



REPUBLIC OF GHANA

ANNUAL PERFORMANCE REPORT OF THE CIVIL SERVICE

THEME:

**“ECONOMIC TRANSFORMATION
AMID COVID-19 PANDEMIC:
THE RESPONSIBILITY OF AN
ADAPTIVE CIVIL SERVICE”**

2020



GHANA CIVIL SERVICE

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LIST OF ACRONYMS

1D1F	One District One Factory
1D1W	One District One Warehouse
1V1D	One Village One Dam
AAAG	African American Association of Ghana
AAP	Annual Action Plan
AAPAM	African Association of Public Administration and Management
AAU	Association of African Universities
ABFA	Annual Budget Funding Amount
ACI	Airport Council International
ACRWC	African Charter on the Rights and Welfare of the Child
AD	Audit Directorate
ADC	Accra Digital Centre
ADR	Alternative Dispute Resolution
AEAs	Agricultural Extension Agents
AESL	Architectural and Engineering Services Limited
AfCFTA	African Continental Free Trade Area
AFCON	African Cup of Nations
AFD	French Development Agency
AfDB	African Development Bank
AG	Attorney General
AG. IGP	Acting Inspector General of Police
AGD	Agricultural Gross Domestic Product
AGOA	African Growth Opportunities Act
AGRA	Alliance for a Green Revolution in Africa
AHRCC	Ahafo Regional Coordinating Council
AHRHCs	Ahafo Regional House of Chiefs
AIB	Accident Investigation Bureau



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AICC	Accra International Conference Centre
ALC	Africa Leadership Conference
ALP	Alternative Livelihood Programme
AMA	Accra Metropolitan Assembly
AMB	Ambassador
AML/CFT	Anti-Money Laundering / Combating the Financing of Terrorism
AMR	Anti-Microbial Resistance
ANS	Air Navigation Services
API	Active Pharmaceutical Ingredients
APR	Annual Performance Reports
APR	Annual Progress Report
ARAP	Accountability, Rule of Law and Anti-Corruption Programme
ARC	Architects Registration Council
ARI	Animal Research Institute
ARIC	Audit Report Implementation Committee
ARVs	Anti-Retroviral Therapy
ATT	Arms Trade Treaty
AU	African Union
AWD	African Women's Decade
BACs	Business Advisory Centres
BCM	Business Continuity Management
BECE	Basic Education Certificate Examination
BERCC	Bono East Regional Coordinating Council
BERHCs	Bono East Regional House of Chiefs
BEST	Best Environmental Technologies
BGL	Bureau of Ghana Languages
BIAT	Boosting Intra-African Trade



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BNARI	Biotechnology and Nuclear Agriculture Research Institute
BNI	Bureau of National Investigations
BoG	Bank of Ghana
BOP	Business Operating Permit
BOPD	Barrels of Oil Per Day
BOST	Bulk Oil Storage and Transportation Company
BOT	Build, Operate and Transfer
BPA	Bui Power Authority
BRCs	Business Resource Centres
BRP	Barracks Regeneration Programme
BRR	Business and Regulatory Reforms
BRRI	Building and Road Research Institute
BRT	Bus Rapid Transit
BTR	Beyond the Return
CAC	Creative Arts Council
CAF	Confederation of African Football
CAGD	Controller and Accountant General's Department
CAP	Coronavirus Alleviation Programme
CAP BUSS	Coronavirus Alleviation Programme Business Support Scheme
CAPEX	Capital Expenditure
CARES	COVID19 Alleviation and Revitalization of Enterprises Support
CARMMA	Campaign on Accelerated Reduction of Maternal Mortality In Africa
CART	Council Aviation Recovery Task Force
CBA	Cost Benefit Analysis
CBD	Central Business District
CCP	Common Core Programme
CD	Chief Director



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CDA	Coastal Development Authority
CDF	Chieftaincy Declaration Forms
CDM	Clean Development Mechanism
CDs	Chief Directors
CDTCL	Central Digital Transmission Company Limited
CDVTI	Community Development Vocational Training Institute
CEDAW	Convention on the Elimination of All Forms of Discrimination Against
CEDECOM	Central Region Development Commission
CEO	Chief Executive Officer
CET	Common External Tariffs
CFO	Chief Fire Officer
CFWP	Child and Family Welfare Policy
CHPS	Community Health Planning and Services
CHRAJ	Commission for Human Rights and Administrative Justice
CI	Constitutional Instrument
CIF	Climate Investment Fund
CII	Critical Information Infrastructure
CIIS	Creative Industry Insurance Scheme
CINC	Commander-in-Chief
CLOGSAG	Civil and Local Government Staff Association of Ghana
CLR	Council for Law Reporting
CMA	Central Management Agency
CMD	Career Management Directorate
CNA	Constituency Needs Assessment
CNNC	China National Nuclear Corporation
COD	Commercial Operation Date
COEDO	Cost of Environmental Degradation



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COMSATS	Commission on Science and Technology for Sustainable
COP	Conference of Parties
COS	Council of State
COS	Chief of Staff
COTVET	Council for Technical and Vocational Education and Training
COVID	Coronavirus Disease
COVID 19	Corona Virus 19
CPA	Certificate in Public Administration
CPESDP	Coordinated Programme of Economic and Social Development Policies
CR	Central Region
CREMA	Community Resource Management Area
CRI	Crop Research Institute
CRM	Cylinder Recirculation Model
CRO	Chief Rent Officer
CRS	Special Care Registry
CSAUs	Client Service and Access Units
CSC	Civil Service Council
CSIR	Council for Scientific and Industrial Research
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CSSPS	Computerized School Selection and Placement System
CSTC	Civil Service Training Centre
CSTS	Civil Service Training Schools
CSU	Client Service Unit
CSVMS	Country Structural Vulnerability Mitigation Strategy
CSVMS	Country Structural Vulnerability Mitigation Strategy
CSVRA	Country Structural Vulnerability and Resilience Assessment



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CSW	Commission on the Status of Women
CSWG	Child Sector Working Group
CTRC	Central Tender Review Committee
CTS	Case Tracking System
CUIA	Customs Uni-pass International Agency
CWIPs	Capita Works in Progress
CWM	Cash Waterfall Mechanism
CWSA	Community Water and Sanitation Agency
CWT	Core Working Team
CYCC	Community Youth Culture Centre
DAC	Day of the African Child
DACF	District Assembly Common Fund
DCACT	District Centre for Agriculture, Commerce and Technology
DDF	District Development Facility
DEVCOM	Development Communication
DFI	Department of Factories Inspectorate
DFID	Department for International Development
DFR	Department of Feeder Roads
DICCES	Department of Integrated Community Centres for Employable Skills
DMCs	District Mining Committees
DMTDP	District Medium Term Development Plan
DOC	Department of Cooperatives
DOC	Department of Children
DOVVSU	Domestic Violence and Victim Support Unit
DoW	Department of Women
DPA	Diploma in Public Administration
DPCU	District Planning Coordinating Unit



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DPs	Donor Partners
DPs	Development Partners
DPs	Donor Partners
DRH	Department of Rural Housing
DSA	Debt Sustainability Analysis
DSO	Digital Switch Over
DSW	Department of Social Welfare
DTRD	Domestic Tax Revenue Division
DTT	Digital Terrestrial Television
DUR	Department of Urban Roads
DV	Domestic Violence
DVA	Domestic Violence Act
DVLA	Driver and Vehicle Licensing Authority
DVS	Domestic Violence Secretariat
E. I	Executive Instrument
EC	Electoral Commission
EC	Energy Commission
EC	Engineering Council
ECCD	Early Childhood Development Policy.
ECG	Electricity Company of Ghana
ECMS	Electronic Case Management Systems
ECOWAS	Economic Community of West African States
EDF	European Development Fund
EEA	Expenditure in Advance of Appropriation
EFA	Education for All
EGDC	ECOWAS Gender Development Centre
EHSD	Environmental Health and Sanitation Directorate



EI	Executive Instrument
EMIS	Education Management Information System
EOCO	Economic and Organized Crime Office
EOI	Expression of Interest
EPA	Environmental Protection Agency
EPC	Engineering, Procurement & Construction
ESP	Education Strategic Plan
ESRD	Economic Strategy and Research Division
ESRP	Energy Sector Recovery Programme
ESTF	Energy Sector Task Force
ETC	Entity Tender Committee
EU	European Union
F&A	Finance and Administration
FACU	Fixed Assets Coordination Unit
FARA	Forum for Agricultural Research in Africa
FATF	Financial Action Task Force
FATS	Fire Academy and Training School
FBO	Faith Based Organisations
FC	Forestry Commission
FC	Fisheries Commission
FCC	Film Classification Committee
FD	Finance Directorate
FDA	Food and Drugs Authority
FDI	Foreign Direct Investment
FEED	Front-End Engineering Design
FFG	Fee Fixing Guidelines
FFR	Fee Fixing Resolution



FGM	Female Genital Mutilation
FIC	Financial Intelligence Centre
FIDA	Federation of International Women Lawyers
FIFA	Federation of International Football Association
FOB	Forward Operating Base
FORIG	Forestry Research Institute of Ghana
FPMU	Funds and Procurement Management Unit
FPU	Formed Police Unit
FRI	Food Research Institute
FRISMO	Food Research Improved Smoking Oven
FSD	Financial Sector Division
FSOs	Foreign Service Officers
FWC	Fair Wages and Salaries Commission
FWH	Flexible Working Hours
FWSC	Fair Wages and Salaries Commission
GA	General Administration
GACL	Ghana Airports Company Limited
GACORP	Ghana Asset Corporation
GAD	General Administration Directorate
GAEC	Ghana Atomic Energy Commission
GAF	Ghana Armed Forces
GAFCSC	Ghana Armed Forces Command and Staff College
GAMA	Greater Accra Metropolitan Area
GAMADA	Ga Mashie Development Agency
GAPTE	Greater Accra Passenger Transport Executives
GAR	Greater Accra Region
GARID	Greater Accra Resilient and Integrated Development Project



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GARSC	Greater Accra Regional Shipper Committee
GBA	Ghana Beyond Aid
GBC	Ghana Boundary Commission
GBC	Ghana Broadcasting Corporation
GBDC	Ghana Book Development Council
GBV	Gender Based Violence
GC	Ghana Gaming Commission
GCAA	Ghana Civil Aviation Authority
GCB	Ghana Commercial Bank
GCC	Ghana Cooperative Council
GCM	Ghana Chamber of Commerce
GCMC	Ghana Cylinder Manufacturing Company
GDP	Gross Domestic Product
GEDAP	Ghana Energy Development and Access Project
GEF	Global Environment Facility
GEMP	Ghana Environmental Management Programme
GEPA	Ghana Export Promotion Authority
GES	Ghana Education Service
GESP	Ghana Employment and Social Protection
GETFUND	Ghana Education Trust Fund
GFA	Ghana Football Association
GFMS	Government Financial Management Information System
GFZA	Ghana Free Zones Authority
GGSA	Ghana Geological Survey Authority
GHA	Ghana Highway Authority
GHEL	Ghana Heavy Equipment Limited
GHQ	General Headquarters



GHS	Ghana Health Service
GIADEC	Ghana Integrated Aluminium Development Corporation
GIDA	Ghana Irrigation Development Authority
GIFEC	Ghana Investment Fund for Electronic Communication
GIFF	Ghana Institute of Freight Forwarders
GIFMIS	Ghana Integrated Financial management Information Systems
GIIF	Ghana Infrastructure Investment Fund
GIISDEC	Ghana Integrated Iron and Steel Development Corporation
GIJ	Ghana Institute of Journalism
GIMPA	Ghana Institute of Management and Public Administration
GIS	Geographic Information System
GIS	Ghana Immigration Service
GITC	Ghana International Trade Commission
GLA	Ghana Library Authority
GLDB	Grains and Legumes Development Board
GLMIS	Ghana Labour Market Information System
GLR	Ghana Law Reports
GLSS	Ghana Living Standard Survey
GMA	Ghana Maritime Authority
GMMB	Ghana Museums and Monuments Board
GNA	Ghana News Agency
GNCC	Ghana National Commission on Children
GNCP	Ghana National Cleaner Production Centre
GNFS	Ghana National Fire Service
NGC	Ghana National Gas Company
GNHR	Ghana National Household Registry
GNPA	Ghana National Procurement Authority



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GNPC	Ghana National Petroleum Corporation
GNT	Ghana Negotiation Team
GoG	Government of Ghana
GOIL	Ghana Oil Company Limited
GPCL	Ghana Publishing Corporation Limited
GPEG	Global Partnership for Education Grant
GPHA	Ghana Ports and Harbour Authority
GPP	Gas Processing Plant
GPS	Ghana Police Service
GPS	Ghana Prisons Service
GRA	Ghana Revenue Authority
GRB	Ghana Refugee Board
GRCL	Ghana Railway Company Limited
GRDA	Ghana Railway Development Authority
GRFHP	Government Result Framework for High Priorities
GRFS	Ghana Road Fund Secretariat
GRIDCO	Ghana Grid Company Limited
GSA	Ghana Shippers' Authority
GSA	Government Support Agreement
GSA	Ghana Standards Authority
GSD	Geological Survey Department
GSDP	Ghana Statistics Development Project
GSFP	Ghana School Feeding Programme
GSGDA	Ghana Shared Growth Development Agenda
GSS	Ghana Statistical Service
GSS	Government Secretarial Schools
GSSTI	Ghana Space Science and Technology Institute



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GSTDP	Ghana Skills and Technology Development Project
GTA	Ghana Tourism Authority
GTDP	Ghana Tourism Development Project
GTFC	Ghana Trade Fair Company
GTP	Ghana Textiles Print
GTTC	Government Technical Training Centre
GUMAP	Ghana Urban Mobility and Accessibility Project
GUMPP	Ghana Urban Management Pilot Project
GUTA	Ghana Union of Trade Association
GWCL	Ghana Water Company Limited
HCGAD	Human Capital and General Administration Division
HCS	Head of Civil Service
HEO	Higher Executive Officer
HIV	Human Immune Virus
HLMC	High Level Ministerial Committee
HOTTCATT	Hotel Catering Tourism Training Institute
HQ	Headquarters
HR	Human Resource
HRHD	Human Resource for Health Development Directorate
HRM	Human Resource Management
HRMD	Human Resource Management and Development
HRMIS	Human Resource Management Information Systems
HSD	Hydrological Services Department
HSMTDP	Health Sector Medium Term Development Plan
HSSE	Health Safety, Security and Environment
HT	Human Trafficking
HTS	Human Trafficking Secretariat



HV	High Voltage
IA	Internal Audit
IAA	Internal Audit Agency
IAEA	International Atomic Energy Agency
IAT	Institute of Accountancy Training
IAU	Internal Audit Unit
ICAO	International Civil Aviation Organization
ICMTC	International Correctional and Management Training Centre
ICOUR	Irrigation Company of Upper Region
ICT	Information Communication Technology
ICUMS	Integrated Customs Management Systems
IDA	International Development Association
IE&C	Information, Education and Communication
IGF	Internally Generated Fund
IGIs	Independent Governance Institutions
IGP	Inspector General of Police
IHG	International Hospital Group
IIMS	Integrated Information Management System
IIR	Institute of Industrial Research
ILGS	Institute of Local Government Studies
IMF	International Monetary Fund
INDC	Intended Nationally Determined Contributions
ING.	Engineer
INSTI	Institute for Scientific and Technological Information
IP	Internet Protocols
IPC	Interim Payment Certificates
IPEP	Infrastructure for Poverty Eradication Programme



IPPD	Integrated Personnel and Payroll Database
IPR	Institute of Public Relations
IRAD	Information Research and Advocacy
ISD	Information Services Department
ISPs	Internet Service Providers
ISTC	Intercity STC Coaches Limited
IT/IM	Information Technology/Information Management
ITLOS	International Tribunal for Law of the Sea
ITS	Institute of Technical Supervision
IWD	International Women's Day
JfCP	Justice for Children Policy
JHS	Junior High School
Jnr.	Junior
JV	Joint Venture
KAIPTC	Kofi Annan International Peacekeeping Training Centre
KATH	Komfo Anokye Teaching Hospital
KG	Kindergarten
KIA	Kotoka International Airport
KNMP	Kwame Nkrumah Memorial Park
KNUST	Kwame Nkrumah University of Science and Technology
KPIs	Key Performance Indicators
KTC	Koforidua Training Centre
kV	Kilovolt
kW	Kilowatt
KWH	Kilowatt hour
kWP	Kilowatt peak
L.I	Legislative Instrument



LAC	Legal Aid Commission
LAN	Local Area Network
LAP	Land Administration Project
LC	Lands Commission
LCIA	London Court of International Arbitration
LEAP	Livelihood Empowerment Against Poverty
LED	Light Emitting Diode
LED	Local Economic Development
LG	Local Government
LGS	Local Government Service
LI	Legislative Instrument
LIPW	Labour Intensive Public Works
LNG	Liquefied Natural Gas
LPG	Liquefied Petroleum Gas
LPGMC	Liquefied Petroleum Gas Marketing Companies
LUPMIS	Land Use Planning & Management Information Systems
LUSPA	Land Use and Spatial Planning Authority
LV	Low Voltage
M & E	Monitoring and Evaluation
M&Ds	Ministries and Departments
MAF	Millennium Accelerated Framework for Maternal Mortality
MASTESS	Mathematics, Science and Technology Scholarship Scheme
MATS	Military Academy and Training Schools
MBDA	Middle Belt Development Authority
MC	Minerals Commission
MCE	Municipal Chief Executives
MD	Managing Director



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MDAs	Ministries, Departments and Agencies
MDCEs	Municipal and District Chief Executives
MDF	Minerals Development Fund
MDG	Millennium Development Goals
MDPI	Management Development & Productivity Institute
MDTIP	Marine Drive Tourism Investment Project
MDTP	Medium Term Development Plan
MELR	Ministry of Employment and Labour Relations
MESTI	Ministry of Environment, Science, Technology and Innovation
MFARI	Ministry of Foreign Affairs and Regional Integration
MGD	Million Gallons per Day
MICZD	Ministry of Inner City and Zongo Development
MIDA	Millennium Development Authority
MINTER	Ministry of the Interior
MIS	Microsoft Information System
MLGRD	Ministry of Local Government and Rural Development
MLNR	Ministry of Lands and Natural Resources
MMBTU	One Million British Thermal Unit
MMDA	Metropolitan, Municipal and District Assembly
MMDCE	Metropolitan, Municipal and District Chief Executive
MMIP	Multisectoral Mining Integrated Project
MMSCF	Million Standard Cubic Feet
MMT	Metro Mass Transit Limited
MOBD	Ministry of Business Development
MOC	Ministry of Communications
MOD	Ministry of Defence
MOE	Ministry of Education



MOEN	Ministry of Energy
MOF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MOFAD	Ministry of Fisheries and Aquaculture Development
MOFEP	Ministry of Finance and Economic Planning
MOGCSP	Ministry of Gender, Children and Social Protection
MOH	Ministry of Health
MoME	Ministry of Monitoring and Evaluation
MOP	Ministry of Planning
MOPA	Ministry of Parliamentary Affairs
MORD	Ministry of Railways Development
MORRD	Ministry of Regional Reorganization and Development
MOT	Ministry of Transport
MoTAC	Ministry of Tourism, Arts and Culture
MOTI	Ministry of Trade and Industry
MoU	Memorandum of Understanding
MOYS	Ministry of Youth and Sports
MP's	Members of Parliament
MRH	Ministry of Roads and Highways
MSD	Management Services Department
MSDI	Ministry of Special Development Initiative
MSMEs	Micro, Small and Medium Enterprises
MSWR	Ministry of Sanitation and Water Resources
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
MTNDPF	Medium-term National Development Policy Framework
MU	Migration Unit



MW	Megawatts
NAB	National Accreditation Board
NABCO	Nation Builders Corps
NACAP	National Anticorruption Action Plan
NACCA	National Council for Curriculum and Assessment
NACOB	Narcotics Control Board
NACSA	National Commission on Small Arms
NADMO	National Disaster Management Organization
NAFCO	National Buffer Stock Company
NAFTI	National Film and Television Institute
NAS	National Ambulance Service
NBA	National Biosafety Authority
NBSSI	National Board for Small Scale Industries
NCA	National Communications Authority
NCC	National Commission on Culture
NCCE	National Commission for Civic Education
NCPD	National Council on Persons with Disability
NCPP	National Child Protection Policy
NCSC	National Cyber Security Centre
NCTE	National Council for Tertiary Education
NCWD	National Council on Women and Development
NDA	Northern Development Authority
NDC	National Democratic Congress
NDMW	National Daily Minimum Wage
NDPAS	National Digital Property Addressing System
NDPC	National Development Planning Commission
NDT	Non-destructive Testing



NECC	National Early Childhood Care and Development Coordinating Committee
NEDCO	Northern Electricity Distribution Company
NEDS	National Export Development Strategy
NEET	Not in Employment, Education or Training
NEIP	National Entrepreneurship and Innovation Programme
NEP	National Employment Policy
NERCC	North East Regional Coordinating Council
NERHCs	North East Regional House of Chiefs
NES	National Electrification Scheme
NFA	National Film Authority
NFB	National Folklore Board
NFED	Nonformal Education Division
NFPP	National Forest Plantation Programme
NGCH	National Gas Clearing House
NGO	Non-Governmental Organisation
NGP	National Gender Policy
NHIL	National Health Insurance Levy
NHIS	National Health Insurance Scheme
NHMF	National Housing and Mortgage Fund
NIB	National Inspection Board
NITA	National Information Technology Agency
NLA	National Lottery Authority
NLC	National Labour Commission
NLMP	National Labour Migration Policy
NMTDP	National Medium-Term Development Plan
NMTDP	National Medium-Term Development Plan
NMTDPF	National Medium-Term Development Policy Framework



NNRI	National Nuclear Research Institute
NPA	National Petroleum Authority
NPA	National Plan of Action
NPC	National Peace Council
NPFS	National Premix Fuel Secretariat
NPG	Nuclear Power Ghana
NPP	New Patriotic Party
NPRA	National Pensions Regulatory Authority
NPSRS	National Public Sector Reform Strategy
NRA	Nuclear Regulatory Authority
NRCD	National Redemption Council Decree
NRSA	National Road Safety Authority
NSA	National Sports Authority
NSB	National Sports Bill
NSC	National Sports College
NSDI	National Spatial Data Information
NSO	National Symphony Orchestra
NSS	National Service Secretariat
NTC	National Tripartite Committee
NTC	National Teaching Council
NTG	National Theatre of Ghana
NTR	Nontax Revenue
NVTI	National Vocational Training Institute
NYA	National Youth Authority
NYP	National Youth Policy
NYPIP	National Youth Policy Implementation Plan
OACPS	Organization of African, Caribbean and Pacific States



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OAGMOJ	Office of the Attorney General and Ministry of Justice
OASL	Office of the Administrator of Stool Lands
OEMs	Original Equipment Manufacturers
OGM	Office of Government Machinery
OGP	Open Government Partnership
OHCS	Office of the Head of the Civil Service
OHLGS	Office of the Head of Local Government Service
OICG	Opportunities Industrialization Centres, Ghana
OoP	Office of the President
OPRI	Oil Palm Research Institute
ORCC	Oti Regional Coordinating Council
ORHCs	Oti Regional House of Chiefs
OSH	Occupational Safety and Health
OSM	Office of the Senior Minister
OSP	Office of the Special Prosecutor
OSS	One Stop Shop
OVC	Orphan Vulnerable Children
P & P	Policy and Planning
PAC	Passport Application Centre
PACU	Public Affairs & Communication Unit
PAP	Project Affected Persons
PATTEC	Pan African Tsetse and Trypanosomiasis Eradication Campaign
PAWA	Pan African Writes Association
PBB	Programme Based Budget
PBMED	Policy Budgeting Monitoring and Evaluation Directorate
PC	Petroleum Commission
PCMED	Policy Coordination Monitoring and Evaluation Division



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PDS	Power Distribution Services
PEAs	Private Employment Agencies
PECs	Public Employment Centres
PEER	Professional Ethical Efficient and Responsive
PEMED	Presidential Empowerment for Male Entrepreneurs with Disability
PEO	Principal Executive Officer
PERD	Planting for Export and Rural Development
PEWED	Presidential Empowerment for Women Entrepreneurs with Disabilities
PFI	Participating Financial Institutions
PFJ	Planting for Food and Jobs
PFM	Public Financial Management
PGCPA	Post Graduate Certificate in Public Administration
PGDPA	Post Graduate Diploma in Public Administration
PGRI	Plant Genetic Resources Research Institute
PHI	Petroleum Hub Implementation
PI	Productive Inclusion
PIAD	Public Investment and Asset Division
PIM	Public Investment Management
PIPS	Police Intelligence and Professional Standards
PIU	Programmes Coordination Division
PLWHAS	People Living With HIV/AIDs
PMMC	Precious Minerals Marketing Company
PMU	Project Management Unit
PND	Provisional National Defence Council
PNDCL	Provisional National Defence Council Law
PP	Programmes and Projects
PPA	Power Purchase Agreement



PPBME	Policy Planning, Budgeting, Monitoring and Evaluation
PPE's	Personal Protective Equipment's
PPME	Policy Planning, Monitoring and Evaluation
PPP	Public Private Partnership
PPSSP	Petroleum Products Strategic Stock Policy
PR	Public Relations
PRAAD	Public Records and Archive Administration Department
PRMA	Petroleum Revenue Management Act
PRO	Principal Rent Officer
PSC	Public Services Commission
PSCMD	Procurement and Supply Chain Management Department
PSHLSB	Public Servants' Housing Loans Scheme Board
PSIP	Public Service Integrity Programme
PSOs	Private Security Organizations
PSP	Private Sector Participation
PSRRP	Public Sector Reform for Results Project
PURC	Public Utilities Regulatory Commission
PV	Photovoltaic
PVTS	Private Vehicle Testing Stations
PwC	Price water House Coopers (Ghana) Limited
PWD	Public Works Department
PWDs	Persons with Disability
R&D	Research and Development
RAA	Revenue Administration Act
RAMSRI	Radiological and Medical Sciences Research Institute
RCC	Regional Coordinating Council
RCD	Rent Control Department



RCF	Rapid Credit Facility
RCU	Reforms Coordination Unit
RE	Renewable Energy
REIT	Real Estate Investment Trust
REP	Rural Enterprises Programme
RFP	Request for Proposal
RFQ	Request for Qualification
RGD	Registrar General's Department
RHC	Residential Homes for Children
RM	Rent Manager
RMERD	Resource Mobilization and Economic Relations Division
RMU	Regional Maritime University
RO	Rent Officer
ROWS	Right of Ways
RPI	Radiation Protection Institute
RSIM	Research, Statistics and Information Management
RSIMD	Research, Statistics and Information Management Directorate
RSIMU	Research Statistics Information Management Division
RTDD	Recruitment, Training and Development Directorate
RTF	Rural Technology Facilities
RTI	Right to Information
S&T	Science and Technology
SA	Special Assistant
SADA	Savanna Accelerated Development Authority
SARI	Savanna Agricultural Research Institute
SCGLR	Supreme Court of Ghana Law Reports
SDF	Spatial Development Framework



SDGs	Sustainable Development Goals
SDS	Service Delivery Standards
SEA	Strategic Environmental Assessment
SEC	Security and Exchange Commission
SEIP	Secondary Education Improvement Project
SEO	Senior Executive Officer
SER	Social Enquiry Report
SEZs	Special Economic Zones
SFA	Senior Financial Analyst
SG	Solicitor General
SHCL	State Housing Company Limited
SHEP	School Health Education Programme
SHP	Sexual Harassment Policy
SHS	Senior High School
SIF	Social Investment Fund
SIGA	State Interest and Governance Authority
SKA	Square Kilometre Array
SLWMP	Sustainable Land and Water Management Project
SMCD	SUPREME MILITARY COUNCIL DECREE
SMDC	Senior Management Development Course
SMDTP	Sector Medium Term Development Programmes
SMEs	Small and Medium Sized Enterprises
SMTDP	Sector Medium-term Development Plan
SNAS	Graduate School of Nuclear and Allied Sciences
Snr.	Senior
SOC	Security Operations Centre
SOPs	Standard Operating Procedures



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SOS	Scheme of Service
SP	Social Protection
SPAR	Staff Performance Appraisal Report
SPISTCs	Social Protection Inter-Sectoral Technical Committee
SPVD	Sweet Potato Virus Disease Complex
SRCC	Savannah Regional Coordinating Council
SRHCs	Savannah Regional House of Chiefs
SRI	Soil Research Institute
SRIMPR	Statistics, Research, Information Management and Public Relations
SRM	Senior Rent Manager
SRO	Senior Rent Officer
SSNIT	Social Security and National Insurance Trust
SSPP	Single Spine Pay Policy
STEM	Science Technology Engineering and Mathematics
STEP	Systematic Exchanges in Procurement
STEPRI	Science and Technology Policy Research Institute
STI	Science, Technology and Innovation
SWCES	Single Window Citizen Engagement Service
TA	Technical Advisor
TAT	Turn Around Time
TCPA	Town and Country Planning Authority
TCPD	Town and Country Planning Department
TDC	Tema Development Company
TDMD	Treasury and Debt Management Division
TFA	Trade Facilitation Agreement
TIA	Traffic Impact Assessment
TIN	Tax Identification Number



TIP	Trafficking in Persons
TOR	Terms of Reference
TSP	Transport Sector Project
TVET	Technical and Vocational Education and Training
UAT	User Acceptance Testing
UCC	University of Cape Coast
UDG	Urban Development Grant
UHC	Universal Health Care
UN	United Nations
UNCRC	United Nations Convention on the Rights of the Child
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization.
UNFAO	United Nations Food and Agriculture Organization
UNFPA	United Nations Fund Population Activities
UNICEF	United Nations International Children Emergency Fund
UNIDOP	United Nations International Day of Old Persons
UNOPS	United Nations Office for Project Services
UNWTO	United Nations World Tourism Organization
USAID	United States Agency for International Development
UTP	Urban Transport Project
VAG	Veterans Administration, Ghana
VAT	Value-added Tax
VLTC	Volta Lake Transport Company Limited
VPN	Virtual Private Network
VRA	Volta River Authority
W.E.B MC	W.E.B Du Bois Memorial Centre
WAEC	West African Examination Council



WAFU	West African Football Union
WAN	Wide Area Network
WASCAL	West African Science Service Centre on Climate Change and Adaptive Land Use
WASSCE	West African Senior School Certificate Examination
WHO	World Health Organization
WNRCC	Western North Regional Coordinating Council
WNRHCs	Western North Regional House of Chiefs
WR	Western Region
WRC	Water Resources Commission
WRCC	Western Regional Coordinating Council
WRI	Water Research Institute
WTO	World Trade Organization
WTP	Water Treatment Plant
WTTC	World Travel and Tourism Council
YEA	Youth Employment Agency
YLSTI	Youth Leadership and Skills Training Institutes
YOR	Year of Return
Yrs.	Years
ZoDF	Zongo Development Fund



FOREWORD

The 2020 Civil Service Annual Performance Report, a requirement under Section 85 (1) of the Civil Service Act, 1993 (PNDCL 327) is themed; **“Economic Transformation amid Covid-19 Pandemic: The Responsibilities of an Adaptive Civil Service”**. This report outlines the growth and management of human resources, reforms, successes and challenges encountered in the execution of the plans, programmes and projects of Government.

The Civil Service exists to assist the Government in the formulation of policies and the implementation of programmes and projects for the development of the country. The role of the Service in facilitating political transition, programmes and policy processes was clearly demonstrated in the year under review.

The Performance Management Policy framework, in line with the National Development Agenda, provided an anchor for the implementation of various plans and programmes. Information and communication technologies as powerful tools for promoting broader engagements with the public, and improving quality, transparency and accountability in public service delivery were adequately deployed. The Civil Service has embraced technology and digitized work systems and processes to work smarter and improve its services such as the online recruitment and promotions.

In response to the COVID-19 pandemic, the Service adapted new ways of doing things and the digital space continues to be expanded with the adoption of the smart workplace system. Furthermore, the introduction of the flexi working hours enabled staff to work remotely, while ensuring that they deliver on their work outputs and follow the health and safety protocols to reduce COVID-19 workplace transmission. The performance monitoring system associated with the new service delivery process is being fine-tuned to respond to the service standards stated in the Ministries and Departments’ Client Service Charters.

The participation of His Excellency the President in the celebration of the 2020 Civil Service Week and Awards ceremony served as a major motivational boost to the hardworking and committed Civil Service staff, who had contributed significantly towards the achievement of the objectives of Government.

The Civil Service Council, appreciates the efforts of all Civil Service Staff for their continuous commitment to productivity and the improvement in service delivery, particularly in the midst of COVID-19 related challenges. The Council further appreciates Government’s support towards the capacity development and career progression of Civil Service Staff.

In conclusion, it is imperative that the drive to continuously work together towards the sustainable development of our country is enhanced.

May God bless our home land and the Ghana Civil Service.



NANA AGYEKUM DWAMENA
HEAD OF THE CIVIL SERVICE



GHANA CIVIL SERVICE

EXECUTIVE SUMMARY

The Ghana Civil Service has since its inception been the core machinery in assisting the Government of Ghana in the formulation and implementation of government policies for the development of the country. The Civil Service Act, 1993 (PNDC Law 327) establishes the Ghana Civil Service to perform a strategic function in supporting the Government to initiate and develop policies as well as oversee its implementation, monitoring and evaluation for national development.

Over the years, the Civil Service has embarked on various reforms to improve its functional efficiency and effectiveness. The Civil Service is gradually being transformed into a modernized and digitized organization to provide the needed machinery in supporting the private sector in creating jobs, prosperity and equal opportunities for all Ghanaians

Section 85(1) of the Civil Service Act, 1993 (PNDC Law 327), enjoins the Head of Civil Service to develop an Annual Report detailing the administration of the Service to the Presidency within the first quarter of the subsequent year. The 2021 Civil Service Annual Performance report is organized into seven (7) main chapters and appendices.

Chapter One (1) of the report presents an overview and profile of the Ghana Civil Service and details a brief on the administrative structure of the Service.

Chapter Two (2) lays out the broad National Framework and the various source documents underpinning major policy initiatives and directions by the Ministries and Departments during the year under review. These are the:

- Coordinated Programme of Economic & Social Development Policies (CPESDP) 2017 – 2024
- Medium-Term National Development Policy Framework for 2018 -2021, Agenda for Jobs
- Sustainable Development Goals
- State of the Nation’s Address
- 2020 Budget Statement
- National Public Sector Reform Strategy (NPSRS)
- Civil Service Performance Management Policy Framework

Chapter three (3) presents a comparative analysis of the human resource management and capacity development activities of the Civil Service. The Civil Service staff strength increased by 15.8% from 2019 to 2020. This was most noticeable by the significant increase of female staff (16.3%) as compared to male staff (7.6%) in 2020.

The Civil Service agenda for gender parity includes the reinforcement of policies to encourage women to actively participate in governance and decision-making processes to enhance gender balance in the sector. The number of female Chief Directors in the Civil Service has significantly increased from six (6) to eleven (11) in 2020. Again, the proportion of females recruited into the



Civil Service increased from 28.4% in 2019 to 47% in 2020. The Civil Service has therefore made considerable progress in addressing gender inequality.

The youthful workforce of the Civil Service ranges between 20 to 40 years which represents 54% of its population. This has created the opportunity for the Service to leverage its youthful resource to enhance productivity through digitization, innovations and reforms to improve its competitive bid. Government has shown commitment in its support for capacity building programmes. Nonetheless, it has become necessary for government to increase the cap for capacity building programmes and provide adequate resources to enhance training, coaching, mentoring and succession planning initiatives in the Civil Service.

Recruitment of staff into the Civil Service is to help maintain the optimum staffing levels required for service delivery especially in the regional and district offices of the Civil Service Departments. In 2020, 1,641 Officers, comprising 53% males and 47% females were recruited into the Civil Service and were posted accordingly.

For the period under review, 4,020 Civil Service Staff participated in Scheme of Service, Competency-Based and Academic Training Programmes in local and foreign institutions. Various Workshops, Seminars, Conferences and Meetings were also patronized for the period.

Chapter four (4) outlines the reforms undertaken in the Civil Service over the past five (5) years, the Sustainable Development Goals (SDGs) implemented, and the Civil Service response to the Covid-19 pandemic.

Generally, there was an increase in the number of reforms in the area of Institutional Development, 53%, as compared to 31% in 2019. Similarly, ICT Development recorded 27% as against 18% in 2019. However, there was a decrease from 29% to 16% in the number of reforms undertaken in the legal and regulatory sector. Capacity Building and Job Creation reforms recorded 4% and 3% respectively with sectors of Education and Social Protection recording 1%.

The initiation of reforms on the digitalization of services, smart workplaces, flexible working hours following the outbreak of Covid-19 were predominant in all the Ministries and Departments. Though there were challenges with the flexible working hours instituted by the Civil Service, measures were undertaken by the various Ministries and Departments to ensure productivity.

While a substantive progress has been made in the achievement of the Sustainable Development Goals (SDGs), the capacity to monitor and evaluate progress remains weak. The Civil Service needs support in building capacity for the effective implementation, monitoring and evaluation of the SDGs in the various Ministries and Departments.

The fifth chapter analyses some key achievements recorded by the Civil Service over the period under review. The key achievements have been categorized into the various sectors as follows:



a) Administration Sector:

- Service-wide virtual promotions

Due to the emergence of the COVID-19 pandemic, OHCS in 2020 implemented the virtual process of interviewing Officers onto their next higher grades. 1707 comprising 331 Assistant Director IIAs and analogous grades, 643 Assistant Director I analogous grades, and 733 sub-professional grades participated in the novel virtual promotion interview.

- Online Recruitment and optimizing staffing levels

In 2020, two rounds of graduate online examination were organized for candidates. Out of the 20,537 applicants who received an invitation through the e-application system, 1,212 were recruited.

- Staff Training and Development

The OHCS employed virtual processes to build the capacity of 4,020 Civil Service Staff at the various training Institutions. As a result, 1,104 and 112 Officers participated in virtual training programmes at the Civil Service Training Centre and GIMPA respectively.

- Organization of 2020 Civil Service Week and Awards Ceremony

The Ghana Civil Service with support from the Public Sector Reform for Results Project celebrated the 2020 Civil Service Week and Awards Ceremony. The program recognized and honoured 94 dedicated Civil Service staff for their role in providing selfless service to the public and citizens for national development.

- Civil Service Workplace Safety and Health Response Strategy (WSHRS)

The emergence of the Corona Virus pandemic and its attendant health-related issues required an immediate strategy to guide dealing with the pandemic at the workplace. The OHCS developed a draft Workplace Safety and Health Response Strategy to provide guidelines to Civil Service Organizations for the management of public and health threats at the workplace.

- Nationwide Control and Management of COVID-19 by various Sectors

The Ministry of Health and Finance provided leadership and facilitated the development of a National Strategic COVID-19 Response Plan and Ghana COVID-19 Alleviation and Revitalization of Enterprises Support (CARES) “OBAATANPA” Programme to reduce the incidence and mortality of the COVID-19 pandemic and the negative impact on the socio-economic lives of the people.



- Management of Public Sector Reforms

The Office of the Senior Minister chalked remarkable progress in the implementation of the Public Sector Reform for Results Project (PSRRP). Key among them include the procurement of vehicles and other equipment to support monitoring and evaluation and improve service delivery.

b) Infrastructure Sector

- National Housing and Mortgage Fund

The Ministry of Finance instituted the National Housing and Mortgage Fund (NHMF), which comprised one and two standard and expandable bedrooms constructed over a nine (9) month period for public sector workers.

- Improving Information Communication Technology Services

The Ministry of Communications took steps to strengthen NITA's role to ensure the provision of quality Information Communications Technology; promote standards of efficiency and ensure high quality of service. This was achieved through the restructuring of NITA, development of standards and building capacity of Public Service staff for enhanced service delivery.

c) Social Sector

- Nationwide Control and Management of COVID-19 by various Sectors

The Civil Service provided leadership in the management and control of the Covid-19 pandemic. These included the following:

- The Ministry of Health (MOH) provided leadership and facilitated the development of a National Strategic Covid-19 Response Plan to reduce the incidence and mortality of the Covid-19 pandemic and the negative impact on the socio-economic lives of the people.
- The Ministry of Finance also developed a GH¢100 billion, two-phased three-and-a-half-year Ghana Covid-19 Alleviation and Revitalization of Enterprises Support (CARES) "OBAATANPA" Programme.
- The Ministry of Information in collaboration with Ministry of Health prepared a community engagement and a communication strategy to inform and educate the public to stay safe and stop community spread of Covid-19.



- A pilot survey on the impact of Covid-19 on the labour market was conducted by the Ministry of Employment and Labour Relations to provide relevant and adequate data to facilitate decision making by policy makers and all stakeholders by way of protecting workers and supporting businesses.

d) Economic Sector

- Implementation of African Continental Free Trade Area (AfCFTA) Agreement

The Ministry of Trade and Industry established the AfCFTA Secretariat (National Coordinating Office) in Accra based on the specifications outlined by the African Union Commission to facilitate the implementation of the AfCFTA and harness its benefits.

Chapter six (6) presents the performance of the Service from 2017 to 2020 highlighting the trends in policy reforms, achievements and challenges over a four-year period. The key issues of policy implementation across the sectors is the importance of monitoring and evaluation to determine the effectiveness of the policies. The continuous support from Government to the Civil Service will better position the Service to perform its strategic role in ascertaining the impact of government policies for national development.

The issues of poor remuneration and conditions of service, logistical constraints, untimely release of budget funds, inadequate budget support, inadequate office and residential accommodation, encroachment of lands, political administrative interface and high cost and unstable Internet Connectivity across the Civil Service continue to inhibit the progress of the Civil Service in the achievement of its mandate. It is critical for government to pay attention to these challenges to help the service achieve its broad objectives.

Chapter seven (7) of the report enumerates the general challenges faced by the Civil Service in the performance of its duty and projects the way forward for 2021. The challenges are categorized as follows:

- Covid-19 Pandemic and the consequent effect on work processes
- Poor Remuneration and Conditions of Service
- Delayed-Release of Budgetary Allocation
- Limited Office Space and its impact on posting
- Inadequate Residential Accommodation
- Political administrative interface

The Civil Service will continue to undertake key activities in line with its mandate to provide the needed policy support for the government. Key amongst the activities to be implemented in 2021 include the following:

- Facilitate transitional matters as it relates to ministerial realignment and restructuring.



- Facilitate the processing of the remuneration and conditions of service of Civil Service staff and review discriminatory payment of gratuity to Chief Directors.
- Facilitate Civil Service Council's interactions with new Political Heads of Ministries.
- Commence the recruitment and online Promotion processes for 2021.
- Prepare 2022-2025 Sector Medium Term Development Plan.
- Prepare 2021 and 2022 Budget Statements and Economic Policy.
- Organize 2021 Civil Service Week to improve Civil Service and Stakeholder interface.

Summary of major activities undertaken by Sector Ministries

Details of specific activities undertaken by the various Ministries in the year under review are presented in Appendix 1. A summary is however presented below:

The Ministry of Agriculture took delivery of simple hand-held farm equipment, which were sold to small/medium scale farmers across the country at 40% subsidy. 11 small earth dams were constructed in some regions to provide easy access to water for domestic use and all year-round cropping. Twenty-one (21) warehouses were constructed to complement the 50 already existing in support of the "One District One Warehouse" intervention. 388,113MT of fertilizers was distributed to farmers as of September 2020 under the PFJ programme and 3 Greenhouse training centres with commercial components were established at Dawhenya, Akumadan and Bawjiase.

The Ministry of Aviation established an office for the Accident Investigation Bureau (AIB) Agency after the passing of the Aircraft Accident and Incident Investigation and Preventive Bureau Act, 2020, Act (1028) by Parliament. The Ministry also facilitated the completion of 78% and 30% of works on the Kumasi Airport Phase II and III respectively while that of the Tamale Airport Phase II is on-going.

20 young entrepreneurs were given financial support by ***the Ministry of Business Development*** to develop their entrepreneurial ideas into a global business. The Ministry sponsored the participation of forty-one (41) staff in Administrative writings and career development programmes to strengthen the capacity of Officers to provide quality service and enhance performance.

The Ministry of Chieftaincy and Religious Affairs revised the Handbook on Chieftaincy and produced a draft of reference material on aspects of chieftaincy and religious activities. On the adjudication of chieftaincy disputes, 66 cases were disposed of, while 822 Chief Declaration Forms were recommended and approved for entry into the National Register of Chiefs.

42 transmitter sites were completed following ***the Ministry of Communication's*** quest to migrate from Analogue to Digital Terrestrial Television. The Ministry instituted programmes to ensure the availability of a critical mass of ICT professionals and ICT related R&D Capacity in the country. The Ministry of Communications established a robust framework to assist with its regulatory responsibilities as far as the electronic communications sector is concerned.



The Ministry of Defence continued with the construction of on-going housing and other infrastructural projects aimed at reducing the housing deficit in the service. Programmes including the Construction of a Forwarding Operating Base (FOB) in Ezinlibo, Western Region, acquisition of fast patrol boats amongst others was embarked on to retool the Armed Forces to enhance their capabilities to better execute its mandate.

The Ministry of Education facilitated the recruitment and deployment of 66,357 teaching and non-teaching staff to various pre-tertiary educational institutions; procured 840 Pickup trucks, 350 Buses and 2000 Motorbikes for distribution; and completed 252 projects. In addition, the government supplied furniture including dual desk, teacher's table and chairs, library tables and chairs, bookshelves and hexagonal tables and chairs to basic schools across the country. A total of 1,011 senior high school infrastructure were initiated and 492 projects were completed as of September, 2020

The Ministry of Employment and Labour Relations developed the National Strategy for Green Jobs to facilitate effective coordination of interventions in the green economy. 3 training institutions of the Ministry together trained a total of 4,770 persons in various trades. The Ministry facilitated the dissimulation of pensions benefits by the NPRA. A pilot survey on the impact of COVID-19 on the labour market was conducted by the Ministry to provide relevant and adequate data to facilitate decision making by policymakers and all stakeholders by way of protecting workers and supporting businesses.

The Ministry of Energy's completed 85% of the 200MW installed generation capacity and facilitated the disbursement of funds by the French Development Agency (AFD) to energize the 330kV Kintampo-Bolgatanga Section of the transmission line. Under the National Electrification Scheme (NES), 388 communities were connected to the national grid by 2020. Works in both Accra and Kumasi were completed as LED streetlights across the country were replaced and rehabilitated.

The Ministry of Environment, Science, Technology and Innovation commenced the pilot incentive payment system for e-waste collection at Old Fadama (Agbogbloshie) to reduce the indiscriminate disposal and burning associated with the management of e-waste. The Ministry also deployed technical expertise in virology and molecular genetics of infectious diseases to support the on-going COVID-19 RT-PCR based testing at both Noguchi Memorial Institute (NMIMR) and KCCR.

The Ministry of Finance prepared a Coronavirus Alleviation Programme (CAP 1) with funding of GH¢1.2 billion and developed a GH¢100 billion, two-phased three-and-a-half-year Ghana COVID-19 Alleviation and Revitalization of Enterprises Support (CARES). The Ministry also implemented the "OBAATANPA" Programme which would bring the economy back to the Pre-COVID-19 growth path necessary to facilitate the implementation of the Ghana Beyond Aid Agenda

Ministry of Fisheries and Aquaculture Development rolled out the Aquaculture for Food and Jobs (AFJ) in 13 regions and completed 85% of the Anomabo Fisheries College. The Ministry in collaboration with the University of Cape Coast has finalised the academic curriculum for the College and has begun construction of the National Aquaculture Centre and Commercial Farms.

The Ministry of Foreign Affairs and Regional Integration signed Visa Waiver Agreements with some countries to exempt certain officials from applying for Visas when entering each



other's countries. The Ministry in conjunction with the Office of the President and the Ministry of Trade and Industry spearheaded the campaign for Ghana's candidature to host the Secretariat of the Africa Continental Free Trade Area (AFCFTA).

To achieve the objectives of the National Gender Policy, *the Ministry of Gender, Children and Social Protection* engaged in the commemoration of International Women's Day, Affirmative Action Bill, five (5) Year Strategic Plan on Addressing Adolescent Pregnancy in Ghana, Preparation of Ghana's Beijing +25 Report, Development of Ghana National Action Plan (GHANAP) 2, among others. The Ministry also designed and implemented COVID-19 Emergency Social Protection Assistance (ESPA) to the Poor and Vulnerable in partial lockdown areas. The Livelihood Empowerment Against Poverty (LEAP) Management Secretariat (LMS) enrolled 335,013 extremely poor households comprising 1,451,747 individuals as of September 2020, from a base of 213,044 extremely poor and vulnerable households in 2016.

In its bid to combat the COVID-19 pandemic, *the Ministry of Health* developed a National Strategic COVID-19 Response Plan to reduce the incidence of mortality of COVID-19 and its related effects and also distributed PPEs and other logistics were procured and distributed. Additionally, 307 new ambulances were procured to strengthen and improve the quality of care in pre-hospital and emergency care services in 2020. The National Health Policy was also developed to ensure healthy lives for all people living in Ghana, recognizing the wider scope of health.

In collaboration with the Ministry of Health and the Ghana Health Service, *the Ministry of Information* organized community engagements as part of a communication strategy to inform and educate the public to stay safe and stop the community spread of Covid-19. The Ministry also created the Info 311 Call Centre to forward information to the citizenry and conduct survey to elicit feedback on government issues. The Ministry also superintended the implementation of the RTI Law to give the right to access information held by public institutions and public entities, which performs public functions with public funds.

The Ministry of Inner-City and Zongo Development provided basic social infrastructure in targeted Inner-City and Zongo communities to improve the quality of life in slums, Zongos and Inner-Cities. The Ministry also constructed nationwide classroom blocks, supported 200 needy but brilliant students and trained 1,200 youth in assorted vocational skills, entrepreneurship and business development training.

The Ministry of the Interior issued forty-five (45) new licenses and renewed One Hundred and Sixty-One (61) for PSO's in 2020. Five (5) Sets of Extrication Equipment and two (2) Hydraulic Platforms were procured for the Ghana National Fire Service as one (1) Armory was constructed for the Ghana Immigration Service. Eight (8) drones were supplied to Ghana Police Service with 200 CCTV cameras installed at 200 selected Police Stations. The Ministry also approved 1,473 applications for Dual Citizenship, 606 applications for Renunciation of Citizenship and 95 Minor Registration applications.

Under the National Forestry Plantation Programme, *the Ministry of Lands and Natural Resources* established an average of 81,000 ha of forest plantation which created 83,247 jobs (community members + youth under YEA). The Ministry facilitated the export of a total wood volume of about 90,000m³ that yielded a value of €45 million in 2020 and completed the construction of two (2) weighbridges in the Western and Western North Region.



The Ministry of Local Government and Rural Development embarked on the Disinfection/fumigations of markets and public places in response to the COVID 19 pandemic. The promulgation of the Births and Deaths Act, 2020, (Act 1027) was promulgated by the Ministry. The Automated Permit Processing System (PPS) was developed and rolled out fully in the Accra Metropolitan Assembly (AMA) and Tema Metropolitan Assembly (TMA) and are at various stages of implementation in 11 MMDAs.

In collaboration with the Ministry of Agriculture, the **Ministry of Monitoring and Evaluation** conducted a data quality assessment of the PFJ programme across 54 districts in the 16 regions. The Ministry organized (2) national and (2) regional results fairs in Accra and Kumasi to deliberate on the performance and achievements of the implementation of Government flagship programmes and other strategic interventions across the country. The Ministry monitored the implementation of the 2020 budget performance of seventeen (17) Government flagship programmes and four (4) statutory funds.

The Ministry of Parliamentary Affairs interrogated the execution of core and auxiliary functions of Parliament in sustaining Ghana's democracy and fostered effective collaboration between the Core leadership of Parliament and the Ministry for the sustenance of democratic political systems. The Ministry organized one need-based technical workshop for Expanded Leadership of Parliament and other public and private organisations to inform them of the critical role they play in democratic development.

The Ministry of Planning reviewed project documents; identified data required and completed a template provided by UNOPS to guide the packaging of projects with the potential to attract private investors. The Ministry has also launched and disseminated at all levels the 2019 Annual SDG Report, developed a website that strengthened partnership at all levels, promoted communication and sharing of best practices among stakeholders and facilitated the achievement of the SDGs. The Ministry developed Training Modules that enhanced planning delivery at the local level by addressing technical and functional planning capacities gaps.

The Ministry of Railways Development advanced the reconstruction of the Sekondi – Takoradi via Kojokrom section of the Western Line with a new 15km convertible narrow-gauge and completed the rehabilitation works on the section of the Western line from Kojokrom to Tarkwa through Nsuta covering a distance of 56km. The Ministry also developed sections of the Western Railway Line from Kumasi (Adum) to Obuasi with a branch line from Eduadin to Ejisu on a standard gauge totalling 83.5 km. Ten (10) out of Fifteen (15) existing passenger coaches and locomotives have been refurbished and have commenced traffic duties.

Infrastructure projects such as Administrative blocks, Staff Bungalows for RCCs, GHS, GES and other Departments in the 16 regions were initiated by **the Ministry of Regional Reorganization and Development** are currently between 62%-90% of completion.

The Ministry of Roads and Highways carried a routine maintenance activity on 7,645km of the trunk road network; 8,069km on the feeder road network; and 630km on the urban road network. Works have also progressed steadily on the Pokuase Interchange as well as the Tema Motorway roundabout as physical progress currently stands at 85% as of September, 2020 and 100% for phase 1 as of June 2020 respectively. The Ministry pursued the implementation of the Law on Axle Load Limit as stipulated in the Road Traffic Regulation LI 2180 resulting in a significant decrease in the incidence of overloading which currently stands at less than 1.55%.



The Ministry of Sanitation and Water Resources distributed 282km length service pipelines and completed 6,955 New Service Connections to increase the accessibility of portable water by 395,000 more people. The Ministry in collaboration with the Water Resources Commission (WRC) also facilitated the ratification of the United Nations Convention on the Law of the Non-Navigational Uses of International Watercourses (1997) and the UNECE Convention on the Protection and Use of Transboundary Watercourses and International Lakes (1992).

To ensure effective utilization and sustainability of Infrastructure for Poverty Eradication Programme (IPEP) projects, **the Ministry of Special Development Initiatives** engaged experts from governmental and non-governmental organizations to develop a standardized Management, Operation and Maintenance Manual (MO&MM) for all IPEP projects. The Ministry facilitated the procurement of ambulances under the One Constituency One Ambulance initiative, 10,000 hospital beds and 1,582 outboard motors to fisher folks within the Coastal Development Zone

Following the successful organisation of the **Year of Return (YOR)**, **the Ministry of Tourism, Arts and Culture** has taken steps to institute the **Homeland Return Bill** to improve the requirements for the acquisition of Ghanaian citizenship and permanent residence by Africans in the diaspora. To harmonize the various interest groups and to support the preparation of the Creative Industry Bill, the ministry set up the interim Creative Industry Council to commence comprehensive operation in creating its legal mandate.

18.6 million face masks, 90,000 hospital gowns, 90,000 headcovers and 60,000 medical scrubs were produced from about 77 local garment manufacturing companies and 3 local textile manufacturers supported by **the Ministry of Trade and Industry**. Kantanka Automobile Company Limited was certified in July, 2020 as a Bonafide Vehicle Assembler under the Ghana Automotive Development Policy. As of 27th November, 2020, a total amount of GH¢ 176.5 million was disbursed to 211,571 beneficiaries which included 29% males and 71% females under.

The Ministry of Transport renewed the fleet of MMTL, to ensure the continuous provision of mass transportation services at a relatively cheaper cost to users; and commenced the development of the Fish Landing sites along with the coastal areas in the country. The ministry reviewed the National Transport Policy, 2008 to critically assess the content of the National Transport Policy concerning the current state of the transport sector in Ghana. A thirty (30) year Concession Agreement was executed between the Ghana Shippers' Authority and Ashanti Port Services Limited to decongest the Tema Port and facilitate transit trade.

The Ministry of Works and Housing implemented the Coastal Protection Project that protected the land, life and properties and prevented further erosion along the Axim coastal stretch and the beach at the Dixcove Amanful Kumah in the Western Region. An Armour Rock structure with gabion system 21 for beach stabilization was constructed at Dansoman- Greater Accra Region to protect 2000metres from the Dansoman coastal stretch. The Ministry has completed the 1,030 Housing Units Project at Asokore Mampong and construction of the Marlow Court Housing Project which consists of 32 units of the apartment at Adenta

The Ministry of Youth and Sports reviewed the 2010 National Youth Policy to ensure active participation of the youth in socio-economic development as well as strengthen institutional coordination and dissemination of critical youth-related data. Progress on the construction of ten (10) multi-purpose Youth and Sports Resource Centres of Excellence across the country stands



at 82-97% completion. 1,745 students were also enrolled to undergo technical and vocational training in the various skills development trade areas in the Youth Leadership and Skills Training Institutes (YLSTIs)

The Office of The Attorney General and Ministry of Justice drafted, initiated and facilitated the enactment of 417 pieces of legislation made up of 22 substantive legislations and 395 subsidiary legislation into laws. The Ministry reviewed 9 agreements, contracts and Memorandum of Understanding for MDAs and MMDAs as well as resolved Forty-five (45) out of Sixty (60) petitions and requests received from MDAs and the public. It again successfully defended the State in many civil suits, which could have resulted in the State paying huge sums of money to the plaintiffs as judgment debts. The General Legal Council (Ghana School of Law) enrolled 549 Lawyers to the Bar and successfully disposed of 24 disciplinary cases out of 69 Complaints against lawyers received.

The Office of Government Machinery disbursed a total of Gh¢103.8million Ghana Cedis as loans and projects and allocated a total of 346 vehicles to beneficiaries. A measuring instrument was developed and finalized to identify HR Service delivery gaps, effects and strategies.

The Office of the Head of the Civil Service continued with the online recruitment exercise while introducing the online promotions and training programmes. The Civil Service Training Centre restructured its curriculum to respond to the need for enhancement of capacities for effective and efficient delivery in the Service. The OHCS undertook a procurement monitoring exercise to ensure that all Procurement and Supply Chain activities undertaken by various MDS complied with the Procurement and Financial Management Regulations. The OHCS also reviewed the Civil Service Regulations, 1960, L.I. 47 and the Civil Service Administrative Instructions as well as developed the Civil Service Workplace Safety and Health Response Strategy (WSHRS) to guide dealing with the pandemic at the workplace.

The Office of the Senior Minister also successfully facilitated and coordinated the distribution of logistics and other COVID-19 protective equipment for the reopening of educational institutions during the peak of the Coronavirus pandemic. The Office also procured 6 minivans for the Driver and Vehicle Licensing Authority (DVLA) and supported the organisation of the 2020 Civil Service Week which recognised the contributions of Civil Service Staff to national development.



CHAPTER ONE (1)

1.0. INTRODUCTION

Ghana's Civil Service comprises thirty-seven (37) Ministries, twenty-three (23) Departments and three (3) Extra- Ministerial Organization that primarily perform core bureaucratic functions of policymaking, administration, and oversight of service delivery. The Civil Service Act, 1993 (PNDC Law 327) establishes the Ghana Civil Service to perform a strategic function in supporting the Government to develop policies, oversee the implementation of policies, monitor and evaluate government policies for national development.

Over the years, the Ghana Civil Service has embarked on various reforms to improve its functional efficiency and effectiveness. The Civil Service is gradually being transformed into a modernized and digitized organization to support the private sector in creating jobs, prosperity and equal opportunities for all Ghanaians.

Specific outputs of Sector Ministries are reported through the reporting cycle, in which strategic plans and other government priorities are translated into specific programmes of work.

Section 85 (1) of the Civil Service Act, 1993 (PNDC Law 327), states that “within three months after 31st December of each year, the Head of the Civil Service shall prepare an Annual Report giving details of the administration of the Service during the preceding twelve months”.

The 2020 Annual Performance Report has been compiled to provide an overview of the general performance, human resource and administrative information of the Ministries, Departments and Extra-Ministerial Organisations.

Mandate: *To perform a strategic function in supporting the government to formulate and implement policies for national development*

Vision: *A client-oriented organization providing world-class policy advice and services.*

Object: *The Service exists to assist the Government in the formulation and implementation of Government policies for the development of the country, through the management of human and other resources, promotion of efficient information management, organizational development and value for money procurement for results-oriented services.*

1.1. Functions of the Civil Service

The following are the functions of the Service as spelt out in Section 3(1) of the Civil Service Law, 1993 (PNDCL 327):

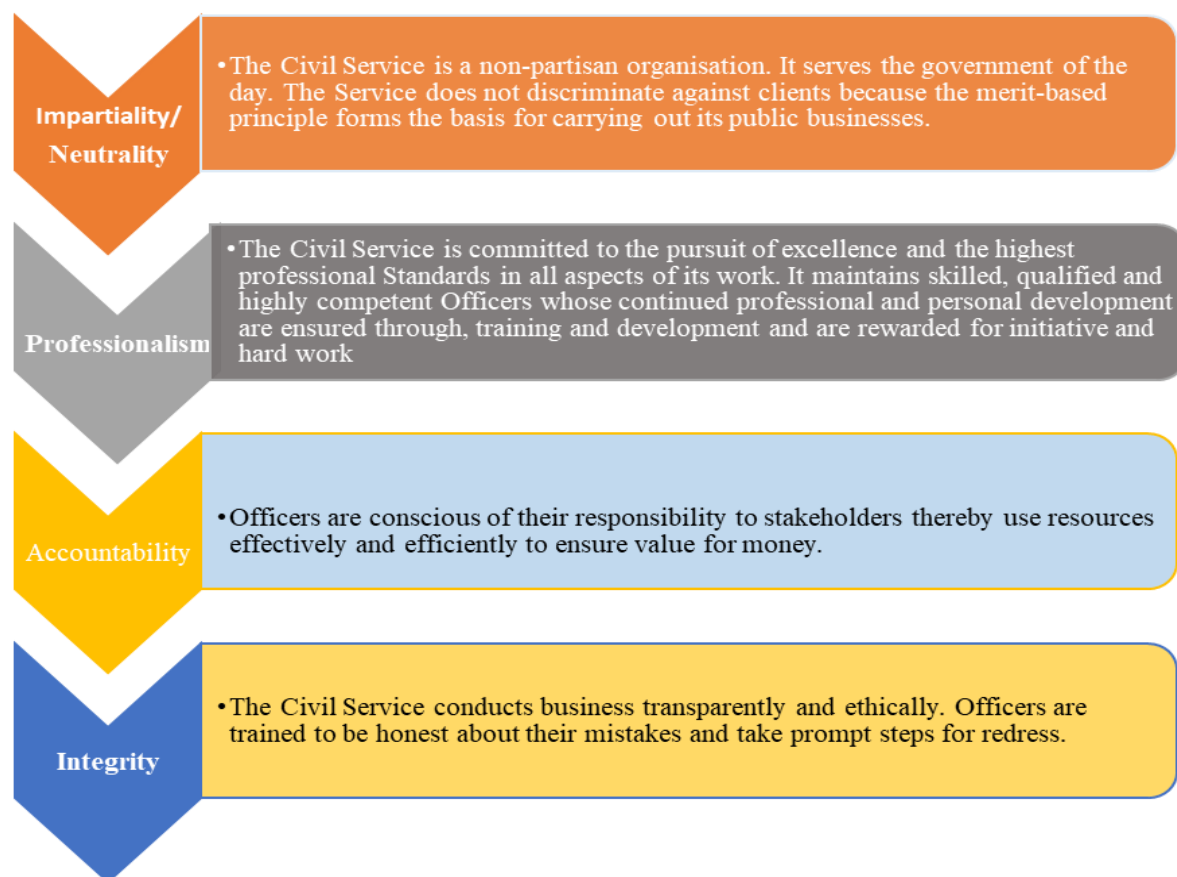
- *Initiate and formulate policy options for the consideration of the government,*
- *Initiate and advise on government plans,*

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- 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, and
- Perform such other functions that the Civil Service Council may direct.

The Civil Service in performing its functions, is required to consult, seek advice and co-operate with such other government agencies and authorities as may be necessary.

1.2. Core Values of the Civil Service



1.3. Membership of the Civil Service

The Civil Service Act stipulates that a member of the Civil Service is:

(a) A person serving in a civil capacity in a post designated as Civil Service post by or under The Civil Service Act, 1993, (PNDCL 327) in;



i. The Office of the President

ii. A Ministry

iii. Any other Civil Service department established by or under the authority of this Act the emoluments attached paid directly from the Consolidated Fund or other source approved by the Government; and

(b) A person holding a post designated as Civil Service post created by or under the authority of any other enactment and the emoluments attached paid directly from the Consolidated Fund or other source approved by the Government.

1.4. The Civil Service Council (CSC)



Justice (Rtd) Rose
Constance Owusu

Section 35(1) of the Civil Service Act establishes the Civil Service Council as the governing body of the Civil Service in Ghana with nine (9) members appointed by the President. The functions of the Civil Service Council are as follows;

- Deliberate on the overall government policy relating to the Management of the Service and suggest improvements or modifications to Government;
- Promote collaboration between the Civil Service and institutions of higher learning for the training of Civil Servants for effective Civil Service performance;
- Advice on and promote policies aimed at ensuring that the cost of the Service to government is not excessive to periodically review the objectives of the Civil Service concerning political, economic, social and cultural changes;
- Make proposals for enhancing the relationship between Government as the employer and members of the Civil Service.

Current Membership of the Civil Service Council

His Excellency the President in consultation with the Council of State reconstituted the Civil Service Council in 2017.

- | | |
|--------------------------------------|---|
| • Justice (Rtd) Rose Constance Owusu | Retired Justice of the Supreme Court - Chairman |
| • Nana Kwasi Agyekum Dwamena | Head of Civil Service |
| • Justice (Rtd) Henrietta A. Abban | Retired Justice of the Appeal Court |
| • Mr. Isaac Tetteh Adjovu | Former Chief Director (MELR) |
| • Mr. Edwin Philip Daniels Barnes | Former Chief Director (MoI) |
| • Mrs. Mary Imelda Amadu | Former Director (Dept. of Social Welfare) |



- Dr. Kodjo Essiem Mensah-Abrampah Director General, NDPC
- Mr. Isaac Bampoe Addo Executive Secretary, CLOGSAG



1.5. **Head of the Civil Service**

The Ghana Civil Service is headed by a Head of Civil Service appointed by the President under Article 193 of the 1992 Constitution. The Head of Civil Service, among others, ensures that there is general efficiency in the Service; has overall charge of Civil Service Staff and advises Government on employment and human resource policy formulation.

In the reporting year, Nana Kwasi Agyekum Dwamena served as the Head of the Civil Service.

1.6. **Composition of the Civil Service**

The Civil Service is constituted by Ministries, Extra Ministerial Organisations and the Civil Service Departments.

1.6.1. **Ministries**

a) The Core Mandate of Ministries

A Ministry is the highest authority in matters concerning a particular sector. It is responsible for policy issues, manpower and financial matters as well as exercising overall supervisory, monitoring and coordinating powers over technical Departments and Agencies in the Sector.

According to Executive Instrument, E.I. 28, 2017 the Civil Service currently comprises thirty-Five (35) Ministries. The list of the various Ministries is provided in Appendix I.

b) Functions of Ministries

A Ministry performs the following functions:

- i. Initiates and formulates policies for and on-behalf of government,
- ii. Undertakes development planning in consultation with the National Development Planning Commission (NDPC), and
- iii. Co-ordinates, monitors and evaluates the efficiency and effectiveness of the performance of the Sector.

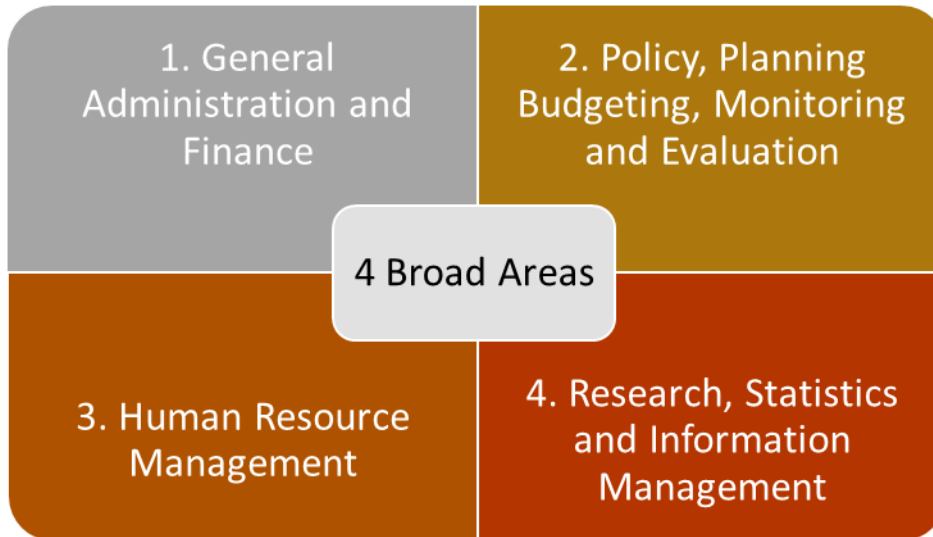


c) Structure of Ministries

A Ministry is headed by a Minister who provides political and strategic leadership for the attainment of the mandate of the Ministry. Deputy Minister(s) supports the Minister. Both the Ministers and their Deputies are appointed by His Excellency, the President and are approved by Parliament.

The Chief Director is the bureaucratic head and provides technical advice to the Hon. Minister.

The structure of a Ministry has four broad areas as below:



A Directorate/Division established in any Ministry shall:

- Provide administrative support for the political head of the Ministry; and
- Coordinate and monitor programmes of the Ministry.

d) Functions of a Chief Director

Section 20 of the Civil Service Act, 1993 (PNDCL 327) states, “a Chief Director of a Ministry is the chief adviser to the Minister on the policies and other matters related to the sector and shall, in relation to the Ministry perform the following functions”:



Provide leadership and guidance for determining policies and objectives within the sector and the implementation of those policies and objectives;

Co-ordinate work programmes and provide rules, guidelines and procedures to facilitate the achievement of targets set by the Ministry;

Ensure the effective organisation and development of training programmes consistent with sectoral policies and programmes;

Establish systems for effective inter-ministerial and sectoral collaboration and co-operation to avoid duplication and to achieve harmonization of programmes; and

Develop systems of effective work-flow and feed-back on the activities within the sector, and initiate plans and programmes to activate and accelerate the decentralization of the relevant sector where required.

1.6.2. Extra Ministerial Organisations

The Extra Ministerial Organizations are organizations that functions like Ministries and whose staff are serviced by the Civil Service. In the reporting year there were three (3) Extra Ministerial Organizations: Office of the President, Office of the Head of the Civil Service and Office of the Senior Minister.

1.6.3. Departments

A Government Department is responsible for the implementation of the functions for which it was created. Section 15 of the Civil Service Act, 1993 (PNDCL 327) makes provision for the establishment of Special Departments in the Ghana Civil Service.

Currently, there are twenty-three (23) Departments within the Ghana Civil Service. Section 14 of the Act has the following functions:

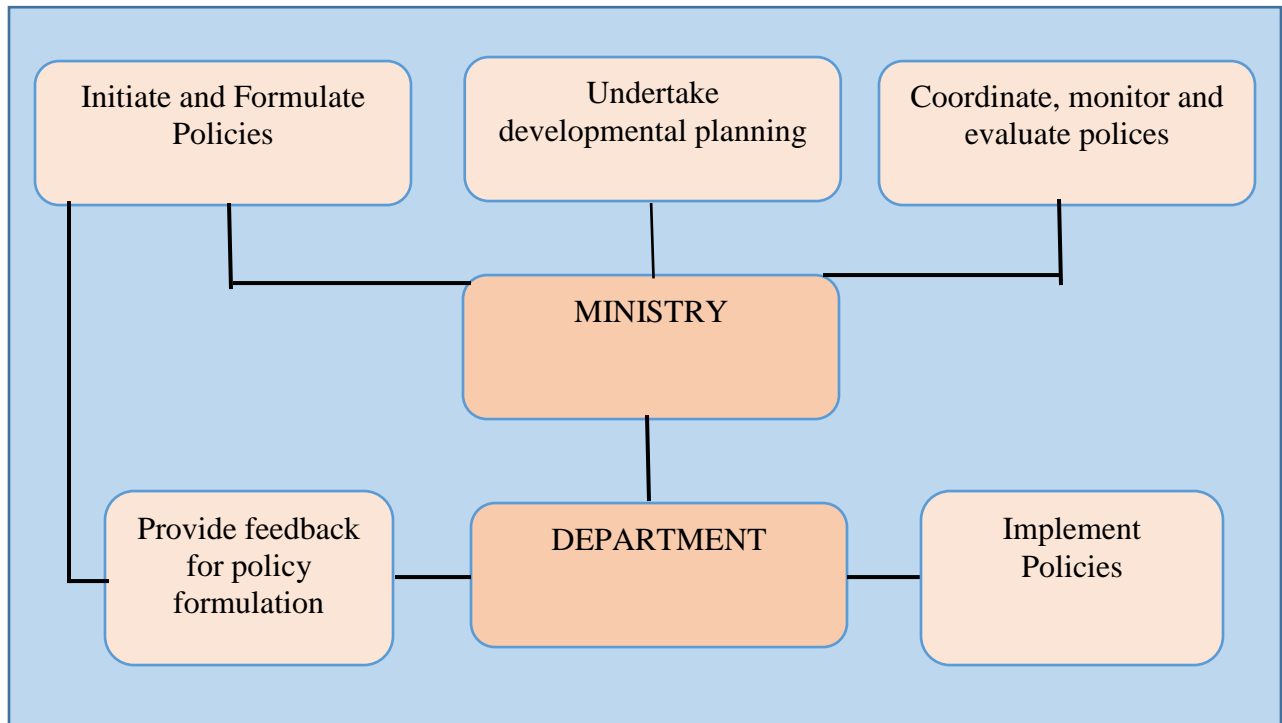
- Implementation of policies formulated by Sector Ministries



- Provision of inputs through feedback in the policy formulation process by Sector Ministries.

The list of Department is provided in Appendix 4.

FUNCTIONAL RELATIONSHIP OF MINISTRIES AND DEPARTMENTS



2.0. THE 2020 POLICY FRAMEWORK

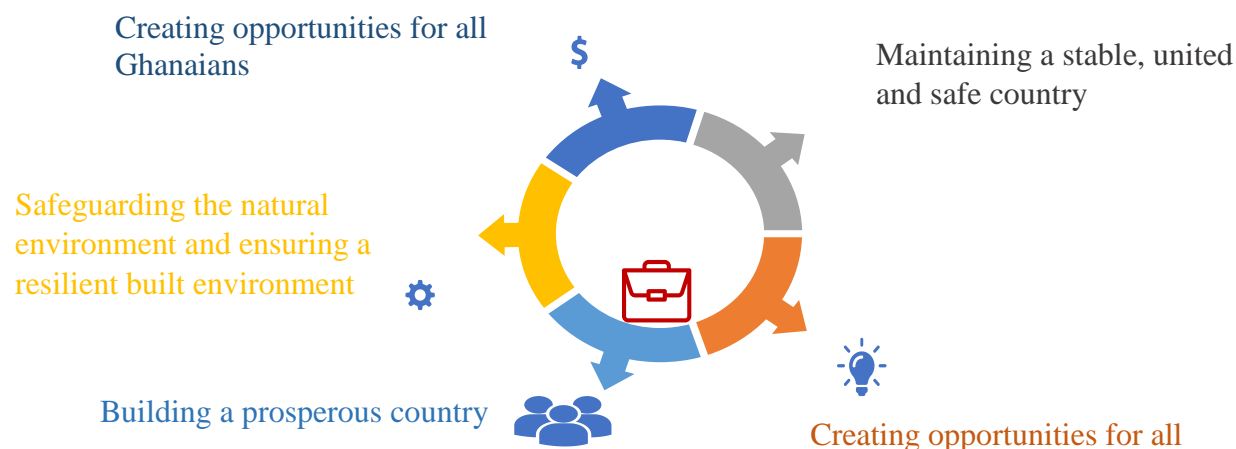
The Civil Service in 2020 ensured that policies and sector programmes implemented were in accordance with the National Development Agenda. This Agenda was derived from the:

- Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017-2024;
- National Medium-Term Development Plans (NMTDP) from which the Sector Medium Term Development Plan (SMTDP) were derived;
- State of the Nation Address;
- 2020 Annual Budget Statement;
- National Public Sector Reform Strategy; and
- Civil Service Performance Management Policy Framework.

2.1. Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017-2024

The Coordinated Programme of Economic and Social Development Policies (CPESDP) is based on the Government's vision of; "Change: An Agenda for Jobs-Creating Prosperity and Equal Opportunity for All". The (CPESDP) 2017-2024 defines the goals and objectives for national development and outlines strategies and initiatives that will help achieve the stated vision. It also includes the means of implementation, monitoring and evaluation of those initiatives pursued under the Coordinated Programme.

The five (5) goals pursued under the Coordinated Programme are indicated in the diagram below:



2.2. Medium- Term National Development Policy Framework for 2018-2021, Agenda for Jobs

The Medium-Term National Development Policy Framework for 2018-2021; “Agenda for Jobs: Creating Prosperity and Equal Opportunity for All”, is the sixth in the series of development policy frameworks prepared over the past two decades. The framework guides the overall economic and social development of the country. One of the key strategic areas to achieve the goals of the policy framework is reforming public service delivery institutions. The Ghana Civil Service continues in its efforts to operationalize its vision and policies in line with the Medium-Term National Development Policy Framework.

Over the implementation period of this policy framework, the Minister of Planning ensured effective linkage between the medium-term national development policy framework and the annual national budget. The Office of the Senior Minister undertook reforms in the public sector to build efficient public institutions with the capacity to deliver effective public services and execute the government agenda. The Ministry of Finance (MoF) on the other hand, focused on resource mobilisation and allocation, based on the priority policies and programmes; track revenues and expenditures, and collaborate with other institutions to produce annual performance reports, as part of the budget documents

Monitoring and Evaluation (M&E) of the national development agenda is provided for in the National Development Planning (System) Act, 1994, (Act 480), and every implementing agency of the government is enjoined by law to undertake monitoring and evaluation of its policies, programmes and projects. The Ministry of Monitoring and Evaluation and all MDAs are mandated to coordinate the national M&E system. One of the functions of the Ministry of M&E is to provide real-time monitoring of the President's strategic programmes and projects and provide feedback for prompt remedial action where necessary. The work of the Ministry of M&E was set up under the Office of the President, to reinforce the national M&E system in ensuring that government priority programmes are effectively implemented.



2.3. The Sustainable Development Goals

The Dimensions of the New Agenda is a plan that seeks to strengthen universal peace in larger freedom. All countries and all stakeholders, acting in collaborative partnership are charged to implement this plan. The 17 Development Goals and 169 targets demonstrate the scale and ambition of this new universal Agenda. The 2030 Agenda presents five (5) essential areas, which provide the foundation for the effective implementation of the SDGs action for people, planet and prosperity. The Goals and targets will stimulate action over the next fifteen years in areas of critical importance for humanity and the planet:

The Five essential areas also known as the 5Ps that are at the core of the 2030 Agenda are: people, prosperity, planet, partnership and peace.

To accelerate progress and increase efficiency in achieving the SDGs in the year 2021 and beyond.

The following five (5) areas are of importance and must be attended to.

- ∞ *Identifying a bankable SDGs project;*
- ∞ *Strengthening local government capacity;*
- ∞ *Financing business case development of SDGs projects through philanthropic activities as well as enhancing private sector engagement;*
- ∞ *Strengthening research and improving linkages between research institutions, government, civil society and the private sector; and*
- ∞ *Effective mainstreaming in the national*



2.4. The State of the Nation's Address

Article 67 of the 1992 Constitution of Ghana stipulates that 'the President shall, at the beginning of each session of Parliament and before a dissolution of Parliament, deliver to Parliament a message on the state of the nation.

Highlights of the 2020 State of the Nation's Address

ECONOMY	SECURITY	SANITATION
<p>The economy experienced the lowest level of inflation since 1992, with a reduced rate of 7.8% in January 2020. Fiscal deficit was below five per cent (5%) of GDP and balance of was in surplus for the three consecutive years.</p> <p>The current account deficit was shrinking while interest rates are declining; the average annual rate of depreciation of the cedi is at its lowest. In the bid to digitize the economy, Ghana set up a national ID system, a total of 9.2 million people have been registered for the National ID card (Ghana Card)</p>	<p>A total of 600 vehicles and 3 helicopters were provided to the police to aid the police service in providing practical on the job training to police officers.</p> <p>A total amount of over five hundred million cedi's (GH¢500million) was invested in providing housing projects of varying sizes for the men and women of the armed forces as well as refurbishing the military academy and training schools in Teshie.</p>	<p>There was a significant increase in open defecation free communities from four hundred and ten (410) to over five thousand (5000) communities in the Northern region of Ghana, (Savannah, North East and Northern).</p> <p>As part of the "toilet for all" initiative, thirteen thousand, eight hundred toilets have been built across the country and many more will be built.</p>
AGRICULTURE SECTOR	TRANSPORT INFRASTRUCTURE	
<p>In 2020, an amount of GH¢965 million was allocated to the MoFA representing a 0.3% decrease from the 2019 budget of GH¢96 million.</p> <p>Three hundred (300) vehicles and three thousand (3,000) motorbikes have been deployed around the country for ease of movement for those tasked to help the farmers.</p> <p>Two thousand, seven hundred (2,700) agricultural extension agents have been recruited to give practical expertise on the farms.</p>	<p>There has been a 32% decrease in the allocation for railway sector from GH¢636 million in 2019 to GH¢435 million in 2020.</p> <p>Government named the year under review as "the year of roads" and allocated GH¢2,275 million to the Ministry of Roads and Highways compared to an allocation of GH¢1,291 million in 2019, representing an increase of 76%.</p>	



HEALTH

The budget for the Ministry increased by 12% from GH¢6,038 million in 2019 to GH¢6,749 million in 2020. However, Development Partners' ("DPs") budgetary support to the Ministry is expected to decrease significantly from GH¢796 million in 2019 to a projected GH¢413 million in 2020, representing a decrease of 48%. Sixty-five thousand (65,000) new healthcare personnel, from 2017 to date, have been recruited.



EDUCATION

The Ministry of Education presented before Parliament, The Pre-Tertiary Education Bill for its passage into law.

Basic education was redefined to include Senior High School, vocational, agricultural and technical schools to promote Science, Technology, Engineering and Mathematics education across all levels of the education system.



SPORTS

Ten (10) Youth and Sports Centres of Excellence, are being constructed across ten regions of the country at Wa, Dormaa, Dunkwa-on-Offin, Ho, Koforidua, Nyinahin, Yendi, Navrongo, Axim and Kaneshie to harness and develop the entrepreneurial abilities and sporting talents of the youth.



TRADE AND BUSINESS DEVELOPMENT

Government's continued commitment towards its industrialisation agenda is evidenced in the 52% increase in the allocation to the Ministry of Trade and Industries from GH¢ 307 million in 2019 to GH¢467 million in 2020.

The Ghana Integrated Bauxite and Aluminium Development Corporation and the Ghana Integrated Iron and Steel Corporation was established as the vehicles for this exploitation. Struggling, existing businesses were being revived and expanded under the One District, One Factory (1D1F) Scheme.



ENVIRONMENT

A significant number of four thousand (4000) local people were trained in sustainable mining by the University of Mines and Technology at Tarkwa as part of efforts to mitigate illegal mining in Ghana. The Mining Act was amended and penalties for illegal mining were raised considerably.

As part of the alternative livelihood programme, 1,107 youth, mainly engaged in illegal mining were enrolled in the Community Development Vocational and Technical Institutions. 500 have graduated, 240 are still receiving training while 317 are apprentices to Master Craftsmen at the community level.



ENERGY

The Ministry of Energy saw a 17% increase in its allocation from GH¢ 586 million in 2019 to GH¢594 million in 2020.

Government's planned investments in the power sector largely account for the increase in allocation to the Ministry of Energy.



LEGAL

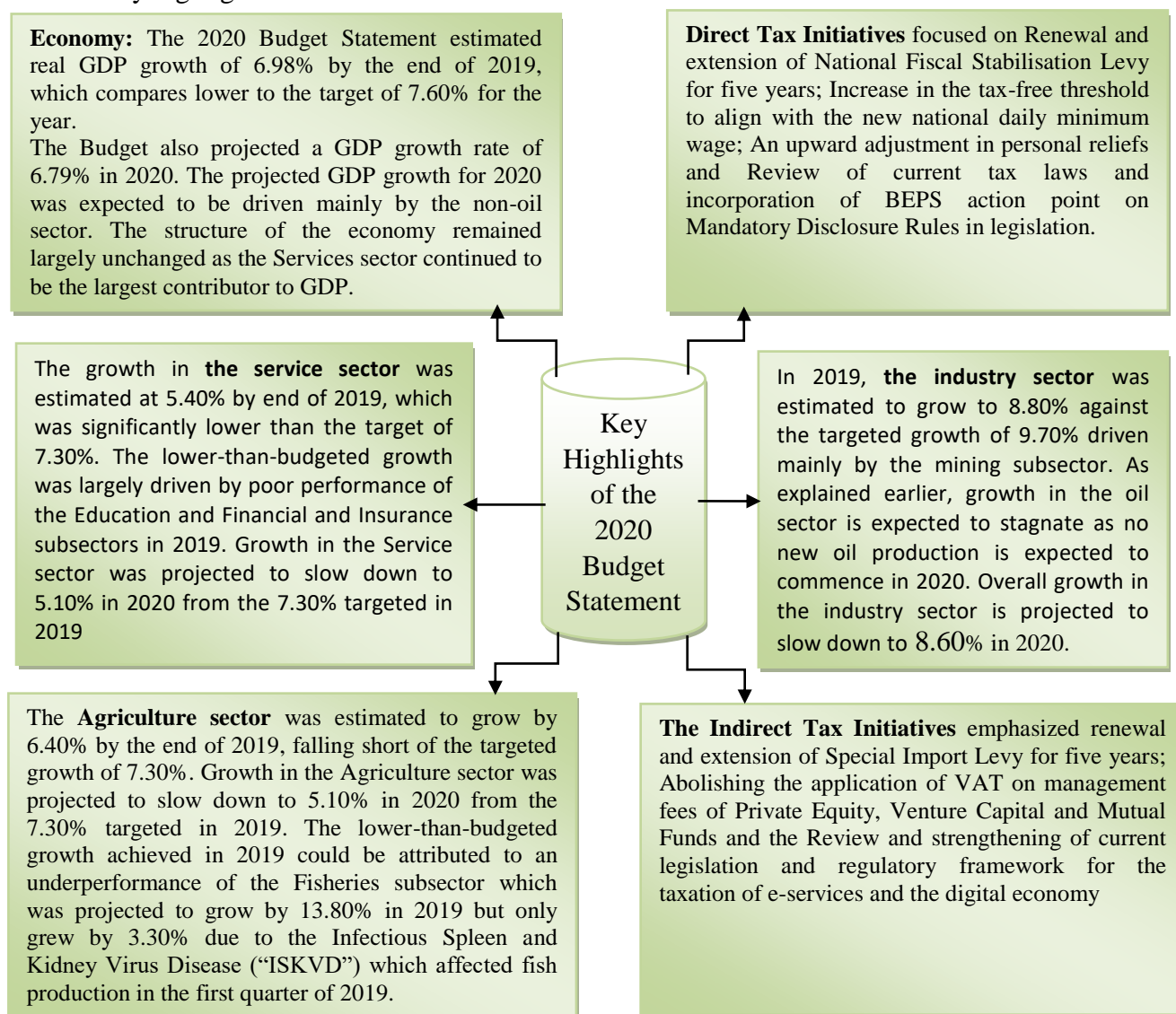
In a bid to strengthen legal framework to fight corruption, the Witness Protection Act, 2018 (Act 959), the Office of the Special Prosecutor Act, 2018 (Act 959), the Right to Information (RTI) Act, 2019 (Act 989), and the Companies Act, 2019, (Act 992) were passed into law and were fully implemented.

2.5. 2020 Budget Statement

The Budget Statement and Economic Policy of the Government of Ghana for the 2020 Financial Year themed, “Consolidating the gains for growth, jobs and prosperity for all” continues to rely on the social interventions, policies and initiatives of Government for sustained economic and industrial growth. The Budget mentions the following key areas of focus for the Government:

- *Domestic Revenue Mobilization, Business Regulatory Reforms, Intensified Drive for Foreign Direct Investment;*
- *Digitization;*
- *Accelerated Infrastructure Development;*
- *International Financial Services Centre;*
- *Enhanced Financial Support to Local Enterprises and science; and technology development*

The key highlights of the statement were as follows:



2.6. National Public Sector Reform Strategy (NPSRS)

The President, His Excellency Nana Addo Danquah Akufo Addo launched the NPSRS on 8th August 2018 to lead the creation of a new public service that is fit for purpose and which will help to guarantee the delivery of high-quality services for the Ghanaian people and the private sector. The strategy is also to review and modernize the current structures, systems, processes and internal management functions of the public sector to support government's development priorities.

Further, the strategy focuses on resourcing the public sector institutions to develop the requisite skills and knowledge needed for the development of modern services as well as introduce change management initiatives to deal with apathy, resistance and reform challenges in the public sector.

In 2019, the Government of Ghana, represented by the Office of the Senior Minister, signed a credit facility with the World Bank for the implementation of the Ghana Public Sector Reform for Results Project (PSRRP), a key project under the National PSRS. The project is to improve efficiency and accountability in the delivery of public services by sixteen (16) selected Ministries Departments and Agencies (MDAs) in the country. The project seeks to improve the performance of specific entities crucial to the delivery of services and strengthen citizen engagement, efficiency, accountability and the handling of complaints.

In 2020, the project procured vehicles for the Driver, Vehicle and Licensing Authority (DVLA), Ministry of Monitoring and Evaluation (MOME), Office of the Senior Minister (OSM) and the Births and Deaths Registry to improve mobility for enhanced service delivery.

The project also supported the enhancement of collaboration with the public and private sector through the organization of the 2020 Civil Service week and promotion of the transparency and social accountability in government by organizing the National Results Fair.

(Source: OSM 2020 APR)

2.7. Civil Service Performance Management Policy Framework

Improvement in the Civil Service performance management system was one of the key reform activities in the Civil Service within the year. The system deals with the development and signing of performance agreements between the Head of Civil Service, on behalf of the Government, and Chief Directors, as the bureaucratic Heads of Government business in the Ministries and the signing of Performance Agreements between Chief Directors and line Directors. The system also includes the use of performance appraisal tools for assessing Deputy Directors and analogous grades down to the last grade in the Civil Service. The appraisal system provides a more objective and participatory means of measuring and evaluating performance, thus strengthening accountability and responsiveness in managing Government business.

The system is structured in a way that ensures that rewards and sanctions are applied in accordance with the performance of Officers within the Civil Service. It is a requirement for an



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Officer in the Deputy Director and analogous grades and below to have three (3) years of satisfactory performance to be eligible for promotion.

The Office of the Head of the Civil Service reviewed the Performance Agreement template used by both the Chief Directors and Directors/Heads of Department. In the same vein, the appraisal instrument used by Deputy Directors and analogous grades and below was reviewed. This was mainly to respond to the new trends in public administration and performance management systems. Validation workshops and a series of training sessions were undertaken to finalise all the key elements of the template and secure the agreement and needed support for its implementation.

These strategic areas as indicated provided the basis for the delivery of services, operations and programs in the year 2020. The Civil Service as well continued with the celebration of the Civil Service Week. Deserving Officers were presented with awards during the final day of the celebration. This occasion was graced by H.E. the President of the Republic of Ghana and the Chief of Staff.

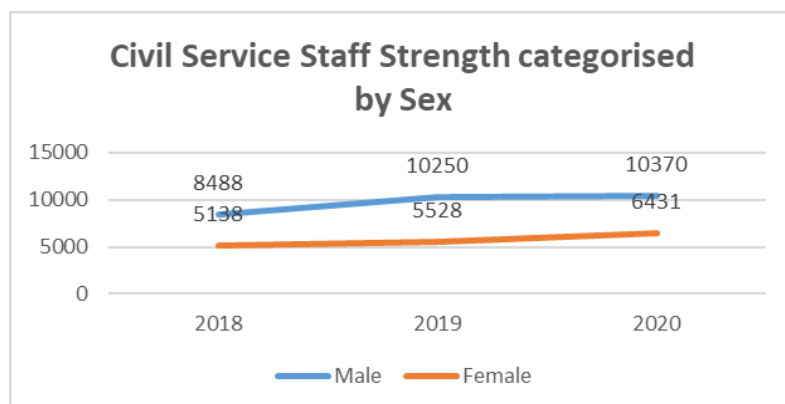


3.0. TREND ANALYSIS ON STAFFING, TRAINING & MOVEMENT (2019-2020)**3.1. Staff Analysis**

This chapter presents the status, comparative analysis and recommendations of the management of human resource and capacity development in the Civil Service for government consideration.

3.1.1. Staff Distribution by sex of the Civil Service*Table 3. 1: Staff Distribution by Sex*

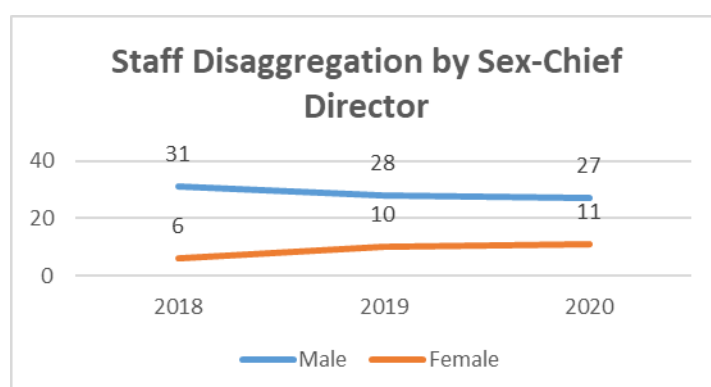
YEAR	MINISTRIES			DEPARTMENTS			EXTRA MINISTRIAL ORG			GRAND TOTAL
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
2018	2,854	1834	4688	5146	2971	8117	488	333	821	13,626
2019	3,932	2,137	6,069	5,820	2,967	8,787	498	424	922	15,778
2020	3,715	2,375	6,090	5,938	3,576	9,514	717	480	1,197	16,801

Figure 3. 1: Civil Service Staff Strength Categorized by Sex (2018-2020)

According to the Civil Service staff data, the years 2018, 2019 and 2020 recorded a total of 13,626, 15,778 and 16,801 respectively. This represents a sharp increase of 15.8% from 2018 to 2019 and a further marginal increase of 6.5% from year 2019 to 2020.

A trend analysis shows an increase of male staff by 20.8% and 7.6% from 2018-2019 and 2019-2020

respectively. This represents a general increase of male staff by 13.2%. On the contrary, from 2018 to 2019 female staff strength increased marginally by 1.2% and significantly from 2019 to 2020 by 16.3%.

Figure 3. 2: Staff Disaggregation by Sex-Chief Director

As part of efforts to ensure gender parity at all levels especially the top management, the Civil Service has taken conscious efforts to increase the number of female Chief Directors from 6 to 11 representing an 83.3% increase from 2018 to 2020.

The National Gender Policy of Ghana (2015) enjoins employment policies to:

- engender *greater inclusion, visibility and equal voice* of both women and men in employment and the labour market in general;
- implement measures to *close differences in access to economic opportunities, earnings and productivity gaps* between women and men at all levels through structural, legal and collective action.

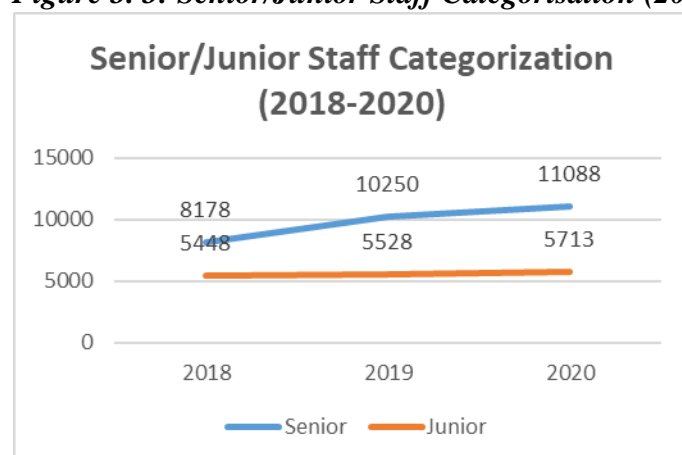
In line with the above, the Civil Service envisions achieving gender parity by 2025. To attain this goal, management of OHCS have employed additional strategies to reinforce the policies of ensuring gender-mixed management teams. This diversity will increase the level of creativity and innovation while engaging in more effective problem-solving initiatives at various levels of decision-making.

3.1.2. Senior and Junior Staff Categorisation

Table 3. 2: Senior and Junior Staff Categorisation by Sex (2018-2020)

ORGANISATIONS	SENIOR			JUNIOR			TOTAL		
	2018	2019	2020	2018	2019	2020	2018	2019	2020
MINISTRIES	3060	3932	4019	1628	2137	2071	4688	6069	6090
DEPARTMENTS	4740	5820	6279	3377	2967	3235	8117	8787	9514
EXTRA MINISTRIAL	378	498	790	443	424	407	821	922	1197
TOTAL	8178	10250	11088	5448	5528	5713	13626	15778	16801

Figure 3. 3: Senior/Junior Staff Categorisation (2018-2020)



Senior staff are officers who perform strategic, technical and operational functions at the various Ministries and Departments. The junior staff on the other hand perform frontline operational activities within their various organizations.

From 2018 to 2020, there was an increase in the number of senior staff by 35.6% in the various Ministries, Departments and Extra-ministerial organization while there was a steady increase of 4.9% in the

strength of Junior Staff.

The data further shows that 66% and 34% of officers constitute senior and junior staff respectively as at the end of 2020. There was an increase of 22% senior than junior staff in the Ministries, Departments and extra Ministerial Organizations.

This justifies the increasing need for technical staff in the Civil Service to conduct research and analysis, monitoring and evaluation to inform government policy formulation and reforms.



The higher number of Senior Staff can be attributed to the level of recruitment, promotions and upgrading over the period. This has aided in meeting the aspirations of the Service in performing its technical and strategic functions. Also, it has implications on the expenses (conditions of service) and capacity building to be borne by the government to equip staff with the right incentives for improved service delivery.

The junior Staff in the Ministries mainly comprise officers in these occupational groups; drivers, cleaners and labourers and security. However, in the Departments, the junior staff are composed of officers in the technical and executive categories.

Age Distribution

The Ghana National Youth Policy defines the age range for a youth to be between 13 to 35 years. For the purposes of this analysis, the youthful workforce is defined to be between 20 to 40 years, which stands at 54% in the Ghana Civil Service.

This however provides the Service an opportunity to leverage on its youthful resource to enhance productivity through digitization, innovations and reforms to improve its competitive bid. This requires government to continue its efforts to invest in building the capacity and resourcing the Service to be better placed to deliver on its mandate.

The data indicates that the male staff dominates all the age categories with the highest (3,796) recorded in the 31-40 age category. In the age category of 20-30, there is low variation between the male and female staff. This is because of the continuous effort by the OHCS to introduce the gender diversity strategy to bridge the male and female gap.

Figure 3. 4: Age Distribution by Sex

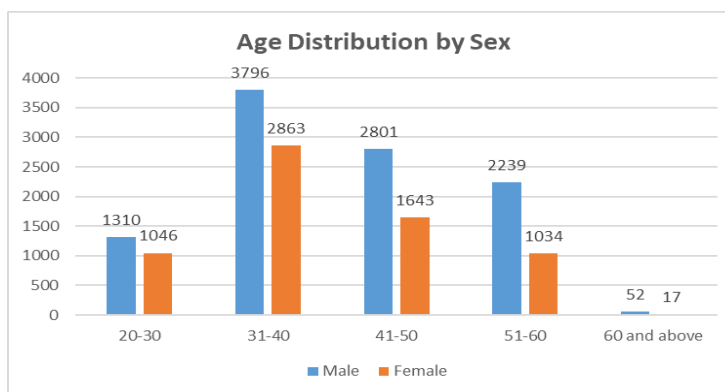
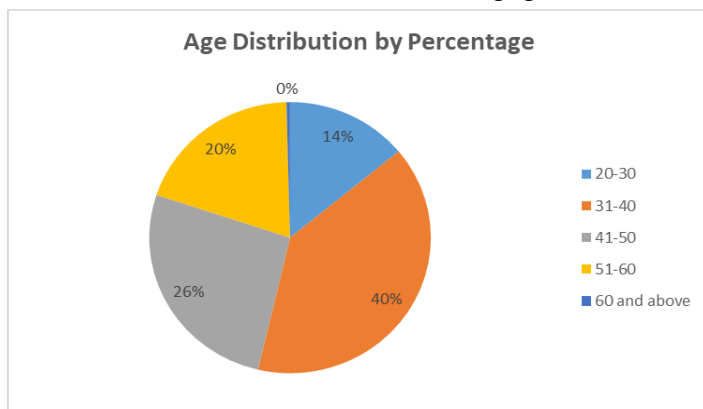


Figure 3. 5: Age Distribution by Percentages

Currently, 69 officers within the range 61-65 years are on post retirement contract. The data also projects that 6.5% of staff population will be exiting the Service through retirement by 2023.

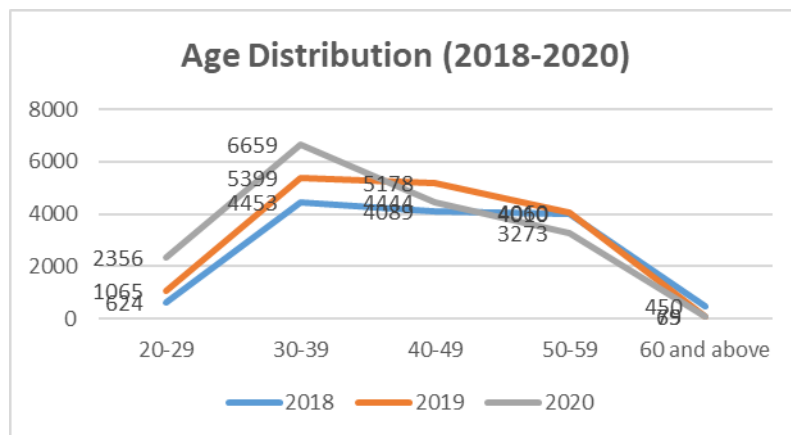
The Civil Service continues to engage retired Officers on contract due to their competence, which may currently not be available.



To deal with this challenge, it is necessary for government to increase financial resources to the Civil Service to enhance its training, coaching, mentoring and succession planning initiatives. This would provide staff with the requisite

competence to occupy strategic positions in the Service.

Figure 3. 6: Age Distribution across years



The data indicates that the age category of 20-29 saw an increase in staff strength by 71% and 121% from 2018-2019 and 2019-2020 respectively. This could be attributed to the mass recruitment to augment the staff strength of the Civil Service especially at the regional and district levels of the Departments.

Further to this, officers in the age category of 30-39 increased by 21% and 23% in 2019 and 2020 respectively. The data also showed a decrease of 18.4% in the number of officers within the age ranges of 50-59 in the Service. The perception of an ageing population is gradually being eroded, due to the increasing number of youthful workforces being recruited into the Service. With this trend, it is anticipated that the average years of active service for officers is between 15 to 20 years. There is therefore the urgent need for government to address issues of the conditions of service for Civil Service staff, something which has been on the table for some time now.

3.2. Recruitment

Recruitment of staff into the Civil Service is to help maintain the optimum staffing levels required for service delivery. For the period under review, 1,641 Officers were recruited into the Civil Service. The 2020 recruitment data comprised 53% males and 47% females. A comparison with the 2019 data showed an increase for females by 76.9% and a decrease for males 19.9%.

A variation of 44% male dominance in the 2019 recruitment has been significantly reduced to 6% in 2020, an indication of the gender diversity strategies introduced by OHCS in its 2020 recruitment exercise. These diversity strategies are intentional actions by OHCS to enlist women, as part of its merit-based recruitment process.

Figure 3. 7: Sex disaggregation on recruitment

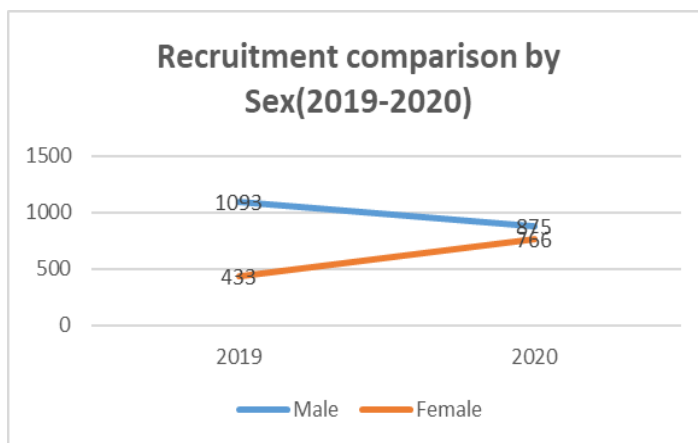
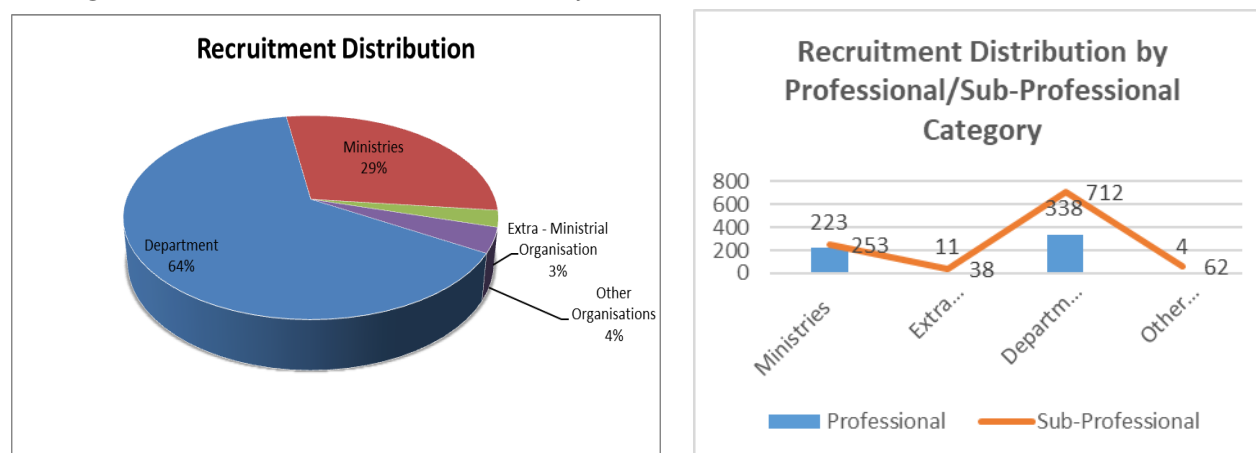


Figure 3. 8: Recruitment Distribution by Institutions**Figure 3. 9: Recruitment Distribution in Professional/Sub-Professional Categorisation**

For the period under review, 1,050 of the 1,641 Officers recruited representing 64% were posted to Departments (338 professionals and 712 sub-professionals). 476 representing 29% were posted to Ministries (223 professional and 253 sub-professional), 66 Officers representing 4% were posted to Other Organisations (4 Professionals and 62 sub-professionals) while 49 representing 3% were posted to extra Ministerial Organisations (11 Professionals and 38 Sub-professionals)

The data on recruitment further demonstrates an increased number in the recruitment of the sub-professional cadre in the Ministries, Extra- Ministerial, Departments and other Organisations. A large number of sub-professionals were recruited in the Departments to perform the operational roles of implementing policies. Most of the officers posted to the Departments were to argument their staffing needs and help implement the policy goals and objectives at the regional and district levels.

Institutions representing “Other Organisations” are Koforidua Technical Training Centre, Opportunities Industrialization Centres (OIC) and The Civil and Local Government Staff Association, Ghana, (CLOGSAG).

Refer to appendices 18-20 for details of Recruitment Distribution by the Ministries.

3.3. Staff Training and Development

The increasing use of technology at the workplace leading to changing employee’s roles, modernization of work processes and tools make it essential for capacity building in public organizations especially the Civil Service. This is done through the enhancement of skills, relevant knowledge, and improved attitudes for the prompt and efficient performance of duties for National Development.

The Training and Development Policy of the Civil Service prescribes a minimum, mandatory 40-hour training for all staff of Ministries and Departments in the acquisition of skills and the

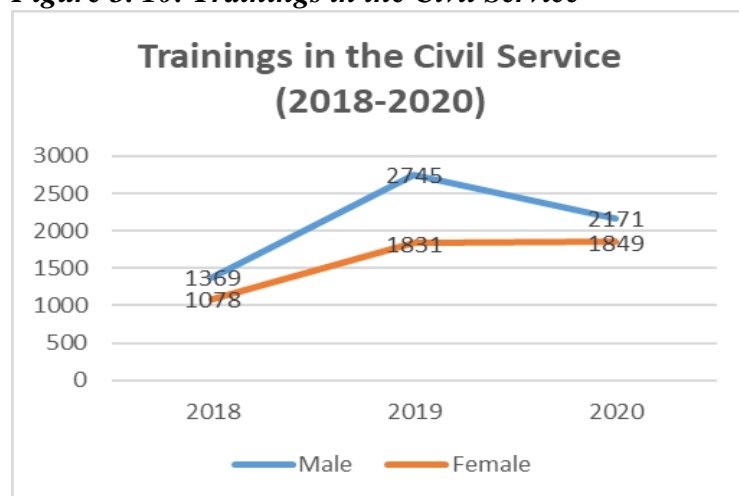


enhancement of competencies. The following training programmes have been made available for Officers to enhance their efficiency and effectiveness in the performance of their duties;

- Scheme of Service Training
- Competency-Based Training
- Academic Training
- Workshops, Seminars and Conferences

For the period under review, 4,020 Civil Service staff participated in Scheme of Service, Competency-Based and Academic Training programmes in local and foreign Institutions. Various Workshops, Seminars, Conferences and Meetings were also patronized in the period.

Figure 3. 10: Trainings in the Civil Service



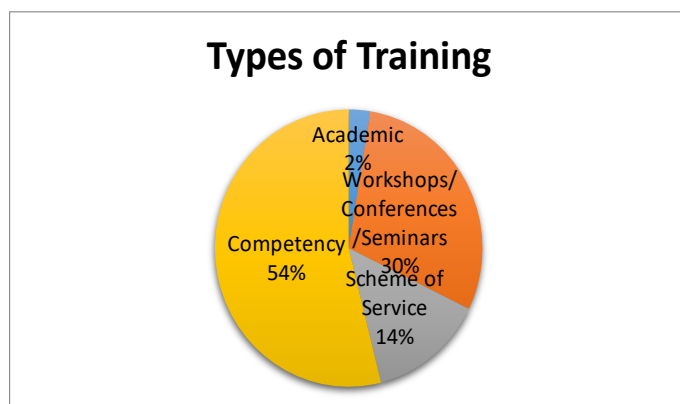
Generally, Officers who participated in various forms of training from 2018 to 2020 increased by 64.3%. The increase in participation in various forms of trainings by male and female officers were 58.6% and 71.5% respectively.

While the male participation increased sharply in 2019 by 100.5%, their participation reduced by 20.9% in 2020. The female participation on the other hand increased rapidly by 69.9% in 2019 and marginally by 1%

in 2020.

These increases could be attributed to government support for the Civil Service capacity building initiatives to equip officers for their next higher grades. Also, the commitment of the Civil Service to build capacity of females is a demonstration of its efforts to equip them for higher positions and contribute significantly in the Service.

Figure 3. 11: Types of Staff Training



An analysis of Staff Training indicates that 2,594 out of the 4,020 representing 54% participated in various Competency-Based Training. It further revealed 1,426 officers representing 30% attended various workshops/Seminars/Conferences, 668 officers representing 14% participated in Scheme of Service Training and 125 officers representing 2% pursued Academic Training.

For the period under review, most training

programmes were held virtually and others cancelled because of the coronavirus pandemic; this measure was to minimize the spread of the virus.

The virtual trainings were specific to Scheme of Service and Institutional based trainings. However, hands-on session's trainings at the Institute of Technical Supervision (ITS) and the Ghana Secretarial School (GSS) were not virtual. The major setbacks to the virtual trainings were the intermittent break in the internet connectivity and the lack of digital infrastructure (laptops, moderns, software etc.).

The officers who pursued academic training in the year under review were 2%. The OHCS is partnering with academic institutions locally and foreign to provide scholarship opportunities that will help officers enrol in programmes at Masters and PhD levels. Such collaborations provide opportunity for the Service to train its staff in specialized areas to bridge the knowledge and skills gap. Further to this, the cost of tuition is usually subsidized, thereby reducing the financial burden associated with training Staff of the Service.

The services of officers with higher academic qualification (MPhil/PhD) are useful to build capacity of the Civil Service training institutions, as part of the steps being taken to upgrade them into universities.

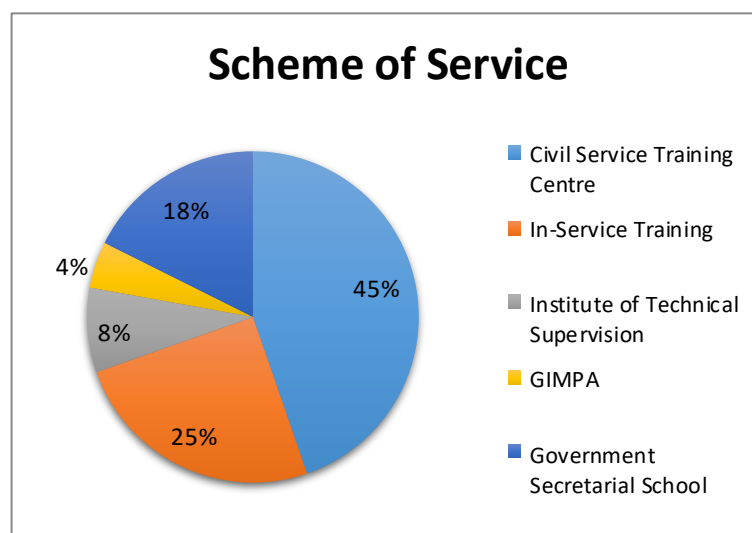
To link research to policy, the Office of the Head of the Civil Service has introduced the "Knowledge sharing" presentations for officers who pursue higher education (especially at the PhD level). This is to provide useful academic engagement with public institutions and encourage staff to pursue higher education to contribute significantly to the Civil Service.

3.3.1. Scheme of Service Training

The analysis revealed that 2,469 officers participated in various Scheme of Service training for both Middle and Senior Level Officers in the Service.

Figure 3. 12: Scheme of Service Training

The data further reveals 1,104 Officers representing 45% participated in training programmes at the Civil Service Training Centre (CSTC); 614 Officers representing 25% participated in In-



Service training programmes; 204 officers representing 8% participated in training at the Institute of Technical Supervision (ITS) and 435 officers representing 18% also participated in training offered by the Government Secretarial School (GSS).

Also, 112 officers representing 4% participated in training programmes at the Ghana Institute of Management and Public Administration (GIMPA).



3.3.2. Academic Training

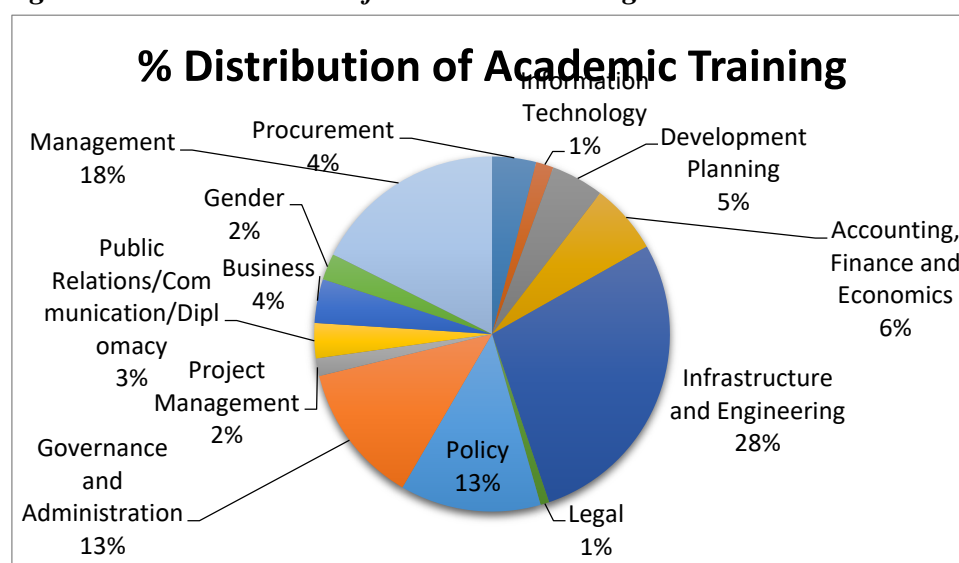
Analysis on academic training undertaken for 2020 indicated that, out of the 125 officers who pursued academic training, 88 officers representing 70% pursued training in local institutions while 37 officers representing 30% pursued training in foreign institutions.

Predominant among the foreign countries include; China, South Korea, Japan, Hungary, the United States of America and the United Kingdom.

Locally, the preferred institutions of choice for academic trainings were; Ghana Institute of Management and Public Administration (GIMPA) and the University of Ghana Business School, Legon.

Most officers who embarked on academic training both locally and internationally pursued Degree, Masters and Doctorate programmes as indicated in Appendix 22

Figure 3. 13: Distribution of Academic Training



From the table above, it is evident that majority of the Officers pursued studies in Infrastructure and Engineering, Management, Policy, Governance and Administration. Capacity building in these areas are vital in delivering the core mandate of policy formulation, monitoring and evaluation in the Civil Service.

The Office of the Head of the Civil Service continues to put in efforts to identifying “critical need areas” to inform and encourage officers to pursue higher studies to help bridge the skills gap and enable Sector Ministries and their Departments perform their core functions. However, the Office need to advise Officers in the Ministries to undertake more policy related programmes. 13% was not encouraging as Ministries need such expertise to enable them function better in advising Government and in delivering services.

3.3.3. Workshops /Conferences/Seminars

Analysis on Workshops, Conferences and Seminars attended during 2020 shows that 2,406 officers participated in the Workshops, Conferences and Seminars mostly locally with a few foreign programmes, which were held virtually due to the COVID-19 and its restrictions on travelling.

3.4. Human Resource Movement

3.4.1. Posting

Posting is a critical function that requires the equitable distribution of existing Human Resource skills within the Service to ensure optimum performance. The movement of officers from one Ministry/Department to another is termed as a duty tour. Officers are required to serve for a period of four (4) years within a Ministry and five (5) years for officers on departmental grades.

It was observed that some existing officers have been stationed at one Ministry/Department for years whereas others have been frequently moved around. In response to the unbalanced movement of officers from a duty post to the other within the assigned timeframe of service, a proposal has been developed to effectively structure posting for all Officers in the General Class who have served six (6) years and above at their current Ministries/Departments.

The Covid-19 outbreak made the implementation of the mass Postings across the Service impracticable. Nonetheless, postings were undertaken for some Officers in the Ministries and Departments with urgent need for staff to ensure a rational distribution of skills and competencies across various levels in the Service.

In the year under review, 54 in-service and 1,641 newly appointed officers were posted to the various Ministries and Department across the Service. An increased posting of recruits reflects the availability of vacancies occupied by the new entrants. OHCS will continue the movement of existing officers to ensure equitable distribution of skill set and shared experiences for optimum performance across the Service.

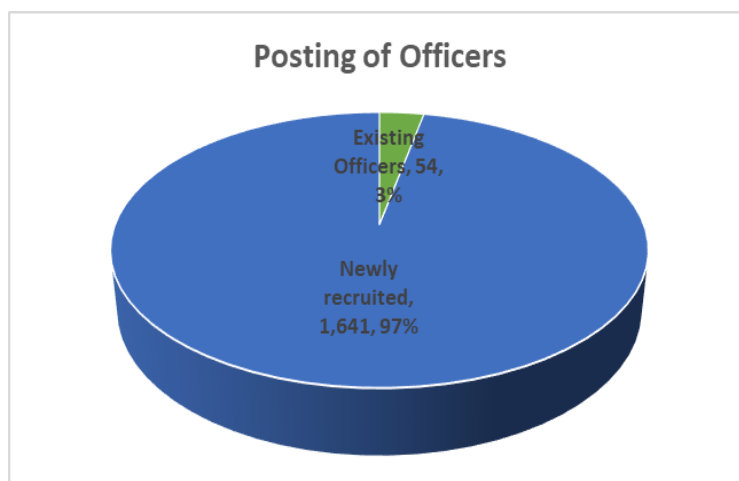


Figure 3. 14: Posting of Existing and Recruited Officers

3.4.2. Promotions

Promotion is a Human Resource Management tool used to assess the capability of officers in order to determine their suitability or otherwise for higher responsibility and succession planning in the service. An officer is considered eligible for promotion when he/she has satisfied all the



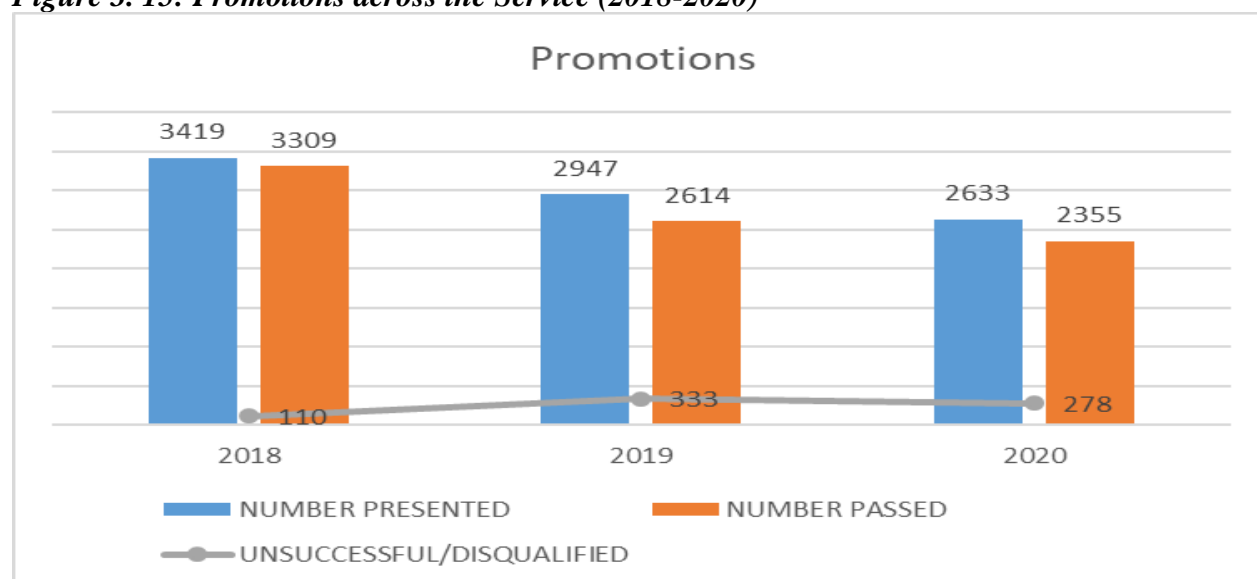
conditions spelt out by the scheme of service for that particular occupational group in the Civil Service.

The OHCS has been successful in centralising promotion interviews that hitherto was funded by the Ministries and Departments (MDs). This practice led to uneven career development in the Service since 'well resourced' MDs regularly sponsored Officers promotion interviews at the detriment of the under-resourced MDs. These phenomena resulted in a backlog of Officers who served a considerable number of years without being promoted.

It is impressive to state that, due to the outbreak of the Corona Virus, and for the first time, the 2020 Promotion Interviews were conducted virtually via Microsoft Teams Application. Eligible Officers were interviewed remotely to assess their eligibility to be promoted to their aspiring grades.

The total number of 2,847 Officers were scheduled for promotion to their aspiring grades. Out of this, two hundred and fourteen (214) were Category 'A' Officers whose documents were forwarded to the Civil Service Council for onward submission to the Public Services Commission.

Figure 3. 15: Promotions across the Service (2018-2020)



The graph shows a downward trend of eligible candidates for promotion from 2018 to 2020. The high numbers in 2018 was because of the backlog of officers due for promotion over the years. This resulted in a year on year reduction because of mass promotions and the budgetary allocation to ensure promotions are carried out service-wide.

Indication from the data also reveals that 2019 recorded a high number of unsuccessful / disqualified candidates compared to 2018 and 2020. The reduction of the number of unsuccessful/disqualified candidates was because of the regular engagement between the OHCS and the Human Resource Directors and Schedule Officers in the various Ministries and Departments.

3.4.3. Upgrading

The Upgrading facility provides opportunity for the acquisition of higher academic or professional qualifications to Officers and in many cases from the sub-professional to the professional category. This involves the progression of an Officer within the same class. Officers mainly submit these requests in the sub-professional cadre after completing first-degree courses relating to their area of specialisation.

During the year under review, 82 upgrading requests were received out of which, 44 were males and 38 were females, representing 53.66% and 46.34% respectively. 48 requests were approved, 5 declined because they did not satisfy the requirement for upgrade and 29 pending the submission of further documentation. A comparison of the 2019 Upgrading showed that out of 167 requests received, 103 of the requests were approved and 18 declined. 46 of these requests were outstanding.

While 59% were approved in 2020, 62% were approved in 2019. OHCS will enhance the process of vetting upgrading documents to avoid delays in processing these documents, which serve as incentive for other Officers who will be interested to follow suit. The opportunity to allow Sub-Professionals to upgrade will be one avenue to professionalize and enhance career development in the Service since Officers are already aware of the skill set and knowledge to be acquired for the Job.

Figure 3. 16: Upgrading Request

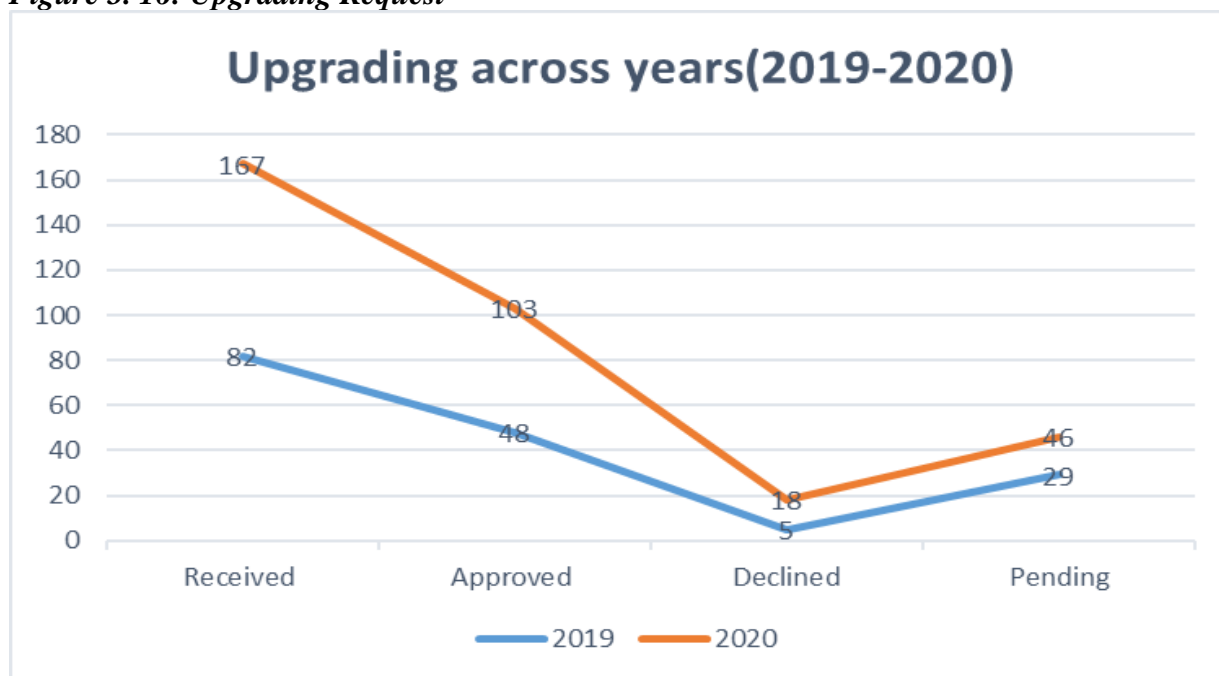
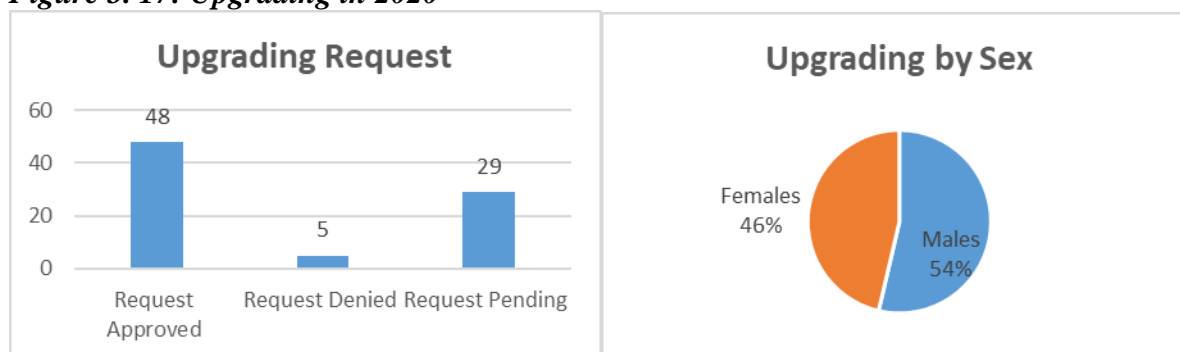


Figure 3. 17: Upgrading in 2020

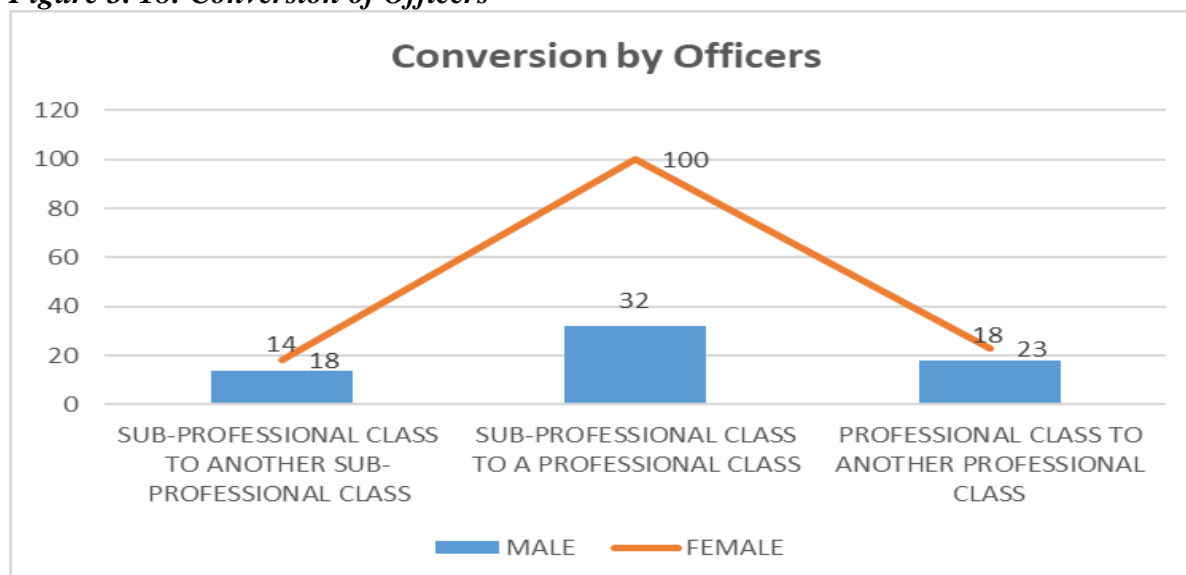
Details of the Approved class category for upgrading is provided in Appendix 21.

3.4.4. Conversion

Conversion is the movement of an Officer from one Class to another within the Service. Though this facility is solely in the interest of an Officer joining a particular occupational group, an acquisition of a particular academic or professional certification may also lead to a request for conversion.

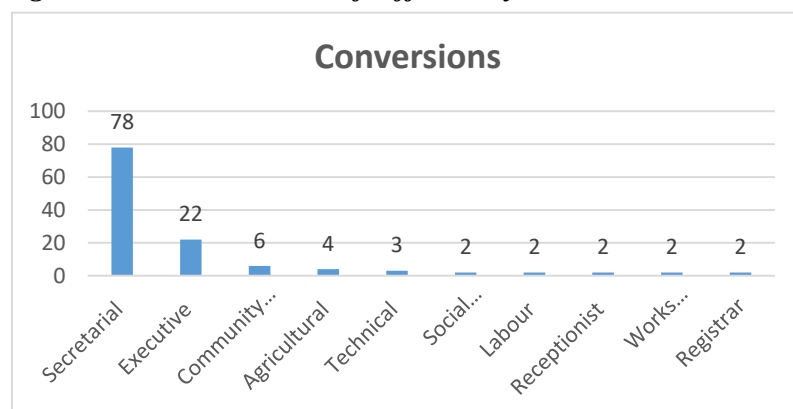
The number of officers who qualified for conversion to various occupational groups were **205**; comprising of **65** male and **140** females. Conversions comprised the following;

- from sub-professional class to another sub-professional class,
- from sub-professional class to a professional class, and
- from one professional class to another professional class

Figure 3. 18: Conversion of Officers

The data shows a large number of conversions (132 Officers) from the sub-professional to the professional class compared to “Sub-professional class to another sub-professional class” and “Professional to another professional class” respectively. It further reveals that 132 representing 64% of females had their conversion request approved out of which 100 females converted from the sub-professional to the Professional Cadre. This is an indication of the professional development of the females in the Civil Service.

Figure 3. 19: Conversion of Officers by Class



Majority of the Conversion request are from the Secretarial Class (78). The Executive class (22), Community Development Class (6), Agricultural class (4) and Technical Class (3) followed this. Officers in the Secretarial Class do not currently have a professional occupational group for upgrading of Officers.

To address this, the OHCS is currently reviving the Office Management Class to accommodate and provide career development for such Officers. This will help reduce the incidence of conversion of Officers in the Secretarial Class into the Administrative, Programme and Planning Classes during their upgrade.

3.4.5. Change of Date of Birth

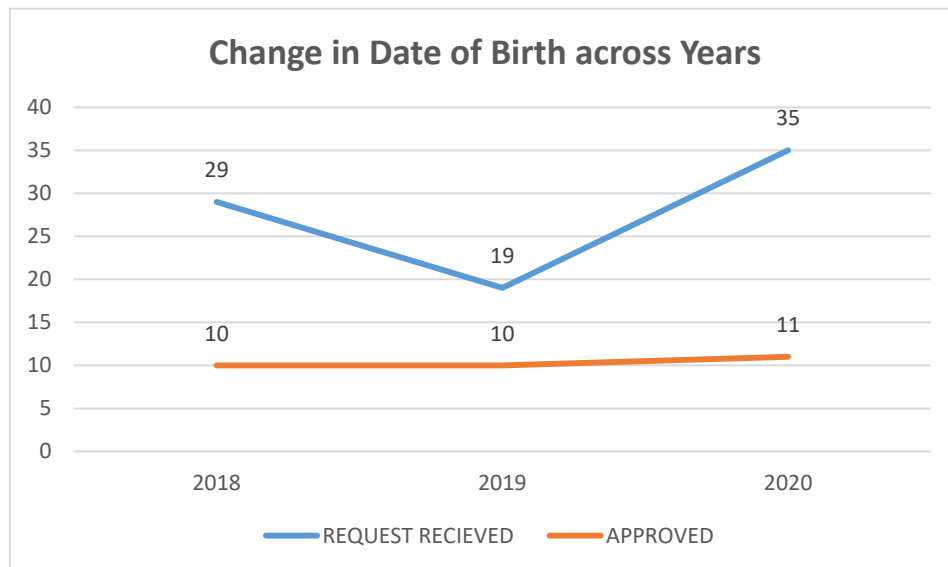
The OHCS received 35 requests with respect to the correction of date of birth. 22 requests were from male officers and 13 from female officers. The data revealed more male officers requested for change of date of birth as compared to 2019. From a total request of 35, 11 were approved, 5 declined as a result of unjustifiable supporting documents and 19 were pending due to documentary evidence. Though there was a relatively high request for this facility compared to previous years (2019 and 2018), the number of requests approved did not increase exponentially.

As much as this facility is available for Officers, OHCS has introduced a system of thorough verification that discourages the practice where officers will request to change the date of birth as and when they require; that notwithstanding, a few officers whose claims were corroborated by satisfactory evidence had their request approved by the Office.

To minimise the request for this facility, OHCS has adopted a system of ensuring that officers' date of birth is consistent with all other official documents such as details at SSNIT. This data is

captured in the 'input form', which is used for the biometric registration and processing of salary for recruited staff.

Figure 3. 20: Change in date of birth across years (2018-2020)



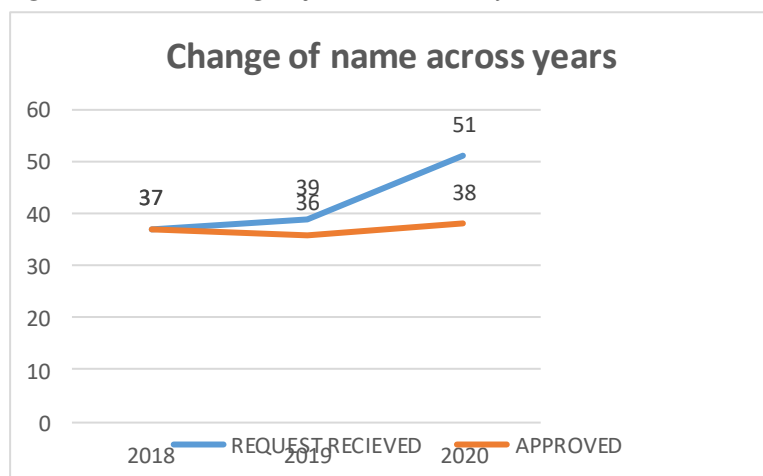
3.4.6. Change of Name

Married female Officers who take up their spouse's name after their appointment into the Service mainly request this facility. However, only a few male Officers apply for this facility.

The office received **50** requests for change of name, for which 16 were males and 34 were females. Out of the total number, **38** were approved, ten 10 pending submission of gazette due to reasons of proper routing of request through their Ministries and Departments. **2** requests were declined because Officers did not qualify as Civil Service Staff.

The graph below shows a trend of applications received for change of name from 2018-2020.

Figure 3. 21: Change of name across years (2018-2020)



3.4.7. Leave of Absence

This facility provides Officers to request for leave without pay for various reasons with family related issues being a major reason. Unlike casual and annual leave, leave of absence comes with the suspension of payment of salary to the officer when approval is granted. This human resource facility is approved for a period of one year and may be extended to two years in some dire circumstances when adequate evidence is provided.

Requests received between January and December were **9**, out of which **4** were approved and **5** pending the submission of additional documentation. 2020 had the least of request for leave of absence with less than half of this request being approved. This is to ensure that officers do not take undue advantage to this facility.

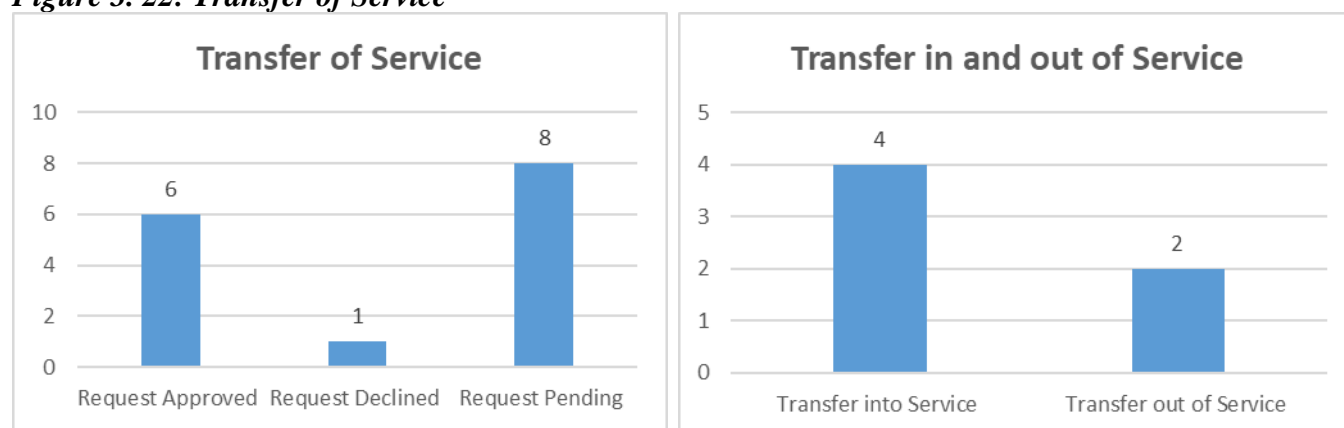
3.4.8. Transfer of Service

Transfer of Service is the movement of an officer from a Public Service Institution to the Civil Service and vice versa. These requests normally emanate from officers in the Local Government Service, to join the Civil Service. However, a few Civil Service Staff also request for transfer of service to the Local Government Service.

During the period under review, **15** requests for transfer were received; **6** male officers and **9** female officers. Out of that, **6** requests were approved, **1** declined and **8** awaiting feedback on availability of vacancy and suitability of the officer from the receiving institutions.

The total requests approved included **2** transfers out of the Civil Service to the Local Government Service while the remaining **4** were Local Government officers who were accepted on transfer into the Civil Service. The year under review had a minimum number of requests with regards to transfer of service recorded as compared to 2019, which received **47** requests.

Figure 3. 22: Transfer of Service



3.4.9. Secondments

Secondment is the movement of an officer from the Civil Service to another Public Service organisation who seek the services of specific category of officers to augment their staffing



situation. Secondment in the Public Service is for an initial period of two years, which can be extended for a year. After three (3) years, the officer is required to return to the Civil Service.

The year under review recorded **41** requests for secondment of officers into other Public Service Institutions specifically, Land Use & Spatial Authority (LUSPA), National Development Planning Commission (NDPC), Lands Commission, Public Services Commission (PSC), Ghana Aids Commission, Office of the Special Prosecutor, National Population Council and National Information Technology Agency (NITA). However, only a handful of requests were approved due to limited officers available for transfer.

Out of **41** requests, **12** were approved of which **9** were males and **3** females. **2** officers upon expiration of their tenure have returned to the Civil Service for further posting.

It is important to note that the excess approval of this facility tends to affect the staff strength and starve the Civil Service of its needed human resource. It will be however strategic to target specialised institutions, which the Service can benefit from by transferring its human resource.

3.4.10. Reappointment

This facility is available for an Officer who has been granted leave of absence, resigned or retired voluntarily and have re-applied into the Civil Service. Approval for such facility may be subject to availability of vacancy among other conditions.

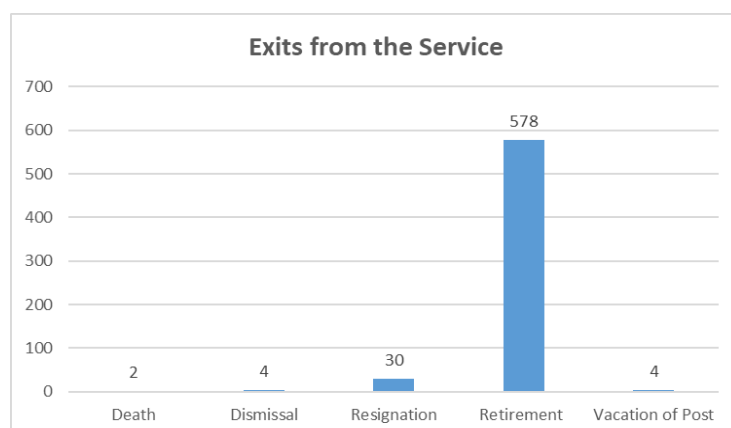
There were **4** male officers who requested for reappointment for the period under review. After carefully analysing these requests, **2** were declined due to failure to follow due process in exiting the Service, while the remaining **2** requests are to be determined upon further documentation.

The fact that Officers who have left the Civil Service still have the desire to be considered for reappointment is an indication that the Civil Service provides an opportunity for career development and progression for its staff.

3.5. Exit from the Civil Service

Figure 3. 23: Exits from the Service

Retirement remains the major means of exit for Officers in the Civil Service. In 2020, out of the 578 Officers who retired, 356 were sub-professionals, 74 were Deputy Directors/Analogous, 50



were Assistant Director1/Analogous, 42 were Assistant Director 2A/Analogous, 27 were Assistant Director 2II/Analogous, 26 were Directors/Analogous and three (3) were Chief Directors.

The data justifies the high number of sub-professionals recruited in 2020. In the wake of the professionalization of the Civil Service, it would be necessary for the Service to consider the audit of



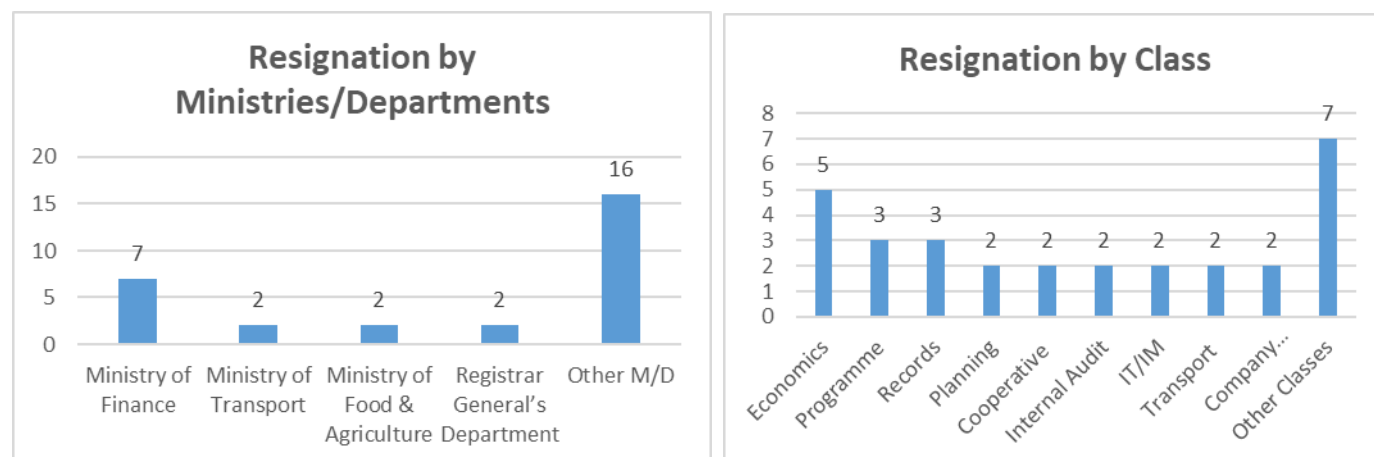
vacancies and their relevance to achieving its mandate.

30 Officers exited through resignation from the Service. Out of this, 15 were Assistant Director2II/Analogous, 5 were sub-professionals, 4 were Deputy Directors/Analogous, 3 Assistant Director 2A/Analogous, 2 Assistant Director 1/Analogous and 1 Director/Analogous.

The number who vacated their post were 5, 4 Officers were dismissed and 2 unfortunately passed on.

The figure below shows the institutional and occupational resignations in the Civil Service.

Figure 3. 24: Resignations



3.6. Observations and Recommendations

a) Database Management

The efficient utilization of the Human Resources in the Civil Service depends largely on the availability of information on the quality and quantity of Civil Servants. Database management in the Civil Service continues to be a challenge as there is currently no effective database system for the management of the Human Resource facilities in the Civil Service. As part of the Public Sector Reform Results Project (PSRRP), the OHCS is making efforts to implement an activity for the development of HR database for the Civil Service. It is anticipated that the necessary processes will be facilitated for the development and operationalization of a comprehensive database for the Civil Service.

The availability of an improved database system will enable management of the Civil Service make effective forecasting for an improved human capacity development to enable the Ministries and Departments to be better placed and achieve their mandate.

b) Recruitment

The introduction of digital-online processes has enhanced the efficiency and effectiveness of recruitment in the Civil Service. The Civil Service need to continue its strategy of bridging the



gender gap in its recruitment, capacity development and succession planning processes while focusing on merit.

There is the need for government to approve the clearance for optimum staffing levels especially at Regional and District Offices of Civil Service Departments.

c) Career Development and Capacity Building

The OHCS should intensify the assessment of the current and future needs based on the strategic plan, goals and objectives as well as priorities for the achievement of the mandate of the Civil Service. There is the need to manage the gaps that arise when individuals, especially in key positions, leave, are promoted or moved in or out of the Service. The plan should generally include the identification, training and development of Officers while ensuring that efforts are geared towards encouraging equal opportunities for both sexes. This in a long run will help reduce the number of contract staff in the Civil Service.

The availability of required funding for training and development facilitated the development of the Human Resource of the Civil Service. This arrangement needs to have the necessary legal backing and commitment of governments to ensure its sustainability.

d) Management of Human Resource Facilities

The OHCS has revised the Civil Service Administrative Instructions to clearly streamline the management of HR facilities in the Civil Service. The operationalization of the document together with other policies for managing staff will enhance the successful implementation of the HR facilities especially on upgrading, conversion and secondment.

It is imperative to note that operationalization of such facilities should be done without compromising on the need for prioritizing the achievement of the mandate of the Service and career aspirations of staff.



4.0. REFORMS, SUSTAINABLE DEVELOPMENT GOALS (SDGs) AND CIVIL SERVICE RESPONSE TO COVID-19

This section of the report provides details of the reforms undertaken in the Civil Service over the past five (5) years, the Sustainable Development Goals (SDGs) implemented, and the Civil Service response to the Covid-19 pandemic.

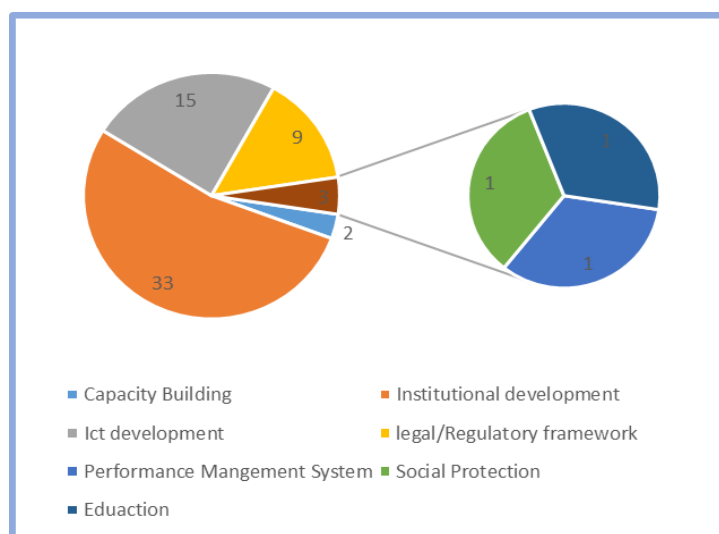
4.1. Reforms in the Civil Service

Public sector reform simply refers to the administrative transformation of the public sector. Public sector reforms are targeted at improving the efficiency and productivity of the Public Service.

The Civil Service undertakes a number of reforms, aimed at improving service delivery and productivity; as well as strengthening the capacity of the various Ministries and Departments to carry out their assigned functions. In 2020, several reforms were carried out in areas such as Institutional Development, Education, Social Protection, ICT Development, Performance Management Systems and Legal/Regulatory Reforms.

4.1.1. Overview of Reforms

Generally, there has been an increase in the number of reforms initiated in the area of Institutional Development from 2019 to 2020. Out of the total number of 62 reforms initiated across the Civil Service, Institutional development recorded 33 representing 52% of total reforms initiated. Institutional Development is a critical tool for sustainable development and structural intervention for effective service delivery. There is an indication that Civil Service Staff are themselves demanding institutional reform to improve the bureaucratic and regulatory effectiveness of the Civil Service.



Source: 2020 APR from Sector Ministries

ICT Development was the next highest reform implemented across the service. It recorded 15 percent of the total number of initiated reforms. During the year under review, several activities were implemented through virtual means. Most Ministries and Departments had put in place ICT mechanisms such as the use of Zoom, Teams and Webinar platforms for corporate interactions. Staff meetings and training/workshops were mostly conducted through virtual means to improve



service delivery. The digitization of services such as the Civil Service recruitment and promotion processes, the automated port system to improved port performance and efficiency among others were continued to facilitate service delivery, while the smart workplace system was initiated in most Ministries and Departments to conduct government business in a more secured environment.

This presupposes that the Civil Service is gradually moving towards the use of information technology for its work processes. While the pandemic has also posed unprecedented challenges, the Civil Service sees this as an opportunity to take firm action especially with the improvement and development of information and communication technology (ICT) reforms in its work processes.

There was a decrease from 29% in 2019 to 16% in 2020 in the number of legal and regulatory reform initiatives. This was because the implementation processes of legal and regulatory reforms largely require the support and participation from key actors and stakeholders.

The outbreak of the COVID-19 also slowed the review processes as most of the draft regulations and bills were still awaiting approval. Again, there was inadequate budget allocation for the implementation of technical consultative activities on the review of regulations. Stakeholder engagement and Cabinet support are critically needed for the rapid approval of bills and laws for effective implementation.

Out of the total number of 62 reforms, one each was recorded for Education Social protection and Job creation. Capacity building also recorded 2 reform initiatives. Under the year of review, the Civil Service Performance Management System on the monitoring and evaluation of the performance of staff in the Civil Service was also reviewed to ensure performance and accountability and to improve service delivery standards.

4.1.2. Level of implementation of reforms

Out of 62 reforms, 20 were successfully executed and/or fully implemented; the remaining 42 were at various stages of implementation. Initiation of reforms on the digitization of services, Smart Workplace, flexible working hours following the outbreak of the Covid-19 Pandemic were predominant in all the Ministries and Departments.

4.1.3. Challenges

The following were some major challenges affecting the implementation of reforms over the period:

- Difficulty with staff adapting to the new changes affected the implementation of some reforms,
- Logistical constraint such as inadequate computers and internet access affected the implementation of ICT reforms,
- Financial constraints such as limited funding for reform implementation, monitoring and evaluation as well as the scale up of reforms initiatives were predominant across the sectors, and



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- Awaiting approval from Cabinet and other key stakeholders for the review and implementation of legal/ regulatory reforms continue to be a challenge in the Civil Service.

The Office of the Head of the Civil Service has taken steps to improve stakeholder sensitization on reform initiatives and reinstitute the Committee on Administrative Reforms (CAR) for the effective initiation, coordination and implementation of various reforms in the Civil Service. In 2021, the Committee will be inaugurated to commence work.

4.1.4. Assessment and Impact

The impact level measured across the Service was quite low due to the outbreak of the COVID-19 pandemic. The Civil Service has therefore put in place monitoring and evaluation systems to ascertain the impact of these reforms on its institutional, operational and structural capacity for efficient service delivery.

4.1.5. Highlights of Civil Service Reforms and Impact

ICT DEVELOPMENT

MINISTRY	REFORMS	LEVEL OF COMPLETION	IMPACT
Ministry of Communication	Continuation of Smart workplace	Operational	Reduction in the use of paper
Ministry of Transport	Continuation of Automated Paperless Port System	Operational	Improved port performance and efficiency by facilitating trade, competitiveness and most importantly blocking revenue leakages
Ministry of Lands and Natural Resources	Digitization of Land title processes	Land title registration process in Greater Accra region has being digitized.	Reduced turn-around time for land registration to 120 working days as of December 2020 and reduced turn-around time for deeds registration to 14 working days.
	Capacity building for staff in Virtual meetings and sessions to enhance COVID-19 Protocols Paperless Office	Document Management and Workflow System operational	Reduced human interface in work process, facilitated remote working process and increased efficiency in delivery of outputs
Ministry of Aviation	Digitization of incoming and outgoing	Operational	Reduced time spent in tracking for retrieval



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	correspondence register		
Ministry of the Interior	Rolled on to the Integrated Customs Management Information System (ICUMS). Bulk SMS	Operational	Fast track the process Reduce the illegalities of approval Reduced the human interface considerably Improve the image of the Ministry and increased client's satisfaction
OHCS	Digitization of Promotion Interview, virtual recruitment process	Operational	Reduced the human interface and time spent in promotions considerably

CAPACITY BUILDING

MINISTRY	REFORM	STATUS OF IMPLEMENTATION	IMPACT
Ministry of Employment and	Institutional Capacity Building of MELR and Labour Department for the Implementation of the National Employment Policy	Operational	50 Regional/District Labour Officers trained. Critical capacity challenges at the Labour Department identified
Ministry of Youth and Sports	Trainee's Management System	Operational	Proper storage and use of information in the database to facilitate decision making



MINISTRY	REFORM	LEVEL OF COMPLETION	IMPACT
Ministry of Works and Housing	Realignment of Organizational Structures and Functions	Implementation and periodic review of manual.	Ministry properly structured for effective delivery of mandate
Ministry of Trade and Industry	Organizational development and implementation methods	Implementation is ongoing with periodic reviews.	Improved performance and the provision needed leadership for the teams
Ministry of Lands and Natural Resources	Ensuring Accountability in Mineral Exports	Studies on actual volumes and implication on government royalties undertaken	Reduced financial malpractice and illicit financial flows in the exportation of minerals.
Ministry of Gender, Children and Social Protection (MoGCSP)	Implementation of Integrated Social Service (ISS)	Completed	Improved effectiveness and efficient coordination service delivering Increased access of beneficiaries to basic Social Services. Agreed Standards, guidelines and protocols available for Social Services delivery
	Implementation of (SWIMS)	Operational	Rapid resolution of Social Welfare cases
	Inter-Sectoral Standard Operating Procedure (ISSOP)	80% of stakeholders are aware of the ISSOP Guideline	Effective and Efficient coordination of Social Service delivery among stakeholders
Ministry of Fisheries and Aquaculture Development	Canoe Identification System	10,000 out of 14,000 Identification Cards printed and issued to canoe owners	Enhanced regulation and access to fisheries resources
	Fishing Inputs Support Scheme	2,297 out of 14,000 outboard motors distributed	Reduced use of unauthorized fishing inputs
Ministry of Finance	Reorganization of the Ministry based on the functional review	Completed	The number of Divisions reduced from 11 to 8 leading to a reduction in the Span of control for Management

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MINISTRY	REFORM	LEVEL OF COMPLETION	IMPACT
	Leasing of Office equipment	Completed	Cost of maintenance and running of office equipment reduced considerably
	Enterprise Risk Management	Risk management policy, Risk Policy Guidelines and Risk Management Committee Charter developed and approved by Management Risk Management Committee established	Enterprise Risk Management awareness created
Ministry of Defence (MoD)	National Anti-Corruption Action Plan (NACAP)	Operationalization of the Ministry's NACAP Action Plan	The Ministry's internal control measures have been strengthened to reduce opportunities for corruption.
	Establishment of Client Service Unit/ office	Operational	The establishment of the Client Service Unit (CSU) has improved service delivery and encouraged a safe reporting system/ mechanism for both internal staff and the general public through efficient intra-communication systems (telephone) and a very receptive Human Resource Management Directorate.
Ministry of Local Government and Rural Development	Automated Permit Issuance	Operational	Increased access to registration services in low performing areas. Time and cost in the issuance of Permit reduced. To enhance the work of the Assembly To enhance data collection, monitoring and evaluation.



LEGAL AND REGULATORY

MINISTRY	REFORMS	LEVEL OF COMPLETION	IMPACT OF REFORM
Ministry of Sanitation and Water Resources (MSWR)	Amendment of the Community Water and Sanitation Agency Act, 1998 (Act 564).	Cabinet Decision received. Further Stakeholder consultation being undertaken	Transformation of the Community Water and Sanitation Agency (CWSA) into a utility service organization, with responsibility for the provision and management of rural water supplies and water-related sanitation and hygiene services
Ministry of Lands and Natural Resources	Diversification of Ghana's Mineral Base	MOU with Bosai Minerals Group to expand the Awaso mine to build a 1.6 million metric tonne alumina plant.	Improved efficiency in mineral exploration in the country
Defence (MoD)	Strengthening the legislations, regulations and policies of the Ghana Armed Forces (GAF),	Completed and operational	The prolongation of the service period from 25 to 30 years has encouraged personnel of Other Ranks who still have a lot to offer to continue serving the Military and the nation even after 25 years of their dedicated service thereby enhancing security service delivery. The Extension of Service period has led to the creation of additional Ranks within the Rank Based Structure of the Ghana Armed Forces and this has consequently resulted in the increment of salaries of personnel of the Ghana Armed Forces (GAF).

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Office of the Head of Civil Service	Review of Civil Service Interim Regulations, L.I. 47 of 1960	Initial Review conducted. Yet to be submitted to OAGMoJ for approval	Strengthen the regulatory environment for managing the Civil Service.
	Review of Civil Service Administrative Instructions	Completed	Strengthen the regulatory environment for managing the Civil Service.

EDUCATION, SOCIAL PROTECTION AND JOB CREATION

MINISTRY	REFORM	LEVEL OF COMPLETION	IMPACT
Ministry of Education	Free SHS	Completed and operational	A total of 33,044 individual beneficiaries
Ministry of Lands and Natural Resources	Introduction of Youth in Afforestation (Alternative Livelihood Programme)	A total of about 81,000ha of forest plantation established	81,362 jobs created to reduce unemployment.



4.2. The Sustainable Development Goals (SDGs) in the Civil

The Sustainable Development Goals (SDGs), also known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. The achievement of these goals is a collaboration between Governments, the private sector, research, academia and Civil Service Organizations.

As a key actor of the executive arm of government in ensuring the implementation of the SDGs, the Civil Service aligns its priorities and activities towards the achievement of the SDGs.

A summary of the SDGs implemented within the Civil Service is highlighted below:



The goal is to end poverty in all its forms everywhere.

The Ministry of Railways Development has taken measures to help the Government achieve Goal 1 - zero poverty. The Railway Sector has served as an avenue for job creation and a source of livelihood for the citizens. Railway construction creates employment opportunities for both skilled and unskilled labour. These include artisans such as masons, carpenters, steel benders and welders. Besides these construction-related employment opportunities, railway projects create indirect employment or income-earning opportunities for several people, in the informal sector.



The goal is to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture

The Ministry of Special Development Initiative under the One Village One Dam project completed the construction of 418 dams in the Northern Sector. These dams are being used by the beneficiary communities for livestock watering, small scale farming activities and other domestic purposes.

In all, 40 out of 50 rural market projects have been completed and are in use by the beneficiary communities. The transportation of goods and other agricultural produce from one city or town to another by rail has made food relatively cheaper, more affordable and ultimately help reduce hunger.





The goal is to ensure healthy lives and promote well-being for all at all ages

The Health sector recorded 131.8 per 100,000 live births in 2020, an indication of improved performance compared to 139.5 live births in 2019. The health sector target of reducing the Institutional Maternal Mortality ratio to less than 140 per 100,000 live births was achieved in 2020. The Ministry of Health has to date, supported the completion of 15 out of 26 No. Clinics



The goal is to ensure inclusive and quality education for all and promote lifelong learning

across the development zones. The installation of hospital equipment is ongoing at all the completed facilities. The Ministry has also procured and distributed 307 ambulances and 10,000 hospital beds to all constituencies.

The Ministry of Youth and Sports under the Youth Leadership and Skills Training Institutes (YLSTI) have completed (6) new construction projects in five (5) of the Youth Leadership and Skills Training Institutes and trained 1,745 youth during the year. The Ministry has provided the following;

- Two Unit Boys Dormitory Block at Takorase- E/R,
- 300-Seating Capacity Multi-Purpose Hall with Kitchen Attached at Sandema – UER,
- 300-Seating Capacity Multi-Purpose Hall with Kitchen Attached, at Nalerigu – N/R,
- Dormitory Block at Ajumako Afranse - C/R and
- Two Unit Boys Dormitory Block at Abura- W/R.

5 GENDER
EQUALITY

The goal is to achieve gender equality and empower all women and girls

To adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels, the Ministry of Gender, Children and Social Protection implemented the National Gender Policy (2015) to ensure the mainstreaming of gender across the sector. Various stakeholders were sensitized and trained on the Policy. Over 1434 artisans and apprentices were sensitized on Sexual and Gender Based Violence (SGBV) including Child Marriage, Female Genital Mutilation (FGM), Teenage pregnancy and other harmful practices. 1,000,000 people including children were sensitized through community and school on child protection.

The Ministry of communication initiated the implementation of the Girls-in-ICT Initiative and Miss Geek Initiative/ Entrepreneurial context programmes to help attain the SDG 5 which enjoins countries to 'Achieve Gender Equality and Empower all women and girls'. 2,710 JHS Girls and 190 Teachers have been trained in Basic Computer Skills, Coding and Computer Programming from 2018-2020. In the “Miss Geek Initiative/entrepreneurial contest”, 3 out of 75 applications were awarded for producing the best ICT initiatives.

An Affirmative Action Bill was developed to aid the process of increasing the number of women in decision making positions. The Office of the President (OOP) has taken measures to ensure women’s participation and holding of strategic positions in the office is encouraged.

6 CLEAN WATER
AND SANITATION

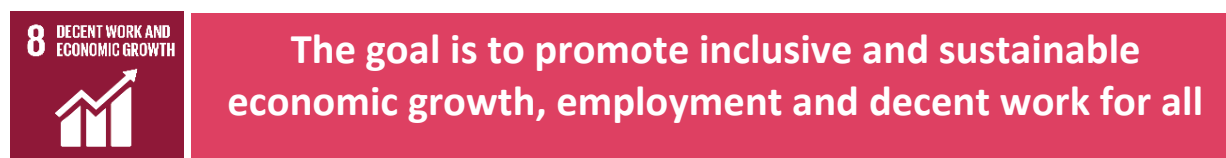
The goal is to ensure access to safe water sources and sanitation for all

The Ministry of Sanitation and Water Resources coordinated the delivery of Water, Sanitation and Hygiene services as well as activities of the water and environmental sanitation sectors to ensure efficiency and productive use of resources to the people of Ghana. This was to ensure that the country attains Goal six (6) of the Sustainable Development Goals which is to “Ensure availability and sustainable management of Water and Sanitation for all by 2030”.



To date, the Ministry of Sanitation and Water Resources has facilitated the completion of 468 water systems and has supported the completion of 600 toilet facilities while 400 of the toilet facilities are at various stages of completion.

Currently, 81.5% of the population have access to basic drinking water services, 24.83% of the population have been provided with access to improved toilet facilities; 17% of the triggered communities have achieved open defecation-free status and 57% of the water resources integrated management was implemented across the country,



To promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, the Ministry of Business Development Initiative created over 15,000 jobs. It also supported 600 women entrepreneurs living with disability with funding to scale-up their businesses thus creating over 1,500 decent jobs.

The Ministry of Gender Children and Social Protection also implemented activities to facilitate the implementation of the National Plan of Action II on the elimination of worst forms of child labour. These activities were in line with Target 8.7 of the Sustainable Development Goals which aims at eradicating forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms. The Ministry is building capacity towards the full operationalization of a Community-based Child Labour Monitoring System that would provide the framework for early detection, rescue and provision of remediation support to children who fall victim to child labour.

There was also a review of the regulatory frameworks (the Labour Act, Factories, Offices and Shops Act, Cooperatives Decree etc) for the employment sector, which focused on protecting labour rights and promoting safe and secure working environments for all workers, including migrants and those in precarious employment. This is particularly the case with the enactment of the Labour (Domestic Workers) Regulations.

The Ministry of Tourism Culture and Creative Arts has approved a total of US\$1.4 million for 15 Small and medium enterprises (SMEs) in the tourism value chain under the Ghana Tourism Development Project (GTDP). It has begun the process of building and revamping Tourism and Hospitality Training schools across the country in partnership with the private sector. The purpose of the training schools is to train and supply mainly middle-level personnel in the Tourism and Hospitality industry. The Ministry continues to conduct inspections and licensing of tourism establishments and enterprises through the Ghana Tourism Authority (GTA) to ensure quality service delivery within the sector.



The goal is to build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

Investment in infrastructure and innovation are crucial drivers of economic growth and development. As part of efforts towards the Sector Ministries contribution to the SDGs, some key policy initiatives were implemented towards the realization of the SDG Goal 9 and targets. The shift from narrow gauge to standard gauge railway is a major technological advancement in the railway industry. This has facilitated the ease of transporting goods and services.

To increase the access of small-scale industries and other enterprises, including affordable credits particularly to financial services in developing countries, the Ministry of Business Development supported 5,000 start-up businesses and entrepreneurs with funding.

The Ministry of Communication through the Accra Digital Centre (ADC) has established 40 ICT Ventures and employed 2,000 Ghanaians.

To deepen national internet availability and accessibility especially in schools, 660 ICT Laboratories were equipped with computers, and relevant ICT devices under the School Connectivity Project. Internet services were also provided for 600 JHS and 60 SHS Schools.

Bandwidth capacity available for ICT development increased from 539.02 Gbps to 1,977.5 Gbps as of March 2020. While ICT has been mainstreamed in public sector institutions, Microsoft Smart workplace 365 has been operationalized in all MDAs.

10 REDUCED INEQUALITIES

The goal is to reduce inequalities within and among countries

The Ministry of Local Government and Rural Development has created 6 new regional Births and Deaths Registry offices and 50 district offices across the country. As a result, 44,912 (24,278 males and 20,634 female) deaths have been registered successfully.

Ministry of Tourism, Arts and Culture has started the Site Upgrade grant scheme aimed at upgrading the image of selected tourist sites across the country to contribute to a better tourist experience that will yield repeated visits and recommendations from visitors.

11 SUSTAINABLE CITIES AND COMMUNITIES

The goal is to make cities inclusive, safe, resilient and sustainable

The Ministry of Regional Reorganization's goal of enhanced access to government/public services is directly linked to SDG 11.

As a result of creating 6 additional regions and the establishment of the Regional Coordinating Councils (RCCs), there has been significant improvement in accessing public services. It has also reduced commuting time to the regional capitals to transact business. Indeed, the existence of decentralised and non-decentralised departments and agencies in the new regions is promoting access to higher-order services. The role of the new RCCs in terms of monitoring, evaluation, coordination of programmes and projects of Metropolitan, Municipal and District Assemblies for policy compliance has improved tremendously.

13 CLIMATE ACTION

The goal is to take urgent action to combat climate change and its impacts

The SDG 13, relating to climate change estimates that by 2030, the world will have a firm grip on global warming. The Rail sector has taken steps in ensuring that all equipment that cause harm to the environment and climate are avoided to a large extent, to prevent endangering human life and the life of creatures.



The Ministry of Transport has facilitated the review of the National Transport Policy to take onboard the tenets of the Paris Agreement on Climate Change (2015) and the Sustainable Development Goals 2030.



The goal is to conserve and sustainably use the world's oceans, seas and marine resources.

Given the poor state of our beaches, the Ministry of Tourism, Arts and Culture has embarked on a major drive to improve sanitation along the beaches namely; Elmina, Sakumono, Kokrobite, La, Nungua, Axim, Busua, Princess-town, Bortianor, Keta and Denu.



The goal is to sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss.

Significant progress has been made towards sustainable forest management in Ghana. The Ministry of Lands and Natural Resources' implementation of Ghana's cocoa-forest REDD+ programme in the high forest zone is to reduce emissions from deforestation and forest degradation and also contribute to efforts towards carbon stocks enhancement, conservation and sustainable forest management. The Ghana Forest Investment Programme is being implemented to reduce greenhouse gases emissions from deforestation and forest degradation, while reducing poverty and conserving biodiversity. The roll-out of Ghana Wood Tracking System and Legality Assurance System is also being implemented.



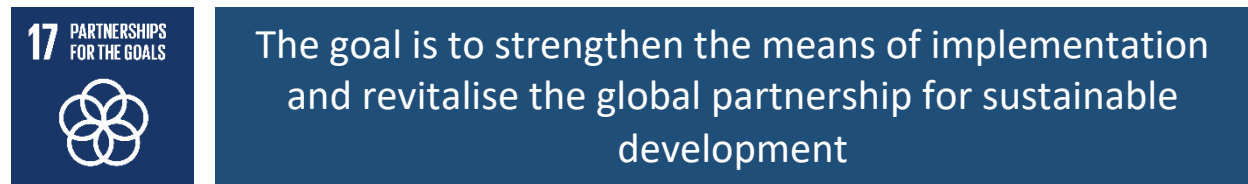
The goal is to promote peaceful, inclusive societies, provide access to justice for all, and build effective, accountable and inclusive institutions.

The Right to Information Bill has been passed into law as the Right to Information Act, 2019 (Act 989) to provide for the constitutional right to information held by any public institution and to foster a culture of transparency and accountability in public affairs.

In efforts towards the achievement of Goal 16, the Ministry of Chieftaincy and Religious Affairs held meetings with religious bodies to sensitize them on practices that infringe on the rights of adherents and issues that would foster peaceful co-existence among religious bodies. Workshops and seminars were also organized for chiefs and queen mothers to ensure that decision-making at all levels is all-inclusive, participatory, and representative.

The Ministry of Parliamentary Affairs organized meetings with the Security Services and Political Parties on Peace and Security on the theme: ‘2020 Elections and its implications on peace and security in Ghana’.

The Government of Ghana through the Ministry of Defence continued the implementation of the “Earned Dollar Payment Policy” for deployed troops as motivation for their efforts in the enforcement of global peace and security.



The Office of the Attorney General and the Ministry of Justice has taken steps to strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. The Companies Act has been reviewed and passed into law as the Companies Act, 2019 (Act 992).

The Civil Service continues to play its critical role in the implementation of the Sustainable Development Goals for national development and to make the world a better place.

4.3. Civil Service Response to Covid-19 Pandemic (Implementation of Flexible Working Schedule)

Responding to the COVID-19 crisis, the Public Service Commission (PSC) and the Office of the Head of the Civil Service (OHCS) instituted measures to minimize the associated negative impacts of the pandemic and ensure continued delivery of critical services to its citizenry. Alternative working arrangements such as the flexible working schedule was implemented across the Civil Service. This created a shift in the operations at the workplace especially taking into cognizance mandatory safety and health protocols and the associated containment measures

announced by the Government in March 2020 which included restrictions on meetings and public gatherings.

To safeguard the health of Civil Service Staff, and ensure that service delivery is continued, most of the MDs instituted flexible working schedule, while few MDs adopted mandatory home-based working. Only critical staff in some organization were working exclusively from the office. Almost every Ministries and Departments introduced alternative working arrangements. These included rotational staff schedules, daily and weekly rotation, taking of outstanding leave for non-essential staff, shift system, working from home among others.

4.3.1. Operationalisation of the Flexible Working Schedule

The rollout of the flexible working schedule enabled the effective streamlining and implementation of several virtual means of undertaking office work, which hitherto was absent. Specifically, the schedule allowed for the virtual organisation of meetings and programmes and the electronic sharing of correspondence among staff using the GoG Smart Workplace system.

Digital/virtual platform such as Microsoft Teams and Zoom was widely used in engaging staff for promotion interviews, recruitment, training, durbars, workshops and the dissemination of official information.

The OHCS conducted a survey to understand how the pandemic is impacting Civil Service Staff' abilities to undertake their work, the constraints in delivering services while working on an alternative schedule, and whether Civil Service staff have the skills and capabilities required to fully participate in the transformation of work processes in the public service. The findings of the survey enabled OHCS to identify gaps, overlaps, opportunities, and the provision of actionable guidance on what is needed to move the modernization of work processes forward.

4.3.2. Challenges

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 limited the number of staff that participated in academic/scheme of service training required to upgrade their skills within the reporting period.

Although the rollout of the flexible working schedule created new opportunities and ways of doing work, few challenging issues were prevalent. Predominant among them were;

- Unavailability of internet for remote working - Some officers could not access reliable internet remotely.
- Inadequate capacity and inflexible nature 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 the necessary logistics making it difficult to share information to meet deadlines.
- Inadequate virtual performance tracking systems and managing work that requires in-person actions.

4.4. Conclusion

The Civil Service has shown a notable capacity to adapt and respond to the ongoing global crisis. Like most countries, the Service has successfully switched to a flexible working modality during the crisis. This process has been supported by the Civil Service staff ability to adapt to the new working environment.

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

The major findings of the survey were that Civil Service staff were able to deliver as well as they did before the crisis and that they have quickly adapted to the new working environment.



5.0. GENERAL ACHIEVEMENTS OF THE GHANA CIVIL SERVICE

The Ghana Civil Service performs strategic functions in supporting the Government to develop, oversee, monitor and evaluate the implementation of government policies for national development. With the emergence of the Covid-19 pandemic and the novel constraints for many Civil Service staff, the Civil Service in the year under review rapidly transitioned to a flexible working system that ensured continuity in the implementation of government policies and programmes.

This section of the report summarises the key sector achievements of the Civil Service in attaining the goals of government. These are indicated below:

5.1. Administration Sector

a) Service-wide virtual promotions

The Office of the Head of the Civil Service has since 2018 re-centralized promotions in the Civil Service. This became necessary mainly to clear the backlog of promotions occasioned by the lack of funds to manage the promotion exercise at the Ministries and Departments and the inconsistencies in the application of the regulations for promotions. This initiative afforded the OHCS the opportunity to maintain the standards of the promotion exercise, clear the backlog and motivate staff who have performed creditably in the area of work.

The emergence of the COVID-19 pandemic has affected every aspect of work life including the management of human resource. The OHCS in 2020 implemented the virtual process of conducting promotion interview of Officers to their next higher grades. 1,707 officers comprising 331 Assistant Director IIAs and analogous grades, 643 Assistant Director I and analogous grades, and 733 sub professional grades participated in the novel virtual promotion interviews.

The virtual promotion processes enabled candidates and panel members, especially those outside Accra, the opportunity to go through the process from the comfort of their offices/virtual locations. This innovation reduced the risk and travelling time to interview locations, minimized human interface and further reduced the risk of spread of Covid-19 amongst Civil Service Staff.

b) On-line Recruitment and optimizing staffing levels

The Civil Service continued the implementation of the online recruitment system, which was commenced in 2019. In 2020, the OHCS conducted two online recruitment exercises to augment the staff strength across the Service. The medium for candidate's applications and examinations were through e-application system which hitherto was manual. It is remarkable to note that this electronic approach to recruitment saved OHCS cost and time in conducting its recruitment. A



significant number of 20,537 candidates applied online through the e-application system out of which 1,212 were recruited.

The recruited staff were mainly posted to the regional and district offices of the Civil Service Departments to help maintain the optimum staffing levels required for service delivery. That notwithstanding, a number of the Departments have variances in the establishment levels to help achieve their mandate.

c) Staff Training and Development

The growing presence of technology at the workplace leading to the changing employee's roles, modernisation of work processes and tools makes it essential for capacity building in public organisations especially the Ghana Civil Service. The Civil Service did not relent on its efforts to build the competencies of its staff to effectively and efficiently deliver quality services.

Virtual training processes were employed to build the capacity of 4,020 Civil Service Staff at the various training Institutions. The OHCS further collaborated with a number of training institutions to organize virtual training sessions for its staff. As a result, 1,104 and 112 Officers participated in virtual training programmes at the Civil Service Training Centre and GIMPA respectively.

d) Organisation of 2020 Civil Service Week and Awards Ceremony

The Ghana Civil Service, with support from the Public Sector Reform for Results Project, celebrated the 2020 Civil Service Week and Awards Ceremony. The ceremony highlights the critical role of the Civil Service in national development while rewarding hardworking staff for their dedication and commitment.

The theme for the celebration was “Civil Service and Private Sector Synergy: A National Development Imperative”. It provided a platform for the Civil Service to engage with the public and private sector, identify potential areas of collaboration for job creation, prosperity and equal opportunity for all Ghanaians. The program recognized and honoured 94 dedicated Civil Service staff for their role in providing selfless service to the public and citizens for national development. A significant shift from previous celebrations was the use of a virtual platform to provide a wider reach and larger audience. This process was adopted to comply with the physical restrictions and adherence to social distance protocols associated with the Covid-19 pandemic.

e) Review of Civil Service Interim Regulations, L.I. 47 of 1960 and Civil Service Administrative Instructions

The Civil Service Law, 1993 (PNDCL 327) and the Interim Regulations, 1960 (L.I. 47) currently does not adequately respond to the technical and administrative needs of governing the Civil



Service. Significantly, the Local Governance Act, 2016 (Act 936) hived off the Local Government Service making it imperative for the review of the Civil Service Law and its Regulation to reflect the current dispensation.

As part of the Decentralisation Technical Assistance Project (DTAP) and with the approval from Cabinet, the OHCS reviewed and validated the 60-year-old Civil Service Interim Regulations 1960, L.I. 47 for the Civil Service Law, 1993 (PNDCL 327) and the Administrative Instructions. The review enabled the service to uphold high performance standards, be professional in its functioning and remain relevant with the constantly changing environment in its supportive role to achieve the development agenda for government. Additionally, the review provided the necessary procedural and administrative framework for the effective and efficient implementation of PNDCL 327 while efforts are made to review the Law itself.

f) Civil Service Workplace Safety and Health Response Strategy (WSHRS)

The emergence of the Covid-19 pandemic and its attendant health related issues on various sectors of life required an immediate strategy to provide guidance for dealing with the pandemic at the workplace. The OHCS developed a draft Workplace Safety and Health Response strategy to provide guidance to Civil Service Organisations for the management of public and health threats at the workplace. The document will be validated and operationalized following the approval of the Civil Service Council.

g) Management of Public Sector Reforms

The Office of the Senior Minister chalked remarkable progress in the implementation of the Public Sector Reform for Results Project (PSRRP). Key among them include the procurement of vehicles for the DVLA to support their TERTDRIVE and DVLA Mobile Service Project; Ministry of Monitoring and Evaluation (MOME) as support to monitoring and evaluation activities in the public service; the OSM, OoP to augment its fleet of cars for effective project implementation and the Birth and Death Registry to help increase their mobility.

Two (2) National Results Fairs in Accra and Kumasi were organized by the Ministry of Monitoring and Evaluation (MoME) to help promote transparency and social accountability in government.

5.2. Infrastructure Sector

a) National Housing and Mortgage Fund

The Ministry of Finance instituted the National Housing and Mortgage Fund (NHMF), which was launched by the President on October 27, 2020. The President commissioned 204 Housing Units comprising one and two standard and expandable bedrooms constructed over a nine (9) month period for public sector workers. Through GCB Bank, Republic Bank and Stanbic Bank, a framework was developed to make mortgage and rental charges affordable on a pilot scale. To



scale up the initiative, Government pledged to provide GH¢500 million to the Mortgage and Housing Fund over the next five years.

b) Improving Information Communication Technology Services

The Ministry of Communications took steps to strengthen NITA's role to ensure the provision of quality Information Communications Technology; promote standards of efficiency and ensure high quality of service. The Ministry initiated a restructuring exercise to strengthen the Agency to solve some human, operational and financial challenges that had been pending for years. The Ministry also engaged the services of a consultant to draft regulation for the Electronic Transaction Act, 2008 (Act 772).

In addition, standards have been drafted in order to facilitate the licensing, accreditation, and registration of IT Service Providers, IT Products, IT Training Institutions and IT Professionals to ensure that IT professionals and companies operating in Ghana provide excellent services. A portal has also been developed to allow for the registration and certification of IT personnel and companies.

5.3. Social Sector

Nationwide Control and Management of COVID-19 by various Sectors

The Ministry of Health (MOH) provided leadership and facilitated the development of a National Strategic Covid-19 Response Plan to reduce the incidence and mortality of the Covid-19 pandemic and the negative impact on the socio-economic lives of the people. Additionally, MOH and its Implementing Partners successfully organized the COVID-19 Emergency Prospective Review Program (EPRP) Monitoring visits. This initiative was to assess the implementation status of Ghana's EPRP Project and make recommendations for its improvement.

The Ministry of Finance also developed a GH¢100 billion, two-phased three-and-a-half-year Ghana Covid-19 Alleviation and Revitalization of Enterprises Support (CARES) "OBAATANPA" Programme. The successful implementation of the CARES programme would bring the economy back to the Pre-Covid-19 growth path necessary to facilitate implementation of the Ghana Beyond Aid Agenda.

The Ministry of Information in collaboration with Ministry of Health prepared a community engagement and a communication strategy to inform and educate the public to stay safe and stop community spread of Covid-19. The communication channels utilised were the mass media, public education campaigns and stakeholder engagement.

A pilot survey on the impact of Covid-19 on the labour market was conducted by the Ministry of Employment and Labour Relations to provide relevant and adequate data to facilitate decision making by policy makers and all stakeholders by way of protecting workers and supporting businesses. The survey indicated that firms within the Labour Market had adopted various



strategies to cope with the challenges posed by the pandemic. The strategies included lay-offs, pay cuts, shift system, reduced working hours and work volumes and reduced salaries. Other strategies included working from home and temporary close down.

Following the issuance of the 10-point communique on Covid-19 workplace safety guidelines, the Labour Department and the Department of Factories Inspectorate enhanced their routine inspections that enforced workplace safety in the era of Covid-19 and ensured back-to-office safety after the lockdown. The Labour Department conducted 276 workplace/establishment inspections and placed 572 persons in gainful employment through the Public Employment Centres (PECs) and Private Employment Agencies (PEAs).

5.4. Economic Sector

Implementation of African Continental Free Trade Area (AfCFTA) Agreement

In 2020, the Ministry of Trade and Industry as part of its obligation under the Host Country Agreement with the African Union was required to provide a fully furnished/equipped Headquarters and Official Residence for the Secretary General of the AfCFTA. Ghana was one of the very first countries to sign and ratify the agreement and was also expected to establish a National Coordinating Office to facilitate the implementation of the AfCFTA in Ghana and harness its benefits. The Ministry successfully refurbished and equipped the AfCFTA Secretariat at the Africa Trade House in Accra based on the specifications outlined by the African Union Commission.

5.5. Public Safety Sector

Enhancing internal security

The Ministry of the Interior issued 45 new licenses and renewed 161 licenses for PSOs. The Ministry also facilitated the construction of an Armory for the Ghana Immigration Service, and procured five (5) Sets of Extrication Equipment for the Ghana National Fire Service. The Ministry further installed modern cyber-crime software, and procured 755 vehicles and 179 motorbikes for the Security Services. The Ghana National Fire Service received two (2) Hydraulic Platforms. Also, the Ministry procured eight (8) drones and 200 CCTV cameras which were installed at 200 selected Police Stations.

Conclusion

As a key organ of the executive arm of government, the Civil Service will continuously perform its core functions of policy coordination, monitoring and evaluation to enhance national development.



6.0. TREND ANALYSIS OF POLICY REFORMS, GENERAL ACHIEVEMENTS AND MAJOR CHALLENGES IN THE CIVIL SERVICE (2017-2020)

This Chapter summarises the performance of the Service over the period 2017-2020. It discusses trends in policy reforms, achievements and challenges over a four-year period (2017-2020). This is intended to inform Government on how the Civil Service has played its role in the initiation and implementation of Government policies and the achievements made over the period. This Chapter also outlines persistent cross-cutting challenges reported during these four (4) years which are yet to be resolved.

6.1. Policy Reforms in the Civil Service

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 a number of sectors is the importance of monitoring and evaluation of policy reforms to ascertain its effectiveness. 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. Initiation of policies should therefore take into consideration the role of economic, political, and social impact of reforms to ensure its full impact in addressing the needs of the people.

The role of Government in collaborating and providing rapid support at every stage of the policy cycle is crucial for achieving successful policy impacts. Additionally, the continuous support from Government to the Civil Service will better position the Service to perform its strategic role in the country.

The table below illustrates summaries of the achievements and policy reforms-initiated service – wide from 2017-2020.



Table 6. 1: Achievements and Policy Reforms from 2017-2020

No.	Ministry	Policy	2017 – 2020	Impact /Outcome
1.	Ministry of Planning	Preparation of a Pipeline of Sustainable Development Goals (SDG) Bankable Projects.	<ul style="list-style-type: none"> Government of Ghana with support from UNDESA and the UN country Team organized a country-level workshop on “closing the Investment Gap for the SDGs” The Ministry spearheaded the establishment of a technical committee to facilitate the selection and compilation of a set of projects with the potential to attract private investors from the projects submitted by Ministries, Departments and Agencies (MDAs). 	Public and private investors mobilized for sustainable infrastructure and development.
2.	Ministry of Monitoring and Evaluation	Development of a Draft National Monitoring and Evaluation Policy (NMEP)	<ul style="list-style-type: none"> Draft policy validated to incorporate inputs and suggestions from RCCs, MMDAs and CSOs NMEP approved by Cabinet and action plan operationalized 	Improved efficiency and effectiveness in the conduct and use of Monitoring and Evaluation information for the achievement of national development
3.	Ministry of Tourism, Arts and Culture	<ul style="list-style-type: none"> Improving Tourism and Diaspora relations Creative Arts Industry Bill 	<ul style="list-style-type: none"> Creative Arts Bill passed into law. The Creative Arts Law 2020 Developed Tourism Product Development Programme Organized the first ‘Year of Return’ Developed Homeland Return Bill to improve the requirements for the acquisition of Ghanaian citizenship and permanent residence by Africans in the diaspora 	Proper structuring of the creative arts industry and enabling environment for Tourism improvement for national development
4.	Ministry of Transport	Road Safety Agency Bill	<ul style="list-style-type: none"> A draft National Safety Agency Bill was prepared and submitted to Cabinet for Consideration 	Regulated road safety in Ghana

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No.	Ministry	Policy	2017 – 2020	Impact /Outcome
			<ul style="list-style-type: none"> National Road Safety Authority Bill passed into Law by Parliament and assented by President Draft Legislative Instrument prepared and sent to the Attorney General for finalization to be submitted to parliament 	Regulated modes of transport and maintenance of safe and road transport system.
		Review of Road Traffic Regulations 2012 LI 2180	<ul style="list-style-type: none"> Review of the Road Traffic Regulations commenced through a nationwide consultative exercise. A policy paper was submitted to Cabinet for approval – use of motor cycles and tricycles for passenger services Received proposed amendment from stakeholders Held committee meetings on proposed amendments 	
		Review of the National Transport Policy, 2008	<ul style="list-style-type: none"> National Transport Policy reviewed Prepared and submitted a revised policy to Cabinet for consideration Cabinet approved National Transport Policy and its implementation plan 	
5.	Ministry of Works and Housing	Condominium Bill, 2019	<ul style="list-style-type: none"> Condominium Bill completed and submitted for approval A Memorandum was submitted to Cabinet for policy approval for a Condominium Bill 	Effective regulation of High-rise buildings in the country
6.	Ministry of Youth and Sports	National Youth Policy	<ul style="list-style-type: none"> Stakeholder consultation held Established technical committee for policy review Developed of TORs, Evaluated the policy, disseminated the report and developed concept paper 	Empowered youth population contributing meaningfully to national development



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No.	Ministry	Policy	2017 – 2020	Impact /Outcome
			<ul style="list-style-type: none"> Nationwide issues survey, stakeholder consultations and validation exercise held. The technical committee submitted the draft National Youth Policy and Implementation Plan for a projected year 2021 to 2030 to the Ministry A draft Cabinet Memo developed. 	
		L.I. for National Youth Authority Act, 2016 (Act 939) and the National Sports Act, 2019 (Act 934)	<ul style="list-style-type: none"> Procured a consultant to produce a drafting instruction for the Act Stakeholder consultations and engagement to develop the L.I. Draft L.I for the Sports Act was submitted by the Consultant to the National Sports Authority. 	Regulated youth and sporting activities in Ghana
7.	Office of Head of the Civil Service	Review of Civil service Act and Interim Regulations	<ul style="list-style-type: none"> Prepared a memo to Cabinet and received Cabinet decision for the review of the Civil Service Interim Regulations, L.I 47 of 1960 Review of the Civil Service Regulations and Administrative instructions 	Regulated Civil Service
		Financial support by Government for Service-wide capacity building and promotions	<ul style="list-style-type: none"> 1,106 trained and 2,308 Officers promoted in 2018 4576 trained and 2947 officers promoted in 2019 4020 Officers went through various forms of training and 1707 Officers promoted via virtual medium in 2020 	<ul style="list-style-type: none"> Increased skills and equipped Officers for next higher roles. Motivated Civil Service staff
		Performance Management System	<ul style="list-style-type: none"> Successfully evaluated CDs Heads of Departments and Directors. Conducted awards in honour of high performed CDs 	Enhanced tracking of performance to improve service delivery standards



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No.	Ministry	Policy	2017 – 2020	Impact /Outcome
			<ul style="list-style-type: none"> Developed a tailor-made Performance Management System for Heads of Missions and A1 Foreign Service Officers. And for the first time, officers in this category signed Agreements Reviewed the Performance Management Framework for CDs, Heads of Departments, Directors and Deputy Directors and analogous grades and below. 	in the Service
		The use of the virtual space to conduct Online Recruitment and induction of new officers into the Civil Service	<ul style="list-style-type: none"> 933 Officers recruited and inducted into the Civil Service 1559 Officers recruited and inducted into the Civil Service 1212 Officers recruited and inducted into the Civil Service 	Reduced cost and time as well as the human interface in the recruitment process
		Rejuvenation of the Celebration of Civil Service Week and extension of the Awards regime to other staff	<ul style="list-style-type: none"> Initiated the plan for the celebration Undertook the celebration. 84 Officers awarded Undertook the celebration. 94 Officers awarded 	<ul style="list-style-type: none"> Improved Civil Service collaboration with key stakeholders and clients Improved service delivery and maximum awareness created on the Civil Service
8.	Ministry of Agriculture (MOFA)	Planting for Food and Jobs	<ul style="list-style-type: none"> A total of 305, 000 MT of fertilizers were supplied to farmers A total of 9,798 seeds and 150,000 bundles of cassava distributed Beneficiary farmers registered for the 	Improved growth in the agricultural produce and economic livelihood for stakeholders in the sector value



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No.	Ministry	Policy	2017 – 2020	Impact /Outcome
			<p>PFJ was 577,000</p> <ul style="list-style-type: none"> A total 342,200 MT of fertilizer was targeted to supplied to farmers Certified seeds supplied increased to 15,800.3 MT Beneficiary farmers increased to 861,044 A total of 388,113 MT of fertilizers distributed to farmers Certified seeds supplied to farmers increased from 18,333MT in 2019 to 28,282 MT as September 2020 Beneficiary farmers under the PFJ campaign increased to 1,478,830 	chain
9.	Ministry of Aviation	Review of Aviation Policy (2008) and Development of Aviation Master Plan	<ul style="list-style-type: none"> Completed evaluation of Expression of Interest (EOI) and approval received from Entity Tender Committee (ETC) on EOI evaluation report. World Bank through the Ghana Tourism Development Project (GTDP) agreed to fund the project. Processes initiated to access the funds to implement the exercise 	Improved aviation safety management
10.	Ministry of Business Development	National Entrepreneurship Policy	<ul style="list-style-type: none"> Draft policy completed for stakeholder consultation Draft Policy finalized and submitted to Cabinet for approval Implementation of Policy in collaboration with the Ministry of Trade and Industry 	Integrated national support for start-ups and small businesses
11.	Ministry of Chieftaincy and Religious	Draft Bill on Christian Pilgrimage	<ul style="list-style-type: none"> Cabinet requested submission of policy on pilgrimage for consideration and approval 	Regulated and well-coordinated Christian



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No.	Ministry	Policy	2017 – 2020	Impact /Outcome
	Affairs		<ul style="list-style-type: none"> Stakeholder consultations held on the Bill Draft Bill Developed and validated. Directive on Christian Pilgrimage to be implemented and strengthened to make facilitation easier 	pilgrimage
12.	Ministry of Communication	<ul style="list-style-type: none"> Strengthening the Capacity of NITA Amendment of Ghana Meteorological Agency Act (GMet Act) National Cyber Security Policy 	<ul style="list-style-type: none"> Initiated a restructuring and regulatory functions to strengthen NITA and ensure compliance with Electronic Transactions Act. Standards were drafted to facilitate the licensing, accreditation, and registration of IT related activities. A portal was developed for registration and certification of IT personnel and Companies. Ghana Meteorological Agency (Amendment Act) Act 682 was passed National Cyber Security Policy and Strategy, developed in 2016 undergoing review 	<p>Strengthened and well-positioned NITA for effective and efficient service delivery</p> <p>Regulated meteorology and cyber security in the Country</p>
13.	Ministry of Employment and Labour Relations	National Labour Migration Policy	<ul style="list-style-type: none"> Draft National Labour Migration Policy developed and submitted to Cabinet for approval National Labour Migration Policy (NLMP) approved. 	Improved and harnessed benefits of labour migration for socio-economic development
14.	Ministry of Energy	Availability of Clean, Affordable and Accessible Energy	<ul style="list-style-type: none"> Total installed capacity increased from 4,472MW in 2017 to 5,064MW in 2018 Total installed capacity increased from 4,743MW in 2018 to 5,273MW in 2019 Total installed capacity increased from 4,743MW to 5,043MW with a dependable capacity of 4363 MW in 	Reliable power source for domestic and commercial use for national development



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No.	Ministry	Policy	2017 – 2020	Impact /Outcome
			2020.	
15.	Ministry of Environment, Science, Technology and Innovation (MESTI)	National Plastics Management Policy and Implementation Plan	<ul style="list-style-type: none"> • Draft Management Policy and implementation Plan developed • Draft Management and Policy implementation submitted to Cabinet • Cabinet approved the National Plastics Management Policy and its accompanying Implementation Plan 	Managed rapidly growing plastics pollution in Ghana
16.	Ministry of Health (MoH)	National Health Policy	<ul style="list-style-type: none"> • National Health Policy drafted, stakeholder validation held and document finalized. • National Health Approved by Cabinet. • National Health Policy disseminated to stakeholders 	Enhanced healthy and preventative living while preventing pollution of the Ghana people
17.	Ministry of Information (MoI)	Right to Information Act	<ul style="list-style-type: none"> • RTI Bill referred to the joint committee on constitutional legal and parliamentary affairs and communication • RTI Bill passed into Law • The Information Services Department commenced the implementation of Right to Information Act, recruited and posted Ninety-five (95) RTI officers 	Equipped citizens for productive contributions to national discourse Improved transparency and accountability for national development
18.	Ministry of Inner-City and Zongo Development (MICZD)	Zongo Development Fund Regulations	<ul style="list-style-type: none"> • A draft of the Zongo Development Fund regulations forwarded to the OAGMOJ for vetting • The OAGMOJ completed review of the draft legislative instrument and presented to parliament • Zongo Development Fund Regulations completed 	Regulated and empowered Zongo communities in Ghana
19.	Ministry of Local	Births and Deaths Act,	<ul style="list-style-type: none"> • Consultation completed on revised Births and Deaths Bill for passage 	Regulated Births and Deaths



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No.	Ministry	Policy	2017 – 2020	Impact /Outcome
	Government and Rural Development (MLGRD)	2020	<ul style="list-style-type: none"> • Passage of the Births and Deaths Bill into Births and Deaths Act, 2020, (Act 1027) 	activities for national development
20.	Ministry of Trade and Industry (MoTI)	The One District One Factory Initiative	<ul style="list-style-type: none"> • 12 factories had commenced operations while 146 were at various stages of completion • Evaluation of One District One Factory Initiative • Evaluation of One District One Factory Initiative report completed and submitted to cabinet. 	Improved industrialized employment opportunities for all
		African Continental Free Trade Area (AfCFTA)	<ul style="list-style-type: none"> • Ghana was selected by AU heads of state to host the AfCFTA • MoTI established the AfCFTA Secretariat at the African Trade House in Accra 	Boosted African start-up ecosystem by creating the biggest Free Trade Area in the world Ghana leveraging on hosting the Secretariat
21.	Ministry of Education	Improving Secondary Education and Free Senior High School policy implementation	<ul style="list-style-type: none"> • Increased enrolment from 74%-85% through the free SHS programme • 804 structures in Secondary Schools constructed. • Continued the free SHS programme • 1,011 senior high school infrastructures initiated and 492 projects completed • First batch of the free SHS graduates graduated with 65.24% pass. 	Increased enrolment and retention for all in secondary education
22.	Office of the Senior Minister	Management of Public Sector Reforms	<ul style="list-style-type: none"> • Received Cabinet approval for the National Public Sector Reform Strategy (NPSRS) • Strategy was launched for implementation. 	Improved efficiency and accountability in the delivery of key public



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No.	Ministry	Policy	2017 – 2020	Impact /Outcome
			<ul style="list-style-type: none"> Fulfilled all requirements for financing the strategy Procurement of 6 minivans for the Vehicle and Driver and Vehicle Licensing Authority (DVLA), 2 Toyota Land Cruiser Prados and 2 Toyota Fortuners for Ministry of Monitoring and Evaluation (MOME) as a support to monitoring and evaluation activities in the public service. Additionally, two (2) Land Cruiser Toyota Prados, two (2) Toyota Fortuners, one (1) Toyota Hilux Pickup and two (2) Honda HRV saloon cars procured for the OSM, OoP to augment its fleet of cars for effective project implementation 	services to citizens and firms.
23.	Office of the Attorney General and Ministry of Justice	Digitization of Company Registration Process	<ul style="list-style-type: none"> 77, 294 businesses registered 88,101 businesses registered 104,688 companies registered 	Improved efficiency in registration of businesses for national development
24.	Ministry of Lands and Natural Resources	Addressing illegal mining	<ul style="list-style-type: none"> Provided Alternative Livelihood within Illegal Mining Communities 600, 587 oil palm seedlings procured, nursed and distributed to beneficiaries Restructured the Mining Sub-Sector for Efficiency and Responsible Mining created over 126,220. 	Restored vegetation and ecosystem while improving livelihoods of Ghanaians
25.	Ministry of Gender, Children and Social Protection	Social Protection and Development	<ul style="list-style-type: none"> LEAP households increased from 213,044 to cover 407, 671 households LEAP households expanded to exceed the target of 350,000 to cover 407,620 households LEAP households expanded to 335,013 	Reduced poverty and inequality and promoting inclusive growth



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No.	Ministry	Policy	2017 – 2020	Impact /Outcome
			extremely poor households	

6.2. Challenges in the Civil Service (2017-2020)

The annual reports submitted by sector Ministries and Departments revealed recurring challenges over the period under review. These challenges include, poor remuneration and conditions of service, logistical constraints, untimely release of budget funds, inadequate budget support, inadequate office and residential accommodation, encroachment of lands, political administrative interface and high cost and unstable Internet Connectivity across the Civil Service.

The persistence of these challenges has posed threats to sustainability of service delivery standards.

Table 6. 2: Summary of challenges over the period (2017-2020):

No.	Challenges (2017-2020)	Effect
1.	Poor Remuneration and Conditions of Service	Low morale and frustration of Officers in the Civil Service
2.	Logistical Constraints	Difficulty in the performance of key tasks of the Service to support the agenda of government
3.	Untimely / Delayed Release of Budget Funds	Inability to implement planned programmes to support the government agenda
4.	Inadequate Funds for the Ministries and Departments (MDs)	Inability to implement planned programmes to support the government agenda
5.	Inadequate office accommodation/ Limited Office Space and its impact on posting	Difficulty in attaining productivity and improving performance due to unconducive work environment
6.	Inadequate residential accommodation	Difficulty in attaining productivity and improving performance as a result of time and cost of commuting to the office and dealing with residential challenges.
7.	Encroachment of Lands	Lack of access to lands for developmental projects and difficulty in accounting for assets of the Service



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8.	Political administrative interface	Lack of clearly defined roles to ensure effective collaboration between the political and the Civil Service.
9.	High Cost and Unstable Internet Connectivity	Difficulty in the performance of key tasks of the Service to support the agenda of government

6.3. Recommendations

The challenges faced by the Civil Service over the years have militated against the effective and efficient implementation of planned programmes and projects. It is recommended that Government:

- Takes drastic actions towards the improvement of the Civil Service remuneration and conditions of service,
- Provides adequate public sector infrastructure such as office space, residential accommodation,
- Ensures the provision of stable and reliable internet connectivity of adequate bandwidth,
- Adopts practical procedures for timely release of approved budgetary funds to ensure effective implementation of Government flagship programmes and the delivery of services, and
- Provides adequate resources for effective implementation, monitoring and evaluation of policy outcomes.

6.4. Conclusion

The role of the Civil Service in the initiation and implementation of Government policies have yielded great benefits to nation building over the years. It is relevant to note that the successes of Government agenda are largely linked to its effective coordination with the Civil Service. Nonetheless, the challenges identified as a Service over these four-year period (2017 to 2020) are largely repetitive for which the Government must pay critical attention to, to ensure improved service delivery.



7.0. CHALLENGES, RECOMMENDATIONS AND FORWARD LOOK

This section of the report outlines the challenges, recommendation and provides the projections of the Civil Service for 2021.

7.1. Challenges

As a public service organization, the Civil Service continues to face numerous challenges in the execution of its mandate though it has made significant strides in achieving its targets. A significant number of these challenges are recurring and sometimes emanate from unresolved ones.

The following were some of the challenges identified in the various categories in the year under review. These challenges need to be addressed to enable the Service achieve its purpose.

7.1.1. Social**Covid-19 Pandemic and the consequent effect on work processes**

The emergence of the Covid-19 pandemic and the need to restrict movement of persons as well as measures on social distancing protocols caused major disruptions to the operations of the Service. The directive issued by the Head of Civil Service to implement the ‘Flexible working hours’ as a response to mitigate the spread of the pandemic at the workplace, affected the agility of workflow in several organizations especially during the inception of the directive.

Staff working from home was one measure adopted by the Service to avoid over-crowding in the offices and generally at the workplace. One of the bottlenecks that comes with home-based work is limited supervision of staff resulting in delays or failure to deliver work outputs. In addition, critical meetings, conferences and auditing activities relevant to the attainment of deliverables of the Ministries/Departments either reduced or halted.

Additionally, inadequate IT infrastructure to support the virtual working system was a major setback. Most institutions had outdated facilities and some staff had little knowledge in the use of the technology associated with virtual working systems. This resulted in the slow pace of work and attainment of work deliverables considerably.

7.1.2. Economic**a) Poor Remuneration and Conditions of Service**

The specific objectives of the pay policy as stated in Section 3.3 of the Government White Paper on the Single Spine Pay Policy (SSPP) explicitly require that jobs within the same job value



range are put within the same pay range (i.e., equal pay for work of equal worth). The Hon. Senior Minister was mandated by H. E. the President to constitute a committee to review the proposed Conditions of Service for the Civil and Local Government Service staff. The process was also expected to address discrepancies in the remuneration of career and appointed Chief Directors. Several meetings were held at which the principles and justification for the review was accepted and further comments solicited from two (2) members of the Public Sector Joint Standing Negotiation Committee (PSJSNC); the Ministries of Finance and Employment and Labour Relations. However, the committee could not complete its work because of the challenges associated with the Covid-19 pandemic.

b) IT Digital Infrastructure and Logistical Constraints

In the wake of the Covid-19 pandemic, Ministries and Departments struggled to catch up with workflow within and out of office due to inadequate logistics. The work culture, now more than ever, has shifted towards working in the digital space. The lack of IT/Digital infrastructure, which includes computers, printers, scanners, internet access, software and other accessories, makes it difficult for many Ministries and especially the Departments to catch up with changing work culture.

In addition, the inadequacy of office stationeries, vehicles and fuel for carrying out official duties slowed down the execution of task, which in turn affected the delivery of services.

c) Delayed Release of Budgetary Allocation

The implementation of programmes and projects by Ministries and Department is largely dependent on the releases of budget from the Ministry of Finance. The untimely release of funds has become a cyclical setback, which makes it difficult for Ministries and Departments to meet their financial obligations. This is usually the case with the first and fourth quarter releases, which compels Ministries and Departments to rollover programmes and projects, adversely affecting the timelines of service delivery.

The challenges for the period were worsened by the outbreak of the COVID-19 Pandemic and this provided a negative outlook for the subsequent quarters as well.

d) Inadequate Financing

Ministries and Departments were challenged with inadequate budgetary allocations for the implementation of their annual activities. This situation largely accounted for their inability to meet the set targets. Allocation of funds for capital expenditure to some institutions was very minimal and this led to their inability to procure items that will enable the smooth running of their organisations.



7.1.3. Infrastructure

a) Limited Office Space and its impact on posting

With an increasing need to augment the staff strength of the Ghana Civil Service, Ministries and Departments were challenged with inadequate office space for newly recruited officers. The over-crowding of offices and sharing of desk/work space is a common phenomenon that permeates across the Civil Service. The phenomenon of inadequate office space serves as a disincentive and creates a lot of discomfort for staff at the office.

b) Inadequate Residential Accommodation

The residential facilities available for staff of the Civil Service are woefully inadequate. In addition, the few facilities available have not been renovated in several years resulting in their deplorable conditions. This compels majority of Staff to live in self-rented apartments, which are mostly remote from the ministerial enclave. The arduous journey and cost of commuting from such remote locations to work also impedes productivity at the workplace.

c) Encroachment of Lands

The issue of encroachment and litigation on institutional lands continues to be a major challenge in the Civil Service. For instance, the Institute of Technical Supervision and the Government Secretarial School have parts of their lands encroached on as a result of inappropriate documentation of government lands and payment of compensation for stool lands.

7.1.4. Administration

Political administrative interface

The imposition by Political heads of Ministries for the suspension or removal of Chief Directors, Heads of Departments, Directors and other staff without recourse to laid down administrative processes and structures affected work in the Service and created industrial tensions.

The intrusion of Special Advisors / Special Assistants into mainline functions of the Civil Service has disrupted smooth flow of work and accountability.

7.2. Recommendations

To deal with the aforementioned challenges, the following are recommended for consideration and necessary action.



7.2.1. Social**Impact on Covid-19 on work processes**

The implementation of the flexible working schedule is one of the effective measures to ensure business continuity and minimize the spread of the Covid-19 pandemic. However, the implementation of the flexible working schedule policy came with its associated challenges that affected targets for the year. In order to forestall these, the following are recommended:

- Provision of adequate digital infrastructure by government to the various Ministries and Departments to enhance the flexible working arrangement. Adequate provision should be made in the 2021 mid-year supplementary budget and subsequent budgets to support this effort.
- Provision of stable and reliable internet connectivity from NITA
- Continuation and increase of funds for centralized training for all Civil Service staff in respect of digital literacy training of new software required for the new dispensation.
- Centralized support from Government for the operationalization of the full component of the Smart workplace software to all Ministries and Departments in the Civil Service.

7.2.2. Economic**a) Expeditious release of budgetary funds**

A major step towards improving productivity within the Service is the release of approved budget to correspond with the actual budget of the various Ministries and Departments.

The Service recommends that government through the Ministry of Finance expedite the timely and adequate release of budgeted funds for the Ministries and Departments.

b) Poor Remuneration and Conditions of Service

The disparity in salary levels between the Civil Service and other Public Service Organizations continue to widen contrary to the Section 3.3 of the Government White Paper on the Single Spine Pay Policy (SSPP).

It is recommended that government as matter of urgency to complete the processes started by the Office of the Senior Minister on an upward review of the remuneration and Conditions of Service for staff of the Service.

c) Logistical Constraints

To re-enforce high performance, there is the need for government to provide some financial allocation for improvement in IT/Digital infrastructure and systems, procurement of vehicles and other logistics to facilitate efficient work processes.



7.2.3. Infrastructure

a) Encroachment of Lands

On the encroachment of government lands and properties, the Civil Service recommends that a team/committee comprising relevant state agencies be constituted to review, reclaim, and secure all lands of the Service. In addition, efforts should be employed to provide adequate compensations to affected victims who have genuinely been disadvantaged because of the reclamation of government lands.

b) Limited Office Space and its impact on posting

The existential threat of limited office space becomes glaring now than never. The existing structures have not been expanded to accommodate the increasing staff of the Service resulting in overcrowded offices.

There is, therefore, the need to revisit the redevelopment and possibly restructure the Ministerial Enclave to enhance smooth government business.

c) Improvement in Information Communication Technology

The Service recommends that government retool the Ministry of Communication and NITA by providing the needed funding to improve internet accessibility and anti-cybercrime systems to protect government documents and work processes in a Civil Service that has transitioned into using the smart workplace.

7.2.4. Administration

Political administrative interface

The Civil Service recommends that there is the need for stronger coordination and definition of roles between political appointees and Civil servants in the execution of government policies and programmes. This will defuse the impression that political appointees are taking over the work of Civil Servants.

7.3. Forward Look

The Civil Service continues to strive to support the government in the implementation of the national agenda. In this regard, the Civil Service will continue to undertake sector policies related to the implementation of the following programmes and projects in 2021.



7.3.1. Administration Sector

Administratively, the Civil Service will embark on the following:

- Facilitate transitional matters as it relates to ministerial realignment and restructuring,
- Review the Civil Service Legislative Framework,
- Facilitate the processing of remuneration and conditions of service of Civil Service staff,
- Facilitate Civil Service Council's interactions with new Political Heads of Ministries,
- Commence the recruitment and online promotion processes for 2021,
- Implement Assets Transfer Management Framework,
- Organise 2021 Civil Service Week to improve Civil Service and stakeholder interface,
- Intensify the implementation of the RTI Law across public institutions,
- Facilitate the introduction of the Broadcasting Bill in accordance with the 1992 Constitution,
- Migrate from machine readable passports to biometric passport by all Ghana Missions abroad,
- Establish Passport Application Centres (PACs) in four of the six newly created regions,
- Undertake periodic visits to the Ministries to track the implementation of Cabinet decisions, and
- Strengthen Independent Governance Institutions to perform their functions effectively.

7.3.2. Economic Sector

Under the economic sector, the Civil Service will implement the following:

- Prepare 2021 and 2022 Budget Statements and Economic Policy,
- Prepare 2022-2025 Sector Medium Term Development Plan,
- Finalise the Digital Economy Policy (Review of the ICT4AD Policy, 2003).
- Promote the “See Ghana, Eat Ghana, Wear Ghana, Feel Ghana” campaign, and
- Facilitate the promotion of “Heritage Tourism” in 2021 and beyond,
- Promote tree crop development through the planting for export and rural development,
- Continue to procure and distribute improved seeds, planting materials and fertilizers to beneficiary farmers at subsidized prices.



7.3.3. Social Sector

Under the Social Sector, the Civil Service will undertake the following in the ensuing year:

- Implement the provision of Immigration Service Act, 2016 (Act 908);
- Ensure sustainable affordable, equitable and easily accessible healthcare services,
- Facilitate the improvement of the management of education,
- Operationalize the National Integrated E-waste Programme,
- Implement the provisions of Labour Migration Policy, and
- Accelerate the construction of Primary Secondary and Tertiary facilities.

7.3.4. Infrastructure Sector

The Infrastructure Sector hopes to achieve the following in the ensuing year:

- Review the Road Traffic Regulations, 2012, L.I.2180,
- Facilitate the re-development of the Accra International Conference Centre (AICC),
- Strengthen forest plantation establishment, restore the degraded landscape and implement the National Afforestation Programme,
- Implement the Forest Law Enforcement, Governance and Trade (FLEGT) Licensing System, and
- Facilitate the development of key railway lines in the country: sections of the Western and Eastern Railway Line on Standard Gauge,

Appendix 1 of this report provides details of activities to be undertaken by the Sector Ministries in the achievement of their mandate in 2021

7.4. Conclusion

In a period of the Covid-19 pandemic, the Ghana Civil Service has defied all odds that could have challenged government business and adapted to the “new normal” of ensuring business continuity as the main administrative and bureaucratic machinery of state. This notwithstanding, there is the need for government and relevant stakeholders to give attention to the aforementioned challenges for which many of them are recurring.

A careful consideration and resolution of the challenges outlined will be an additional boost to enable the Civil Service effectively deliver on its mandate of policy formulation, coordination, monitoring and evaluation.



APPENDIX 1: MDAs PROGRAMMES AND ACHIEVEMENTS FOR 2020**1.0. MINISTRY OF AGRICULTURE (MOFA)**

The Ministry of Agriculture (MOFA) is the lead agency responsible for developing and executing policies and strategies for the development of the agriculture sector. Policies and programs within MOFA are implemented using the decentralized structures at the regional and district levels.

The political and bureaucratic heads of the Ministry over the period were as follows;

- | | |
|---------------------------------|-------------------------------|
| • Sector Minister | -Hon. Dr. Owusu Afriyie Akoto |
| • Minister of State | -Hon. Dr. Gyiele Nurah |
| • Deputy Minister | -Hon. Kennedy Osei Nyarko |
| • Deputy Minister (Annual Crop) | -Hon. Dr. Sagre Bambengi |
| • Deputy Minister (Perennial) | -Hon. George Boahen Oduro |
| • Ag. Chief Director | -Mr. Robert Patrick Ankobiah |

1.1. Agencies of the Ministry**Sub-Vented Agencies**

The sub-vented agencies under MOFA include:

- Ghana Irrigation Development Authority (GIDA);
- Grains and Legumes Development Board (GLDB);
- Irrigation Company of Upper Region (ICOUR);
- National Buffer Stock Company (NAFCO); and
- Veterinary Council.

1.2. Sector Achievements

The sector achieved the following;

A. Fertilizer and seeds Subsidy to Farmers under Planting for Food and Jobs (PFJ)

The primary focus of the government in subsidizing inputs (certified seeds and fertilizer) for farmers is to provide an incentive for adoption of new technologies such as the use of improved seeds and blended fertilizers to increase food production. Certified seeds supplied to farmers increased from 18,333MT in 2019 to 28,282 MT as at September 2020. 388,113MT of fertilizers was distributed to farmers as of September 2020 under the PFJ programme as compared to 331,347 MT of fertilizer distributed in 2019. The beneficiary farmers under the PFJ campaign as at September 2020 was 1,478,830 (females constituted 25%).



A. Planting for Export and Rural Development and Rearing for Food and Jobs

The Planting for Export and Rural Development (PERD) is a decentralised National Tree Crop Programme, which seeks to promote rural economic growth, diversify export earnings and household income of rural farmers through provision of certified improved seedlings of selected perennial crops and support services. To oversee the development of the tree crops sub-sector, the Tree Crop Development Authority Act (Act 1010) was passed in 2019.

The contract for the supply of the farm animals and birds for rearing for food and jobs was signed and 66,000 (13%) birds were distributed.

B. Horticulture module- Greenhouse Villages

Under the Greenhouse module of the PFJ, three Greenhouse training centres with commercial components have been established on five-hectare land each at Dawhenya, Akumadan and Bawjiase. 417 graduates were trained in greenhouse vegetable production at all three centres. 190 of them had the opportunity of benefiting from the paid internship in the Kibbutz in Israel.

C. Promote Agricultural Mechanization

The Ministry, under a Czech Republic Credit facility took delivery of simple hand-held farm equipment worth €10,000,000. These include 300 global multi-purpose mini tractors with various accessories and 220 Cabrio compact tractors with accessories such as rice reapers, rice threshers and chemical applicators. The equipment is being sold to small/medium scale farmers across the country at 40% subsidy. The Ministry has taken delivery of 1,000 rice harvesters (Rice Cutters) and 700 multifunctional threshers from China for distribution to rice farmers.

D. Irrigation Development

Under the development of irrigation infrastructure, small earth dams have been constructed in the Northern, Upper East, Upper West and Savannah Regions to provide easy access to water for domestic use and all year-round cropping. 11 out of the 14 small earth dams had been completed. The Tamne phases II, Mprumen phases II, rehabilitation and expansion of existing schemes at Tono, Kpong Irrigation Schemes and Kpong Left Bank Irrigation Project are also at various stages of completion.

E. One District One Warehouse

In support of the “One District One Warehouse” intervention, the Ministry initiated the construction of thirty (30) warehouses in addition to 50 warehouses being constructed by the Ministry of Special Development Initiative (MSDI). To date, twenty-one (21) out of the 30 warehouses are completed. The remaining 9 were scheduled for completion by December 2020. These initiatives will make available about 80,000MT of storage capacity to accommodate anticipated increase production under PFJ. This will increase the grain storage capacity from 23,000 MT in 2016 to 51,000 MT by 2020.



F. Extension Home and Farm Visit

Agricultural Extension Agents (AEAs) assisted in monitoring PERD fields, RFJ programme, and mounted disease surveillance, and vaccination of livestock among others. The number of farmers visited by AEAs through the Home and farm visits in 2020 increased by 12% (from 1,110,904 in 2019 to 1,246,333) as at September 2020. In addition, wellington boots, uniforms, and motorbikes were purchased and distributed to the various regions to enhance extension work.

1.3. Sustainable Development Goals (SDG)

The main Sustainable Development Goals (SDGs) that the Ministry's activities contributed included: Goal 1 - End poverty in all its forms and everywhere and Goal 2 - End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

1.4. Flexible Working Hours

The Ministry implemented the flexible work schedules for officers by allowing directors and their deputies to be at work daily while junior and other supporting staff reported to work twice in a week. Zoom platforms and emails were used to facilitate remote work and meetings.

A potential weakness was the limited working spaces for staff, which made it difficult to observe the social distance protocol. The use of virtual platform for meetings and the need to conduct a survey to ascertain the effects of COVID-19 in service delivery are some best practices that can be replicated. The most successful approach was the use of duty roster to organize the shift schedule.

1.5. Financial Performance

Table 4: 2020 Financial Performance (January-September 2020)

SOURCES OF FUND	APPROVED BUDGET (GHC) A	RELEASES (GHC) B	ACTUAL EXPENDITURE (GHC) C	VARIANCE (A-B)
Compensation of Employees	86,319,789.00	60,646,285.02	60,646,285.02	25,673,503.98
Goods and Services	264,627,148	544,089,396.61	480,273,989.93	(279,462,248.61)
Capex	-	189,677.40	475,520.03	(189,677.40)
NON-ROAD FUNDS	-	100,000,000.00	-	(100,000,000.00)
ABFA	225,978,000.00	75,406,617.61	66,489,191.82	150,571,382.39
IGF	3,566,184.00	2,183,758.97	1,587,636.09	1,382,425.03
DONOR FUNDS	384,640,448.00	376,044,730.33	274,383,282.67	8,595,717.67
TOTAL	965,131,569	1,158,560,465.94	883,855,905.56	(193,428,896.94)



1.6. Challenges

The challenges that affected the implementation of activities are;

- **Input Distribution under Planting for Food and Jobs (PFJ)**

COVID-19 pandemic in 2020 affected input distribution under PFJ due to restrictions that were imposed as a measure to control the spread of the virus.

- **Delay in the release of funds**

Delay in release of funds coupled with reviewed work plans because of COVID-19 affected activity implementation.

1.7. Forward Look

Below proposed plans for the ministry in the ensuing year.

- In 2021, the Ministry under Planting for Food and Jobs (PFJ) Programme will continue to procure and distribute improved seeds, planting materials and fertilizers to beneficiary farmers at subsidized prices.
- Under the Rearing for Food and Jobs, small scale chicken processing units for 35 districts will be procured, the construction of 11 livestock housing units will be completed, and 11 boreholes irrigated pipe networks for 11 breeding stations will be developed. Additionally, the Ministry will procure and distribute 14,000 improved breeds of small ruminants and 18,000 grower pigs to farmers on credit in-kind basis. Further, the government will procure and distribute 105,000 guinea fowls, 5million day old chicks, 20,000 kuroilers to farmers at 50% subsidy.
- Promotion of tree crop development through the planting for export and rural development will be pursued.
- Complete ongoing irrigation projects, identify and construct other irrigation facilities to support production.

2.0. MINISTRY OF AVIATION (MoAv)

The Ministry was established to initiate and formulate aviation policies for the development of the Aviation Industry in Ghana.

The Ministry was headed by politically and bureaucratically by the following;

Minister	-	Hon. Joseph Kofi Adda
Deputy Minister	-	Hon. Yaw Afful
Ag. Chief Director	-	Ms. Christina Edmund

2.1. Agencies of the Ministry

The Ministry has the following Public Service Organisations

- Ghana Civil Aviation Authority (GCAA)
- Ghana Airports Company Limited (GACL)

2.2. Sector Achievements

Key achievements implemented by the Ministry are outlined below;

A. Establishment of A Home-Based Carrier

The Ministry planned to establish a Home-Based Carrier with private sector participation to provide domestic, regional and intercontinental services to improve connectivity and provide the travelling public with choices coupled with the accompanying job creation. In 2019, a Memorandum cataloguing milestone undertaken with financial implications was submitted for the consideration and approval of Cabinet and it was expected that by end of year 2020, selection of a Strategic Partners would be finalized.

During the year under review, Government signed a Memorandum of Understanding (MoU) with EgyptAir Holding Company as strategic partners and discussions are currently on-going in addition to other strategic investors to operationalize the Home-Based Carrier.

B. Review of Aviation Policy (2008) and Development of Aviation Master Plan

In order to develop a blue print to guide the systematic development of the sector, activities continued for the review of the existing Aviation Policy (2008) and to develop an Aviation Master Plan. In 2019, the Ministry with support from its annual budget, completed evaluation of Expression of Interest (EOI) and received approval from Entity Tender Committee (ETC) on EOI evaluation report. However, due to inadequate budgetary allocation to the Ministry, in 2020, external funding was sourced to undertake the project. During the year under review, the World Bank through the Ghana Tourism Development Project (GTDP) agreed to fund the project. Processes were thus initiated to access the funds to implement the exercise.

C. Establishment of an Independent Aircraft Accident and Incident Investigation and Prevention Bureau

To enhance safety and security at the airports and airspace, the Ministry planned to transform the Accident Investigation Bureau (AIB) Unit created in 2019 into an Autonomous Body that will be



responsible for investigating aircraft accidents in Ghana including the Accra Flight Information Region (FIR). During the year under review, Parliament passed the Aircraft Accident and Incident Investigation and Preventive Bureau Act, 2020, Act (1028) that effectively creates the AIB as an autonomous body to operate as an Agency under the Ministry. A permanent office has been secured and fully furnished. Two (2) Staff from the ministry have been seconded to the AIB and processes initiated to constitute the Governing Board and appoint Officers to man the Bureau.

D. Facilitation of “Airports Council International (ACI) Airport Health Accreditation” for Kotoka International Airport (KIA)

Airport Council International (ACI), Africa announced KIA as the 2nd Airport in Africa to receive the ACI Airport Health Accreditation Certificate. This is in recognition of the implementation of the recommended health measures in the ACI Aviation Business Restart and Recovery guidelines and the ICAO Council Aviation Recovery Task Force (CART) Recommendations, along with industry best practices. This enables airports to demonstrate to passengers, staff, regulators and governments that they are prioritizing health and safety in a measurable and established manner.

E. Expansion of Kumasi (Phase II&III) and Tamale (Phase II) Airports

The scope of works for the Kumasi Airport Phase II involves the extension of the runway from the current 1,981 metres to 2,300 metres, construction of a new terminal building with the capacity to handle 1 million (1,000,000) passengers per year and other ancillary works. As at 2019, construction work was 52% complete and during the year under review work was approximately 78% complete. Further expansion works on Kumasi Airport (Phase III), which involves expansion of the Terminal Building and construction of passenger boarding bridges and other ancillary works was also on-going and about 29.63% complete.

Works at the Tamale Airport Phase II involve the construction of a Terminal building of approximately 5,000m², a multi-purpose facility which can also be used for Hajj purposes when the need arises, access road, car park and other airport facilities.

F. Decoupling of Air Navigation Services (ANS) from Regulator and Construction of a Modern Air Navigation Services Building.

In line with recommended international best practices, work on the decoupling of Air Navigation Services (ANS) provision from Regulation to separate their functions to ensure high safety standards were pursued. In 2019, an In-house Committee completed a Technical Feasibility Studies for consideration by Management and the Board. During the year under review, the Ministry received Executive and Parliamentary approvals for the Air Navigation Services Agency Bill, 2020.

In order to provide state-of-the-art equipment for air navigation services and offices for Air Traffic Controllers and Engineers, construction progressed steadily on the modern Air Navigation Services (ANS) Centre at KIA. The project as at the end of 2019 was 70% complete and during the year under review construction was 90% complete.



2.3. Reforms

The reforms implemented by the Ministry was Digitization of incoming and outgoing correspondence register which has been in existence for the past year. On the status of implementation, the Ministry reported that Data inputting is on-going via Access application. This reform has resulted in a reduced time spent in tracking for retrieval. A key challenge in the implementation of the reform was the lack of dedicated computer. The sees the procurement of a laptop as a mitigating strategy.

2.4. Sustainable Development Goals (SDGS)

SDG 9: Build resilient infrastructure promote inclusive and sustainable industrialization and foster innovation. The indicator for measuring this goal is the passenger and freight volumes, by mode of transport. Over the period, the total passenger number as at Oct, 2020 was 896,739 compared to same period 2019 was 1,929,976 showing a decline of (53.53%). Freight as at Oct, 2020 was 35,912 tonnes compared to same period 2019 was 42,002 tonnes showing a decline of (14.49%)

The impact of the COVID-19 pandemic was a major challenge that resulted in significant drop in aviation business and consequently decline in passenger and freight traffic compared to last year's traffic performance.

The mitigating strategies undertaken by the Ministry were;

- Restoring travellers' confidence
- Promote and facilitate reliefs for airlines and commercial stakeholders to:
- Help ease the effects of the pandemic,
- Prevent potential withdrawal of airlines leading to loss of routes
- Prevent passing on further cost burdens to passengers such as increase cost of travelling.

2.5. Flexible Working Hours

On the implementation of the Flexible working hours to ensure business operations are not compromised, the Ministry ensured management took the decision for all Directors and their Deputies to be at post and worked within the normal stipulated working hours from 8am to 5pm. Three additional staff, that is one from each Directorate and two from the Records and Transport Units were also at post. The remaining members of staff worked from their homes whilst the National Service Personnel were made to proceed on leave during the lock-down, which was, phase one during the lockdown.

Following the easing of the COVID-19 restrictions, the office adopted a staff rotational strategy as the second phase of the flexible working schedule initiative. The Acting Chief Director directed all Directors to prepare and submit staff rotation schedule, which were reviewed every month. Members of staff have since adhered to their schedules in reporting to the office for work. Members' off-duty also work from home as and when the need arises.



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Whilst the flexible working schedule improved coordination within the Ministry, it was noticed that it is an area that requires further work from it to make the needed impact. Besides, lack of adequate Information Technology (IT) infrastructure to enable the smooth running of the office from home was noted. It is evident that, if this is undertaken, the enhancement of the work environment will be realised. Virtual meetings were held from time to time irrespective of whether participants were on or off duty.

The most challenging issue is when members of staff had to buy their own data in an attempt to work from home. Additionally, since about 95% of members of staff did not have laptops but were expected to work from home, it became challenging for them when they had to download bulk documents, review and submit to their supervisors.

Planned budgeted expenditures needed to be revised to accommodate unexpected expenditure such as procurement of nose masks, hand sanitizers among others resulted to the dipping of budget funds.

2.6. Financial Performance

EXPENDITURE ITEM	2020 APPROVED BUDGET	AMOUNT RELEASED TO DECEMBER	ACTUAL EXPENDITURE TO DECEMBER	BUDGET VARIANCE
GOG				
Compensation of employee	1,777,788.00	1,575,405.04	1,575,405.04	202,382.96
Goods/Services	3,252,755.00	2,114,290.75	2,114,290.75	1,138,464.25
Capital Expenditure	1,000,000.00	299,372.81	299,372.81	700,627.19
IGF	00	00	00	00
DEV'T PARTNERS	00	00	00	00
TOTAL	6,030,543.00	3,989,068.60	3,989,068.60	2,041,474.40

2.7. Challenges

The challenges encountered by the Ministry during the period under review were;

a. COVID-19 Pandemic

The impact of the COVID-19 pandemic affected planned programmes and projects set out for the year. Whilst some programme/projects were put on hold, others, which are critical to the survival of the industry, were maintained. Flexible working hours and Microsoft Smart Workplace portal where been introduced to allow some members of staff to work from home. The aviation sector was severely affected.



b. Small Office Space to Accommodate the Increase in Staff Strength

The absence of adequate office space poses a major challenge to the workings of the Ministry. As a result, the Ministry had not been able to have full complement of the four-line divisions for the efficient running of the Ministry.

c. Absence of a Research Statistic and Information Management Directorate

The Research Statistic and Information Management Directorate had not been established due to inadequate space. This has overburdened the current staff as most of them had been given double schedules to make up for the loss in staff numbers. The Ministry of Aviation is working on securing a bigger building to accommodate all the needed staff strength to run the Ministry.

d. Absence of a Project Unit

Absence of a functional Project Unit in the Ministry to coordinate project activities in the sector. This has affected monitoring activities to project sites and difficulties in keeping track of project status with up to date reports on them.

e. Inadequate Office Equipment

Inadequate essential equipment such as long-range vehicles to undertake monitoring activities and computers to all staff to effectively carry-out officials' assignments thereby hindering efficient and effective performance.

2.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2021 outlined are;

- Establishment of a Home-Based Carrier
- Continuation of work on the Phase 2 of the Tamale Airport
- Completion and commissioning of the Phase II of the Kumasi Airport
- Completion and commissioning of the ANS building
- Engagement of a consultant to develop an Aviation Master Plan
- Rehabilitation and Construction of Regional Airports
- Commissioning of the Independent Aircraft Accident and Incident Investigation and Prevention Bureau.

3.0. MINISTRY OF BUSINESS DEVELOPMENT (MoBD)

The Ministry of Business Development (MoBD) was established to formulate and implement policies and programs for the improvement of the entrepreneurial and technical skills of MSMEs particularly the youth. It has a strategic direction in terms of mission and core functions.

The Ministry was headed as follows:

Minister	-	Hon. Awal Mohammed Ibrahim
Chief Director	-	Alhaji Hafiz Adam

3.1. Agencies and Departments of the Ministry

The Ministry has the National Entrepreneurship and Innovation Programme Agency under its watch.

3.2. Sector Achievements

Key achievements implemented by the Ministry are outlined below;

A. Presidential Pitch (Season 3)

To promote the entrepreneurial spirit among the youth towards job creation, the Presidential Pitch season 3 was launched on Wednesday 17th June, 2020 to provide financial support to young entrepreneurs between the ages of 18 to 35 years. The Ministry received about 800 applications out of which Twenty (20) young entrepreneurs were selected and given financial support to develop their entrepreneurial ideas into global business. The support was between GH¢30,000.00 and GH¢70,000.00. His Excellency, the President gave a personal donation of GH¢30,000.00 to the overall winner.

B. Capacity building for staff

In an attempt to strengthen the capacity of Officers to provide quality service and enhance performance, the Ministry sponsored the participation of forty-one (41) staff in Administrative writings and career development programmes.

3.3. Sustainable Development Goals (SDGS)

The activities of the Ministry were geared towards achieving the following:

A. Goal 9 (Target 9.3)

This goal is to increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit. The indicator for measuring the target is Proportion of small-scale industries with a loan or line of credit. The Ministry has so far supported 5,000 start-up businesses and entrepreneurs with funding between 2018 – 2020 as the status of implementation. The challenges encountered by the Ministry is Delay in release of GOG Budgetary Allocations. The strategy adopted to mitigate the challenge is that the Hon. Minister is in discussion with Hon, Minister of Finance to increase budgetary allocation.



B. Goal 8 (Target 8.3)

This goal is to promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation by 2030. The indicator for measuring this target is the proportion of informal employment in non-agriculture employment, by sex.

The status of implementation has over 15, 000 jobs created during these periods. The challenges encountered is the delay in release of GOG Budgetary Allocations. The mitigating strategy is that appeals have been made to private sector to support the Ministry in kind or cash to roll out some of its programmes.

C. Goal 8 (Target 8.5)

The objective of this goal is the full employment and decent work with equal pay. The indicator for measuring this target is the average hourly earnings of female and male employees, by occupation, age and persons with disabilities.

The Ministry supported 600 women entrepreneurs with disability with funding to scale up their businesses thus creating over 1,500 decent jobs as the status of implementation. The challenges encountered is the delay in release of GOG Budgetary Allocations. The mitigating strategy is that appeals have been made to private sector to support the Ministry in kind or cash to roll out some of its programmes.

3.4. Flexible Working Hours

On the implementation of the Flexible working hours to ensure business operations are not compromised, the Ministry ensured officers were scheduled to report at work in turns to avoid overcrowding at the office. The experienced officers were tasked to be present always to ensure the smooth administration of the Ministry whilst other officers take two (2) days off intervals and some come to work once a week. During their off days, they work from home and when necessary, they report at the office to assist.

Even though the flexible working hours' initiative was helpful, officers find it difficult to work from home as a result of non-availability of resources to work with during their off days and this piled up work load on the few officers who reports to work every day.



3.5. Financial Performance

The financial performance of the Ministry over the period was as follows:

Expenditure Item	2019 Approved Budget	Actual Receipts	Actual Expenditure	Variance
Compensation of Employees	971,221	1,108,344.81	1,108,344.81	(137,123.81)
Goods and Services	69,446,408	67,934,253	68,132,313	1,512,155.00
Capital Expenditure	00	00	00	00
IGF	00	00	00	00
DEV'T PARTNERS	00	00	00	00
TOTAL	70,417,629	69,042,597.81	69,240,657.81	1,375,031.19

3.6. Challenges

The challenges encountered by the Ministry during the period under review were;

a. Lack of adequate Office Space

Currently the Ministry is operating in MOTI's annex block located at N0. 12 Haile Selassie Street, which also accommodate some staff of the Ministry of Trade and Industry, Registrar Generals Department and Ministry of Railways and the Rural Enterprise Programme. The Ministry is expected to be fully functional with full complement of staff in 2021, which means more offices will be needed for the additional staff.

b. Financial Challenges

The inadequate budget allocation and delay in release of funds adversely affected the implementation of the Ministry's programmes and activities.

The Hon. Minister is in touch with the Hon Minister of Finance for timely release of funds for the implementation of the Ministry's flagship programmes. Meanwhile, the Ministry has appealed to corporate Ghana to support some of its programmes.

c. Insufficient Human Resource

Inadequate staff especially budget, Audit and experienced senior officers in the Ministry to ensure stability and provide strategic support was a great challenge but with the support of dedicated staff, the Ministry was able to meet its targets sets in its Annual Action plan. The Ministry has requested additional staff from Office of the Head of Civil Service.

3.7. Forward Look

The Ministry's strategic and top priority programmes and projects for 2021 outlined are;

- Window four (4) Presidential Business Support Programme
- Community Business Initiative
- Young Entrepreneurs Excellency Award



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- Presidential Empowerment for Women Entrepreneurs with Disabilities (PEWED)
- Presidential Empowerment for Male Entrepreneurs with Disability (PEMED)
- Dissemination of National Entrepreneurship Policy



4.0. MINISTRY OF CHIEFTAINCY AND RELIGIOUS AFFAIRS (MoCRA)

The Ministry of Chieftaincy and Religious Affairs functions is enjoined to undertake the initiation of policies and implementation; perform coordinating, monitoring and evaluation activities; undertake necessary research for effective implementation of government policies; perform core functions as are incidental for the attainment of objectives presented in the Act.

The Ministry was headed politically and bureaucratically by the following;

Minister	-	Hon. Kofi Dzamesi
Deputy Minister	-	Hon. Paul Essien
Chief Director	-	Mr. Benjamin Afful

1.1. Department of the Ministry

The Ministry has the Department of Chieftaincy as its Civil Service Department.

1.2. Sector Achievements

A. Engagement of Traditional Authorities in the preservation of natural resources

The Inter-Ministerial Committee on Illegal Mining in collaboration with the Ministry of Chieftaincy and Religious Affairs held workshops for Paramount Chiefs and Paramount Queen Mothers in Wassa Fiasa, Wassa Amenfi and Obuasi in the Western and Ashanti Regions respectively. The team further visited the mining communities in these regions as part of efforts to reduce illegal mining and the degradation of the forest.

B. Strengthening Chieftaincy Institution

One of the key priorities of the Ministry was to strengthen the Chieftaincy sector. In order to achieve this feat, the Ministry revised the Handbook on Chieftaincy to incorporate additional materials on chieftaincy and a collection of legal instruments on Chieftaincy.

C. Inter-faith co-existence strengthened

The Ministry produced a draft book of reference material on aspects of chieftaincy and religious activities. The Materials include; instruments on the creation of the six regions; notes on aspects of chieftaincy; stool property, Chieftaincy Regulation and position of chiefs in some Akan areas and Paramountcy's and Traditional Areas of the Regions. All these efforts were geared towards strengthening the chieftaincy institution.

D. Adjudication of Chieftaincy Disputes

Sixty-Six (66) chieftaincy cases representing 14.04% were disposed of in the National House of Chiefs, Ashanti, Brong-Ahafo, Central, Eastern, Greater Accra, Northern, Upper West and Volta Regional Houses of Chiefs. The National House of Chiefs recommended and approved Eight Hundred and Twenty-Two (822) representing 96.14% Chieftaincy Declaration (CD) Forms for entry into the National Register of Chiefs as at 31st December, 2019.

E. Printing of the Chieftaincy Bulletin

The Ministry published and printed the new volume of the Chieftaincy Bulletin for distribution. This is in fulfilment of section 60 of the Chieftaincy Act, 2008 (Act 759).



1.3. Sustainable Development Goals

The sustainable development goals implemented by the Ministry were related to Goal 16 as follows:

- **Target 16.3: Promote the rule of law at the national and international levels and ensure access to justice for all.**

In the period under review, sixty-seven (67) chieftaincy cases representing 7.7% of all cases were resolved. The challenges however were the difficulty with the adjudicatory processes and financial constraints. The Ministry recommends the resourcing of the Traditional Councils, Regional and National Houses of Chiefs to be able to deal with the financial constraints associated with the settlement of disputes.

- **Target 16.6 Develop effective, accountable, and transparent institutions at all levels**

The Ministry reviewed nineteen (19) LIs to stools/skins in the country. The documents are currently at validation stage at the Office of the Attorney General and Ministry of Justice (OAGMJ). Delays caused a major challenge for the implementation of the Target. The ministry recommends the speedy processing of the Legislative Instruments.

- **Target 16.7 Ensure responsive, inclusive, participatory, and representative decision-making at all levels.**

The Ministry held meetings, workshops and seminars with chiefs and queen mothers, inaugurated some traditional councils, reconstituted, and inaugurated the membership of the Regional Houses of Chiefs. The Ministry's buildings projects are at various stages of completion. The Ministry also held meetings with religious bodies to sensitize them on practices that infringes on the rights of adherents and issues that would foster peaceful co-existence among religious bodies.

The challenges were inadequate logistics and COVID-19 restrictions on gatherings; financial constraints, as Capital Expenditure (CAPEX) is very little and lack of association of religious groups with recognized religious body.

1.4. Flexible Working Hours

On the implementation of the Flexible working hours to ensure business operations were not compromised, Management directed that 55% of the work force at the Head Office who constituted junior and senior staff to stay and work from home which reduced the number of work force to an appreciable level. However, Directors and some critical junior and senior staff reported to work daily. Management however, reviewed the directives where junior and senior staff reported to work three (3) times weekly.

Home based work as part of the flexible working hours had supervisors getting in touch with officers through the telephones, e-mails and zoom conferencing.

Management experienced few challenges with delays in data collection and transmission since there were internet challenges. Management's revision of the directives has addressed the data challenges.



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The flexible working hours did not adversely impact on work at the Head Office. However, the COVID-19 adversely impacted on the activities at the Traditional Councils and the Regional Houses of Chiefs.

1.5. Financial Performance

EXPENDITURE FOR THE YEAR 2020 (JANUARY-SEPTEMBER)				
SOURCE	APPROVED BUDGET FOR 2020 GH¢	AMOUNT RELEASED GH¢	ACTUAL EXPENDITURE GH¢	VARIANCE
GOG				
COMPENSATION OF EMPLOYEES	30,965,808.00	21,236,069.99	21,236,069.99	9,729,738.01
GOODS AND SERVICES	3,546,347.00	2,068,538.00	2,068,538.00	0
CAPITAL EXPENDITURE	0.00	961,256.00	961,256.00	0.00
IGF	00	00	00	00
DONOR PARTNERS	00	00	00	00
TOTAL EXPENDITURE	34,512,155.00	24,265,863.99	24,265,863.99	10,246,291.01

1.6. Challenges

The challenges encountered by the Ministry during the period under review were;

A. Effect on COVID 19 on work processes

The Ministry outlined some targets for 2020 out of which some have been achieved and the rest are ongoing or were not achieved. The situation was because of the COVID-19 pandemic, which affected some of the activities of the Ministry. There were issues, which were bureaucratic in nature, which prolonged some of the Ministry's activities.

B. Difficulty with the adjudicatory processes

There were prolonged chieftaincy disputes in some of the Regional Houses of Chiefs. This was because of the wheel of justice, which grinds slowly. This resulted in lot of backlogs of chieftaincy disputes. Unfortunately, these situations kept worsening because each year although



chieftaincy cases were disposed of, additional cases are filed at the Traditional Councils and the Regional Houses of Chiefs.

C. Inadequate Logistics and staffing levels

The Ministry does not have adequate logistics such as computers and accessories, vehicles etc. This poses grave challenge to the Ministry in carrying out its functions. In the area of staffing levels, the Ministry have some gaps in grades such as the registrars' class and sub-professional classes in the Traditional Councils and Regional Houses of Chiefs.

1.7. Forward Look

The Ministry's strategic and top priority programmes and projects for 2021 outlined are;

- Produce a compendium as an aspect of Chieftaincy. This will inform policy, enrich research and provide access to information on chieftaincy and matters relating to chieftaincy.
- Map out sites relevant for local Christian pilgrimage. This will enhance faith, understanding and appreciation of Christian history and its impact on education, health, agriculture and various aspect of life in the country.
- Improve on the participation of Christian pilgrimage, both abroad and locally by implementing the directives on Christian pilgrimage to achieve the purpose of inculcation of faith and values and its influence in achieving national development goals
- Pursue inter faith dialogues, broaden the scope of discussions and collaborative efforts within the overall context of how religion enhance and impact development.
- Undertake research and administer instruments in the codification of lines of succession to stools and skins in the traditional areas
- Develop the framework to enable the identification and compilation of customary laws on identifiable traditional areas, in particular customary laws applicable to each stool or skin.
- Continue with its programme of the application of Alternative Dispute Resolution (ADR) in resolving chieftaincy matters and strengthen the adjudicatory process.
- Inaugurate some traditional councils to enhance the contribution of traditional authorities in the governance process, creation of access for citizen engagement and play critical roles in the spread of development.

5.0. MINISTRY OF COMMUNICATION (MoC)

The Ministry of Communications is charged with the mandate to initiate and develop policies that promote the growth of the ICT sector in Ghana and foster economic development.

The Ministry was headed by politically and bureaucratically by the following;

Minister	Hon. Ursula Owusu-Ekuful
Deputy Minister	Hon. George Andah
Deputy Minister	Hon. Vincent Sowah-Odotei
Chief Director	Magdalene Apenteng (Mrs.)

5.1. Agencies of the Ministry

The Ministry has the following Agencies

- National Communications Authority
- National Information Technology Agency
- Ghana Investment Fund for Electronic Communications
- Ghana Meteorological Agency
- Ghana-India Kofi Annan Centre of Excellence in ICT
- Ghana Post Company Limited
- Postal and Courier Services Regulatory Commission
- Data Protection Commission
- Accra Digital Centre
- National Cyber Security Centre
- Ghana Domain Name Registry

5.2. Sector Achievements

Key achievements of the Ministry were as follows:

A. Strengthening the Capacity of NITA for Efficient and Effective Service Delivery

The Ministry of Communications took steps to strengthen NITA's role to ensure the provision of quality Information Communications Technology; promote standards of efficiency and ensure high quality of service. These included:

- **Restructuring**

The Ministry initiated a restructuring exercise to strengthen the Agency organizationally and financially to solve some human, operational and financial challenges that had been pending for years. The Ministry collaborated effectively with the Public Services Commission for the approval of the NITA IT Scheme of Service. The Ministry also sought and received financial clearance from the Ministry of Finance to recruit 50 critical staff to support the operations of NITA in 2020. As part of the process, a new four-year strategic plan to consolidate the restructuring of NITA has been developed by PriceWaterhouseCoopers with support from the Public Sector Reform Programme.



- **Regulatory Responsibilities**

Work is in progress to enhance the regulatory functions of NITA to ensure compliance with Electronic Transactions Act. To this end, an officer was seconded from the NCA in January 2020 to support the regulatory work of NITA. A consultant was also appointed to draft regulations for the Electronic Transactions Act. In order for NITA to concentrate on its regulatory functions and not be burdened with operations and maintenance, the e-Government infrastructure that was managed by the Agency has been handed over to a private company to manage and they have since commenced operations.

- **Development of Standards**

Standards have been drafted in order to facilitate the licensing, accreditation, and registration of IT Service Providers, IT Products (type approvals), IT Training Institutions and IT Professionals to ensure that IT professionals and companies operating in Ghana provide excellent services.

A portal has also been developed to allow for the registration and certification of IT personnel and Companies. The Agency is planning to reach out to stakeholders for their feedback on these developments to finetune and utilize them.

- **Establishment of an Industry Forum.**

The Electronic Transactions Act, 2008 (Act 775) mandates the establishment of an Industry Forum to discuss pertinent issues and to come up with policy recommendations for the ICT sector. The National Information Technology Agency (NITA) gave effect to the above mandate by organizing two fora with representation from key stakeholders drawn from both the public and private sectors to discuss pertinent issues relating to the Sector.

B. Improving Quality of Radio and TV Transmission in Ghana

The Ministry set out in 2020 to complete all DTT transmission sites, expand the DTT network, provide independent power to the sites, and operationalize the Central Digital Transmission Company Limited (CDTCL). Status of these are as follows:

- **Completion of DTT Transmission Sites**

The Ministry is pursuing the migration from Analogue to Digital Terrestrial Television (DTT) broadcasting transmission nationwide. The DTT Network project was implemented in three (3) phases. Currently, the Headend, the heart of the digital transmission service, and the 42 transmitter sites have been completed.



- **Provision of Independent Power to the Sites**

Due to power fluctuations and its impact on the transmission equipment at the DTT sites nationwide, KNET Ltd has deployed a customized, independent, and stand-alone solar solution proof-of-concept at the Tema DTT site. The intent of the solar solution is to address the challenges presented by the unreliable power provision from the national grid.

A team from the Ministry led by the Hon. Minister visited the solar solution proof-of-concept site and the intent of the visit was to confirm the viability of the solar solution proof-of-concept at the DTT site at Tema and further assess the impact on the operational cost of the entire DTT network. The pilot solar project to power the sites has also been successfully completed and all sites will go green in 2021.

- **Operationalization of the Central Digital Transmission Company Limited (CDTCL)**

Following approval of the DTT policy by Cabinet, the Ministry commenced the process for the implementation of the Digital Switch-On (DSO) programme for the migration from analogue to digital terrestrial television. One of the critical components of the DSO programme was the operationalization of the CDTCL, which managed the DTT infrastructure platform. In May 2020, the Ministry had virtual discussions with ILC Consultants to fine-tune modalities for the operationalization of the company.

The Organizational Structure for the CDTCL has been developed and agreed on with the Public Services Commission. Furthermore, an agreement was reached with the Commission to recruit officers in phases for the company. Renovation of some offices of the Ghana Broadcasting Corporation to be used as offices for the Company also commenced in 2020.

C. Strengthening National ICT and Research & Development (R&D) Capacity

The Ministry of Communications, through the Accra Digital Centre and the Ghana India Kofi Annan Centre of Excellence in ICT, has instituted programmes to ensure the availability of a critical mass of ICT professionals and ICT related R&D Capacity in the country.

- **Accra Digital Centre**

As at end 2019, the Accra Digital Centre allocated 100% of its space and achieved 100% occupancy. Technology Companies, including Information Technology Enabled Services, Business Process Outsourcing Companies (ITES-BPOs) have been on-boarded and given subsidized rents and other forms of support. These Companies include international Tech/BPO companies, Local Tech SMEs, and Start-ups. Cumulatively, five hundred (500) disadvantaged youth in the Greater Accra Region have been trained in Call Centre skills, basic IT training, Microsoft office suite, BPO skills and Digital marketing. Three thousand (3,000) digital and two thousand (2,000) ancillary jobs have been created at the Accra Digital Centre for the youth and vulnerable persons from low-income communities across the three clusters of operations at the Centre. Namely: Innovation Cluster, SMEs Cluster and Big Tech and ITES-BPO cluster.



- **Value Added Services**

This was aimed at providing key support services to technology businesses in the larger ecosystem as well as early and growth stage technology ventures at the ADC. To achieve this, the ADC had set up a business Centre to offer secretarial services to tenant companies and the wider ecosystem.

The Centre had been operationalized to provide Commissioner for oath services, online application for passport, printing, photocopying among others.

- **Operational Support**

The overall objective was to have business processes and systems that are responsive to the operational & business needs of the Accra Digital Centre and its stakeholders.

To achieve the above, ADC migrated successfully unto the government's Smart workplace portal, which ensures efficient and secure email communication among government agencies and key stakeholders.

D. Telecommunications

The Ministry of Communications through the National Communications Authority established a robust framework to assist with its regulatory responsibilities as far as the electronic communications sector is concerned. The NCA, in 2020, planned to continue to play its regulatory role effectively to ensure that the sector operates to the benefit of the citizenry. Achievements over the period included the following:

- **Update of Telecommunications Industry Data from Licensees and Authorisation Holders**

The Authority collected industry data and analysed same to build a comprehensive up-to-date database on activities of the Telecoms industry and to make data on the sector readily available when required. Data forms on services such as Pay TV, Internet Service Providers (ISPs), Infrastructure Tower Companies, International Submarine Cable and National Inland Fibre-Optic Cable were distributed to the service providers. As at the end of the third (3rd) quarter of 2020, fifty-eight percent (58%) of the data forms distributed had been received from the operators.

- **Anti-Fraud Management**

The NCA in collaboration with KelniGVG, from July, 2020 to September, 2020, detected a total of 9032 bypass fraud numbers on the networks of the Mobile Network Operators (MNOs) namely MTN, AirtelTigo, Vodafone and Glo, averaging 3,613 bypass numbers per month during the third quarter of 2020. This represents an increase in bypass numbers by 34.7% when compared to figures recorded in the Second quarter of 2020, which stood at 5895.



E. Securing Ghana's Cyber Space

The Ministry, with support from the NCA and the World Bank, established the National Cyber Security Centre to coordinate cyber security activities both in government and with the private sector; Accession to two important treaties on cyber security i.e. The African Union Convention on Cyber Security and Personal Data Protection (Malabo Convention) and The Convention on Cybercrime (Budapest Convention) which have enhanced Ghana's cooperation with other countries at the policy, technical and operational levels in dealing with cybercrime and cyber security challenges; the launch of a National Cybersecurity Awareness programme to educate Ghanaians on the dangers associated with the use of technology and the need to take cyber security issues serious and the review of our National Cyber Security Policy and Strategy.

In 2020, the Ministry planned to pursue the enactment of the Cybersecurity Bill to establish the Cybersecurity Authority and through the National Cyber Security Centre (NCSC), intensify cybersecurity awareness on fake news, misinformation, as well as hate speech to foster a peaceful election 2020. Achievements in 2020 include the following:

- Cabinet Approval and Passage of the Cyber Security Bill
- Stakeholder engagement for the validation of the National Child On-line Protection (COP) framework
- Establishment of the Security Operation Centres (SOC)
- Organization of Cyber Security Awareness Month (NCSAM)

5.3. Reforms

The reforms undertaken by the Ministry in the year under review were:

The introduction of Smart Workplace has been in existence for the past two years. It has been deployed to all members of staff and staff trained on the use of the system. The impact has been the reduction in the use of paper. The apprehension with the use of technology by staff has been the challenges. The strategy for mitigating this challenge is the continuous training of staff on the system's functionalities.

The Digitization of Birth and Death Registry has been in existence for one year and six months. 12 million records have been digitised at the Births and Deaths Registry as the status of implementation. The impact of the reform has led to more security and safety of births and deaths records; Speedy retrieval of births and Deaths records. There were no identified challenges and mitigating strategy.

The Digitization of the Registrar General's Department has been existence for one year and six months. 6,435,407 records have been digitised out of the 10million records targeted as the status of implementation. The impact of the reform has led to more security and safety of business registration records; Speedy retrieval of business registration records. There were no identified challenges and mitigating strategy.



The E-Parliament reform has been in existence for 3years Six months. The status of implementation has had the eParliament solution deployed; Technical Audit of the system by the Audit Service of Ghana underway to pave way for system launch. The Impact will be measured after the project launch and subsequent use. The challenge encountered was difficulty getting MPs for User training sessions. There was no mitigating strategy identified.

5.4. Sustainable Development Goals

A. SDG 5: Achieve Gender Equality and Empower all Women and Girls.

- Implementation of Girls-in-ICT Initiative

More than 2,710 JHS Girls and 190 Teachers were trained in Basic Computer Skills, Coding and Computer Programming from 2018-2020. The challenge encountered was the difficulty in securing adequate funding for the activity. As a mitigating strategy, the Ministry sourced financial and other resource supports from NCA, GIFEC and identified private sector institutions.

- Miss Geek Initiative/ Entrepreneurial context

This project awarded 3 girls, out of 75 applicants, for producing best ICT initiatives. COVID-19 and the lockdown in March 2020 stalled the progress of the project. However, the ministry adopted a virtual process for implementing the project.

B. SDG 9: Build Resilient Infrastructure, Promote Inclusive and Sustainable Industrialization and Foster Innovation.

The objective of this goal is to build an integrated national ICT infrastructure. A number of 110 out of 248 CICs were innovated and are operational while 30 new CICs were at various stages of completion.

The challenges included the COVID-19 pandemic and the subsequent lockdown and social distancing protocols, Inadequate technical human resource to run the CICs and Lack of ownership by some District & Municipal Assemblies.

5.5. Flexible Working Hours

On the implementation of the Flexible working hours to ensure business operations are not compromised, the Ministry held discussions and agreed that the critical staff of the Ministry, mainly directors and some deputy directors would have to be present in the office at all times but with some flexibility in terms of the timing. Other staff were divided into two groups and benefited from a shift system, alternating on a weekly basis.

The implementation of the flexible working hours' arrangement deepened the use of the Smart Workplace application, which provided staff with all functionalities required to work remotely and in a more flexible manner. Staff who were not physically present in the office at any point in time were required to complete assignments and deliver on time. The continuous use of the



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system has improved the IT skills of staff and made them more efficient in their work. It has also improved time management, evidenced by work delivery and participation in meetings and discussions.

The arrangement also necessitated a virtual approach to working. All planned meetings of the Ministry, especially statutory ones, were held by virtual means. These include Advisory Board Meetings, Sector Review Meetings, Budget Meetings, Entity Tender Committee, and Management Meetings. Participants to these meetings were more punctual.

The flexible working hour arrangement, as implemented by the Ministry, depended largely on the availability and stability of the internet. The internet has been largely stable but has in certain times disrupted meetings. In other instances, participants have tended to focus on other issues other than the meetings, and this has sometimes impacted negatively on the outputs and outcomes of such meetings.

Overall, the arrangement has resulted in a better use of IT tools, reduced stress and improved staff performance and productivity.

5.6. Financial Performance

The financial performance of the Ministry is as below:

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	4,141,390.00	2,704,918.44	2,704,918.44	1,436,471.56
	Use of Goods & Services	1,399,984.00	934,131.99	934,131.99	465,852.01
	CAPEX				
2	IGF				
3	DEV'T PARTNERS (DP) e.g.				
	World Bank	77,888,694.00	83,421,223.85	62,753,335.00	-5,532,529.85
	TOTAL	83,430,068.00	87,060,274.28	66,392,385.43	-3,630,206.28

5.7. Challenges

The challenges encountered by the Ministry during the period under review were;

A. COVID-19

The Government of Ghana put in place various measures including social distancing to curb the spread of the COVID-19 pandemic in the country. This situation greatly impacted the



Communications Sector affecting Revenue Generation, Planned Programmes and Projects, Staffing Arrangements, and Communications as a means of information sharing, service delivery and entertainment. These are presented and summarised below under Economic, Operational and Social Impacts:

- **Economic impact**

Agencies under the Ministry who generate and retain portions of their revenue were hit hard by this crisis. Operations of these agencies was greatly affected by this situation and thereby negatively affected their revenue expectations.

- **Social impact**

Due to the measures put in place by government to curb the spread of the COVID-19, a number of the flagship programmes of the Ministry, that required direct contact with beneficiaries had to be rescheduled. These included the Girls-In-ICT programmes scheduled for three regions, the Miss Geek Programme. By the end of the year, the Ministry was able to organise one out of the three Girls-In-ICT programmes planned. The Miss Geek competition also had to be postponed indefinitely after the initial submission of interests and shortlisting.

- **Operational impact**

The Ministry of Communications and its agencies have had to restructure its working arrangements to ensure that the principle of social distancing is adequately maintained during the discharge of official duties. To this end, a shift system was implemented, with staff, below the grade of Director, rotating on a weekly basis.

B. Financial

Apart from the issue of the revenue shortfalls occasioned by the emergence of the COVID-19 and the associated restrictions, release of budgeted funds delayed and affected the implementation of programmes. Additionally, the Ministry of Communications for the year 2020 was not allocated any funds for capex and therefore could not address some teething issues including the procurement of vehicles for directors.

C. Human Resource

In terms of numbers, the Ministry of Communications has the requisite number of officers to carry out the mandated functions and responsibilities. Agencies that required officers also received financial clearance during the period to recruit new staff. The challenge however is the inability to attract highly skilled IT professionals due to low remuneration in the service. Additionally, postings out of the Ministry tend to affect more senior offices but this is not reciprocated when it comes to posting to the Ministry.

D. Logistics

Logistics including vehicles, computers, printers, photocopiers and scanners, facilitate the work of the Ministry. Even though there has been an improvement since the last report, there is the need to ensure that these tools are available for staff to perform their functions effectively.



5.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2021 outlined are;

- The finalisation of the Digital Economy Policy (Review of the ICT4AD Policy, 2003)
- Review of the Telecom Policy, 2005
- Review of the National Postal Policy, 2009
- Development of ICT Infrastructure and Service Sharing Policy and Strategy
- Finalisation of the Development of Regulations for NITA
- Completion of draft regulations for the Electronic Transactions Act
- Development and Passage of a Bill for the Ghana-India Kofi Annan Centre of Excellence in ICT
- Approval of the revised National Cybersecurity Policy and Strategy by Cabinet to act as a blueprint for cybersecurity development in the country.
- A Gazette Notice Publication for designated Critical Information Infrastructure (CII) sectors and issuance of CNII Directive to operationalize the provision under the Electronic Transactions Act 2008, Act 772 as stated in Section 55-61.
- Technical Operationalization of the National Cyber Security Centre, which includes the supply and installation of technical components and construction of the facility to host the equipment.
- Establishment of Cybersecurity Authority following the passage of the Cyber Security Bill
- Implementation and roll out of Smart workplace to optimise resource utilization in government.

6.0. MINISTRY OF DEFENCE (MOD)

The Ministry of Defence (MoD) has the mandate of formulating and managing the implementation of policies, aimed at safeguarding the sovereignty and territorial integrity of the nation as well as ensuring the protection of life and property through the agency of the Ghana Armed Forces.

The Ministry was headed politically and bureaucratically by the following:

Minister	-	Hon. Dominic B. A. Nitiwul
Deputy Minister	-	Hon. Derek Oduro (Maj Rtd)
Chief Director	-	Dr. Evans A. Dzikum

6.1. Agencies of the Ministry

The Ministry has the following Public Service Organisations

- The General Headquarters
- The Ghana Army
- The Ghana Navy
- The Ghana Air Force
- Ghana Armed Forces Command and Staff College (GAFCSC)
- Military Academy and Training Schools (MATS)
- Veterans Administration, Ghana (VAG)
- Kofi Annan International Peacekeeping Training Centre (KAIPTC)
- Defence Advisors
- 37 Military Hospital

6.2. Sector Achievements

Key achievements implemented by the Ministry are outlined below;

A. Housing Project for the GAF Officers/Men

The Ministry in 2020 continued with the construction of on-going housing and other infrastructural projects since infrastructural improvements for the Ghana Armed Forces is a key programme/policy aimed at reducing the housing deficit in the service. Programmes such as the Barracks Regeneration Programme (BRP), SSNIT Housing Projects among other new infrastructural projects are being undertaken to improve the living conditions and standards of the troops as a way of motivation.

B. Enhancing Effective Service Delivery

The Ministry, in its quest to enhance service delivery and reposition the Ghana Armed Forces (GAF) to manage contemporary security threats in the changing phase of crimes and conflicts embarked on a programme to retool the Armed Forces to enhance their capabilities and combat readiness in order to better execute its mandate. Interventions made under this programme in the period under review include the Construction of a Forwarding Operating Base (FOB) in Ezinlibo in the Western Region, the procurement of additional armoured vehicles, acquisition of fast patrol boats, procurement of Night Vision Binoculars and Monoculars for GAF, acquisition of new aircraft and the procurement of uniforms for GAF among others.



C. Defence Health Initiative

The Military from time immemorial has supported the health of troops, their immediate families and the general public. The Defence Health Initiative policy is geared towards ensuring that all officers, men and women in uniform have access to good health care wherever they are posted to serve. With 37 Military Hospital remaining as the main Military Hospital in Ghana, efforts are underway to complete the 500 Bed Military Hospital Project in Afari in the Ashanti Region and the commencement of the 400 bed Military Hospital in Tamale, the Northern Region.

D. Defence Cooperation Internal and External

The Ghana Armed Forces (GAF) continues to provide surveillance for the Country's air space and its international borders and collaborates with other security agencies in OPERATIONS CALM LIFE, COWLEG, HALT, SAFE, SIT DOWN LOOK, CONQUERED FIST, GONGON, CITADEL, AHODWO, VANGUARD, ROADSTAR, Ex KOUDANLGOU 2, COVID SAFETY amongst others. Currently nineteen (19) of such operations are ongoing.

With regard to Operation Vanguard, aimed at stopping illegal mining and environmental degradation, a Road map was drawn for troops to end the operation. However, it is worthy to mention that from January to December, 2019, the Ministry through GAF made the following strides in curbing the illegal mining activities in the country, this include: 1,727 illegal miners arrested, 2,779 weapons and ammo seized, 260 excavators seized, 9,178 items immobilized and 4,045 other mining equipment seized. Consequently, soldiers in the Operation VANGUARD have been withdrawn to the barracks in March, 2020 and all Forward Operating Bases have since been handed over to the Police on the directive of the National Security Council to continue the operations.

6.3. Reforms

The Ministry strengthened the legislations, regulations and policies of the Ghana Armed Forces (GAF), which have been in existence for a year. The amendment of the Ghana Armed Forces (GAF) Regulation 1986 (LI 1332) Regulation 6.23 on Prolongation of Service from 25 to 30 years has gone through the required procedures and was approved in 2019. This initiative is being implemented and Draft Regulations are currently being considered by the Attorney-General and Ministry of Justice for same to be laid before Parliament.

6.4. Sustainable Development Goals

The SDGs associated with the Ministry's activities were as follows:

- **SDG 14: Life Below Water**

The indicator 14.2.1 identified for measuring the target is the proportion of national exclusive economic zones managed using ecosystem-based approaches. The Ministry cut sod for the construction of FOB at Ezinlibo in the Western Region.



- **SDG 16: Peace, Justice and Strong Institutions (16.1.2 Conflict-related deaths per 100,000 populations, by sex, age and cause)**

The Ghana Armed Forces (GAF) continues to provide surveillance for the Country's air space and its international borders and collaborates with other security agencies in number of operations such as operations calm life, Cow leg etc.

The challenge identified in the implementation of GOAL 16 is the logistics and financial constraints. However, the timely release of funds was the mitigating strategy adopted by the Ministry

6.5. Flexible Working Hours

On the implementation of the Flexible Working Hours (FWH) to ensure business operations are not compromised, the Ministry reduced the workforce to the barest minimum in order to limit the person-to-person contact of staff at the Ministry. As part of measures put in place to mitigate the spread of the virus, a staff rotation policy from 13th July, 2020 to 25th September, 2020 was implemented to facilitate social distancing and thereby reduce congestion at the workplace. In each Month, the Ministry analysed the strength and weakness of the staff rotation policy.

The Ministry in its conclusion on the staff rotation policy indicated that the policy was very effective as the number of staff on duty at any given time compared to the pre corona era had drastically been reduced. Since the implementation of this policy the Ministry recorded, zero COVID -19 cases.

The potential weaknesses in the Service Delivery Chain that needs Strengthening is the unavailability of officer at particular times due to the flexible working hours hindered service delivery and Clients were apprehensive to visit the office due to the strict restrictions deployed

The FWH reduced tardiness and absenteeism, helped in the deployment of virtual means of assembling and meetings, reduced employee turnover, enhanced regular communications via multiple channels and maintaining an organizational culture focused on safety and health - using COVID-19 as a catalyst.

6.6. Financial Performance

	SOURCE	APPROVED BUDGET	ACTUAL RECEIPTS	ACTUAL EXPENDITURE	VARIANCE
		A	B	C	D=(A-B)
1	GOG				
	Compensation of employees	7,011,569.00	4,846,790.71	4,846,790.71	2,164,778.29
	Use of Goods & Services	10,239,014.00	7,548,028.36	7,548,028.36	2,690,985.64
	CAPEX	9,976,221.06	9,690,451.97	9,090,451.97	285,769.09
2	IGF				
3	DEV'T PARTNERS				
	TOTAL	27,226,804.06	22,085,271.04	21,485,271.04	5,141,533.02

6.7. Challenges

The challenges encountered by the Ministry during the period under review were;

A. Logistical Constraints

The flow of resources is very important for the success of a programme, project or activity. The inadequacy of office stationeries, vehicles and fuel for carrying out official duties slowed down the execution of staff duties, which in turn affected the delivery of service. The Ministry looks forward to maintaining its programme of periodic maintenance of its equipment base and hopes to acquire new ones where necessary. Moreover, available logistics would be used efficiently to achieve the needed results.

B. Financial Constraints/ Procurement inadequacies

The untimely and inadequate release of funds from the Ministry of Finance affected payments to suppliers and contractors thereby affecting procurement and other services rendered. The challenges that hindered the smooth implementation of planned Procurement activities were the poor preparations towards seeking approval for the use of Restricted Tendering and delays in the payment of suppliers leading to undue pressure from suppliers in following up on payments due them.

C. Limited/ inadequate number and capacity of staff

Other challenges were inadequate staffing and capacity for some categories of Classes in the Ministry. Staff were unable to get training in the areas, which will be relevant in their duties. This can be attributed to the fact that most sponsored courses usually do not directly address the available training gaps of staff; however, the ministry was faced with inadequate funds to cater for the needed training.



6.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2021 outlined are;

- **Completion of Housing for GAF Officer/ Men**
 - Barracks Regeneration Project
 - SSNIT Housing Project
 - New Housing Project
- **Provision of Adequate logistics for MoD/ GAF**
 - Construct a Forward Operating Base (FOB)
 - Northern Border Project
 - Reconstruction of the GAF Base Ammunition Depot
 - Procure seven (7) aircraft
 - Procure vehicles
 - Procure Night Vision Binoculars and Monoculars
- **Provision of Good Health care for Personnel**
 - Complete 500 bed hospital facility
 - Commence construction of the Phase III of the 37 Military Hospital
 - Construction of Tamale Military Hospital
- **Defence Cooperation at home and abroad**
 - Peace Support Operations
 - Internal Operations (ad hoc)
- **Secure GAF Lands**
 - Construct Teshie waterfront community
 - Acquire over 10,000 acres plot at Aburi for GAF.

7.0. MINISTRY OF EDUCATION (MoE)

The Ministry of Education is mandated to provide relevant education to all Ghanaians. The Ministry is committed to putting in place an education system focused on promoting creativity and problem solving through the development of academics, technical and vocational programmes that will improve the acquisition of skills and assure job-market readiness.

The Political and Bureaucratic Heads of the Ministry during the period under review were

- | | | |
|--------------------|---|-------------------------------|
| • Sector Minister | – | Hon. Dr. Mathew Opoku Prempeh |
| Minister of State | – | Hon. Prof. Kwesi Yankah |
| • Deputy Ministers | – | Hon. Dr. Yaw Osei Adutwum |
| | | Hon. Gifty Twum Ampofo |
| • Chief Director | – | Mr. Benjamin Kofi Gyasi |

7.1. Agencies of the Ministry

Public Service Organizations

- Ghana Education Service (GES)
- National Service Scheme (NSS)
- Non-Formal Education Division (NFED)

Public Boards and corporations

- National Council for Tertiary Education (NCTE)
- National Accreditation Board (NAB)
- National Board for Professional and Technicians Examination (NABPTEX)
- West African Examinations Council-National Office (WAEC)
- Encyclopaedia Africana Project (EA)
- Students Loan Trust Fund (SLTF)
- Ghana Academy of Arts and Sciences (GAAS)
- Ghana Education Trust Fund (GET Fund)
- National Inspectorate Board (NIB)
- National Council for Curriculum and Assessment (NCCA)
- Ghana National Commission for UNESCO
- National Teaching Council (NTC)
- Ghana Book Development Council (GBDC)
- Centre for Distance Learning and Open Schooling (CENDLOS)
- Council for Technical Vocational Education and Training (COTVET)
- Ghana Library Authority (GhLA)
- Funds and Procurement Management Unit (FPMU)



7.2. Sector Achievement

A. Policies, Legislations, and Regulations

During the year under review, the Ministry drafted and submitted a number of Cabinet memos to Cabinet for consideration. These included:

- **Cabinet Memo on the Common Core Programme Curriculum (CCP)**

Cabinet memo on the Common Core Programme was submitted to Cabinet on 16th April, 2020 for consideration. The Core Programme Curriculum is a curriculum for learners in JHS1 (Basic 7) to SHS1 (Basic10) as part of the learning experiences necessary to prepare them for higher education and work. The programme was built around character and nurturing of values, that ensures seamless progression for all targeted learners. At the end of the CCP, learners have the options of branching into academic pathways or Career pathways for two years (SHS2 to SHS3), leading to either a high school or career-ready diploma.

- **Cabinet Memo on Establishment of Open University**

The Ministry submitted a Cabinet Memo to Cabinet on 20th March, 2020 for the establishment of an Open University in Ghana. The Open University would leverage technology to provide open and distance learning and create a large number of university places needed in the medium to long-term.

- **Cabinet Memo on Plans to mitigate Impact of Covid-19**

In response to closure of schools due to covid-19 pandemic, the Ministry initiated measures like the deployment of the I campus Ghana Educational Portal and the Ghana Learning Television to ensure the continuity of learning and strengthen the education system for future emergencies. The Ministry has submitted Cabinet Memo to Cabinet for consideration.

B. Education Sector Bills

The Ministry worked on the C. K. Tedam University of Technology and Applied Sciences, Navrongo Bill, the S. D. Dombo University of Business and Integrated Development Studies Bill, the Education Regulatory Bodies Bill, the Chartered Institute of Marketing Ghana Bill, the Ghana Communication Technology University Bill and the University of Skills and Entrepreneurial Development Bill that were passed by parliament into Law.

C. Improvement in Basic Education

- **Curriculum Review and Assessment**

In 2019, the standards-based curriculum was implemented and 4,086 Master, Regional and District level trainers as well as 152,000 Teachers were trained in the new curriculum.

In 2020, the Ministry through the National Council for Curriculum and Assessment (NaCCA) was assessed and a total of 772 textbooks were recommended. In addition, 290 School Improvement Support Officers (SISOs) were trained to monitor the implementation of the KG to Basic 6 Standard-Based Curriculum. The second phase of the Pre-Tertiary Curriculum Review, which is, the Common Core Programme (CCP) Curriculum for Junior and Senior High Schools was approved by Cabinet and will be rolled out in the next academic year.



- **Library Services**

Government completed Twelve (12) new Libraries across the country which brought the total number of public libraries to eighty-four (84) and also renovated four (4) Public libraries and Twenty-Five (25) Senior High School Libraries. The number of Books stocks in the public libraries was increased from 909,358 in 2019 to 1,024,892 in 2020 by the Ghana Library Authority. Also access to the Mobile Library Service were increased.

- **Teacher Recruitment and Professional Development**

Government recruited and deployed a total of 66,357 teaching and non-teaching staff to various pre-tertiary educational institutions to manage the deficit in staff. The Ministry strengthened Human Resource Management at the pre-tertiary level with emphasis on teacher training and professional development. The payment of Professional Allowance for the continuous professional development of teachers commence in November, 2020. As part of the allowances, teachers will receive a yearly amount of GH¢1,200 while the non-teaching staff will receive GH¢800 for their career development.

- **Supply of Logistics (Vehicle Supply)**

In line with Government's commitment to ensure logistics are available for effective and efficient administration of schools and educational directorates, the Ministry procured 840 Pickup trucks and 350 Buses for distribution. 2000 Motorbikes were distributed to Circuit Supervisors to facilitate their duty.

- **Ghana Accountability for Learning Outcomes Project (GALOP)**

The project updated the skills of all teachers in beneficiary schools through INSET, provided Teaching and Learning Materials to the targeted schools, provided a Learning Grant to the beneficiary schools and built on Ghana's Complementary Basic Education Programme.

- **Infrastructure Expansion**

A total of 719 projects were initiated and 252 projects were completed. In addition, Government supplied furniture including dual desk, teacher's table and chairs, library tables and chairs, book shelves and hexagonal tables and chairs to basic schools across the country.

D. Improvement in Secondary Education

- **Implementation of Free Senior High School Policy - Free SHS / Double Track System**

Implementation of the Free SHS Programme was accompanied by demand for grades due to the school choice system. To ensure that no child was denied access to education, Government invested in infrastructure to accommodate the extra numbers. A total of 1,011 senior high school infrastructure were initiated and 492 projects were completed as at September, 2020. Government established nine Model schools in the SHS sector across the country which comprised the construction of seven (7) new SHS schools dedicated to creative arts, technical school and science-based schools.



- **Technical Vocational Education and Training (TVET)**

Government invested expansion of TVET capacity through the construction of new institutions, provision of additional and upgrading of facilities in existing institutions. The TVET investment covered the Technical Universities, Technical Institutes, National Vocational Training Institutes (NVTIs) and the Opportunity Industrialization Centres (OICs), Foundries and Machine tool making industry's.

- **Science, Technology, Engineering and Mathematics (STEM)**

In line with the Governments policy to improve the teaching and learning of STEM education, 20 STEM Centres were constructed across the country. Government partnered with MATIFIC to adopt an innovative approach to the teaching and learning of mathematics at the basic level to drive the national numeracy skills agenda.

- **Tertiary Education**

Access to tertiary education was increased through the launch of infrastructural facilities at the University of Environment and Sustainable Development (UESD), Somanya in the Eastern Region by H.E the President.

Act 1026 was passed to consolidate the Kumasi Campus of University of Education and some selected Colleges of Education into the A.A. Menka University for Skills Training and Entrepreneurial Development (USED).

Parliament also passed the Education Regulatory Bodies' Act, 2000 (Act 1022) for the creation of the Ghana Tertiary Education Commission (GTEC) to become a unitary regulatory body for tertiary education in Ghana.

7.3. Reforms

The ministry initiated the following reforms;

a) Free SHS Policy

This policy was in existence for 4 years and still being implemented. Funding gap in the Ministry's allocation was challenge of this policy. However, there was discussion with MoF to identify innovative ways to finance the implementation of the policy.

b) TVET Reforms

TVET reform was implemented a year ago and the ministry continued to create TVET Service in the country. The ministry engaged GETFUND to address the challenge of infrastructure.

c) Tertiary Education Reform

This has been in existence for a year as the ministry created the Ghana Tertiary Education Commission to ensure its implementation. Delays in appointment of Officers to the Commission was a major challenge that was mitigated by the sending of reminders to the Public Service Commission.



7.4. Sustainable Development Goals (SDGs)

The priority SDG for the ministry was Goal 4. That is proportion of children and young people achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex. The key indicator for this goal was access to educational facilities. A campaign was launched to educate citizens of the right age to enrol children into schools. Also, the Proportion of schools with access to electricity, Internet for pedagogical purposes, computers for pedagogical purposes, adapted infrastructure and materials for students with disabilities, basic drinking water, single-sex basic sanitation facilities and basic handwashing facilities was measured through annual school census.

7.5. Impact of Flexible Working Hours

The Ministry designed a work schedule to reduce the number of officers in the offices at a particular point in time. The schedule considered the number of officers sharing an office, the work schedule of those officers and appropriately allocated time for each officer on daily or weekly basis.

It also adopted the remote work initiative, where officers were given logistics to facilitate work from home. The flexible working hours did not have much impact on service delivery. Also, the online working platform of the Ministry played a crucial role in reducing the impact of the pandemic on service delivery.

7.6. Financial Performance

S/N	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GoG	A	B	C	D(A-B)
1	Compensation of Employees	10,445,711,542.00	6,863,774,197.24	6,863,774,197.24	3,581,937,344.76
	Use of Goods & Service	220,500,000.00	98,707,184.27	98,707,184.27	121,792,815.73
	CAPEX				
2	IGF	1,706,880,287.00	468,150,256.58	468,150,256.58	1,238,730,030.42
3	DEV'T PARTNERS				
	BULK	911,290,863	227,677,649.68	227,677,649.68	683,613,213.32
TOTAL		13,284,382,692.00	7,658,309,287.77	7,658,309,287.77	5,626,073,404.23



7.7. Challenges

Delays in the release of funds to conduct annual school census

The Education Management Information System (EMIS) Unit of the Ministry collects the yearly school census data across the country. This exercise is capital intensive hence delays in release of funds slows and impedes conduction of the entire exercise.

Unreliable Internet Connectivity and Computers

The Ministry during the period under review experienced unstable internet connectivity, which made it difficult to effectively implement the working from home initiative because of the Covid-19 pandemic.

Inadequate Logistics

EMIS offices within the Regional/ District Education Directorate across the Country were not properly developed and were not fitted with modern gadgets. This made EMIS data collection process very difficult. EMIS had to use innovative ways to collect data from the districts.

Depleting Stock of Learning Materials

The current stock of teaching and learning materials for opening new English and local language classes were inadequate for effective teaching and learning. It is imperative to replenish the stock of learning materials urgently.

7.8. Forward Look

The Strategic and Top Priority Areas of the Ministry in 2021 are as follows

A. Education Management

- Monitoring and Evaluation systems
- Teacher development / training
- Infrastructural development at all levels
- Continue with the Legislative Agenda

B. Basic Education

- Train a total of 11,997 teachers on the Standard-Based Curriculum and 95,000 teachers on the Common Core Programme (CCP) Curriculum.
- Train Teachers in Assessment to support the implementation of the curriculum. In addition, the first National Standard Assessment Test (NSAT) will be conducted at Primary 2 and 4.
- Provide infrastructure by completing the remaining projects that are currently at various stages of completion. The Ministry will continue with this programme and convert 30 basic schools in the 6 newly created regions into Bi-Lingual schools



C. Secondary Education

- Review and develop Senior High School curriculum
- Develop resource materials for the implementation of the Senior High School curriculum
- Train Master Trainers for the implementation of the Senior High School Curriculum
- Complete all ongoing projects at the secondary levels

D. TVET

- Establish 10 STEM Centres across the country
- Operationalize TVET Regulators Bill and establish the TVET Service
- Facilitate the establishment of 32 New State of the Art Institutions
- Establish TVET Clubs in Fifty (50) JHS across the country

E. Tertiary Education

- Set-up of the Common Admissions Platform (CAPS) and deploy it in the 2021/22 academic year.
- The Government will continue with the stringent measures put in place for COVID 19 effect on Education in 2021 so that students and teachers will be protected.

8.0. MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS (MELR)

The Ministry of Employment and Labour Relations is mandated to formulate policies on employment and labour issues, develop sector plans, coordinate sector specific interventions, promote harmonious labour relations and workplace safety, promote the elimination of child labour, monitor and evaluate the implementation of policies, programmes and projects for accelerated employment creation for national development.

The Ministry was headed as follows;

- | | |
|-------------------|-------------------------------|
| • Minister | - Hon. Ignatius Baffour Awuah |
| • Deputy Minister | - Hon. Bright Wireko-Brobby |
| • Chief Director | - Mr. Kizito Ballans |

8.1. Agencies and Departments

Civil Service Departments

The Departments under the Ministry include:

- Labour Department (LD)
- Department of Co-operatives (DOC)
- Department of Factories Inspectorate (DFI) and
- Department of Integrated Community Centres for Employable Skills (DICCES)

Sub-vented Agencies

The sub-vented Agencies under the Ministry include:

- Management Development and Productivity Institute (MDPI)
- National Vocational Training Institute (NVTI)
- Opportunities Industrialization Centre, Ghana (OICG)
- Ghana Co-operatives College (GCCo)
- Ghana Co-operatives Council (GCC)
- National Labour Commission (NLC)
- Youth Employment Agency (YEA)
- Fair Wages and Salaries Commission (FWSC)
- National Pensions Regulatory Authority (NPRA)

8.2. Sector Achievements

A. Policy. Legislations and Regulations

- **Approval of the National Labour Migration Policy**

The Ministry initiated action towards the development of a National Labour Migration Policy in 2018. In 2020, the National Labour Migration Policy (NLMP) was approved to strengthen systems for the protection and empowerment of migrant workers and their families to facilitate



their contribution to national development. The NLMP is also designed to enable Government harness the benefits of labour migration for accelerated national development.

In addition to the policy and the implementation plan, the **2021 Institutional Workplan for the National Labour Migration Policy** was developed to facilitate the operationalization of key activities stipulated in the Implementation Plan of the Policy.

B. Development of National Green Jobs Strategy

As part of the implementation of the National Employment Policy, a National Strategy for Green Jobs was developed to facilitate effective coordination of interventions in the green economy. The strategy sought to facilitate the development of green skills and the provision of business development services to green enterprises. This will enable Government and the private sector take full advantage of opportunities in the green economy for decent job creation.

In October 2020, the strategy was validated and a series of public-private sector dialogues were organised for the waste management and recycling, construction, agriculture, renewable energy and eco-tourism sub-sectors. This enabled the Ministry gather information concerning opportunities and challenges facing private enterprises in the green economy to inform the implementation activities under the Coordination Capacity Development component of the National Green Jobs Strategy. As at December 2020, the validated strategy had been submitted for the printing of hard copies to enable dissemination and implementation in 2021.

C. Dissimulation of Pension Benefits

The National Pensions Regulatory Authority (NPRA) in 2020 commenced the dissimulation of pension benefits under the National Pensions Act, 2008 (Act 766) as amended. Effective January 2020, the Three-Tier Pension Scheme begun the payment of benefits to retirees.

Under Tier 3, Corporate Trustees pay benefits to retirees as and when due. In addition, effective 1st January, 2020, pensioners on the SSNIT Scheme received an average increment of 11% with the lowest income bracket receiving 19.06%. Over 70% of pensioners are receiving 11% or more as an effective increase in their pensions.

Informal sector pension coverage is improving steadily with over 315,890 contributors enrolled on the 3rd Tier. At the same time, the number of Informal Sector schemes has increased to 29 as at December 2019. Government is in the process of enrolling 1.5 million cocoa farmers on the Cocoa Farmer's Pension Scheme. This will increase the coverage to 19% by the end of 2020.

D. Provision of employable vocational and management skills training

In 2020, the three (3) skills training institutions of the Ministry, namely, the National Vocational Training Institute (NVTI), Opportunities Industrialization Centres-Ghana (OIC-G) and the Department of Integrated Community Centres for Employable Skills (DICCES), together trained **a total of 4,770 persons in various trades**. The NVTI tested 581 candidates to ascertain their competencies. On the other hand, the Management Development and Productivity Institute (MDPI), trained 661 persons to enhance their skills and productivity levels in the various sectors of the economy. The provision of employable vocational skills training by the training



institutions across the country is to facilitate the acquisition of skills required by the youth to enable them enter in either self or wage employment.

In view of the vision of “facilitating and creating sustainable employment opportunities for the youth and providing them with employable skills”, the Youth Employment Agency (YEA) **engaged 80,538 beneficiaries** under the various YEA modules. The Agency also launched other innovative Modules such as Artisan Directory and The Job Centre, an interactive web-based system that links job seekers to potential employers.

The Department of Co-operatives also facilitated the formation of 5,497 new co-operative societies. The Department inspected 120 Co-operatives and audited 193 existing co-operative societies. The Department of Co-operatives, Ghana Co-operatives College and the Ghana Co-operatives Council trained a total of 1,820 farmer groups and 282 artisans.

E. Survey on the Impact of COVID-19 on the Labour Market

A pilot survey on the impact of COVID-19 on the labour market conducted by the Ministry to provide relevant and adequate data to facilitate decision making by policy makers and all stakeholders by way of protecting workers and supporting businesses. The survey indicated that firms within the Labour Market had adopted various strategies to cope with the challenges posed by the pandemic. The strategies included lay-offs, pay cuts, shift system, reduced working hours and work volumes and reduced salaries. Other strategies included also working from home and temporary close down.

In addition, Government in collaboration with representatives of employers and organised labour, the National Tripartite Committee, issued a 10-point communiqué or COVID-19 workplace safety guidelines. The aim was to consolidate World Health Organization (WHO) and Ghana Health Service Preventive protocols as well as enhance routine inspections by the Labour Department and the Department of Factories Inspectorate to enable them enforce workplace safety in the era of COVID-19. This initiative was important to curtail the spread of the virus among workers at various workplaces.

On the basis of the 10-point communiqué, the Labour Department and the DFI enhanced their routine inspections to ensure back-to-office safety after the lockdown. The Labour Department conducted 276 workplace/establishment inspections and placed 572 persons in gainful employment through the Public Employment Centres (PECs) and Private Employment Agencies (PEAs). The Department also issued 53 Collective Bargaining Certificates.

8.3. Reforms

Institutional Capacity Building of MELR and Labour Department for the Implementation of the National Employment Policy is a reform implemented by the Ministry and has been in existence for the past 3 years. this reform has resulted in the completion of 6 training programmes for District/ Regional Labour Officers to build staff capacity. 50 Regional/District Labour Officers were trained and critical capacity challenges at the Labour Department identified as one major challenge.

As part of its regulatory reform initiatives, the Ministry initiated the Review of the Labour Act, 2003 (Act 651). This has been ongoing for the past 2years with inputs received from the



social partners collated. The impact of this reform has been the Awareness creation for the review of the Labour Act, 2003 (Act 651) among stakeholders.

Another key reform has been the **Enactment of Labour (Domestic Workers Regulations) this has been existence for the past 2 years and is expected to** prevent abuse of Domestic Workers and provide the legal framework for the protection of the rights of Domestic Workers.

The Ministry initiated the **Review of the Factories, Offices and Shops Act, 1970 (Act, 328)** for the past 10 years with a Cabinet Memo on National Occupational Safety and Health (OSH) Bill submitted to Cabinet. The outcome of this reform is to strengthen existing structures for the administration and management of OSH.

8.4. Sustainable Development Goals(SDGs)

A. Ensure the creation of decent Jobs (SDG 8.5)

A total of 185,472 jobs were created for the first two (2) quarters of the reporting, a total of Eighteen (18) PECs was also revamped and the 2020 National Daily Minimum Wage (NDMW) was reviewed upwards to GH¢11.82 and the Base-pay was fixed at 12%. Also, a template was also sent out requesting MDAs to populate with jobs created for the last two quarters during the reporting period. However, the challenge encountered during implementation was the lack of comprehensive Labour market data on the formal and informal sectors and limited job opportunities available in the economy. The mitigating strategy is to fully operationalize the Ghana Labour Market Information System (GLMIS) and implement employment promotion interventions in collaboration with other MDAs and MMDAs.

B. Measure number of persons enrolled in vocational skills training (SDG 8.6)

Training centres such as NVTI, OICG and DICCES all together enrolled 7,642 youth in the various trades in 2020. The challenge were the training centres operating with obsolete training equipment. The mitigating strategy undertaken by the Ministry was to retool the NVTI, OICG and DICCES

C. Measure the incidence of Child Labour and Human Trafficking (SDG 8.7);

Data collection instrument and Manual on Child Labour was developed, concept paper on the Ghana Child Labour Monitoring System revised and the National Labour Migration Policy and Implementation Plan developed. The challenges experienced were inadequate community level child labour interventions and operationalization of Trafficking and Smuggling of Migration activities yet to commence in 2021. The mitigating strategy was to fully operationalize the Ghana Child Labour Monitoring System and implement the 2021 Labour Migration Workplan.

8.5. Flexible Working Hours

To ensure effective operations during the outbreak of the Covid-19 pandemic, A Business Continuity Plan was developed by the Ministry. The Director of Human Resources requested all



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Directors/Unit Heads to develop flexible work schedules that would ensure social distancing at the workplace while ensuring work demands and targets were met.

Monitoring of staff attendance became a challenge as some officers took advantage of the situation to stay home when they had to report to work on schedule.

The development and implementation of the Business Continuity Plan within the Ministry is something that can be considered for replication across the Service to help manage the effects of the pandemic on productivity. The plan helps in the operation of an organisation with minimum resources especially human resource during times of disaster and catastrophe.

The Human Resource Director paired experienced and less experienced officers to ensure that the less experienced officers were able to perform effectively with guidance from their senior officers.

The inadequacy of working laptops to staff presented a difficulty for officers working from home. Also due to the national directive on reduction of passenger intake, most officers who relied on public transport to work usually reported late.

8.6. Financial Performance

	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GOG	A	B	C	D=(A-B)
	Compensation of Employees	25,628,666.75	19,539,318.15	19,539,318.15	6,089,348.60
	Use of Goods & Services	3,100,270.45	1,746,308.26	1,645,731.63	1,353,962.19
	CAPEX	-	-	-	-
	Special Releases (Reallocations)	0	4,903,344.98	4,903,344.98	-4,903,344.98
2	IGF	384,860.51	2,659,171.75	-	-2,274,311.24
	TOTAL	29,113,797.71	28,848,143.14	26,088,394.76	265,654.57

8.7. Challenges

- **High levels of Informality in the Labour Market:** Ghana Living Standards Survey (GLSS 7, 2017) show the high levels of informalities in the Labour Market with 71.3% of the working population engaged in informality and informal economic activities whose activities are mainly undocumented and hence very difficult to identify and regulate. This results in the Ministry's inability to enforce labour relations and decent work standards in the informal sectors.



- **Relatively High Youth Unemployment and Under-employment:** The GLSS 7 report showed that total unemployed was 8.4% in 2017. Out of this population, 19.9% of persons within the 20-24 age group were unemployed. It also revealed that persons with no educational qualification recorded the lowest unemployment rate of 6.5%. The combined rate of time-related underemployment and unemployment is 24.2 percent, with females (27.3%) recording a relatively higher rate than males (20.9%). The composite measure of labour underutilization for Ghana is 28.0 percent (31.5 percent for females and 24.2 percent for males). These indicators reveal that Government is unable to take advantage of the full potentials of the labour force for accelerated national development.
- **Weak Coordination Mechanisms:** The MELR is mandated to coordinate all employment interventions in the public and private sectors for decent work outcomes. However, coordination structures at the national and sub-national levels are very weak. The Labour Department which is in-charge of enforcing the Labour Act, 2003 (Act 651) is challenged with inadequate labour market information to facilitate evidence-based policy decision making. The Department lacks the necessary institutional logistical support to enable it deliver on its mandate in an effective and efficient manner. The DFI and the DOC operate with outmoded regulatory frameworks that do not meet temporal policy needs.
- **Inadequate Working Logistics:** The inadequate modern training tools and equipment in the various Departments and training centres affect the delivery and quality of work output. The DFI is particularly challenged by a fragmented Occupational Safety and Health (OSH) management system that makes it difficult to implement modern occupational safety and health preventive and rehabilitative interventions. This is compounded by the surfacing of COVID-19 pandemic and the fact that there are no funds to cover capital expenditure which could have helped to retool these Departments and centres. The various training centres continue to grapple with low enrolment owing to the above and many other factors. Also, the lack of vehicles for effective monitoring in the regions and districts greatly affects the daily operations of the Departments and Agencies.
- **Inadequate staff strength:** The staff strength of various Departments has been greatly affected by death, compulsory retirement, resignation and vacation of posts of officers leading to low work force. There is the need to strengthen the human resource of the Departments. The Departments are also faced with the challenge of inadequate staff with the right mix of skills to support service delivery.

8.8. Forward Look

It is the expectation of the Ministry, its Departments and Agencies that the Ministry of Finance will release the allocated budgetary funds on time to enable it achieve its policies, programmes and projects. Below is the forward look for the Ministry and its Departments/Agencies for 2020.

- **Labour Migration:** In 2021, the MELR in collaboration with the implementing agencies and development partners would focus on implementing provisions of the policy, particular, for institutional capacity building. This would create the environment for effective policy implementation in the subsequent years.



- **Implementation of Jobs and Skills Project:** The Public Employment Centres (PECs) depend on accurate and updated labour market information in order to perform effectively on their functions. The beginning of implementation of the Jobs and Skills Project in 2021 would ensure the commencement of interventions designed to revamp the capacity of some selected PECs across the country to enable them collect, analyse and disseminate accurate labour market information to inform the development of labour market interventions and evidence-based decision making.
- **Implementation of the National Green Jobs Strategy:** The National Green Jobs Strategy was developed to provide the framework for effective coordination of interventions to support the development of green enterprises for job creation. In 2021, MELR in collaboration with the implementing agencies (MDAs and MMDAs) would start with policy dissemination, awareness creation and sensitization across the country. This is expected to create awareness among producers and consumers for the promotion of green jobs.
- **Elimination of Child Labour:** In 2021, MELR would continue to provide policy oversight and coordinate the implementation of activities to ensure that objectives set in NPA II are achieved within the stipulated timeframe.

9.0. MINISTRY OF ENERGY (MoEn)

The Ministry of Energy (MoEn) is established to initiate and develop policies that would ensure efficient, reliable and affordable supply of high-quality energy services for the Ghanaian economy and for export.

The Ministry was headed politically and bureaucratically by the following;

Sector Minister	-	Hon. John-Peter Amewu
Deputy Minister	-	Hon. William Owuraku Aidoo
	-	Hon. Dr. Mohammed Amin Adam
	-	Hon. Joseph Cudjoe
Chief Director	-	Mr. Lawrence Asangongo Apaalse

9.1. Agencies of the Ministry

Sub-vented Agencies

- Energy Commission
- Volta River Authority (VRA)
- Bui Power Authority (BPA)
- Ghana Grid Company (GRIDCo)
- Electricity Company of Ghana (ECG)
- Northern Electricity Distribution Company (NEDCo)
- Volta Aluminium Company (VALCo)
- VRA Resettlement Trust Fund
- Nuclear Power Ghana
- Petroleum Commission (PC)
- National Petroleum Authority (NPA)
- Ghana National Petroleum Corporation
- Tema Oil Refinery (TOR)
- Bulk Oil Storage and Transportation Company (BOST)
- Ghana National Gas Company (GNGC)
- Ghana Cylinder Manufacturing Company (GCMC)

9.2. Sector Achievements

A. Ensure Availability of Clean, Affordable and Accessible Energy

In 2020, Ghana's total power installed capacity was increased to 5,043MW with a dependable capacity of 4363 MW. The installed capacity is made up of a mix of 3 hydroelectric plants with a total installed capacity of 1,584MW (32%), 15 thermal power plants with total installed capacity of 3,411MW (67%) and 4 solar PV plants with total installed capacity of 48.5MW (<1%). The coincident peak load recorded for the year 2020 was 3,090.0 MW, which occurred at 20.15 hrs on December 4, 2020. This was very close to the projected 2020 peak of 3115 MW.



To increase private sector participation in the Power Sector through Independent Power Producers (IPPs), the target for 2020 was to ensure the successful completion of Early Power phase 1, to increase Ghana's installed generation capacity by 200MW. However, works on this project steadily progressed to 85% as at the end of December, 2020. Commissioning activities for Early Power's open cycle phase 1A of 145.5MW are still ongoing with delays encountered due to issues with Covid-19 travel restrictions and delays in customs clearance of some Early Power's equipment.

B. Ensure energy availability and reliability: Undertake**i. Transmission System Improvement Projects****• The 330kV Kumasi-Bolgatanga Transmission Line Project:**

The target for 2020 was to energize the 330kV Kintampo-Bolgatanga Section of the transmission line. There were delays in payment of compensation and suspension of payments of the Contractor's invoices. This slowed down the progress of works and put construction works behind schedule. The French Development Agency (AFD) confirmed its intention to assist GRIDCO in the payment of outstanding compensation subject to GRIDCO complying with recommendations made by the Consultant, commissioned by AFD to evaluate the compensation payment processes and procedures used by GRIDCO on the project.

AFD resumed disbursement to Contractor and have transferred amount agreed for the compensation of the outstanding works. The Contractor has since resumed work on December 14, 2020.

• 225KV Bolgatanga-Ouagadougou Interconnection Project

The 225kV Bolgatanga-Ouagadougou Interconnection project is a component of the WAPP Inter-Zonal Transmission Hub Project. The strategic objective is to provide an interconnection between Ghana to Burkina Faso for the export of power. At the end of 2020, the project allowed Ghana to export an average 120MW Electricity to Burkina Faso following the successful commissioning of the Kintampo-Tamale- Bolgatanga sections of the 330kV Kumasi-Bolgatanga Transmission Line.

The contract for the 225kV Bolgatanga – Ouagadougou Interconnection Project is not closed yet because the Contractor has not installed the danger plates on the line. Samples of the data plates have been approved for the Contractor to supply but he is unable to do so due to the COVID-19 restrictions on land borders.

• 161 kV Volta-Achimota-Mallam Transmission Line Upgrade Project

The works under the Volta- Achimota- Mallam sections were halted due to suspension of disbursement by AFD, resulting in non-payment of invoices by the Contractors. The Contractors have received their outstanding payments and are arranging to re-mobilize to site. The Contractor submitted their schedules for completing the outstanding works considering the COVID-19 pandemic. The schedules were reviewed and comments forwarded to the Contractor for incorporation. In view of the travel restrictions due to COVID-19, the Contractors had been



advised to consider procuring the services of local subcontractors to complete the outstanding works. The resumption of the international flights in September, 2020 is expected to facilitate resumption of works. The overall works completion was 53% and 31% for the Volta-Achimota and Achimota-Mallam transmission line sections respectively.

ii. Power Distributions

• Rural Electrification Programme

Under the National Electrification Scheme (NES), 560 communities were expected to be connected to the national grid. However, owing to COVID19 global pandemic, which highly impacted the Directorate's activities, the 2020, year target was revised to 342 communities. As at the end of year, 388 communities had been connected to the grid with other projects at various stages of completion.

• National Electricity Access Rate

The national electricity access rate increased from at 84.98 percent in December 2019 to 85.17 percent with over 10,000 communities connected to the grid since the inception of the NES in 1990.

• Regional Capitals & other Street Lighting Project

The Ministry of Energy also continued with the replacement and rehabilitation of the inefficient 250W High Pressure Sodium (HPS) with LED streetlights across the country with major TURNKEY projects for selected roads in Accra and Kumasi. Works in both Accra and Kumasi were completed by the end year. Works were completed with a total of 6,000 no. and 4,500 no. 150W LED Streetlights respectively installed in Accra and Kumasi.

Rehabilitation/replacement of the damaged street lighting infrastructure are ongoing on the Accra Tema Motorway. A total of 350 no. out of 700 no. streetlight fixtures were installed. All 700 no lighting poles under the project have been erected. Two out of 5no. Transformer Substation works were completed and energized. Works are in progress and expected to be completed before end of 1st Quarter, 2021.

10km stretch Supply/install rehabilitate/maintain non-functional street lighting infrastructure in the Volta (Hohoe and its environs), Upper East and Northern regions were also completed. 30km stretch street lighting infrastructure in selected streets within Bolgatanga municipality were all completed.

• 1D1F Flagship Programme

Under the SHEP programme, the Ministry has provided support in diverse ways to some facilities under the government's One District One Factory (1D1F) flagship programme. The kind of support so far provided have been either extending the national grid to factory sites or release of some electrical material/equipment such as transformer(s), or providing engineering consultancy services as a complimentary effort.

- **Governance and Policy**

Energy Sector Task Force (ESTF) established: The implementation of the ESRP is coordinated by an inter-ministerial committee, the Energy Sector Task Force (ESTF) chaired by the Snr Minister. Policy on Least Cost Fuel Procurement Strategy issued and published on Ministry of Energy and Energy Commission websites. Policy on Competitive Procurement of Energy Supply and Service Contracts issued and published on Ministry of Energy and Energy Commission websites. EC has initiated steps for the full implementation and transparency of the merit order dispatch. Government finalized the combined PPA review report on conventional and renewable projects

The Ministry has Institutionalized an Integrated Planning Process based on ‘Energy Supply and Infrastructure Plan’ and Amendments to the Regulations to the PFM Act. Cash Waterfall Mechanism (CWM): CWM is fully operational effective 1st April 2020.

Natural Gas Clearing House (NGCH): Pilot Phase of the NGCH commenced effective 22nd October 2020. NGCH is expected to receive Cabinet approval before end of Q1 2021

- **Cost Reduction**

Karpowership has relocated to Takoradi and achieved full conversion of engines for utilization of Natural Gas instead of HFO. Weighted Average Cost of Gas (WACOG) was gazetted by PURC to 6.08 \$/mmbtu. Also, the Takoradi Tema Inter-connection (TTIP) Project was Completed allowing reverse flow of up to 120 MMSCFd, 60 MMSCFd on firm basis.

The Tema LNG take or pay obligations reduced to closer match supply/demand balance of natural gas. There was reduced gas purchase commitment to a level that matches forecast gas demand. The sector has also performed impact analysis of Gas-Supply for Fertilizer

- **Revenue Improvement**

MOF payment of MDA electricity bills is ongoing. MOF has made payment to third parties on behalf of ECG in excess of MDA bills due. Documentation of offsetting process is underway.

Advanced draft version of the strategic list of MDAs have been submitted by MOF (in order to minimize MDA bills paid by MOF).

C. Increase Renewable Energy in The National Energy Supply Mix

From the Bui Power Authority, a total of 250MW of solar power is to be implemented over a period of five years beginning 2020. The first phase of 50MW is currently being implemented. His Excellency represented by the Senior Minister commissioned the first 26MW (out of 50MW) of the Solar plant on 27th of November 2020. The remaining 24 MW is expected to be completed by the 3rd quarter 2021.

From the Volta River Authority, a total of 19.8MW of solar Power is being constructed at Lawra (6.8MW) and Kaleo (13MW) in the Upper west region. This project was initially designed for 17MW but due to some adjustments in the design, the output has been increased to 19.8MW at



no extra cost. On the 6th of October His Excellency the President commissioned the 6.8MW Lawra solar plant. Work on the Kaleo Solar Plant is progressing sturdily at about 80% completion. The Plant is expected to be commissioned by the end of the first quarter 2021.

D. Petroleum Hub Implementation (PHI)

The PHI program seeks to promote Ghana as an attractive destination for investment, technology and a hub for refined petroleum products in West African sub-region. It is expected that by the end of the year 2020, a Strategic Environmental Assessment (SEA) report, Feasibility report and Spatial Plan for the Petroleum Hub would be prepared alongside with land acquisition.

As at December, 2019, the work plan and budget for the preparation of SEA report, Feasibility report and Spatial Plan were finalized together with the Petroleum Hub Bill. The inception of land acquisition activities and preparation of SEA report, Feasibility report and Spatial Plan were targets set out to be undertaken in 2020.

Currently, the PDD has been able to hold committee meetings on SEA report preparation and devised scenarios for the Spatial Plan. However, the Petroleum Hub Corporation Bill has also been successfully passed by Parliament into law.

E. Amendment of Acts and Regulations

The Renewable Energy Act 832 was amended in November 2020 to enable consumers of electricity in Ghana to benefit from the reduced cost of electricity generation from renewable energy sources through competitive procurement instead of the feed-in-tariff scheme. The Bui Power Authority Act (Act 740) was amended in November 2020 to provide legal backing to the Bui Power Authority to implement Renewable Energy Projects in addition to operating the 400MW Hydro Bui Generating Station. The amendment also gives the Minister the power to direct the BPA to implement Renewable Energy Projects on behalf of the State.

9.3. Sustainable Development Goals (SDG)

- **Access to Electricity increased (SDG: Target 7)**

The National Electricity Access rate increased from 84.98 to 85.17 in August, 2020. One key challenge that hindered the project is the unavailability of funds and key materials. The mitigating strategy undertaken is making arrangement for the procurement of such materials on time.

9.4. Flexible Working Hours

The Ministry of Energy implemented business continuity plans to ensure that core activities would continue in spite of the pandemic. Aside critical staff that required physical presence in work locations, all staff were reporting to the office on weekly rotation and/or working remotely from home. Face-to-face trainings, workshops and meetings were also halted and replaced with virtual meetings. The National Service Personnel were also informed to stay home for two weeks.



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With regards to best practices, the Ministry set in place measures to ensure that staff engaged clients of the Ministry and visitors at the reception and forecourt of the Ministry. Staff who reported ill were also asked to stay home. The Ministry also ensured that social distancing at the workplace was duly adhered to.

However, the COVID-19 pandemic also revealed some inherent vulnerabilities and challenges in some processes and practices and has therefore offered the opportunity to review such operating systems towards enhancing business operations, efficiency and productivity.

Weaknesses associated with the implementation of the Flexible Working Hours and Service Delivery includes the impaired teamwork, workflow and productive and low response rate to regular and emergency schedules as a result of reduced staff strength and supervision. Training and capacity building and development programmes of staff were also either delayed or suspended leading to reduced and insufficient requisite skills, knowledge and competences among staff. Another critical challenge staff faced working from home was the lack of IT systems in place thus leading to most staff either being unable to effectively work from home or resort to the use of personal computers which compromised corporate data security and integrity.

9.5. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARANCE
1	GOG	A	B	C	D=(A-B)
	Compensation of Employee	4,233,929.00	3,962,975.77	3,962,975.77	270,953.23
	Use of Goods & Services	2,881,583.00	1,972,540.77	1,972,540.77	909,042.23
	CAPEX (GOG)		100,000,000.00	100,000,000.00	0.00
	CAPEX (ABFA)	60,000,000.00	54,995,751.00	54,995,751.00	5,004,249.00
2	IGF	77,619,665.00	25,842,015.18	20,906,065.45	51,777,649.82
3	DEVELOPMENT PARTNERS				
	Climate Change Centre – Korea	8,250,000.00	2,200,000.00	1,650,000.00	6,050,000.00
	Sustainable Energy Fund for Africa (SEFA)	8,250,000.00	4,730,000.00	4,730,000.00	3,520,000.00
	Climate Change Centre/ADB/SECO	8,250,000.00	0.00	0.00	0.00
	World Bank	416,281,150.00	48,201,665.77	48,201,665.77	368,079,484.23
TOTAL		585,766,327.00	241,904,948.49	236,418,998.76	435,611,378.51



9.6. Challenges

• **Outbreak of the Novel Coronavirus (COVID-19)**

The outbreak of the Novel Coronavirus (COVID-19) caused major disruptions in the Energy Sector. The overall impact of COVID-19 on projects and programmes caused delays in fulfilling exploration and appraisal schedules, inability to achieve scheduled completion targets on many ongoing projects, weakened monitoring of ongoing critical activities and delayed the movement of goods and contractors for various projects due to the global lockdown and reduction in production.

• **Energy Sector Debt**

Inability to maintain adequate liquidity due to high indebtedness among energy sector agencies and the Government of Ghana exacerbated by high technical and commercial losses. The high indebtedness among Energy sector institutions (i.e. GNGC, ECG, VRA) still remains a major challenge in the delivery of service to the general public.

• **Encroachment, Right of way and compensation issues**

Delays in payment of compensations to affected persons and non-payment of invoices by financiers stalled the implementation of various transmission line projects including the Volta-Achimota upgrade where works were on hold due to contractors demobilising from site for non-payment of outstanding invoices.

• **Unavailability of Materials for the Effective Implementation of Projects**

Delays in procurement of some key materials such as poles, stay equipment complete and accessories and conductors at sites and the stores which have stalled the completion of projects and in turn brings high cost during execution of projects.

• **Administrative Challenges**

Inadequate office space and the growing number of staff leads to most offices being overcrowded and not conducive for work. Procurement of logistics and office equipment also take a longer period of time resulting in the delays in meeting timelines.

9.7. Forward Look

The Ministry of Energy will continue with the implementation of various programmes and projects to ensure the provision of reliable and competitively priced energy for the Ghanaian economy and for export, in an environmentally friendly manner.

The Programmes and Projects earmarked for the year 2021 under the various sub-sectors include;

a) **Power Generation**

The Ministry will monitor and facilitate the Repair/Replacement of T3 Gas Turbines; implementation of 400MW plant by Early Power and 240MW Amandi Power Project; maintenance of 2nd Cell line and source funding for its upgrade; and the construction of Pwalugu Multipurpose Dam.



b) Power Transmission

The Ministry will monitor and facilitate Lot 1 Kumasi-Kintampo transmission line, GRIDCo's 161KV Aboadze Tarkwa – New Tarkwa and 330KV A4BSP Pokuase Nkawkaw – Anwomaso.

c) Power Distribution

The Ministry will implement the National Electrification Scheme across the 16 Regions. This include the SHEP-4 and SHEP-5 Projects; Electrification of communities in the Northern, Eastern and Volta Regions by Hunan (Hunan Phase 1), in Western, Central and Brong-Ahafo Regions by Weldy Lamont, in the Ashanti, Western, Brong Ahafo, Eastern and Volta Regions of China International Water and Electric Corporation (CWE) Phase II, in the Ashanti and Brong Ahafo Regions by Ecowas Bank for Investment and Development (EBID) and in Ashanti, Brong Ahafo, Ahafo, Bono East, Eastern, Central regions by Tebian Electric Apparatus Stock Co. Ltd (TBEA) Hyengyang.

d) Renewable & Alternative Energy

As part of measures to increase renewable energy in the generation mix, the Ministry will also continue with various Renewable Energy Development Projects. These are the Utility Scale Renewable Electricity for Lawra/Kaleo Phase 2 Solar Project of 18MW; commence Pwalugu Hydro 60MW, Pwalugu 50MW Solar construction as well as commence and complete Bui 40MW Solar (Phase 2 of 250MW).

In addition, the Ministry will undertake the Mini Grid Renewable Electricity which focuses on the Construction of 3 Mini-Grid to commence and the Preparatory activities for 55 Mini-grids under SREP to complete.

On the Distributed Renewable Energy Generation, the Ministry will undertake the SHEP Net-Metering Solar PV preparation activities to continue for both public and private buildings, Complete feasibility for the Ghana-German Solar Reform Partnership (Ghana Goes Solar) and also complete the Jubilee House Solar (1MW) project.

For stand-Alone Off Grid Electricity, the Ministry will procure and install 40 Stand-Alone System for school under Electricity Distribution SREP and continue the distribution of the 80,000 Solar lanterns for off grid, rural and pre-urban areas under the solar Lantern Promotion Programme

Under the Climate Change Mitigation Programme, Ministry will commence Phase 2 of the Ghana's Nuclear Programme, procure a vendor for Ghana's Nuclear Project and intensify HR capacity building for the Nuclear Programme

The Ministry will also continue to distribute 500,000 Improved Charcoal Stoves under the Korea-Ghana Partnership and partner with GIZ under the forestry landscape restoration project on 700,000 hectares of land under the Nuclear Power Programme Development. The Ministry will also continue the construction of Apollonia Renewable Energy Demonstration Centre as part of the Energy Research and Alternative Energy Development Programme



e) Petroleum Development (Upstream)

The ministry will monitor the Voltarian Basin Project, negotiate Petroleum Agreement for blocks that are available for licensing in the Eastern Basin, coordinate and monitor the Takoradi-Tema Interconnection Project (TTIP) and activities of the West African Gas Pipeline (WAGP) and the coordinate the implementation of the Pecan Plan of Development and Operation (PDO).

f) Petroleum Development (Downstream)

The Ministry will implement Phase 1 of the Petroleum Hub Master Plan, improve and scale up of the “Rural LPG Promotion Programme” into a National LPG Promotion Programme to cover peri-urban and urban areas, and revise the downstream Infrastructure Master Plan and prepare a Tariff Policy. The Ministry will also develop, implementation and monitoring the draft regulations for the National Fuel Quality Policy and the Petroleum Products Strategic Stocks Policy

g) Petroleum Development (HSSE)

The Ministry will implement the National Climate Change -Smart Energy Action Plan and the Energy Sector HSSE Manual as well as continue implementation of mitigation measures under the management to ensure the staff and ministry are safe.

10.0. MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY AND INNOVATION (MESTI)

The Ministry of Environment, Science, Technology and Innovation (MESTI) is mandated to initiate and formulate policies on Environment, Science, Technology, and Innovation, as well as coordinate, monitor and evaluate the implementation of plans, programmes, and performance of the sector for national development.

The Ministry was headed by politically and bureaucratically by the following;

- Sector Minister - Hon. Kwabena Frimpong-Boateng (Prof.)
- Deputy Minister - Hon. Patricia Appiagyei
- Chief Director - Mrs. Cynthia Asare Bediako

10.1. Agencies and Departments of the Ministry

Sub-vented Agencies

- The Council for Scientific and Industrial Research (CSIR),
- Ghana Atomic Energy Commission (GAEC),
- Environmental Protection Agency (EPA),
- Land Use and Spatial Planning Authority (LUSPA),
- The National Biosafety Authority (NBA) and
- The Nuclear Regulatory Authority (NRA)

10.2. Sector Achievements

A. Ghana Integrated E-waste Programme

The Ministry commenced the pilot incentive payment system for e-waste collection at Old Fadama (Agbogbloshie) to reduce the indiscriminate disposal and burning associated with the management of e-waste. Since the commencement of the incentive payment system at Agbogbloshie on 30th June, 2020, over 30 tonnes of e-waste cables (which would otherwise have been burnt by the scrap dealers and further polluted the environment) have been purchased so far.

B. New Integrated Customs Management Systems (ICUMS)

In addition, the Ghana Integrated E-waste Programme, through an extensive stakeholder consultation has successfully deployed sixty-five (65) high priority product Harmonized System (HS) Codes via the new Integrated Customs Management Systems (ICUMS). The advance eco-levy collection on ICUMS is now fully linked to the E-waste Fund under the control of the Fund Administrator.



C. National Plastics Management Policy and Implementation Plan

Cabinet approved the National Plastics Management Policy and its accompanying Implementation Plan in May 2020. The Policy, together with the Ghana National Plastics Action Partnership (NPAP) Initiative, provided the platform for the reduction of plastic waste and pollution in Ghana. The Ministry also worked assiduously to operationalize the Plastic Waste Recycling Fund to provide finance for the management of plastics and reduce the adverse impact of plastic waste on human health and the environment.

D. Implementation of the Adaptation Fund Project

The Ministry also continued with the implementation of the Adaptation Fund Project to Increase resilience to Climate Change in Northern Ghana through the management of water resources and diversification of livelihoods. The project achieved the following: a) 10 dams rehabilitated in 10 communities in 4 Northern Regions (Northern, Upper West, Upper East, and Savannah) b) 24 women led agro processing facilities constructed with 1,260 direct beneficiaries. c) 29 Fish farms established in 29 communities with over 970 direct beneficiaries. d) 50 Dry Season Gardens with 2,377 direct beneficiaries and e) 50 Community based Beekeeping Associations established in 50 project communities with 996 direct beneficiaries.

E. Promotion of sustainable Agriculture and Strengthen Capacity for adaptation of climate Change

To promote sustainable agriculture and strengthen capacity for adaptation to climate change, the Ministry under the Sustainable Land and Water Management Project (SLWMP) supported over 40,000 farmers in the 12 project districts of the 5 Regions in the North to implement sustainable practices on a total of 16,317 ha of land. Ten (10) dugouts were also constructed in the project area to serve as watering points for wildlife and cattle.

F. Provision of Technical Expertise for COVID-19 Testing

The Ministry through the Council for Scientific and Industrial Research (CSIR) deployed technical expertise in virology and molecular genetics of infectious diseases to support the on-going COVID-19 RT-PCR based testing at both Noguchi Memorial Institute (NMIMR) and KCCR. The Biomedical Laboratory of the Water Research Institute (CSIR-WRI) was also upgraded to Level 2, where some district hospitals were assigned to send suspected COVID19 samples for testing in collaboration with the COVID-19 coordinating team.

10.3. Sustainable Development Goals(SDGs)

- **Ensure reduced emissions from Deforestation and Forest Degradation (REDD) concepts (SDG13)**

14 industries have implemented the policy based on research to assess carbon stocks. Also, 9 sectors with climate change mitigation and adaptation strategy priorities have been integrated and 42.2 MT (as at 2016) amount of Green House Gases (in Metric Tonnes) in the atmosphere. 4,610 (provisional) of companies issued with Environmental Assessment (EA) and Environmental Management Plan (EMP) permits. The challenge has been low level of



Government contribution. Projects are solely donor-driven. To mitigate the challenge, the Ministry would increase partnership with the private sector.

- **Industrial innovation and infrastructure (SDG 9,9.7)**

104 research findings adopted by industry, 32 businesses /industries assisted to adopt R&D in production and 30% adoption of improved locally- packaged technologies by MSMEs. However, inadequate government funding for research has pose a challenge to fully achieve this goal. The mitigating strategy undertaken by the Ministry is the operationalization of National Research Fund.

Also, under SDG 9, the National High-Performance Computing (HPC) Centre has been established with electrical installations on-going and the Construction of Foundry and Machine Tooling Centre to produce agriculture implements.

- **Operationalize the GIRC Centre (SDGs Goal 9, 17)**

A Proposal has been prepared and submitted under the Science Granting Initiative Phase II to secure funding for the establishment of a Grants Management System for the Centre.

- **Sustainable Land and Water Management (SLWM) (SDG 5)**

61,989 (Direct) Beneficiaries out of which 56.1% are women.

- **Sustainable Land and Water Management Practices (SDG 15)**

16,317 ha(hectares) of land have been adopted by the Ministry as a result if the where Sustainable Land and Water Management Practices (SLWMP). Also, under this goal, 40,253 Land users have adopted the SLWMP.

- **Nationally Determined Contributions (NDCs) Implementation & Investment plan (SDG 12)**

Implementation plan completed and consultant recruited to develop a financing strategy for the investment plan and 30 tonnes of e-waste types purchased under the German Financed E-waste Financial Cooperation Project at Agbogbloshie.

10.4. Flexible Working Hours

Based on the directive from the Chief Director, Directorates developed a weekly shift plan for their respective staff. That is, staff in each Directorate reported to work at least three (3) times within the week.



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This initiative led to the use of technology in communication and helped eliminate the congestion in various offices. The use of Microsoft teams was very useful since information could be shared with officers working from home.

The major challenge encountered during this period had to do with the fact that internet connectivity was very poor, and this led to difficulties in participating in some online meetings and trainings by staff.

10.5. Financial Performance

SOURCE		APPROVED BUDGET (GHC)	ACTUAL RECEIPTS (GHC)	ACTUAL EXPENDITURE (GHC)	VARIANCE
1	GOG	A	B	C	D = A-B
	Compensation (GOG)	2,941,010.00	3,102,606.54	3,102,606.54	-161,596.54
	Goods & Services (GOG)	51,386,688.00	49,434,188.97	49,434,188.97	1,952,499.03
	CAPEX (GOG)	35,000,000.00	22,391,267.24	19,039,527.24	12,608,732.76
	TOTAL (GOG)	89,327,698.00	74,928,062.75	71,576,322.75	14,399,635.25
2	IGF	0.00	0.00	0.00	0.00
3	DEV'T PARTNERS	15,994,095.00	27,086,423.49	23,208,779.72	-11,092,328.49
	GRAND TOTAL	105,321,793.00	102,014,486.24	94,785,102.47	3,307,306.76

10.6. Challenges

The implementation of the Ministry's programmes and projects was not without challenges. The key problems and challenges encountered during the implementation of activities were:

- **Delay and inadequate flow of funds** - usually experienced during the first quarter affected the implementation of some key activities. This was attributed to initial challenges faced on the GIFMIS platform due to the wrong approval hierarchy set up. The challenges for the period were worsened by the outbreak of the COVID-19 Pandemic and this provided a negative outlook for the subsequent quarters as well. This included the area of revenue generation (IGF) for most of the Agencies.
- **Impact on work activities due to the Covid-19 Pandemic**- The outbreak of COVID-19 prevented many scientists from visiting fields and it affected timelines. In addition, some Research Institutes could not hold their annual In-house Review and Research Planning where scientists presented their plans for the year to be critiqued by fellow scientists.



- **Difficulty in Acquisition of Land titles** - The issue of difficulty in acquiring land titles for CSIR and GAEC Lands also led to a significant loss of institutional lands to encroachment, with over four (4) cases in court.

10.7. Forward Look

The Ministry will continue to play its role in placing STI at the centre of National Development. Key interventions and activities to be undertaken in 2021 include the following.

- The **construction of a Handover Centre (HOC)** is expected to be completed in 2021 under the Financial Cooperation Project with the German Government at the premises of the Ghana Atomic Energy Commission (GAEC). The HOC will serve as the centre for the collection and receiving of e-waste fractions from the informal collectors or individuals, or scrap dealers at a price, which lies slightly above the market value for the e-waste type. The Project will also subsidize the collection and cover the additional cost associated with sound recycling.
- In addition, the **National Integrated E-waste Programme** will deploy and collect the advance eco-levy on the remaining Three Hundred (300) HS Codes into the E-waste Fund, and to commence the full operationalization of the Integrated National E-waste Management Scheme. The full operationalization of the scheme will lead to the formalization of the informal sector, and the creation of decent and sustainable jobs along the e-waste value chain.
- Again, in 2021, the Ministry will look to **setup the Resource Recovery Secretariat (RRS)** which is the nerve centre of Ghana's National Plastics Management Policy. The Resource Recovery Secretariat (RRS) will be responsible and dedicated to the achievement of the Policy's aim and fulfilment of the other seventeen (17) Strategic Actions. These actions, when deployed together, will create pro-business opportunities for job creation and shared growth while eliminating plastic pollution.
- The Ministry expects to **complete construction works on the facility and operationalize the Machine Tooling Centre in 2021**. The establishment of this Centre is a key component of a much broader strategic framework designed to ensure that Ghana's socio-economic development is driven by Science, Technology, and Innovation. This will put Ghana in a position to develop and grow talents of skilled and innovative Ghanaians who graduate from our schools, colleges, and universities.
- Finally, the Ministry will seek to **fully operationalize both the Ghana Innovation and Research Commercialization (GIRC) Centre and the High-Performance Computing (HPC) Centre to promote research**.

11.0. MINISTRY OF FINANCE (MoF)

The Ministry of Finance (MoF) exists to ensure sound macroeconomic stability, economic growth and development through: (i) the formulation and implementation of sound financial and fiscal policies; (ii) efficient mobilization, allocation and management of financial resources; and (iii) support to the creation of an enabling environment for private sector investment.

The Political and Bureaucratic Heads of the Ministry during the period under review were:

- Sector Minister – Hon. Ken Ofori-Atta
- Deputy Ministers – Hon. Kwaku Kwarteng
Hon. Abena Osei-Asare
Hon. Charles Adu-Boahen
- Chief Director – Mr. Patrick Nomo

11.1. Agencies and Departments under the Ministry**Department Under Ministry of Finance**

- Controller and Accountant General's Department.

Sub-vented Agencies

- Ghana Revenue Authority (GRA)
- Ghana Statistical Services (GSS)
- Public Procurement Authority (PPA)
- Financial Intelligence Centre (FIC)
- Institute of Accountancy Training (IAT)
- Securities and Exchange Commission (SEC)
- National Lottery Authority (NLA)

Public Service Organizations

- National Insurance Commission
- Bank of Ghana
- National Pension Regulatory Authority (NPRA)
- Ghana Audit Service
- National Lottery Authority (NLA)
- National Development Planning Commission (NDPC)
- Fair Wages and Salaries Commission (FWC)
- Ghana National Petroleum Company (GNPC)
- National Petroleum Authority (NPA)

Public Boards and Corporations

- Finance Committee of Parliament
- Internal Audit Agency



11.2. Sector Achievement

A. Implementation of Government Results Framework for High Priorities (GRFHP) 2017-2020

The Ministry's component of the GRFHP reflected three outcome areas: Improved Economic GDP Growth Rate, completed IMF Extended Credit Facility Programme and Improved Tax Measures. A total number of 29 indicators were observed in the GRFHP 2017-2020.

- **Improved Economic GDP Growth Rates:**

Government set out the targets of 6.8 percent growth of Overall Real GDP, 6.7 percent growth of Non-Oil Real GDP and 4.7 percent of GDP Fiscal deficit for 2020 fiscal policy in line with its policy objectives. Due to the disruptive effect of the COVID-19 pandemic on Ghana's economy, overall Real GDP and Real Non-oil GDP growth rates were revised downwards from 6.8 percent to 0.9 percent and from 6.7 percent to 1.6 percent respectively during the 2020 Mid-Year Fiscal Policy Review. In addition, during the 2020 Mid-Year Fiscal Policy Review, fiscal rules outlined in the Fiscal Responsibility Act, 2018 (Act 982) were suspended and the 2020 fiscal deficit was revised downwards from 4.7 percent to 11.4 percent of GDP.

Non-oil real GDP growth rate also grew at 4.9 percent in the first quarter of 2020 but contracted by 3.4 percent in the second quarter of 2020, averaging 0.8 percent in the first half of 2020 compared to an average growth rate of 5.2 percent during the same period in 2019.

Based on implementation of the stabilisation phase of the Ghana COVID-19 Alleviation and Revitalization of Enterprises Support (CARES) "Obaatanpa" Programme, GDP growth is expected to rebound in 2021 at 5.7 percent, while the projected 2021 fiscal deficit has been scaled down from 9.6 percent of GDP reported in the 2020 Mid-Year Review to 8.3 percent of GDP.

- **IMF Extended Credit Facility Programme Completed**

Ghana successfully completed and exited the International Monetary Fund (IMF) Extended Credit Facility (ECF) programme in April, 2019.

- **Improved Tax Measures**

The three main measures introduced under this outcome area are the amendment to the Revenue Administration Act, 2016 (Act 915) to pave way for the establishment of an Independent Tax Appeals Board; the passage of the Transfer Pricing Regulations to strengthen anti-avoidance provisions; and the development of a Medium-Term Revenue Policy and Strategy.

B. Three Other Sector Achievements

- **Implementation measures to mitigate the impact of the COVID-19 Pandemic on the economy**

Ghana recorded her first case of the COVID-19 pandemic on March 12, 2020, which resulted in Government instituting measures to contain the spread of the virus.

To mitigate the negative effect of the COVID-19 Pandemic on the economy, the Ministry proactively instituted some measures. Key among them are:



- i. Prepared a Coronavirus Alleviation Programme (CAP 1) with funding of GHC1.2 billion to mitigate the impact of the coronavirus pandemic on businesses and households.
- ii. Lowered the cap on the Ghana Stabilization Fund threshold from US\$300 Million to US\$100 Million and used the excess over the cap to fund the CAP 1 programme.
- iii. Supported Faith-Based Organisations to assist with COVID-19 social intervention programmes.
- iv. Facilitated a GHC10,000 Million Bank of Ghana Asset Purchase Programme as part of the COVID-19 Relief Programme.
- v. Obtained World Bank Support for COVID-19 Preparedness and Response Plan of GHC580 Million.
- vi. Obtained an IMF Rapid Credit Facility (RCF) of GHC 5,853 million

In addition, various Tax Reliefs were granted to businesses and households.

- **Development and launch of the Ghana COVID-19 Alleviation and Revitalization of Enterprises Support (CARES) “OBAATANPA” Programme**

The Ministry of Finance developed a GHc100 billion, two-phased three-and-a-half-year Ghana COVID-19 Alleviation and Revitalization of Enterprises Support (CARES) “OBAATANPA” Programme which was launched by the Senior Minister, Hon. Yaw Osafo Maafo. It is expected that GHc70billion of the total GHc100billion will be provided by the private sector whilst the Government of Ghana will fund the rest. The successful implementation of the CARES programme would bring the economy back to the Pre-COVID-19 growth path necessary to facilitate implementation of the Ghana Beyond Aid Agenda.

- **National Housing and Mortgage Fund**

The National Housing and Mortgage Fund (NHMF) was launched by the President on October 27, 2020. The President commissioned 204 Housing Units comprising one and two standard and expandable bedrooms constructed over a nine (9) month period for public sector workers. Through GCB Bank, Republic Bank and Stanbic Bank, a framework was developed to make mortgage and rental charges affordable on a pilot scale. To scale up the initiative, Government pledged to provide GHc500 million to the Mortgage and Housing Fund over the next five years.

11.3. Reforms

The ministry initiated the following reform activities;

- **Reorganization of the Ministry based on functional review.** This administrative reform reduced the number of divisions from 11-8. This led to a reduction in the span of control for management. A challenge of this reform was that the operational mandates of four Divisions expanded which created capacity gaps. This was mitigated by the development of a capacity plan that addressed and identified the gaps.
- **Leasing of Office equipment.** This was an administrative reform that has been in existent for two years. This reform reduced the cost of maintenance and cost of running office equipment considerably by allowing the ministry lease office equipment. By



improving the Information and Communication Technology (ICT) infrastructure, the ministry was able to tackle the network problems.

- **Paperless Office.** The paperless office initiative was introduced a year ago to enhance easy access and retrieval of documents. A document management and workflow System was implemented and in use in the ministry. Network and internet connectivity issue affected the effective use of the system. However, ICT infrastructures were improved to mitigate this challenge.
- **Enterprise Risk Management.** This operational reform was implemented two years ago to create awareness on Enterprise Risk Management. Risk Management Policy, Risk policy Guidelines and Risk Management Committee Charter were developed and approved by Management. A key challenge is the delays in operationalizing activities that were stated

11.4. Impact of Flexible Working Hours (FWH) Implemented by Sector Ministry

A Business Continuity Management (BCM) strategy was instituted during the early stages of the Coronavirus (COVID 19) outbreak to ensure a well-coordinated effort in service delivery. The ministry implemented the FWH by grouping staff in the various Divisions into three (3) categories to work on the critical deliverables of the Ministry. These groupings were rotated intermittently to ensure effective business continuity. Management also ensured the right logistics and facilities are in place for the safety and effective work delivery of staff. Other measures put in place were the adopting the use of virtual network platforms, Conduction of mass testing for staff, launch of a #Mask Up Campaign in the Ministry and Provision of Web Hosted Services.

The achievement for this year was evident of the fact that the institution of the Flexible Working Initiative positively influenced work delivery.

11.5. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITUR E (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	38,902,222.00	37,737,768.00	39,371,583.63	1,164,454.00
	Use of Goods & Services	41,373,468.00	31,139,075.00	17,077,594.96	10,234,393.00
	Assets	41,431,688.00	41,039,709.00	41,039,709.00	391,979.00
2	IGF	36,680,655.00	36,680,655.00	30,484,488.00	0.00
3	DEV'T PARTNERS	0	0	0	0
TOTAL		40,244,155.00	42,142,013.03	42,142,013.03	11,790,826.00

11.6. Challenges**A. COVID-19 Pandemic**

The COVID-19 pandemic was a major challenge encountered during the year, since its fiscal impact on the budget was significant. The challenges due to the pandemic were addressed through implementation of the Ghana CARES programme, which was the Government's blueprint for post COVID-19 economic recovery and structural economic transformation.

B. Inadequate Staff Capacity

Implementation of the 2017 functional review recommendations led to a reduction in the total number of Divisions from eleven (11) to eight (8). It also brought about an expansion in the operational mandate of four (4) Divisions. The Legal Affairs, Internal Audit and Transformation Units were also reclassified as specialized Units under the Ministry. To address skills-gaps associated with the implementation of the functional review, a comprehensive skills audit was undertaken in 2019 and a draft five-year competency development plan was developed for implementation.

C. Network Challenges with GIFMIS

Network challenges with the Ghana Integrated Financial Management Information Systems (GIFMIS) hampered the smooth usage of GIFMIS across various covered entities. This delayed the generation of real-time financial reports for budget performance monitoring and delayed the



delivery of services. To address this, the ministry has secured funding to improve the Information and Communication Technology (ICT) infrastructure.

D. Deficiencies in Ghana's Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) arrangements

Ghana was identified as a jurisdiction with strategic deficiencies in her Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) regime and therefore was placed on the Financial Action Task Force (FATF) “grey list” and the EU Blacklist. This had negative implications for the economy and some measures were initiated to ensure that Ghana is removed from the EU Blacklist in 2021. These include the Development and implementation of a national AML/CFT policy to address strategic deficiencies in Ghana's AML/CFT regime; Passage of a new Anti-Money laundering law to strengthen the AML/CFT regime; Deployment of a Beneficial Ownership regime including a Central Beneficial Ownership Register; Strengthening the risk-based supervisory regime of accountable institutions including banks, non-bank financial institutions, designated non-financial businesses and professionals.

E. Absence of a legal and regulatory framework for the Institute of Accountancy Training

The absence of a legal and regulatory framework for the Institute of Accountancy Training limited the Institute's ability to provide accredited training programme for the ministry. In spite of this, enrolment remains low thereby limiting the Institute's ability to fully deliver on its mandate. To address this, the Management Services Department of the Office of the Head of Civil Service has been contracted to make recommendations towards restructuring the Institute.

F. Wide scope of exemptions and tax incentives

The wide range of tax exemptions granted serves as a major source of revenue leakage to Government. To address this, a tax exemptions bill has been submitted to Parliament. The Ministry awaited the passage of the bill to facilitate the streamlining of tax exemptions.

11.7. Forward Look

Key programmes planned to be implemented in 2021 across the various Divisions, Agencies and Department of the Ministry are;

- (i) the procurement and subsequent deployment of a cyber-security system for the Ministry
- (ii) preparation of the 2022-2025 Sector Medium Term Development Plan
- (iii) preparation and implementation of the 2021 Annual Workplan and Budget
- (iv) preparation of the 2020 Annual Progress Report for the Ministry, and the
- (v) preparation of the 2021 and 2022 Budget Statements and Economic Policy.

To strengthen the Public Investments and Assets Management Sector, the following key deliverables are planned for 2021;



- i. publication of the 2020 State Ownership Report
- ii. Constitution of the Public Private Partnership Approval Committee and the
- iii. Submission of the Ghana Asset Corporation (GACORP) Bill to Parliament.

The 2020 population Census, which was deferred due to the COVID-19 pandemic, will also be carried out.

The regulatory framework for the International Financial Services Centre will be developed.

Other financial sector intervention to be carried out include the deployment of a goal backup facility, implementation of phase two of the Community Housing Project, conduction of a financial services demand survey, and implementation of the Capital Market Master Plan.

Other deliverables include Establishment of the Tax Appeals Board, Finalization of Medium-Term Revenue Policy and Strategy, Restructuring of the Domestic Tax Revenue Division (DTRD), and the Development and implementation of phase two of the ECOWAS Common External Tariffs (CET)

To ensure transparency in the management of Public Debt, the 2022 Borrowing and Recovery Plan and the 2020 Public Debt Report will be developed and published in line with provisions of the Public Financial Management Act, 2016 (Act 921). In addition, the on-lending and guarantee guidelines will also be published.

12.0. MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT (MoFAD)

MoFAD was established to ensure the accelerated development of the fisheries and aquaculture sector in national development. It is mandated to formulate and implement sector Policies and Strategies aimed at transforming the Fisheries Sector to contribute effectively to national development through science, technology, innovation and institutional capacity enhancement.

The Political and Bureaucratic Heads of the Ministry during the period under review were:

- | | | |
|--------------------|---|---|
| • Sector Minister | – | Hon. Mrs. Elizabeth Afoley Quaye (MP) |
| • Deputy Ministers | – | Hon. Francis Kingsley Ato Codjoe |
| • Chief Director | – | Mr. Frank Sofo – Jul. 2019 - Feb. 2020 |
| | | Mrs. Levina Owusu – Feb. 2020 – Dec. 2020 |

12.1. Agencies under the Ministry**Sub-vented Agencies**

- Fisheries Commission (FC)
- National Premix Fuel Committee (NPFS).

12.2. Sector Achievement**a. Achievements of the Ministry's Priority Areas**

The Ministry in 2017 submitted three (3) Priority Areas for the period 2017-2020 to the Office of the President for implementation. The implementation of the Priority Areas is expected to promote the development of the Aquaculture Industry, improve on the infrastructure of the sector as well as end illegal fishing.

- **Promoting Aquaculture Development**

Government's vision for the sector is to transform and grow the aquaculture sub-sector to increase domestic fish production, reduce fish import and create job opportunities especially for the youth along the value chain. The promotion of the Aquaculture industry was to help change the structure of the fisheries sector from the overdependence on the marine subsector. In 2019, the Ministry piloted Aquaculture for Food and Jobs (AFJ) in five (5) institutions. The implementation of AFJ initiative was fully rolled out and covered thirteen (13) Regions namely; Ahafo, Ashanti, Bono, Bono East, Central, Eastern, Greater Accra, Oti, Upper East, Upper West, Volta, Western and Western North in 2020. Twenty-five (25) beneficiary institutions and groups comprising six (6) Senior High Schools, one (1) Training College, four (4) Prison Camps, thirteen (13) Youth Groups and one (1) Fish Farmers' Association were supported under this initiative. Promoting Aquaculture Development is also hinged on sustaining the investment of existing aquaculture operators and establishments.



- **Fisheries Infrastructure Development**

The Ministry continued with the implementation of the Anomabo Fisheries College, which started in 2013 but was stalled due to financial challenges. The first phase of the project as at December 2019 was 85% completed. In 2020, the Ministry in collaboration with the University of Cape Coast finalised the academic curriculum for the College. It also started the construction of the National Aquaculture Centre and Commercial Farms in 2019 at Amrahia. The Ministry upgraded the hatchery at Veia in the Upper East Region and started the construction of two (2) hatcheries at Sefwi Wiawso and Dormaa Ahenkro. These hatcheries are expected to increase the availability and supply of quality fingerlings especially at the Middle belt zone.

- **Eliminating Illegal, Unreported and Unregulated Fishing**

The use of unacceptable fishing methods and gears by fishers contributed significantly to the high incidence of illegal fishing. The Ministry during the period under review continued with monitoring, controlling and surveillance activities on the marine and inland waters of Ghana. A total of 11 sea and 3 land patrols were conducted during the year from the annual target of 24 and 25 respectively. Quayside inspections by the Fisheries Enforcement Unit (FEU) decreased from 987 in 2019 to 380 in 2020 leading to a decrease in arrest from 26 to 8 for the same period. 22 fishing communities were sensitized on fisheries legislations and the impact on Illegal, Unreported and Unregulated (IUU) fishing. The engagements enabled fisheries managers, traditional and opinion leaders, and fishers to discuss operational challenges - IUU, status of ongoing programmes, infrastructural projects and proffer solutions to issues confronting the sector. The Ministry also reconstituted the Fisheries Out-of-Court Settlement Committee as a management tool to facilitate the settlement of fisheries infraction cases.

b. Key Achievements from the 2020 Action Plan

The Ministry developed the Fisheries Co-Management Policy to ensure that some level of authority and responsibility were delegated to the committees to manage activities at the local levels. In 2020, relevant fisheries stakeholders were consulted to lead the development of the draft policy, which was approved by Cabinet in February, 2020. The implementation of the Fisheries Co-Management Policy will enable the Ministry to manage and to enforce fisheries legislations through the active participation of resource users within the marine and inland fishing communities.

The Ministry launched the Canoe Identification System (CIS) in December 2019. The implementation of CIS entailed the registration and embossment of canoes with identification numbers, the collection of biometric information of canoe owners and the issuance of biometric identification cards to fishers. The CIS aimed at enhancing the regulation and access to fisheries resources, provide recognition and legitimacy to canoe owners and assist in the provision of Government support including the supply of premix fuel and fishing inputs to fishers. Since the



launch, about 14,000 canoes operating in the marine subsector have been registered out of which 10,000 Identification Cards have been printed for disbursement to canoe owners.

12.3. Reforms

- **Canoe Identification System.** This reform enhanced the regulation and access to fisheries resources. One of the challenges of the reform was inadequate funds to extend the initiative to the Inland Subsector. The Ministry engaged the Ministry of Finance (MoF) for Budgetary allocations with regards to Canoe Identification
- **Truck Monitoring System.** This reformed helped reduced Premix Fuel diversion.

12.4. Sustainable Development Goals (SDGs)

The Ministry implemented programmes to attain the Sustainable Development Goals (SDGs) Goals 2, 13 and 14.

A two (2) months Closed Season for Industrial Fleets specifically for the Tuna segment to sensitized fishing communities was implemented. It also conducted quayside inspections as part of measures to conserve and sustainably use marine resources as measure to achieve Goal 14.

To help combat climate change (Goal 13), the Ministry distributed and sensitised fish processors on the improved fish processing technology (Ahotor Oven) to reduce the emission of carbon derivatives from the processing of fish.

In addition, to help attain Goal 2(end hunger and achieve food security) it took measures to improve fish production. As a result, fish production as at July 2020 was 272,022.68mt.

12.5. Impact of Flexible Working Hours (FWH) Initiative implemented by Ministry

Fishing was declared as an essential service providing fish food supply throughout the country and was therefore exempted from the three (3) weeks lockdown from 30th March to 20th April, 2020. The Ministry reduced the number of staff reporting to work during the period. Out of a total staff of forty-eight at the time, only 20 comprising key officers from the four (4) line Directorates who provides essential assistance to top management were directed to report to work during the lockdown to ensure the continuous operation of the Ministry. Others were also directed to work from home.

Though the flexible working hours ensured that the Ministry provided critical services, the inefficient internet system affected the work of the Ministry thereby affecting the productivity of the Ministry.



12.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	A	B	C	D=(A-B)
1	Compensation of Employees	9,664,884.00	9,664,884.00	4,511,293.00	4,511,293.00	5,153,591.00
	Use of Goods & Services	2,271,863.00	2,271,863.00	1,408,745.20	408,336.00	863,117.80
	CAPEX	-	-	-	-	-
2	IGF	88,348,847.00	59,697,631.32	52,812,709.44	31,592,002.56	6,884,921.88
3	DEV'T PARTNERS	28,593,500.00	28,593,500.00	-	-	28,593,500.00
	TOTAL	404,819,897.00	235,383,381.65	58,732,747.64	36,511,631.56	41,495,130.68

12.7. Challenges

During the reporting year, the Ministry and its Agencies encountered a number of challenges in implementing the action plans for the period.

- Inadequate funding for key projects was one of the key challenges faced by the sector in 2020. The budgetary allocation for the Ministry was inadequate to enable the sector carry out major projects and operational activities.
- Inadequate fisheries infrastructure and facilities to enhance productivity affected the productivity of the sector. There is therefore the need for the provision of modern fisheries infrastructure for the modernization of the sector to improve productivity.
- The operations of the Ministry and its Agencies were affected by the lockdown of Accra, Tema, Kasoa and Kumasi as part of the CoVID-19 containment measures. The lockdown limited the number of staff working for the Ministry and its Agencies, which adversely affected the day-to-day operations, and productivity of the sector.

12.8. Forward Look

In 2021, the Ministry and its Agencies will continue to develop and implement policies, programmes and projects that will enhance the contribution of the sector to national development. The Policies, programmes and projects will be carried out under the five (5) Sector Budget Programme Areas name;



- **Aquaculture Development**

The Ministry will continue to focus on the promotion of aquaculture development through the increase in domestic fish production to reduce fish import and create jobs. There will be collaboration with key stakeholders to implement policies, projects and programmes to help achieve the objective of developing the aquaculture industry. The priority areas for 2021 under this programme are the Aquaculture for Food and Jobs (AFJ) Initiative and the National Aquaculture Centre and Commercial Farm Project.

- **Fisheries Resource Management**

Under the Fisheries Resource Management Programme, the Ministry will undertake fisheries scientific research surveys, implement conservation measures and interventions to reduce fishing effort and provide alternative livelihood empowerment to fishers and fishing communities. Key programmes and Projects what will be earmarked for 2021 under this programme include Closed Season for all Fleets, Co-Management Policy for the Fisheries Sector and a Marine Management Plan 2021-2025.

- **Management and Administration**

Key Projects and Programmes earmarked for 2021 under the Management and Administration Programme are provided below.

- i. **The Anomabo Fisheries College Project**

The implementation of the Anomabo Fisheries College project will be continued in 2021. With the completion of the four (4) main structures, the Ministry would continue the construction of the access and internal roads. Other components critical for the operation of the College would also be provided. A Memorandum of Understanding would also be signed between the Ministry and the University of Cape Coast on the management of the College.

- ii. **7th Meeting of the Organization of African, Caribbean and Pacific States (OACPS) Ministers in charge of Fisheries and Aquaculture.**

Ghana has been selected to host the 7th meeting for Ministers responsible for Fisheries and Aquaculture of the Organization of African, Caribbean and Pacific States (OACPS) in September, 2021 on the theme “Harnessing fisheries and aquaculture resources for poverty alleviation and socio-economic development of ACP Member States”. As the Host, the Ministry will make the necessary preparatory arrangements towards the successful organization of the meeting.



iii. 2021 National Farmers Day Celebrations

The Ministry will collaborate with the Ministry of Food and Agriculture (MoFA) and other relevant stakeholders to organize the 2021 celebration, which will mark the 37th edition of the Farmers' Day.



13.0. MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION (MOFRI)

The Ministry of Foreign Affairs and Regional Integration (MoFRI) is responsible for the management, coordination and implementation of Ghana's foreign policy. The Ministry is the lead organ of State responsible to achieve the broad foreign policy objectives of the Government. It executes its functions through nineteen (19) Bureaux and Units at Headquarters, including the Passport Office and the Accra International Conference Centre (AICC); and fifty-seven (57) Diplomatic Missions and nine (9) Consulates-General abroad.

The Ministry was headed politically and bureaucratically by the following;

Minister	- Hon. Shirley Ayorkor Botchwey
Deputy Minister	- Hon. Mohammad Habib Tijani
Deputy Minister	- Hon. Charles Owiredo
Chief Director	- AMB. Albert Yankey

13.1. Agencies of the Ministry

The Agencies of the Ministry are:

- Accra International Conference Centre
- The Sub-vented organizations under the Ministry include
- All Africa Students Union (AASU),
- Legon Centre for International Affairs and Diplomacy (LECIAD) and
- National African Peer Review Mechanism Governing Council (NAPRM-GC).

13.2. SECTOR ACHIEVEMENTS

The key achievements of the Ministry were as follows:

a) Enhance Ghana's international image and influence

• Opening of new Missions

The Government of Ghana opened a new Mission in Vienna, Austria to enhance collaboration with UN agencies located in Austria. The Ghana Mission in Tripoli, Libya, which was closed a few years ago due to political unrest, was reopened, whilst the Consulate in Niamey, Niger was upgraded to a full Embassy to strengthen bilateral relations between Ghana and these countries. The total number of Ghana Missions abroad now was sixty-six (66) and total number of Honorary Consulates was at thirty-eight (38). The Ministry also facilitated the establishment of three (3) new Diplomatic Missions in Ghana, which are the High Commissions of Suriname, Kenya and Rwanda.

• Visa Waiver Agreement

The Ministry in the course of the year signed visa waiver Agreements with Qatar, Jamaica, Suriname, Saint Kitts and Nevis, Saint Vincent and Grenadines, Guyana, Venezuela and Malta. When ratified by Parliament, officials from both countries carrying Diplomatic, Service and Official passports will be exempted from applying for visa when entering each other's countries.



b) Promote Ghana's political and economic interests abroad.

- **Hosting of the Secretariat of the Africa Continental Free Trade Area**

The Ministry in conjunction with the Office of the President and the Ministry of Trade and Industry spearheaded the campaign for Ghana's candidature to host the Secretariat of the Africa Continental Free Trade Area (AfCFTA). The Assembly of the African Union Heads of State and Government on 7th July, 2019 in Niamey, Niger approved Ghana's bid to host the Secretariat of the AfCFTA, its first African Union institution. The Secretariat was subsequently commissioned by President Akufo-Addo and handed over to the African Union Commission on 17th August, 2020.

c) Ensuring globally competitive Foreign Service

- **Competency-Based Training for Officers**

The Ministry of Foreign Affairs and Regional Integration, in conjunction with the Office of the Head of Civil Service, organized competency-based training programmes for Branch A2, A3, and A4 Officers both home and abroad. The exercise was aimed at training Officers due for promotion to enable them contribute to the attainment of Ghana's foreign policy objectives; the Ministry's Medium-Term Development Plan (MTDP); and the President's Coordinated Programme of Economic and Social Development Policies (CPESDP) (2017-2024).

13.3. Sustainable Development Goals

The Ministry worked on SDG Goals 4, 6, 8, 10, 12 and 13.

The indicators for measuring these goals were the number of meetings/seminars to enhance foreign policy held, the number of international treaties/protocols/conventions ratified, number of Candidates from Ghana elected to positions in international organizations, number of new Diplomatic missions established and the number of high-level visits to Ghana to strengthen Bilateral Cooperation. The major challenge encountered during the implementation of the SDGs goals was the under-reporting of the indicator due to the late submission of quarterly reports and this was mitigated by sensitising Bureau and Missions on the importance of submission of reports on time.

The Ministry's indicators for measuring SDG 16 and 17 were the number of new Passports Application Centres (PACS) created, the number of Missions providing biometric passports services increased, the number of PACs providing on-line services, the processing time for biometric passports reduced, the processing time for consular ID cards, and the processing time for visa application reduced. There were no major challenges encountered during the implementation of these goals.

Also, the indicators for measuring SDG Goal 2 and 9 were the number of PJCC and political consultations held and the number of Trade Missions and made-in Ghana exhibitions held abroad. Five PJCC and political consultations were organized in 2021 and fifty-five Trade Missions and made-in Ghana exhibitions were organized in 2019. Under reporting of the indicator due to the late submission of quarterly reports was a major challenge.



13.4. FINANCIAL PERFORMANCE

CLASSIFICATION	2020 APPROVED BUDGET	AMOUNT RELEASED	ACTUAL EXPENDITURE	VARIANCE
COMPENSATION OF EMPLOYEES	389,211,162.00	389,078,389.76	389,078,389.76	132,772.24
USE OF GOODS AND SERVICES	70,457,547.00	50,388,188.22	50,388,188.22	20,069,358.78
CAPITAL EXPENDITURE	114,833,364.00	8,155,351.25	8,155,351.25	106,678,012.75
IGF	00	00	00	00
DEV'T PARTNERS	00	00	00	00
TOTAL	74,502,073.00	447,621,929.23	447,621,929.23	-373,119,856.23

13.5. CHALLENGES

The challenges encountered by the Ministry during the period under review were;

- **Reduction and delayed releases in the Ministry's appropriation for Goods and services**

The Ministry of Finance in its consideration of the budgetary proposals of the Ministry over the years reviewed the Ministry's final appropriation for goods and services downwards, despite the obvious needs of the Ministry. The overseas Foreign Missions for instance expend an estimated GH¢25m annually on the rental of Chanceries and residential accommodation for home-based staff. Additionally, other elements such as medical, vehicle, property insurance, and utilities were not given the due consideration in annual budgetary reviews which placed continuous pressure on the Ministry's operations. The delay and inadequate releases made it difficult for the Ministry to meet its financial obligations.

- **Exchange Rate Losses**

A large component of the Ministry's budget was incurred in foreign currencies. Since the Ministry prepares its budget estimates in Ghana Cedis, fluctuations in exchange rates worldwide led to substantial exchange rate losses in the execution of the budget.

- **Allocation for Ghanaians in Distress**

As a follow-up to a recommendation by the Public Accounts Committee of Parliament in 2018, the Ministry requested the Ministry of Finance to create a budget line for Emergency Fund of US\$2 million for the purpose of supporting stranded and distressed Ghanaians abroad who require assistance from the Government. The Ministry made representations at the budget hearings organised at the Ministry of Finance but no action was taken on the matter. The creation



of such a Fund has more than ever become imperative in the wake of the COVID-19 pandemic and its associated impact on the welfare of Ghanaian national abroad.

- **Assessed Contributions**

Based on Cabinet decision in October 2018, payment of all due subscriptions to international bodies was coordinated by the Ministry of Foreign Affairs and Regional Integration. Per this directive, MDAs were expected to compile a list of international organisations for which they were responsible for indicating their annual subscriptions to the Ministry of Foreign Affairs for transmission to the Ministry of Finance for settlement.

- **Delays in Remittances to Missions**

The Ministry made monthly disbursements to its Missions abroad for the payment of salaries, allowances and goods and services. In recent times, there were delays in the transfer of these remittances to the Foreign Missions, placing some Missions in difficulty.

- **Procurement Challenges**

The Ministry of Foreign Affairs and Regional Integration has been procuring goods, works and services for both the Ministry and its affiliated Missions across the world. These procurement activities for Goods, Works and Services were carried out in accordance with provisions in the Public Procurement Act 663 as amended as well as the guidelines set out in the Public Procurement Manual. The uniqueness of the operations and legal framework within the various countries in which Ghana Missions operate creates an inconsistency in the application of Act 663 as amended.

13.6. FORWARD LOOK

The Ministry's strategic and top priority programmes and projects for 2021 outlined are;

- Modernization of the new Passport Head Office;
- Migrate from machine readable passports to biometric passport by all Ghana Missions abroad;
- Establishment of PACs in four of the six newly created regions;
- Hold six (6) PJCCs and Political Consultations with other countries;
- Commence the construction of the Ministry's annex building;
- Complete the Foreign Service Institute;
- Open a Diplomatic Mission in Jamaica/Trinidad & Tobago;
- Open a Diplomatic Mission in Mexico;
- Re-Development of the Accra International Conference Centre (AICC);
- Re-Development of Ghana's Permanent Mission to the United Nations Building in New York;
- PPP arrangement for the introduction of chip-embedded passports;
- Machine-readable visa stickers.



14.0. MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION (MOGCSP)

The Ministry of Gender, Children and Social Protection (MoGCSP) is mandated to coordinate and ensure gender equality and equity, promote the survival, social protection, and development of children, vulnerable and excluded and persons with disability and integrate fulfilment of their rights, empowerment and full participation into national development.

The Ministry was headed politically and bureaucratically by the following;

- Minister Hon. Cynthia Mamle Morrison
- Deputy Minister Hon. Freda Prempeh
- Chief Director Dr. Afisah Zakariah

14.1. Agencies and Departments of the Ministry

The Ministry has the Department of Chieftaincy as its Civil Service Departments.

Civil Service Departments

The Ministry has the following Departments;

- Department of Gender
- Department of Children
- Department of Social Welfare

Agency under the Ministry

- National Council on Persons with Disability
- Domestic Violence Secretariat
- Human Trafficking Secretariat

14.2. Sector Achievements

Key achievements implemented by the Ministry are outlined below;

A. Gender Equality and Women Empowerment

The overall goal of the National Gender Policy (NGP) is to mainstream gender and women's empowerment concerns into the national development process to improve the social, legal, civic, political, economic and cultural conditions of the people of Ghana. The Department of Gender engaged in the commemoration of International Women's Day, Affirmative Action Bill, Five (5) Year Strategic Plan on Addressing Adolescent Pregnancy in Ghana, Preparation of Ghana's Beijing +25 Report, Development of GHANAP 2, Women's Reproductive Health Rights including HIV/AIDS, Harmful Cultural practices including Child Marriage, Female Genital Mutilation (FGM), Adolescent Pregnancy and Obstetric Fistula, Framework for the Establishment of Gender Desks in Ministries Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs), Mentorship Programmes for Girls, HeForShe Campaign / Male Engagement among others to achieve the objectives of the National Gender Policy.



B. Child Rights Promotion and Development

The intended objective of this sector priority area is to promote and protect the rights of children in Ghana through timely intervention, conducting research, and managing information on children for informed policy, decision making and implementation. Programmes undertaken to promote and protect the rights of Children were; evaluation of the Early Childhood Care and Development (ECCD) policy, strengthened child protection systems in Ghana, the commemoration of 30 years of the African Charter on the Rights and Welfare of the Child, public sensitization on Covid-19, the commemoration of Calendar Day Events and submission of Ghana's 6th and 7th Report to the United Nation Committee on the Rights of the Child (UNCRC).

C. Social Protection and Development

The Ministry designed and implemented COVID-19 Emergency Social Protection Assistance (ESPA) to the poor and vulnerable in the partial lockdown areas, rallied development partners and private sector support and provided a residential facility for *Kayayeis* and street children to complement the Government's effort in curbing the spread of the COVID-19.

D. Livelihood Empowerment Against Leap (LEAP)

The LEAP Management Secretariat (LMS) enrolled 335,013 extremely poor households comprising 1,451,747 individuals as of September 2020, from a base of 213,044 extremely poor and vulnerable households in 2016. In terms of gender segregation, 54.9% of beneficiaries were female whilst 45.1% were males.

E. Ghana School Feeding Programme

The Ghana School Feeding Programme also achieved some remarkable feat like payments to caterers, job creation, innovative nutrition training, national supervisory monitoring and regional team tool training.

F. Secured Protection for Victims of Gender-Based Domestic Violence

In 2020, the Domestic Violence Secretariat organized refresher training for paralegals to effectively and efficiently manage the DV Rapid Response Centres. Some of the activities embarked on were retraining of Seventy (70) Paralegals on Domestic/ Sexual and Gender-Based Violence, renovation of the Shelter for abuse women, development of a database on Child Marriage and Domestic Violence, enforcement of the Principles of Gender Equality and Equity in Personal Status and Civil Rights, training for Forty-Five (45) Law Enforcement Officers, community Sensitization on Human Trafficking and Irregular Migration and matching and Placement Adoptive Children with Prospective Parent.

14.3. Reforms

The reforms undertaken by the Ministry in the year under review were:



- **Integrated Social Service (ISS)**

This reform was in existence for 2 years and approximately 506 stakeholders (MMDAs, 16 RCC, 6 National Officers, OHLGS and Ministries) were trained. This reform ensures the effective and efficient coordination of service delivery, increased access to basic Social Services and made available the agreed standards, guidelines and protocols for Social Services delivery. Some challenges identified in the implementation were inadequate requisite skills/competency/capacity for Stakeholders, inadequate material and financial resources and no internet connectivity challenges at the district level. However, this was managed by mobilising financial and material resources from, GoG, UNICEF and its partners to support the reform.

- **Electronic - Registration of NGOs**

This reform has been in existence for 3 years and about 98% of NGOs were registered using the e-system. This innovation improved work effectiveness in the Ministry. There were inadequate staff with technical expertise to Head the MIS Unit within the Secretariat. This was managed by organizing IT training for staff.

- **Social Welfare Information Management Systems (SWIMS)**

This reform has been in existence for a year and 60% of Department of Social Welfare Organisations (DSWOs) using the SWIMS software. This reform led to the rapid resolution of Social Welfare cases. There were challenges like inadequate capacity for DSWOs, inadequate IT logistics resources and poor connectivity at the district level. The mitigating Strategy used to curb these challenges was to engage UNICEF and other partners to provide the basic equipment needed to enhance the implementation of SWIMS.

14.4. Sustainable Development Goals

The Ministry worked on SDG Goal 1 (No Poverty), Goal 2 (Zero Hunger) and SDG Goal 3 (Good Health and Wellbeing).

For SDG Goal 1, an average of 335,013 households representing 1,451,747 extreme poor individuals received bi-monthly cash grants and additional 17,800 households were enrolled onto the cash grant payment. The major challenges encountered were inadequate budgetary allocation, low Donor partner support, and low coverage of the LEAP programme, ineffective collaboration with MDAs and MMDAs and data challenges. However, these challenges were controlled through government commitment to funding, strong partnership and engagement with development partners' and the presence of effective and efficient case management system.

In implementing SDG Goal 2, an average of 2,980,000 pupils in 8,683 basic schools benefited from free feeding in each school and 584,000 final year JHS students and 146,000 staff in all public and private schools across the country were provided with one nutritious meal a day. Some challenges faced were non-coverage of JHS schools, limited coverage of the GSFP, inadequate budgetary allocation and low donor partners' support. Mitigating strategies employed were government commitment to funding, ensuring strong partnership and engagement with development partners' and presence of an effective and efficient case management system.



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The percentage of LEAP beneficiaries benefiting from health services was the indicator for measuring SGD Goal 3 and 73% of LEAP beneficiaries were enrolled onto NHIS. There were no major challenges encountered during the implementation of this goal.

14.5. Flexible Working Hours

The Ministry and its Departments, Secretariats and Council introduced a shift system in April 2020 to reduce physical contact and reduce overcrowding in the offices. Directorates and specialised Unit/Department prepared a weekly roaster of attendance for their staff to work from home using zoom and Microsoft Teams and other social media platforms. National Service Persons and Internship Trainees were also encouraged to take their annual leave.

The major weaknesses were the absence of adequate ICT equipment and internet connectivity to allow staff to work from home. The absence of a dedicated vehicle to convey staff to and from home in the Ministry also posed a great challenge to staff.

The most successful outcome during this period was that staff broadened their knowledge on how to use various virtual meeting platforms and IT skills. It also afforded staff the opportunity to maintain work-life balance considering the fact that basic schools were closed and had to combine their care-giving role with their official duties.

14.6. Financial Performance

FINANCIAL PERFORMANCE					
	SOURCE	APROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GOG	A	B	C	D=(A-B)
	Compensation of Employees	35,972,448.00	36,809,701.57	36,809,701.57	(837,253.57)
	Use of Goods and Services	674,979,793.00	618,526,792.68	567,722,705.40	56,453,000.32
	Capex	6,000,000.00	6,000,000.00	6,000,000.00	-
2	IGF	26,990.00	14,008.82	14,008.80	12,981.18
3	Development Partners	30,170,151.00	61,203,452.03	61,203,452.03	(31,033,301.03)
	Total	747,149,382.00	722,553,955.10	671,749,867.80	



14.7. Challenges

The challenges encountered by the Ministry during the period under review were;

- **Limited office accommodation**

The expanded mandate of the Ministry required an increase in the number of staff; however, the inadequate office accommodation posed a great challenge. The Departments, Secretariats and Directorates were scattered at different locations. This affected the efficiency and effectiveness in coordinating and delivery of services to stakeholders. In view of the limited office space, most of the offices were overcrowded making it difficult to strictly adhere to the Covid-19 protocols.

- **Inadequate and delay in release of funds**

The inadequate budgetary allocation to the Ministry, its Departments, Secretariats and Council made it difficult to effectively carry out planned activities and provide adequate logistics. In 2020, an amount of GH¢ 42,809,701.57 was allocated to the Ministry and its Department and Council (Department of Gender, Department of Children and their Regional Offices, Department of Social Welfare and its Institutions and Children Homes). This made it very difficult for the regional offices of the Departments to execute their duties at the decentralised level where their services were most needed. The untimely release of funds was another major challenge.

- **Inadequate vehicles to effectively run the operations of the Ministry and its Departments, Secretariats and Council**

There were inadequate vehicles to effectively run the operations of the Ministry and its Departments, Secretariats and Council. The Ministry made efforts to procure requisite logistics by sourcing for assistance from Development Partners.

- **Absence of legal framework to determine Programme operations and funding sources**

The absence of a legal framework to determine programme operations and funding sources continued to be a challenge. Most of the Ministry's programmes were still not backed by any legal framework and this had a negative effect on the success of these programmes especially in the area of securing funds. The Ministry made efforts to get the Affirmative Action, Social Protection and the Ghana School Feeding Bills to Cabinet. These Bills, when passed would see an enormous improvement in the operation of these Programmes.

14.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2021 outlined are;

Social Development

- Monitor the 3% District Assembly Common Fund for persons with disabilities
- Mainstream disabilities into the MMDAs
- Sensitization on the Revised Persons with Disability Act, 2006 (Act 715) and Regulations
- Facilitate the passage and implementation of the SP Bill
- Develop and Implement Social Protection Emergency Response Strategy
- Develop and Implement SP Coordination and Complementary Service Framework



Gender Equality and Women's Empowerment

- Develop guidelines for the appointment of Gender Desk Officers
- Implement the Adolescent Pregnancy Strategy
- Organize sensitization on harmful cultural practices for religious and traditional leaders

Enforcement of the Principle of Gender Equality and Equity in Personal Status and Civil Rights

- Give care and protection to victims of Trafficking in shelters
- Community sensitization to create awareness on issues of Human Trafficking, Migration and Child Labour
- Commemorate the world day against Human Trafficking
- MIS integration and creation of a dashboard for Ministry headquarters
- Strengthen of research capacity of staff
- Management of MoGCSP website and social interactive and platforms

Secured Protection for Victims of Gender-Based Domestic Violence

- Implement the Strategic Framework on Ending Child Marriage in Ghana
- Hold DV management board meeting
- Operationalize DV shelter
- Train staff in Scheme of Service and competency-based training programmes
- Facilitate career progression of staff
- Conduct and produce planning, mid-year and end-of-year reports on staff performance appraisal

Child Rights Promotion, Protection and Development

- Compile and submit State Party Report on Children to the United Nations and African Union
- Engage Stakeholders on Child Protection issues (including Reporting and Referral of CP cases)
- Amendment of child related laws and Review of policies (Children's Act, Juvenile Justice Act, ECCD Policy etc).

15.0. MINISTRY OF HEALTH (MoH)

The Ministry of Health (MoH) is mandated to develop and co-ordinate relevant health policies towards effective health service delivery, monitor and evaluate their implementation for national development. Its vision is to have a healthy population for national development with the ultimate goal to ensure a healthy and productive population that reproduces itself safely.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Kwaku Agyeman Manu (MP)
- Deputy Minister(s) - Hon. Tina Mensah (MP)
- Hon. Alexander K.K.K Aban
- Hon. Dr. Bernard Okoe Boye
- Ag. Chief Director - Mr. Kwabena Boadu Oku-Afari

15.1. Agencies of the Ministry**Public Service Organization**

- Ghana Health Service
- Korle-Bu Teaching Hospital
- Komfo Anokye Teaching Hospital
- National Blood Service
- National Ambulance Service
- Tamale Teaching Hospital
- Cape Coast Teaching Hospital
- Mortuaries and Funeral Homes Regulatory Board
- Ho Teaching Hospital

Public Boards and Councils

- Medical and Dental Council
- Nursing and Midwifery Council
- Pharmacy Council
- Traditional & Alternative Medicine Council
- Allied Health Council
- Food and Drugs Authority
- Health Facilities Regulatory Agency
- College of Pharmacy
- Psychology Council
- National Health Insurance Authority

Others

- Centre for Scientific Research into Plant Medicine
- Ghana College of Physicians and Surgeons
- College of Nursing and Midwives

Subverted Organizations

- Christian Health Association of Ghana



- Ahmadiyya Muslim Mission
- St. John's Ambulance Brigade

15.2. Sector Achievements

Regulations, Legislations and Policies

A. Control and Management of COVID-19

The sector in its bid to combat the pandemic developed a National Strategic COVID-19 Response Plan. The overall goal of the plan included: reducing the incidence and mortality of the COVID-19 pandemic and the negative impact on the socio-economic lives of the people.

An overall national coordination was elevated to the level of the Office of the President to ensure the country's response to the pandemic is properly coordinated. A multi-sector and multidisciplinary strategy at all levels of government was established and coordinating structures activated at all levels. Response activities were largely decentralized to the district level.

Additionally, MOH and its Implementing Partners in December 2020 successfully organized the COVID-19 Emergency Prospective Review Program (EPRP) Monitoring visits. This initiative of the Ministry of Health was to assess the implementation status of Ghana's EPRP Project and make recommendations for its improvement.

B. National Health Policy

The National Health Policy was developed to ensure healthy lives for all people living in Ghana, recognizing the wider scope of health. This policy derives inspiration from the Directive Principles of State Policy in Article 34 (2) of the 1992 Constitution.

Other Policies developed or completed in 2020 include:

- Food Safety Policy
- The Mental Health Policy
- Non-communicable and Employee HIV/AIDS Policy
- Workplace HIV/AIDs Policy
- Pre-Hospital & Emergency Services Policy
- National WASH strategy
- A draft National Strategic COVID-19 Response Plan to the threats of the COVID-19 pandemic in Ghana.

Others

C. Drone Delivery Technology (Fly Zipline Technology)

The Drone Delivery of essential services continues to make significant gains and contributions in the health sector. The Zipline established four (4) centres across the country, from where vaccines, blood and blood products, and other medicines are sent to health facilities at hard to reach areas. The centres are located at Omenako, Mpanya, Vobsi and Sehwi Wiawso.

Zipline Omenako, registered the highest number of deliveries in the year.



At Zipline Mpanya, 1254 deliveries were made in November, with 71.5% and 22.2% being medical and vaccine products respectively. Sample deliveries rose a little bit above that of October. Out of the 24 sample deliveries made to KCCR, 23 were associated with COVID test samples.

At Zipline Sehwi Wiawso, 1660 deliveries were made. 8% of these deliveries were emergency deliveries with rest being resupply deliveries. 16,227 units of products were delivered over the month of November i.e. 7,151 units of medical products, 9,061 units of vaccine and its related items (i.e. Soloshot, Diluent) and 15 units of blood products.

D. Provision of Hospital Beds

As part of the Infrastructure for Poverty Eradication Programme (IPEP), 10,000 hospital beds have been procured for the Ministry of Health to support healthcare delivery across the country. Each constituency was allocated 29 hospital beds comprising delivery beds, critical care beds with over-bed tables standard hospital beds type 1 & 2 with bedside lockers and children's Cots. A quantity of PPEs and other logistics for supporting the national response for COVID-19 were also procured.

E. National Ambulance Service

As part of efforts to enhance emergency services in the country, 307 new ambulances have been procured to strengthen and improve quality of care in pre hospital and emergency care services in 2020. The services will be extended to cover all constituencies. Efforts are also being made to strengthen hospital and emergency care services and specifically as a priority area in our UHC Roadmap.

As part of our response to COVID-19 pandemic, National Ambulance Service build capacity of Emergency Medical Technicians (EMT) to be able to respond to the pandemic appropriately. A total number of 2,620 cases were attended to during the period under review.

15.3. Reforms

- **Integrated Logistics Management System**

The Integrated Logistics Management System was developed to provide health commodities logistic data and ordering functionalities to enhance user's ability to apply information from LMIS to improve forecasting/quantification, budgeting, procurement, inventory control, storage distribution and reporting from health facilities to central levels.

The LMIS eliminates the limitations and challenges created by the current system thus lack of end-to-end visibility and relevant data for decision-making and performance monitoring. The current implementation status includes Onboarding of 299 facilities including 9HCs in the Western Region, 4 Zipline Distribution Centre, and training of approximately 961 end users at the Program, OCP, P&S, SSDM.



- **Health Electronic Recruitment System**

The Human Resource Online Recruitment System is an internet-based platform developed by the Ministry with its stakeholders. The purpose of this platform is to rationalize recruitment of health professionals (nurses, medical doctors, specialists, allied health professionals, etc.) and to ensure equity in the distribution of health staff across the country.

The link for accessing this platform is www.hr.moh.gov.gh. The estimated duration for the use of the online platform is five (5) minutes at any given time with a stable internet connection.

15.4. Sustainable Development Goals (SDGs)

- **Ensure healthy lives and promote Well-being at all ages (SDG 3)**

The sector recorded 131.8/100,000 live births in 2020, an indication of improved performance compared to 139.5 live births in 2019. The health sector target of reducing Institutional Maternal Mortality ratio to less than 140/100,000 live births was achieved. Challenges identified were late referral of pregnant mothers, high Antenatal Care (ANC) dropout rate, inequitable distribution of health workers and inadequate logistics. The mitigating strategy is public education and sensitization would be strengthened and ensure equitable distribution of health workers resources to improve provider skill, competence and response needed.

- **Proportion of deliveries attended by trained health workers (SDG 3)**

(62%) for skilled delivery in 2020 was not achieved as coverage for the period stands at 56.4%. The major challenges encountered are inequitable distribution of health workers, lack of access to health facilities, and high ANC dropout rate. To mitigate this, there would be an increased enrolment of midwives and Community Health Care Networks (CHNs) to ensure equitable distribution of health workers, and equipping Community-Based Health Planning and Services (CHPS) zones.

Another indicator under this goal is **Malaria under-five mortality rate**. The risk of a child dying from malaria has reduced from 16 per 10,000 in 2019 to 10 per 10,000 in 2020. This performance has exceeded the Malaria Control Programme's expectations of 20 per 10,000.

Delays in procurement of malaria commodities has been a key challenge. To mitigate this, the Ministry will ensure availability of adequate resources to execute planned activities, strengthen malaria case detection and improving malaria case management (diagnosis and treatment), increase coverage of Insecticide Treated Nets (ITNs), and ensure target districts with high records of malaria incidence are covered through Indoor Residual Spraying.

15.5. Flexible Working Hours

The Ministry adopted different approaches including two weeks working shift system, bi-weekly working hours, entirely virtual and partial working approaches were all adopted by directorates and units under the Ministry at their convenience. These approaches adopted were successfully implemented and influenced productivity effectively and efficiently.



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However, initial challenges such as inefficient supply of data and internet related accessories for workers working from home, inadequate laptops for all staff. The adoption of these approaches largely influenced staff to innovate and quickly adapt to the rapid changing technological advancements, which has a potential of further improving efficiency in service delivery in Ghana.

15.6. Financial Performance

SOURCE OF FUND		APPROVED BUDGET (GH¢ million)	ACTUAL RECEIPTS (GH¢ million)	ACTUAL EXPENDITURE (GH¢ million) <i>(As per releases on the GIFMIS)</i>	VARIANCE (GH¢ million)
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	4,149.29	3,073.03	2,271.66	1,076.26
	Use of Goods & Services	36.34	21.49	30.05	14.85
	CAPEX	57.39	43.15	231.33	14.24
	GOG-NHIA	244.00	-	-	244.00
Sub Total		4,487.02	3,137.67	2,533.04	1,349.35
2.	IGF	1,931.08	542.46	542.46	1,388.62
3.	DEV'T PARTNERS				
	DANIDA	-	-	-	-
	JICA	-	-	-	-
	DONOR EMS/SBS	412.97	279.05	279.05	133.92
	World Bank Loan	582.00	575.37	552.84	6.63
Sub Total		994.97	854.42	831.89	140.55
GRAND TOTAL		7,413.07	4,534.55	3,907.39	2,878.52

15.7. Challenges

- Inadequate human resource capacity and logistics to manage severe and critical COVI-19 cases, varying standards and conditions at isolation/treatment centres, challenges with funding for running centres, irregular supply of logistics, delays in receiving laboratory



Polymerase Chain Reaction (PCR) results, increasing infection and low motivation of frontline staff over remuneration and pecuniary matters, as well as sub-optimal coordination among various actors providing care are limiting the impact of the national response to the pandemic

- The pandemic affected the provision of health services. Coverage of services such as Immunisation, Family Planning and immunization services. Both Out Patient and inpatient services were also affected. Community health outreach, Testing and Laboratory Services
- The continues delay in NHIS reimbursement to Providers is affecting service delivery within our health facilities across the country. This is largely due to the following observed pertinent issues: inadequate of data collection Tools- Registers and reporting forms and inadequate and slow deployment of ICT
- Inequitable distribution of critical health professionals to health facilities across the country.
- Rapid urbanization (limited health facilities, particularly in the urban and peri-urban areas)
- Inadequate transportation system at the district and sub-district levels (Overage vehicles)

15.8. Forward Look

The following are the Ministry's priority areas for 2021:

- Ensure sustainable affordable, equitable and easily accessible healthcare services
- Improve health infrastructure at the primary health care level including;
- Accelerate the construction of Primary Secondary and Tertiary facilities
- Complete Ongoing infrastructure projects
- Enhance efficiency in governance and management of the health system
- Reduce morbidity, disability, mortality and intensify prevention and control of non-communicable diseases
- Intensify prevention and control of communicable diseases and ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable group
- Implement Prevention of Mother to Child Transmission (PMTCT) Option B plus and reduction of Mother to Child Transmission (MTCT) of HIV

16.0. MINISTRY OF INFORMATION (MoI)

Ministry of Information is mandated to disseminate information on major Government programmes, policies and plans, and to receive feedback from the public for policy refinement. It represents a major shift in Government's policy to make information easily accessible and usable to the public to promote national development.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Kojo Oppong Nkrumah
- Deputy Minister - Hon. Pius Enam Hadzide
- Chief Director - Mrs. Mamle Andrews

16.1. Agencies and Departments of the Ministries

Civil Service Department

- Information Services Department

Sub-vented Agencies

- Ghana News Agency
- Ghana Broadcasting Corporation

16.2. Sector Achievements

A. Town Hall Meetings

Town Hall Meetings offers an opportunity for accountability on Government policies, plans and programmes addressed by key government actors including the President, Vice President, Senior Minister and selected Ministers. This demonstrates an open and a listening government at the highest levels. The concept promoted inclusiveness, participatory democracy, creation of partnerships and above all, decision making at all levels of society.

B. Information Management on COVID-19 Pandemic

The Ministry in collaboration with Ministry of Health and the Ghana Health Service prepared a community engagement and a communication strategy to inform and educate the public to stay safe and stop community spread of Covid-19. The communication channels utilised were the mass media, public education campaigns and stakeholder engagement. The Ministry implemented critical aspects of the plan using the key communication channels above.

C. National Information Contact Centre (Info 311 Call Centre)

The Info 311 Call Centre is a single-point-of-access non-emergency phone number that can be used to find information on Government services, policies, make complaints or report problems. It allows government to forward information to the citizenry and conduct survey to elicit



feedback on government issues. The multi-channel service model includes voice interaction (by dialling 311), messaging (SMS, WhatsApp), social media (Facebook, Twitter), deployed applications on smartphones and the info311 website for citizen services. It operates under the Ministry's policy of enhancing access to public information. The centre received and provided feedback on 45,482 calls from April to August 2020, with April recording 21,452 and August recording 3,514.

D. Right to Information Law

Right to Information is a fundamental human right in the 1992 constitution and a right under the International Convention on Human Rights. In March, 2019 Parliament passed the Right to Information (RTI) Bill into an Act and was assented to by the President on 21st May, 2019. The Ministry of Information superintended the implementation of the RTI Law to give right to access information held by public institutions and public entities, which performs public functions with public funds. The Ministry had been able to achieve the following:

- a. Engaged and trained Local Government Service Staff
- b. Conducted sensitization of all public institutions
- c. Procured IT solution for data management and retrieval
- d. Trained record officers of all public institutions on the RTI and data management tools
- e. Trained designated RTI officers on the RTI and data management tools
- f. Recruited 100 RTI officers and deployed same to selected public institutions
- g. Procured computers for distribution to selected public institutions
- h. Set-up and commissioned the RTI Secretariat
- i. Facilitated the outdoorings of the RTI Commission members

E. Social Media Reach/ Bulletins

The Ministry publishes and circulates social media bulletins daily to inform its audiences on social media. This programme operates under the policy of enhancing public access to information. Social Media offers platforms that cannot be overlooked in Government information dissemination. Social media platforms allow Government to reach a wider range of the populace predominantly the youth. Facebook, Twitter and Instagram are easier to track and monitor with a variety of analytical tools and thereby target messaging appropriately. The ministry has combined reach on its social media platforms increased exponentially from 50,000 in 2019 to over 1,200,000 in 2020 due to the outbreak of the COVID-19 pandemic.

F. Nation Building Update

In line with our mandate, the Ministry implemented the "Nation Building Updates". This was an accountability platform for duty bearers to update the Ghanaian people on the progress of work on the development agenda of Government. This programme falls under the Ministry's policy of enhancing access to public information. The main outcome of these interactions was to empowered citizens to make informed decisions and choices in the socio – economic development of the nation. In addition, it ensured participatory democracy, promoted inclusiveness and partnership building in line with the SDG 16 and 17.



16.3. Reforms

The six reform initiatives that took place in the ministry are;

- Info 311Call Centre Project is an ongoing initiative by MoI, which has been in existence for a year. The challenges faced during the period of implementation was where to situate the project and incidence of prank calls. However, officers were sensitized to integrate the Client Service Unit at ISD with this project and educate the public to reduce the prank calls.
- Media Capacity Enhancement Programme is in the conception stage as cabinet memorandum has been submitted. Media owners are being sensitized on the need for training journalist as a strategy to mitigate the unavailability of journalist for the capacity building exercise.
- Proposed Coordinated Government Communication Strategy is an ongoing reform within the last one year, which faced a challenge of noncompliance of Ministers to the process and procedure of coordinating government communication.
- Common Platform Technology for Information Management (ISD) is an ongoing reform within the last one year. One challenge of implementing this platform was that every public institution would incur the cost of setting up and utilizing. Meanwhile cabinet memo on the information-sharing platform was approved and ministers were urged to facilitate the process.
- Right to Information Act Institutionalised (MoI) is an ongoing reform within the last one year. The agency requires an IT architecture to ensure speedy processing and distribution of news stories to subscribers, which the agency lacks, hence the news operations are slower leading to a drop-in number of subscribers.

16.4. Sustainable Development Goals

MoI is mandated to disseminate Information on public policies, plans, programmes and gather feedback from the public for policy refinement.

The mandate encompasses all the SDGs. Without information dissemination, none of the seventeen SDGs can be achieved. MoI operates under the SDG Goal 16 ‘Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

16.5. Flexible Working Hours

As per the directives from OHCS, the department required non-critical officers to attend work for two weeks and then work from home for the next two weeks while ensuring that there was a proper handing over of duties to the officers taking over. Some officers took advantage of the system by absenting themselves from work. In addition, lack of internet connectivity and



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computers were the challenges faced after the introduction of the smart workplace, which affected the productivity.

16.6. Financial Performance

The table below shows the financial performance of the Ministry.

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D= (A-B)
Compensation of Employees	83,084,666.96	72,513,196.88	72,513,196.88	10,571,470.08
Use of Goods & Services	32,526,137.00	25,498,911.48	25,498,911.48	7,027,225.52
<i>O/W RTI</i>	20,000,000.00	15,000,000.00	15,000,000.00	5,000,000.00
<i>O/W GOVCOM</i>	6,000,000.00	6,000,000.00	6,000,000.00	0.00
CAPEX	0	0	0	0.00
IGF	21,766,669.00	8,569,912.19	8,569,912.19	13,196,756.81
World Bank - COVID 19 Support	24,706,949.80	7,000,000.00	7,000,000.00	17,706,949.80
DEV'T PARTNERS	2,859,350.00	0	0	2,859,350.00
TOTAL	190,943,772.76	134,582,020.55	134,582,020.55	56,361,752.21

16.7. Challenges

The challenges encountered in the ministry are listed below;

- **Lack of adequate resources:** Resources ranging from personnel to equipment and vehicles were inadequate in the Ministry thereby hampering the execution of planned programmes. Provisions have been made to procure office equipment and other logistics in the medium term
- **Inadequate office space:** The Ministry shares the building with the ISD, and the RTI secretariat. Staff have to work in very small spaces and share limited washrooms creating inconvenience and health hazards especially during COVID-19 pandemic.
- **Delay in release of approved budget:** Delays in the release of approved budget stifles the performance of the Ministry and its Agencies
- **Lack of tools and equipment:** Lack of basic tools and equipment hampers efficient and effective performance.



- **Loss of Revenue:** State Owned Media were not exempted from the revenue losses due to the pandemic, this meant that Internally Generated Fund (IGF) was compromised and subsequently affected the operations of GBC especially in the election year.
- **Understaffing at GBC:** This is a major issue as some critical operational areas are left without the requisite personnel to manage them thereby affecting the whole operation of the corporation. However, the corporation is seeking clearance from Government to recruit.
- **Bad state of equipment at ISD:** Most of the equipment at ISD are either obsolete or broken. Some officers use their personal equipment to discharge official duties. Maintenance, repairs and replacement of these equipment is daunting challenge due to lack of funds. Budgetary releases from the Ministry of Finance are usually delayed and inadequate to address these problems. To mitigate these challenges, ISD submitted a proposal to the Ministry of Finance to retain the Internally Generated Fund (IGF) to resource the income generating sections of the Department, which will in turn increase the amount generated.

16.8. Forward Look

In the ensuing year (2021), it is the expectation of the Ministry, its Departments and Agencies that the Ministry of Finance will release the allocated budgetary funds on time to enable it achieve its policies, programmes and projects.

The strategic and top priority areas that have been programmed for 2021 for the entire Information sector included in the budget are as follows;

- Intensify the implementation of the RTI Law across public institutions
- Seek to introduce a Broadcasting Bill in accordance with the 1992 Constitution
- Implement the Media Capacity Enhancement Programme
- Support implementation of the Framework for the Safety of Journalists in Ghana by the NMC
- Re-capitalise and reposition of New Times Corporation, Ghana News Agency (GNA) and Ghana Publishing Company Limited (GPCL) to make them more viable and profitable.
- Facilitate the reformation of GBC
- Pursue the ISD Transformation agenda
- Organise National Policy Summits and Town Hall Meetings
- Implement the Minister's Press Briefings covering all the major policy issues.
- Coordinate and organize Meet the Press Series for all Sector Ministries
- Revamp the revenue generating functions of GNA with the aim of contributing to government revenue and pursuing the retention of IGF to enhance operations of the Agency

17.0. MINISTRY OF INNER-CITY AND ZONGO DEVELOPMENT (MICZD)

The Ministry of Inner-City and Zongo Development was established to formulate and oversee implementation of policies, programmes and projects to alleviate poverty and ensure that Inner City and Zongo communities become inclusively developed and prosperous.

The Ministry was headed by politically and bureaucratically by the following;

- Sector Minister - Hon. Mustapha Abdul-Hamid.
- Ag. Chief Director - Ms. Gifty Mahama Biyira

17.1. Sector Achievements**A. Zongo Development Fund Regulation**

The Regulations came into force on 21st December 2020 and has since been sent to the Ghana Publishing Company Ltd for printing. Basic social infrastructure and facilities were provided in targeted Inner-City and Zongo communities to improve the quality of life in slums, Zongos and Inner-Cities.

B. Construction of Classroom Units

During the year under review, the sector targeted the construction of 42No. basic educational classroom units, furnishing of 200No. basic educational classroom units, rehabilitation of 50No. basic educational classroom units and furnishing of 2No. SHS classroom Units. As at December, 2020, 29No. six-unit classroom blocks had been constructed nationwide with completion rate ranging from 30% to 90%. 68No. six-unit classroom blocks had been furnished with completion rate ranging from 30% to 80%. 38No. out of the 68No. classroom blocks furnished have been established as ICT centres.

C. Construction of Institutional Toilets

This project was targeted at contributing to Government's efforts of ending open defecation. In 2019, the sector constructed 252 in-house toilets in partnership with Ga Mashie Development Agency. In 2020, 30No. institutional toilets were targeted to be constructed out of which 12No. were completed and the rest at advanced stages of completion.

D. Construction of Mechanized Boreholes

A total of 24No. mechanized boreholes had been constructed in 2019. During the year under review, 50No. mechanized boreholes were targeted to be constructed and a total of 48No. had been completed as at December 2020.



E. Sports and recreational infrastructure constructed

The objective of this project is to create opportunity for Zongo youth to recreate, improve their health, provide decent space for social events and cultivate talents in soccer and other games. As at 2019, works were on-going on three (3) astro-turf park projects at Madina, Kyebi and Walewale. In 2020, 15No. recreational parks were targeted to be constructed. The three (3) astro-turfs in addition to the Nuhu Sharubutu Sports Complex were commissioned for use totaling 4No. astro-turf parks. The Aboabo Highlanders Astro turf Park was 70% and conversion of the existing five (5) green parks; Old Tafo, Yeji, Salaga, Bolga and Akim Oda green parks into Astro-Turfs had progressed to about 40% completion.

F. Educational Support

During the year under review, the Ministry targeted to support 200No. needy but brilliant students. Out of this number, 239No. applications were processed for disbursement. The sector also planned to enrol 200 people into adult /alternative education program but this could not go through as a result of challenges associated with the COVID-19 restriction.

G. Opportunities for skills training provided for the youth

In 2020, the sector planned to provide 1200No. youth with assorted vocational skills, entrepreneurship and business development training as well as basic tools and start up support for 300No. Zongo youth trained in assorted vocational skills. As at December, 2020, the sector had trained 1200No. youth in assorted vocational skills, entrepreneurship and business development training.

17.2. Sustainable Development Goals**A. Sustainable Cities and Communities (SDG 11)**

Three (3) astro-turfs in addition to the Nuhu Sharubutu Sports Complex were commissioned for use. The Aboabo Highlanders Astro turf Park was 70% and conversion of the existing five (5) green parks; Old Tafo, Yeji, Salaga, Bolga and Akim Oda green parks into Astro-Turfs had progressed to about 40% completion.

B. Decent Work (SDG Goal 8,8.1)

1,200 youth trained in assorted vocational skills, entrepreneurship and business development.

However, the challenge has been insufficient funding from the Gog. The mitigating strategy the Ministry intends to undertake is to partner with the private sector



C. Clean Water and Sanitation (SDG 6)

42No. mechanized water systems has been completed in 12 regions and 12No. Institutional toilets completed with the rest at advanced stages of completion.

D. Quality Education (SDG 4)

Construction of 29No. Six-unit classroom blocks completed. 38No. six-unit classroom blocks furnished with completion rate ranging from 30% to 80%. 38No. out of the 68No. Classroom blocks furnished were established as ICT centres. Budgetary constraint was a major challenge hence the Ministry intend to collaborate with the private sector.

As part of official development assistance flows for scholarships by this sector, 239No. Applications were processed for disbursement.

17.3. Flexible Working Hours

The Ministry implemented flexible working hours to maintain both the health of staff and ensure productivity at the same time. The Ministry prepared a weekly schedule for the rotation of staff at the office while others worked from home during the week they were not on duty at the office. However, staff were required to show up at work once there was an assignment or task to complete.

The essence of this was to create adequate space in the limited office accommodation in order to adhere to the social/physical distancing protocols as stated by the Ghana Health Service (GHS).

The initial adjustment to the new directive made delivery of information across the board, a challenging one. Since the Ministry, like all other ministries relies on meetings for decisions to be made, the situation affected the number of meetings and the quality of discussions held on computer platforms. Also, productivity of individuals initially was affected since staff had to be out of the office for a week.

Despite the challenges the pandemic presented, it afforded the opportunity to leverage on technology through software applications that improved communication, such as 'Zoom' and other social media platforms.

In addition, the Ministry helped reduce the exposure of staff and the Ministry's clients to the virus without impacting the collective productivity of the organization.

Another challenge in trying to implement the flexible hours was the efficiency of internet service provision from the homes of staff compared to that of the office. Staff complained about the cost of internet data in fulfilling meeting responsibilities on video conferencing applications.



17.4. Financial Performance

The financial performance of the Ministry over the period is as below:

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GoG	A	B	C	D= (A-B)
	Compensation of Employees	3,886,438.70	877,872.72	877,872.72	3,008,565.98
	Use of Goods and Services	102,236,000.00	80,230,900.00	80,206,491.24	22,005,100.00
	CAPEX	0.00	0.00	0.00	0.00
2	IGF	0.00	0.00	0.00	0.00
3	DEV'T PARTNERS	0.00	0.00	0.00	0.00
	DANIDA	0.00	0.00	0.00	0.00
	JICA	0.00	0.00	0.00	0.00
	World Bank	0.00	0.00	0.00	0.00
TOTAL		106,122,438.70	81,108,772.72	81,084,363.96	25,013,665.98

17.5. Challenges

- **Inadequate office space**

The Ministry has inadequate office space and this affects work efficiency of staff.

- **Posting of Newly Recruited Officers**

Most of the officers posted to the Ministry were entry level staff with little or no experience. This affected efficiency in programme delivery to a large extent.

- **Delay in the passage of the Legislative Instrument (L.I) Regulations**

The delay in the passages of the L.I also affected the Fund's ability to fully execute its mandate per Act 964. Additional funds beyond the GoG allocations could not be sought as a result of the absence of the L.I.

- **COVID-19 Restrictions**

COVID-19 has affected the Ministry's plan and budget for 2020. The COVID restrictions resulted in delayed rollout of most projects. It also resulted in re-alignment of the sector's



priorities; resulting in several projects being be put on-hold until the restrictions were removed, and by which time only few interventions could be implemented due to time constraints.

17.6. Forward Look

The ministry hopes to accomplish the following in the ensuing year:

- Complete of projects still ongoing by the end of 2020.
- Implement a comprehensive community upgrading interventions in the urban Zongo and inner-city communities, involving improvements in access roads, sewage networks, green landscaping, street lighting and solid waste management. The initial beneficiary communities for the upgrading works are Nima/Mamobi, Akweteyman and Agbogloboshie, all in Accra. Funds are expected to be provided under Greater Accra Resilient and Integrated Development Project (GARID).
- Renovate, furnish and construct basic classroom blocks, community water systems and institutional toilets. In addition to this, the sector intends to continue with its soft skills training.

18.0. MINISTRY OF THE INTERIOR (MINTER)

The Ministry of the Interior is mandated to provide policy direction, supervise its Agencies to ensure internal security and maintain law and order in the country.

The Political and Bureaucratic Heads of the Ministry during the period under review were:

- Sector Minister – Hon. Ambrose Dery,
- Deputy Ministers – Hon. Henry Quartey (MP) Hon. Bryan Acheampong,
- Chief Director – Mrs. Adelaide Anno-Kumi

18.1. Agencies of the Ministry**Sub-vented Agencies**

- Gaming Commission (GC)

Public Service Organizations

The Public Service Organizations are as follows:

- National Commission on Small Arms and Light Weapons-(NACSA)
- Ghana National Fire Service-(GNFS)
- National Disaster Management Organization-(NADMO)
- National Peace Council (NPC)
- Ghana Police Service (GPS)
- Ghana Prisons Service (GPS)
- Narcotics Control Commission (NACOMM)
- Ghana Immigration Service (GIS)
- Ghana Refugee Board (GRB)

Public Service Boards

The Public Service Boards are as follows:

- Ghana Police Council
- Ghana Prisons Council
- Ghana National Fire Service Council
- Narcotics Control Commission's Board
- Ghana Immigration Service Board
- Ghana National Commission on Small Arms Board
- Ghana Refugee Board
- Ghana Auctioneers' Registration Board
- National Peace Council
- Ghana Gaming Commission Board



- Quota Committee

18.2. Sector Achievements

A. Issuance of licenses to Private Security Organizations (PSOs)

Forty-five (45) new licenses were issued during the year 2020 and One Hundred and Sixty-One (161) licenses were renewed for PSOs. This comprised:

- 7 new license and 27 renewed licenses in January,
- 5 new license and 16 renewed licenses in February,
- 2 new license and 39 renewed licenses in March,
- 1 new license and 1 renewed license in April,
- 5 new license and 17 renewed licenses in May,
- 5 new license and 19 renewed licenses in June,
- 3 new license and 12 renewed licenses in July,
- 7 new license and 8 renewed licenses in August,
- 5 new license and 12 renewed licenses in September,
- 5 new license and 10 renewed licenses in October,
- 0 new license and 0 renewed license in November and
- 0 new license and 0 renewed license in December.

B. Procurement of Equipment/Logistics

One (1) Armory was constructed for the Ghana Immigration Service, five (5) Sets of Extrication Equipment were procured for the Ghana National Fire Service, Modern cyber-crime software was installed, 755 vehicles and 179 motorbikes was for the Security Services, two (2) Hydraulic Platforms were procured for the Ghana National Fire Service, eight (8) drones were supplied to Ghana Police Service and 200 CCTV cameras were installed at 200 selected Police Stations.

C. Establishment of the National Migration Commission:

The Migration Unit with support from the International Organization for Migration (IOM) continued work on the establishment of the National Migration Commission. The Working Group held Five (5) meetings during the year under review.

The Committee undertook two (2) study trips to Nigeria and Kenya to learn from their experiences in order to establish the Commissions. A Consultant was engaged to draft a Cabinet Memo to seek approval to establish the Commission and has submitted an inception report on a mapping exercise that was carried out.

The Unit also worked on various applications ranging from dual citizenship, right of abode, naturalization/registration, quota among others.



D. Immigrant Quota Applications

The Immigrant Quota Committee, which is mandated to issue quota or work permit to expatriates in Ghana, held six (6) meetings during the year under review. 2,066 applications for Dual Citizenship were received of which 1,473 were approved, 681 applications for Renunciation of Citizenship were received of which 606 were approved, 95 Minor Registration applications were received of which 95 were approved, 97 Naturalization applications were received of which none (0) was approved and 90 registration application were received and none (0) was approved.

18.3. Reforms

The reforms undertaken within the period were:

- Bulk SMS alert to clients. The main challenge was financial difficulty. The mitigating strategy was to include all financial expenses into the budget.
- Integrated Customs Management Information System (ICUMS). The main challenge was also financial difficulty. The mitigating strategy was to include all financial expenses into the budget.

18.4. Sustainable Development

The SDG that aligns with ministry mandate is Goal 16. The indicator for this was deaths, missing persons and persons affected by disaster per 100,000 people. The challenge was that; the plans of local disaster risk reduction strategies have not been updated since 2015. The mitigating strategies that were put in place are the presence of early warning systems, conduction of education and sensitization programmes, desilting and dredging of streams and presence of community capacity building in disaster risk reduction.

18.5. Impact of Flexible Working Hours (FWH) implemented by Sector Ministry

The Ministry of the Interior designed a schedule for its staff from Monday, 30th March, 2020 to ensure smooth implementation. The Ministry took the following measures by making sure that there was at least two (2) or three (3) staff in the office each day.

Secretaries, Personnel Assistants and Drivers serving in the Hon. Minister, Hon. Minister of state and the Chief Director's office arranged with their superior officers to enable them take some days off. Cleaners were required to work throughout the week but close at 1:00 pm.

The Ministry did not have all the staff within the period so much pressure was on the few who were present. The few hands present, slow down the pace of service delivery to clients. Inadequate logistics such as poor internet connectivity and computer faults were challenging for staff.

The most successful issue included the cooperation from staff and clients. The wearing of nose mask was strictly adhered to. Staff devoting their best to work effectively and efficiently led to the achievement of most of the targets.

The most challenging issues were the fear of contracting the COVID-19.



18.6. Financial Performance

No.	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GOG	A	B	C	D=(A-B)
	Compensation of Employees	2,954,446,019.00	2,954,446,019.00	2,954,446,019.00	-
	Use of Goods & Services	132,527,469.00	1,853,059,455.46	1,934,231,233.73	(1,720,531,986.46)
	CAPEX	25,200,000.00	41,512,680.81	43,235,773.61	(16,312,680.81)
	DEV'T PARTNERS				
	DANIDA	11,437,400.00	0.00	0.00	11,437,400.00
	JICA	0.00	0.00	0.00	0.00
2	World Bank	0.00	0.00	0.00	0.00
	TOTAL	3,162,979,633.00	4,856,568,815.43	4,942,191,893.23	(1,693,589,182.43)

18.7. Challenges

The key challenges that were encountered during the year have been categorized as a cross cutting limitations to the performance of the Ministry and its Agencies. These challenges were:

- Inability to release budgetary allocation of Capital Expenditure during the year under review.
- Inadequate office and residential accommodation, operational vehicles and other logistics and human resources.
- Non-retention of part of Internally Generated Fund (IGF) for the Ministry and some of its Agencies that generate.
- Inadequate Water Hydrants/Water Sources for firefighting operations and non-existence of Fire Stations in newly developed communities.
- Accumulation of prisoners' ration arrears. Proliferation of small arms and trafficking of illicit weapons. Absence of Informant and Intelligence Gathering System for intelligence on Illicit Arms.
- Trafficking or Gunrunning and lack of National Database on Small Arms and Light Weapon and Arms related incidents to guide policy decisions.
- The inadequate budgetary allocation, late/non releases of funds to some extent slowed down, halted the performance of some programmes and projects of the Sector Ministry, and resulted in the accumulation of arrears to suppliers.

- Inadequate office accommodation has created congestion in some offices at the Headquarters and the Agencies; it has also resulted in accumulated of rent arrears.
- Inadequate operational vehicles and logistics led to the inability of the Ministry to conduct intensive monitoring and evaluation exercise of the Sector Projects and Programmes.

18.8. Forward Look

It is the expectation of the Ministry and its Agencies that, if adequate funds are provided and released on timely basis, the following key priorities and critical projects shall be implemented.

- Completion of Police Hospital redevelopment project.
- Establishment of new Sector Commands at Kasoa - GIS
- Implement the provision of Immigration Service Act, 2016 (Act 908) in relation to the issuance of Ghana Visas abroad (posting Immigration Officers abroad to issue Ghana Visas) Improve the efficiency - GIS
- Implement the provisions of Immigration Service Act, 2016 (Act 908) in relation to the bearing of arms by Officers to give protection to Officers during patrol duties – GIS
- Swearing-In of the Board of the National Commission on Small Arms
- Drafting of Gaming Bill
- Finalize AML Policy Guidelines
- Opening of Regional Commands at the six (6) new Regions
- Finalize Plan of Action to implement Sendai Framework for Disaster Risk Reduction
- Stock strategic Emergency Relief Items

19.0. MINISTRY OF LANDS AND NATURAL RESOURCES (MLNR)

The Ministry of Lands and Natural Resources (MLNR) is mandated to ensure the sustainable management and utilization of the nation's lands, forests and wildlife resources as well as the efficient management of the mineral resources for socio-economic growth and development.

The political and bureaucratic heads of the Ministry over the period were as follows:

- Sector Minister - Hon. Kwaku Asimah Cheremeh
- Deputy Minister - Hon. Hon Benito Owusu-Bio
- Chief Director - Hon Naana Eyiah Quansah
- - Prof. Patrick Agbesinyale

19.1. Agencies and Departments of the Ministry**Civil Service Department**

- Office of Administrator of Stool Lands.

Sub-vented Agencies

- Lands Commission
- Forestry Commission
- Minerals Commission
- Ghana Geological Survey Authority

Public Boards and Corporations

- Forestry Commission (FC) Board
- Lands Commission (LC) Board
- Minerals Commission (MC) Board
- Ghana Geological Survey Authority (GGSA) Board
- Plantation Fund Board
- Ghana Boundary Commission (GBC) Board
- Minerals Development Fund (MDF) Board
- Precious Minerals Marketing Company (PMMC)
- Ghana Integrated Aluminium Development Corporation
- Ghana Integrated Iron and Steel Development Corporation

19.2. Sector Achievements**A. Implementation of the National Plantation Development Strategy**

During the period under review, the Ministry continued to restore the nation's degraded forest landscapes. The objective was to achieve a sustainable supply of planted forest goods and services to deliver a range of economic, social and environmental benefits.



Under the National Forestry Plantation Programme, about 81,000 ha of forest plantation was established under both government and private planting which created 83,247 jobs (community members + youth under YEA) as at December 2019. As at December 2020, Government also established 8,304ha of degraded land. The Private sector also established an area of 2,023ha.

A total of 81,362 people were directly engaged under this year's forest plantation programme. The development of forest plantations has an added advantage of contributing to food production thereby ensuring the overall food security programme in the country.

B. Timber Trade and Industry Development

The Ministry through the Forestry Commission facilitated the export of a total wood volume of about 90,000m³ that yielded a value of €45 million in 2020. The COVID-19 pandemic affected the production, supply and export of legal wood and wood products.

As of December 2020, Europe accounted for 20,000m³ representing 22% of export and valued at €12 million representing 26% of the total export revenue. The ECOWAS market recorded a volume of 14,000m³ representing 15% valued at €5 million representing 11% and the Asia/Far East markets imported 49,000m³ representing 55% of timber and wood products valued at €23 million representing 50% of the total export revenue.

C. Alternative livelihood Programme (Forest Investment Programme)

The Ministry also implemented some Alternative Livelihood Programmes in forest-fringe communities. 500 beneficiaries were trained and supported in seedling production, beekeeping, mushroom production and soap making around Bono, Bono East, Ahafo, Western and Western North Regions under the Ghana Forest Investment Programme (GFIP).

D. Restructuring of the Mining Sub-Sector for Efficiency and Responsible Mining

The Ministry continued to address the situation of illegal mining over the years. The Ministry adopted a number of strategies and programmes that have produced remarkable results from 2017 to date. Through the Government's intervention, the Obuasi Mine became operational. Four thousand two hundred and sixty-five (4,265) permanent and contract staff have been employed to work in the mines, which is reviving the economy of Obuasi and its environs. The mine has a Joint Venture with significant Ghanaian partnership (30%) undertaking the newly introduced modern mechanized underground mining for the first time in Ghana.

E. Total Digitization of Online Licensing System

To eliminate the "face to face" contact, reduce the time for doing business, and encourage investment in the mining sector, the Ministry through the Minerals Commission has developed an online portal being used in the application of mining leases, licenses and reporting.

So far, 17 large and medium scale-mining companies and 187 registered mine support service providers have been granted access to the Portal to engage with the Minerals Commission.



F. Construction of Weigh Bridges to Track Bulk Mineral Shipments

The Ministry has completed the construction of two (2) **weighbridges** at Apemanim in the Ahanta West District of Western Region and Awaso in the Bibiani-Anhwiaso-Bekwai Municipality of the Western North Region. This is to track and confirm actual volumes hauled from the mines to the Takoradi Port. It is also to ensure that Ghana is not short-changed in any way regarding shipments of bulk minerals.

G. Maintaining the Integrity of the Nation's Land and Maritime Boundaries

The Ministry continues to ensure the protection of the Country's land and maritime boundaries. To this effect, a new Board, Ghana Boundary Commission was constituted in line with the law and inaugurated by H.E. the President on Tuesday, 13th October, 2020 to streamline and sustain efforts made.

H. Stool Land Revenue Mobilization and Disbursement

An amount of GH¢83 Million representing over 75% of the revenue target of GHS110 Million was mobilized and disbursed. As at July 2020, GH¢55 Million has been mobilized and disbursed to beneficiaries.

19.3. Reforms

The Ministry undertook the following reform initiatives;

- **Introduction of Ghana Enterprise Land Information System (GELIS)** - Land title registration process in Greater Accra and other regions are being done digitally instead of manual. The turn-around time for title registration has been reduced to 120 working days as at December, 2020 and turn-around time for deeds registration has also been reduced to 14 working days in the other regions.
- **Introduction of Youth in Afforestation** - A total of about 81,000ha of forest plantation has been established under both government and private planting models across the country which has created over 83,000 employments.
- **Introduction of Alternative Livelihood Programme (Oil Palm Plantation Development)** to address the incidence of illegal mining. A total of 3,515 jobs were created as a result of the Alternative Livelihood programme comprising 2,420 Males and 1,095 Females respectively.
- **Digitization of Online Licensing System** - The Ministry through the Minerals Commission has developed an online portal being used in the application of mining leases, licenses and reporting. So far, 17 large and medium scale mining companies and 187 registered mine support service providers have been granted access to the Portal to engage with the Minerals Commission.



19.4. Sustainable Development Goals

As part of activities in support of Goal 1, the Ministry is developing a compatible database to capture data on the adult population with secure tenure rights to land in the country. This will include legally recognized documentation and individuals who perceive their rights to land as secure, by sex and type of tenure.

Under Goal 15 the Ministry has commenced the implementation of illegality prevention mechanisms through effective monitoring strategies and use of Rapid Response Teams and the national task force to prevent illegalities such as mining and sand winning.

19.5. Flexible Working Hours

The ministry reduced the working hours from 10.00 am – 4.00 pm, developed duty roster with work schedule for each Unit, resorted to virtual training and workshops and urged both nursing mothers and pregnant women to work from home as a way of implementing the Flexible Work Schedule. Challenges during the implementation of these flexible working hours were delays in submitting quarter reports and unstable internet. However, this had no significant impact on workflow.

19.6. Financial Performance

An amount of GH¢ 824,435,692 was budgeted for the Ministry to implement planned activities and programmes. Out of this, GH¢520,250,194.83 was received. The details as at 31st September, 2020 is as below:

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D=(A-B)
COMPENSATION OF EMPLOYEES	195,844,727.00	110,107,151.59	127,217,094.77	85,737,575.41
USE OF GOODS AND SERVICES	289,211,840.00	218,649,879.60	198,471,166.98	70,561,960.40
CAPEX	7,063,960.00	7,000,565.18	7,000,565.18	63,394.82
IGF	281,435,891.00	159,741,505.46	159,741,505.46	121,694,385.54
DEVT. PARTNERS				
WORLD BANK	50,879,274.00	24,751,093.00	24,751,093.00	26,128,181.00
TOTAL	824,435,692.00	520,250,194.83	517,181,425.39	304,185,497.17

19.7. Challenges

The ministry encountered the following challenges;

- **Turn-around time for Title Registration**

A major challenge that militates against improvement in Land Administration is the achievement of the overall target of 30 working days for land title registration in Greater Accra and parts of Kumasi. The public continues to complain about the time they take to secure the Land Title.

- **Implementation of alternative livelihood programmes**

With the implementation of alternative livelihood programmes especially the oil palm seedlings for mining communities, most of the farmers who are registered for the programme were first-timers, have little knowledge of farm practices, and lack some of the basic farm apparatus such as cutlasses, boots and raincoats.

- **Sustainable Development Goals (SDGs)**

Planned programmes and activities being implemented under the SDGs are progressing as planned. However, the tracking and data collection on the indicators remain a challenge due to inadequate resources and weak institutional structures. The Ministry is taking steps to assist its agencies in addressing the issues indicated above.

- **Human Resource Data and Analysis**

There is no Officer at post heading the Research Statistics and Information Management Directorate and this could affect continues performance of the ensuing year. An Assistant Director IIB has been on a leave of absence since 2017 and has since not reported to work.

19.8. Forward Look

The following are the plans for the ministry in the upcoming year;

- Strengthen forest plantation establishment, restore the degraded landscape and implement the National Afforestation Programme.
- Implement the Forest Law Enforcement Governance and Trade (FLEGT) Licensing System to assure the international markets that timber produced from Ghana are legally compliant under the Ghana Legality Assurance Scheme. The Forestry Commission will also deploy rapid response teams and engage in conservation education to reduce illegal activities in forest and wildlife reserves.
- Collaboration with key stakeholders such as the Domestic Lumber Millers Association of Ghana, Domestic Lumber Traders Association and Timber Utilization Contract holders to sanitize the domestic market to enhance the legal supply of wood and wood products to the domestic market.
- The Ministry through the Minerals Commission will continue to fully decentralize its activities in order to bring services to the doorstep of its esteem clients by creating more offices. The Mineral Commission would continue the deployment of the MCAS in order to fully achieve its objective of enhancing transparency in mineral rights administration.
- GIADEC will drive the full integration of the bauxite and aluminium value chain by executing the agreements that were signed in 2020 with selected investors and begin to develop the structures to establish the mines and refineries that will be the engine of transformation of the economy. The Corporation will also work with VALCO to



complete the stabilization phase of the on-going recovery plan and drive profitability in that business.

- Expand the Awaso mine from a production capacity of 1 million metric tonnes to 5 million metric tonnes. The expansion of the mine will begin in 2021, leading to the construction of a refinery.
- Improve land services delivery in the country through the complete construction of the Lands Commission Head office building in Accra and Phase II of the Greater Accra Lands Commission office building; initiate the establishment of offices in the six newly established regions, and the sensitization of the new Land Act.

20.0. MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT (MLGRD)

The Ministry of Local Government and Rural Development (MLGRD) is part of the Government's Central Management Agencies charged with the statutory responsibility of promoting good governance, equitable and balanced development across the country. The Ministry delivers this mandate through the formulation of policies on local governance, rural and urban development; and the design and delivery of appropriate systems to monitor the performance of Metropolitan, Municipal and District Assemblies.

The political and bureaucratic heads of the Ministry were as follows;

- Minister -Hon. Hajia Alima Mahama
- Deputy Minister (s) -Hon. Osei Bonsu Amoah
-Hon. Kwasi Boateng Adjei
-Hon. Augustine Collins Ntim
- Chief Director -Mr. Charles K. Dondieu

20.1. Departments and Agencies of the Ministry

Civil Service Departments

- Births and Deaths Registry
- Department of Parks and Gardens
- Department of Community Development

Sub-vented Agencies

- Social Investment Fund (SIF)
- District Assemblies Common Fund (DACF)

Non-sub-vented Agencies

- Institute of Local Government Studies (ILGS)

Public Service Organisations

- Local Government Service

Public Boards and Corporations

- Ministerial Advisory Board
- Institute of Local Government Studies Council



20.2. Sector Achievements

A. Implementation of Automated Permit Processing System (PPS)

This system was developed and rolled out fully in Accra Metropolitan Assembly (AMA) and Tema Metropolitan Assembly (TMA) and is at various stages of implementation in 11 MMDAs. The PPS is being deployed in Tema West, Adenta, Ablekuma West, Krowor and Ayawaso West Municipal Assemblies. The introduction of this new software is to facilitate the acquisition and processing of Construction Permits.

B. Implementation of Ghana Safety Net Project

Under the implementation of the Ghana Safety Net project, 340 sub-projects were initiated and are at an advanced level of completion. These projects include 60No. Feeder roads of a total length of 235.2km of which more than 50% have been completed, 73No. small earth dams and dugouts of which 50% are at 70% completion rate, and 207No. Climate change sites covering a total of 2,027 hectares were planted with cashew, oil palm and citrus.

The delivery of these subprojects has created 30,515 jobs for the extremely poor household of which 61% are females. The average payment received per beneficiary during the first season of implementation of the subprojects were GHC622.00. The project also supported the implementation of the Planting for Export and Rural Development Programme (PERD) with the production and supply of 7.9M cashew seedlings.

C. Disinfection/fumigation of markets

The Ministry embarked on the Disinfection/fumigations of markets and public places in response to the COVID 19 pandemic. This was done in 3 phases: April, August and November. Over 2000 markets, 1000 lorry parks, and 2000 public spaces were disinfected, fumigated and cleaned up in all Districts in the 16 Regions.

D. Promotion of landscape beautification in the built and natural environment:

The Department of Parks and Gardens for half of the year landscaped the Bokum Arena and the 5th Garrison Education Centre. An average of 100m of the length of the frontage of the Jubilee House road median was also landscaped. Road landscaping aims at making development ecologically sensitive and sustainable which in turn makes the environment comfortable for living, aesthetically and visually more pleasant looking. The project involved the planting of plant species such as Murraya, yellow Allamanda, Nurium Oleanda, among others.

E. Births and Deaths Act, 2020

The Ministry facilitated the promulgation of the Births and Deaths Act, 2020, (Act 1027) which replaced the Registration of Births and Deaths Act, 1965 (Act 301). The new Act provides for the decentralisation of the Births and Deaths Registry in line with the decentralisation programme of the country. The new law will assign responsibility for the Registration of Births and Deaths to District Assemblies who in consultation with the Registrar are required to appoint a District Registrar of Births and Deaths and Registration Officers for the District Office of the Registry.



20.3. Sustainable Development Goals (SDGs)

The Ministry implemented the following SDGs

- SDG 10 - Reduce Inequality - The Ministry has established 50 Registration Centres in rural communities and issued 887,681 true certified birth, and 315,654 certified death certificates to the public.
- SDG Goal 13 - Climate Action (Safeguard the natural environment and ensure a resilient built (Create opportunities for all) – The Ministry coordinated the implementation of the Street Naming and Property Addressing System. The Regional Spatial Planning Committee for the six (6) newly created regions was also completed.

20.4. Impact of Flexible Working Hours (FWH) Initiative

The Ministry of Local Government and Rural Development (MLGRD) adopted the following flexible working arrangement to deliver on its mandate.

Employees were allowed to compress the week by working longer hours on some days so they could take time off on the remaining days at least three (3) times a week. The Alternate Work Site arrangement allowed work to be done from home via the internet. This allowed the MLGRD to adjust the working hours of its employees. An alternative working schedule for officers' who were eligible due to the nature of their jobs was therefore introduced.

A Pass was developed and issued to key Officers to enable them to move around to carry out their activities during the lockdown period. This brought a big relief to the Ministry because it was within that period that the Ministry was leading the Government's nationwide market disinfection exercises.

After the restrictions were eased, flexible working hours were introduced for non-critical employees of the Ministry. During this period, a shift working Schedule was also initiated to help manage staff and decongest overcrowded offices. This made a lot of the officers' work from home and come to the office only on scheduled days.

During the pandemic, the Ministry adopted Internet Technology (IT) such as Zoom and Teams Platforms for its meetings. This helped manage the officer's time, which would have been lost as a result of the shift in working hours. Some very important meetings were held despite short notices to officers. With the help of these platforms, some officers' capacities were built despite the ban on in-person meetings as a result of the pandemic. This made it possible for the officers to contribute positively to scheduled tasks in the Ministry.

The flexible work arrangements augmented organizational efficiency through diversification of work activities encouraged ethical behaviour and helped the organization to be socially responsible.



20.5. Financial Performance

ITEM	APP. BUDGET 2020	ACTUAL RELEASES	ACTUAL EXPENDITURE	VARIANCE
GoG	A	B	C	D= (a-b)
Compensation of Employees	715,088,084.00	625,743,374.20	625,743,374.20	89,344,709.80
Goods & Services	39,692,057.00	32,365,912.26	32,365,912.26	7,326,144.74
Capex	7,800,000.00	2,370,000.00	2,101,000.00	5,430,000.00
Sub- Total	762,580,141.00	660,479,286.46	660,210,286.46	102,100,854.54
DP				
GSCSP	204,237,801.00	238,613,084.00	217,710,890.00	-34,375,283.00
BEEP		1,390,540.00	922,423,.79	
Ghana Urban Mobility and Accessibility Project (GUMAP)	1,620,121.50	70,200.00	70,200.00	1,549,921.50
Ghana Urban Management Pilot Project (GUMPP)	3,000,000.00	293,067.41	293,067.41	2,706,932.59
Productive Safety Net Project	100,000,000.00	60,099,067.80	48,693,785.49	39,900,932.20
Greater Accra Resilience Integrated Development Project (GARID)	3,000,000.00	114,454.09	61,000.00	2,885,545.91
Modernizing Agriculture in Ghana (MAG) Programme	1,750,000.00	1,215,825.63	992,395.62	534,174.37
Responsiveness Factor Grant of District Assemblies Common Fund (RFG)	96,786,000.00	97,373,715.00	97,370,715.00	-587,715.00
UNICEF Project Support to	2,000,000.00	2,000,000.00	2,000,000.00	-



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MMDAs				
Construction of Kumasi Market (Phase II)	5,288,488.50			5,288,488.50
Sub- Total	417,682,411.00	401,169,953.93	367,192,053.52	17,902,997.07
GRAND TOTAL	1,180,262,552.00	1,061,649,240.39	1,027,402,339.98	120,003,851.61

20.6. Challenges

During the year under review, the Ministry faced some challenges, which hindered its capacity to deliver effective and efficient services. They included:

- **Inadequate financial resources and logistics**

Inadequate budget ceilings and releases adversely affected its effective delivery of services. The delay and cut offs from the Ministry of Finance adversely affected the delivery of activities by the Ministry. Closely linked to this was the delays in the release of District Assemblies Common Fund to the various MMDAs, which affected the delivery of core services in the Assemblies.

Additionally, inadequate and overused logistics such as vehicles and office equipment made the work of the Ministry very difficult.

- **Inadequate Office Space**

The Ministry is increasingly faced with inadequate space to accommodate the staff. The contract for the construction of a new office block was awarded but implementation delayed because of difficulties in land acquisition.

- **Retention of Percentage of IGF**

Request for the retention of revenue generated by Parks and Gardens and Births and Deaths Registry has still not been met. Thus, limiting their ability to actualize their full potential to earn more revenue.

- **Staffing**

The Departments and Agencies under the Ministry, especially those with Regional and District Officers, are faced with inadequate staff to enable them achieve their mandate.

20.7. Forward Look

The Ministry hopes to undertake the following in the ensuing year:

- Ghana Productive Safety Net Project (GPSNP)
- Modernizing Agriculture in Ghana (MAG)
- Governance for Inclusive Development (GoVID)
- Local Climate Adaptability and Living Facility (LoCAL)
- Alternative Livelihood Programme



21.0. MINISTRY OF MONITORING AND EVALUATION (MoME)

The Ministry of Monitoring and Evaluation (MoME) is mandated to initiate strategies/policies, coordinate, facilitate, monitor and evaluate the effective and efficient delivery of Monitoring and Evaluation (M&E) policies, programmes and projects. This is aimed at addressing Ghana's development challenges.

The Political and Bureaucratic heads of the Ministry were as follows:

Minister	-	Hon. Dr. Anthony Akoto Osei
Deputy Minister	-	Hon. William K. Sabi
Ag. Chief Director	-	Mr. Kwabena Agyei Boakye

21.1. Sector Achievements

A. Policy Evaluation of Government Programmes

- **Policy Evaluation of Government Industrialisation (One District One Factory Programme (1D1F)) through the Ministry of Trade and Industry.**

The evaluation process was to assess the progress of implementation and emerging outcomes and potential impacts of the 1D1F programme; and intended to document the emerging issues and challenges that require immediate attention of Cabinet, the Ministry of Trade and Industry (MoTI) and other key stakeholders.

The Sector was able to meet its target of evaluating the 1D1F programme across 10 regions in September 2020. The evaluation team visited 64 factories where business owners, staff and community members were interviewed to gather information on the outcomes of the policy for cabinet and stakeholder's decision.

- **Policy Evaluation of Agricultural Modernisation (Planting for Food and Jobs Programme (PFJ)) through the Ministry of Food and Agriculture**

This initiative was to assess the data lineage of the Planting for Food and Jobs Programme by evaluating the templates used in data collection, reporting and validation processes. It also sought to document emerging issues and challenges that require immediate attention of Cabinet and the Ministry of Agriculture.

In collaboration with the Ministry of Agriculture and with funding from Alliance for Green Revolution for Africa (AGRA), the team conducted data quality assessment of PFJ programme across 54 districts across the 16 regions in November 2020. The objective of the evaluation was met and the actual results of the policy were reported to Cabinet.

B. Organisation of Government Results Fair

The specific programme/project pursued under the broad policy of the Results Fair was to strengthen accountability for results by MDAs. The Ministry organised (2) national and (2) regional results fairs in Accra and Kumasi. This brought together state and non-state actors



across the country to deliberate on the performance and achievements of the implementation of Government flagship programmes and other strategic interventions across the country. Over eight thousand (8,000) men, women and youth participated in the fair. The objective of the fair of apprising participants with the progress of implementation and achievements of Government Flagship Programmes and other strategic interventions was met. The citizenry interacted with MDAs to gain a better understanding of what the taxpayers' money was being used for.

C. Monitoring of Government Flagship Programmes

The Ministry collaborated with the Ministry of Finance (MoF) to monitor the implementation of the 2020 budget performance of seventeen (17) Government flagship programmes and four (4) statutory funds. The exercise involved monitoring of allotment, releases, and disbursement of funds by the MoF and Controller and Accountant General's Department (CAGD) respectively to the relevant Ministries assess the achievement of 2020 performance targets of the flagship programmes, facilitate identification and resolution of funding challenges in a timely manner. The report also documented total receipt and amount expended by each Ministry as against the achievement of expected deliverables.

D. Prepared and Submitted Annual Performance Assessment Report on Government High Priority Programmes to Cabinet

This assessment report was instituted by the Ministry to foster real time monitoring and reporting of the delivery and impact of government policies and programmes to Government and Key Stakeholders. It gauged the performance of the high priority and flagship programmes against the annual performance indicator targets (outcomes, sub-outcomes, and milestones) delineated in the Government Results Framework for High Priorities (2017-2020). The Report was completed and shared with Cabinet.

E. Developed and Revised the Government Results Framework for High Priorities (GRFHP) 2017-2020

The objectives of the review of the 2020 targets of the Government Results Framework for High Priorities (2017-2020) were to Align the 32 Sector MDAs targets with the budgetary allocation for 2020 and align the targets with the effects of COVID 19 pandemic and priorities of the MDA. The introduction and operationalization of the annualized results framework and technical support contributed to an increased visibility and interest in result-based monitoring and reporting across the Ministries. The Ministry was able to established a platform that facilitated knowledge sharing and idea sourcing among the M&E Focal Persons. The platform has also become a medium for timely communication and engagement among the members.



21.2. Sustainable Development Goals(SDGs)

The relevant SDGs relating to the Ministry were **SDG 16.6** and **17.9**.

- **Develop effective, accountable and transparent institutions at all levels (SDG 16.6)**

The Government Results Framework for High Priorities (2017-2020) was updated and Two (2) rapid evaluations conducted. However, the challenges were the late submission of some few Ministries to submit their specific results framework for High Priorities for review and synthesis and inadequate funding. The mitigating strategy was to sensitize M&E Focal Persons on the importance of meeting deadlines and collaborate with development partners to secure more funding to conduct more rapid evaluations.

- **Enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all sustainable development goals, through North-South, South-South, and triangular cooperation (SDG 17.9)**

A total of thirty (30) staff of the Ministry were trained in Monitoring and Evaluation; Data Analysis using SPSS COMM care and Tableau. Inadequate funds to organize more trainings was the key challenge. The mitigating strategy is to collaborate with Development Partners to secure more funding to train staff.

21.3. Flexible Working Hours

MoME undertook various work continuity processes to ensure that deliverables could be met while adhering to the safety protocols. The Ministry relied on the use of electron applications and platforms to conduct official businesses, meetings and trainings remotely.

The ministry's ability to conduct work remotely and staff's innovative ways of achieving deliverables were the most successful issue during the pandemic. The challenges with the internet connectivity had an impact on service delivery and not all businesses could be conducted remotely.



21.4. Financial Performance

The financial performance for the ministry is tabulated below:

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	950,687.00	1,001,342.40	1,001,342.40	-50,655.40
	Use of Goods & Services	2,537,800.00	1,649,570.00	1,591,717.24	888,230.00
	CAPEX				-
2	DEV'T PARTNERS				
	World Bank		1,504,244.51	1,504,244.51	-1,504,244.51
	AGRA		574,094.52	570,079.88	-574,094.52
	EXIM BANK		50,000.00	50,000.00	-50,000.00
	Donor Total	5,718,700.00	2,128,339.03	2,124,324.39	3,590,360.97
TOTAL		9,207,187.00	4,779,251.43	4,717,384.03	4,427,935.57

21.5. Challenges

The challenges encountered by the ministry are listed below;

- **Delay in the release of funds for the running of the Ministry's programmes**

More often, there were delays in the release of funds from the Ministry of Finance and inadequate funding for the execution of the Ministry's programmes.

- **Inadequate office space**

The Ministry is stationed at the Osu Castle. Some of the rooms in the castle were converted into limited working spaces for staff. As new staff joined the ministry, the small office spaces became less conducive for staff to operate.

21.6. Forward Look

The Ministry looks forward to a promising and productive year in 2021 where it would deliver on the following;

- Develop the Government Results Framework for High Priorities (2021-2024)
- Conduct Citizens' Assessment Survey (listening to Ghana)
- Organize Results Fair



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- Develop Ghana Performance Portal for frontline services.
- Support the monitoring and reporting of frontline service delivery under PSRRP
- Conduct Rapid Evaluation of Government Flagship Programmes
- Conduct physical Monitoring and implementation audit of Government High Priority Programmes
- Strengthening capacity of M&E Focal Persons and Staff
- Strengthen the linkages and collaborations between Policy Planning, Monitoring and Evaluation (PPMEDs) and Research Statistics and Information Management (RSIMs) of the Ministries



22.0. THE MINISTRY OF PARLIAMENTARY AFFAIRS (MoPA)

The Ministry of Parliamentary Affairs (MoPA) exist to facilitate, coordinate, monitor and evaluate strategies for the execution of government business in Parliament and guarantee good governance through dialogue and consensus-building with the deployment of skilled human resource and modern technology for the sustainable national development.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon. Osei Kyei-Mensah-Bonsu
- Deputy Minister - N/A
- Chief Director - Dr. Evans Aggrey-Darkoh

22.1. Sector Achievements**A. Engagement with the core leadership of Parliament**

The Ministry organised two meetings with the Core Leadership of Parliament under the theme: “Parliament and the Sustenance of Ghana’s Democracy in 2020 and beyond”. The meeting largely achieved the following objectives;

- Examined the responsibility of the leadership of Parliament in sustaining Ghana’s democracy in an election year and beyond
- Interrogated the execution of core and auxiliary functions of Parliament in sustaining Ghana’s democracy and,
- Fostered effective collaboration between the Core leadership of Parliament and the Ministry of Parliamentary Affairs for the sustenance of democratic political systems.

B. Need-based technical workshops with expanded leadership

The Ministry organised one need-based technical workshop for Expanded Leadership of Parliament. The meeting undertook a diagnostic analysis of the committee system of Parliament and identified innovative ways of enhancing their capacity to deliver on their core mandate to contribute to the development of Ghana’s Parliament.

C. Engagement with the independent governance institutions

The Ministry organized a workshop for the National Commission for Civic Education (NCCE), Electoral Commission (EC), National Media Commission (NMC) and the Commission on Human Rights and Administrative Justice (CHRAJ). The theme for the programme was: “Independent Governance Institutions and Elections 2020 in Ghana: Some Reflections”.

D. Engagement with Civil Society Organisations and media

The Ministry organized a programme to engage the Civil Society Organisations and the Media to inform them of the critical role they play in democratic development. The programme was themed: “Civil Society Organisations and Democratic Elections in Ghana: The 2020 Elections in focus”. This examined the context within which the 2020 Presidential and Parliamentary



elections would be conducted; analysed the perspectives of CSOs and the Media to shape the conduct of free, fair, and transparent elections; reviewed the growing challenges confronting CSOs and the Media in performing their democracy enhancing roles and consolidated the relationship between the Ministry of Parliamentary Affairs, the Media and CSOs to deepen democratic governance.

E. Meeting with the religious leaders and the national media commission on 2020 elections

The Ministry organised a meeting with the Religious Leaders and National Media Commission on the theme: “Towards democratic elections in December 2020: the perspectives of the National Media Commission and Religious Leaders”. This was to reiterate the importance of the Ghanaian values of safety and security as the nation prepared for the December, 2020 Presidential and Parliamentary Elections.

22.2. Sustainable Development Goals(SDG)

To achieve Goal 16, Peace, justice and strong institutions, the Ministry organised a meeting with the Security Services and Political Parties on the theme: ‘2020 Elections and its implications on peace and security in Ghana’. It also carried out a need-based workshop for Parliament and an institutional building workshop for Independent Governance Institutions (IGIs).

22.3. Flexible Working Hours

The Ministry provided the Unit heads with permits to work from home during the pandemic. To implement the FWH, a duty roster was prepared to facilitate and organize the rotation of staff. All national service persons and some staff were encouraged to take their annual leave.

The challenge was that the ministry could not execute its programmes before June 2020. The use of social media and other digital platforms for statutory meetings and internal committee meetings were examples of the best practices. The most successful issue was that, the Ministry during the period developed all its concept notes for planned programme.

22.4. Financial Performance

SOURCE	APPROVED BUDGET	ACTUAL RECEIPT	ACTUAL EXPENDITURE	VARIANCE
GOG				
COMPENSATION OF EMPLOYEES	1,048,736.00	470,419.85	470,419.85	578,316.15
USE OF GOODS & SERVICES	2,246,796.00	1,460,417.40	1,458,043.43	786,378.60
CAPEX	0	917,122.75	912,242.75	- 917,122.75
IGF	00	00	00	00
DEV'T PARTNER	00	00	00	00
TOTAL	3,295,532.00	2,847,960.00	2,840,706.03	447,572.00

22.5. Challenges

The Ministry encountered some challenges which impeded its smooth running in 2020. Some of these challenges were:

- Inadequate office space continues to prevent the Ministry from requesting a full complement of personnel to develop the capacity of the various units;
- The COVID-19 pandemic prevented the Ministry from implementing some of its planned programmes.
- Insufficient budgetary allocation from GoG hindered the successful implementation of some of the Ministry's planned programmes and,
- Delay in the release of the Fourth Quarter budgetary allocation limited the ability of the Ministry to fully implement its activities and effectively engage its staff throughout the year. Programmes earmarked for the fourth quarter had to be shelved because of non-release of allocated resources.

22.6. Forward Look

In 2021, the Ministry is set out to pursue the following strategic policy goals and focus areas consistent with the Sustainable Development Goals (SDGs) 16 and 17.

- Deepening the democratic governance with a focus on strengthening the capacity of Parliament to exercise oversight of government finances and implementing of policies and programmes.
- The Ministry will also focus on strengthening the Independent Governance Institutions to perform their functions effectively.
- The Ministry will focus on deepening political party participation in national development.



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- Promote the fight against corruption by aiming at strengthening the Judiciary, Parliament, Security Services and other anti-corruption institutions to perform their functions effectively.
- Improve the participation of Civil Society in national development with a focus on strengthening the media and engaging the traditional authorities in the development and governance processes.



23.0. MINISTRY OF PLANNING (MoPL)

The Ministry of Planning (MoPL) is mandated to formulate and coordinate policies and plans, set standards, monitor and evaluate the implementation of the policies, plans and performance of the Government plans and programmes for effective and efficient national development.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. George Gyan- Baffour (Prof.)
- Chief Director - Ms. Marian W. A Kpakpah

23.1. Sector Achievements**A. Preparation of a Pipeline of Sustainable Development Goals (SDG) Bankable Projects.**

The Ministry of Planning, in collaboration with the Ministry of Finance and the National Development Planning Commission, commenced work to prepare Pipeline of Bankable SDG-related Projects to be presented at the 2020 SDG Investment Fair in New York. The Ministry spearheaded the establishment of a technical committee to facilitate the selection and compilation of a set of projects with the potential to attract private investors from the projects submitted by Ministries, Departments and Agencies (MDAs). Although the Fair was postponed to 2021 due to COVID-19, the Ministry received support from United Nations Office for Project Services (UNOPS) to package selected projects for the 2021 SDG Investment Fair. Thus far, the Technical Committee has reviewed project documents; identified data required and completed a template provided by UNOPS to guide packaging of the projects.

B. Preparation of the SDGs National Review Report 2020

The Ministry established a Committee of Writers to facilitate the process of preparing the 2019 Annual SDG Report. The report was submitted to the High-Level Ministerial Committee through the Hon. Minister of Planning for approval after which it was launched and disseminated at all levels.



C. Development of an SDG Resource Centre

The government together with the Civil Society Organisations (CSO) Platform on SDGs developed a website that strengthened partnership at all levels, promoted communication and sharing of best practices among stakeholders, and facilitated achievement of the SDGs.

The Ministry created a Content Management team made up of representatives from NDPC, CSOs, the Private Enterprises Foundation and the Chief Executive Officers (CEOs), Sustainable Development Goal (SDG) Advisory Forum to ensure the website was functioning. The team facilitated the updating and maintenance of the website, the collection and collation of content for the website, and ensured the effective management of the website. This was to provide a one-stop-shop for information on SDG related activities in Ghana.

D. Realigning the Coordinated Programme of Economic and Social Development Policies to the Ghana Beyond Aid Charter and Strategy Document and the Ghana CARES (Obaatanpa) Programme

The Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017-2024, provided a framework of government's measures to accelerate the country's rapid socio-economic development. The Ministry engaged consultants under specific thematic areas (Economic Development; Social Development; Environment, Infrastructure & Human Development; and Governance, Corruption and Public Accountability), to ascertain its achievements, gaps, and the areas for strengthening or re-focusing. The outlines and guidelines for the preparation of the Coordinated Programme of Economic and Social Development Policies (CPESDP) 2021 – 2028 were proposed and a first draft of the report was developed.

E. Capacity Development for Planning Officers in MDAs and MMDAs

The Ministry, in collaboration with its partners developed Training Modules that enhanced planning delivery at the local level by addressing technical and functional planning capacities gaps.

After the submission and review of the draft training modules, the Ministry organised a six-(6)-day validation and Training of Trainers workshop to look at the Terms of Reference (ToR) and Scope of Work that was given to the Consultants for the development of the modules.

23.2. Reforms



The Ministry initiated the development and implementation of the Government of Ghana (GoG) Smart workplace to automate work processes, enhance operations, and improve workflows and efficiency.

23.3. Sustainable Development Goals

Following the adoption of the SDGs in 2015, Government put in place the relevant institutional arrangements for implementing the SDGs, informed largely by the recommendations of the assessment of the implementation of the Millennium Development Goals (MDGs). As such, a three-tier coordination structure, headed at the apex by a High-Level Ministerial Committee (HLMC) was established. The Minister of Planning chairs the HLMC, made up of 15 key ministries. The HLMC provides strategic direction and guidance for the implementation of the SDGs and guarantees effective collaboration between state and non-state actors through its coordinating role. However, the Ministry did not implement any SDG during the year under review.

23.4. Implementation of Flexible Working Hour (FWH)

The Ministry developed a flexible work schedule for all Staff with the exception of the Director level staff in March. Staff reported to work either twice or thrice in a week. The implementation of the FWH affected the effective organisation of the Ministry's programmes, activities and meetings. In addition, scheduled training programmes for Staff were postponed or cancelled due to the limited number of Staff present to participate in scheme of service training.

It enabled the ministry streamline its activities to suit the demands of remote work by adapting electronic platforms and application for service delivery. Specifically, the implementation of the FWH enhanced the effective implementation of the GoG Smart-Workplace. This enabled meeting and programmes to be conducted virtually and electronic correspondence shared among staff. This saved the Ministry funds that could have ordinarily been used to purchase office materials like papers and toners and improved the technical skills of staff in the use of electronic platforms for carrying out various office duties.

23.5. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	1,895,260.00	1,605,511.65	1,123,093.37	289,748.35
	Use of Goods & Services	2,592,396.00	1,685,507.40	1,685,507.40	906,888.60
	CAPEX	1,000,000.00	230,584.00	230,584.00	769,416.00
2	IGF				
3	DEV'T PARTNERS e.g.				
	UNDP	4,163,180.00	274,225.61	274,225.61	3,888,954.39
	TOTAL	9,650,836.00	3,795,828.66	3,313,410.38	5,855,007.34

23.6. Challenges

- Inadequate Staffing**

The Ministry has faced the problem of inadequate staffing since its establishment. The absence of the full complement of staff has been amended by staff undertaking multiple functions. The limited number of key mid-senior level staff required providing the needed guidance and direction towards achieving its mandate exacerbates this problem.

- Limited Office Space**

Considering that the total staff strength of the Ministry is expected to be one hundred and ten (110) personnel. The present office location in the Osu Castle has inadequate space for even the current forty-five (45) Officers. Alternative accommodation must be considered for the Ministry.

- Inadequate Operational Vehicles**

Official vehicles needed to facilitate delivery services by Officers are in acute shortage. With the current fleet of five (5) vehicles, operational activities have been hampered and Officers made personal sacrifices to meet targets. It would be highly recommended that additional vehicles could be procured for operational purposes.



- **Official Communication Systems**

There is no internal communication system for Official Communications. This is due to the breakdown of the shared facility (intercom) at the office. Staff members do not have access to official intra-office communication systems. Without the use of a personal cell phone, officers must move back and forth to communicate. This disrupts work, concentration, and delivering of assigned tasks. Procurement of reliable communication facilities is highly recommended.

- **Rapid Deterioration of Functioning Electronic Gadgets**

The sea breeze blowing directly from across the walls of the office has corroded and rusted many essential working tools in the office. Necessary precautions must be taken to service more often or replace the office equipment at a faster rate if work must continue at a consistent pace.

- **Effects of COVID-19 on Planned Activities**

The Ministry's 2020 work plan was disrupted due to the safety protocols to manage the spread of the coronavirus. For many months, staff ran shifts, worked fully or partially from home, meetings and conferences were cancelled and major schedules were to be reviewed.

23.7. Forward Look

The Ministry intends to pursue the following programmes and projects in the ensuing year:

- **Coordinate the Implementation of the CPESDP**

The Ministry intends to produce a revised CPESDP for the period 2021 to 2028, which would serve as basis for the National Development Planning Commission (NDPC) to formulate and issue the Medium-Term National Development Policy Framework for 2022 – 2025. The revised CPESDP would facilitate and expedite national development to harmonise all development policies of the Government.

- **Training Development and Spatial Planning Officers**

The Ministry will implement a Capacity Building Programme for both its Staff and Stakeholders to address the technical and the functional capacity challenges of Five hundred (500) Development and Spatial Planning Officers across the country. This activity will be a sequel to the Training Manuals developed and aimed at improving the capabilities of planning officers and enhance their performance in the entire planning process.



- **The pipeline of SDG Related Bankable Projects and Coordinate the Implementation of the SDGs**

The Ministry has identified thirty-seven (37) SDGs related high impact projects which constitute investor-ready projects awaiting funding. The projects having been finalized and considered investor-ready and will be presented at 2021 SDGs Investment Fair. This activity will require technical assistance in project analysis, preparation and packaging of the projects as well as an exhibition at the fair.

- **Policy Dialogues**

The Ministry will expedite implementation of the Policy Dialogues to provide feedback to implementing agencies and harness stakeholder support. This is aimed at supporting the review of policies and enhance the implementation of policies for the attainment of set targets and the resolution of societal problems. This is based on the belief that well-coordinated and implemented policies would facilitate national development and safe society.

- **Plan Rationalisation with National Priorities and Budget**

The Ministry will intensify efforts at the rationalisation of MDA and MMDA plans to ensure their alignment with national priorities and budget. This is aimed at eliminating overlaps and duplicities with the view of streamlining the use of limited financial resources, improve the impact of implemented plans and projects for accelerated national development.

- **Enhanced Administration and Service Delivery**

In pursuit of prudent administration, the Ministry will prioritise Staff Training and Capacity Building to enhance its service delivery to stakeholders. Processes and Procedures, Laws and Regulations would be highly adhered to and non-performance would be dealt with whilst performance would be rewarded accordingly.

24.0. MINISTRY OF RAILWAYS DEVELOPMENT (MoRD)

The Ministry of Railways Development (MoRD) is mandated to ensure the development and formulation of policies, plans, and programmes to guide the development of the rail transport sector for movement of passengers and goods, facilitate trade, industrial development and stimulate economic growth.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Joe Ghartey
- Deputy Minister (s) - Hon. Kwaku Agyenim Boateng
- Hon. Andy Appiah-Kubi
- Ag. Chief Director - Mr. Desmond Boateng

24.1. Agencies of the Ministry**Sub-vented Agency**

- Ghana Railway Development Authority (GRDA)

Public Service Organisation

- Ghana Railway Company Limited (GRCL)

24.2. Sector Achievements**A. Reconstruction of the Western Railway Line**

The Sekondi - Takoradi via Kojokrom section of the Western Line had undergone reconstruction with a new 15km convertible narrow-gauge line to restore rail passenger services between the twin cities of Sekondi and Takoradi in the Western Region.

B. Rehabilitation of the narrow-gauge section from Kojokrom to Tarkwa

The Ministry, in collaboration with the Ghana Railway Development Authority (GRDA) and the Ghana Railway Company Limited (GRCL), completed the rehabilitation works on the section of the Western line from Kojokrom to Tarkwa through Nsuta having a distance of 56km.

C. Construction of New Standard-Gauge Line

The construction of a new standard gauge line from Kojokrom, through Eshiem to Manso, covering a distance of 22km progressed significantly. The construction of the first phase from Kojokrom to Eshiem (5km) was 68.43% completed and the second phase from Eshiem to Manso (17km) was 3% completed. The construction covering the entire 22km section from Kojokrom to Manso was 40.79% completed.

Funding was secured for the development of sections of the Western Railway Line from Kumasi (Adum) to Obuasi with a branch line from Eduadin to Ejisu on standard gauge totalling 83.5 km.

D. Rehabilitation of the narrow-gauge section from Achimota to Nsawam

The section of the Eastern Railway line from Achimota to Nsawam was rehabilitated and reopened for commercial passenger rail services.

E. Ghana – Burkina Faso Railway Interconnectivity Project

Ghana – Burkina Faso Railway Interconnectivity Project through the Joint Committee of Experts completed the first two stages of the procurement process, that is, the Expression of Interest (EoI) and the Request for Qualification (RFQ). A draft Request for Proposal document and the draft Concession Agreement that will be issued to pre-qualified firms at the final stage of the procurement process was reviewed by the Experts from both countries. The comments and inputs are currently being incorporated by the Transaction Advisors for further action.

A six-member Committee of Eminent Persons, three (3) representatives from each country, has been constituted to be in charge of the last stage of the procurement process and will make recommendations to the two (2) Heads of States for their decision on the preferred private sector partner.

F. Refurbishment of Locomotives and Coaches

As part of the contract for the rehabilitation of sections of the existing narrow-gauge railway lines, fifteen (15) existing passenger coaches and locomotives were to be refurbished by GRCL. Ten (10) of the coaches have been refurbished and some have commenced traffic duties on the Accra-Tema-Nsawam sub-urban rail services. The remaining are being used for the Takoradi-Tarkwa sub-urban passenger rail services.

24.3. Sustainable Development Goals

- **SDG1 - Poverty Reduction-** the Ministry of Railways Development has taken measures to help the Government achieve the goal of SDG 1, thus zero poverty. The Railway Sector has served as an avenue for job creation, which serves as a source of livelihood for the citizens. The railway construction creates employment opportunities for both skilled and unskilled labour. Besides these construction-related employment opportunities, railway projects create indirect employment or income-earning opportunities for many people, in the informal sector.
- **SDG2 - Zero Hunger -** The transportation of goods and other agricultural produce from one city or town to another by rail will make food relatively cheaper, more affordable and ultimately help reduce hunger.
- **SDG 9 - Industry, Innovation and Infrastructure-** The railway industry brought about innovations and infrastructures that were technologically perceptive to improve the challenges facing the economy and environment. For instance, there was a major technological advancement in the railway sector; the shift from narrow gauge to standard gauge railway lines, which demanded modern locomotives with relatively high speed, is an example. This made the transportation of goods and services easier and faster. The development of railway stations to cities by the railway sector will ensure massive



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development with economic activities, thereby improving the lives of people living around. Also, the development of associated infrastructure as a policy of the Ministry ensured the development of clinics, shopping malls, waiting area for children and the physically challenged. Other infrastructure facilitated the provision of railway transport services to enhanced economic growth in the country.

- **SDG 13 - Climate Action-** the Railway Sector is making sure that every equipment and technology used in the Railway Sector is environmentally friendly. Equipment that causes harm to the environment and climate were avoided largely, to prevent endangering human life and the life of creatures. The Railway Sector is holding in esteem the environment and helping with the fight against global warming and other forms of environmental pollution.

24.4. Flexible Working Hours implementation

The Ministry of Railways Development (MORD) instituted FWH by dividing the staff into two streams to work alternatively on weekly basis. For the one week that staff stayed at home, they executed their job accordingly remotely. The potential weaknesses in the service delivery chain that needed strengthening were related to work-family balance, slow Wi-Fi connectivity, and lack of electronics and reduced productivity. The best practices were a needs-based assessment, non-interference and non-discriminatory schedule and a well-defined schedule. The most successful issues were better wellbeing, better use of technology, reduction in congestion and better use of office space. While professional isolation, supervisor-employee relationship and worker-worker relationship where some of the challenges staff encountered.

24.5. Financial Performance

SOURCE	APPROVED BUDGET (GHS)	ACTUAL RECEIPTS (GHS)	ACTUAL EXPENDITURE (GHS)	VARIANCE
GOG	A	B	C	D = (A-B)
Compensation of Employees	3,759,943.00	3,003,186.20	3,003,186.20	756,756.80
Use of Goods & Services	8,435,858.29	6,990,392.73	6,990,392.73	1,445,465.56
CAPEX	112,581,252.00	111,049,510.09	111,049,510.09	1,531,741.91
IGF	1,190,281.52	985,828.00	722,736.13	204,453.52
DEVELOPMENT PARTNERS				
Indian Exim Bank	308,809,800.00	254,718,045.68	254,718,045.68	54,091,754.32
TOTAL	434,777,134.81	376,746,962.70	376,483,870.83	58,030,172.11



24.6. Challenges

The ministry faced the following challenges during the year under review;

- **Human Resource Capacity Challenges-**The Ministry, upon its creation in February 2017 experienced the challenges of limited office space and inadequate staff.
- **Ineffective Legal, Regulatory and Institutional Regime-** Ghana currently has an ineffective railway legal and regulatory regime. Regulations are yet to be passed to fully operationalize the Railways Act, 2008 (Act 779) that established the GRDA. This is potentially a disincentive to private sector participation in the railway industry.
- **Obsolete Rolling Stock-** Most of the rolling stock were old and had operational difficulties. All the rolling stock available were also narrow gauge.
- **Finance-** Inadequate budgetary allocation and delays and/or failing to release budgetary allocation have been a serious challenge.
- **Other Developmental Challenges-** Encroachment on railway properties seriously affected operations and development of the railway sector. The public, as well as, others from the public sector, took over railway assets including lands within and outside the right-of-way and thus making the development in some areas difficult.

24.7. Forward Look

The following key priority programmes and projects have been included in the 2021 Budget of the Railway Sector for implementation.

- **Development of sections of the Western Railway Line on Standard Gauge Kojokrom to Manso -** The on-going construction of a standard gauge railway line from Kojokrom to Manso, covering a distance of 22km will be continued. The project is expected to be substantially completed by the end of 2021 for the official handing over in February 2022.
- **Manso to Huni Valley -** The implementation of the contract signed in June, 2020 for the continuation of the standard gauge construction works from Manso to Huni Valley will be pursued in 2021. The contract also includes the conversion of the narrow-gauge tracks between Takoradi and Sekondi to standard gauge and the development of standard gauge tracks from the Takoradi Station to the Takoradi Port for efficient and effective access for cargo handling.
- **Kumasi (Adum) to Kaase –** The contract for the development of the section of the Western Railway Line from Kumasi (Adum) to Kaase, covering a distance of 6km was signed on 18th August, 2020 and would be funded by the Government of Ghana in 2021.
- **Kaase to Eduadin -** The section of the Western Railway Line from Kaase to Eduadin (approximately 12km) was also signed on 1st December, 2020 for commencement in 2021.

- **Eduadin to Obuasi** - With regard to the section from Eduadin to Obuasi, covering a distance of 51km, the contract dated 29th September, 2020 which is to be financed through a loan facility from Deutsche Bank AG will commence in 2021.
- **Development of the Eastern Railway Line on Standard Gauge** - The procurement process will be finalized to enable contractors to mobilize on-site in 2021 to undertake the construction of the new 330km standard gauge Eastern Railway Line from Accra/Tema to Kumasi under a Public-Private Partnership arrangement.
- **Development of the Tema to Mpakadan Railway Line**- The on-going construction of a new 97.7km standard gauge railway line from the Tema Port to Mpakadan to connect with the Volta Lake transport system will be completed in 2021. This line includes the construction of a major railway bridge measuring 300m across the Volta River between Senchi and Old Akraide.
- **Development of Ghana - Burkina Faso Railway Line**- Following the completion of the feasibility studies as the first phase of the Ghana - Burkina Faso Railway project in 2020, the two (2) countries through its Joint Committee of Experts, will pursue and complete the procurement process in 2021 for the engagement of strategic private sector investors to develop the project. It is the expectation that the project will reach a financial closure to enable the Concessionaire to mobilize on-site to commence construction works in 2021. The project covers a distance of approximately 1,000km from Mpakadan to Ouagadougou.
- **Maintenance of Sections of the Narrow-Gauge Railway Network**- the Ministry has also earmarked funds under the 2021 budget to be used to undertake maintenance works on sections of the narrow-gauge railway network, which have recently been rehabilitated. They include the sections of the existing Eastern Railway Line from Accra to Tema and Achimota to Nsawam. Sections of the existing Western Railway Line from Takoradi to Tarkwa and Kojokrom to Sekondi will also be maintained in 2021 to ensure safe and secure operations of both passenger and freight services.
- **Procurement of New Standard Gauge Rolling Stock**- The supply contract for the delivery of a total of thirty-five (35) new standard gauge passenger/cargo trains, will be effective in 2021. The Ministry will pursue the delivery of the set of nine (9) trains within eighteen (18) months as the first phase of the contract and the remaining twenty-six (26) to be supplied within another eighteen (18) months for operation on the new standard gauge lines being constructed across the country.
- **Land Acquisition for Railway Development**- the 2021 Budget makes provision for the Railway Sector to go through the necessary processes for the release of unencumbered land to contractors in advance of project commencement. The carrying out of cadastral surveys, the publication of Executive Instruments (E.I.) for compulsory land acquisition and the payment of compensation to project affected persons often take time to complete and often leads to delays in site possession and consequently triggers delayed payment clauses.

- **Railway Asset Inventory and Valuation-** the Ministry will pursue a programme to identify and ascertain the state/condition of all railway assets across the country and take steps to reclaim these assets, as well as, update the railway asset register or database for proper inventory and management.
- **Operationalization of the Railway Training School-** To develop the capacity for the maintenance and sustenance of the railway system in the country, the Ministry of Railways Development is collaborating with the George Grant University for Mines and Technology in Tarkwa to provide tertiary training at the refurbished Railway Training School, at Sekondi which is now called the UMaT School of Railways and Infrastructure Development. The first batch of students will commence studies in the 2021/2022 academic year.

25.0. MINISTRY OF REGIONAL REORGANISATION AND DEVELOPMENT (MoRRD)

The Ministry of Regional Reorganisation and Development (MoRRD) is to accelerate and sustain decentralisation, bring governance to the doorsteps of the people, ensure effective and efficient decentralisation through greater grassroots participation, better planning and improved service delivery.

The ministry was headed politically and bureaucratically by the following;

- Minister - Hon. Daniel Botwe (MP)
- Deputy Minister - Hon. Martin Adjei – Mensah Korsah
- Chief Director - Mr. Dawarnoba Baeka

25.1. Sector Achievements

Some of the key infrastructural projects initiated and currently on-going in the new regions (Ahafo, Bono East, North East, Oti, Savannah and Western North) are:

- Six 3-Storey Administration Blocks for RCCs were erected and are between 90-65% completed in the Regional Capitals. These blocks are to provide office accommodation with the needed facilities for the effective administration of the Regional Coordinating Councils.
- Twenty-four 2-Storey Administration Blocks for Regional Directorates of Ghana Health Service (GHS), Ghana Education Service (GES), Department of Feeder Roads (DFR) and Department of Agriculture (DoA) were erected and are between 68-80% completed.
- To enhance safe and secured accommodation for the Officers in the newly created regions, Eighteen Senior Staff Bungalows for RCCs were erected and are between 62-80% completed.
- Forty- Eight Senior Staff Bungalows for Regional Directorates were erected and are between 75-80%.

25.2. Sustainable goal Development Goals (SDGs)

The SDGs the ministry worked on were goal 11, which is to support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning, and SDG goal 16.7 that is to ensure responsive, inclusive, participatory and representative decision-making at all levels. The status of implementation by the Ministry are:

- Creation of six (6) additional regions and the establishment of the RCCs
- Existence of decentralised and non-decentralised departments and agencies in the new regions
- RCCs improved level of monitoring, evaluation, coordination of programmes and projects of Municipal and District Assemblies for policy compliance.



25.3. Flexible Working Hours

As part of the protocol to help curb the rise of the Covid-19 pandemic, The Ministry adopted the Flexible Working Hours to ensure the continuity of business. The adoption of the FWH was quite difficult for the Ministry because of the limited number of personnel and impacts of the lockdown on monitoring and coordinating activities. As a newly created Ministry, the adoption of the flexible work schedule inundated staff with work leading to delays in completion of tasks. Monitoring of on-going projects in the first and second quarters of 2020 were truncated due to the lockdown.

The Ministry encouraged staff to adopt the use of ICT to perform their duties such that correspondences and processing of payments on the GIFMIS platform were carried out remotely.

25.4. Financial Performance

SOURCE		APPROVED BUDGET (GHC)	ACTUAL RECEIPTS (GHS)	ACTUAL EXPENDITURE (GHS)	VARIANCE %
1	GOG / ABFA	A	B	C	D=B-C
	Compensation of Employees	1,085,134.00	741,213.24	379,528.92	361,684.32
	Goods and Services	27,175,721.00	17,664,218.65	17,662,658.68	1,559.97
2	CAPEX (ABFA)	125,000,000.00	124,882,965.88	124,882,965.88	0.00
	TOTAL	153,260,855.00	143,288,397.77	142,925,153.48	363,224.29

25.5. Challenges

During the year under review, the challenges encountered by the Ministry included:

- Weak inter-sectoral collaboration.
- Inadequate office accommodation in the Ministry's Headquarters and the newly established RCCs.
- Inadequate funding for operations in the Ministry's Headquarters and the new regions culminating in re-prioritisation of activities by the Ministry in the Mid-Year Budget Statement. The inability of the Ministry of Finance to grant the Ministry authority to commit Government of Ghana in the execution of the re-prioritised projects left undone.
- Insufficient budget allocation under CAPEX and the non-release of 4th Quarter Budget under goods and services negatively impacted the completion of projects awarded and the general operations of the Ministry respectively.



25.6. Forward Look

In the first quarter of 2021, the Ministry will continue to coordinate and facilitate the completion of the under-mentioned projects.

- Erection and Completion of 6No. 3-Storey Regional Coordinating Council Administration Blocks in the regional capitals
- Erection and Completion 18No. Senior Staff Bungalows in the regional capitals
- Erection and Completion 24No. 2-Storey Administration Blocks for Decentralised Departments in selected municipalities or districts in the new regions and
- Erection and Completion of 48No. residential accommodation for Regional Directors of Decentralised Departments (ie Ghana Health Service (GHS), Ghana Education Service (GES), Department of Agriculture (DoA) and Department of Feeder Roads (DFR) and their deputies

In view of the challenges with respect to Covid-19 and inability to receive commencement certificate to execute 2020 projects, the Ministry will re-apply for commencement certificate and collaborate with relevant Ministries, Departments and Agencies to initiate the execution of the following projects;

- Erection and Completion of 6No. 3-Storey Administration Blocks for Regional Police Commands;
- Erection and Completion of 6No. 3-Storey Flats (2-Bedroom Flats, 12 units) for staff of the Regional Police Commands
- Erection and Completion of 12 No. bungalows for Regional Police Commanders and their Deputies
- Erection and Completion of 6 No. Administration Blocks for Decentralised Departments
- Erection and Completion of 18No. Senior Staff bungalows
- Erection and Completion of 6 No. 3-Storey, 3-bedroom Senior Staff Flats (12 units)
- Erection and Completion of 6 No. 3-Storey, 2-bedroom Junior Staff Flats (12 units)
- Erection and Completion of 96 No. semi-detached Senior Staff bungalows

It will also undertake Information, Education and Communication (IE&C) activities, conduct the evaluation of the new regions to ascertain immediate outcomes of the newly created regions, coordinate and manage programmes and projects in the new regions.



26.0. MINISTRY OF ROADS AND HIGHWAYS (MRH)

The Ministry of Roads and Highways (MRH) formulate policies, coordinate sector performance, monitor and evaluate road infrastructure development, maintenance and road maintenance financing. The Ministry plays a lead role in providing integrated, efficient, cost-effective and sustainable transportation system responsive to the needs of society.

The Ministry was headed by the following:

Minister	-	Hon. Kwasi Amoako Attah
Deputy Minister(s)	-	Hon. Kwabena Owusu-Aduomi
	-	Hon. Anthony N-yoh Abayifa Karbo
Ag. Chief Director	-	Ing. Edmund Offei-Annor

26.1. Agencies and Departments under the Ministry

The Civil Service Departments of the Ministry are:

- Department of Urban Roads
- Department of Feeder Roads

Sub-vented Agencies

- Ghana Highway Authority
- Ghana Road Fund Secretariat
- Koforidua Training Centre

26.2. Sector Achievements

• Road Rehabilitation and Maintenance Programme

The Ministry maintained its focus on routine and periodic maintenance activities to protect the huge investment made by Government in the provision of the road infrastructure. As at end of September, 2020, routine maintenance activity had been carried on 7,645km of the trunk road network; 8,069km on the feeder road network; and 630km on the urban road network.

• Road and Bridge Construction Programme

The development activities undertaken include Rehabilitation, Reconstruction, and Upgrading of roads as well as construction of bridges. During the period under review, major developments works progressed steadily on the Pokuase Interchange under the Accra Urban Transport Project. This involved the construction of a 4-tier interchange, construction of 10km of selected roads, segregated walkways, footbridges, underpasses and drainage structures. Physical progress currently stands at 85% as of September, 2020.

Works are also ongoing on the Tema Motorway roundabout for the period under review and achieved a physical progress of 100% for Phase 1 as at the end of June, 2020. The project is aimed at improving the traffic capacity of the Tema Motorway Roundabout.



Works have also begun on the Obetsebi Lamptey Circle Interchange and other ancillary works (Phase 1). The physical progress is at 75% as at the end of September, 2020. Development works on the Kumasi Lake Roads and Drainage Extension project made significant progress. Physical progress stands at 62% as at the end of September, 2020. Works are ongoing on the construction of 7No. Bridges in the Northern Regions with funding from DANIDA. These are located in Kulun, Garu (2No.), Ambalara, Kulungugu, Doninga and Sissili. Overall physical progress stands at 70%. Also, overall progress on 5No. Belgian Bridges and 13No. Spanish Bridges are 60% and 85% respectively.

- **Road Safety and Environment Programme**

The Ministry pursued the implementation of the Law on Axle Load Limit as stipulated in the Road Traffic Regulation LI 2180. The implementation of the axle load programme over the years resulted in the significant decrease in the incidence of overloading which currently stands at less than 1.55%.

Works have also been completed on Installation of Area-Wide Traffic Signal Control Systems in Accra (Phase 1). This project generally coordinated all the traffic signals along the major routes in the capital and manage traffic remotely from a Traffic Management Centre (TMC) to optimize flow on the Amasaman – CBD Corridor and other major corridors in Accra. The Phase 2 which has just began covers the rest of Accra and consist of 200 Traffic Lights covering the whole of Accra is progressing steadily. Physical progress is at 40%.

- **Road Financing**

The Ministry's Public Private Partnerships (PPP) programme for the financing, construction and management of road infrastructure was progressing steadily. Four (4) projects were at different stages of preparation: The Technical and Financial Proposals for the **Accra – Tema Motorway PPP Project (31.7Km)** was completed in May 2020. Also, the proposal for the dualisation of the **Accra– Takoradi PPP Project (208Km)** was completed. Feasibility studies for the **Accra – Kumasi Expressway Project (245Km)** was implemented. Lastly, the Ministry signed an MOU for the **Development of Tema Arterial Roads** to upgrade road networks that connect the Accra – Tema Motorway from the Ashaiman Interchange to the Tema Port.

26.3. Reforms

- **Intelligence Traffic Management System**

This reform activity has been in existence for the past 1 year, 4 months. The outcome of this reform was to coordinate all the traffic signals along the Amasaman – Central Business District (CBD) Corridor in the capital to optimise flow and manage traffic remotely from a Traffic Management Centre (TMC).

- **Implementation of Smatrack Web Application**

This is another reform initiative that has been in existence for 3years. There has been a performance tuning and security enhancement to make suitable for the new deployment environment. The outcome of this was to provide a robust system that allows for seamless



transition and continuity of government business, fosters transparency in doing government business and help protects assets of the Ministry.

- **The e-Bids web portal**

This is an online single window for publications of tenders or bids to reach a wide audience both locally and internationally was another reform by the Ministry. This has been in existence for the past 8 months. The outcome of this initiative was to provide a transparent and equal opportunity procurement process to all eligible bidders located in any part of the world.

26.4. Sustainable Development Goals

Build resilient infrastructure, promote sustainable industrialization and foster innovation (SDG 9)

The Ministry aims at developing quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human wellbeing, with a focus on affordable and equitable access for all under this SDG. 66.7% of the proportion of the rural population lived within 2km of an all-season road. However, the challenge has been inadequate funding to construct and maintain existing portfolio of roads. A mitigating measure has been ascertaining innovative means of funding road maintenance.

26.5. Flexible Working Hours

The covid-19 pandemic and measures taken by government to impose restrictions on movement has affected the movement of goods and services in the country. This generally also affects the Road Sector in its effort to engage with various stakeholders in relation to the implementation of its programmes and activities. Meetings with staff, contractors, consultants, and other stakeholders have been affected.

The partial lockdown situation affected the movement of material and personnel to construction sites, holding regular site meetings and effective monitoring of projects. However, the exemption of the Road and Construction Sector from the restriction allowed the Sector to carry out its operation, although with less comfort and convenience as it will have otherwise been.

What is more, the pandemic continued to affect global supply chains and ease of movement of people. This had effect on the timely availability of construction inputs at an acceptable price, thus affecting the timely completion of some projects within costs. The Sector is monitoring the situation and has put in place several risk mitigations measures. Approvals and commencement that have delayed projects due to the pandemic include;

- Project for Rehabilitation of Assin Praso – Bekwai Road (60km) (N8) funded by JICA
- Construction of Tema Motorway Roundabout Phase 2 funded by JICA
- Construction of Bridge over the Volta River at Volivo funded by JICA
- Delivery of bridge components for 50No. steel bridges from Czech Republic

However, the Sector is on course to deliver all its programmes and activities under the “Year of Roads” with adequate and timely release of funds for projects.



26.6. FINANCIAL PERFORMANCE

SOURCE	APPROVED BUDGET	MID-YEAR REVISED APPROPRIATION	ACTUAL RECEIPT	ACTUAL EXPENDITURE	VARIANCE
Compensation of Employees	53,049,097.00	56,171,582.00	39,334,213.54	39,334,213.54	16,837,368.46
Goods & Services	2,629,934.00	2,629,934.00	1,051,974.00	826,447.62	1,577,960.00
CAPEX	1,201,000,000.00	1,901,000,000.00	1,581,666,471.00	1,330,716,141.00	319,333,529.00
GoG	-	700,000,000.00	381,709,404.00	315,442,108.00	318,290,596.00
ABFA	1,201,000,000.00	1,201,000,000.00	1,199,957,067.00	1,015,274,033.00	1,042,933.00
SUB TOTAL GOG	1,256,679,031.00	1,959,801,516.00	1,622,052,658.54	1,370,876,802.16	337,748,857.46
DEV. PARTNER	1,002,878,457.00	1,002,878,457.00	403,738,097.30	403,738,097.30	599,140,359.70
IGF RETAINED	15,768,176.00	15,768,176.00	18,210,801.02	18,210,801.02	-2,442,625.02
APPROP. TOTAL	2,275,325,664.00	2,978,448,149.00	2,044,001,556.86	1,792,825,700.48	934,446,592.14

26.7. Challenges

The Ministry has encountered a myriad of challenges in the course of delivering its mandatory services which are:

- **Inadequate Financing**

The amount of funds that is made available for execution of the ever-increasing road infrastructure programs and projects annually was not adequate. This situation largely accounted for the inability to meet the set targets. Road construction and maintenance are capital intensive ventures and as such, the continuous over reliance on the three (3) primary traditional sources of financing road infrastructure namely; the Consolidated Fund, Ghana Road Fund and funds from Development Partners remains a big concern which was partly accounting for a critical setback to achieving substantial landmark besides the creation of a huge road infrastructure gap.



- **Delay and Inadequate Funds released for Goods and Services from the Consolidated Fund**

Issues of delays and inadequacy of funds been released from the consolidated fund for Goods and Services was a major challenge accounting for a huge backlog of unpaid bills for administrative activities such as maintenance of vehicles, utility services among others. This invariably aggravate the sector's ability to effectively undertake some of its basic service activities such as monitoring and evaluation of projects as well as local training and capacity building programs for effective and efficient service delivery.

- **Slow Processing of Payment**

Processing of documents for payment of works done go through a long process. Thus, much time was spent on processing of documents from the Regions, Departments/Agencies Head Offices for payment of work done which eventually slow down progress of work by contractors and in some cases culminating in payment of high avoidable interest for delayed payments

- **Reckless Use of Road Infrastructure**

Misuse of road infrastructure account for rapid deterioration of road networks. Some road users' activities put undue pressure on the road infrastructure maintenance through degradation and wear and tear including unauthorized cutting by utility service providers.

- **Human Resource Inadequacy**

There was a shortfall in getting officers with the requisite skills to carry out effective supervision and ensure that specifications were met.

26.8. Forward Look

The Ministry's major pipeline projects that are expected to see works ongoing on the ground for 2021 include:

- Construction of Adidome – Asikuma Junction (39.2km) and Asutsuare – Aveyime (23.9km) including 2 no. interchanges at Dufor Adidome and Asikuma Junction
- Construction of Bridge over the Volta River at Volivo
- Rehabilitation of Tatale-Zabzugu-Yendi-Tamale Road
- Rehabilitation of Dome – Kitase Road
- Design and construction of Buipe and Yapei Bridges
- Construction of Tema – Aflao Phase1 Road (17km)
- Construction of Tema Akosombo Road(64.7km)
- Project for Rehabilitation of Assin Praso – Bekwai Road (60km) (N8)
- Construction of Tema Motorway Roundabout Phase 2
- Delivery of bridge components for 50No. steel bridges from Czech Republic
- Rehabilitation of Kumasi Inner City and Adjacent Street Projects
- Asphaltic overlay of selected streets in Accra and Tema
- Rehabilitation and upgrading of selected streets in Tamale & Yendi (Northern Region), Nalerigu, Walewale & Gambaga (North East Region) and Damango (Savannah Region).



27.0. MINISTRY OF SANITATION AND WATER RESOURCES (MSWR)

The Ministry of Sanitation and Water Resources is mandated to formulate and implements policies, plans and programmes for the sustainable management of the nation's Water, Sanitation and Hygiene related issues.

The Ministry was politically and bureaucratically headed by the following:

Minister	-	Hon. Cecilia Abena Dapaah
Deputy Ministers	-	Hon. Patrick Yaw Boamah (MP) Hon. Michael Gyato (MP)
Chief Director	-	Mr. Noah Tumfo

27.1. Agencies and Schools of the Ministry

Sub-vented Agencies

- Water Resources Commission
- Community Water and Sanitation Agency

Schools of the Ministry

- School of Hygiene, Tamale
- School of Hygiene, Ho
- School of Hygiene, Accra

Public Corporations

- Ghana Water Company Limited

27.2. Sector Achievements

The following are a summary of the performance and achievements of the Ministry for the year under review:

A. Implementation of the Greater Accra Metropolitan Water and Sanitation Project (Water Component)

Portable water has been made accessible to over 420,000 people against a target of 250,000 people living in the GAMA. Also, significant achievements have been made in the distribution of 282km length service pipelines, completion of 6,955 New Service Connections as well as the promotion and sustenance of water supply delivery to some Urban areas.





B. Ratification of the United Nations Convention on the Law of the Non-Navigational Uses of International Watercourses

The Ministry through the Water Resources Commission facilitated the ratification of the United Nations Convention on the Law of the Non-Navigational Uses of International Watercourses (1997) and the UNECE Convention on the Protection and Use of Transboundary Watercourses and International Lakes (1992). The Instruments have been signed by the President and deposited at the United Nations on June 21, 2020. The ratified Water Conventions provide Ghana with potential support for programmes and projects to improve the management and use of water resources in our shared river basins and aquifers.

C. Buffer Zone Legislative Instrument Implementation

WRC in ensuring the regulation of water resources, finalized consultation with relevant stakeholders to obtain the final draft Buffer Zone Legislative Instrument (LI). Additionally, the Regulations on water use, drilling license and dam safety were administered and compliance to stipulations were accordingly enforced.

In response to the degradation of major water bodies, the buffer zone restoration schemes created in the various basins were maintained and 10 hectares (ha) of new buffers were created in the Densu and Pra river basins. Five (5) ha and 3 ha buffers were established sequentially in the Densu Basin with support from A Rocha Ghana and Forestry Commission respectively. The remaining 2 ha buffer was established in the Pra Basin in collaboration with the Oheneba Poku Foundation. The Ankobra and White Volta River basin IWRM plans were revised and completed for implementation.

D. Implementation of the Upper East Water Supply Project

The Upper East Water Supply Project is to achieve a sustainable improvement of access to safe drinking water to serve an expected population of 180,000. The Project cost is estimated to be

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€37.68million and about 59% complete. Project beneficiary communities include Bolgatanga, Navrongo, Bongo, Zuarungu, Gia, Paga and other communities along the pipeline routes.

The current achievements include the following; 3km of 250mm HDPE raw water pipeline for Vea Water Treatment Plant has been completed; 13.6km of 315mm/250mm/200mm HDPE transmission pipeline has been laid; Construction of the Intake Structure is ongoing; 80% of the sludge drying beds for the new Water Treatment Plant has been completed; 600m³ capacity elevated reservoir at the Navrongo District Assembly is 36% completed and 11km of distribution pipelines ranging from 110mm to 250mm has been laid.



27.3. Sustainable Development Goals (SDGs)

The Ministry has been created to enhance the delivery of Water, Sanitation and Hygiene services to the people of Ghana and also coordinate activities of the water and environmental sanitation sectors to ensure efficiency and productive use of resources. This is being done to ensure that the country attains Goal six (6) of the Sustainable Development Goals, which is to “Ensure availability and sustainable management of Water and Sanitation for all by 2030”.

Currently, the performance of the country on the various targets or indicators are as follows:



GHANA CIVIL SERVICE

- 6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all, 81.5% of the population have access to basic drinking water services.
- 6.2. By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations, about 24.83% of the population have been provided with access to improved toilet facilities; about 17% of the triggered communities have achieved open defecation-free status.
- 6.3. By 2023 improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally, Water quality is a challenge, however, currently, overall ambient water quality index is 57.8 (which is fairly good quality).
- 6.4. By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity, Freshwater withdrawal as a proportion of total available fresh was 1,918 as against a targeted withdrawal of 1,916
- 6.5. By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate, 57% of the water resources integrated management was implemented across the country.

SDG Goal 6.2.1: Indicator 6.2.1: Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water. The indicator for measuring is enhanced access to reliable environmental sanitation services in communities of the 275 constituencies by constructing 1,000 10-Seater Water Closet Institutional Toilets. The Ministry has supported the completion of about 600 toilet facilities while about 400 of the toilet facilities are at various stages of completion. They are estimated to be fully completed for utilisation by March 2021.

SDG Goal 12.3.1: Global food loss index

The indicator for measuring this SDG is increased storage facilities for farm produce by constructing 50 Prefabricated 1,000 Metric Tonnes Grain Warehouses. The Ministry facilitated the completion of 41 warehouses across the country, which is about 60% completed. The installation of the dryers and solar power systems at all the completed warehouses are ongoing.

SDG Goal 2.4.1: Proportion of agricultural area under productive and sustainable agriculture

The indicator for measuring is increased access to irrigation facilities in the three northern regions by constructing 560 Small Earth Dams. This project is under the One Village One Dam initiative and has 418 dams completed. The beneficiary communities for livestock watering, small scale farming activities and other domestic purposes are using these dams

The major problem for the SDGs is Land litigation issues. To address this, the Ministry held engagements with MMDCEs by MSDI/DAs to find the best solutions.



27.4. Flexible Working Hours

All Heads of Directorates were tasked to draw schedules for a shift system for their respective staff as well as ensure its strict adherence. In view of this, daily and weekly shift systems were employed with the use of technology like Zoom and Webinars to engage people and ensure quick delivery of service. However, delay in procurement processes led to an intermittent shortage of hand sanitizers and other personal protective gears.

27.5. Financial Performance

	ITEM	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
1	GOG				
	Compensation for Employees	15,396,647.00	3,148,352.00	3,148,352.00	0.00
	Goods & Services	6,881,692.00	1,391,748.00	1,391,748.00	0.00
	Assets	38,948,657.00	21,465,619.95	21,465,619.95	0.00
2	IGF				
	IGF	2,187,313.40	711,225.30	711,225.30	0.00
3	DONOR				
	DONOR	296,754,313.00	86,423,187.64	86,423,187.64	0.00
4	Other Allocations				
	Non-Road Arrears	122,717,950.00	122,717,950.00	122,717,950.00	0.00
	Arrears Vault	17,000,000.00	17,000,000.00	17,000,000.00	0.00
	COVID 19 Free Water	556,000,000.00	276,000,000.00	276,000,000.00	0.00
	COVID 19 Sanitation	18,088,395.00	18,088,395.00	18,088,395.00	0.00
	TOTAL	1,073,974,967.40	546,946,477.89	546,946,477.89	0.00

27.6. Challenges

a) Inadequate Office Accommodation

The Ministry faced the challenge of a lack of office space to accommodate existing and newly posted officers. The Ministry sought support from International Organizations and made budgetary allocation for extending its existing office block.



b) Lack of Cooperation and Collaboration

A major drawback has been the absence of effective cooperation and collaboration with other state institutions working with the Ministry. In combating this, the Monthly Sector Working Group Meetings were revived. Working visits to Metropolitan, Municipal and District Assemblies were introduced to discuss sanitation-related issues.

c) Negative Attitude to Sanitation

The attitude and behaviour of the citizenry to sanitation has been a bane in the sector's developed and implemented strategies in addressing sanitation issues across the country. Some of these strategies included the distribution of litterbins along major streets in selected MMDAs in some selected regions.

d) Inadequate Financial Resources

Funds were either not released on time or not released at all amidst low budget allocation to aid in implementing its programmes and projects. The Ministry engaged private sector entities and International Organizations for support in undertaking its activities.

27.7. Forward Look

The following strategic and top priority areas will form the core of the 2021 budget of the Ministry. These priority areas are in line with the core mandate of the Ministry under specific cost centers and detailed as follows:

- Redevelop markets into modern trading centres and complete all ion of all uncompleted projects
- Launch and Dissemination of Infrastructure for Poverty Eradication Programme (IPEP) policy document
- Dissemination of Management, Operation and Maintenance Manuals for IPEP Projects
- Developed seven (7) comprehensive Management, Operation and Maintenance Manuals (MOMM) for projects under IPEP.
- Promote an enabling environment to accelerate rural growth and development to improve living standards through the Northern Development Authority (NDA)
- Accelerate economic and social development in the Middle Belt Development Zone through the strategic direction in the planning and prioritisation of development projects.
- Accelerate economic and social development of the Coastal Development Zone (CDZ).



28.0. MINISTRY OF SPECIAL DEVELOPMENT INITIATIVES (MSDI)

The Ministry of Special Development Initiatives is mandated to formulate and coordinate policies, plans and programmes for the implementation of governments' priority initiatives and projects through the three Development Authorities (Northern Development Authority, Middle Belt Development Authority and Coastal Belt Development Authority) and other agencies.

The Ministry is politically and bureaucratically headed by the following:

- Minister - Hon. Mavis Hawa Koomson
- Chief Director - Mr. Kwesi-Armo Himbison

28.1. Agencies of the Ministry**Sub-vented Agencies**

The following are the sub-vented Agencies under the Ministry:

- Northern Development Authority
- Middle Belt Development Authority
- Coastal Belt Development Authority

28.2. Sector Achievements

The following are summary of the performance and achievements of the Ministry for the year under review:

A. Delivery of IPEP Projects

The Ministry through its Development Authorities continued the implementation of IPEP projects with funding from the allocated cedi equivalent of USD\$1million per constituency. As a result, the Ministry in collaboration with its three Development Authorities in fulfilment of its mandates achieved the following in 2020: 1,000 Community-based Mechanised Water Systems, 1,000 10-Seater Water Closet Institutional Toilets, 50 Prefabricated Grain Warehouses (1,000 Metric Tonnes), 560 Small Earth Dams, 50 Rural Markets, 26 Community Clinics and 5,422 Constituency Specific Projects.

B. Development of Management, Operations and Maintenance Manuals for IPEP

To ensure effective utilization and sustainability of Infrastructure for Poverty Eradication Programme (IPEP) projects, the Ministry engaged experts from governmental and non-governmental organizations to develop a standardised Management, Operation and Maintenance Manual (MO&MM) for all IPEP projects. In this regard, seven manuals covering *Water system, Toilet system, Ambulances, Small Dams, Warehouses, Markets and Clinics* have been developed. The manuals were submitted to Cabinet for review as the ministry awaits their direction for onwards implementation.

C. Distribution and Operationalization of Ambulances

The priority agenda of Government was ensuring an effective Emergency Medical Service (EMS) to help improve emergency response in each constituency. The Ministry facilitated the procurement of ambulances under the One Constituency One Ambulance initiative. On, 28th January, 2019, H. E. Nana Addo Dankwa Akufo-Addo, commissioned and presented three hundred and seven (307) new, state-of-the-art ambulances to the National Ambulance Service. These ambulances were fitted with communication and tracking devices for effective monitoring. The Ministry provided financial support to the National Ambulance Service, which facilitated operation and maintenance of the ambulances. The operations of the ambulances supported Ghana's efforts in combating COVID-19.

D. Procurement of 10,000 Hospital Beds

The Ministry procured 10,000 hospital beds, which was commissioned by the President on September 2020, and then distributed to selected health facilities across the country. This improved patient bed ratio in the country and reduced “no bed syndrome” usually associated with many health facilities Ghana.

E. Procurement and Distribution of Outboard Motors

The Ministry and Coastal Development Authority in collaboration with the Ministry of Fisheries and Aquaculture Development procured and distributed a total of one thousand, five hundred and eighty-two (1,582) outboard motors to fisher folks within the Coastal Development Zone. The Authority collaborated with key stakeholders to undertake series of consultative meetings prior to the distribution of the outboard motors.

F. Implementation of National Property Address Tagging Project

The Ministry in collaboration with Nation Builders Corps and other stakeholders were mandated to undertake the National Property Address Tagging Project. This project sort to tag all properties nationwide for easy identification of the structural properties, for direction from one place to another, for property rate collection by the District Assemblies and for enhancement of door-to-door delivery services. The Ministry facilitated the generation of over 300,000 property addresses, which were embossed on special plates.

28.3. Sustainable Development Goals (SDGs)

The ministry focused on five SDGs. The SDG Goal 6.1 (proportion of population using safely managed drinking water services) was measured by the improved access to safe and reliable water supply services for all communities within the 275 constituencies. The Ministry facilitated the completion of 468 water systems. The major challenge of unsafe drilled water in some constituencies was mitigated by engaging CWSA to rectify the situation.

With SDG Goal 6.2.1, the proportion of population using safely managed sanitation services was measured through the enhanced access to reliable environmental sanitation services. The



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ministry supported the completion of about 600 toilet facilities although issues of land litigation were challenging.

The SDG Goal 12.3.1(Global food loss index) was measured by the increase in storage facilities for farm produce. The Ministry facilitated the completion of 41 warehouses across Ghana.

Also, SDG Goal 2.4.1(Proportion of agricultural area under productive and sustainable agriculture) was measured by the increased access to irrigation facilities in the three northern regions with the construction 560 Small Earth Dams.

For Goal 1.4.1 (Proportion of population living in households with access to basic services), the ministry increased access to basic infrastructure in all constituencies by constructing 5,422 Number of IPEP projects.

28.4. Flexible Working Hours

A Business Continuity Plan was adopted by the Ministry in the wake of the pandemic and in the plan, all national service persons were mandated to take their annual leave while 70% of the staff engaged in a daily rotational shift schedule. These measures were reviewed periodically as workload increased.

The ministry adhered to all the safety protocols and strictly enforced them on both staff and visitors. Electronic applications and platforms were employed to ensure minimal contact. However, the limited number of staff affected the processing of certificates for payment of the thousands of contracts that the ministry was to work on and the monitoring of ongoing projects of the ministry.

28.5. Financial Performance

SOURCE		APPROVED BUDGET(GHS)	ACTUAL RECEIPTS (GHS)	ACTUAL EXP. (GHS)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	977562	711981.3	711981.3	265580.7
	Use of Goods and Services	104859806	31351483.04	46563527.26	73508322.96
	CAPEX	944249742	348454366.1	640522216.3	595795375.9
2	IGF	0	0	0	0
3	DEV'T PARTNERS eg.				
	DANIDA	0	0	0	0
	JICA	0	0	0	0
	World Bank	0	0	0	0
	TOTAL	1,050,087,110.00	380,517,830.40	687,797,724.88	669,569279.60



28.6. Challenges**A. Volume of workload**

The high demands of processing payment for certificates and the number of projects that were being implemented compelled teams to work on weekends. Development Authorities were trained to process certificates at their Institutions to mitigate this challenge.

B. Delays in payment of Certificates

The delays in payment of certificates by the Ministry of Finance and the Controller and Accountant General slowed the completion of projects. The Ministry engaged MOF and CAGD on the effect of the late payment on the flagship projects and regular meetings was held with Consultants and Contractors urging them to meet the timelines for the projects.

C. Limited Number of Key Personnel and Office Space

Small and limited office spaces were problems for the ministry because although the ministry lacked key staff, there was no office space to accommodate them when posted into the ministry.

However, the ministry sent a request to use certain spaces within the cattle to the Office of the President for approval.

D. COVID-19 Challenges

The outbreak of Covid-19 pandemic made it difficult for the ministry to conduct field monitoring of projects that were implemented under IPEP.

28.7. Forward Look

The following strategic and top priority areas will form the core of the 2021 budget of the Ministry.

A. Provisions of educational facilities

The Ministry will build and upgrade (100) educational facilities that will be child, disability and gender sensitive and will also provide safe, non-violent, inclusive and effective learning environments for all across the country.

B. Redevelop markets into modern trading centres

The Ministry will redevelop Salaga Market, Mankessim Market and Dome markets into modern trading infrastructure, which can accommodate more traders to will increase their household income and increase revenue for the Assemblies.

C. Completion of all uncompleted projects

The Ministry will complete social and economic projects like culverts, football pitches, and community centres for quick usage by the community. The completion of these projects will ensure quality, reliable, sustainable and resilient infrastructure to economic development and human well-being, with a focus on affordable and equitable access for all.



D. Launch and Dissemination of IPEP policy document

The Infrastructure for Poverty Eradication Programme (IPEP) policy will be launched and disseminated across the country. The Ministry will be responsible for providing leadership, strategic management and coordination of the implementation of the IPEP in partnership with key stakeholders. The expected policy impact will be ensuring the provision of basic infrastructure at the Constituency level to promote an inclusive and a balanced growth.

E. Dissemination of Management, Operation and Maintenance Manuals for IPEP Projects

The Ministry in collaboration with key stakeholders developed seven (7) comprehensive Management, Operation and Maintenance Manuals (MOMM) for projects under IPEP. The manuals addressed Water system, Toilet system, Ambulances, Small Dams, Warehouses, Markets and Clinics. The Ministry will present the findings of the manuals to selected Metropolitan, Municipal and District Assemblies in each Development Zones and will organize training sessions for stakeholders and beneficiaries of all the projects.

F. Northern Development Authority (NDA)

The NDA will continue to promote an enabling environment needed to accelerate rural growth and development to improve the standards of living of people through; The implementation health, infrastructural, electrical polls extension and educational facilities in specific constituencies across the Northern Development Zone by the end of 2021; the preparation of a Comprehensive Master Development Plan and a Strategic Plan to guide it mandate; and the finalization of an Implementation Plan for the IPEP Policy with MSDI and implementation of the IPEP policy.

G. Middle Belt Development Authority (MBDA)

Programmes in the MBDA zone (Ahafo, Ashanti, Bono, Bono East, and Eastern Regions) will accelerate economic and social development through; the implementation of tourism facilities, health infrastructure, electrical polls extension and educational facilities in specific constituencies across the Middle Belt Development Zone by the end of 2021; collaboration with public and private partners to implement projects across the Development Zone; preparation of a Comprehensive Master Development Plan and a Strategic Plan to guide the mandate of the MBDA; and the conduct of Impact Assessment report of all projects in the Development Zone.

H. Coastal Development Authority (CoDA)

The Coastal Development Authority is to accelerate economic and social development of the Coastal Development Zone (CDZ). A number of various constituency specific projects will be provided across the Coastal Development Zone that will be completed by December, 2021, some of these projects are as follows;



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The following projects below will be implemented in specific constituencies across the Coastal Development Zone by the end of 2021;

- Construction of 70 rural and urban Markets across the CDZ
- Rehabilitation of 50 Water systems
- Construction of 20-Unit institutional and public toilets
- Construction of 59 of Drains and culverts
- The construction of 11 Steel Bridges
- Preparation of a Comprehensive Master Development Plan and a strategic plan for the Zone.



29.0. MINISTRY OF TOURISM, ARTS AND CULTURE (MOTAC)

The Ministry of Tourism, Arts and Culture was established to provide a firm, stable policy environment for effective mainstreaming of Ghanaian arts and culture into all aspects of national life. This it is believed will help in ensuring the emergence of a strong, vibrant and creative environment that would help improve and advance the Tourism, Arts and Culture industry in Ghana.

The Ministry was headed by politically and bureaucratically by the following;

Sector Minister	-	Hon. Barbara Oteng Gyasi
Deputy Minister	-	Hon. Ziblim Bari Iddi (Dr.)
Ag. Chief Director	-	Mr John Yao Agbeko

29.1. Agencies and Departments of the Ministry**Civil Service Departments**

- Bureau of Ghana Languages (BGL)
- Hotel, Catering & Tourism Training Institute (HOTCATT)

Public Service Organization

- Ghana Tourism Authority (GTA)
- National Commission on Culture and ten (10) Regional Centers for National Culture
- Ghana Museums and Monuments Board
- National Theatre of Ghana and its three (3) resident groups
 - The National Dance Company
 - The National Drama Company
 - The National Symphony Orchestra
- Kwame Nkrumah Memorial Park
- National Folklore Board
- Pan African Writers Association
- National Film Authority
- Ghana Tourist Development Company (GTDC)

Public Boards and Corporations

- Ministerial Advisory Board (MoTAC)
- Ghana Tourism Development Company (GTDC) Board
- Ghana Tourism Authority (GTA) Board
- National Folklore (NFB) Board
- National Theatre of Ghana (NTG) Board
- Bureau of Ghana Languages (BGL) Board of Directors
- Ghana Museums and Monuments Board (GMMB) Board
- National Commission on Culture (NCC) Board
- Du Bois Memorial Centre Board.



29.2. Sector Achievements**A. Homeland Return Bill 2020**

Following the successful organisation of the **Year of Return (YOR)**, Government has taken further steps towards the integration of our Africa diaspora community with Ghana. In this light, the Ministry has taken steps to institute the **Homeland Return Bill**. The objective for the Homeland Return Act is to recognize Ghana's moral and spiritual obligation (as an African nation), to facilitate the return of diaspora Africans to Ghana (and the motherland), and initiate the legal and regulatory processes for integrating them into Ghanaian society. The bill, when passed into an Act, will engender the regulatory and practical changes to improve the requirements for the acquisition of Ghanaian citizenship and permanent residence by Africans in the diaspora. Thus, removing all the impediments in the process of acquisition of residence permits or citizenship by descendants of Africans who were enslaved and children of Ghanaians living in the Diaspora.

B. Establishment of a Gold Museum in Ghana

The Hon. Minister of Tourism, Arts and Culture, Barbara Oteng- Gyasi (Mrs.) on the 12th March, 2020 inaugurated an 11-member committee with a clear term of reference (TOR) to plan the establishment of a Gold Museum to preserve the long history of the gold industry in Ghana. The significance for the establishment of the museum was to preserve, research, interpret and exhibit the tangible and intangible evidence of our society and their processes of existence with gold production to boost tourism in Ghana. The committee accepted the proposal made by the Chamber of Mines and agreed that siting the museum at Tarkwa was not misplaced at all. Considering the fact that the "Tarkwayain Rock" from where most of the underground extractions are made is well known in the mining industry globally.

C. Creative Industry Bill

The Culture and Creative industry in Ghana, which is perhaps the oldest industry comprises dance, theatre, music, crafts and artefacts and created garments, etc. Though the industry had projected the country, as at the end of 2019 it operated without a legal framework. In order to harmonize the various interest groups and to support the preparation of the Creative Industry Bill, Government set up the interim Creative Industry Council with inputs from all the various stakeholders, the Bill has been passed into law. The Council would then have a fully fledged functioning body with Management and a Board to commence comprehensive operation in creating its legal mandate. The Creative Arts Fund, which derives its legal basis from the law, would be established to support various domains in the Creative Industry subsequently. The Act will enable Government to organize the Arts practitioners and industry players to contribute formally to national development.

D. Insurance Scheme for the Creative Industry

Despite the enormous contribution of the Creative Industry to the Ghanaian economy, players in the industry seem not to be well catered for as reflected by the sad state of aged Ghanaian artistes who most of the time have to make public appeals for financial and material support in their dire circumstances and old age. Currently, most creative practitioners are not covered by any risk mitigation measures during critical times such as injury, sickness, old age and loss of equipment. This is partly due to the fact that artists are not salaried workers but rather do their work mostly on a contractual and seasonal basis. Against this backdrop, the Ministry of Tourism, Arts and



Culture is spearheading the development and implementation of the Arts Practitioners Insurance Scheme for the Creative Industry. Beneficiaries of the scheme shall be members of the Creative Industry who are registered with the Ministry of Tourism, Arts and Culture, or any of its implementing Agencies, and are in good standing.

E. Ghana Guru Project

This is a digital learning platform designed to improve the knowledge of tour guides, tour operators and others within the tourism value chain. The digital platform, named, ‘Ghana Guru Digital’ is an additional resource to equip and empower all stakeholders to promote Ghana as a preferred tourism destination in Africa and the world at large. The learning platform comprises three fundamental and four proficiency modules which tour guides, operators, and other stakeholders have to complete. “At the end of the course, participants can take a quiz and receive a certificate upon the successful completion of the course.

This platform is also intended to expand the market and sustain interest in the destination to guarantee a full rebound post-COVID-19. Also, an industry training portal www.ghanagurus.com, was developed for Travel trade practitioners as well as Marketing and Branding strategy for Ghana as a tourism destination.

29.3. Sustainable Development Goals (SDG)

- **Decent Work and Economic Growth (SDG Goal 8)**

The Ministry has approved a total of US\$1.4 million for 15 SMEs in the tourism value chain under the GTDP. The Hotel, Catering and Tourism Training Institute (HOTCATT) developed a Strategic Plan and Service Delivery Standard to guide training within the sector. The Agency commenced training activities within the year 2020. The challenges encountered were limited exploitation of potentials in the sector; limited attention to the development in the sector at the local and national levels (MDAs/ MMDAs). The mitigating strategy was to Market Ghana as a competitive tourist destination and promote Public-Private Partnership to increase investment in the sector

- **Responsible Consumption and Production (SDG 12)**

Site upgrade grant scheme aimed at upgrading selected tourism sites across the country commenced with preparatory works being finalized on the following sites: Slave Routes Projects; Craft Village project; Kintampo Waterfall Iconic Site Phase 1; Kwame Nkrumah Mausoleum; Mole National Park; Shai Resort; Slave Heritage Museum; Bonwire Kente Museum, Kwahu Odweanoma Paragliding Site; Tafi-Atome Monkey Sanctuary; Tetteh Quashie Cocoa Museum; Gold Museum .the Challenge of this projects has to do with inadequate logistics to monitor the development and low enforcement of regulations and standards. The mitigating strategies undertaken by the Ministry was to ensure tourism planning in Districts to promote tourism, culture and creative Arts products development. Also, it developed sustainable eco-tourism, culture and historical sites and eradicate emerging threats to tourism particularly sex tourism

- **Conserve and sustainably use the oceans, seas and marine resources for sustainable development: Life Below Water (SDG 14)**

The Ministry embarked on a major drive to improve sanitation along the beaches namely; Elmina, Sakumono, Kokrobite, La, Nungua, Axim, Busua, Princess-town, Bortianor, Keta and Denu. It also started with the construction of ultra-modern public toilets, changing rooms and receptive centers at Wli Falls in the Volta, Ada in the Greater Accra Region and Axim in the Western Region. Challenges encountered were poor waste and coastal degradation due to human activities and erosion; water pollution from industrial waste; destruction of biodiversity

The mitigating strategy is the Investment in sewage management and promote community participation in the safe disposal of sewage and garbage.

29.4. Flexible Working Hours

On the implementation of the Flexible working hours to ensure business operations are not compromised, the Head of the Civil Service issued a circular to all Ministries to institute a flexible working hour and limit the number of people that will report to work in a particular day. The Ministry then requested its Head of Directorates to schedule their staff accordingly. Staff were divided into two in each directorate to run a shift system. Also, some staff were asked to work from their homes via emails, phones, etc and other meeting were held on zoom cloud due to the observation of the social distancing protocols.

One of the best approaches that was adapted was the virtual approach to work, meetings, conferences and seminars. Management instilled some confidence and reassurance for staff to discharge their responsibilities with ease devoid of anxiety.

The virtual approach to work was successful as staff were able to work from the house, they were able to send their work through emails and meetings were able to hold via zoom and other platforms.

Although the new mode of service delivery was successful, some staff complained of unavailability or unstable internet in their houses and which made it difficult to send and receive emails. It also made it impossible or difficult for them to join meetings via zoom.

Another challenge that the flexible working hours posed was the lack of logistics for some staff, like computers/laptops.

29.5. Financial Performance

SOURCE		APPROVED BUDGET (GHC)	ACTUAL RECEIPT (GHC)	ACTUAL EXPENDITURE (GHC)	VARIANCE
1	GOG	A	B	C	D=A-B
	Compensation	51,436,576.00	38,557,432.00	26,270,864.91	12,879,144.00
	Goods & Services	8,721,363.00	5,713,246.00	3,174,810.05	3,008,117.00
	Capex		850,809.46	691,574.71	-850,809.46
	GOG Total	60,157,939.00	45,141,487.46	30,137,249.46	15,016,451.54
2	IGF	12,248,376.00	6,124,188.00	2,687,670.47	6,124,188.00
3	Donors	31,452,850.00	31,452,850.00	4,772,716.23	0
	Grand Total	103,859,165.00	82,718,525.46	37,597,636.38	21,140,639.54

29.6. Challenges

The Challenges encountered by the Ministry in the year under review included the following:

- The lack of renovation of the Ministry Tourism, Arts and Culture for several years has left the building in a poor state, therefore, making work difficult and sometimes impossible to meet set targets.
- The Ministry and its agencies lack basic equipment like computers, printers, photocopy machines, vehicles etc. to facilitate the implementation of programmes and activities
- Inadequate budgetary allocation for the Tourism, Arts and Culture sector and for Goods & Services and Capital Expenditure (CAPEX) to the Ministry is still a major challenge. Payment of utilities especially electricity still poses major challenges to the Ministry and its Agencies.

29.7. Forward Looks

The Ministry and its Agencies strategic and top priority programmes/projects/activities for 2021 to position Ghana as a preferred tourism destination in Africa and the World are as follows:

- Continue to celebrate the Beyond the Return event contributing towards instituting a pilgrimage to Ghana annually by the Diasporas to help to promote heritage tourism in 2021 and beyond.
- Promote the “See Ghana, Eat Ghana, Wear Ghana, Feel Ghana” campaign, to promote jobs and income for Ghanaians.
- Continue with its strategy of free distribution of chocolate at the arrival hall of the Kotoka International Airport on the 14th February 2021 to create the attention the Sector desires as part of the National Chocolate Day.
- Pursue its efforts in the development of the Ghanaian languages to encourage the youth and the public to pride themselves as Ghanaians using their mother tongue in their everyday activities. BGL will observe the celebration of the International Mother Language Day in February, review and print some selected books for West African Examination Council (WAEC) in March, organize a roadshow to encourage the reading



of local literature and celebrate the Language Week in September and the Ghana Reading Week.

- Establish a well-equipped library and computer clinic for educational and research purposes
- Partner with Creative Arts Council will help in setting up a Creative Industry Fund and an Insurance Scheme for the Creative Industry to harness the talents of the young, up and coming Artistes and Craftsmen to enhance their skill set and potentials in the Art sector
- Establish Gold Museum in Western Region, Bonwire Kente Museum as well as the construction of Regional theatres in Takoradi & Tamale to help in boosting both domestic and international tourism.
- Ensure that the Heritage and Cultural Development Fund will be established to facilitate the preservation and protection of cultural properties.
- The Ministry through the National Film Authority will implement the ‘Sell Ghana to Ghana’ and ‘Discover Ghana’ programmes to promote film making in Ghana and attract investment to the sector.

30.0. MINISTRY OF TRADE AND INDUSTRY (MOTI)

The Ministry of Trade and Industry is the primary Government Institution with the overall mandate for formulating, developing, implementing, monitoring and evaluating trade, industry and private sector enterprise policies in Ghana.

The Ministry was headed politically and bureaucratically by the following;

Minister	-	Hon. Alan Kwadwo Kyerematen
Deputy Minister	-	Hon. Carlos Kingsley Ahenkorah
Deputy Minister	-	Hon. Robert Ahomka-Lindsey
Ag. Chief Director	-	Mr. Patrick Yaw Nimo

30.1. Agencies under the Ministry

The Ministry has the following Agencies

- Ghana Export Promotion Authority
- Ghana Standards Authority
- National Board for Small Scale Industry
- Central Regional Development Commission
- GRATIS Foundation
- Ghana Free Zones Board
- Ghana Heavy Equipment Limited
- Ghana Trade Fair Company Limited
- GNPA Limited
- GIHOC Distilleries Company Limited
- Rural Enterprises Programme
- Northern Star Tomato Factory
- Volta Star Company Ltd

30.2. Sector Achievements

Key achievements implemented by the Ministry are outlined below;

A. Strategic Anchor Industries Initiative

The Strategic Anchor Industries Initiative was one of the Industrial Policy initiatives of MOTI designed to diversify and transform the economy by creating new pillars of growth and expansion in the industrial sector. It was designed to attract investment into new strategic industries necessary for the structural transformation of the economy from an agrarian economy to an industrialized economy.

In 2020, the Ministry targeted the implementation of Garments and Textiles Reform, the Ghana Automotive Development and the Pharmaceutical Hub Development Programmes. The garments and textiles industry was one of the key pillars in the fight against the COVID-19 Pandemic. The following were achieved under the Strategic Anchor Industries Initiatives:



- **Textile and Garments**

About 77 local garment-manufacturing companies and 3 local textile manufacturers were supported to enhance the production capacity, enabling them to deliver large-scale Government procured orders of Personal Protective Equipment (PPEs) to combat the COVID-19 Pandemic. A total of 18.6 million facemasks, 90,000 hospital gowns, 90,000 headcovers and 60,000 medical scrubs were produced. The 77 garment companies consist of 12 Large Scale Producers (Tier 1), 35 Medium Scale Producers (Tier Two) and 30 Small Scale Producers (Tier Three).

- **Automobile Industry**

Kantanka Automobile Company Limited, which was already in commercial production of vehicles, was certified in July 2020 as a Bonafide Vehicle Assembler under the Ghana Automotive Development Policy. Another significant milestone achieved was when Volkswagen (VW) commenced commercial production of the Automobile Company's Tiguan, Teramont, Amarok, Passat, Polo and Caddy brands in Ghana. The Company was the first of 6 Original Equipment Manufacturers (OEMs) - Toyota, Volkswagen, Nissan, Renault, Hyundai, and Suzuki to start production. Together with Sinotruk, Kantanka and Volkswagen constitute a vanguard of our automobile assembly industry.

- **Pharmaceuticals**

One (1) large-scale state-of-the-art WHO GMP Certified manufacturing company ready to be commissioned. Fourteen (14) pharmaceutical manufacturing companies expanded their productive capacities and increased supplies to both domestic and export markets. Plans were initiated to establish an Active Pharmaceutical Ingredients (API) Manufacturing Plant in Ghana.

B. Implementation of African Continental Free Trade Area (AfCFTA) Agreement

In 2020 the Ministry as part of its obligation under the Host Country Agreement with the African Union was required to provide a fully furnished/equipped Headquarters and Official Residence for the Secretary-General of the AfCFTA. It was also expected to establish a National Coordinating Office to facilitate the implementation of the AfCFTA in Ghana and harness its benefits. The Ministry successfully refurbished and equipped the AfCFTA Secretariat at the Africa Trade House in Accra based on the specifications outlined by the African Union Commission.

C. Coronavirus Alleviation Programme Business Support Scheme (CAP BuSS).

The Government, in collaboration with the National Board for Small Scale Industries (NBSSI), Business and Trade Associations and selected Commercial and Rural Banks, rolled out a grant and soft loan scheme for a one-year moratorium and a two-year repayment period for Micro, Small and Medium Enterprises (MSMEs)

By 27th November 2020, a total amount of GH¢ 176.5 million was disbursed to 211,571 beneficiaries which included 29% males and 71% females under the Adom Scheme, and GH¢



165 million disbursed to 42,579 beneficiaries which included 41% males and 59% females under the Anidasuo Scheme.

D. National Export Development Strategy (NEDS)

In 2020, the Ministry through Ghana Export Promotion Authority (GEPA) officially launched the Strategy within the context of harnessing the benefits of the AfCFTA. The Ministry in collaboration with GEPA and the National AfCFTA coordination Office organized series of regional conferences in all the regions except Greater Accra. The Conferences assembled relevant stakeholders from the private and public sectors in Ghana to discuss Government's export development interventions designed to empower the private sector to harness the benefits of the AfCFTA. It also created awareness of Government's commitment to implement the AfCFTA and sensitized the business community in the regions on market opportunities and target products in the African Continental Free Trade Area (AfCFTA), present the National Export Development Strategy (NEDS) and the National Action Plan of Boosting Intra-African Trade (BIAT).

E. Integrated Customs Management System (ICUMS)

The Integrated Custom Management System (ICUMS) was a trade facilitation tool that provided end-to-end automated customs operational and management system. It followed Government's decision to engage a single service provider to develop and implement a comprehensive excellent trade facilitation management system in line with World Trade Organization's (WTO) Trade Facilitation Agreement.

In comparison to the same period in 2019 (July – Sept. 2019), the total revenue mobilized in July – Sept. 2020 amounted to Gh3.65 Billion while the latter was Ghs2.82 billion. This amounted to Ghs825.88 million more than the actual revenue mobilized in 2019. The July – Sept. 2020 amount was also Ghs388.31 Million more than the Revenue mobilized in 2018. The revenue items included Import Duty and Levies, Import VAT, Import NHIL, Import GETFund Levy & Petroleum Tax.

30.3. Reforms

- **Business Regulatory Reforms (BRR)**

This programme has been in existence for 3 years. An interactive web-based Consultations Portal was developed to facilitate centralized consultation between government institutions and the private sector on policies, legal and regulatory framework. In addition, an online Electronic Registry was developed to serve as a single repository of all business regulations and to provide open and free access to business-related Acts, Legislative Instruments, Regulatory Notices and Administrative Directives that are in force in Ghana. A total of 148 business-related Acts/Statutes, 101 Legislative Instruments, 26 general business laws, and about 100 byelaws were analysed, indexed and uploaded onto the e-Registry.

This reform improved consultations during the COVID-19 Pandemic and improved access to Business laws and regulations. The mitigating Strategies used to curb the challenge were to establish a higher authority (Steering Committee) that had the mandate to enforce Ministries to fully implement the programme and the development of a sustainability plan to secure legal backing for the BRR Programme.



- **Reorganization of staff into Teams**

This reform had been in existence for four years and implementation was ongoing with periodic reviews. The reorganization allowed the Ministry to improve its performance and provide the needed leadership for the teams. The challenges identified in the implementation was the difficulty in adapting to changes. The Ministry organized training in leadership, team building and change management to address the challenge.

30.4. Sustainable Development Goals

The ministry worked on SDG Goal 9, 10, 12, 16 and 17 during the year under review.

The policy outcome for Goal 9 was the implementation of the industrial Parks and Economic Zones Initiative. The indicator for measuring this was the number of new industrial clusters and manufacturing enclaves developed and three (Dawa, Apollonia and West park). The major challenges were the identification and acquisition of suitable industrial lands and the lack of targeted incentives for the development of private sector parks. This was addressed through the development of an industrial park/Special Economic Zone Policy

Another policy outcome for goal 9 is new economic growth poles developed through the implementation of the Strategic Anchor Industries Programme measured by the number of Anchor Industries established. 3 (vegetable oils), 4 (garments and textiles) and 1(Automotive) were established. The major challenges were lack of adequate funding and lack of targeted incentives for some of the sectors. This was addressed through the development of investor-friendly sector-specific policies.

Another policy outcome for goal 9 was industries fairly distributed across the country through the implementation of the One District One Factory initiative (SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c). The Indicator for measuring was the count of factories initiated and/or established under the 1D1F programme. The unavailability of business promoters in some Districts was a challenge and this was mitigated by government mobilization of resources for the establishment of factories in these Districts.

The policy outcome for Goal 9, 10, 12, 16 and 17 was Business environment improved and the indicator for measuring was the ease of doing business ranking. Reform Implementing Institutions most often have their own activities plan which does not always fall into the planned activities of the BRR Programme and may not be fully committed to delivering them was a challenge.

30.5. Flexible Working Hours

The Ministry implemented a Business Continuity Plan to ensure that it was on course to deliver on its mandate for the 2020 fiscal year. The Business Continuity Plan was in response to the partial lockdown of certain parts of the country in a move by the government to curb the spread of the virus.

The Ministry identified critical areas of its operations that could be impacted by the pandemic and adopted several strategies (operational and tactical) to ensure that there was continuity of work. The Ministry reduced meetings and observed the social distancing protocols, adopted



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virtual platforms, ensured workplace Contingency Schedule (two weeks at work and two weeks off), no visitors, symptom alert system and provision of isolation room. The most challenging aspect of implementation had to do with engaging the various business associations in the middle of the pandemic to sensitize them on the policies the Ministry was implementing.

30.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG/ABFA	A	B	C	D=(A-B)
1	Compensation of Employees	60,872,000.00	58,832,076.79	58,832,076.79	2,039,923.21
	Use of Goods & Services	121,181,823.00	45,526,742.01	45,526,742.01	75,655,080.99
	CAPEX	78,000,000.00	67,884,383.47	67,884,383.47	10,115,616.53
2	IGF				
	Compensation of Employees	3,586,479.00	5,015,009.03	5,015,009.03	
	Use of Goods & Services	40,382,084.00	39,706,731.48	39,706,731.48	675,352.52
	CAPEX	22,945,596.00	18,272,165.46	6,366,286.41	16,579,309.59
3	DEV'T PARTNERS				
	IFAD	139,597,756.00	64,554,505.00	64,554,505.00	75,043,251.00
	TOTAL	466,565,738.00	299,791,613.24	287,885,734.19	180,108,533.84

30.7. Challenges

The challenges encountered by the Ministry during the period under review were;

- **Appropriation for Capital Expenditure (Capex)**

The Ministry and its implementing agencies were not allocated capital expenditure for the 2020 fiscal year. This was a repeat of the non-allocation of CAPEX in 2018 and 2019. This impacted negatively on the ability of the Ministry and its agencies to improve the physical conditions of offices and accommodate expansion through procurement of capital goods. The Ministry's Head Offices and staff accommodation require renovation /facelifts.



- **Inadequate Trade and Industry Data**

Sourcing for data from the private sector has been challenging as it affected the development of appropriate response measures to mitigate the impacts of the COVID-19 Pandemic.

- **Human Resource**

There is a pressing need for mid and senior-level recruitment to enhance the Ministry's staffing to oversee Industrial Development, including sector-specific initiatives. The requisite qualifications in the sciences and technology have not materialized through the Civil Service recruitment and posting process.

30.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2021 outlined are;

- **One District One Factory Initiative**

The Ministry will support private sector investment into some special projects under the 1D1F. These projects are:

- Ayensu Starch Company Limited
- Northern Star Tomato Factory
- Akosombo Textiles Limited
- Volta Star Textiles Limited

- **African Continental Free Trade Area (AfCFTA)**

The Ministry will undertake the following activities to optimise the benefits of the Agreement:

- Implementation of the Action Plan for Boosting Intra-African Trade (BIAT)
- Comprehensive sensitization and education on AfCFTA/BIAT
- Undertake Market Intelligence Missions with producers and exporters
- Identification and accreditation of Overseas Trade Representatives to facilitate access to orders from buyers, agents and distributors
- Specialized Technical Assistance for export-readiness of companies targeting the AfCFTA Market

- **Strategic Anchor Industries and Special Projects**

- Automotive and Vehicle Assembling
- Garments and Textiles

- **Establishment of Industrial Parks and Special Economic Zones (SEZs)**

- **Implementation of the National Export Development Strategy (NEDS)**



31.0. MINISTRY OF TRANSPORT (MoT)

The Ministry provides the policy framework to guide developments in the transport sector and carryout activities related to infrastructure, safety, and security of the maritime and inland waterways, setting, and enforcing operating and safety standards, vehicle, and driver standards.

The Political and Bureaucratic Heads of the Ministry during the period under review were

- | | | |
|----------------------|---|--------------------------------------|
| • Sector Minister | – | Hon. Kwaku Ofori Asiamah |
| • Deputy Minister | – | Hon. Daniel Nii Kwartei Titus-Glover |
| • Ag. Chief Director | – | Mrs. Mabel Sagoe |

31.1. Agencies of the Ministry

The Ministry has oversight responsibility over three (3) Sub-vented and eight (8) non-sub vented)

Sub-vented Agencies

- National Road Safety Authority
- Government Technical Training Centre

Public Service Organizations

- Regional Maritime University

Public Boards and Corporations

- Metro Mass Transit Company Limited
- Intercity STC Coaches Limited
- Volta Lake Transport Company Limited
- Ghana Ports and Harbours Authority
- Ghana Maritime Authority
- Ghana Shippers Authority
- Tema Shipyard and Drydock
- Drivers and Vehicle Licensing Authority

31.2. Sector Achievements

a) Review of the National Transport Policy, 2008

The Ministry reviewed the National Transport Policy, 2008 and the objectives for the review were to critically assess the content of the National Transport Policy concerning the current state of the transport sector in Ghana while considering international best practice; assess efforts to implement the National Transport Policy; and identify gaps within existing policy, draft frameworks and recommend concrete actions to be included in the updated National Transport Master Plan.

Cabinet approved the Revised Policy and Implantation Plan on 17th August 2020.



b) Renewal of Fleet for the Metro Mass Transit Limited

The Ministry renewed the fleet of MMTL, which had dwindled with huge operating cost, to ensure the continuous provision of mass transportation services at a relatively cheaper cost. Parliament approved the mixed credit facility for the supply of 100 VDL buses to MMTL.

c) Development of Coastal Fish Landing Sites

The Ministry commenced the development of the Fish Landing sites along the coast of Axim and Dixcove in the Western Region, Elmina, Moree, Mumford, Winneba, Otum, Senya Beraku, Gomoa Feth in the Central Region, Teshie, Osu and Jamestown in the Greater Accra Region and Keta in the Volta Region. The facilities when completed will help improve catch, cut down post-harvest losses and help reduce fish imports in the medium to long term. It will also ensure safe launching and landing of artisanal fishing canoes, add value to the fish caught by artisanal fishermen and create jobs in the fishing communities.

d) Development of the Boankra Integrated Logistics Terminal (BILT) Project

As a way to decongest the Tema Port and facilitate transit trade especially to landlocked countries like Burkina Faso, Mali and Niger, the Ministry developed the Integrated Logistics Terminal at Boankra. A thirty (30) year Concession Agreement was executed between the Ghana Shippers' Authority and Ashanti Port Services Limited to develop the Project which was implemented on November, 2020. The Project is expected to bring import and export services closer to shippers in the middle and northern part of Ghana and land-locked countries. Key features of the Project include an Internal Container Depot and Integrated Logistics.

e) Port Expansion Projects: Tema Port Expansion Project

To create space, increase container-handling capacity at the Port, and provide additional berths, the Ministry through the Ghana Ports and Harbours Authority continued the development of four (4) dedicated container berths. Three (3) berths with 16 meters' draft were completed and operationalised. The new terminal is one of the biggest and most efficient terminals in the sub region and has enhanced Ghana's competitiveness in the maritime domain. Access roads to Tema Community 3 Roundabout were also completed and commissioned.

31.3. Reforms**• Service Improvement and Automation**

At the Driver and Vehicle Licensing Authority, (DVLA), a robust and state-of-the-art Information Technology (IT) systems and solutions were implemented to enhance service delivery, improve data security and change in the image of the Authority. A new Driver Licensing System (GeneSys) was installed and is fully operational at all DVLA offices. In addition, new Vehicle Registration system (VRS) was deployed to all DVLA registration centres except Takoradi. The project reduced fraudulent practices, revenue leakage, and guaranteed efficient and quick delivery of services.



- **Paperless Port System**

A Paperless Port System was introduced on September 1, 2017 at the country's ports to reduce the dissatisfactions experienced by stakeholders. The first set of government initiatives to improve port performance and efficiency resulted in several infrastructural and procedural changes in the ports systems. There was remarkable improvement in overall container dwell time at the ports. An assessment of the implementation of the Paperless System at the Ports indicated that about 70% of containers were cleared within 48 hours and a further 26% was within 72 hours if all documentation and processes met regulatory and customs procedures

31.4. Sustainable Development Goals (SDGs)

The ministry worked on the following SGD's;

- **SDG 13.2 (Integrate climate change measures into national policies strategies and planning):** The National Transport Policy was reviewed to take on-board the tenets of the Paris Agreement on Climate Change (2015) and the Sustainable Development Goals (2030). The major challenge encountered was lack of collaboration from other transport sector, which was managed by strengthening the Transport Sector Working Group.
- **SDG 11.2 (provide access to safe, affordable, accessible, and sustainable transport systems for all, improve road safety-with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons).** Quality Bus Services was introduced in Accra, Kumasi and Takoradi with 245 BRT buses. 200 new buses were procured by the MMTL and the ISTC. Two (2) State of the art Transport Terminals at Adenta and Tudu were completed. Absence of dedicated Bus Lanes and inadequate decent passenger reception facilities posed great challenges. However, the ministry collaborated with MRH to develop dedicated infrastructure to public transport services and collaborated with private sectors operating bus terminals to improve passenger reception facilities.
- **Indicator 3.6.1 (Halve the number of global deaths and injuries from road traffic accidents) by 2020:** The National Road Safety Commission was changed into the National Road Safety Authority (NRSA) with the mandate to ensure compliance to road safety measures, procedures, and guidelines. Road Safety awareness and education at lorry terminals, radio, TV, and print media were carried out. Refresher trainings for about 13,000 Commercial Vehicle Drivers were completed. The delays in the development of regulations for the implementation of the new mandate was a major challenge.

31.5. Impact of Flexible Working Hours (FWH) Initiative

The Ministry implemented the Flexible Working Hours (FWH) schedule by relaxing reporting time for officers, allowing staff to report to work on alternating days for three days in a week and also allowing staff to work remotely for two days. Directors and Unit Heads with their Officers developed the FWH schedule by considering the nature of Officer's job, need of the Directorate/Unit, impact on Colleagues, impact on Clients and duration of the arrangement.

A potential weakness was that a Unit's output was another Unit's input so well spelt out linkages to guide staff on such schedules was required to enable all staff meet their targets and



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deliverables. In addition, staff used different ICT infrastructure, software and applications to work which was not ideal.

The Ministry was able to achieve most of its targets and successfully rollout the Smart Workplace Platform, which enabled the seamless flow of information. In addition, several training programmes were held during the period.

During the period of restricted movement, the Ministry operated with some critical staff some of whom required transportation to and from work so the ministry was compelled to assign a vehicle to an Officer who did not qualify to use an Official vehicle.

31.6. Financial Performance

A breakdown of the sector's financial performance for the year under review is tabulated below;

NO	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
	Compensation of Employees	6,608,154.00	2,261,591.00	2,261,591.00	4,346,563.00
	Use of Goods & Services	4,621,470.00	1,280,036	705,604.00	3,341,434.00
1.	CAPEX				
2.	ABFA	12,373,275.00	-	-	12,373,275.00
3.	IGF	106,719,398.00	70,469,982.00	69,893,550.00	36,249,416.00
	DONOR PARTNERS				
	World Bank				
4	China Development Bank	274,497,600.00	161,371,772.65	161,371,772.65	113,125,827.35
	TOTAL	404,819,897.00	235,383,381.65	234,232,517.65	157,063,240.35

31.7. Challenges

Some of the difficulties the were encountered during the period under review are listed below;

- **Covid-19 Pandemic and the consequent restrictions on movement of persons**

The Covid-19 Pandemic and the consequent restrictions on movements of persons as well as measures on Social Distancing in public transport vehicles negatively affected the implementation of planned programmes and projects of the Ministry especially the services



provided by the Metro Mass Transit Limited, Intercity STC Coaches Limited and the Tema Shipyard and Drydock. Restoration to normalcy has been slow due to funding challenges.

- **Loss of Revenue at the Port due to the Operation of the new Dedicated Container Terminal at the Tema Port.**

The operation of the new Dedicated Container Terminal at the Tema Port took away a large part of the container operations of Ghana Ports and Harbours Authority. It took away some of the traditional revenues that adversely impacted the revenue generated by the Authority.

- **Low Sense of Responsibility on the part of road safety stakeholder institutions**

The commitment, sense of responsibility and urgency for road safety among policy makers and road safety stakeholder institutions are very low and affect efforts to reduce road traffic crashes in the country.

31.8. Forward Look

a) Maritime and Inland Waterways Sector

- **Engagement of Strategic Investor for Tema Shipyard and Dry-dock Upgrade**

The Ministry will engage Strategic Partners to upgrade the facility for ship repairs and refitting, shipbuilding, aluminium, and steel fabrication, as well as metal and general engineering services.

- **Atuabo Free Port Project**

The Ministry will develop an Atuabo, that is Oil and Gas Free Port complex through a joint venture arrangement with the private sector. The activities that will be undertaken include the design, engineering, financing, construction, development, ownership, management, operation, and maintenance. The Free Port Facilities will include facilities for the transport, storage, warehousing, loading, uploading or other similar facilities and operating equipment.

- **Engagement of a Concessionaire for Takoradi Oil Service Terminal**

The Ministry will pursue the engagement of a Strategic Partner to complete and operate the Oil and Gas Terminal at Takoradi. This engagement would not only rake in investment to the ports, but will also help boost the Oil and Gas Industry and related business thereby creating more employment and revenue for Government.

- **Volta Lake Assessment Study**

With the construction of the Railway line from Tema Port to link the Volta Lake, it has become more urgent to revamp the Volta Lake Transport System to take advantage of the expected growth in traffic. The World Bank under the Transport Sector Improvement Project is funding a Feasibility Study to develop the Volta Lake as a major multimodal transport system. The Ministry will ensure the completion of the consultancy assignment to identify the best options for the development of the lake transport system.

- **Ghana Shipping (Cabotage) Regulations, 2020**

The Ministry will seek to conclude consultations on the draft Bill and consequently submit to Parliament for consideration. The draft Bill will reserve indigenous shipping for Ghanaian citizens and companies wholly owned by Ghanaians. This law will allow foreign registered vessels to perform certain maritime activities where there are no Ghanaian owned vessels suitable enough for the activity.

b) Road Transport Service Sub-Sector

- **Review of the Road Traffic Regulations, 2012, L.I.2180**

The Road Traffic Regulations was passed by Parliament in July 2012 to give effect the enforcement of Road Traffic Act 2004, Act 683. To date, significant provisions of the L.I 2180 have been implemented and enforcement is ongoing. Some provisions in the L.I. are yet to be implemented due to identified technical and legal deficiencies associated with it. There are also emerging practices in the road transport sub-sector that have necessitated the need for new regulations to control their potential adverse repercussions to the industry. The Ministry will therefore seek an amendment to the regulations.

- **National Road Safety Authority Regulations**

Pursuant to Section 33 of the National Road Safety Authority Act, 2019 (Act 993), a draft Legislative Instrument has been prepared to provide the framework for the following:

- Regulating Commercial Road Transport Services
- Regulating Transport Units and Departments of Non-commercial Operators
- Importing Road Safety Equipment
- Conducting Road Safety Audit
- Issuing Compliance Notices
- Investigating Road Traffic Crash and System Lapses
- Managing the Funds of the Authority among others

The draft legislative instrument has been submitted to the Office of the Attorney General and Ministry of Justice for review. The Ministry would pursue the development and passage of the regulations into law.

- **Renewal of Fleet for the Metro Mass Transit Limited**

The Ministry would continue to pursue the Fleet Renewal Programme to ensure the continuous provision of mass transportation services at a relatively cheaper cost to the public. 400 new buses are expected to be delivered by the end of 2021.



32.0. MINISTRY OF WORKS AND HOUSING (MWH)

The Ministry of Works and Housing (MWH) is mandated to initiate and formulate policies for the Works and Housing sector and also coordinate, monitor and evaluate the implementation of plans, programmes, and performance of the sector for national development.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon. Samuel Atta Akyea
- Deputy Ministers - Hon. Eugene Boakye Antwi
Hon. Barbara Asher Ayisi
- Chief Director - Mr. Solomon Asoalla

32.1. Agencies and Departments of the Ministries**Civil Service Departments**

The following are the Departments of the Ministry:

- Department of Rural Housing (DRH)
- Public Works Department (PWD)
- Rent Control Department (RCD)
- Hydrological Services Department (HSD)

Sub-vented Agencies

The sub-vented Agencies under the Ministry are as follows:

- Engineering Council (EC)
- Architects Registration Council (ARC)

Public Service Organizations

The Public Service Organisations under this Ministry are as follows:

- State Housing Company Limited (SHC)
- Architectural and Engineering Services Limited (AESL)
- Tema Development Company Limited (TDCL)

Public Boards

- Public Servants' Housing Loans Scheme Board (PSHLSB)

32.2. Sector Achievements**A. Policies, Legislations, and Regulations**

- **Real Estate Bill**

The Real Estate Act, 2020, was established to regulate real estate agency practices, real estate commercial transactions and related fixed assets. Parliament gave approval of the Real Estate Act and the document is awaiting presidential assent.



- **Condominium Bill, 2019**

In view of the increasing demand for the development of high-rise properties and its implications for shared ownership of common areas and to maximize limited land space, the Ministry submitted to Cabinet, a Memorandum for policy approval for a Condominium Bill. The Bill sort to provide for the establishment, ownership and management of condominiums and unit titles.

- **Rent Bill, 2019**

The Ministry reviewed the Rent Act, 1963 to address the current challenges of rental housing in Ghana. The review was to safeguard the rights of vulnerable tenants against the uncontrollable hikes in renting accommodation and to ensure that, property developers were not discouraged from investing in the housing industry. The bill was sent to Cabinet for approval.

B. Others

- **Axim Coastal Protection Work**

The beach along the Axim coastal stretch was eroding at an alarming rate due to strong waves so the ministry implemented the Coastal Protection Project that protected the land, life and properties and prevented further erosion. The project was awarded in September 2018 and was expected to be completed in September, 2020 however, the project was 93% completed as at the end of 2020.

- **Dansoman Emergency Coastal Protection Project**

An Armour Rock structure with gabion system 21 for beach stabilization was constructed at Dansoman- Greater Accra Region to protect 2000metres from the Dansoman coastal stretch. This project commenced in April, 2015 and was 93% completed as at 2020.

- **Amanful Kumah Coastal Protection Works**

Just like the Axim coastal stretch, the beach at the Dixcove Amanful Kumah in the Western Region was gradually eroding due to strong waves. To protect the land, life and property and to prevent further erosion, the Amanful Kumah Coastal Protection Works was awarded in January 2018 and was expected to be completed in 2 years. Armour Rock Revetment with beach stabilization and lateritic backfilling and other ancillary works were constructed to protect the coastal stretch of 2000 meters. Overall completion was 50% as at 31st December, 2019 and was 75% completed at the end of 2020.

- **Completion of the Asokore-Mampong Affordable Housing Project**

The 1,030 Housing Units Project at Asokore Mampong was 98% completed as at 31st December, 2019 and was 100% completed by the second quarter of 2020. On 5th November, 2020, the Asokore-Mampong Housing Project was commissioned by the president and named Osei Tutu II Housing Estates.

- **Completion of Construction of 32Nº Apartments under the Marlow Court Project**

The State Housing Company Limited (SHCL) completed the construction the Marlow Court Housing Project which consisted of 32 units of apartment at Adenta in July, 2020. The project commenced in 2016 but stalled due to litigation issues but resumed in 2018. The project was 100% completed by July 2020 and the apartments were put up for sale.



- **Completion of Construction of 16Nº Apartments under the Club House Redevelopment Project**

SHCL continued the construction of Club House Redevelopment Project, which included the construction of 16 units of 2-bedroom and 3-bedroom apartments each at North Kaneshie. The project commenced in 2019 and was 65% completed by December. The project was 90% completed by December although it was expected to be 100% completed by September, 2020.

32.3. Reforms

Over the past five (5) years, the ministry realigned its mandate to focus it under the Executive Instrument (EI. 28, 2017) and decoupled decentralized departments under the ministry.

Other reforms that were implemented in the ministry was the Public Service Integrity Programme (PSIP) under NACAP, the Continuous Professional Development (CPD) Programme and the Sensitization on the Right to Information (RTI) Act, 2019 (Act 989).

32.4. Impact of Flexible Working Hours (FWH) Initiative Implemented by the Ministry

A detailed job assessment was conducted by each Directorate, Department and Agency to establish a feasible and realistic flexible work schedule across the Sector. All Heads of Directorates, Department and Agencies submitted a detailed flexible work schedule which was either on a daily or a weekly rotational basis. However, Directors were exempted from participating in the FWH.

The Sector managed the challenges well enough to meet most of its planned targets for the period under review with the exception of construction projects.

The Sector adopted electronic platforms for its meetings and trainings. And also partnered with Korea International Cooperation Agency (KOICA) to conduct an online international training for selected Women in Engineering.



32.5. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXP. (GH¢)	VARIANCE
1	GoG				
	Compensation of Employees	16,315,963	16,315,963	14,975,447	1,340,516
	Use of Goods & Services	2,052,635	1,331,159	1,331,159	721,476
	CAPEX (Supp. Budget)	80,000,000	80,000,000	80,000,000	-
	ABFA	120,000,000	119,328,084	117,478,640	2,521,360
	Non-Road Arrears	86,016,173	86,016,173	85,916,999	99,174
2	IGF	364,786	139,695	139,695	225,091
3	DEV'T PARTNERS e.g.				
	DANIDA	-	-	-	-
	JICA	-	-	-	-
	World Bank - CAPEX	10,718,700	667,971	667,971	10,050,729
TOTAL		315,468,257	303,799,045	300,509,911	14,958,346

32.6. Challenges

- Delay in the issuance of commencement certificates**

The Ministry did not receive a commencement certificate from the Ministry of Finance to implement its planned programmes and projects for the year. This disrupted the attainment of planned targets and results for the budget year. The releases for the period under review covered outstanding payment rather than the planned activities for the 2020 financial year.

The ministry did not receive the needed response to facilitate the commencement of housing undertakings across the country.

- Inadequate Logistics**

There was inadequate logistics due to lack of funding in Ministry, Departments and Agencies, which affected service delivery. Also, limited access to ICT equipment and accessories across the sector delayed the issuance of commencement certificates. The Ministry voted part of its 2021 approved budget to procure some logistics to enhance its operations and explored other opportunities to procure logistical support from development partners and donors.

- Litigation Issues**

The non-payment of outstanding arrears to service providers and contractors over the years led to several litigation issues for the ministry. The ministry owes about GH¢345,222,895.54 in debt to service providers and contractors which put the Ministry at risk of receiving more court suits for delayed or deferred payments. Land litigation also limited the efforts of housing construction as a number of projects that were implemented by SHCL were stalled for several years.

The Ministry engaged the Ministry of Finance to explore other opportunities to defray the Ministry's outstanding commitments. It also pursued the appropriate engagements and

collaboration with stakeholders to resolve pending litigations needed to facilitate government efforts at increasing access to affordable housing supply.

32.7. Forward Look

For the 2021 Financial Year, the Ministry will;

- Vigorously pursue the completion of affordable housing units at Koforidua, Tamale and Wa.
- Continue work on the construction of the 320N¢ housing units for the Ghana Police Service under the Security Services Housing Programme (Phase III).
- Explore opportunities to complete the stalled 1,502N¢ affordable housing units while continuing the construction of 118N¢ housing units consisting of 70N¢ 2-Bedroom, 36N¢ 3-Bedroom and 12N¢ Townhouses at Airport and Castle Road under the Redevelopment Programme.
- Continue the coastal protection projects at Dansoman, Ningo-Prampram, Anomabu, Elmina, Cape Coast, Komenda, Aboadze, Adjoa, Amanful Kumah, Dixcove, Axim and Blekusu.
- Continue the construction of critical drainage channels under the 2018 and 2020 National Flood Control Programme coupled with other drainage project nationwide
- Conclude all the studies and consultancy assignments for the preparation of detailed engineering designs and commence the actual construction works under the Greater Accra Resilient and Integrated Development Project. Similarly, the Performance Based Dredging works will commence in the 2021 financial year.
- Will expand its quest for funding support and scholarships for training and capacity development initiatives from other state institutions and development partners to support the Ministry.

33.0. MINISTRY OF YOUTH AND SPORTS (MOYS)

The Ministry of Youth and Sports is responsible for providing effective leadership in the formulation, implementation, monitoring and evaluation of Youth and Sports development policies and foster greater public-private sector participation.

The Political and Bureaucratic Heads of the Ministry during the period under review were:

- | | | |
|--------------------|---|-----------------------------------|
| • Sector Minister | – | Hon. Isaac Kwame Asiamah (MP) |
| • Deputy Ministers | – | Hon. Curtis Perry Kwabla Okudzeto |
| • Chief Director | – | Mr. Frank Quist |

33.1. Agencies of the Ministry

The Agencies operating under the Ministry are as follows:-

- The National Youth Authority
- The National Sports Authority
- The National Sports College, Winneba

The Ministry also has oversight responsibilities over two (2) specialist Agencies namely

- Ghana Football Association (GFA)
- Ghana Olympic Committee (GOC)

33.2. Sector Achievement

a. Review of the 2010 National Youth Policy

The 2010 National Youth Policy that was intended to address youth concern went through a review process. The exercise ensured that youth service delivery supported the total and holistic development. Secondly, the review ensured the active participation of the youth in the socio - economic development of the country and strengthened institutional coordination and dissemination of critical youth-related data.

In addition to the policy, an Implementation Plan to guide the implementation of strategies proposed in the policy were developed. The Technical Committee, which was inaugurated by the Minister of Youth and Sports, submitted the draft National Youth Policy and Implementation Plan for the projected year 2021 to 2030. The two documents would receive ministerial attention for onward submission to Cabinet.

b. Construction of Phase I of Youth Resource Centres of Excellence (YRCE)

In 2018, the Ministry in collaboration with the National Youth Authority began the construction of ten (10) multi-purpose Youth and Sports Resource Centres of Excellence in the then ten (10) regions across the country. This was to provide space for youth engagement, recreation, centres of learning and sports promotion. Progress of work on the facilities as at 2019 was 60%. The project was designed for a seating capacity of 5000 each. The “Phase I” of the project as at the end of 2020 across the 10 regions was 82-97% completed.

c. Renovation of Stadia



The rehabilitation of the Baba Yara and Essipong Sports stadia commenced in 2019 and continued in 2020. Most plumbing, electrical works, seats, pitch, tracks and the irrigation system at the Baba Yara Sports Stadium were deteriorating.

The Ministry also embarked on Sports Facility development in New Edubiase in the Ashanti Region and Abiriw in the Eastern Region as part of its policy to provide communities across the country with appropriate sport infrastructure.

The construction of the New Edubiase Sports Stadium was conceived in April, 2015 as a response to concerns raised by the Traditional Authorities and the youth of the town. The project was stalled in 2016 and has been redesigned by a new consultant procured by the Ministry. The redesign met international sports federation standard. The first phase of the 5000-seater capacity facility, comprised FIFA standard football pitch, changing rooms, a VIP stand and a popular stand, fenced wall, washrooms and a borehole were constructed in 2020.

d. Activities of the National Football Teams

Ghana's Senior National Football Team, the Black Stars participated in home and away Qualifier Matches for the 2021 African Cup of Nations (AFCON) Tournament, which took place at the Accra Sports Stadium and Khartoum, Sudan, respectively from 12th to 17th November, 2020. Ghana led Group C with six (6) points after winning South Africa, Sao Tome and Principe. The Tournament will be held in Cameroon.

In addition, the Black Satellites, from 18th November to 2nd December, 2020 participated in the West Africa Football Union (WAFU) B Under – 20 Tournament in Lome, Togo and won the tournament.

e. Hosting of 2023 Africa Games

In 2018, Ghana was awarded the right to host the 2023 African Games. As part of preparations towards the hosting of the 2023 Africa Games, a memo was submitted to Cabinet for approval to begin work on the organization of the Games. The Ministry is currently working to secure the title to the land for the construction of an Olympic-Size Sports Complex at Borteyman, Nungua in the Greater Accra Region. A Logo and Mascot Design Competition has been initiated to satisfy one of the hosting requirements of the African Union Commission.

f. Youth Leadership and Skills Training Institutes

Pursuant to the National Youth Authority Act 2016, (Act 939) and the Priority Area 6.1.1 of the National Youth Policy (2010), the Authority currently operates eleven (11) YLSTIs nationwide. A total of One Thousand, Seven Hundred and Forty-Five (1,745) students were enrolled to undergo technical and vocational training in the various skills development trade areas in the Youth Leadership and Skills Training Institutes (YLSTIs). This number comprised of One Thousand, One Hundred and Fifty-Six (1,156) males and Five Hundred and Eighty-Nine (589) females.

The Authority gave a face-lift to the Nzema Maanle YLSTI by renovating the dilapidated physical structures of the institute.

Additionally, the Ajumako-Afranse YLSTIs in the Central Region, which since its inception operated as a day school, was upgraded to include boarding facilities. This enabled a number of



young people from far and adjoining communities to pursue technical and vocational training at the Institute and have access to accommodation facility.

33.3. Reforms

The National Youth Authority developed the “Youth leadership & Skills Training Institutes Trainees’ Management System” (YLSTI- TMS) for use in all the eleven (11) Institutes across the Country.

The YLSTI trainee’s management system is a web-based database system that keeps records of students and the Institutes. These include profiles of all the institutes, courses and programmes offered by various institute, bio-data and academic information of students.

33.4. Sustainable Development Goals (SDGs)

a. Number of Youth Leadership and Skills Training Institutes (YLSTI) renovated (SDG 4.7)

Six (6) new construction projects are at various stages of completion in five (5) of the Youth Leadership and Skills Training Institutes. These re Two Unit Boys Dormitory Block at Takorase (E/R), 300-Seating Capacity Multi-Purpose Hall with Kitchen Attached at Sandema – (UER), 300-Seating Capacity Multi-Purpose Hall with Kitchen Attached, at Nalerigu (N/R), Dormitory Block at Ajumako Afranse (C/R) and Two Unit Boys Dormitory Block at Abura (W/R).

b. Number of deprived and out of school Youth provided with training (SDG 4.7)

For 2020, the Ministry had a target of 3,500 youth to provide training. A total number of 1,745 were actually trained during the year.

c. Number of stadia rehabilitated, newly constructed sports infrastructure and associations equipped (SDG 16.6)

- Work ongoing on the rehabilitation of the Accra, Baba Yara and Essipong sports Stadia.
- Work is ongoing on the construction of community stadium at New Edubiase in the Ashanti Region and Abiriw in the Eastern Region.
- 14 sports associations were provided with logistical support to enable them carry out their activities.

33.5. Impact of Flexible Working Hours

The Ministry staff were divided into two groups. One group was expected to report to work while the other group worked from home; all on a two-week rotation basis. Some staff were stressed because of the key responsibilities that necessitated their presence at work daily during the period. Work delivery however continued since staff worked from home and delivered their output timely.



33.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	18,018,403.00	17,755,189.37	17,755,189.37	263,213.63
	Use of Goods & Services	19,691,511.00	17,077,594.96	17,077,594.96	2,613,916.04
	CAPEX	2,000,000.00	2,000,000.00	2,000,000.00	0.00
2	IGF	534,241.00	5,309,228.72	5,309,228.72	-4,774,987.72
3	DEV'T PARTNERS e.g.,				
	DANIDA	—	—	—	—
	JICA	—	—	—	—
	China	—	—	—	—
	TOTAL	40,244,155.00	42,142,013.03	42,142,013.03	1,897,876.03

33.7. Challenges

Below are the challenges that the sector encountered during the year under review;

- **Inadequate Budgetary Allocation**

The financial burden placed on the Ministry as a result of the activities of the National Teams was enormous. Over the years, most of the activities of the Ministry were put on hold to finance the teams in mandatory qualification matches and tournaments. In 2021, the Ministry will be faced with the challenge of facilitating the National Teams in the following: -

- 2021 African Cup of Nations Qualifiers (Black Stars)
- 2021 African Cup of Nations Championship (Black Stars)
- Qualifiers to the 2022 FIFA World Cup (Black Stars)
- WAFU Tournament (Black Satellites)
- WAFU and AWCON Tournaments (Black Queens)
- World Cup Qualifiers and Tournament (Black Princess)
- World Cup Qualifiers and Tournament (Black Maidens)
- International Engagements of the National Sports Associations

The Ministry through the Ghana Football Association estimates the participation in these matches and tournaments to cost the country an amount of **GH¢72,520,000.00**. Of significant



mention is Ghana's participation in the 2020 Olympic Games which will further challenge the Ministry's limited resources.

- **Inadequate Personnel at the Agency Level**

Key amongst the challenges of the Ministry was lack of personnel at the agency level. This situation has resulted in the inability of the Agencies to fully implement Government policies and programmes throughout the country.

The National Youth Authority for example operates in most districts apart from the running of 11 YLTSTIs. The staff strength decreased from 337 to 289 in 2020. This is largely due to the lack of financial clearance for recruitment. Most of the districts are represented by Nation Builders Corp (NABCO) beneficiaries; a temporary measure to improve the staffing situation.

Additionally, the National Sports College has a shortage of both technical and administrative staff. Instead of the One Hundred and Seven (107) personnel required for the running of the College, the current number stands at Forty-nine (49). The current staff strength was in shortage of about fifty-eight (58) staff. The National Sports Authority also experienced similar staff shortage.

- **Inadequate Youth and Sports Infrastructure / Facilities**

The Sector lacks modern infrastructure. The absence of standardized youth and sports infrastructure such as youth training and recreational centres, multi-purpose sports halls, boxing gymnasiums, standard athletics ovals in the regions and districts affected the development of youth and sports activities in the country. This invariably affected the nation's ability to perform competitively at regional and international competitions. The lack of recreational and youth resource centres especially at the district level is hindering effective grassroots participation and development of the youth in the country.

- **Inadequate Vehicles**

The Ministry has few serviceable vehicles, which was inadequate for effective operation of the Ministry. In addition, the National Sports Authority nationwide had only eleven (11) serviceable vehicles and this affected their oversight responsibilities and general operations at the regional and district offices.

33.8. Forward Look for 2021

In 2021, the Ministry intends to undertake the following activities:

- **Policy Documents and Legislations**

The Ministry in 2021 will finalize the regulations on the Youth and Sports Act, and the processes for the enactment of the Sports Fund. Additionally, there will be a continuation of the review of the National Sports Policy as well as the implementation of the National Youth Policy.



- **Activities of the National Football Teams**

In 2021, the Ministry intends to facilitate the qualification and participation of all the National Football Teams in various international tournaments. This will include the facilitation of the Black Stars preparation and qualification to the 2021 African Cup of Nations Tournament in Cameroon; the preparation and participation of the Black satellites in the Africa U-20 Cup of Nations Tournament in Mauritania and World Cup Tournament in Indonesia; the facilitation of the Black starlets participation in the Africa U-17 Cup of Nations in Morocco; the facilitation of the Black Princesses and Black Maidens in their respective World Cup Tournaments in Costa Rica/Panama and India.

Qualification matches towards the 2022 World Cup Tournament in Qatar will continue in 2021.

The Olympic Games will also take place in 2021 in Japan and Ghana will be represented at the quadrennial event. In this regard, the Ministry will facilitate the preparation of the National Sports Associations in their respective international engagements.

- **Infrastructure Projects**

The National Youth Authority will complete phase two of the construction of the Youth Resource Centres and refurbish four (4) duty posts at Wa, Cape Coast, Koforidua and Sunyani. The Authority will rehabilitate its office buildings and retool the Youth Leadership and Skills Training Institutes.

- **Activities of the National Youth Authority**

In 2021, the National Youth Authority will also begin the dissemination, implementation and coordination of the revised National Youth Policy. It will also commence the process for the formation of the Ghana Youth Federation, an umbrella body for Youth organization in Ghana.

- **Sports Development**

In 2021, the National Sports Authority will organize a National Cross Country competition and begin preparations towards Ghana's participation in the 2020 Olympic Games to be held in Tokyo, Japan.

The Authority will also organize Inter-District Sports Competitions and the Ghana National Games to discover new talents for the various National Teams. Capacity building workshops and seminars for sports officials will be organized and equipment and logistics will be provided to the National Sports Associations.

The National Sports College, Winneba will continue to nurture and provide Formal Education and Skills Training to the soccer and tennis academy players and prepare them for the National Teams and organize technical training courses for the workforce in the sports industry.



34.0. OFFICE OF THE ATTORNEY GENERAL AND MINISTRY OF JUSTICE (OAGMoJ)

The Office of the Attorney General and Ministry of Justice (OAGMoJ) was established to formulate and coordinate policies, set standards, monitor and evaluate the implementation of the policies and performance of the sector. The Ministry also provides professional legal services to all Ministries, Departments and Agencies of State requiring such services.

The Political and Bureaucratic Heads of the Ministry during the period under review were:

- Sector Minister – Gloria Afua Akuffo (Miss)
- Deputy Ministers – Mr. Godfred Yeboah Dame
Mr. Joseph Dindiok Kpemka
- Chief Director – Mr. Suleiman Ahmed

34.1. Department and Agencies of the Ministry

i. Civil Service Department

Registrar-General's Department

ii. Sub-vented Agencies

- Legal Aid Commission
- Council for Law Reporting
- Law Reform Commission
- General Legal Council (Ghana School of Law)
- Economic and Organised Crime Office
- Copyright Office

iii. Public Service Organisation

Legal Service (Office of the Attorney-General)

34.2. Sector Achievements

(i) Enhancing Transparency and Responsiveness of the Justice System

In 2019 the Ministry worked with Parliament to ensure that the passage of the Companies Bill as Companies Act, 2019 (Act 992). The Companies Act, 2019 (Act 992) replaced the Companies Act, 1963 (Act 179). The Companies Act sought to introduce improved corporate governance standards for companies operating in Ghana. It also established the Office of the Registrar of Companies and reflected several new concepts in company law, which was pertinent to new trends in business practices. The Registrar of Companies operate separately from the Registrar Generals Department and is solely responsible for the registration, regulation and winding up of corporate bodies in the country. In 2020, the Ministry worked to operationalise the new Companies Act, 2019 (Act 992).

(ii) Promoting Public Accountability in the Public Sector

To promote public accountability in the public sector, the Ministry drafted the Conduct of Public Officers Bill. Cabinet gave policy approval for the Bill to be laid in Parliament. The Bill is



currently in Parliament waiting to be passed into law. The Bill gives effect to Chapter 24 of the 1992 Constitution, domesticates the United Nations Convention against Corruption and the African Union convention on Preventing and Combating Corruption in regulating the conduct of public officers, on the performance of their functions. It also details what disqualifies a person from holding public office whiles providing for a declaration of assets and liabilities by public officers.

(iii) Defending all legal claims against the State and reversing the trend where huge monetary awards are made against the State

The Office of the Attorney-General and Ministry of Justice represented the State in One Hundred and Fifty-six (156) civil cases against the State at the various courts. The Civil Division also successfully defended the State in a number of civil suits, which could have resulted in the State paying huge sums of money to the plaintiffs as judgment debts.

For instance, the Plaintiff in **African Automobile Versus Accra Metropolitan Assembly** attempted to enforce **GH¢ 592,092,705,048.00** as an unpaid interest on a judgment obtained in 2009 against Accra Metropolitan Assembly. The Attorney-General issued a fresh Writ to set aside the judgment on grounds of fraud. Subsequently, the Attorney-General applied and obtained an order of the court on 10th February, 2020, staying the execution of the 2009 judgment pending the determination of the writ issued by the Attorney-General.

In the case of **Agbesi Woyome Versus the Republic of Ghana**, the Office of the Attorney-General successfully defended arbitration proceedings brought against the Government of Ghana by the Claimant (Mr. Woyome) before the International Chamber of Commerce Arbitration Centre (ICC) and avoided a claim of **100 million euros**. An award of **US\$ 5,000** was made in favour of the State against the Claimant.

Other notable civil cases in which the Attorney-General successfully represented and defended the State include:

- **Yaw Brogya Gyamfi Versus Attorney-General:** In May, 2020, the Supreme Court Dismissed the writ of the Plaintiff to invoked the jurisdiction of the Supreme court challenging the government's decision to sign a military co-operation agreement with the United States of America in 2018.
- **National Democratic Congress (NDC) Versus Attorney-General & Anor:** On 25th June, 2020, the Supreme Court dismissed the writ by the Plaintiff invoking the original jurisdiction of the Supreme Court against the Defendants (the Electoral Commission) over its decision to compile a new voter's register ahead of the 2020 elections.

In terms of legal opinion and review of agreements, the Civil Division reviewed Nine (9) agreements, contracts and Memorandum of Understanding for MDAs and MMDAs. Additionally, the Division resolved Forty-five (45) out of Sixty (60) petitions and requests received from MDAs and the public. It also provided Forty-two (42) legal opinions / advice to MDAs and MMDAs.



(iv) Promoting the Fight against Corruption and Economic Crime

The Prosecutions Division of the Office of the Attorney-General and the Economic and Organized Crime Office (EOCO) prosecuted a number of cases involving corruption and economic crime. For instance, in 2020 the Public Prosecutions Division received **One Thousand, Two Hundred and Seventy-Eight (1,278)** criminal cases and initiated prosecutions in Three Hundred and Ninety-Nine (399) in various courts across the country. The Division also provided 57 legal opinions and advice to other government agencies. It further dealt with 50 mutual legal assistance requests out of 55 requests received.

In addition, the Office of the Attorney-General instituted prosecution of eight (8) high profile corruption cases involving 39 accused persons charged with causing financial loss to the State, money laundering, procurement breaches, among others, involving **US\$ 698 million and GH¢ 1.56 billion**. Of these cases, the Office secured convictions in two cases as follows:

- **The Republic Versus Eugene Baffoe-Bonnie & 4 Others:** The Division secured the conviction of the accused persons, varying between 3 to 5 years' imprisonment in hard labour. Additionally, the court ordered for the seizure and forfeiture to the Republic of any asset of the convicted persons (The amount involved is **US\$ 4 million**).
- **The Republic Versus Daniel Doku & 5 Others:** The accused persons were convicted for the offence of Causing Financial Loss to the State, Stealing, among others. Two of the accused persons pleaded guilty and offered reparations. The two convicted persons were ordered by the Court to abide by the Terms of Settlement filed on the 19th June, 2020 in lieu of custodial sentencing. The amount involved is **GH¢ 42,856,470.21**. The two accused persons will serve prison terms if they default in any of the terms. Trial of the three other accused persons is ongoing.

The Division also prosecuted the following notable cases and secured conviction:

- **The Republic versus Kwame Addo @ Kofi Kitiwa:** The accused was sentenced to 20 years' imprisonment in hard labour on each of the two counts of Narcotics offences.
- **The Republic Versus Daniel Gyan:** The accused was convicted for the offence of Human Trafficking and sentenced to 5 years' imprisonment in hard labour.
- **The Republic Versus Gibson Dan Azubike:** The accused was convicted for the offence of Money Laundering, Importation and Concealment of Currency and sentenced to 350 penalty units or 5 months' imprisonment, 10% of duty payable or 6 months' imprisonment and 1,000 penalty units or 1-year imprisonment in hard labour.

In furtherance of Government commitment to fighting illegal mining ('*galamsey*'), the Office of the Attorney-General prosecuted several cases involving persons who were engaged in illegal mining in various parts of the country. Of these cases, the Office secured convictions in the following three cases:

- **The Republic Versus Cao Sube & 4 others:** The accused persons were convicted for the offence of conspiracy to commit mining without licence and mining without licence.
- **The Republic Versus Mohammed Omar & 28 others:** The accused persons were convicted for the offence of conspiracy to commit mining without licence and mining without licence.



- **The Republic Versus Daniel Balogun:** The accused was sentenced to 18 years in prison for the offence of mining without licence which is contrary to section 99(3) of the Minerals and Mining Act 2006, (Act 703) as amended by Act 900/2015.

The Economic and Organised Crime Office (EOCO) as at the end of September, 2020, recovered an amount of **GH¢ 3,839,067.36** as **direct recoveries** into the consolidated account and **GH¢ 1,446,309.91** as **indirect recoveries** to relevant institutions from proceeds of crime and secured one confiscation. These recoveries come from tax related offences, money laundering, procurement fraud, forgery of documents, stealing and wilfully causing financial loss to the State. Out of One Hundred and Thirty-two (132) cases investigated, eleven (11) cases are under prosecution at various courts and two (2) court convictions secured.

In addition, as part of efforts to ensure continued implementation of the Ministry's activities and roles under the National Anti-Corruption Action Plan (NACAP), the Ministry organized a one-day sensitization workshop on the Witness Protection Act, 2018 (Act 975).

The Office of the Attorney-General and Ministry of Justice has also validated its draft Sexual Harassment Policy developed in 2019. As part of concluding discussions on this policy document, the Ministry organised a one-day validation workshop with key stakeholders to finalise the policy document.

Similarly, the Ministry developed a Gender Policy in response to Government's commitment to enhancing gender inclusiveness in all sectors. The Policy, which is currently undergoing review, will serve as a mechanism for effective gender mainstreaming in the Ministry's Annual Budget and reporting. It also demonstrates the continued commitment of the Ministry in advancing gender equality in the sector.

(v) Promoting Access and Efficiency in Delivery of Justice, Legal Education, and Justice Administration

The Office of the Attorney-General and Ministry of Justice initiated, drafted and facilitated the passage of a number of essential Bills. The Legislative Drafting Division prepared 417 pieces of legislation made up of 22 substantive legislations and 395 subsidiary legislations which were enacted into law. The subsidiary legislation of 395 was made up of the following: 34 Legislative Instruments, 351 Executive Instruments and 10 Constitutional Instruments.

Notable substantive legislation drafted and enacted into law included the Registration of Births and Deaths Act, 2020 (Act 1027); Aircraft Accident and Incident Investigation and Prevention Bureau Act, 2020 (Act 1028); Revenue Administration (Amendment) Act, 2020 (Act 1029); Security and Intelligence Agencies Act, 2020 (Act 1030); Corporate Insolvency and Restructuring (Amendment) Act, 2020 (Act 1031); Development Finance Institutions Act, 2020 (Act 1032); Industrial Designs (Amendment) Act, 2020 (Act 1033); Imposition of Restrictions Act, 2020 (Act 1012) and the Novel Coronavirus (COVID-19) National Trust Fund Act, 2020 (Act 1013). The Labour (Domestic Workers) Regulations, 2020 and Chieftaincy (Membership of Regional Houses of Chiefs) Instrument, 2020 were some of the Legislative Instruments drafted and enacted. A notable Executive Instrument drafted and enacted was the Appointment of Public Prosecutors Instrument, 2020 (E.I. 62) while Constitutional Instruments enacted included Public



Elections Regulations, 2020 and Representation of the people (Parliamentary Constituencies) Instrument, 2020.

- **The Registrar General's Department (RGD)** generated an amount of Forty-Four Million, Five Hundred and Ninety-Three Thousand, Six Hundred and Fifty-Six Ghana Cedis Forty-Nine Pesewas (GH¢ 44,593,656.49) out of the GH¢ 111,994,789.36 total projections for the year under review representing 39.81%. The Department also registered 104,688 companies; 834 marriages; 1,500 trademarks, filed 867 trademarks and administered 400 death gratuities.

The Registrar-General's Department as part of the decentralization process under the Companies Act, 2019 (Act 992) opened its fourth Regional Office in Sunyani, the capital of the Bono Region on Monday, 28th September, 2020 to bring its services closer to people in the area.
- **The Copyright Office** registered **782 copyright protected works** as at the end of September, 2020 and organized one stakeholders' meeting to review and recommend amendment to **Copyright Regulations, 2010 (L.I 1962)**, in response to changing trends. Proposals for the amendment of L.I. 1962 was submitted to the Legislative and Drafting Division. The Copyright Office in collaboration with the World Intellectual Property Organization (WIPO) organized a three-day online workshop for the Copyright Office of the Seychelles. In addition, the Copyright Office undertook twelve (12) public education programmes on copyright and related rights on radio and television in Accra, Kumasi and Tamale. The Office also organized a copyright sensitization programme for over 350 police recruits in Accra.
- **The Council for Law Reporting (CLR)** as at September, 2020, sold 873 copies of various volumes of the Ghana Law Reports and editions of the Review of Ghana Law amounting to GH¢ 199,332.16. The Council was 95% through with the manuscripts for the publication of the 2018-2019 vol. 1 Ghana Law Reports which was to be published in October, 2020. The preparation of manuscripts for the publication of the 2016-2017 vol. 2 was 40% complete and that of 2016-2019 Review of Ghana Law was 30% complete. The process for the electronic sale of the Ghana Law Reports and the Review of Ghana Law was 70% complete. The Council reprinted 400 copies of the 1959-1966 Ghana Law Reports Index and also reprinted 400 copies of the 1971-1976 Ghana Law Reports Index.
- **The Legal Aid Commission (LAC)** as at the end of September, 2020 received **2,018** court cases and resolved **920** representing 45.6%. The Commission also received **5,912** cases and resolved **4,368** cases representing 73.9% through Alternative Dispute Resolution (ADR). In order to enhance access to legal aid for the indigent and vulnerable, the Commission opened **five (5) new District Offices** at the district level in Konongo, Akim Oda, Tarkwa, Daboase and Hohoe, and thus further improved access of the disadvantaged to justice. The Commission also built the capacity of 34 staff who were recruited in 2019 in various programmes including Anti-corruption.
- **The General Legal Council (Ghana School of Law)** enrolled a total of Five Hundred and Forty-nine (549) Lawyers to the Bar in the year 2020. The Council successfully



disposed of 24 disciplinary cases out of 69 Complaints against lawyers received. The Ghana Law School conducted entrance examination for 2,720 applicants in August, 2020 for admissions into the Ghana School of Law out of which a total of 1,045 students passed. This represented 23% rise in the number of students who passed the entrance examination as compared to 2019.

34.3. Reforms

- **Integrated Information Management System (IIMS)**

The Government of Ghana (GoG) embarked on an effort to utilise ICT to improve efficiency and transparency of government functions. Under Component 3 of the World Bank supported eTransform Project, the GoG through Ministry of Communications implemented an Integrated Information Management System (IIMS) for the Office of the Attorney General and Ministry of Justice. The project started on 1st November, 2019 and the anticipated completion date is January 2021.

The main role players behind the IIMS project are the World Bank (eTransform Project Sponsor), the Ministry of Communications (implementation agency eTransform Project), the Office of the Attorney-General and Ministry of Justice (Beneficiary organisation and Implementers) and EOH and Tenth Generation Technologies (System Suppliers and Consultants).

The Ministry's objectives for the new system include among others to increase the capacity of the legal system to enhance speedy and affordable access to justice for all; support the creation of an automated workflow with configurable business rules to process and track verification application cases, inquiries, and work assignments. The system will provide key functionalities to its workforce via application of the core components; Electronic Case Management System (ECMS), Document and File Management System, Collaboration and Correspondence Management System and Status of Implementation

34.4. Impact of Flexible Working Hours (FWH) Initiative Implemented by The Ministry

The Ministry put in place measures such as the shift system. Thus, while some staff worked in the office others worked from home. In addition, some non-essential staff who had outstanding leave were asked to take their leave. All these helped to decongest the offices and thereby enabled adherence to the COVID-19 protocols such as social distancing.

While FWH helped to decongest the offices and provided a serene environment for work, it also had serious effect on the operations of the sector. While some staff particularly accounts staff who had access to internet via the Virtual Private Network (VPN) performed their duties and met targets on the Government Financial Management Information System (GFMIS) from homes, assignments given other staff working from home were not submitted on time. This slowed down work considerably in the Ministry. Work deliverables also drastically reduced due to the FWH initiative. In addition, scheduling critical meetings and conferences were arduous task and had to be put off on most occasions.



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Faced with this situation, the Ministry and its Departments and Agencies reviewed and reprioritised the sector's programmes and activities not only to reflect the FWH context within which it was operating, but to ensure continued delivery of critical services and to keep the sector resilient in the face of the FWH initiative. One best practice that can be shared across the service is the need to integrate ICT into work processes. The service has to integrate and utilize ICT into work processes and improve digital skills of staff.

34.5. Financial Performance

No.		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1.	GOG	A	B	C	D=(A-B)
	Compensation of Employees	90,744,241.00	64,480,008.87	69,916,874.01	26,264,232.13
	Use of Goods & Services	11,530,380.00	6,194,752.21	3,024,477.56	5,335,635.79
	CAPEX	9,000,000.00	8,100,000.00	3,100,078.49	900,000.00
2.	IGF	28,675,786.00	17,584,236.04	17,584,236.04	11,091,549.96
	DEV'T PARTNERS	00	00	00	00
	TOTAL	139,950,415.00	96,358,997.12	93,625,666.10	45,591,417.88

34.6. Challenges

- **Slowdown of Work and Work Deliverables as a result of COVID 19**

In response to the COVID-19 crises, the Ministry and its Department and Agencies adopted the flexible working hours. These measures affected adversely on the capacity of the Ministry and its Department and Agencies as staff levels reduced significantly. Assignments given to staff working from home were not submitted on time. In addition, critical meetings, conferences and auditing activities relevant to the attainment of deliverables in the Chief Director's Performance Agreement were put off. The measures therefore had serious effect on the operations of the sector as work and work deliverables slowed considerably.

In compliance to the directives of the Chief Justice, most Court Registries were closed and the Office was unable to file Court processes. Prosecution of criminal cases also slowed considerably because of the measures adopted by the Courts to enforce social distancing protocols in the Courts.

- **Inadequate Staffing**

The limited number of legal and administrative staff in the sector is dire. The administrative staff of the Ministry has consistently declined since 2016. The total staff strength in 2016 stood



at 205. It declined to 188 in 2017 and further reduced to 182 in 2018 and 180 in 2019 and in 2020 it further reduced to 172. This is as a result of deaths, resignations, retirement and postings of staff. These staff are yet to be replaced and this is greatly affecting the Ministry in the delivery of its mandate especially in the regional offices. Similarly, the legal staff needed for the proper functioning of the sector is inexistent in the Ministry and many of its sector agencies. The Ministry has not been able to get financial clearance to employ more Attorneys and administrative staff. More so, the creation of the new regions calls for recruitment of additional lawyers and administrative staff. There is, therefore, the need to address this challenge in the Ministry and some of the Agencies to enable them to have the critical number of staff necessary for improved productivity in their area of work.

- **Inadequate Training on the Job**

Newly recruited staff and existing staff have to be properly oriented and trained regularly on the job to make them perform optimally. The need for continuous professional development, training and continuous in-house legal education for all lawyers within the legal sector in areas that are germane to the work of the Ministry such as oil and gas, human rights cannot be overemphasized. Attorneys must regularly refresh their knowledge and learn about new and emerging areas of the law. However, the budget of the sector could not support regular training of staff leading to dependence on other public agencies. Inadequate training for Attorneys and other staff denied the sector of the human capacity needed to increase the efficiency and effectiveness of the sector.

- **Inadequate Residential Accommodation**

The few available residential buildings have not been renovated in several years and are in a deplorable state. The situation is worse in the regions as a limited number of staff, particularly Attorneys have official residential accommodation. The staff accommodation provided for the sector is woefully inadequate even in Greater Accra compelling majority of staff to live in self-rented apartments, and this makes posting to the regions unattractive. This problem was compounded with the creation of the new regions.

- **Limited Office Space**

Similarly, the sector has varying degrees of office accommodation challenges countrywide. The sector is struggling with limited office space, which has resulted in overcrowding of both administrative and legal staff in some of the offices and congestion in the registries. The building, which should be accommodating the Ministry and other legal sector institutions (Legal Aid Commission, Law Reform Commission) in Accra, the Law House, has been under construction since the year 2000. The situation is not different from the regional offices. The Office of the Attorney-General (OAG) for instance, does not have its own buildings in the regions except in the Northern and Central regions. The staff members of the OAG in the remaining regions operate from offices allocated by the Regional Coordinating Council. The Ministry has no offices in the newly created regions. Like the residential accommodation, some of the offices are in a deplorable state due to lack of renovation over the years.

- **Inadequate Office Equipment and Logistics**

There was also inadequate provision of basic IT infrastructure, equipment and logistics such as computers, printers, scanners, photocopy machines and vehicles. The few available are old and inefficient. This makes it difficult to carry out assignments expeditiously. Not all the regional



offices have adequate basic office equipment to work with. In terms of technology, lack of IT support services results in delays in resolving technological challenges and this adversely impacts on work delivery. There is irregular update of the antivirus software on the desktop computers, resulting in occasional data loss, freezing of computers and slow performance of the computers to execute commands.

- **Lack of Legal Resource Materials**

Although wide-ranging structural reforms have led to some improvement, the Law School is unable to increase intake of students for the professional law course due to inadequate facilities. The Ministry is also unable to keep electronic versions of existing laws. The situation delays the dissemination of information to the public and limits the ability of the Ministry to conduct research quickly. The manual filing system currently in use in the Registries makes retrieval of files very difficult. Lack of a well-stocked library facility for research also pose a serious challenge to the Ministry and its agencies. There are very few copies of the Ghana Law Reports (GLR) and the Supreme Court of Ghana Law Reports (SCGLR) in the library even though these are essential working tools of Attorneys.

34.7. Forward Look 2021

The Ministry will undertake and coordinate the implementation of the following in the ensuing year:

- Provide legal advice to the government, represent the State in court, prosecute all criminal offences and provide access to legal service for the indigent.
- Represent and defend the State in 300 civil suits, review 125 agreements and contracts of MDAs and MMDAs; resolve and respond to 230 petitions and provide about 140 legal opinions and advice received by the Office.
- Draft at least 15 pieces of substantive legislation and 220 pieces of subsidiary legislation in 2021.
- Prosecute at least 1,600 criminal cases
- Publish 700 copies of the 2018-2019 Ghana Law Report vol. 2 as well as publish 500 copies of the 2016-2019 Review of Ghana Law Report.
- Draft Regulations for the Legal Aid Commission Act, 2018 (Act 977), procure the needed logistics and recruit staff for the Legal Aid Commission.
- Review the Contract Act – Unfair Contract Terms and submit final reports on the Draft Defamation Bill and the draft bill on Unfair Contract Terms.
- Register 1,200 copyright protected works and conduct five (5) anti-piracy exercises and fifteen (15) public education programmes on copyright and related rights among others across the country.



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- Undertake 30 public sensitizations and educational programmes or activities on the provisions of Companies Act, secure State Land, and begin processes towards the building of an office for the Registrar of Companies.
- Register 1,800 trademarks and file 3,200 trademarks as well as organise public awareness programmes on intellectual property laws in Ghana in 2021.
- Conduct entrance examinations for 2,200 applicants and admit 550 to the School of Law while 450 students are expected to be called to the Bar.
- Continue with the construction of the Law House project to ease the problem of acute office accommodation in Accra.
- Conduct and publish a research on an emerging issue in the Legal and Justice Sector and thereafter hold a stakeholder workshop on the research findings and its recommendations
- Implement its Sexual Harassment Policy (SHP) and complete the Gender Policy for the sector.



35.0. OFFICE OF GOVERNMENT MACHINERY (OGM)

The Office of the President (OoP) is mandated to provide accountable, transparent, quality, technical and administrative services to the Presidency and to its stakeholders for the attainment of Government's development agenda. It seeks to improve the quality of life of Ghanaians through rigorous policy formulation and effective programme implementation.

The political and bureaucratic heads of the Ministry were as follows:

- Chief of Staff - Hon. Akosua Frema Opare
- Deputy Chief of Staff - Hon. John Abu Jinapor
- Hon. Assenso Boakye
- Ag. Chief Director - Mr. H. M. Wood

35.1. Agencies and Departments of the Ministry**Civil Service Department**

- Scholarship Secretariat (SS)
- State Protocol Department (SPD)
- Council of State (CoS)
- Office of Administrator- General (OA-G)

Sub-vented agencies

- Ghana Investment Promotion Centre (GIPC)
- Micro Finance and Small Loans Centre (MASLOC)
- Millennium Development Authority (MiDA)
- Ghana Aids Commission (GAC)
- State Interest & Governance Authority (SIGA)
- Internal Audit Agency (IAA)
- National Population Council (NPC)

35.2. Sector Achievement**A. Micro Finance and Small Loans Centre (MASLOC)**

The Centre disbursed a total of Ghs103.8million Ghana Cedis as loans and projects. The Centre was able to allocate a total of 346 vehicles to beneficiaries.

B. Preparation and Submission of 2019 Staff Performance Scores to Fair Wages

The Fair Wages & Salaries Commission (FWSC) in collaboration with the Public Services Commission (PSC) selected the Office of the President to join other institutions to pilot the next phase of the Single Spine Pay Policy. This was aimed at linking pay to performance and productivity. As part of the piloting process, OGM submitted the Performance Appraisal scores of all staff for the 2019 year to the FWSC.

C. Determine Establishment Gaps

A measuring instrument was developed and finalized by the OGM HR Practitioners' Committee to identify HR Service delivery gaps, effects and strategies. The instrument was administered to the HR practitioners in OGM for completion to enable the committee complete the task. A total of nine (9) questionnaires were received from the OGM agencies and are currently being analysed.

D. Donations by the Council

The Council of State made two key presentations to augment Government's effort to combat the spread of the corona virus. These came from the Hon. Members personal contribution. They were; donation of GH¢100,000.00 to the National COVID-19 Fund, presentation of Personal Protective Equipment (PPE) comprising examination gloves, surgical masks, and others to the Ministry of Health to complement efforts in Ministry, the Ghana Health Service and all other frontline actors in the pandemic.

E. Preparation of retirement benefits

The Pensions Unit of the HRM Directorate facilitated the transition of fourteen (14) out of 20 staff who were due for compulsory retirement by ensuring that all anomalies including gaps occurring in the payment of deductions to SSNIT were amended.

35.3. Reforms

The OGM has developed an electronic monitoring and evaluation system to monitor the activities and policies of sector agencies. This reform has facilitated policy decision-making process at the presidency.

35.4. Sustainable Development Goals (SDGs)

The main Sustainable Development Goals (SDGs) that the Ministry's activities contribute to are:

- **Goal 5 Gender equality**- the Ministry promoted women's participation in the office by allowing them to occupy strategic positions. The indicator for measuring the level of implementation was the proportion of seats held by women in national parliaments and local governments.
- **Goal 8 Decent Work and Economic Growth** – was achieved through the facilitation of the implementation of Nation Builders Corp (NABCO). The indicator for implementation was the Annual growth rate of real GDP per employed person.

35.5. Flexible Working Hours

The office and its Agencies implemented the FWH to control the spread of covid-19 by creating rotational staff schedules, which enabled staff to run shifts. The FWH was effective because staff worked remotely. By this, the office did not record any positive case.



35.6. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D= (A - B)
Compensation of Employees	136,212,551	98,378,801.66	87,261,181.04	37,833,749.34
Use of Goods & Services	2,728,281,382	1,648,609,658.40	1,356,736,120.12	1,079,671,723.6
CAPEX	101,200,000	65,780,000.00	36,217,722.76	35,420,000.00
IGF	34,070,824	31,976,909.00	31,976,909.00	2,093,915.00
DEV'T PARTNERS				
i. DANIDA	0	0.00	0.00	0
ii. JICA	0	0.00	0.00	0
iii. World Bank	5,890,261	5,890,261.00	0.00	0
TOTAL	3,005,655,018	1,850,635,630.06	1,512,191,932.92	1,155,019,387.94

35.7. Challenges

The challenges that affected the performance of the Sector includes:

- The Cabinet Secretariat had difficulties in the organization of Committee meetings due to the multiple roles of some sector Ministers. This led to the cancellation and rescheduling of meetings for which there were no quorum.
- With the rise of the COVID-19 pandemic and the subsequent Social distancing directives in the latter parts of the 1st quarter, some key activities of the Secretariat, such as the monitoring visits to the Ministries to track the level of implementation of Cabinet Decisions were put on hold.
- The Maintenance works at the various facilities of the Presidency were delayed due to inadequacy of vehicles. The Estates Unit and the P.W.D Unit had one vehicle to transport their work teams around several facilities to carry out their many and independent works/functions. Most of the units engaged the services of private transport operators at the expense of individual officers to carry out official assignments.
- Materials for maintenance activities were not delivered on time and due to the expansion in the coverage of the irrigation system, the existing boreholes were unable to cope with the water demand. At least, two (2) additional boreholes are therefore needed to be sunk to augment the existing ones.
- The leakages at the stands and in the Arch during the raining season is deteriorating the roof of the Black Stars Square. Urgent plumbing works are needed to revamp all the washrooms in the Arch. The absence of security the facility attracts squatters who dirty the facility.



35.8. Forward Look

Office of the President looks forward to undertaking the following activities in the upcoming year;

- Organize timely and regular Cabinet meetings, Cabinet Committee meetings and a National Security Council Meeting.
- Organize Cabinet Retreat to enable government review the implementation of its key priority programs.
- Undertake quarterly visits to the Ministries to track the implementation of Cabinet decisions on hold due to the COVID-19 pandemic.
- Review the Sector Medium Term Development Plan (SMTDP)
- Complete the development of a Brief Information Booklet/ Flyers on Ghana's seat of Government since 1957
- Improve the political and administrative interface by enhancing collaboration between the Chief of Staff and OGM Agencies
- The State Protocol Department (SPD) would continue to pursue its traditional programme of activities in Medium-Term Development Plan (2018 – 2021). With emphasis on achieving greater efficiency in service delivery, improving staff capacity and performance, and attaining overall programme effectiveness whilst pursuing the programme to revamp the institution with the Management Services Department of the Office of the Head of the Civil Service.
- Host about Twenty (20) Heads of States in 2021 and hold eight (8) Credential sessions in 2021.
- The State Protocol Department has projected One Hundred and Fifty (150) official internal and thirty (30) external visits to be undertaken by H.E the President. The Department will also assist in the organization of Six (6) State anniversaries and commemoration of National events such as Independence Anniversary, Republic Day celebrations, Founder's Day and others.
- Facilitate meetings between H.E the President and visiting dignitaries during the period. The Department will continue to organize capacity building workshops and training for twenty-five (25) staff to enhance their performance.



36.0. OFFICE OF THE HEAD OF THE CIVIL SERVICE (OHCS)

The Office of the Head of the Civil Service (OHCS) is the administrative bureaucratic machinery of Government, which has the responsibility for formulating human resource and organizational development policies and guidelines for the Civil Service. This is to ensure that Ministries and Departments (M&Ds) are optimally structured, adequately staffed with the right skills mix and expertise to advise Government and deliver appropriate services to the citizenry.

The Office was headed as follows:

- Head of Civil Service – Nana Kwasi Agyekum-Dwamena
- Chief Director – Ing. G. J. Brocke

36.1. Departments and Institutions under the Organization**Departments**

- Public Record and Achieves Administration Department (PRAAD)
- Management Services Department (MSD)
- Procurement and Supply Chain Management Department (PSCMD)

Training Institutions

- Civil Service Training Centre (CSTC)
- Government Secretarial School (GSS)
- Institute of Technical Supervision (ITS)

36.2. Sector Achievement**A. Service-Wide Human Resource Management**

- **Review of Civil Service Interim Regulations, L.I. 47 of 1960 and Civil Service Administrative Instructions**

The Civil Service Law, 1993 (PNDCL 327) and the Interim Regulations, 1960 (L.I. 47) currently does not adequately respond to the technical and administrative needs of governing the Civil Service. Significantly, the Local Governance Act, 2016 (Act 936) hived off the Local Government Service making it imperative for the review of the Civil Service Law and its Regulation to reflect the current dispensation.

As part of the Decentralisation Technical Assistance Project (DTAP) and with the approval from Cabinet, the OHCS reviewed the 60-year-old Civil Service Interim Regulations 1960, L.I. 47 for the Civil Service Law, 1993 (PNDCL 327) and the Administrative Instructions. This was to help position the Civil Service to be comparable to any other in the world. The review also enabled the service to uphold high performance standards, be professional in its function and remain relevant with the constantly changing environment in its support role for Government to achieve its development agenda. Additionally, the review provided the necessary procedural and some administrative matters for the effective and efficient implementation of PNDCL 327 while efforts are made to review the Law itself.



- **Improving the strategic management capacity of the Civil Service**

As a Central Management Agency, the OHCS had the responsibility of ensuring that the Ministries and Departments (M&Ds) were optimally structured and adequately staffed with the right skills mix to provide policy advice to the Government to transform sector policies into implementable plans, programmes and projects to accelerate national development.

- **Online Recruitment and Promotion in the Civil Service**

The OHCS continued with the online recruitment exercise whiles introducing online promotions and training programmes. Two rounds of graduate online examination were organised for candidates. Out of the 20,537 applicants, 1,641 were recruited.

Online Promotion Interviews were organised for 1707 Officers from various classes in the Civil Service. This comprised 331 Assistant Director IIAs and analogous grades, 643 Assistant Director I and analogous grades, and 733 sub professional grades. In addition, online training programmes were organised for 2,477 officers in the Service.

- **Capacity Building in the Civil Service**

Over the years, the Civil Service Training Centre has been known for organizing the traditional Scheme of Service training, which was regarded as preparatory grounds for promotion. As a dynamic institution and in keeping with its objective as a Centre of excellence, the Centre restructured its curriculum to respond to the need for enhancement of capacities for effective and efficient delivery in the Service. This resulted in the introduction of an improved training model known as the Competency-Based Scheme of Service Training. Twenty (20) training sessions were organized via the zoom online portal for 2,477 officers in the Service.

B. Strengthening the Performance Management culture in the Civil Service

- **Production of the 2020 Annual Performance Report (APR) on the Civil Service**

The Head of the Civil Service is mandated by Section 85 of the Civil Service Act 1993, (PNDCL 327) to prepare and submit an annual report of the previous year to the Presidency within the first quarter of the ensuing year. The OHCS developed the 2019 APR for the Civil Service within the required time frame and submitted it to the Office of the President through the Civil Service Council.

- **Evaluation of 2020 Chief Directors' (CDs) Performance Agreement**

As part of measures to strengthen the Performance Management culture in the Civil Service, the Head of the Civil Service constituted an evaluation team at the beginning of the year to assess the Performance of Chief Directors for 2019.

A pre-evaluation meeting was organized between the Head of Service and the CDs Evaluation team on 21st January, 2020 and minutes of the meeting was produced. Thirty-six (36) out of the thirty-seven (37) Chief Directors participated in the exercise. The Evaluation team has completed



the assessment and the report submitted to OHCS. The report was published and disseminated to relevant stakeholders.

- **PSCMD Monitoring Exercise**

During the period under review, the OHCS undertook Procurement monitoring exercise to ensure that all Procurement and Supply Chain activities undertaken by various MDs complied with the Public Procurement Act 2003, Act 663 and amended Act (914) of 2016 and the **Public Financial Management Act 2016, (Act 921)** and other relevant laws rules and regulations The monitoring exercise was also used to assess the human resource capacity of the PSCMD

- **Organisation of 2020 Civil Service Week Celebration**

Section 88 of the Civil Service Act, 1993 (PNDCL 327) enjoins the Office of the Head of the Civil Service to institute an award for meritorious performance in the Civil Service. The OHCS re-instituted the awards for outstanding performance using the annual Civil Service Week celebration platform to recognize the importance of staff of the Civil Service to national development and to honour their dedicated and selfless service to the public and citizens of Ghana.

The 2020 Civil Service week and awards ceremony was organised under the theme, “Civil Service and Private Sector Synergy: A National Development Imperative” from 17th – 25th September, 2020. Some of the activities undertaken were Press Launch, Public Lecture, Open Day, Health Day, Thanksgiving Service and an Awards ceremony. Ninety-Four Officers received awards for their outstanding performance in 2019.

- **Facilitate the Strengthening of the OHCS/Civil Service Bureaucracy Lab.**

The OHCS established the Bureaucracy Lab (BL) in 2019 to strengthen research and data use throughout the Civil Service. The vision of the Lab is to act as a hub for research and analysis within OHCS and expanding this to the entire Civil and Public Service. During the period under review, the Lab collated and analysed Staff data on Civil Servants and produced a report to management to aid in decision-making. In addition, the BL conducted a 2020 Graduate Recruitment feedback survey and the final report produced and submitted for management decision. Recommendations from the report were further directed to be submitted to the implementing Directorates. The BL also developed a data inventory template to collect available data within each Directorate for its effective harmonization. The BL further disseminated the report on the Civil Service response to the Covid-19 survey to the various Ministries and Departments.



C. Records and Archival Management:**• Restructure Records Offices of Public Institutions**

During the year under review, the Public Records and Archives Administration Department (PRAAD) was able to undertake a review and develop classification systems for two (2) MDAs.

In addition, fourteen (14) monitoring and evaluation activities were undertaken across various MDAs. The exercise sought to identify weaknesses and challenges in records offices across MDAs and to fine-tune the records management procedures and practices for these MDAs in line with the established standards.

To make the above processes sustainable, the Department undertook decongestion exercises at the National Records Centre. It targeted to dispose of some records and transfer others to the National Archives. A total of 3500 No. of boxes were appraised and disposed also 2490 No. boxes of records have been accessioned during the period under review.

• Management of Archival Documents

To ensure that the Nation has reliable archival documents for research and policy formulation, the PRAAD undertook various activities in line with the management of archival documents. 36 volumes of newspapers were bonded and 100% of already bonded newspapers were accessioned and classified.

Also, the Department developed newspaper finding aids for effective search by clients. The Department also undertook the fumigation of all 3 national archival repositories. For the purposes of technological enhancement, the Department undertook the digitization of 19,507 sheets of archival documents.

As part of its public information management role, the Department in the year under review, aided 2648 visitors with various information in areas for education, research, adjudication, reconciliation and general information. The visitors were not limited to only nationals but others around the globe.

D. Organisational Structuring and Development

Management Services Department (MSD) supported the structuring of various MDAs to be better placed to deliver its mandate. MSD reviewed the mandate, strategic regulatory framework (vision, mission, functions, objectives, and values), structure and staffing of the MDAs and produced Management Review reports. Within the year, MSD produced Management Review Reports for Four (4) MDs.

MSD also conducted Job Inspection Exercises to review establishment schedules. This would provide a basis for recruiting categories of staff and to provide backing for Manpower Hearing. Establishment Schedules for Eight (8) MDs were reviewed.

Over the period, MSD supported various MDAs to define the functions of various directorates and units, identify tasks of various post holders and identify reporting relationships. The output of such exercises was the production of Organizational Manuals. Eighteen (18) Organizational Manuals were developed.



36.3. Reforms

- **Digitization of Promotion Interview.**

One of the measures adopted by the OHCS to improve the management of staff was the digitisation of the Promotion Process. This allowed staff to submit their documents electronically and conducted their promotion interviews on the virtual platform. The process allowed staff to go through the promotion process without leaving their workplace, reduced the human interface and reduced the time spent in moving to the centre for the promotions.

The challenge encountered is officers who apply for the HR facilities most of the time do not submit the requisite documents. There should be a review of the system to ensure continuous improvement.

36.4. Impact of Flexible Working Hours

In reaction to the COVID-19 crises, the Office of the Head of Civil Service initiated the flexible working hour's system, which is intended to allow the adjustment of working hours, days or weeks for staff. The OHCS through the various Directorates carefully designed a work schedule to reduce the number of officers in the offices at a particular point in time. The designed schedule considered the number of officers sharing an office, the work schedule of those officers and appropriately allocated time for each officer in a day or a week.

The Office also procured an Internet Service Provider (ISP) with capacity of 25Mbps. This facilitated the organisation of virtual promotions and recruitments as well as workshops, meetings, seminars and training programmes.

The OHCS also adopted the working from home initiative, where some officers were given logistics such as laptop computers and data to work from home. The flexible working hours did not have much impact on service delivery since officers stayed connected online for the entire duration they were expected to work.

The OHCS developed a draft Workplace Safety and Health Response strategy to provide guidelines to Civil Service Organisations for the management of public and health threats at the workplace. The document will be validated and operationalised following the approval of the Civil Service Council.



36.5. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	24,971,104.67	21,059,391.33	18,504,519.13	3,911,713.34
	Use of Goods & Services	7,692,826.00	6,156,186.45	6,066,650.63	1,536,639.55
	CAPEX	1,490,000.00	1,260,814.32	1,140,090.14	229,185.68
	ABFA	-	-	-	-
2	IGF	4,028,005.00	2,872,792.95	2,481,250.54	1,155,212.05
3	DEV'T PARTNERS e.g.,				
	World Bank	-	-	-	-
	DANIDA	-	-	-	-
	JICA	-	-	-	-
	TOTAL	38,181,935.67	31,349,185.05	28,192,510.35	6,832,750.62

36.6. Challenges

The under-listed challenges were identified within the OHCS and its Departments and require Management's prompt attention to ensure efficient service delivery.

- **Training**

The training schools of the OHCS were faced with some challenges, which hampered their delivery of effective and efficient training. These include the following:

- **Unmet training target**

During the year under review, the Government Secretarial School (GSS) and the Institute of Technical Supervision (ITS) could not undertake most of their training activities because of the Covid-19 Pandemic.

- **Absence of middle-level trainers**

As a training institution developing the capacity of professional class officers in the Service, the Civil Service Training Centre (CSTC) is still grappling with the absence of middle-level trainers with a critical skill mix in discharging its core mandate. This has placed undue pressure on the



few trainers with the requisite capacity to train middle-level, Civil Servants. This situation has also prevented the Centre from optimizing available opportunities, which could be leveraged for enhanced operations. Going forward the Centre put in requests for OHCS to recruits middle-level training Officers for operational efficiency.

- Low patronage of training programmes

The Institute of Technical Supervision (ITS) has over the years been experiencing low patronage of some training programmes due to inadequate budgetary allocation to sponsoring organization. In their quest to change the narrative, they have adopted a different approach to market their programmes by conducting tailored made training programmes for Metropolitan Municipal and District Assembly (MMDA), Ministries Departments and Agencies (MDA), and Private Organization in their premises.

• Transport

Generally, the yearly-allocated budget for transport operations is highly inadequate. The inadequacy of funds for the unit has caused most transport activities such as purchasing batteries, tyres and other transport equipment for vehicles to be rescheduled or halted. The unit has also been grappling with the non-payment of driver's allowances and delays in the payment of third-party workshops/garages who have been duly signed on to repair and service the office vehicles.

• Finance

Delay in the release of funds hindered the timely implementation of programmes and insufficient financial allocation led to the inability of the OHCS to carry out key programmed activities.

• Estate Challenges

Block A of the Civil Service Training Centre which happens to be the first facility of the Centre, has undergone maintenance works at a high cost but will need to embark on a major renovation. Currently, the Centre is not in the position to bear that cost

The Government Secretarial School (GSS) is in dire need of Hostels in Kumasi and Tamale, and renovation of hostels and dining halls in GSS Sekondi and GSS Koforidua. The school also needs Land Titles for GSS Sekondi, GSS Ho, GSS Koforidua to enable them to deal with trespassers on the school lands, especially in Kumasi.

The Institute of Technical Supervision (ITS) Lands are being encroached on. This may affect the future expansion of the Institute. We are working closely with the Public Works Department (PWD) and the Lands Commission to obtain Lands title for its land.



36.7. Forward Look

In the year 2021, OHCS hopes to implement the following:

- Facilitate transitional matters as it relates to ministerial realignment and restructuring.
- Review the Civil Service Legislative Framework.
- Facilitate the processing of the remuneration and conditions of service of Civil Service staff and review discriminatory payment of gratuity to Chief Directors.
- Facilitate Civil Service Council's interactions with new Political Heads of Ministries
- Commence the recruitment and online Promotion processes for 2021
- Implement Assets Transfer Management Framework
- Implement OHCS activities of the Public Sector Reform for Results Project.



37.0. THE OFFICE OF THE SENIOR MINISTER (OSM)

The Office of the Senior Minister, Office of the President (OSM, OoP), is mandated to provide the needed stability, policy and reform coordination and strategic direction in the Government.

The political and bureaucratic heads of the Office were as follows;

- | | |
|---------------------------|--------------------------------|
| • Sector Minister | - Hon. Yaw Osafo-Mafo |
| • Deputy Political Head | - Hon. Catherine Abelema Afeku |
| • Chief Executive Officer | - Mr. Thomas Kusi Boafo |
| • Ag. Chief Director | - Mrs. Halima S. Yakubu |

37.1. Sector Achievements**A. Oversight and Economic Coordination**

The Office, led by the Hon. Senior Minister successfully chaired and co-chaired several standing and ad-hoc Committees during the year under review. Key among them is the Ghana Beyond Aid Committee, International Tribunal for the Law of the Sea (ITLOS), Inter-Ministerial Committee on Sanitation, Inter-Ministerial Committee on Energy Sector Recovery Programme (ESRP), Inter-Ministerial Committee on the implementation of the UNIPASS system by Customs Unipass International Agency (CUPIA) among others. As Chair of the Integrated Customs Management Systems (ICUMS) Inter-Ministerial Committee, the Senior Minister facilitated the successful launch and deployment of the new ICUMS at Ghana's ports and harbours to improve international trade.

The Office also successfully facilitated and coordinated the distribution of logistics and other COVID-19 protective equipment for the reopening of educational institutions during the peak of the Coronavirus pandemic and final year students in the various tertiary and second cycle institutions were able to write their final examinations.

B. Ghana Beyond Aid

In facilitating the adoption of the Ghana Beyond Aid Charter, the Ghana Beyond Aid Committee was able to present the document to Cabinet but is yet to lay it before Parliament for debate and adoption. Various stakeholders were consulted and their inputs were factored into the document. A virtual forum on Ghana Beyond Aid was also held through the use of all major social media platforms on the theme “COVID-19 and our march towards Ghana Beyond Aid”. A documentary on Ghana Beyond Aid is also being produced to sensitize the public

C. Public Sector Reforms

The Office chalked remarkable progress in the implementation of the Public Sector Reform for Results Project (PSRRP). Key among them include; the procurement of six (6) minivans for the Driver, Vehicle and Licensing Authority (DVLA) to support their TERTDRIVE and DVLA Mobile Service Project to enhance service delivery, procurement of two (2) Toyota Land Cruiser Prados and two (2) Toyota Fortuners for Ministry of Monitoring and Evaluation (MOME) as support to monitoring and evaluation activities in the public service.

Additionally, two (2) Land Cruiser Toyota Prados, two (2) Toyota Fortuners, one (1) Toyota Hilux Pickup and two (2) Honda HRV saloon cars have also been procured for the OSM, OoP to augment its fleet of cars for effective project implementation. Ten (10) Pick-ups and One



Hundred and Twenty (120) Motor Bikes were also procured for the Birth and Death Registry to help increase their mobility.

The 2020 Civil Service Week celebration was supported by the Project with funds and procurement of twenty-two (22) Laptops, sixty-five Tablets, eighteen (18) iPhones and seven (7) iPad.

The Office was able to sponsor two National Results Fairs in Accra and Kumasi to help promote transparency and social accountability in government organized by the Ministry of Monitoring and Evaluation (MoME), with a recent one done virtually on all major social media platforms and media outlets.

D. Country Structural Vulnerability and Resilience Assessment (CSVRA) and Country Structural Vulnerability Mitigation Strategy (CSVMS)

Under this priority area, which has the objective to enhance public safety and to contribute to conflict prevention and sustainable peace in Ghana, His Excellency the President, approved the establishment of the Inter-Ministerial Coordinating Body responsible for the implementation of the recommendations of the CSVRA and CSVMS reports.

The Location of the CSVRA/CSVMS Secretariat has been determined and a Consultant has been identified but other key staff to make the Secretariat operational are yet to be assigned and equipment yet to be procured.

E. Open Government Partnership

Under this priority area, processes have been initiated to develop and implement a fourth (4th) National Action Plan (NAP) which is aimed at securing concrete commitments to promote transparency and accountability; empower citizens through public participation, and fight corruption by harnessing new technologies to strengthen governance, A Consultant has been engaged to support the development process of the 4th NAP. The consultant has undertaken Political Economy Analysis and other activities would continue in 2021.

F. Management and Administration

The Office in an attempt to strengthen its operational capacity as well as improve efficiency, productivity and output of staff, organised virtual training programmes on Emotional Intelligence, Managing Conflict in the workplace and the National Anti-Corruption Action Plan (NACAP). Also, ICT equipment and internet routers were procured for the management staff of the Office for remote working to help mitigate the impact of the COVID-19 pandemic. Recruitment of some key consultants was done to help strengthen the Project Management Unit (PMU) currently implementing the Public Sector Reform for Results Project (PSRRP) for effective project implementation.

37.2. Reforms

The Office is currently implementing the Public Sector Reforms for Results Project (PSRRP) which is an initiative of the Government that partially supports the implementation of the NPSRS, 2018-2023. The project aims at capacitating sixteen (16) selected entities to improve efficiency and accountability in the delivery of key public services. This is to be achieved through strengthening the service culture among employees of the selected entities and reforming



their current structures, systems, processes and internal management functions to provide more accessible, modernized and timely services.

37.3. Sustainable Development Goals (SDG)

Key among the SDG targets implemented by the OSM are;

- In support of SDG 1, Ghana beyond Aid Charter has been presented to Cabinet and subsequently Parliament for its adoption. The Charter if adopted will help reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.
- H.E. the President has approved the establishment of the Inter-Ministerial Coordinating Body responsible for the implementation of the recommendations of the CSVRA and CSVMS reports as efforts to achieve SDG target 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

37.4. Impact of Flexible Working Hours (FWH) Initiative Implemented by Sector Ministries

To safeguard the health of staff of the Office of the Senior Minister, Office of the President, a schedule was introduced. During the partial lockdown or imposition of restrictions on the movement of persons in the Greater Accra Metropolitan Area, which includes Awutu Senya East, and the Greater Kumasi Metropolitan Area and contiguous districts, staff who were providing essential services were reporting to work and others were working from home.

After the lockdown, by way of minimizing contact among staff, Officers were put into two (2) groups. Group one (1) alternated with group two (2) daily for one (1) month. Along the line, the two groups alternated weekly. This reduced the total number of employees at work and also helped maintain social distance from one another while maintaining a full onsite workforce.

The potential weakness in the service delivery chain that needs strengthening is that it was found that officers were more specialized in what they were used to doing, they could not be flexible enough to take up other people's roles. This delayed the implementation of some activities of the Office of the Senior Minister (OSM) since particular types of activities had to be delayed until the officer-in-charge was at work.

The best practice that can be shared across the service is the use of digital/virtual platforms such as Microsoft Teams and Zoom in engaging off-duty officers could be shared across the service. The Zoom virtual platform was used to organize training for staff and staff durbars.

Other practices which were introduced in the Ministry included the provision of tissues, trash cans, hand washing soap, nose masks, alcohol-based sanitizers, disinfectants and disposable towels were made available to control the spread of the virus.

The rotation schedule led to increased co-worker cohesion amongst officers in each of the two groups as few officers who worked in the Directorates and Units had to depend on each other for



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support. Furthermore, there was effective dissemination of official information to staff regarding the update and new developments in the office regardless of them being at work or home.

The staff of the Office of the Senior Minister had the opportunity to be tested for free and officers who were found to be positive for the COVID-19 were asked to self-isolate and treatment was administered accordingly.

Despite the effective measures that were put in place, few challenging issues were prevalent. Predominant amongst them is the daily transport of workers. Most staff were joining public transport with passengers who were not observing the necessary safety protocols thereby exposing them to the high risk of being infected with the virus.

Off-duty officers could not access reliable internet at their area of residence and inadequate logistics making it difficult for Officers to work at home and share information.

37.5. Financial Performance

Source		Approved Budget (GH¢)	Actual Receipts (GH¢)	Actual Expenditure (GH¢)	Variance
	GOG	A	B	C	D= (A-B)
1	Compensation of Employees	1,327,151.84	1,893,164.81	1,893,164.81	-566,012.97
	Use of Goods & Services	1,968,060.00	1,991,425.63	1,991,425.63	-23,365.63
	CAPEX	0	0		0
2	IGF	0			
3	Development Partners				
	Danida	0	0	0	0
	JICA	0	0	0	0
	World Bank	22,215,313	24,795,000	15,179,387.22	-2,579,687
	TOTAL	25,510,524.84	28,679,590.44	19,063,977.66	-3,169,065.60

37.6. Challenges

- **Uncoordinated Implementation and Lack of a Permanent Home for Public Sector Reforms-** The lack of legal backing for reforms puts the future of public sector reforms in jeopardy. Additionally, it has been observed that some reform initiatives and programmes being implemented in the Public Sector are highly uncoordinated leading to duplication of reform efforts.



- **Lack of an approved Organizational Manual for the Office-** Late finalization, approval and implementation of a draft Organizational Manual developed by the OSM with the guidance of the Management Services Department of the Office of the Head of Civil Service (OHCS) has led to a truncated structure and unclear reporting channels of the Office
- **Inadequate Capacity for Implementation of Reforms-** Although the most staff of the office are highly skilled and trained, critical skills in areas such as Monitoring and Evaluation, Procurement, Change Management, and Project Management to help in the effective implementation of reforms is inadequate.
- **Lack of a Permanent Office Accommodation-** A permanent office accommodation for the OSM remains a challenge as it adversely affects the smooth running of the Office.

37.7. Forward Look

- Under Economic Management, the Office will continue to ensure that, its economic oversight function is being executed by coordinating the performance of all economic Ministries, liaising with the Office of the Vice President to ensure effective economic management of the State and linking with relevant sector Ministries in the planning and timely implementation of flagship projects and programmes.
- To further publicise the Ghana Beyond Aid Charter, the Office will in 2021 organise awareness creation activities on the Ghana Beyond Aid Charter and Strategy Document through radio and television documentaries, interschool quiz competitions among others. A Ghana Beyond Aid Implementation Council will also be established and equipped with the needed resources including the procurement of cross-country vehicles.
- As part of activities slated under the Good Governance, Corruption and Public Accountability programme for 2021, the Office will continue with the implementation of the Public Sector Reform for Results Project (PSRRP) which will help sixteen (16) selected entities to improve efficiency and accountability in the delivery of key public services. This is to be achieved through strengthening the service culture among employees of the selected entities and reforming their current structures, systems, processes and internal management functions to provide more accessible, modernized and timely services.
- In 2021, the Office will continue with actions towards the implementation of the National Public Sector Reform Strategy (NPSRS), 2018-2023 through some scheduled activities. The first being to carry out a nation-wide education and sensitization campaign on the NPSRS, 2018-2023 and the PSRRP, 2019-2024 targeting MDAs, MMDAs and other state organizations, the private sector; religious organizations; traditional authorities; professional bodies, labour unions, and the general public using workshops and seminars, town hall meetings, panel discussions, educational institutions, durbars, electronic and print media.
- The Office will also initiate the implementation of “quick-win” projects and activities under the NPSRS, 2018-2023.
- The Office will ensure the implementation of the 4th Open Government Partnership (OGP) National Action Plan in addition to ensuring the ratification of the African Charter on the Values and Principles of Public Service and Administration.



Appendix 2: Ministries' Staff Distribution by Sex

No.	MINISTRIES	MALE	FEMALE	TOTAL
1	Ministry of Lands and Natural Resources	70	57	127
2	Ministry of Agriculture	586	2010	2596
3	Ministry of Information	20	30	50
4	Ministry of Monitoring and Evaluation	18	10	28
5	Ministry of Finance	368	235	603
6	Ministry of Railway Development	34	19	53
7	Ministry of Special Development Initiatives	14	12	26
8	Ministry of Works and Housing	54	50	104
9	Ministry of Regional Reorganization and Development	10	7	17
10	Ministry of Planning	26	24	50
11	Ministry of Fisheries	41	31	72
12	Ministry of Education	81	71	152
13	Ministry of Energy	96	55	151
14	Ministry of Employment and Labour Relations	57	55	112
15	Ministry of Environment, Science, Technology and Innovation	53	39	92
16	Ministry of Interior	36	51	87
17	Ministry of Aviation	19	24	43
18	Ministry of Inner City and Zongo Development	17	17	34
19	Office of the Attorney General	99	73	172
20	Ministry of Tourism, Arts and Culture	46	60	106
21	Ministry of Transport	34	39	73
22	Ministry of Youth and Sports	44	44	88
23	Ministry of Business Development	25	19	44
24	Ministry of Communication	47	49	96
25	Ministry of Chieftaincy and Religious Affairs	20	26	46



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26	Ministry of Gender, Children and Social Protection	82	78	160
27	Ministry of Local Government and Rural Development	60	70	130
28	Ministry of Sanitation and Water Resources	37	29	66
29	Ministry of Health	223	170	393
30	Ministry of Parliamentary Affairs	10	4	14
31	Ministry of Defence	36	37	73
32	Ministry of Trade and Industry	142	129	271
33	Ministry of Roads and Highways	71	46	117
34	Ministry of Foreign Affairs	312	362	674

Appendix 3: Extra-Ministerial Organizations' Staff Distribution by Sex

NO.	EXTRA MINISTERIAL ORGANISATIONS	MALE	FEMALE	TOTAL
1	Office of Government Machinery	233	151	384
2	Office of the Senior Minister	30	24	54
3	Office of the Head of Civil Service	90	81	171

Appendix 4: Departments' Staff Distribution by Sex

No.	DEPARTMENTS	MALE	FEMALE	TOTAL
1.	Information Services Department	646	424	1070
2.	Department of Rural Housing	13	5	18
3.	Rent Control Department	101	75	176
4.	Public Works Department	181	31	212
5.	Hydrological Services Department	57	9	66
6.	Labour Department	221	92	313
7.	Department of Factories Inspectorate	65	33	98
8.	Department of Co-operatives	143	142	285
9.	Registrar General's Department	80	117	197
10.	Bureau of Ghana Languages	18	20	38



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11.	Management Services Department	29	23	52
12.	Chieftaincy Departments	304	238	542
13.	Department of Children	46	38	84
14.	Department of Gender	30	45	75
15.	Department of Social Welfare	375	501	876
16.	Department of Parks and Gardens	158	90	248
17.	Births and Deaths Registry	286	162	448
18.	Department of Community Development	489	443	932
19.	Department of Urban Road	186	61	247
20.	Department of Feeder Roads	62	17	79
21.	Public Records and Archives Administration Department	108	65	173
22.	Procurement and Supply Chain Management Department	8	4	12
23.	Office of the Administrator of Stool Lands	173	96	269

Appendix 5: Other Departments' Staff Distribution by Sex

No.	DEPARTMENTS	MALE	FEMALE	TOTAL
1.	Public Servants Housing Loan Scheme Board	4	10	14
2.	Department of Integrated Community Centres for employable skills	208	193	401
3.	W. E. B Dubois Memorial Centre	10	6	16
4.	Hotel, Tourism and Catering Training Institute	15	9	24
5.	Scholarship Secretariat	10	23	33
6.	Council of State	20	12	32
7.	State Protocol	52	28	80
8.	National Entrepreneurial and Innovation Programme	13	16	29



Appendix 6: Staff Distribution by Senior and Junior in Ministries

No.	MINISTRIES	SENIOR	JUNIOR	TOTAL
1	Ministry of Lands and Natural Resources	104	23	127
2	Ministry of Food and Agriculture	1325	1271	2596
3	Ministry of Information	37	13	50
4	Ministry of Monitoring and Evaluation	23	5	28
5	Ministry of Finance	436	167	603
6	Ministry of Railway Development	39	14	53
7	Ministry of Special Development Initiatives	18	8	26
8	Ministry of Works and Housing	73	31	104
9	Ministry of Regional Reorganization and Development	14	3	17
10	Ministry of Planning	46	4	50
11	Ministry of Fisheries	50	22	72
12	Ministry of Education	125	27	152
13	Ministry of Energy	108	43	151
14	Ministry of Employment and Labour Relations	84	28	112
15	Ministry of Environment, Science, Technology and Innovation	77	15	92
16	Ministry of Interior	70	17	87
17	Ministry of Aviation	28	15	43
18	Ministry of Inner City and Zongo	34	0	34
19	Office of the Attorney General	91	81	172
20	Ministry of Tourism, Arts and Culture	85	21	106
21	Ministry of Transport	64	9	73
22	Ministry of Youth and Sports	60	28	88
23	Ministry of Business Development	32	12	44
24	Ministry of Communication	74	22	96
25	Ministry of Chieftaincy	32	14	46



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26	Ministry of Gender Children and Social Protection	109	51	160
27	Ministry of Local Government and Rural Development	97	33	130
28	Ministry of Sanitation and Water Resources	61	5	66
29	Ministry of Health	282	111	393
30	Ministry of Parliamentary Affairs	13	1	14
31	Ministry of Defence	61	12	73
32	Ministry of Trade and Industry	210	61	271
33	Ministry of Roads and Highways	86	29	117
34	Ministry of Foreign Affairs	234	440	674

Appendix 7: Staff Distribution by Senior and Junior of Extra-Ministerial Organizations

No.	EXTRA MINISTERIAL ORGANISATIONS	SENIOR	JUNIOR	TOTAL
1	Office of Government Machinery	144	240	384
2	Office of the Senior Minister	41	13	54
3	Office of the Head of Civil Service	129	42	171

Appendix 8: Staff Distribution by Senior and Junior in Departments

No.	DEPARTMENTS	SENIOR	JUNIOR	TOTAL
1.	Information Services Department	577	493	1070
2.	Department of Rural Housing	12	6	18
3.	Rent Control Department	74	102	176
4.	Public Works Department	110	102	212
5.	Hydrological Services Department	28	38	66
6.	Labour Department	141	172	313
7.	Department of Factories Inspectorate	71	27	98
8.	Department of Co-Operatives	154	131	285



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9.	Registrar General's Department	153	44	197
10.	Bureau of Ghana Languages	23	15	38
11.	Management Services Department	43	9	52
12.	Chieftaincy Departments	237	305	542
13.	Department of Children	51	33	84
14.	Department of Gender	61	14	75
15.	Department of Social Welfare	401	475	876
16.	Department of Parks & Gardens	84	164	248
17.	Births and Deaths Registry	236	213	449
18.	Department of Feeder Roads	60	19	79
19.	Department of Urban Roads	208	39	247
20.	Public Records and Archives Administration Department	118	55	173
21.	Procurement and Supply Chain Management Department	8	4	12
22.	Department of Community Development	483	449	932
23.	Office of the Administrator of Stool Lands	125	144	269

Appendix 9: Staff Distribution by Senior and Junior in Other Departments

No.	DEPARTMENTS	SENIOR	JUNIOR	TOTAL
1.	Public Servants Housing Loan Scheme Board	7	7	14
2.	Department of Integrated Community Centres for employable skills	151	250	401
3.	W. E. B Dubois Memorial Centre	6	10	16
4.	Hotel, Tourism and Catering Training Institute	18	6	24
5.	Scholarship Secretariat	28	5	33
6.	Council of State	22	10	32
7.	State Protocol	38	42	80
8.	National Entrepreneurial and Innovation Programme	19	10	29



Appendix 10: Staff Distribution by Professional and Sub-Professional in Ministries

No.	MINISTRIES	PROFESSIONAL	SUB-PROFESSIONAL	TOTAL
1	Ministry of Lands and Natural Resources	76	51	127
2	Ministry of Agriculture	1677	919	2596
3	Ministry of Information	38	12	50
4	Ministry of Monitoring and Evaluation	23	5	28
5	Ministry of Finance	405	198	603
6	Ministry of Railway Development	38	15	53
7	Ministry of Special Development Initiatives	18	8	26
8	Ministry of Works and Housing	58	46	104
9	Ministry of Regional Reorganization and Development	14	3	17
10	Ministry of Planning	39	11	50
11	Ministry of Fisheries	50	22	72
12	Ministry of Education	101	51	152
13	Ministry of Energy	75	76	151
14	Ministry of Employment and Labour Relations	70	46	112
15	Ministry of Environment, Science, Technology and Innovation	64	28	92
16	Ministry of Interior	50	37	87
17	Ministry of Aviation	27	16	43
18	Ministry of Chieftaincy and Religious Affairs	32	14	46
19	Ministry of Inner City and Zongo Development	30	4	34
20	Office of the Attorney General and Ministry of Justice	55	117	172

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21	Ministry of Tourism, Arts and Culture	85	21	106
22	Ministry of Transport	52	21	73
23	Ministry of Youth and Sports	53	35	88
24	Ministry of Business Development	32	12	44
25	Ministry of Communication	30	66	96
26	Ministry of Gender Children & Social Protection	109	51	160
27	Ministry of Local Government and Rural Development	97	33	130
28	Ministry of Sanitation and Water Resources	48	18	66
29	Ministry of Health	199	194	393
30	Ministry of Parliamentary Affairs	10	4	14
31	Ministry of Defence	52	21	73
32	Ministry of Trade and Industry	160	111	271
33	Ministry of Roads and Highways	86	29	117
34	Ministry of Foreign Affairs	234	440	674

Appendix 11: Staff Distribution by Professional and Sub-Professional in Extra-Ministerial Organizations.

No.	EXTRA-MINISTERIAL ORGANIZATIONS	PROFESSIONAL	SUB-PROFESSIONAL	TOTAL
1	Office of Government Machinery	80	304	384
2	Office of the Senior Minister	36	18	54
3	Office of the Head of Civil Service	129	42	171



Appendix 12: Staff Distribution by Professional and Sub-Professional in Departments

No.	DEPARTMENTS	PROFESSIONAL	SUB-PROFESSIONAL	TOTAL
1.	Information Services Department	577	493	1070
2.	Department of Rural Housing	7	11	18
3.	Rent Control Department	70	106	176
4.	Public Works Department	43	169	212
5.	Hydrological Services Department	26	40	66
6.	Labour Department	141	172	313
7.	Department of Factories Inspectorate	47	51	98
8.	Department of Co-Operatives	154	131	285
9.	Registrar General's Department	104	93	197
10.	Bureau of Ghana Languages	18	20	38
11.	Management Services Department	41	11	52
12.	Chieftaincy Departments	237	305	542
13.	Department of Children	49	35	84
14.	Department of Gender	54	21	75
15.	Department of Social Welfare	475	401	876
16.	Department of Parks & Gardens	15	233	248
17.	Births and Deaths Registry	20	32	52
18.	Department of Feeder Roads	57	22	79
19.	Department of Urban Roads	199	48	247
20.	Department of Community Development	483	449	932
21.	Public Records and Archives Administration Department	72	101	173
22.	Procurement and Supply Chain Management Department	7	5	12
23.	Office of the Administrator of Stool Lands	108	161	269



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Appendix 13: Staff Distribution by Professional and Sub-Professional in Other Departments

No.	DEPARTMENTS	PROFESSIONAL	SUB-PROFESSIONAL	TOTAL
1.	Public Servants Housing Loan Scheme Board	5	9	14
2.	Department of Integrated Community Centres for employable skills	182	219	401
3.	W. E. B Dubois Memorial Centre	5	11	16
4.	Hotel, Tourism and Catering Training Institute	18	6	24
5.	Scholarship Secretariat	28	5	33
6.	Council of State	14	18	32
7.	State Protocol	38	42	80
8.	National Entrepreneurial and Innovation Programme	14	15	29

Appendix 14: Staff Distribution by Age in Ministries

NO	MINISTRIES	20-30		31-40		41-50		51- 59		60+		TOTAL		GRAND TOTAL
		M	F	M	F	M	F	M	F	M	F	M	F	
1	Ministry of Lands and Natural Resources	5	3	23	26	19	13	23	14	1	0	171	56	127
2	Ministry of Agriculture	42	169	850	228	348	90	385	99	3	0	2010	586	2596
3	Ministry of Information	6	9	6	11	4	6	5	3	0	0	21	29	50
4	Ministry of Monitoring and Evaluation	4	4	5	5	7	0	3	0	0	0	19	9	28
5	Ministry of Finance	34	36	132	102	116	60	84	35	3	1	369	234	603
6	Ministry of Railway Development	6	3	9	6	7	10	11	0	1	0	34	19	53



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7	Ministry of Special Development Initiatives	3	5	4	5	2	2	4	0	1	0	14	12	26
8	Ministry of Works and Housing	4	7	26	20	12	15	11	8	1	-	54	50	104
9	Ministry of Regional Reorganization and Development	0	0	1	3	6	4	2	0	1	0	10	7	17
10	Ministry of Planning	10	4	6	8	7	5	3	5	0	2	26	24	50
11	Ministry of Fisheries	5	3	18	14	9	8	11	3	0	1	43	29	72
12	Ministry of Education	12	14	29	34	19	13	17	14	0	0	77	75	152
13	Ministry of Energy	17	13	30	17	22	19	27	5	1	0	97	54	151
14	Ministry of Employment and Labour Relations	7	10	31	16	11	14	7	16	0	0	56	56	112
15	Ministry of Environment, Science, Technology and Innovation	6	6	21	18	11	10	15	4	0	1	53	39	92
16	Ministry of Interior	3	4	13	23	12	14	7	9	0	2	35	52	87
17	Ministry of Aviation	3	11	6	5	9	4	3	2	0	0	21	22	43
18	Ministry of Chieftaincy and Religious Affairs	2		25		8		10		1		46		46
19	Ministry of Inner City and Zongo Development	3	3	6	8	4	5	4	0	0	1	17	17	34
20	Office of the Attorney General and Ministry of Justice	4	11	28	31	33	17	28	19	1	0	94	78	172
21	Ministry of Tourism, Arts and Culture	10	14	11	24	17	12	9	8	1	0	48	58	106
22	Ministry of Transport	3	6	13	18	7	9	11	6	0	0	34	39	73
23	Ministry of Youth and Sports	10	7	18	14	9	16	10	4	0	0	44	44	88
24	Ministry of Business Development	15	12	5	7	2	1	2	0	0	0	24	20	44



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25	Ministry of Communication	6	4	9	19	18	14	14	1 2	0	0	47	49	96
26	Ministry of Gender Children & Social Protection	18	20	29	48	14	20	8	3	0	0	69	91	160
27	Ministry of Local Government and Rural Development	5	4	15	24	21	23	18	2 0	1	0	60	70	130
28	Ministry of Sanitation and Water Resources	9	5	9	16	7	6	10	2	2	0	37	29	66
29	Ministry of Health	18	21	74	72	60	51	64	2 6	7	0	223	170	393
30	Ministry of Parliamentary Affairs	1	0	4	1	0	2	5	1	0	0	10	4	14
31	Ministry of Defence	5	4	14	15	8	6	9	1 2	0	0	36	37	73
32	Ministry of Trade and Industry	11	13	52	58	39	34	42	2 1	1	0	145	126	271
33	Ministry of Roads and Highways	9	6	23	14	14	14	24	1 2	1	0	71	46	117
34	Ministry of Foreign Affairs	29	63	111	12 9	101	11 8	71	5 2	0	0	312	362	674

Appendix 15: Staff Distribution by Age of Extra-Ministerial Organizations

N O.	EXTRA-MINISTERIAL ORGANISATIONS	20-30		31-40		41-50		51- 59		60+		TOTAL		GRAND TOTAL
		M	F	M	F	M	F	M	F	M	F	M	F	
1	Office of Government Machinery	7	6	55	45	71	49	98	50	2	1	233	151	384
2	Office of the Senior Minister	4	9	13	8	7	5	6	2	0	0	30	24	54
3	Office of the Head of Civil Service	15	18	42	37	15	21	17	4	1	1	90	81	171



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Appendix 16: Staff Distribution by Age in Departments

NO.	DEPARMENTS	20-30		31-40		41-50		51- 59		60+		TOTAL		GRAND TOTAL
		M	F	M	F	M	F	M	F	M	F	M	F	
1.	Information Services Department	37	51	196	237	275	112	138	24	0	0	646	424	1070
2.	Department of Rural Housing	0	1	10	1	1	3	2	0	0	0	13	5	18
3.	Rent Control Department	17	15	56	40	16	14	12	6	0	0	101	75	176
4.	Public Works Department	9	5	65	10	61	10	42	8	2	0	179	33	212
5.	Hydrological Services Department	16	2	11	4	15	1	12	3	2	0	56	10	66
6.	Labour Department	13	14	59	41	72	15	75	20	2	2	221	92	313
7.	Department of Factories Inspectorate	15	8	25	14	19	6	6	5	0	0	66	33	98
8.	Department of Co-Operatives	24	29	59	65	26	18	34	30	0	0	143	142	285
9.	Registrar General's Department	9	15	43	55	18	32	11	14	0	0	81	116	197
10.	Bureau of Ghana Languages	1	1	5	6	6	6	6	7	0	0	18	20	38
11.	Management Services Department	3	2	14	15	9	3	4	2	0	0	30	22	52
12.	Chieftaincy Departments	40		215		115		170		2		542		542
13.	Department of Children	12	11	13	11	12	14	8	3	0	0	45	39	84
14.	Department of Gender	2	11	12	23	8	6	6	7	0	0	28	47	75
15.	Department of Social Welfare	26	30	128	194	134	158	88	111	2	0	379	497	876



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16.	Department of Community Development	132	116	227	201	86	84	44	42	0	0	489	443	932
17.	Department of Parks & Gardens	4	0	44	36	67	33	43	21	0	0	158	90	248
18.	Births and Deaths Registry	78	32	97	73	64	33	49	22	1	0	289	160	449
19.	Department of Feeder Roads	3	1	14	5	15	7	26	8	0	0	58	21	79
20.	Department of Urban Roads	39	16	59	24	54	15	33	6	1	0	186	61	247
21.	Public Records and Archives Administration Department	39	20	9	15	30	20	25	7	5	3	108	65	173
22.	Procurement and Supply Chain Management Department	2	1	2	1	1	1	2	1	1	0	8	4	12
23.	Office of the Administrator of Stool lands	32	17	71	37	46	28	24	14	0	0	173	96	269



Appendix 17: Staff Distribution by Age in Other Departments

NO.	DEPARMENTS	20-30		31-40		41-50		51- 59		60+		TOTAL		GRAND TOTAL
		M	F	M	F	M	F	M	F	M	F	M	F	
1.	Public Servants Housing Loan Scheme Board	0	4	1	2	3	4	0	0	0	0	4	10	14
2.	Department of Integrated Community Centres for employable skills	1	2	94	100	88	70	24	19	1	0	208	193	401
3.	W. E. B Dubois Memorial Centre	2	0	3	3	3	2	3	0	0	0	11	6	16
4.	Hotel, Tourism and Catering Training Institute	2	1	4	5	5	3	3	1	0	0	14	10	24
5.	Scholarship Secretariat	0	1	4	9	5	10	1	3	0	0	10	23	33
6.	Council of State	3	2	4	6	7	4	6	0	0	0	20	12	32
7.	State Protocol	4	5	16	7	14	10	17	7	0	0	51	29	80
8.	National Entrepreneurial and Innovation Programme	9	6	4	9	0	1	0	0	0	0	13	16	29

Appendix 18: Recruitment Distribution by Ministry

NO	ORGANIZATION	PROFES SIONAL	SUB- PROFES SIONAL	TOTAL
1	Ministry of Fisheries and Aquaculture Development	1	9	10
2	Office of the Attorney General and Ministry of Justice	1	14	15
3	Ministry of Gender, Children and Social Protection	10	27	37
4	Ministry of Youth and Sports	2	8	10
5	Ministry of Energy	7	2	9
6	Ministry of Works and Housing	2	12	14
7	Ministry of Lands and Natural Resources	7	8	15
8	Ministry of Finance	21	14	35
9	Ministry of Education	1	-	1
10	Ministry of Trade and Industry	7	9	16
11	Ministry of Agriculture	9	2	11
12	Ministry of Employment and Labour Relation	8	1	9
13	Ministry of Railways Development	4	1	5
14	Ministry of Tourism, Arts and Culture	11	11	22
15	Ministry of Transport	1	1	2
16	Ministry of the Interior	1	1	2
17	Ministry of Defense	3	-	3
18	Ministry of Special Development Initiatives	1	1	2
19	Ministry of Sanitation and Water Resources	5	1	6
20	Ministry of Monitoring and Evaluation	6	2	7
21	Ministry of Foreign Affairs and Regional Integration	1	26	27
22	Ministry of Environment, Science, Technology and Innovation	2	-	2
23	Ministry of Health	8	-	8
24	Ministry of Communications	7	-	7
25	Ministry of Parliamentary Affairs	3	-	3
26	Ministry of Chieftaincy and Religious Affairs	20	5	28



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27	Ministry of Information	5	-	5
28	Ministry of Business Development	21	28	49
29	Ministry of Inner City and Zongo Development	4	-	4
30	Ministry of Local Government and Rural Development	5	1	6
31	Office of the Head of the Civil Service	5	16	21
32	Office of the President	-	14	14
33	Ministry of Planning	11	-	11
34	Ministry of Aviation	2	-	2
35	Office of the Senior Minister	3	5	8
36	Ministry of Information	99	0	99
	TOTAL	304	219	523

Appendix 19: Recruitment Distribution (Departments)

NO	ORGANIZATION	PROFES SIONAL	SUB- PROFES SIONAL	TOTAL
1	Information Services Department	10	38	48
2	Department of Social Welfare	16	22	38
3	Labour Department	21	14	35
4	Department of Cooperatives	66	5	71
5	Department of Community Development	2	86	88
6	Department Factories Inspectorate	18	8	26
7	Rent Control Department	8	11	19
8	Registrar General's Department	12	3	15
9	Geological Survey Department	5	11	16
10	Department of Children	26	15	41
11	Department of Gender	47	7	54
12	Department of Parks and Gardens		14	14
13	Public Records and Archives Administration Department	5	21	26
14	Management Services Department	2	-	2



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15	State Protocol Department	3	9	12
16	Births and Deaths Registry	140	111	251
17	Council of State	2	4	6
18	Civil Service Training Centre	3	-	3
19	Institute of Technical Supervision	2	1	3
20	Government Secretariat School	5	11	16
21	Scholarship Secretariat	1	1	1
22	Bureau of Ghana Languages	20	3	23
23	Department of Feeder Roads	2	4	6
24	Department of Urban Roads	6	41	47
25	Office of the Administrator of Stool Lands	-	10	10
26	Public Works Department	-	22	22
27	Procurement and Supplychain Management Department	7	34	41
28	Department of Rural Housing	-	11	11
29	Hydrological Survey Department	-	10	10
30	Internal Audit Unit	93	-	93
31	Veterinary Services	4	-	4
	TOTAL	526	527	1053

Appendix 20: Recruitment Distribution (Other Organizations)

NO	ORGANIZATION	PROFES SIONAL	SUB- PROFES SIONAL	TOTAL
1	KOFORIDUA TECHNICAL TRAINING CENTRE	1	32	33
2	OIC	12	1	13
3	CLOGSAG	2	17	19
	TOTAL	15	50	65



Appendix 21: Class category for Upgrading request

NO.	CLASS	No. APPROVED
1.	Agricultural	9
2.	Administrative	8
3.	Records	5
4.	Cooperative	4
5.	Budget	3
6.	Engineering	2
7.	Procurement & Supply-chain Management	2
8.	Information	2
9.	IT/IM	2
10.	Registrar (Chieftaincy)	2
11.	Transport	2
12.	Community Development	1
13.	Estate Management	1
14.	Rent Management	1
15.	Labour	1
16.	Secretarial	1
17.	Executive	1
18.	Labourer	1

Appendix 22: Areas of Academic Training

AREAS OF ACADEMIC TRAINING	NUMBER
Procurement	5
Information Technology	2
Development Planning	6
Accounting, Finance and Economics	8
Infrastructure and Engineering	35
Legal	1
Policy	16
Governance and Administration	16
Project Management	2
Public Relations/Communication/Diplomacy	4
Business	5
Gender	3
Management	22
Grand Total	125

