6: Summary of Expenditure by Economic Classification

Expendince hem	. 2023 <u>Ар</u> риахен	F: 2023 Amount	Account	- - - - - - - - - -	TOP for ore ellops s to
A STATE OF THE STA	ZANDOROGORINO		A THE PARTY OF THE	Skayments for " 10" = the 2020	3252024
Wages and Salaries	9,700,000.00	9,700,000.00	9,449,400.00	9,449,400.00	9,739,692.00
o/w GoG	9,700,000.00	9,700,000.00	9,449,400.00	9,449,400.00	9,739,692.00
IGF	0	0	0	- 0	0
Use of Goods and Services	2,063,650.00	2,063,650.00	2,063,650.00	2,063,650.00	2,835,208.00
o/w GoG	2,063,650.00	2,063,650.00	2,063,650.00	2,063,650.00	2,835,208.00
ABFA	0	0	0	0	0
IGF	0	0	0	0	25,410
DP Funds	0	0	0	0	0
Capital Expenditure	451,800.00	345,180.00	345,180.00	345,180.00	4,030,499.00
o/w GoG	451,800.00	345,180.00	345,180.00	345,180.00	4,030,499.00
ABFA	0	0	0	0	0
IGF	0	0	0	0	0
DP Funds	0	0	0	0	0
l'otal	12,215,450.00	12,108,830	12,108,830	12,108,830	23,614,645.00

Or

Table 7: Additional Funds received during the year (Reallocations) ((Not-Applicable)

Expendible hem	Amount	Amount Released	Active Before of the	12 Abdat
	Reallineated			all dyments
Wages and Salaries				
U/1U GoG				
Use of Goods and Services				
o/w GoG				
ABFA				
Capital Expenditure				
o/w GoG				
ABFA				
Total				



Table 8: Summary of IGF Performance by Revenue Categories

Revenue:	Pojedline/a Budget	Admal : 5 Collection 42 of 4	Paymenting	Regardence For 2028	Renade
A	В	C=D+E	D=C-E	E=C-D	
Examination Fees	GH¢65,000.00	GH¢68,400.00	GH¢68,400.00	0	
Canteen (rentals)	GH¢12,000.00	GH¢12,000.00	GH¢12,000.00	0	
Fines/Forfeitures	0	0	0	0	
Licenses	0	0	0	0	
Interests	0	0	0	0	
Total	GH¢77,100.00	GH¢80,400.00	GH¢80,400.00	0	

No retention policy for the Commission to retain any internally generated fund. All funds received as part of the Internally Generated Funds are paid into the Consolidated Fund.

Table 9: Covered Entity's Cash Position as at 31st December, 2023

Account Name(s)	Bulance A., Ar. JL (December 2024).
GoG Sub CF	GH¢0.25
Internally Generated Fund (IGF)	GH¢0.00
Donor	GH¢0.00
*Other Accounts	GH¢0.00
Total Cash Position	GH¢0.25

*Please provide details and balances on other accounts not listed above in accordance with Section 30(3) of PFM Act.

Table 10: Government Flagship Programmes / Projects -Goods & Service (in GH¢m) ((Not-Applicable)

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^{*} skip if your covered entity did not implement any of the 16 flagship programmes / programmes

Table 11: Government Flagship Programmes / Projects -CAPEX (in GH¢m) ((Not-Applicable)

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 $^{^{*}}$ skip if your covered entity did not implement any of the 16 flagship programmes

PART D: COVERED ENTITY'S STAFF STRENGTH

Table 12: Established Post Category

		for 2023	December 2023	rojections for 2024	2025	Frojections
1	Chairman	1	-			101 2020
2	Vice Chairman	1	1			4 -
3	Commissioners	9	9	9	9	1 4
4	Secretary	₩.		1		> <-
5	Deputy Secretary	3	3	4	4	4
9	Assistant Deputy	2	5	5	2	- 12
7	Secretary Chief Budget Applicat		_			
	Chief Budget Analyst	T			1	1
∞	Principal Assistant Secretary	3	2	3	3	23
6	Chief Administrative Assistant	3	3	3	6	3
10	Senior Assistant Secretary	4	4	4	4	4
11	Assistant Secretary I	32	32	32	47	49
12	Assistant Information Officer	1	-	1	1	17
13	Principal Administrative Assistant	0	0	0	0	0
14	Senior Administrative Assistant	11	11	11	11	11
15	Administrative Assistant I	1	1	1	T-	17
16	Administrative Assistant III	1	1	1	1	T-
17	Chief Office Assistant	2	2	2	2	2
18	Principal Office Assistant	0	0	0	0	0
19	Senior Office Assistant	2	2	2	2	2
20	Administrative II	0	0	0	0	0



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1 Aministration TTT	Administrative III	Office Assistant I	Office Assistant III	מייים בייים בייים ומיור דיו	Office Assistant IV	Office Assistant	Driver Grade 1	Chief Accountant		Principal Accountant	Senior Accountant	Accountant	Asst. Procurement	Officer	Office Assistant V		
27		22	23		24	25	26	27		78	29	30	31	N.	32		TOTAL

*

Total

Table 13: Non-Established Post Category (Not Applicable)

PARLIAMENT ON THE MOST RECENT REPORT OF THE AUDITOR-GENERAL PART E: ACTIONS T. KEN TO IMPLEMENT THE RECOMMENDATIONS OF

Table 14: Actions taken on Parliament recommendations on the most recent Auditor-General's Report (Not Applicable)

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Recommendations by Parliament										
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^{*}Please refer to Section 27 (4d) of the PFM Act. Please skip if not applicable.

PART F. PROGRESS REPORT ON GOVERNMENT ON-GOING PROJECTS

Table 15: Details on Government On-going Projects(Not Applicable)

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*Remarks should include status of completion

PART G: CONCLUSION

In 2023, the Commission continued the implementation of the underlisted prioritized programmes and subprogrammes which geared towards the achievement of the goals and objectives of the National Development Policy Framework. The Public Services Commission (PSC) is mandated by the 1992 Constitution to provide consultative, regulatory and supervisory services in matters relating to human resource management and development in the Public Services of Ghana.

The two main programmes implemented were: the Management and Administration Programme and the Public Service-Wide Human Resource Management Programme.

The Management and Administration Programme provide administrative and logistical support for the efficient and effective operations of the Commission. Under the Programme, the Commission initiated the process of validating its five year strategic plan and purchase of office equipment to equip the Commission to discharge its constitutional mandate.

The Public Service-Wide Human Resource Management Programme on the other hand, covers the regulatory, supervisory, consultative and advisory functions of the Commission.

Key operations under the programme included establishment of a performance management system across the public sector to enhance performance and improve service delivery in Public Service Organizations, Recruitment and Career Development, development of Scheme Of Services to guide training and career development, conduct of HR Audit for the determination of establishment ceilings to improve position management on the Human Resource Management Information system, among others.

The Human Resource Management Policy Framework and Manual was developed and approved by Cabinet in 2015 to standardize and harmonize human resource management policies, practices and procedures in the Public Services. In 2023, the Public Services Commission continued the process for the review of the Human Resource Management Policy Framework (HRMPF) and Manual to reflect modern practices in human resource management. It is instructive to note that, following the sensitization and training of Governing Board/Councils, Chief and Deputy Chief Executives, and Senior Management Staff of Public Service Organizations over the years, many MDAs are currently using the HRMPFM as their reference point in human resource management.

The Commission, by its mandate, is required to provide guidelines for the development of Schemes and Conditions of Service for Public Service Organizations. The Scheme of Service facilitates effective recruitment, career development and progression, as well as motivate staff for effective service delivery.

On the other hand, the Conditions of Service provides the framework that regulates the relationship between the employer and the employee with regard to rights and responsibilities, working conditions and environment, ethics, benefits, and labour relations.

In 2023, Ten (10) workshops on the development of Scheme of Service (SoS) were organized for Public Service Organizations (PSOs). The Commission also received seventy-nine (79) Draft Scheme of Service and Organograms from Public Service organizations, fifty-four (54) out of this number were reviewed, twenty (20) Organograms and sixteen (16) Schemes of Service were approved by the Commission for use by the organizations.

During the year, the Commission received requests for Performance Management training workshops from two (2) Public Service Organisations. Workshops were facilitated for all the two (2) institutions. This is approximately hundred percentage response to the request for training from MDAs. Training participants were given an overview of the New Performance Management System for the Public Services and taken through performance planning, target setting and performance review and appraisal. In all two hundred and six five (265) participant attended the training programme.

In 2023, the Commission planned on conducting *Human Resource (HR) Audit* HR audits for three (3) PSOs with the aim of setting establishment ceilings levels for the said organizations in the Human Resource Management Information System (HRMIS), but no HR Audit was conducted due to inadequate funds. However, Full Audit as has been planned as part of the Public Financial Management Strategy in 2024.

To strengthen controls and control the rising wage Bill through prudent human resource (HR) management, Government directed the reimplementation of the Human Resource Management Information System (HRMIS), because of the initial implementation challenges.

Five (5) additional PSOs have been added to the HRMIS bringing the total number of PSOs enrolled to seventy-five (75). End-user training has been organized for four hundred and seventeen (417) End-users from GHS, GES, LGS and OHCS trained on Employees Profile and Establishment Management. Training manual was developed, and Sensitisation workshops were organized for Regional Directors, Regional Human Resource Managers and Human Resource Officers in all the sixteen (16) Regions for the twelve piloted PSOs.

Though the progress has been slow due to reimplementation of the HRMIS project, the HRMIS has brought about better establishment control, leading to better control over payroll expenditure. The Establishment Ceilings of some of the Live PSOs have been determined and set on the HRMIS. The information on the payroll was adopted for PSOs that do not have approved establishment ceilings, pending the conduct of HR Audit for them. Positions are now controlled which makes it impossible for PSOs to recruit outside their Establishment Ceilings, whether with an approved establishment ceiling or status quo. Only staff within the establishment ceilings is, therefore, paid by the Controller and Accountant-General's Department (CAGD). This will go a long way to eliminate ghost names/workers from the payroll of these PSOs.

The live PSOs on the system are now able to instantly update their HR records when the payroll is opened. This has cut down the time used to undertake the HR business processes and has, thus, allowed new employees to receive their first pay within a maximum of two (2) months after recruitment.

The Live PSOs are now able to also generate various reports on all their HR data in the HRMIS to plan better for their HR needs and make other HRM decisions. For example, the Live PSOs are using the system to generate: Position Vacancy Reports, Staff at -Post Information, Gender Profile of staff and Age Profiles of Staff. The system has been able to prevent the receipt of double pay by GoG employees, detection of the Overage on the Payroll and monitoring the removal of officers who have reached the mandatory retirement age of 60 years.

The Commission received One hundred fifty-four (154) requests on appointments/promotions into Categories "A" and "B" positions in the Public Service Organisations. In all, the Commission responded to seventy-four (74) of the requests received. This represented forty eight percent (48.05%) of request for recruitment/promotion of categories 'A' and 'B' office holders in the Public Service.

In furtherance of its Constitutional mandate, the Commission, in 2023, continued to play a critical role in the appointment/recruitment and promotion of personnel to various grades in several Ministries, Departments and Agencies (MDAs), through the representation of its staff on selection and assessment interview panels. This is to ensure that best human resource practices are applied to promote transparency, fairness, and credibility of the appointment/recruitment processes. The Commission was represented on seventy-eight (78) interview panels in 2023.

The Commission conducts examinations to evaluate the competence and general disposition of specified categories of serving public servants to assume higher responsibilities. The Commission organised Qualifying Promotion Examinations for eight hundred and sixty-five (865) candidates from five (5) Public Service Institutions, who registered for and wrote the 2023 Examination.





The Commission issued thirty-four (34) Technical Clearance to facilitate recruitment and replacement of staff in the Public Service Organisations (PSOs) The Commission also responded to appeals, grievances and petitions from Public Service Organisations (PSOs) and public servants. In all, forty seven percent (47%) out of the hundred-percent (100%) appeals and grievances were resolved.

The Commission despite its human and financial challenges, was able to make significant achievement in the implementation of its programmes and sub-programmes earmarked for the year.



MINISTRY OF FINANCE

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