

MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF) FOR 2025-2028



**PUBLIC SERVICES
COMMISSION**



REPUBLIC OF GHANA

**PROGRAMME BASED
BUDGET ESTIMATES
FOR 2025**

THEME: Resetting The Economy For The Ghana We Want

PUBLIC SERVICES COMMISSION



The PSC MTEF PBB for 2025 is also available on the internet at: www.mofep.gov.gh

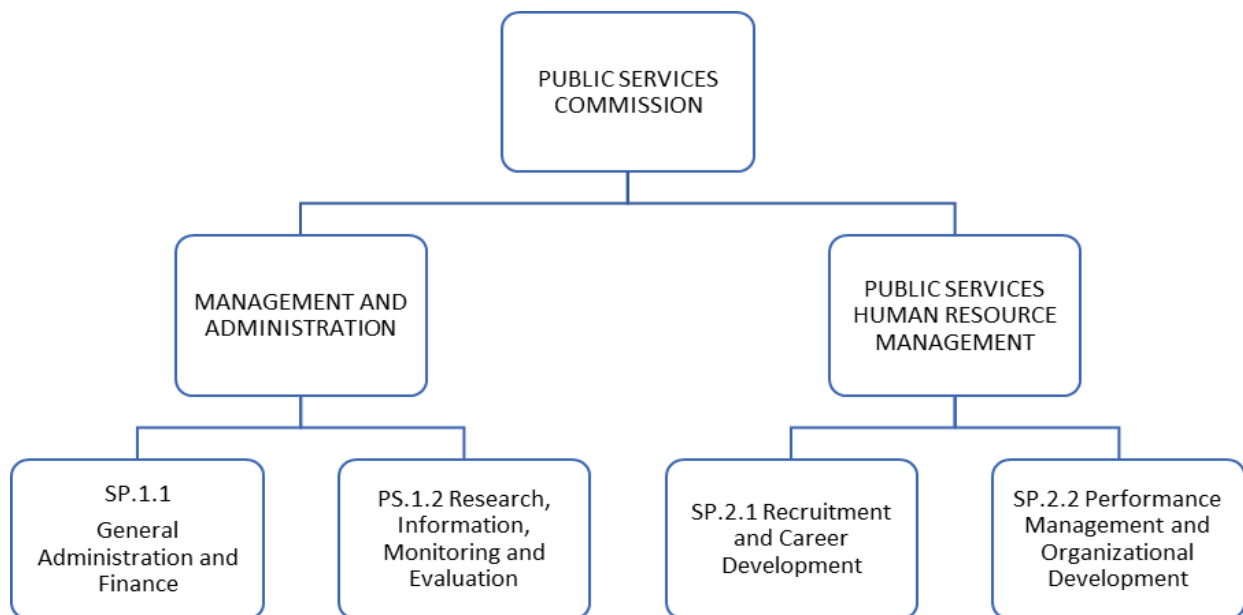


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PROGRAMME STRUCTURE – PUBLIC SERVICES COMMISSION





1.5. Appropriation Bill

Summary of Expenditure by Sub-Programme, Economic Item and Funding

Entity: 006 - Public Services Commission
Year: 2025 | Currency: Ghana Cedi (GHS)
Full Year Budget

	GoG				IGF				Funds / Others			Donors			Grand Total
	Compensation of employees	Goods and Services	31 - Non financial assets	Total	Compensation of employees	Goods and Services	31 - Non financial assets	Total	Statutory	ABFA	Others	Goods and Services	31 - Non financial assets	Total	
00601 - Management and Administration	11,760,357	2,535,018	5,000,000	19,295,375											19,295,375
00601001 - General Administration and Finance	11,760,357	2,219,309	5,000,000	18,979,666											18,979,666
00601002 - Research; Information; Monitoring and Evaluation		315,709		315,709											315,709
00602 - Public Service Human Resource Management		620,131		620,131		62,810		62,810				1,630,000		1,630,000	2,312,942
00602001 - Recruitment and Promotions		309,191		309,191		62,810		62,810				1,630,000		1,630,000	2,002,001
00602002 - Performance Management System		310,941		310,941											310,941
Grand Total	11,760,357	3,155,150	5,000,000	19,915,507		62,810		62,810				1,630,000		1,630,000	21,608,317

PART A: STRATEGIC OVERVIEW OF THE PUBLIC SERVICES COMMISSION

1. POLICY OBJECTIVE

The National Medium Term Development Policy Framework (NMTDPF) contains one (1) Policy Objective that is relevant to the Public Services Commission.

This is to build an efficient and effective government machinery.

2. GOAL

To promote a well-managed workforce capable and committed to delivering high quality public services for accelerated growth and achievement of the Sustainable Development Goals.

3. CORE FUNCTIONS

The core functions of the PSC are:

- Advise Government on the criteria for appointment to public offices as well as persons to hold or act in Public Services
- 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 organization, structure and manpower requirements of agencies and bodies in the Public Services and advise Government on such manpower rationalization as may be necessary for maximum utilization of human resources in the Public Services
- 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



4. POLICY OUTCOME INDICATORS AND TARGETS

Outcome Indicator Description	Unit of Measurement	Baseline		Latest status		Target	
		Year	Value	Year	Value	Year	Value
Use of HRM database for improved analysis and decision making in the Public Service	Number of Public Service Organizations audited	2023	40	2024	0	2028	250
	Number of public service organizations that have gone live on the HRMIS	2023	75	2024	96	2028	250
Beneficiary MDAs can use Revised Performance Management System	Percentage of response to request on the training of the Revised Performance Management System	2023	0	2024	Data collection and analysis on going	2028	90%
	Number of sensitization and training workshops on the Revised Performance Management System	2023	0	2024	Data collection and analysis on going	2028	150
MDAs can apply Revised HRM rules 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	2023	0	2024	Revised Manual sent to Attorney General's Department for Advice	2028	90%
	Number of sensitization training workshops on the Revised Human Resource Management Policy Framework and Manual	2023	0	2024	Revised Manual sent to Attorney General's Department for Advice	2028	150



5. EXPENDITURE TRENDS

In 2019, an amount of GH¢4,911,149.00 was approved for Compensation of Employees, GH¢2,194,891.00 for Goods and Services and GH¢950,000.00 for Capital Expenditure. The Capex allocation was used for the purchase of two (2) Executive Saloon vehicles and two heavy-duty photocopier machines and the payment of the five (5%) retention fee for contractors. As at the end of 2019, an amount of GH¢4,728,213.85 had been expended on Compensation of Employees, and GH¢1,052,314.00 on Goods and Services. An amount of GH¢950,000 was released for Capital Expenditure for payment to contractors and service providers.

In 2020, an amount of GH¢4,350,733.00 was approved for Compensation of Employees, out of which, an amount of GH¢4,174,370.00 was spent. Additionally, an amount of GH¢3,041,454 was approved for Goods and Services, out of which, GH¢3,035,261.17 was expended. With respect to CAPEX, an amount of GH¢1,000,000.00 was approved for the procurement of two (2) Executive Saloon vehicles, three (3) computers and two (2) printers, as well as payment for the rehabilitation of the Commission's office building. At the end of December 2020 an amount of GH¢1,000,000 had been expended for Capital Expenditure.

In 2021, an amount of GH¢4,350,733.00 was allocated for Compensation of Employees, GH¢4,036,608.00 for Goods and Services and GH¢4,092,500.00 for Capital Expenditure. The Capital expenditure items earmarked for the year included among others the purchase of official vehicles, computers and accessories, office equipment and the Rewiring of the Commission's Office building.

In 2022, an amount of GH¢9,151,000 was allocated for Compensation of Employees, GH¢5,091,000 for Goods and Services and GH¢3,765,000 for Capital Expenditure. This budgetary allocation was revised downwards by thirty percent (30%) to GH¢3,060,300 for Goods and Services and GH¢2,182,800 for Capital Expenditure. The Capital expenditure items earmarked for the year included among others, the rehabilitation works of the PSC reception and repair works of the Commissions conference room.

In 2023, an amount of GH¢9,700,000 for Compensation of Employees, GH¢2,063,650 for Goods and Services and GH¢451,800 for Capital Expenditure were approved. The 2023 expenditures focused on the review of the PSC Act to reflect the changing dynamics in human resource management., review of the Performance Management System and the Human Resource Management Policy Framework and Manual, procurement of logistics and office equipment, procurement of motor bicycle for dispatch and painting of the office building. As at the end of December 2023, an amount of **GH¢9,449,400.00** has been expended on Compensation of Employees, **GH¢2,063,650.00** on Goods and Services and **GH¢345,180.00** on Capital Expenditure.

In 2024, the Commission was allocated an amount of **GH¢9,739,692.00** for Compensation of Employees, **GH¢2,835,208** for Goods and Services, **GH¢4,030,499.00** allocated for Capital Expenditure and a retained IGF of **GH¢25,410.00**. An allocation of **GH¢6,983,836.00** was made for Development Partners for the implementation of the Public Financial Management for Service Delivery programmes and projects (PFM4SD).

As at the end of December 2024, an amount of **GH¢10,202,000.00** has been expended on Compensation of Employees, **GH¢3,835,208.00** on Goods and Services and **GH¢1,999,300.48** on Capital Expenditure

In 2025, the Commission, per the Budget Ceiling, was allocated an amount of **GH¢ 11,760, 357.00** for Compensation of Employees, **GH¢3,155,150.00** for Goods and Services. **GH¢5,000,000.00** allocated for Capital Expenditure and a retained IGF of **GH¢62,810.00**. An allocation of **GH¢1,630,000.00** was made for



Development Partners for the implementation of the Public Financial Management for Service Delivery programmes and projects (PFM4SD).

The 2025 compensation of employees' budget will cater for the payment of salaries and allowances of commissioners and staff while the goods and services will cover expenses such as the administrative cost for the running of the commission and the implementation of critical programmes of the commission. The capital expenditure items include the purchase of vehicles, office equipment, computers and accessories and phase III of the office rehabilitation.

The Development Partners component of the budget under the PFM4SD will be expended on the implementation of the Human Resource Management Information System (HRMIS) and the conduct of Human Resource Audit in all MDAs/ MMDAs across the country.

6. SUMMARY OF KEY ACHIEVEMENTS IN 2024

The Commission has two main programmes, namely the Management and Administration Programme and the Public Service-Wide Human Resource Management Programme.

Management and Administration Programme

Under the Programme, the 11th Annual Conference of Chairpersons of Governing Boards/Councils, Chief Directors and Chief Executives of the Ghana Public Services was held from 21st - 23rd May 2024. The theme was "Repositioning Ghana's Public Sector to Embrace Digital Transformation for Better Efficiency in the Midst of Global Economic Challenges" with two hundred and nineteen (219) Participants attending. An Executive Saloon Vehicle was procured to facilitate the work of the Commission and all repair work including the repainting of the Commission's office building was completed.

Training workshop was organized for four hundred and twenty-five (425) Human Resource Directors and Managers of Public Service Organizations from 5th - 6th September 2024. The theme was "Empowering Human Resource Excellence in the Public Sector."

The Public Services Commission (PSC) hosted the inaugural Conference for Women in Leadership in the Public Sector at the Labadi Beach Hotel, Accra on 15th November 2024, bringing together two hundred and ninety-six (296) female Chief Directors, Chief Executive Officers, Deputy Chief Executive Officers, Directors, Deputy Directors, Managers and analogous grades from ninety-six (96) public sector organisations.

As part of its annual Capacity Building programme, twenty-eight (28) staff trained in human resource related courses such as Transforming Public Service with the Power of Artificial Intelligence, Comprehensive Gender Strategy for the Public Sector, National Road Safety Authority Fees and Charges and HRMIS modules.

Public Service-Wide Human Resource Management Programme

- 7.** The Public Service-Wide Human Resource Management Programme covers the regulatory, supervisory, consultative and advisory functions of the Commission. Key operations under the programme includes the review and continuous training of MDAs on the 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 Service 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.

At the end of December, the Commission received request of Eighty (80) Organograms and Scheme of Service from Public Service Organizations (PSOs). Out of the 80 requests received, forty-three (43) Organograms and fifty-one (51) Schemes of Service were reviewed.

Following the review, twenty-three (23) organograms and twenty-two (22) Schemes of Service were approved. Schemes of Service training workshops were organized for two (2) MDAs.

A total of One hundred and one (101) participants from two (2) Public Service Organisation were trained on the Performance Management System to improve public service delivery in the public services. Training participants were given an overview of the Performance Management System for the Public Services and taken through performance planning, target setting and performance review and appraisal.

Three hundred and thirty-three (333) requests on promotions, two hundred and thirty-three (233) were responded to representing 70% response rate and two hundred and thirty-three (233) Officers were promoted. This is made up of one hundred and sixty-five (165) Males (71.4%) and sixty (68) Females (28.6%). One hundred and ten (110) requests from MDAs on Appointments, eighty-six (86) completed representing 78%.

The Commission issued thirty-eight (38) Technical Clearances out of a total request of fifty-four (54), to facilitate recruitment and replacement of staff in the Public Service Organisations (PSOs). The remaining sixteen (16) are at various stages of the process.

The Commission also received thirty-seven (37) requests on petitions, appeals and grievances from Public Service Organisations (PSOs) and public servants. Out of the thirty-seven (37), twenty-two (22) representing (59.5%) were resolved. The remaining fifteen (15) are at various stages of the process.

Human Resource Management Information System (HRMIS) Re-implementation has “Gone Live” with all twelve (12) piloted PSOs i.e., OHCS, GHS, PSC, GSS, LGS, GES, MoF, MoH, MoE, MLGRD, MWH, and CAGD.

A total of ninety-six (96) Public Service Organisations (PSOs) have also “Gone Live”: on the Human Resource Management Information System (HRMIS). Approximately 90% of staff on GoG Mechanized payroll have been onboarded on the HRMIS.

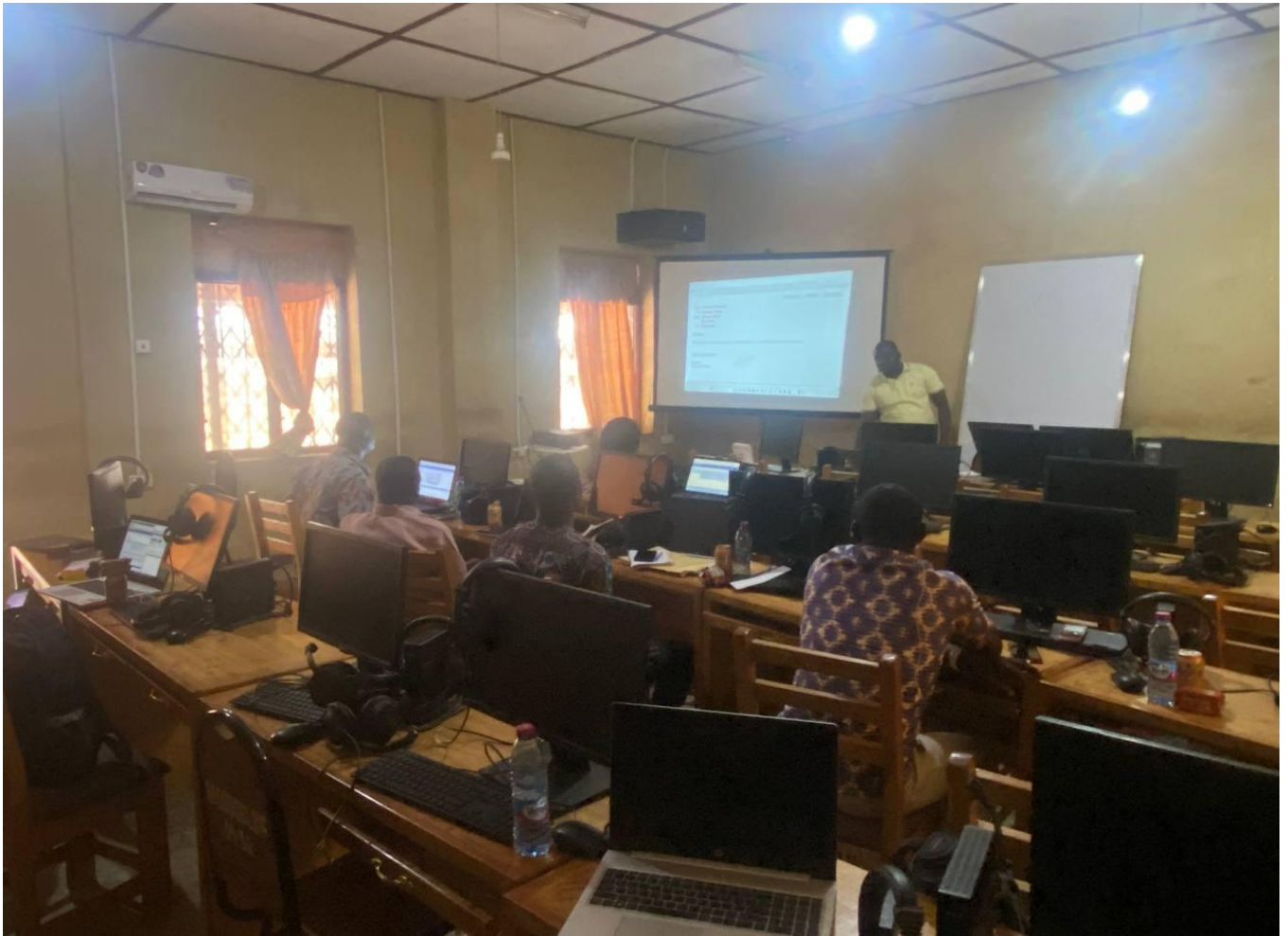
A Regional Roll-out and System Support for GHS, GES and LGS conducted in all the sixteen (16) regions and Headquarters of the MDAs. Other requests (Annual Incremental Jump, change of effective hire date, processing of arrears) from MDAs totalling three hundred and forty-two (342) have been approved and processed. All seven (7) modules on the HRMIS have been deployed for the four (4) CMAs (OHCS, GES, LGS and GHS)

End-user training has been organized for three hundred and five hundred and sixty (560) officers on the HRMIS.

Additionally, the Commission conducted system support training for 16 MDAs i.e. National Ambulance Service, Komfo Anokye Hospital, Tamale Teaching Hospital, CHRAJ, Peace Council, SIGA, NDPC, Internal Audit Agency, Narcotics Railway Development Authority, Forestry Commission etc.



TRAINING END USERS FROM THE LOCAL GOVERNMENT SERVICE STAFF IN THE UPPER WEST REGION ON THE HRMIS





2.6 Budget by Chart of Account

6.0- Programme, Sub-Programme and Natural Account Summary

Entity: 006 - Public Services Commission

Funding: All Source of Funding

Year: 2025 | **Currency:** Ghana Cedi (GHS)

Full Year Budget

	2025	2026	2027	2028
Programmes - Public Services Commission	21,608,317	64,053,374	64,053,374	64,053,374
00601 - Management and Administration	19,295,376	46,543,389	46,543,389	46,543,389
00601001 - General Administration and Finance	18,979,667	45,031,755	45,031,755	45,031,755
21 - Compensation of Employees [GFS]	11,760,357	16,488,537	16,488,537	16,488,537
22 - Use of Goods and Services	2,219,309	5,309,718	5,309,718	5,309,718
31 - Non financial assets	5,000,000	23,233,500	23,233,500	23,233,500
00601002 - Research; Information; Monitoring and Evaluation	315,709	1,511,634	1,511,634	1,511,634
22 - Use of Goods and Services	315,709	1,511,634	1,511,634	1,511,634
00602 - Public Service Human Resource Management	2,312,942	17,509,984	17,509,984	17,509,984
00602001 - Recruitment and Promotions	2,002,001	14,826,960	14,826,960	14,826,960
22 - Use of Goods and Services	2,002,001	3,987,154	3,987,154	3,987,154
31 - Non financial assets		10,839,806	10,839,806	10,839,806
00602002 - Performance Management System	310,941	2,683,024	2,683,024	2,683,024
22 - Use of Goods and Services	310,941	2,683,024	2,683,024	2,683,024

PART B: BUDGET PROGRAMME SUMMARY

PROGRAMME 1: MANAGEMENT AND ADMINISTRATION

1. Budget Programme Objectives

- To implement policies, and strategies for efficient and effective service delivery
- To coordinate resource mobilization, improve financial management and timely reporting,
- To improve human resource information gathering and management mechanism of the Commission to enhance policy formulation, analysis and timely decision making.

2. Budget Programme Description

The Management and Administration Programme provides administrative and logistical support for efficient and effective operations of the Commission. It ensures efficient management of the resources of the Commission as well as promoting cordial relationships with key stakeholders.

The Programme also provides financial and other necessary logistics to support the effective implementation of some of the core activities of the Commission.

Under the Management and Administration Programme are two Sub-programmes, which are the General Administration and Finance and Research, Information, Monitoring & Evaluation sub-programmes.





2.6 Budget by Chart of Account

6.0- Programme, Sub-Programme and Natural Account Summary

Entity: 006 - Public Services Commission

Funding: All Source of Funding

Year: 2025 | **Currency:** Ghana Cedi (GHS)

Full Year Budget

	2025	2026	2027	2028
00601 - Management and Administration	19,295,376	46,543,389	46,543,389	46,543,389
00601001 - General Administration and Finance	18,979,667	45,031,755	45,031,755	45,031,755
21 - Compensation of Employees [GFS]	11,760,357	16,488,537	16,488,537	16,488,537
22 - Use of Goods and Services	2,219,309	5,309,718	5,309,718	5,309,718
31 - Non financial assets	5,000,000	23,233,500	23,233,500	23,233,500
00601002 - Research; Information; Monitoring and Evaluation	315,709	1,511,634	1,511,634	1,511,634
22 - Use of Goods and Services	315,709	1,511,634	1,511,634	1,511,634

BUDGET SUB-PROGRAMME SUMMARY

PROGRAMME 1: MANAGEMENT AND ADMINISTRATION

SUB-PROGRAMME 1.1: General Administration and Finance

1. Budget Sub-Programme Objective

To provide administrative and financial support to the various divisions and ensure effective implementation of internal control procedures in the Commission.

2. Budget Sub-Programme Description

Under the Management and Administration Programme are two Sub-programmes, which are the General Administration and Finance and Research, Information, Monitoring & Evaluation sub-programmes.

The General Administration and Finance sub-programme is to ensure the following:

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

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

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



The funding for the Sub-Programme is solely by GoG Budget and the total staff strength delivering the sub-programme is 47.

3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Commission measures the performance of this sub-programme. The past data indicates actual performance whilst the projections are the Commission's estimate of future performance.

Main Outputs	Output Indicator	Past Years		Budget Year 2025	Projections		
		2023	2024		Indicative Year 2026	Indicative Year 2027	Indicative Year 2028
Financial Reports	Report delivered by	31 st Dec	31 st Dec	31 st Dec	31 st Dec	31 st Dec	31 st Dec
Training of Staff	Number of Staff Trained	8	28	50	40	30	65
Conference of Chief Executives, Governing Boards, and Chief Directors	Conference organized	0	1	1	1	1	1
	End of Conference Report Submitted	One Month After conference		One Month After conference	One Month After conference	One Month After conference	One Month After conference

4. Budget Sub-Programme Operations and Projects

The table lists the main Operations and Projects to be undertaken by the sub- programme

Operations	Projects (Investment)
Organize Annual Conference of Chief Executives, Governing Boards, and Chief Directors	Rehabilitation works of the Commission's Office building
Implement capacity development plan (Train 50 Staff of the Commission in HRM and other related courses	Procurement of 5 No. SUV Vehicles
Internal management of the organization	Procurement of 8 No Executive Saloon Vehicles
Local and international affiliations	Procurement of Office Equipment
Procurement of Office supplies and consumables	Procurement of Air Conditioners
Personnel and Staff management	Maintenance of Lift
Recruitment, Replacement and Promotions	
Scheme of Service	
Meetings of the Commission	
Manpower Skills Development	





2.8. Budget by Chart of Account

8 - Sub-Programme and Natural Account

Entity: 006 - Public Services Commission

Funding: All Source of Funding

Year: 2025 | **Currency:** Ghana Cedi (GHS)

Full Year Budget

	2025	2026	2027	2028
00601001 - General Administration and Finance	18,979,667	45,031,755	45,031,755	45,031,755
21 - Compensation of Employees [GFS]	11,760,357	16,488,537	16,488,537	16,488,537
22 - Use of Goods and Services	2,219,309	5,309,718	5,309,718	5,309,718
31 - Non financial assets	5,000,000	23,233,500	23,233,500	23,233,500

BUDGET SUB-PROGRAMME SUMMARY

PROGRAMME 1: MANAGEMENT AND ADMINISTRATION

SUB-PROGRAMME 1.2: Research, Information, Monitoring & Evaluation

1. Budget Sub-Programme Objectives

- To ensure effective and efficient performance of the Commission through research, monitoring and evaluation of public service wide activities.
- To conduct research, monitoring and evaluation (M&E) of the implementation of HR policies, programmes and guidelines and to disseminate the results/findings appropriately.
- To manage HR Management Information Systems of the public services.
- To facilitate the preparation and production of the State of the Service Report.

2. Budget Sub-Programme Description

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

The major services of the Sub-Programme include:

- Collection, processing, analysis, storage, maintenance and use of HR data for the Public Service to support decision-making by the Commission/Government
- Researching, Monitoring and Evaluating the performance of the implementation of HR policies in the Public Service and to recommend policy review

Total staff strength delivering this sub-programme is twenty-nine (29).



3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Commission measures the performance of this sub-programme. The past data indicates actual performance whilst the projections are the Commission's estimate of future performance.

Main Outputs	Output Indicator	Past Years		Budget Year 2025	Projections		
		2023	2024		Indicative Year 2026	Indicative Year 2027	Indicative Year 2028
Research results produced on HR management related issues	Number of research Conducted	0	0	1	1	1	1
M&E reports on the implementation of HR policies	Number of Reports produced	0	0	1	1	2	2
Development of Public Service HR database	Number of public service organizations that have gone <i>live</i> on the HRMIS	72	96	250	-	-	-

4. Budget Sub-Programme Operations and Projects

The table lists the main Operations and Projects to be undertaken by the sub- programme.

Operations	Projects (Investment)
Internal management of the organization	No Projects
Internal Audit Operations	
External Audit Operations	
Planning and Policy Formulation	
Procurement Plan Preparation	
Tendering Activities	
Budget Performance Reporting & M&E Activities	
Treasury and Accounting Activities	
The passage of a new Public Services Commission Bill & C I	
Human Resource Management Information system retooled and rolled out to MDAs and MMDAs	
Functional and Technical training provided for 500 Human Resource staff of MDAs/MMDAs	
Provide advice to the MDAs and the MMDAs on Human Resource Management issues	
Conduct a Comprehensive Human Resource Audit across all MDAs/MMDAS	





2.8. Budget by Chart of Account

8 - Sub-Programme and Natural Account

Entity: 006 - Public Services Commission

Funding: All Source of Funding

Year: 2025 | **Currency:** Ghana Cedi (GHS)

Full Year Budget

	2025	2026	2027	2028
00601002 - Research; Information; Monitoring and Eval	315,709	1,511,634	1,511,634	1,511,634
22 - Use of Goods and Services	315,709	1,511,634	1,511,634	1,511,634

BUDGET PROGRAMME SUMMARY

PROGRAMME 2: PUBLIC SERVICES HUMAN RESOURCE MANAGEMENT

1. Budget Programme Objectives

- To provide human resource management policies, frameworks and standards for effective management of human resources in public service organizations.
- To improve accessibility and use of existing HR database for policy formulation, analysis and decision making in relation to Human Resource management in the public service.
- To achieve institutional performance goals that are linked to the individual and team performance objectives, as the basis for measuring performance results and merit

2. Budget Programme Description

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

The components of the programme are:

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

These are intended to improve on productivity in the Public Service as well as enhance informed decision making in the management of human resource. The main beneficiaries of the programme are Public Service Institutions and Public Servants.

The funding for this programme comes from the GoG budget and Development Partners.





2.6 Budget by Chart of Account

6.0- Programme, Sub-Programme and Natural Account Summary

Entity: 006 - Public Services Commission

Funding: All Source of Funding

Year: 2025 | **Currency:** Ghana Cedi (GHS)

Full Year Budget

	2025	2026	2027	2028
00602 - Public Service Human Resource Management	2,312,942	17,509,984	17,509,984	17,509,984
00602001 - Recruitment and Promotions	2,002,001	14,826,960	14,826,960	14,826,960
22 - Use of Goods and Services	2,002,001	3,987,154	3,987,154	3,987,154
31 - Non financial assets		10,839,806	10,839,806	10,839,806
00602002 - Performance Management System	310,941	2,683,024	2,683,024	2,683,024
22 - Use of Goods and Services	310,941	2,683,024	2,683,024	2,683,024

BUDGET SUB-PROGRAMME SUMMARY

PROGRAMME 2: PUBLIC SERVICES HUMAN RESOURCE MANAGEMENT

SUB-PROGRAMME 2.1: Recruitment and Career Development

1. Budget Sub-Programme Objectives

- To ensure that qualified, competent, and skillful staff are engaged in the various Public Service Organizations
- 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.

2. Budget Sub-Programme Description

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

The Government of Ghana recognizes the need to adequately staff the Public Services, at all levels through open recruitment, promotion, transfer and posting to ensure the availability of qualified personnel for an effective public service. This process must be open, transparent, and based on the principles of merit.

The Human Resource Policy Division of the Commission is responsible for the coordination of the implementation of this sub-programme.

To strengthen the people management process, the PSC has developed a new Performance Appraisal Instrument to evaluate public servants on their performance at their various places of work.

In line with the principles of fairness and merit, an Officer is promoted based on the under listed conditions:

- Availability of vacancy for the post
- Satisfactory Performance, good character, and Conduct
- Minimum number of years spent on a particular grade.



Key operations include:

- Verification of performance appraisal forms and appointment letters submitted by various public service organizations
- Conduct of interviews out of which a report is produced and submitted to the Commission
- Conduct and management of recruitment and promotion examinations in the public service
- Facilitation of promotion letters to both successful and non-successful applicants in the public service
- A total staff strength of 11 carry out the implementation of the sub-programme.

3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Commission measures the performance of this sub-programme. The past data indicates actual performance whilst the projections are the Commission's estimate of future performance.



Main Outputs	Output Indicator	Past Years		Projections			
		2023	2024	Budget Year 2025	Indicative Year 2026	Indicative Year 2027	Indicative Year 2028
Public Service Promotion Examinations	Number of promotion exams conducted	1	1	1	1	1	1
Recruitment and promotion interviews (External Interviews)	Percentage of representation on external interviews responded to	100%	100%	100%	100%	100%	100%
Category “A” and “B” appointments in the public service	Percentage of Category “A” and “B” promotions and appointments responded to	85%	78%	85%	90%	90%	95%

4. Budget Sub-Programme Operations and Projects

The main Operations and Projects to be undertaken by the sub- programme.

Operations	Projects (Investment)
Publications, Campaigns and Programmes	No Project
Personnel and Staff Management	
Sensitize Heads of Public Service organization and Human Resource Managers	
Annual Conference of Human Resource Management Practitioners in the Public Service.	
Monitor and evaluate the use of the HR manual in the MDAs and MMDA	
Conduct one promotional Exam for the Public Services annually.	
Process Petitions and Complaints from public servants, MDAs and MMDAs	
Training on the revised Human Resource Policy Framework and Manual	





2.8. Budget by Chart of Account

8 - Sub-Programme and Natural Account

Entity: 006 - Public Services Commission

Funding: All Source of Funding

Year: 2025 | **Currency:** Ghana Cedi (GHS)

Full Year Budget

	2025	2026	2027	2028
00602001 - Recruitment and Promotions	2,002,001	14,826,960	14,826,960	14,826,960
22 - Use of Goods and Services	2,002,001	3,987,154	3,987,154	3,987,154
31 - Non financial assets		10,839,806	10,839,806	10,839,806

BUDGET SUB-PROGRAMME SUMMARY

PROGRAMME 2: PUBLIC SERVICES HUMAN RESOURCE MANAGEMENT

SUB-PROGRAMME 2.2: Performance Management and Organizational Development

1. Budget Sub-Programme Objectives

- To provide human resource and organizational management policies, frameworks, and standards for effective management of human resources in public service organizations
- To improve accessibility and use of existing Human Resource and Organizational database for policy formulation, analysis and decision making in relation to Human Resource Management and Organizational Development in the public service
- To achieve institutional performance goals that are linked to the individual and team performance objectives, as the basis for measuring performance results and merit
- To strengthen and improve the employee and organizational performance capabilities towards higher productivity.
- To strengthen and improve service delivery mechanisms in the public services.

2. Budget Sub-Programme Description

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

The components of the programme are human resource auditing, performance management, organizational development and management and service delivery improvement in the Public Service.

The sub-programme is involved in the:

- Preparation of policies on performance management systems as part of a coordinated approach to public sector reforms
- Establishment of a performance management system in the Public Service
- Monitoring and assessment of Public Service organizations to ensure they deliver the right services according to their mission and objectives in the right amount, at the right cost, at the right time and to the right people.

The activities are intended to improve productivity in the Public Service as well as enhance informed decision making in the management of human resources. The main beneficiaries of the sub-programme are Public Service Organizations and Public Servants.



There are two levels of assessment within the Performance Management System:

- At the Institutional Level, every institution in the Public Service undertakes a bi-annual institutional level assessment.
- At the Individual Level, the levels of assessments involve every Head of the Public Services, i.e. Chief Executive Officers, Chief Directors, Directors/ Head of Departments and other staff of the Public Services.

The tools used for the assessment includes: Competency frameworks, Key performance indicators, Metrics (scaling, ratings), Annual appraisal/ assessment system, Probationary reviews (new recruits) and Observation on the job.

The sub-programme collaborates with Ministry of Finance, the National Development Planning Commission (NDPC), Office of the Head of Civil Service, Fair Wages and Salary Commission, Management and Boards of Public Service Institutions to deliver the programme and to provide indices of productivity for the implementation of rewards and sanctions regimes in the public service. The funding for this programme comes from the GoG budget and Development Partners.

The key challenge is the lack of capacity and top-level management commitment to implement the system. Total staff strength of 13 will carry out the implementation of this sub-programme.



3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators, and projections by which the Commission measures the performance of this sub-programme. The past data indicates actual performance whilst the projections are the Commission's estimate of future performance.

Main Outputs	Output Indicator	Past Years		Budget Year 2025	Indicative Year 2026	Indicative Year 2027	Indicative Year 2028
		2023	2024				
New Performance Appraisal Instrument implemented by Public Service Organizations	Percentage of PMS Workshop requests facilitated	Review of the Performance Management System ongoing	Review of the Performance Management System ongoing	10%	25%	35%	45%
Implementation of Revised Human Resource Management Policy Framework and Manual	Percentage of requests for sensitization and training on the Revised HRM Policy Framework and Manual responded to	Review of the HRM Policy Framework & Manual	Review completed	30%	40%	45%	55%
Development and review of Schemes and Conditions of Service for Public Service organizations Facilitated	Percentage of requests for development of Schemes and Conditions of Service facilitated	80%	97%	85%	90%	90%	90%

4. Budget Sub-Programme Operations and Projects

The table lists the main Operations and Projects to be undertaken by the sub- programme.



Operations		Projects (Investment)
Personnel and Staff Development		No Projects
Manpower Skills Development and Human Resource Audit		
Preparation, development and review of Organograms, Scheme of Service and Job Description Guidelines for PSOs		
Conduct Sensitization /Training programme for MMDA/MDA on the Performance Management		
Review of the Performance Management System		
Facilitate training programmes in performance management and Leadership Development		
Review of Training Policy, Condition of Service, etc and Conduct Job Evaluation for PSC staff		
Conduct human resource audit in public service organizations		
Training and Sensitization of Boards/Councils/CEO on performance management		





2.8. Budget by Chart of Account

8 - Sub-Programme and Natural Account

Entity: 006 - Public Services Commission

Funding: All Source of Funding

Year: 2025 | **Currency:** Ghana Cedi (GHS)

Full Year Budget

	2025	2026	2027	2028
00602002 - Performance Management System	310,941	2,683,024	2,683,024	2,683,024
22 - Use of Goods and Services	310,941	2,683,024	2,683,024	2,683,024



1.6. Appropriation Bill

Summary of Expenditure by Cost Center, Economic Item and Funding

Entity: 006 - Public Services Commission
Year: 2025 | Currency: Ghana Cedi (GHS)
Full Year Budget

	GoG				IGF				Funds / Others			Donors			Grand Total
	Compensation of employees	Goods and Services	Capex	Total	Compensation of employees	Goods and Services	Capex	Total	Statutory	ABFA	Others	Goods and Services	Capex	Total	
006 - Public Services Commission	11,760,357	3,155,150	5,000,000	19,915,507		62,810		62,810				1,630,000		1,630,000	21,608,317
00601 - Office of the Executive Secretary	11,760,357	3,155,150	5,000,000	19,915,507		62,810		62,810				1,630,000		1,630,000	21,608,317
0060101 - Human Resource Policy		309,191		309,191		62,810		62,810				1,630,000		1,630,000	2,002,001
0060101001 - Human Resource Policy Office		309,191		309,191		62,810		62,810				1,630,000		1,630,000	2,002,001
0060102 - Management services		310,941		310,941											310,941
0060102001 - Management services Office		310,941		310,941											310,941
0060103 - Finance and Admin		2,219,309	5,000,000	7,219,309											7,219,309
0060103001 - Admin Office		2,219,309	5,000,000	7,219,309											7,219,309
0060105 - Research Statistics and Monitoring & Evaluation		315,709		315,709											315,709
0060105001 - Research Statistics and Monitoring & Evaluation Office		315,709		315,709											315,709
0060106 - Executive Secretary secretariat	11,760,357			11,760,357											11,760,357
0060106001 - Executive Secretary Office	11,760,357			11,760,357											11,760,357