



REPUBLIC OF GHANA

ANNUAL PERFORMANCE REPORT OF THE CIVIL SERVICE

THEME:

“DIGITALIZATION IN THE CIVIL SERVICE
OF GHANA: AN AGENDA FOR IMPROVED
PRODUCTIVITY AND SERVICE DELIVERY”



OFFICE OF THE HEAD
OF THE CIVIL SERVICE

2021



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LIST OF ACRONYMS

1D1F	One District One Factory
AAAG	African American Association of Ghana
AAP	Annual Action Plan
AAU	Association of African Universities
ABFA	Annual Budget Funding Amount
ACRWC	African Charter on the Rights and Welfare of the Child
AD	Assistant Director
AD	Audit Directorate
ADC	Accra Digital Centre
ADR	Alternative Dispute Resolution
AEAs	Agriculture Extension Agents
AESD	Agricultural Engineering Services Directorate
AfCFTA	Africa Continental Free Trade Area
AFCON	African Cup Of Nations
AfDB	African Development Bank
AG	Attorney-General
AGD	Agricultural Gross Domestic Product
AGOA	African Growth Opportunities Act
AIB	Aircraft Accident Investigation and Prevention Bureau
AIDS	Acquired Immune Deficiency Syndrome
ALC	Africa Leadership Conference
ALP	Alternative Livelihood Programme
AMA	Accra Metropolitan Assembly
AML/CFT	Anti-Money Laundering / Combating the Financing of Terrorism
AMR	Anti-Microbial Resistance
ANC	Antenatal Care
APC	Armoured Personnel Vehicle
APR	Annual Progress Report
APR	Annual Performance Report
APRM	African Peer Review Mechanism
ARHC	Ahafo Regional House of Chiefs
ARHC	Ashanti Regional House of Chiefs
ARI	Animal Research Institute
ARVs	Anti-Retroviral Therapy

ASRHR	Adolescent Sexual and Reproductive Health Rights
AU	African Union
AVAT	African Vaccine Acquisition Trust
AWD	African Women's Decade
BACs	Business Advisory Centres
BERHC	Bono East Regional House of Chiefs
BEST	Best Environmental Technologies
BGL	Bureau of Ghana Languages
BNARI	Biotechnology and Nuclear Agriculture Research Institute
BoG	Bank of Ghana
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
BRHC	Bono Regional House of Chiefs
BRP	Barracks Regeneration Programme
BRRi	Building and Road Research Institute
BRT	Bus Rapid Transit
BSP	Bulk Supply Point
BTR	Beyond the Return
CAA	Central Adoption Authority
CAC	Creative Arts Council
CAGD	Controller & Accountant-General's Department
CAP	Coronavirus Alleviation Programme
CAPEX	Capital Expenditure
CARES	COVID-19 Alleviation and Revitalization of Enterprises Support
CARMMA	Campaign on Accelerated Reduction of Maternal Mortality in Africa
CBA	Cost Benefit Analysis
CBD	Central Business District
CCP	Common Core Programme
CCTV	Close-Circuit Television
CD	Chief Director
CDF	Chieftaincy Declaration Forms
CDI	Central Destitute Infirmary
CDS	Chief of the Defence Staff
CDU	CARES Delivery Unit
CDVTI	Community Development Vocational Training Institute
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEDECOM	Central Region Development Commission

CEO	Chief Executive Officer
CFWP	Child and Family Welfare Policy
CHPS	Community Health Planning and Services
CHRAJ	Commission on Human Rights & Administrative Justice
CIIs	Critical Information Infrastructures
CIIS	Creative Industry Insurance Scheme
C-in-C	Commander-in-Chief
CLR	Council for Law Reporting
CMA	Central Management Agency
CMD	Career Management Directorate
CMO	Collective Management Organisations
CNNC	China National Nuclear Corporation
CNS	Chief of Naval Staff
COAS	Chief of Army Staff
COD	Commercial Operation Date
CoE	Compensation of Employees
CoEDO	Cost of Environmental Degradation
COP	Conference of Parties
COP	Child Online Protection
CoS	Chief of Staff
CoS	Council of State
COTVET	Council for Technical and Vocational Education and Training
COVID-19	Coronavirus Disease 2019
CPA	Certificate of Public Administration
CPD	Continuous Professional Development
CPESD	Coordinated Programme of Economic and Social Development Policies
CPESDP	Presidents Coordinated Programme of Economic & Social Dev't Policies
CPESP	Coordinated Programme of Economic and Social Development Policies
CR	Central Region
CRC	Convention on the Right of the Child
CREMA	Community Resource Management Area
CRHC	Central Regional House of Chiefs
CRI	Crop Research Institute
CRM	Cylinder Recirculation Model
CRM	Customer Relations Management
CRS	Special Care Registry
CSA	Cyber Security Authority
CSAUs	Client Service and Access Units
CSD	Crops Services Directorate
CSIR	Council for Scientific and Industrial Research

CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
CSSPS	Computerized School Selection and Placement System
CSTC	Civil Service Training Centre
CSU	Client Service Unit
CSVMS	Country Structural Vulnerability Mitigation Strategy
CSVRA	Country Structural Vulnerability and Resilience Assessment
CSW	Commission on the Status of Women
CSWG	Child Sector Working Group
CTRC	Central Tender Review Committee
CUA	Credit Union Associations
CUPIA	Customs Unipass International Agency
CWM	Cash Waterfall Mechanism
CWSA	Community Water and Sanitation Agency
CYCC	Community Youth Culture Centre
DAC	Day of the African Child
DACF	District Assembly Common Fund
DADs	District Agriculture Departments
DAES	Directorate of Agricultural Extension Services
DAOs	District Agricultural Officers
DBG	Development Bank Ghana
DCACT	District Centre for Agriculture, Commerce and Technology
DCRA	Domestic Credit Rating Agency
DD	Deputy Director
DDF	District Development Facility
DevCom	Development Communication
DFI	Department of Factories Inspectorate
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 Children
DOC	Department of Co-operatives
DoG	Department of Gender
DoSW	Department of Social Welfare
DOVVSU	Domestic Violence and Victim Support Unit
DoW	Department of Women
DP	Development Partners
DPC	Data Protection Commission
DPF	Development Partners Fund

DPR	Detailed Project Report
DPs	Development Partners
DRR	Disaster Risk Reduction
DSDP	Debt Swap Development Programme
DTT	Digital Terrestrial Television
DUR	Department of Urban Roads
DV	Domestic Violence
DVA	Domestic Violence Act
DVIP	Domestic Violence Information Portal
DVLA	Driver and Vehicle Licensing Authority
DVS	Domestic Violence Secretariat
E. I	Executive Instrument
EC	Energy Commission
ECCD	Early Childhood Care and Development
ECG	Electricity Company of Ghana
ECOWAS	Economic Community of West Africa
EFA	Education for All
EHSD	Environmental Health and Sanitation Directorate
EI	Executive Instrument
EMIS	Education Management Information System
EOCO	Economic and Organised Crime Office
EOI	Expression of Interest
EPA	Environmental Protection Agency
EPC	Engineering, Procurement & Construction
EPRP	Emergency Preparedness Response Plan
ERHC	Eastern Regional House of Chiefs
ERMERD	External Resource Mobilization and Economic Relations Division
ESICAPPS	Expanded Sanitary Inspection Compliance Application
ESP	Education Strategic Plan
ESRD	Economic Strategy and Research Division
ESRP	Energy Sector Recovery Programme
ETC	Entity Tender Committee Meeting
EU	European Union
F & A	Finance And Administration
FARA	Forum for Agricultural Research in Africa
FASDEPII	Food and Agriculture Sector Development Policy
FATF	Financial Action Task Force
FC	Fisheries Commission
FC	Forestry Commission
FCC	Film Classification Committee

FD	Finance Directorate
FDA	Food and Drug Authority
FEED	Front-End Engineering Design
FFG	Fee Fixing Guidelines
FFR	Fee Fixing Resolution
FGM	Female Genital Mutilation
FIC	Financial Intelligence Centre
FIFA	Federation Of International Football Association
FOB	Forward Operating Base
FORIG	Forestry Research Institute of Ghana
FPMU	Funds and Procurement Management Unit
FRI	Food Research Institute
FRISMO	Food Research Improved Smoking Oven
FSD	Financial Sector Division
FWH	Flexible Working Hours
FWSC	Fair wages and Salaries Commission
G&S	Goods & Services
GA	General Administration
GACL	Ghana Airports Company Limited
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
GAPTE	Greater Accra Passenger Transport Executives
GAR	Greater Accra Region
GARHC	Greater Accra Regional House of Chiefs
GARID	Greater Accra Resilient and Integrated Development
GARSC	Greater Accra Regional Shipper Committee
GAS	Ghana Audit Service
GASSLIP	Greater Accra Sustainable Sanitation and Livelihoods Improvement Project
GAT	Ghana Amalgamated Trust
GBA	Ghana Beyond Aid
GBC	Ghana Broadcasting Corporation
GBC	Ghana Boundary Commission
GBDC	Ghana Book Development Council
GBV	Gender Based Violence
GC	Gaming Commission
GCAA	Ghana Civil Aviation Authority
GCC	Ghana Co-operative Council



GCCo	Ghana Co-operative College
GCGL	Graphic Communications Group Limited
GCM	Ghana Chamber of Commerce
GCMC	Ghana Cylinder Manufacturing Company
GDI	Government Digitalisation Initiative
GDNR	Ghana Domain Name Registry
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
GFMIS	Government Financial Management Information System
GFSDP	Ghana Financial Sector Development Program
GFZA	Ghana Free Zones Authority
GGSA	Ghana Geological Survey Authority
GHA	Ghana Highway Authority
GhAIP	Ghana Agricultural Investment Programme
GHEL	Ghana Heavy Equipment Limited
GHQ	General Headquarters
NHS	National Health Service
GHS	Ghana Health Service
GIADec	Ghana Integrated Aluminium Development Corporation
GIDA	Ghana Irrigation Development Authority
GIF	Gamma Irradiation Facility
GIFEC	Ghana Investment Fund for Electronic Communications
GIFF	Ghana Institute of Freight Forwarders
GIFMIS	Ghana Integrated Financial Management Information System
GIISDEC	Ghana Integrated Iron and Steel Development Corporation
GI-KACE	Ghana-India Kofi Annan Centre of Excellence in ICT
GIMPA	Ghana Institute of Management and Public Administration
GIS	Geographic Information System
GIS	Ghana Internet Summit
GIS	Ghana Immigration Service
GITC	Ghana International Trade Commission
GIZ	German Corporation for International Cooperation GmbH
GIZ	Gesellschaft für Internationale Zusammenarbeit

GKMA	Greater Kumasi Metropolitan Area
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
GMET	Ghana Meteorological Agency
GMMB	Ghana Museums and Monuments Board
GNA	Ghana News Agency
GNCC	Ghana National Commission on Children
GNPCP	Ghana National Cleaner Production Centre
GNFS	Ghana National Fire Service
GNGC	Ghana National Gas Company
GNHR	Ghana National Household Registry
GNPA	Ghana National Procurement Authority
GNPC	Ghana National Petroleum Corporation
GNPC	Ghana National Petroleum Company
GNT	Government Negotiation Team
GoG	Government of Ghana
GOIL	Ghana Oil Company Limited
GOR	Gas Oil Ratio
GOVCOM	Government Communication
GPCL	Ghana Post Company Limited
GPCL	Ghana Publishing Corporation Limited
GPEG	Global Partnership for Education Grant
GPHA	Ghana Ports and Harbours Authority
GPP	Gas Processing Plant
GPS	Ghana Police Service
GPS	Ghana Prisons Service
GPSNP	Ghana Productive Safety Net Project
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 Standards Authority
GSA	Government Support Agreement

GSA	Ghana Shippers' Authority
GSD	Geological Survey Department
GSFP	Ghana School Feeding Programme
GSGDA	Ghana Shared Growth & Development Agenda
GSS	Government Secretarial School
GSS	Ghana Statistical Service
GSSTI	Ghana Space Science and Technology Institute
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
GTV	Ghana Television
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
HIV	Human Immune Virus
HNWI	High-Net-Worth-Individuals
HOTTCATT	Hotel Catering Tourism Training Institute
HQ	Headquarters
HR	Human Resource
HRHD	Human Resource for Health Development Directorate
HRIMS	Human Resource and Information Management System
HRMD	Human Resources Management Directorate
HRMDD	Human Resource Management and Development Directorate
HRMIS	Human Resource Management Information System
HSMTDP	Health Sector Medium Term Development Plan
HSSE	Health Safety, Security and Environment
HT	Human Trafficking
HTS	Human Trafficking Secretariat
HV	High Voltage
IAA	Internal Audit Agency
IAEA	International Atomic Energy Agency
IAT	Institute of Accountancy Training
IAU	Internal Audit Unit

	Introduction of End-To-End Application Service Chain	Monitoring of Septage
ICESSPOOL	Emptying	
ICOUR	Irrigation Company of Upper Region	
ICT	Information and Communication Technology	
ICT	International Competitive Tendering	
ICUMS	Integrated Customs Management Systems	
IDA	International Development Association	
IDB	Israel Discount Bank	
IGF	Internally Generated Funds	
IGIs	Independent Governance Institutions	
IIMS	Integrated Information Management System	
IIR	Institute of Industrial Research	
ILGS	Institute of Local Government Studies	
ILO	International Labour Organization	
IMF	International Monetary Fund	
INDC	Intended Nationally Determined Contributions	
INSTI	Institute for Scientific and Technological Information	
IPC	Interim Payment Certificates	
ISD	Information Services Department	
ISSOP	Inter Sectoral Standard Operating Procedure	
ISTC	Intercity STC Coaches Limited	
IT	Information Technology	
IT/IM	Information Technology/Information Management	
ITLOS	International Tribunal for Law of the Sea	
ITS	Institutes of Technical Supervision	
ITU	International Telecommunication Union	
IWD	International Women's Day	
IWRM	Integrated Water Resources Management	
JAG	Judge Advocate General	
JfCP	Justice for Children Policy	
JHS	Junior High School	
JV	Joint Venture	
KAIPTC	Kofi Annan International Peacekeeping Training Centre	
KG	Kindergarten	
KNMP	Kwame Nkrumah Memorial Park	
KPIs	Key Performance Indicators	
KTC	Koforidua Training Center	
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
LEAP	Livelihood Empowerment Against Poverty
LED	Light Emitting Diode
LED	Local Economic Development
LGS	Local Government Service
LHIMS	Lightwave Health Information Management System
LI	Legislative Instrument
LICSU	Low-Income Consumer Support Unit
LIPW	Labour Intensive Public Works
LMD	Last Mile Distribution
LMIS	Logistics Management Information Systems
LMS	Leap Management Secretariat
LNG	Liquefied Natural Gas
LPG	Liquefied Petroleum Gas
LPG4D	LPG for Development
LPGMC	Liquefied Petroleum Gas Marketing Companies
LUPMIS	Land Use Planning & Management Information Systems
LUSPA	Land Use and Spatial Planning Authority
LV	Low Voltage
M&Ds	Ministries and Departments
M&E	Monitoring and Evaluation
MAF	Millennium Accelerated Framework for Maternal Mortality
MASTESS	Mathematics, Science and Technology Scholarship Scheme
MATS	Military Academy and Training Schools
MC	Minerals Commission
MCE	Municipal Chief Executives
MCEP	Media Capacity Enhancement Programme
MCRA	Ministry of Chieftaincy and Religious Affairs
MD	Managing Director
MDAs	Ministries, Departments and Agencies
MDF	Minerals Development Fund
MDGs	Millennium Development Goals
MDPI	Management Development Productivity Institute
MELR	Ministry of Employment and Labour Relations
MEP	Mechanical & Electrical Installation & Plumbing

MESTI	Ministry of Environment, Science, Technology and Innovation
MiDA	Millennium Development Authority
MINTER	Ministry of the Interior
MIS	Management Information System
MIS	Microsoft Information System
MLGDRD	Ministry of Local Government, Decentralisation and Rural Development
MLGS	Ministry of Local Government Service
MLNR	Ministry of Lands and Natural Resources
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCE	Metropolitan, Municipal and District Chief Executive
MME	Ministry of Monitoring and Evaluation
MMIP	Multi-Sectoral Mining Integrated Project
MMscf	Million Standard Cubic Feet
MMTL	Metro Mass Transit Limited
MNOs	Mobile Network Operators
MoA	Ministry of Aviation
MoC	Ministry of Communications
MoCD	Ministry of Communications and Digitalisation
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
MoPA	Ministry of Parliamentary Affairs
MoRD	Ministry of Railway Development Authority
MoT	Ministry of Transport
MoTAC	Ministry of Tourism, Arts and Culture
MoTI	Ministry of Trade and Industry
MoU	Memorandum of Understanding
MP	Member of Parliament
MRH	Ministry of Roads and Highways
MSD	Management Services Department
MSMEs	Micro, Small and Medium Enterprises
MSWR	Ministry of Sanitation and Water Resources
MTCT	Mother to Child Transmission

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
NAC	Nursing Assistant Clinical
NACAP	National Anti-Corruption Action Plan
NaCCA	National Council for Curriculum and Assessment
NACOC	Narcotics Control Commission
NADMO	National Disaster Management Organization
NAFCO	National Buffer Stock Company
NAP	Nursing Assistant Preventive
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
NCD	National Children's Day
NCPD	National Council on Persons with Disability
NCPP	National Child Protection Policy
NCSALW	National Commission on Small Arms and Light Weapons
NCSAM	National Cyber Security Awareness Month
NCTE	National Council for Tertiary Education
NCWD	National Council on Women and Development
NDA	National Development Agenda
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
NEP	National Employment Policy
NERHC	North East Regional House of Chiefs
NES	National Electrification Scheme
NFA	National Film Authority

NFB	National Folklore Board
NFED	Non-Formal Education Division
NFPP	National Forest Plantation Programme
NGCH	National Gas Clearing House
NGO	Non-Governmental Organisation
NGP	National Gender Policy
NHC	National House of Chiefs
NHIA	National Health Insurance Authority
NHIS	National Health Insurance Scheme
NIA	National Identification Authority
NIB	National Inspection Board
NIC	National Insurance Commission
NITA	National Information Technology Agency
NLA	National Lottery Authority
NLC	National Labour Commission
NLMP	National Labour Migration Policy
NMC	National Media Commission
NMTDPF	National Medium-Term Development 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
NPO	Non-Profit Organization
NPOS	Non-Profit Organisations Secretariat
NPP	New Patriotic Party
NPRA	National Pensions Regulatory Authority
NPSRS	National Public Sector Reform Strategy
NQAP	National Quality Assurance Programme
NRA	Nuclear Regulatory Authority
NRSA	National Road Safety Authority
NSA	National Sports Authority
NSB	National Signals Bureau
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

NTC	New Times Corporation
NTDSW	National Tourism Destination Single Window
NTG	National Theatre of Ghana
NUIS	National Unemployment Insurance Scheme
NVTI	National Vocational Training Institute
NYA	National Youth Authority
OACPS	Organization of African, Caribbean and Pacific States
OAGMoJ	Office of the Attorney-General and Ministry of Justice
OASL	Office of the Administrator of Stool Lands
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
OPV	Offshore Patrol Vessel
OR	Other Ranks
ORHC	Oti Regional House of Chiefs
OSC	Orange Support Centre
OSH	Occupational Safety and Health
OSM	Office of the Senior Minister
OSPA	Office of the Senior Presidential Advisor
P & P	Policy and Planning
P&SCM	Procurement and Supply Chain Management
PACU	Public Affairs & Communication Unit
PAP	Project Affected Persons
PATTEC	Pan African Tsetse and Trypanosomiasis Eradication Campaign
PAWA	Pan- African Writers Association
PBB	Program Based Budget
PBME	Planning, Budgeting, Monitoring and Evaluation
PBMED	Policy Planning, Budgeting, Monitoring and Evaluation Directorate
PC	Petroleum Commission
PCMED	Policy Coordination Monitoring and Evaluation Division
PCSRC	Postal and Courier Services Regulatory Commission
PDS	Power Distribution Services
PE	Programme Estimate
PEAs	Private Employment Agencies
PEC	Public Education Campaign
PECs	Public Employment Centres

PEER	Professional Ethical Efficient and Responsive
PERD	Planting for Export and Rural Development
PFI	Participating Financial Institution
PFM	Public Financial Management
PGRI	Plant Genetic Resources Research Institute
PGSO	Principal General Staff Officer
PHC	Population and Housing Census
PHDC	Petroleum Hub Development Corporation
PIAD	Public Investments and Assets Division
PIM	Public Investment Management
PIP	Public Investment Plan
PISCES	Personal Identification Security Comparison and Evaluation System
PIU	Project Implementation Unit
PKI	Public Key Infrastructure
PMMC	Precious Minerals Marketing Company
PMTCT	Prevention of Mother to Child Transmission
PMU	Project Management Unit
PNDCL	Provisional National Defence Council Law
PPA	Public Procurement Authority
PPA	Power Purchase Agreement
PPEs	Personal Protective Equipment
PPME	Policy, Planning, Monitoring and Evaluation
PPMED	Policy Planning, Monitoring and Evaluation Directorate
PPP	Public Private Partnership
PPRSD	Plant Protection and Regulatory Services
PPSSP	Petroleum Products Strategic Stock Policy
PR	Public Relation
PRAAD	Public Records and Archives Administration Department
PRCD	Public Relations Coordinating Division
PSC	Public Services Commission
PSCMD	Procurement & Supply chain Management Department
PSO	Private Security Organization
PSP	Private Sector Participation
PSRRP	Public Sector Reform for Results Project
PSRS	Public Sector Reform Secretariat
PURC	Public Utilities Regulatory Commission
PV	Photovoltaic
PVTS	Private Vehicle Testing Stations
PwC	PricewaterHouse Coopers (Ghana) Limited
PWDs	Persons with Disability

R&D	Research and Development
R&DC	Research and Defence Cooperation
RADs	Regional Agricultural Departments
RAMSRI	Radiological and Medical Sciences Research Institute
RAOs	Regional Agricultural Officers
RB	Radiant Beam
RCCs	Regional Coordinating Councils
RCSTWSP	Rural Communities and Small Towns Water Supply Project
RE	Renewable Energy
REP	Rural Enterprises Programme
RFP	Request for Proposal
RFQ	Request for Qualification
RGD	Registrar-General's Department
RHC	Residential Homes for Children
RHC's	Regional House of Chiefs
RLPGPP	Rural Liquefied Petroleum Gas Promotion Programme
RMU	Regional Maritime University
RoWs	Right of Ways
RPD	Revenue Policy Division
RPI	Radiation Protection Institute
RSIMD	Research Statistics and Information Management Directorate
RTDD	Recruitment, Training and Development Directorate
RTF	Rural Technology Facilities
RTI	Right to Information
RTP	Rural Telephony Project
S&T	Science and Technology
SA	Special Assistant
SADA	Savanna Accelerated Development Authority
SARI	Savanna Agricultural Research Institute
SBMS	Security Border Management System
SCGLR	Supreme Court of Ghana Law Reports
SCORE	Sustaining Competitive and Responsible Enterprises Programme
SDF	Spatial Development Framework
SDG	Sustainable Development Goals
SDS	Service Delivery Standards
SEA	Strategic Environmental Assessment
SEC	Securities and Exchange Commission
SEIP	Secondary Education Improvement Project
SFA	Senior Financial Analyst
SG	Solicitor-General

SGN	Sankofa Gye Nyame
SHEP	Self Help Electrification Programme
SHS	Senior High School
SIGA	State Interest and Governance Authority
SIM	Subscriber Identity Module
SIS	Sector Information System
SKA	Square Kilometre Array
SLWMP	Sustainable Land and Water Management Project
SMEs	Small and Medium-Sized Enterprises
SMTDP	Sector Medium Term Development Plan
SNAS	Graduate School of Nuclear and Allied Sciences
SP	Social Protection
SPAR	Staff Performance Appraisal Report
SPISTCs	Social Protection Inter-Sectoral Technical Committee
SPVD	Sweet Potato Virus Disease Complex
SREP	Scaling Up Renewable Energy Program
SRHC	Savannah Regional House of Chiefs
SRHR	Sexual and Reproductive Health Rights
SRI	Soil Research Institute
SRID	Statistics Research and Information Directorate
SRIM	Statistics, Research, Information Management and Public Relations
SSNIT	Social Security and National Insurance Trust
STEM	Science Technology Engineering and Mathematics
STEPRI	Science and Technology Policy Research Institute
STI	Science, Technology and Innovation
SWIMS	Social Welfare Information Management System
TA	Technical Advisor
TAL	Type Approval Labs
TAMD	Traditional and Alternative Medicine
TAT	Turn Around Time
TCE	Twin City Energy
TCPA	Town and Country Planning Authority
TCPD	Town and Country Planning Department
TDMD	Treasury and Debt Management Division
TEN	Tweneboa-Enyenra-Ntomme
TFA	Trade Facilitation Agreement
TIA	Traffic Impact Assessment
TIP	Trafficking in Persons
TOR	Terms of Reference
TOR	Tema Oil Refinery

ToT	Training of Trainers
TSP	Transport Sector Project
TTIP	Takoradi Tema Inter-connection Project
TVET	Technical and Vocational Education and Training
UAT	User Acceptance Testing
UDG	Urban Development Grant
UERHC	Upper East Regional House of Chiefs
UHC	Universal Health Care
UN	United Nations
UNCRC	United Nations Convention on the Rights of the Child
UNCRPD	United Nations Convention on the Rights of Persons with Disability
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Scientific and Cultural Organisation
UNFPA	United Nations Fund Population Activities
UNICEF	United Nations Children's Fund
UNICEF	United Nations International Children Emergency Fund
UNICRI	United Nations Interregional Crime and Justice Research Institute
UNIDOP	United Nations International Day of Old Persons
UNWTO	United Nations World Tourism Organisation
USD	United States Dollar
US-DOL	US Department of Labour
USTDA	US Trade and Development Agency
UTP	Urban Transport Project
UWRHC	Upper West Regional House of Chiefs
VAC	Violence against Children
VALCO	Volta Aluminium Company
VAT	Value-Added Tax
VFM	Value for Money
VLTC	Volta Lake Transport Company Limited
VRA	Volta River Authority
VRA-RTF	VRA- Resettlement Trust Fund
VRHC	Volta Regional House of Chiefs
VSD	Veterinary Service Directorate
W.E.B MC	W.E.B Du Bois Memorial Centre
WAEC	West African Examination Council
WAGL	West African Gas Limited
WASCAL	West African Science Service Centre on Climate Change and Adaptive Land Use
WASH	Water Sanitation and Hygiene
WASIP	Water Supply Improvement Project
WIAD	Women in Agricultural Development

WMO	World Meteorological Organization
WNRHC	Western North Regional House of Chiefs
WR	Western Region
WRC	Water Resources Commission
WRCC	Western Regional Coordinating Council
WRHC	Western Regional House of Chief
WRI	Water Research Institute
WTO	World Trade Organization
WTTC	World Travel and Tourism Council
WTTD	World Travel and Tourism Council
YEA	Youth Employment Agency
YLSTI	Youth Leadership and Skills Training Institute
YOR	Year of Return

FOREWARD

The 2021 Annual Performance Report, under the theme “*Digitisation in the Civil Service of Ghana: An agenda for improved Productivity and Service Delivery*” outlines how the Civil Service uses its capabilities, facilitated by digitalization, to support the government in the formulation and implementation of policies and programs towards the delivery of the government’s strategic agenda. The Civil Service has continued to demonstrate its capacity to innovate and adapt to the rapidly evolving global dynamics to maintain its relevance as a key partner in Ghana’s development agenda.

The Civil Service has embraced information technology and digitized its work systems and processes to ensure that its workforce is ready to take advantage to adopt innovative ways of working. The staff appraisal component of the Performance Management System has been digitized to enhance compliance and improve the performance system in the Civil Service. There is a continuous use of virtual platforms in the performance of tasks and engagement of clients while maintaining the observance of the health and safety protocols in a bid to reduce the spread of the Covid-19 virus.

The Performance Management Policy framework, in line with the National Development Agenda, provided the necessary framework for the formulation of policies and programmes in the Civil Service.

The Civil Service workforce has received support from Government to sustain its programs of regular training and capacity development initiatives. Workforce capacity building is a key priority for the Civil Service to ensure that it remains an effective and efficient public service, focused on implementing government’s strategic policies.

Through a collaborative effort by the health and safety experts from the various sectors, the Civil Service Workplace Health, Safety and Response Strategy was developed and launched in 2021. The Civil Service Workplace Health, Safety and Response Strategy is to provide supportive work tools and safeguard the wellbeing of staff, especially in the COVID-19 era.

The annual organization of the Civil Service Week and Awards ceremony, held during the period under review, created awareness of citizens on the importance of the Civil Service to national development and provided the opportunity to recognize distinguished staff and personalities who performed excellently in the previous year. The event provided the interface for government officials, people in academia and the public to interact and network on a common platform towards nation-building.

The Civil Service Council appreciates government’s support towards the capacity development interventions for staff with the aim of improving service delivery for the achievement of national goals. The Council will continue to partner Government to resolve outstanding critical issues affecting the performance and well-being of the Civil Service staff.

The Council acknowledges and appreciates the efforts of all Civil Service Staff for their continuous commitment and innovation to productivity and the significant improvements in service delivery.

We look forward to seeing more innovations in the delivery of service to the citizenry and the improvement in the working conditions of staff of the Civil Service.

May God bless our homeland and the Ghana Civil Service.



NANA AGYEKUM DWAMENA
HEAD OF THE CIVIL SERVICE

EXECUTIVE SUMMARY

The Civil Service was established by the Civil Service Act 1993 (PNDC Law 327) to serve successive governments to initiate, develop, coordinate the implementation, monitor and evaluate government policies for national development.

In fulfilment of Section 85 (1) of the Civil Service Act, 1993 (PNDC Law 327), the Civil Service Annual Performance report provides details of the performance by Sector Ministries. It also highlights the areas that need government intervention to enable the Civil Service to deliver on its mandate and improve productivity.

The report highlights the documents and framework for the formulation of policies and programmes implemented across the various Ministries and Departments. This includes the Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017- 2024, National Medium-Term Development Plans (NMTDP) (2018-2021), 2021 Annual Budget Statement, National Public Sector Reform Strategy (2018-2023), the 2021 State of the Nation Address and the Civil Service Performance Management Policy Framework which commenced in 2021.

The key reforms and research initiatives undertaken by the Civil Service to support evidence-based policy and decision making are presented in Chapter three of this report. The Chapter also outlines the efforts by the Civil Service in raising a generation of young Public Civil Service Staff, research initiatives and a summary of reforms implemented within the Civil Service Ministries and Departments.

In partnership with the Office of the Head of Civil Service, Emerging Public Leaders of Ghana (EPL Ghana) was initiated. It is a Ghana-based organization that recruits and places high-achieving National Service Personnel into the Ghana Civil Service. Each year, 20 National Service Personnel are recruited under the EPL programme and placed in Ministries and some Agencies. The recruits are provided with responsive training and mentorship to become competent Civil Service staff who will improve public service delivery in Ghana.

In the context of a rapidly changing public administration climate, the Ghana Civil Service has a vital role to play in understanding, managing and shaping the forces of change through research and innovation. Several research activities were undertaken to inform policy directions and initiatives in diverse ways. This included:

- The signing of memorandum of understanding with the Scholarship Secretariat to improve the capacity of staff to deliver on their mandate and improve service delivery.
- Virtual promotions and recruitment to reduce cost of conducting in-person promotion interviews for Civil Service staff and interference in the in-person recruitment process
- Improved workplace strategies to promote and reinforce public sector productivity and the adoption of working remotely especially for non-critical staff.



The Civil Service initiated and implemented a number of reforms in the year under review. Twenty-six (26) key reforms were considered for analysis. 69% of the reforms were related to the application of ICT for improved service delivery. The majority of reforms in ICT demonstrates the Civil Service effort towards the digitalization drive of government to improve work processes.

Human Resource Data

The current staff strength of the Civil Service is 17,121. A trend from 2019 to 2021 revealed an increase of 6.5% from the year 2019 to 2020 and a further increase of 2% of staff from 2020 to 2021. The data suggest that an additional 8.5% has been added to the staff strength between 2019 and 2021. The increase was to augment the staffing needs and help implement the policy goals and objectives of Civil Service Departments especially at the regional and district levels.

The Civil Service has a workforce of 72% distributed within the age category of 30-49 years. The Civil Service Human Resource data reveals that by 2031, at least 17.6% of officers at the professional category will be retiring from the Civil Service. 28.4% of officers at the sub-professional category, will also be retiring by 2031.

Training

During the peak of the Covid-19 pandemic in 2020, participation in workshops dropped by 14.4% but increased significantly by 59.6% in 2021. The participation in the Scheme of Service training increased by 63.5% from 2019 to 2020. The Civil Service Training Centre has adopted the virtual mode of training to meet the training needs of staff across the Civil Service.

Scheme of Service Training constituted about half (49.6%) of training programmes attended in 2021. 41.3% also participated in various workshops. 267 Officers from Ministries and Departments received academic training in fields such as Procurement, Information Technology, and Accounting.

Recruitment

For the period under review, 892 Officers made up of 63% male and 37% female were recruited into the Civil Service. 513 of the 892 Officers recruited representing 58% were posted to Departments, 35% to Ministries and 7% to the extra Ministerial Organizations.

Chapter five (5) of the report highlights the progress made, as well as some of the initiatives completed under the SDGs by the Civil Service. This included improving access to basic services, facilitating job creation and improving productivity through government priority initiatives.

The major challenges affecting the implementation of some of the SDG's targets were inadequate budgetary allocation for the development of National Action Plans and ineffective coordination of project/policy implementation across the various sectors.

The Achievements/Challenges/ Forward look of the Civil Service in the period under review are presented in **Chapter six (6)**.



- Digitalization of work processes
- Electronic Staff Performance Appraisal (E-SPA) System
- Establishment of the Foundry and Machine Tooling Centre
- E-waste collection at Old Fadama (Agbogbloshie)
- Promotion of Sustainable Agriculture and Strengthening Capacity For Adaptation To Climate Change
- Legislative and Administrative Reforms
- Organization of the 2021 Civil Service Week and Awards Ceremony
- Improvement in the management of the Covid-19 Pandemic
- Local Level Development and Management Programme - Community Development
- Implementation of strategic anchor industries and Ghana's AfCFTA implementation framework
- Improvement in Revenue Generation at the Local Level
- Planting and Rearing for Food and Jobs and Exports

Chapter seven (7) enumerates the general challenges faced by the Civil Service in the performance of its duty and way forward for 2022. 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 2022 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.

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:

To enable the functioning of the six (6) new Regions created, six (6) Regional House of Chiefs were constituted and inaugurated by the **Ministry of Chieftaincy and Religious Affairs**. The Ministry printed and published the second volume of the Chieftaincy Bulletin for distribution in fulfilment of section 60 of the Chieftaincy Act, 2008 (Act 759).

In collaboration with NITA, **the Ministry of Communications and Digitalisation** led stakeholders in the transport sector to deploy an Integrated Traffic Management System on a pilot basis during the period under review. Sections 2 and 3 of the Establishment of Emergency Communications System Executive Instrument, 2020 (E.I. 63) provided for the establishment of a Central Subscriber Identity Module (SIM) and a Central Equipment Identity Register respectively.

The Ministry of Defence, in its quest to enhance service delivery and reposition GAF to manage contemporary security threats in the changing phase of crimes and conflicts has embarked on a programme to retool the Armed Forces. This was to enhance their capabilities and combat readiness to better execute its mandate. The construction of housing and other infrastructural projects for the Ghana Armed Forces will reduce the housing deficit in the Forces.

The Ministry of Education expanded access to technical and vocational education in the country by issuing vouchers to a total of 2,794 Master Craft Persons and apprentices. 2,446 Competency-Based Training learners were certificated on the National TVET Qualification Framework (NTVETQF). Eight (8) new libraries were also completed to bring the total number of public libraries to 103.

The Ministry of Employment and Labour Relations reviewed the Labour Act which seeks to regulate employment relationships and protect the rights of workers and employers for the promotion of harmonious industrial relations in the country for national development. The National Labour Migration Technical Working Group (TWG) was established to facilitate the implementation of the National Labour Migration Policy (2020 -2024).

In 2021, there was adequate generation capacity to meet the demand for domestic, commercial, and industrial customers as the **Ministry of Energy** worked to ensure availability of clean, affordable and accessible energy. The Ministry has supported the promotion and distribution of energy-efficient improved cook stoves (ICS) to rural and urban households as a measure to improve the quality of life for the people, reduce the dependency and utilization of fuelwood.

The Ministry of Environment, Science, Technology, and Innovation in collaboration with the Ministry of Sanitation and Water Resources (MSWR) and the Ministry of Local Government, Decentralization and Rural Development (MLGDRD) set up a Technical Committee to develop a roadmap for plastic waste management to be piloted in selected communities within specific

Municipal Assemblies in the Greater Accra Metropolitan Area (GAMA). In addition, air quality monitoring was undertaken at 8 regulatory and 10 non-regulatory sites, whereas 85 industries were monitored for effluent quality.

Government, through *the Ministry of Finance* commenced implementation of the second phase of the GH¢100 billion Ghana CARES “Obaatan Pa” programme having successfully completed implementation of the first phase which spanned 1st July – 31st December 2020.

The Ministry of Fisheries and Aqua-Culture Development continued with the implementation of the Aquaculture for Food and Jobs (AFJ) Initiative which was piloted in 2019 and fully rolled out in 2020 as a major programme to complement the Planting for Food and Jobs (PFJ) Programme of the Ministry. The Ministry continued with the construction of the National Aquaculture Centre and Commercial Farms Project for the provision of skills training in various aspects of aquaculture including production, farm management, feed formulation and fish health for the youth.

The Ministry of Food and Agriculture set out to provide incentive for adoption of improved seeds and fertilizer to increase food production and productivity. Farmers were supported with improved breeding stock to upgrade their local stocks. In 2021, the Ministry continued to invest in the development of irrigation infrastructure.

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, Addressing Women's reproductive health rights and Adolescent Pregnancy and Enhancing women's participation in the Intra-Regional trade. The Ministry with support from the United Nations Population Fund (UNFPA), launched the Orange Support Centre in March, 2021, to complement efforts and ensure a holistic and comprehensive support of Sexual and Gender Based Violence (SGBV) victims and survivors of Domestic Violence.

As part of measures to disseminate information on public policies, *the Ministry of Information* initiated processes to introduce a Broadcasting Bill in Ghana. This was to provide comprehensive legislation on broadcasting services regulated by the National Media Commission (NMC) and the National Communications Authority (NCA) in a manner consistent with the 1992 Constitution. The implementation of the Right to Information (RTI) was intensified across public institutions in the country. Currently, four hundred and seventy-eight (478) public institutions have established information units.

To make small-scale mining more efficient under the Mining sub-sector, *the Ministry of Lands and Natural Resources* through the Minerals Commission, conducted training on responsible mining practices for 4,500 small-scale miners at the University of Mines and Technology (UMaT) and constructed four (4) permanent office buildings. The Ministry, through the Lands Commission, explored strategies aimed at leveraging the potential of private sector capital and expertise in the land administration reforms.

To improve revenue generation and management at the local level, *the Ministry of Local Government, Decentralisation and Rural Development* in collaboration with GIZ, rolled out the

District Level Revenue (dLRev) Software in 114 Metropolitan, Municipal and District Assemblies. The Ministry, through the Department of Community Development, trained 4,644 youth in vocational and technical skills to create jobs, reduce poverty, and enhance the technical and vocational skills of the youth.

Under the objective of Deepening Democratic Governance in the country, *the Ministry of Parliamentary Affairs* engaged the Core leadership of Parliament in a meeting on the theme; “Building Consensus and Trust in Parliament to enhance both Procedural and Substantive Democracy”. The Ministry facilitated a working dialogue between the Expanded Leadership of Parliament and the National Media Commission where they interrogated the performance of the National Media Commission and its challenges and assessed how best Parliament can help address those challenges.

As part of efforts to develop capacity in order to maintain and sustain the railway system in Ghana, government through the *The Ministry of Railway Development* developed the old Railway Central Training Institute located in Sekondi into a degree awarding institution to provide training in Railway Engineering and other ancillary programmes.

The Ministry of Roads and Highways maintained its focus on routine and periodic maintenance activities. As at the end of September, 2021, routine maintenance activities had been carried on 21,165km of the trunk road network; 6,265km km of the feeder road network; and 2,937km of the urban road network. 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 2%.

The Ministry of Sanitation and Water Resources initiated the process to decommission and re-engineer the existing landfill sites at Kpone (Tema) and Oti (Kumasi) to transform and improve the management of Municipal waste and the environmental conditions of the communities where they are located. There is also improved access to potable water to over 420,000 people (equivalent to 85,000 Households) against a target of 250,000 people living in the GAMA.

With the aim of addressing the defects of the current security systems at the Kotoka International Airport as well as other Airport and Land borders, *the Ministry of the Interior* with help from the Ghana Immigration Service and the Ministry of Finance worked on the replacement of the current Personal Identification Security Comparison and Evaluation System (PISCES) and Security Border Management System (SBMS) with the Securiport Border Control System. The Ministry facilitated the procurement of critical logistics such as firefighting equipment for the Ghana National Fire Service, uniforms and accessories, vehicles and motor bikes for all the security services.

As part of efforts to increase tourism receipts through increased arrivals at tourist sites, *the Ministry of Tourism, Arts and Culture* launched the Domestic Tourism Campaign dubbed #EXPERIENCEGHANA, #SHAREGHANA, designed to accelerate the pace of tourism recovery

through a renewed focus on domestic and regional markets. The Ministry also undertook steps towards the construction of the National Film Village with a 700 acreage of land.

The Ministry of Trade and Industry designed the Strategic Anchor Industries Initiative to diversify and transform the economy by creating new pillars of growth and expansion in the industrial sector. Industrial Parks and Special Economic Zones (SEZs) are a key pillar of Government's Industrialization Agenda to improve access to land, utilities and business support services for the private sector.

As part of government's policy to establish an airport/airstrip in each of the regions to boost tourism and trade, **the Ministry of Transport** commenced a feasibility study to determine a suitable location for the development of an airport in Cape Coast in the Central Region, Takoradi in the Western Region or in between the two (2) regions coupled with the construction of twelve (12) landing sites and the construction of two (2) fishing harbours at Jamestown and Elmina which is aimed at ensuring safe launching and landing of artisanal fishing canoes and creating and maintaining hygienic environments.

Following the launch of the Ghana Building Code on the 31st of October, 2018, **the Ministry of Works and Housing** commenced the process of amending the Building Regulations (LI 1630) of 1996 to reflect the revised Building Code which was submitted to Parliament and is currently awaiting consideration. State Housing Company Limited (SHCL) continued and completed the construction of Club House Redevelopment Project which entailed the construction of 16 units of 2-bedroom and 3-bedroom apartments to provide adequate, safe, secure, quality and affordable housing at Adenta.

The Ministry of Youth and Sports during the year under review facilitated the participation of the Black Stars in the Group matches for the African Cup of Nations qualifiers, placing 1st in Group C thereby qualifying to the 2021 AFCON held in Cameroon. The Ministry during the year also facilitated the preparation of the black stars to qualify to the next stage of the 2022 Qatar World Cup.

The Office of the Attorney-General and Ministry of Justice set up a technical committee to oversee the operationalization of the Legal Service which is currently determining the Legal Service Establishment level. The Office of the Attorney-General, successfully represented the State in 190 civil cases at the various courts, saving the country from paying sums of money to the plaintiffs as judgement debts.

The Office of the Head of Civil Service continued with the online recruitment and promotion process to reduce the human influence in the cost and time for accessing these services. The OHCS also piloted the e-appraisal system to facilitate improvement in the performance appraisal process.

The Office of the President continued with specific programmes pursued and evaluated under the broad policy of the government flagship programmes and front-line services i.e., IDIF IVID; Zongo Development Fund; IPEP; Regional Reorganization Development; Free SHS; LEAP; School Feeding; Water and Sanitation; Ghana Card; DVLA; Birth and Death; Passport Office; and

Environmental Protection Agency (EPA). The Monitoring and Evaluation Secretariat met its target of conducting a Listening to Survey across all the 16 regions of Ghana.

The Public Sector Reform Secretariat successfully facilitated and coordinated the distribution of logistics and other COVID-19 protective equipment for the nation-wide reopening of educational institutions to help prevent interruptions in the academic calendar. As part of Government's set up to deliver its mandate, the Senior Presidential Advisor played the coordinating role by serving as chair of the Nationwide Coordination of Re-opening of Schools and Educational Institutions Committee.

CHAPTER ONE (1)

1.0. INTRODUCTION

The Ghana Civil Service is the main Public Service Organisation through which successive governments pursue policies and government agenda for national development. The Civil Service was established by the Civil Service Act 1993 (PNDC Law 327) to serve the government to initiate, develop, coordinate the implementation, monitor and evaluate government policies for national development. Ghana's Civil Service is currently made up of twenty-eight (28) Ministries, Three Extra Ministerial Organisations (3) and twenty-five (25) Departments, which are responsible for policymaking, administration, and oversight of service delivery.

Section 85 (1) of the Civil Service Act, 1993 (PNDC Law 327), indicates that “within three months following 31st December of each year, the Head of the Civil Service shall prepare an Annual Report intended to reflect the performance of the various Ministries and Departments throughout the preceding twelve months”.

Over the years, the Civil Service has undertaken several reforms to increase its operational efficiency to drive performance and deliver results. The Civil Service reforms and modernization efforts in the areas of digitalisation, performance management, capacity building, strengthening regulatory and administrative framework, institutional development among others have improved work processes to enhanced work performance and productivity.

The performance of Sector Ministries is presented through a reporting cycle as evidence of work outputs of the Civil Service over the period. It also highlights the areas that need government intervention to enable the Civil Service to deliver on its mandate and improve productivity.

The 2021 Annual Performance Report was compiled in accordance with Section 85 of the Civil Service Act to provide the general performance 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.

Functions of the Civil Service

Section 3(1) of the Civil Service Law, 1993 (PNDC Law 327) outlines the following functions of the Service:

- **Initiate and formulate policy options for the consideration of the government,**
- **Initiate and advise on government plans,**
- **Undertake the necessary research for the effective implementation of government policies,**
- **Implement government policies,**
- **Review government policies and plans,**
- **Monitor, coordinate and evaluate government policies and plans, and**
- **Perform such other functions that the Civil Service Council may direct.**

In carrying out its duties, the Civil Service is obligated to consult with, seek advice from, and cooperate with other government agencies and authorities as needed.

Our Core Values

We believe in

PROFESSIONALISM

The Civil Service is committed to the pursuit of excellence and the highest professional standards in all aspects of its work. It maintains skilled, qualified and highly competent officers whose continued professional and personal development are ensured through training and development and are rewarded for initiative and hard work

IMPARTIALITY

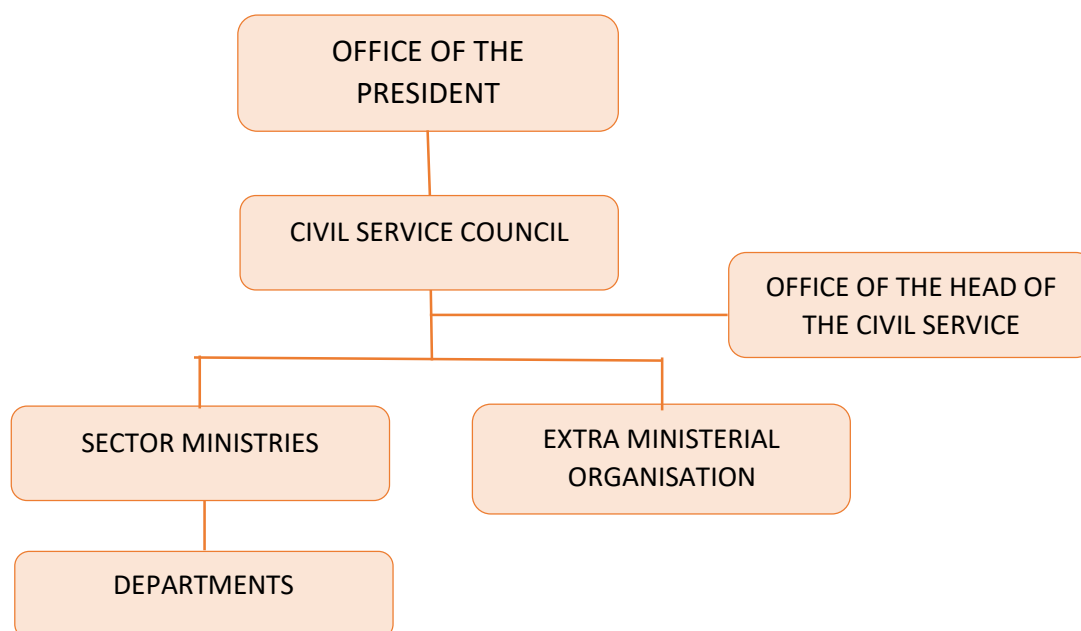
The Civil Service is a non-partisan organization. It serves the government of the day. The Service does not discriminate against clients because the merit-based principle forms the basis for carrying out its public businesses

INTEGRITY

The Civil Service conducts business transparently and ethically. Officers are trained to be honest about their mistakes and take prompt steps for redress

ACCOUNTABILITY

Officers are conscious of their responsibility to stakeholders thereby use resources effectively and efficiently to ensure value for money



At the apex of the structure of the Civil Service is the Office of the President which provides strategic and political direction for the management and operations of the executive arm of government which includes the Civil Service. 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 Civil Service Council, was inaugurated into office by His Excellency the Vice President of the Republic of Ghana on 12th November, 2021.

The eight (8) members of the Civil Service Council include the following:

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



Inauguration of the Members of the Civil Service Council by H. E. the Vice President, Alhaji Dr. Mahamudu Bawumia on behalf of the President

Composition of the Civil Service

The Ghana Civil Service comprises Ministries, Extra Ministerial Organizations, and Civil Service Departments.

Ministries

In matters pertaining to a specific sector, a Ministry is the highest authority. It is in charge of policy, staffing, and financial issues, as well as having overarching supervisory, monitoring, and coordinating authority over the Sector's technical Departments and Agencies

Functions of Ministries

A Ministry performs the following functions:

- Initiates and formulates policies for and on-behalf of government,
- Undertakes development planning in consultation with the National Development Planning Commission (NDPC), and
- Co-ordinates, monitors and evaluates the efficiency and effectiveness of the performance of the Sector.
- A Minister is in charge of a Ministry and offers political and strategic leadership in order for the Ministry's mandate to be fulfilled. The Deputy Minister(s) supports the Minister. His Excellency, the President appoints Ministers and their Deputies, who are then confirmed by Parliament.
- The Chief Director is the bureaucratic head and provides technical advice to the Hon. Minister.

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 relative 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 workflow and feedback on the activities within the sector, and initiate plans and programmes to activate and accelerate the decentralization of the relevant sector where required.

Extra Ministerial Organisations

The Extra Ministerial Organizations are establishments that operate like Ministries and staffed by officers of 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 Public Sector Reforms Secretariat.

Departments

Special Departments in the Ghana Civil Service are established under Section 15 of the Civil Service Act, 1993 (PNDCL 327). A Government Department is in charge of carrying out the functions for which it was established.

Within the Ghana Civil Service, there are currently twenty-three (23) departments. The functions of the Civil Service Departments according to Section 14 of the Act include;

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



CHAPTER TWO (2)

2.0.THE 2021 POLICY FRAMEWORK

The Civil Service 2021 policy framework was implemented in accordance with; the Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017- 2024, National Medium-Term Development Plans (NMTDP) (2018-2021), 2021 Annual Budget Statement, National Public Sector Reform Strategy (2018-2023), the 2021 State of the Nation Address and the Civil Service Performance Management Policy Framework which commenced in 2021. These documents provided the necessary framework for the formulation of policies and programmes implemented across the various Ministries and Departments.

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

The Coordinated Programme of Economic and Social Development Policies (CPESDP) emanates from the Government's vision of; "Change: An Agenda for Jobs-Creating Prosperity and Equal Opportunity for All". The (CPESDP) 2017-2024 acknowledges the critical role an effective and efficient public service plays in assisting the Government to achieve the stated vision for national development. It also includes the means of implementation, monitoring and evaluating the strategies and initiatives pursued under the Coordinated Programme.

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



The Coordinated Programme of Economic and Social Development Policies – The Agenda for Jobs: Creating Prosperity and Equal Opportunity for All, 2017-2024 serves as the basis for the medium-term national development policy framework. The various sectors were provided guidelines to prepare and implement a four-year, medium-term

development plan based on the Agenda for Jobs, 2018-2021. The four-year plan was translated into annual action plans for implementation. One of the key strategic areas to achieve the goals of the policy framework is reforming public service delivery institutions. The Civil Service continues

to implement its activities and policies per the Medium-Term National Development Policy Framework.

2.3. The Sustainable Development Goals (SDGs)

The coherent integration of the SDGs into Ghana's development agenda is reflected in the country's Coordinated Programme of Economic and Social Development Policies (CPESDP), 2017-2024.

The overall goal is to improve the quality of lives of all citizens and build a prosperous nation, which includes creating opportunities for Ghanaians; safeguarding the natural environment, ensuring a resilient built environment while maintaining a stable, united and safe country.



The four pillars of sustainable development are – Economic, Social, Environmental and Institutional development. Achieving these four priorities is the joint responsibility of Government, private entities, Civil Service organizations, Development Partners, traditional and religious bodies and citizens. The Civil Service continues to strengthen the effectiveness and efficiency of the sector Ministries and Departments (Goal 16). Progress is being made through the establishment and implementation of

efficient administrative, legal and policy frameworks and systems, as well as better coordination of the activities of the various sector Ministries to achieve one or more of the SDGs.

The Ministry of Finance has developed a tool that helps track government allocations and expenditures on each SDG target. The allocations provide a measure of the government's actual commitment to the goals, while information on actual spending shows whether the government has followed through on the planned budget expenditure.

2.4. Sector Performance 2021 State of the Nations Address

EDUCATION 	<p><i>The Education Regulatory Bodies' Act, 2020 (Act 1023) was passed. The Act established the Commission for Technical Vocational Education and Training (CTVET) and the TVET Service under the Ministry of Education to help streamline delivery of TVET, and avoid overlaps and duplication.</i></p>
LEGAL 	<p><i>The Ministry of Local Government, Decentralisation and Rural Development and the District Assembly Common Fund, started the construction of ninety (90) Courts with accompanying accommodation for judges across the country, to help address the problem of inadequate court infrastructure.</i></p>
LANDS NATURAL RESOURCES 	<p><i>The Ministry of Lands and Natural Resources has initiated steps to roll out a programme for the digitisation of all land records for purposes of ensuring effective land administration and the launch of a Green Ghana Project.</i></p>
SPORTS 	<p><i>A nine (9) member Local Organizing Committee has been constituted and inaugurated to handle the technical and events aspects of the 2023 Africa Games. The construction of ten (10) Youth Resource Centres (YRC) across the country were at different levels of completion of between eighty-five per cent (85%) and ninety-five per cent (95%) and other abandoned sports facilities were being renovated and rehabilitated</i></p>
CHIEFTAINCY 	<p><i>The Ministry of Chieftaincy and Religious Affairs, intensified engagement with traditional and religious rulers in matters of the protection and preservation of the environment. Six (6) new regional houses of chiefs were also inaugurated by the President.</i></p>
TOURISM 	<p><i>The Ministry of Tourism, Arts and Culture, together with its implementing agency, the Ghana Tourism Authority took steps to revamp Ghana's tourist sites and make them attractive. These include the installation of digital revenue collection systems at the Elmina and</i></p>

WATER RESOURCES AND SANITATION



Cape Coast Castles, Kwame Nkrumah Memorial Park and Wli Waterfalls.

The Ministry of Water Resources and Sanitation has commenced the construction of sixteen (16) integrated recycling and solid waste processing facilities quest to ensure an improved sanitation system across the country. The Sustainable Rural Water and Sanitation Project and the Water Supply Improvement Project of the Ghana-Spain Debt Swap Development Programme were also completed. One hundred and three thousand, one hundred and forty-nine (103,149) toilet facilities for vulnerable households in towns and villages across the country, under the Household and Institutional Toilet Programme were completed. Over five thousand, five hundred (5,500) communities were also declared open defecation free.

ENERGY



The National Energy Policy, 2020, was completed to improve the framework and strategies to meet the contemporary energy needs of the country. The financial sustainability of the energy sector has been improved through several interventions, such as paying up the energy legacy debts

GENDER AND SOCIAL PROTECTION

The Ministry of Gender Children and Social Protection through the Livelihood Empowerment Against Poverty (LEAP) Programme increased the number of pay points from seven thousand two hundred (7,200) to fourteen thousand, three hundred (14,300) to make it easy for beneficiaries to access their grants.

INFRASTRUCTURE



Housing- The Ministry of Works and Housing under the Ghana Affordable Housing Programme has completed the construction of one thousand, four hundred and sixty-four housing units in Borteyman, one thousand, and twenty-seven (1,027) in Asokore Mampong, and three hundred and twelve (312) housing projects in Kpone. The Ministry is mobilising some two billion dollars (US\$2 billion) towards the development of railway infrastructure and services

Railways- A section of the narrow-gauge Western line from Kojokrom to Tarkwa through Nsuta to facilitate the haulage of manganese from Nsuta to the Takoradi Port was rehabilitated to provide a passenger

TRANSPORT

rail service along the corridor. The Ghana School of Railways and Infrastructure Development has matriculated its first batch of students,

Cabinet has granted policy approval for the establishment of a National Flag Carrier (Home Based Airline) with strategic partner participation.

A total of one hundred (100) new intercity buses for Metro Mass Transit Limited (MMTL), and an additional one hundred (100) buses for the Intercity STC Coaches Limited to revive the metro mass public transport system.

2.5.2021 Budget statement

The 2021 Budget focused on activities targeted towards economic recovery following the Covid-19 pandemic to ensure that businesses and individuals are cushioned and supported to build more capacity for growth. The 2021 Budget Statement and Economic Policy was under the theme "Economic Revitalisation through Consolidation, Completion and Continuation". The theme requires the Public Sector, including the Civil Service to find efficient and innovative ways to collaborate in building a stronger and better post-pandemic economy.

The key priority areas of the Budget included:

- Delivering COVID-19 containment measures and vaccination,
- Creating and sustaining jobs,
- Implementing the Ghana CARES Programme,
- Promoting entrepreneurship, and
- Wealth generation and making fiscal space for implementation of priority programmes.

In the formulation and implementation of policies, Ministries and Departments actively engaged with key stakeholders to facilitate and sustain an enabling environment for businesses to thrive and survive in the face of the Covid-19 era.

Key highlights of the budget statements were as follows:

- The overall GDP growth rate target for 2021 of 5.0% represents a 60% increase over that of 2020 (based on the revised budget). Growth in GDP is projected to see a gradual growth between 2021 and 2022 due to the introduction of the COVID vaccine and the gradual recovery of the economy. Growth performance is however expected to accelerate in 2023. Inflation is also expected to be within the target band of 8 +/- 2%.
- The macroeconomic targets for 2021 and those to be pursued over the medium term (i.e. 2021 – 2024) remain anchored by the Coordinated Programme of Economic and Social Development Programmes (CPESDP) and the Medium-Term National Development Policy.
- The Services Sector was expected to attain an average growth of 5.1%, the highest average growth of the three sectors over the medium term.
- The Infrastructure Sector remained the sector with the least sectoral expenditure allocation (4%), in line with historical trends, as against the Economic Sector, which has been allocated the largest share of the 2021 expenditure (59%).
- The major driver of the Economic Sector's allocation was the projected expenditure allocation to the Ministry of Agriculture (28%). The agriculture sector was expected to grow at an average rate of 4.6% over the medium term.
- The Social Sector was allocated 24% of the proposed expenditure in 2021 as against 20% in the previous year. The major driver of this sector's allocation was the projected expenditure assigned to the Ministry of Education (~62%).

2.6.National Public Sector Reform Strategy (NPSRS)

During the year under review, the Public Sector Reform Secretariat continued the implementation of the World Bank-sponsored Public Sector Reform for Results Project (PSRRP) aimed at improving efficiency and accountability in the delivery of selected services by selected front-line service delivery Agencies. This will be achieved by strengthening the service culture among the employees of these public sector service delivery entities. It is also to reform the current structures, systems, processes, and internal management functions of the entities to provide modernized and timely services and to enhance access to these services by leveraging available ICT infrastructure. The PSRRP also intends to re-engineer the business processes of the entities to reduce processing and waiting times, enhance service delivery standards, and communicate with citizens and the private sector.

The World Bank initiated its internal processes towards the restructuring of the PSRRP. The restructuring is to strengthen the Project's development impact, modify the disbursement-linked indicators, improve performance, and address risks and problems that have arisen during implementation, make appropriate use of undisbursed financing and respond to changed circumstances. Though the project started with sixteen (16) organizations, it has currently been restructured to focus on thirteen (13) Selected Entities.

In light of the restructuring of the project, few activities were executed. These included:

- End-line Evaluation of Government Results Framework for High Priorities (GRFHPs – 2017-2020) through the Monitoring and Evaluation Secretariat. The GRFHPs 2017-2020 served as the key monitoring and evaluation framework for Government policies, programmes, and projects. The framework, the first of its kind, was a synthesis of approximately 100 outcomes, sub-outcomes, and milestones across 33 ministries.
- Conduct of Annual Citizen Survey (Listening to Ghana) undertaken by the Monitoring and Evaluation Secretariat under the Office of the President was another activity undertaken to generate real-time evidence from the performance and achievements of the Flagship Programmes to feed into and support effective implementation and optimization of the impacts of the interventions. It is aimed at improving stakeholder participation and support for the projects and programmes rolled out.
- Consultancy service to reduce the time taken to register a vehicle from Six (6) hours to one (1) hour has been undertaken to design, develop and implement an integrated solution for vehicle registration which will ensure that, a client goes through the registration process in one hour. In addition, the solution must be compliant with good international practices.
- Consultancy service to identify and understand the capacity gaps and training needs of the Driver and Vehicle Licensing Authority (DVLA) was also undertaken. This will involve identifying capacity that is already in place to determine opportunities and constraints to the achievement of clearly identified results.

2.7. Civil Service Performance Management Policy Framework

Improvement in the Civil Service performance management system was a key reform in the Civil Service within the year. The performance management system deals with the development and signing of performance agreements between the Head of Civil Service, on behalf of the government, and Chief Directors. There is also the signing of Performance Agreements between Chief Directors and line Directors and Heads of Department.

It also includes the 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. Having implemented the Performance Management System (PMS) for seven (7) years, the existing instrument has become somewhat routine hence the need to review the Performance Management Tools (PMTs).

The Performance Agreement Templates for Chief Directors, Heads of Department, Directors /Analogous Grades Officers and the Staff Performance Appraisal Instrument were reviewed by a committee set up by the Head of the Civil Service (HCS) in 2019. The revised documents were circulated and feedback received was incorporated for stakeholder validation. Following the review of the Performance Management tools, a series of workshops were organized for staff in various MDs for its effective implementation.

2.8. Electronic Staff Performance Appraisal

As part of the digitisation drive of the government, the Civil Service in 2021 initiated steps to digitise the staff appraisal component of the Performance Management System (e-appraisal system). This is to enhance the efficiency and effectiveness of ensuring compliance and improving the performance system in the Civil Service. It also geared towards improving service delivery and performance standards in the Civil Service. The e-appraisal system is expected to be piloted and rolled out in 2022.

CHAPTER THREE (3)

3.0. REFORMS AND RESEARCH INITIATIVES TO SUPPORT EVIDENCE BASED DECISION MAKING

This section of the report highlights the key reforms and research initiatives undertaken by the Civil Service to support evidence-based policy and decision making. It outlines the raising a generation of young Public Civil Service Staff, Research Initiatives and a Summary of Key Reforms across the Civil Service.

3.1. Raising A Generation of Young Public Service Staff Emerging Public Leadership Programme

Initiated in partnership with the Office of the Head of Civil Service, Emerging Public Leaders of Ghana (EPL Ghana) is a Ghana-based organization that recruits and places high-achieving National Service Personnel into the Ghana Civil Service. Over a period of two years, Fellows are provided with responsive trainings and mentorship to become competent Civil Service staff who will improve public service delivery in Ghana for years to come. In September 2018, EPL Ghana placed its inaugural cohort of 20 Fellows across nine (9) Ministries. Subsequently, each year, 20 National Service Personnel are recruited and placed in Ministries and some Agencies. The first and second cohorts of Fellow have served the 2-year term and graduated. Currently, cohort 3 is in its second year, while cohort 4 is serving their National Service.

A. Official Launch

The formal launch of the EPL Ghana took place on Tuesday, August 27, 2019 at the Ecobank Head Office Main Auditorium.

The Guest of Honour for the occasion was the Senior Minister, Hon. Yaw Osafo-Maafo, and it was chaired by Rtd. Justice Rose Constance Owusu (Chair of the Civil Service Council).

The highlight of the Launch event was the execution of the EPL Ghana/OHCS MOU. The Head of the Civil Service, Nana Kwesi Agyekum-Dwamena, signed on behalf of the OHCS and Yawa Hansen-Quao, the Executive Director, signed for EPL.

B. Events**▪ Orientation for Cohort Fellows**

A residential orientation is normally held for the Cohort Fellows, where seasoned trainers are engaged to undertake a rigorous mindset change and preparation for the journey ahead. Modules discussed include; Self Discovery, Civic Education, Emotional Intelligence, Power of Teamwork, Grooming & Manners, Problem Solving Skills, Ethical Leadership, Microsoft Applications, Public Service Case Studies, Personal Branding among others. A 3-day Civil Service Orientation is followed at the Civil Service Training Centre (CSTC) for new Fellows, it usually ends with a familiarization tour to a Civil Service Institution.

- **Training**

There is a regular monthly training at the Civil Service Training Centre (CSTC) for the Fellows until they graduate at the end of the 2-year term. These training are structured to equip the Fellow in carrying out their day-to-day activities. Fellows get the opportunity to share their challenges and some solutions are proffered to assist them in overcoming it.

The MTN Ghana Foundation sponsored the EPL Alumni (Cohort-I) on the Certificate in Public Administration (CPA) program. The amount covered half of the C-II Fellows as well as the course was made virtual (due to Covid) and the fee reduced. The Civil Service has since mid-July agreed a new Diploma in Public Administration (DPA) curriculum with GIMPA and has therefore discontinued the use of the CPA. The remaining batches will undertake the DPA in due course.

- **Mentoring**

As part of the activities, mentors are identified in the various Institutions where these Fellows are in addition to supervisors. Training session are held regularly for all mentors and supervisors by the Mentoring Curriculum Consultant.

- **Strategy Session on sustaining the EPL Ghana Programme**

A 2-day Strategy Session took place successfully at the Sogakope Beach Resort.

It was a very useful and engaging session; strides were made at developing actionable strategies to be implemented over a period of 1-2 years towards achieving programme buy-in and sustainability in the wider Public Service.

Four (4) thematic areas were settled on:

- Governance and Operational Framework of the Program
- Resilient Human Capital Development for Program Relevance and Sustainability
- Managing the Change Process in the Public Sector
- Program Expansion and Collaborations.

C. Other Activities

- **Courtesy call on His Excellency the Vice President of Ghana:**

A team from EPL and OHCS paid a courtesy call on His Excellency Dr. Mahamudu Bawumia, the Vice President of the Republic of Ghana, on the afternoon of November 12, 2021. The visit was to update the Vice President on the strides that the EPL Ghana fellowship programme had made, an initiative that the Vice President had encouraged and supported at its inception in 2018. He was very happy about the progress made. He expressed the need to watch and guide the progression of the Fellows in the Civil Service so that they 'don't get lost' in the system, and the need to be intentional about their progression. The meeting concluded with the Vice President warmly

welcoming the idea and accepting to be a Guest at a Fireside Chat with the fellows as soon as one can be arranged.

The delegation that visited the Vice President was made up of EPL Ghana – Yawa Hansen Quao, Moses Cofie, and Prof. Samuel Bonsu, Rector for GIMPA and EPL Ghana Board Member; OHCS - Nana Kwasi Agyekum-Dwamena, Head of Service, Ing. Godwin Brocke, Chief Director, and Mrs. Elizabeth Obeng-Yeboah, Director, RTDD; as well as Mr. James Thompson, the Director General of the Civil Service Agency of Liberia

- **By the Fireside:**

EPL Fellows engage with accomplished personalities to learn from their stories and professional lives. Over the 4-year period, some of these personalities have been:

- The U.S. Ambassador to Ghana, **Stephanie S. Sullivan**. Ambassador Sullivan shared her leadership journey with the Fellows and fielded their questions.
- **Mr. Joe Lartey**, a retired public servant and former sports broadcaster, shared with the Fellows his life and career experiences as well as the transformations that have taken place in Ghana's public service over the years.
- **Mr. George Owusu**, a trained Environmental Scientist who has worked in the energy industry for about twenty years. He was instrumental in bringing Kosmos Energy to Ghana, to discover oil in the Jubilee Oil Field.
- **Selorm Adadevoh** - He impressively fielded his questions in a way that took away the importance of where (type of business) a person finds himself in and instead focused on what an individual can make of the places they find themselves and what opportunities are offered in the circumstances.
- Rector for GIMPA and EPL Board member, Prof. Samuel Bonsu, founder of the African Leadership Network and African Leadership Academy, Fred Swaniker, David Sasaki of the Hewlett Foundation engaged with Fellows respectively.

The EPL programme has a goal of raising a new generation of young Public/Civil Service Staff imbued and teeming with high integrity, ethical and moral standards. It is a journey the Civil Service has taken and would endeavour to push it forward until the goal is achieved, where the Service will be an Institution with integrity and high moral standards in delivering its services to clients. It is this direction that every Civil Service Staff is encouraged to embrace the programme and support the agenda.

3.2. Civil Service Research Initiatives

Over the past few decades, Civil Service organizations across the world have initiated significant reforms to improve, among others, their management practices and service delivery standards.

Section 3 (c) of the Ghana Civil Service Act, 1993 (Act 327) mandates the Civil Service to undertake the necessary research for effective implementation of government policies. The Office of the Head of Civil Service (OHCS), as a Central Management Agency, has institutionalized a

research hub (Bureaucracy Lab) that supports the Research Directorate at OHCS, which undertakes research to provide a more sustained and comprehensive data system to inform policy and reform formulation and implementation and strategic efforts towards the management of Civil Service bureaucracies.

This section of the report provides details of the research undertaken in the period as well as a desktop review of the aftermath of the implementation of the Flexible Working Schedule in the Ministries and Departments.

In 2021, the Office of the Head of Civil Service in collaboration with internal stakeholders (Ministries and Departments) and external partners (World Bank Bureaucracy Lab) undertook research that informed evidence-based policymaking and reforms in the Ghana Civil Service. The research areas included the following:

- 2020 Graduate Onboarding Cohort Study,
- Online promotion feedback Survey,
- Assessing the Impact of Long-Term Training on Performance, and
- The Ghana Civil Service response to the Covid-19 Survey.

A. 2020 Graduate Onboarding Cohort Study

The quality of a workforce of an organization largely determines the extent to which it can achieve its goals and objectives. One of the surest and structured ways to understand employee long-term engagement or attrition rate is to conduct an employee onboarding survey. Onboarding is the process of introducing a newly hired employee into an organization. It is an important part of helping employees understand their new position and job requirements as well as integrate seamlessly with the rest of the organization.

The major findings of the survey were as follows:

i. Career Goals and Expectations

21% of the cohort population were uncertain in maintaining their current jobs within the Civil Service while 11% wanted to change their current job in the next two years. This was basically due to inadequate wages and other conditions of service as well as lack of Office space/working environment.

In as much as the Civil Service has made significant strides to build the capacity and facilitate the career progression of staff, government should intervene to address the issue of low remuneration and poor conditions of service in the Civil Service to retain and attract highly skilled professionals.

Additionally, there is the need to strengthen the partnership arrangements with the academia.

ii. Organizational Logistics

The Civil Service has insufficient office equipment to facilitate the delivery of service. A significant percent of cohort (63.48%) indicated that office equipment such as desktop/laptops,

internet connectivity and smart workspace were inadequate specifically at the Civil Service Departments. It is therefore important for government to increase budgetary allocation to support the rehabilitation of office buildings and furnish them with the needed logistics and digital infrastructure to enhance and improve the working environment of Civil Service staff.

iii. Autonomy/Discretion and Workload

The study revealed that the Civil Service demonstrates some level of discretion and even distribution of workload for its staff as 56.64% of cohort agreed that tasks were assigned directly to them. While a degree of variation in workload is to be expected, Ministries and Departments should ensure that a clear and deliberate decision-level work plan is developed to ensure the distribution of work in a strategic and effective manner.

iv. Performance Management/Flexible Working Schedule

Majority of the cohort agreed their Performance Appraisal targets were relevant to their job schedule and were confident to achieve these targets.

The limited availability of digital infrastructure affected the flexible working arrangement instituted by the Civil Service.

- Ministries and Departments (MDs) must create a diverse and inclusive environment where employees will feel a sense of belonging and be more connected to each other.
- MDs must put in place strategies to ensure the implementation of workplace safety and emergency health response document.

B. Online Promotions Feedback Survey

Promotion is the progression from one grade to the next higher grade, usually with advanced responsibility and remuneration. The process for promotions over the years has been through face-to-face interviews for a majority of officers in the Civil Service. As part of the government's digitization drive and the need to limit in-person interactions to curtail the spread of the COVID-19 pandemic, the OHCS has adopted the virtual promotion interview process for this service.

A survey was conducted to assess the effectiveness of the virtual promotion exercise to improve the process. The survey was deployed using the online google forms to gather responses from respondents.

Poor internet connectivity and inadequate digital infrastructure were major setbacks which disrupted the effective conduct of the interviews. The study thus recommended the following;

- Intermittent internet connectivity during interview requires Ministries and Departments (MDs) to secure reliable and dedicated internet sources to ensure smooth connectivity. Also, organizations should secure more bandwidth to enhance speed and reliability during interviews.

- Setup dedicated offices with trained IT support staff to manage the digital infrastructure for the promotion interviews across MDs.

C. Assessing the Impact of Long-Term Training on Performance

The Office of the Head of the Civil Service (OHCS) has over the years, instituted various strategic policies to train, develop and equip the human resource capacities in the Civil Service. The study leave facility is one of the strategic policies intended to promote and mainstream effective and efficient human resources in the Civil Service.

The study established that Civil Service staff have access to various long-term training opportunities that seek to improve officers' performances on the job. Majority of officers considered the training programmes very relevant to job performance, improve time management skills, understand their responsibilities, and contribute to the achievement of the overall objectives of their organizations.

The results however indicated that conditions of service in the Civil Service should be improved as much as possible to avoid labour turnover among employees who benefit from the study-leave-with-pay facility. The study suggested ways to improve the Civil Service Training and Development Policy in the following areas:

- Widely dissemination of Civil Service Training and Development Policy to officers.
- Intensify coordination between OHCS and the various MDs to provide opportunities for career management and succession planning to shape career progression and make informed decisions for succession planning to attract, retain and motivate Civil Service staff.
- The creation of more scholarship opportunities for Civil Service staff to undertake PHD programmes.
- Effective reintegration system for officers upon return from long-term training.

D. The Ghana Civil Service Response to Covid-19 Survey

OHCS, in collaboration with the Bureaucracy Lab of the World Bank, conducted an online survey of Civil Service Staff to understand the impact of COVID-19 on Civil Service staff ability to undertake their work and deliver services.

The survey was designed to identify bottlenecks and to guide policy measures to better support Civil Service Staff during the challenging COVID-19 crisis period.

Below are examples of some initiatives being undertaken as a result of the survey:

- There is an improvement of ICT infrastructure at OHCS
- It has brought about some amendment in the implementation of the flexible working hours. Example, Job schedules for officers have been tied to flexible working schedule so that performance can be tracked even when officers are working remotely.

- For the first time OHCS has developed a workplace health and Safety strategy document as guideline to safeguard the health and safety of employees

The survey findings pointed towards three (3) types of interventions with both short and long-term implications.

- Increase access to ICT tools to better support home-based/remote work in the MDs. This will include the promotion of collaborative work systems where possible and the provision of training on the use of ICT tools, such as videoconferencing tools to enhance remote team-based work.
- Strengthen internal communication system in the various MDs to better support remote working. This will help improve the feedback mechanisms between managers/supervisors and their teams and ensure that the challenges and suggestions of staff are heard and addressed.
- Intensify the use of formal performance tracking systems in monitoring employees working from home to guarantee an appropriate level of productivity. The performance tracking system could also help in identifying specific challenges associated with task completion and Service delivery for remote work.

E. Impact of Surveys on Policy Initiatives

In the context of a rapidly changing public administration climate, the Ghana Civil Service has a vital role to play in understanding, managing and shaping the forces of change through research and innovation. The research undertaken has informed various policy directions and initiatives in diverse ways. Key among them are as follows:

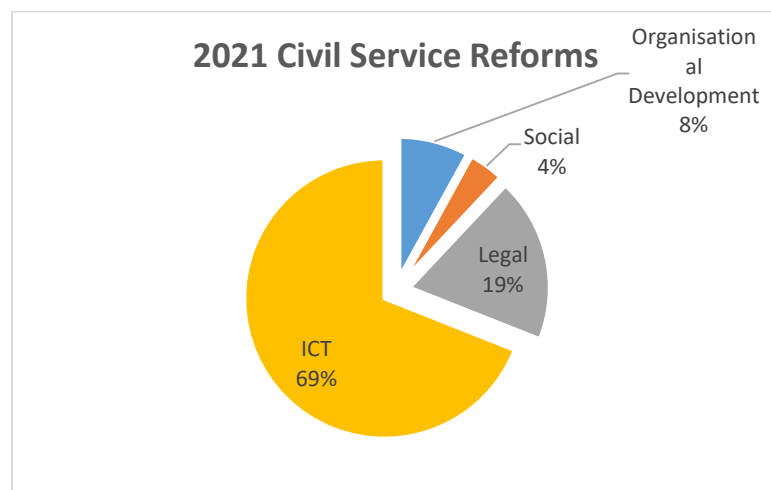
- a) The OHCS in November 2021 signed a memorandum of understanding with the Scholarship Secretariat to enable Civil Service staff pursue higher education in Masters and PhD Programmes and other relevant short courses. This is intended to improve the capacity of staff to deliver on their mandate and improve service delivery.
- b) Virtual promotions and recruitment have been mainstreamed in the Civil Service. This has helped reduced cost of conducting in-person promotion interviews for Civil Service staff especially in the Regions and for the Office of the Head of Civil Service. The interference in the in-person recruitment of applicants into the Service has also reduced.
- c) The Civil Service has developed workplace strategies to promote and reinforce public sector productivity. It was revealed in the findings that 72 per cent of Civil Service staff on average were able to join virtual activities with a highly satisfactory level of participation. Again, as indicated by 71% of Civil Service staff, they would like to have the option of working remotely in the future. As part of the strategic vision of the Civil Service Council, the Service has adopted the option of working remotely especially for non-critical staff.

3.3. Civil Service Reform Initiatives

Civil Service reforms are aimed at improving institutional and staff capabilities for organizational productivity. Most of the reforms undertaken in the sector Ministries are targeted at improving service delivery and performance.

This section of the report provides details of some major administrative Reforms undertaken in the Civil Service within the year under review.

Figure 3. 1: 2021 Civil Service Reforms



The Civil Service initiated and implemented a number of reforms in the year under review. On the whole, twenty-six (26) key reforms were considered for analysis. About 69% of the reforms related to the application of ICT for improved Service delivery. Only 4% was related to improvement in the social sector. Reforms in Organizational Development was about 8% while reforms in 19% was recorded in Legal/Regulatory Organisational Development was 8% and Legal/Regulatory was 19%.

The Civil Service has embraced the digitization agenda by the government. This has accounted for the automation of most services in the Civil Service. A maximum of 69% of reforms were implemented in the Civil Service in 2021 to facilitate the improvement in service delivery and work process. Additionally, the Civil Service continued to use virtual platforms in the performance of tasks and engagement of clients.

The total number of legal reforms recorded in the Civil Service increased from 16% in 2020 to 19% in 2021. This represents an improvement after a decrease from 29% in 2019. This could be attributed to the increasing stakeholder engagement and the support and decisions from Cabinet following a decline during the upsurge of the Covid-19 pandemic. There is however the need to further improve the stakeholder and Cabinet support to facilitate the rapid approval of Bills and Laws for effective implementation.

The Civil Service initiated steps to improve its structures and processes for Service Delivery. Though there was a minimal of 8% reforms recorded in the area of Organisational Development.

Some Ministries re-organised key Agencies and established Technical Units and working groups to focus on the achievement of strategic functions of the Sector.

The summary of the key Reforms is presented below:

Table 3. 1: Key Reforms in the Civil Service

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
Ministry of Chieftaincy and Religious Affairs	Digitalization of Records	2019	Completed	The technological reform sought to scan, create and store records of the Ministry in digital form	All the records at the Ministry's headquarters are being converted into digital format.
	Review of the Chieftaincy Legal Regime	2021	Not completed	The review aims at aligning the instruments i.e. L. I 798, C. I 27, Chieftaincy Act 759 and some sections of the 1992 Constitution (Chapter 22 on Chieftaincy) with best practices.	A preliminary workshop has been conducted to identify some of the areas that need amendment and or review
	Directives on Christian Pilgrimage	2019	Completed	Directives on Christian Pilgrimage, a social reform, was put in place to systematize the Christian Pilgrimage	The implementation of the directive has led to the centralization of screening and selection of would-be pilgrims to the state of Israel
Ministry of Employment and Labour Relations	Review of the Labour Act, 2003 (Act 651)	2021	Not completed	To bring it up-to-date, address the emerging issues in the labour market and incorporate modern international labour standards.	Inputs from stakeholders and incorporation into the new Labour Bill to be submitted to Parliament for passage.

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
	Implementation of the Ghana Jobs and Skills Project	2021	Not completed	To support the development of skills and job creations, dubbed the “Ghana Jobs and Skills Project”. As part of this project, the Ministry is implementing a component focused on establishing a modernized web-based portal for the collection and dissemination of comprehensive and accurate labour market information.	The reform is expected to improve the operational structures of the Labour Department and enable it to harmonize the source of labour market data, generate comprehensive and accurate reports of the labour market and inform the relevant stakeholders promptly.
Ministry of Science, Technology and Innovation	MESTI Visibility Webinar Series	2021	Completed	To reach out to major stakeholders of MESTI and its Agencies on the core functions of the sector and solicit stakeholders' input to shape and improve upon our services.	showcase of the various activities being undertaken in the sector to project the Ministry and its Agencies by positioning them in their rightful places in the transformation and development agenda of the country.
Ministry of the Interior	Designed Dual Citizenship Management Information System (DCMIS).	2021	Not completed	Easily accessible and retrieval of information on clients	(60%) of manual documentations on Dual Citizenship scanned and currently being uploaded onto a database

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
Ministry of communication	Implementation of Smart Workplace	2021	Not completed	Provided a seamless transition from paper movement to electronic means of working and movement of documentation.	Provide digitization support to critical state institutions to be more efficient to meet the needs of citizens. For instance, the Ministry has developed a blueprint for the Ministry of Works and Housing for the digitisation of the Rent Control Department to improve their service delivery.
Ministry of Food and Agriculture	Creation of MoFA M&E web-based portal	2020	Completed	The development of a web-based portal was necessitated by challenges encountered in manual data collection and analysis during the implementation of METASIP I & II	The web-based portal is being used by budget officers at the decentralized and national levels to capture the 2022 budget. The work plan submission period has been reduced significantly.
Ministry of Gender Children and Social Protection	Implementation of Social Welfare Information Management System (SWIMS)	2020	Not completed	To ensure efficient service delivery for the most vulnerable population	Trained 40 Social Development Officers in June 2021 SWIMS deployed in 40 districts

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
	Inter Sectorial Standard Operating Procedure (ISSOP)	2020	Completed	To ensure Standardization of case management reference points for child protection and family welfare cases	Launched the ISSOP for Child and Family Welfare in June 2021 Trained 240 Stakeholders from 40 selected districts. distributed 13,000 copies of the (ISSOP) document
	Crisis Centre with helpline and APP	2021	Completed	To develop holistic and comprehensive support systems for Sexual and Gender-Based Violence (SGBV) victims and survivors of Domestic Violence	Boame" APP Launched holistic and comprehensive support systems for Sexual and Gender-Based Violence (SGBV) victims and survivors of Domestic Violence developed
Ministry of Sanitation and Water Resources	Amendment of the Community Water and Sanitation Act 1998 (Article 564)	2020	Not completed	To transform CSWA into a utility service organization and to expand the scope of their services.	Amendment of the Community Water and Sanitation Act 1998 (Article 564) has been submitted for cabinet Approval
Ministry of Youth and Sports	Legislative Instrument (LI) for the Sports Act,2016 (ACT 934)	2020	Not completed	To give meaning to the Sports Act 2016, (Act 934) and make it functional	The draft LI has since been submitted to the Attorney General

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
Ministry of Parliamentary Affairs	Establishment of Technical Secretariat	2020	Not completed	To review legislation and policies	Expected to improve the delivery of government business in areas of the passage of bills or approving policies
Ministry of Health	Health Electronic Recruitment System	2017	Completed	Ensures equity in the distribution of health staff across the country.	All recruitments into the Health Sector are done through the portal. There is rationalized recruitment of health professionals (nurses, medical doctors, specialists, allied health professionals, etc.)
Ministry of Information	Reorganization of Agencies	2021	Not completed	<p>To maintain effectiveness and efficiency in the delivery of service.</p> <p>To revamp the Ghana News Agency to make it more viable</p> <p>Revise the existing structures of ISD to proactively and aggressively deliver government communication agenda to enlist the "buy-in" and active support of all segments of the populace for a seamless rollout of</p>	<p>A cabinet memorandum on the reorganization of New Times Corporation has therefore been submitted to Cabinet for consideration and approval.</p> <p>A cabinet memorandum on the retooling Programme of the ISD has therefore been submitted to Cabinet for</p>

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
				government's development initiatives.	consideration and approval
Ministry of Local Government and Rural Development	Passage of a new Regulations of Births and Deaths Registration	2021	Not completed	To change the operational structure of the Births and Deaths registration system across the country	Registrations of Births and Deaths Act 2021, Act 1027 being implemented, Regulations of Births and Deaths Registration gazetted and laid before Parliament pending maturity
Ministry of Transport	Systems Integration, Enforcement, Entrenchment and Data Analytics which has been dubbed "SEED".	2021	Not completed	To serve as Vehicle Database that would allow clients to easily access information online. It would also allow data captured to be integrated with other existing databases for service delivery.	Digitization of vehicle records from 1995 to 2016 has been completed. Scanning and validating vehicle records spanning 2017-2020 are ongoing. The new Vehicle Registration System (VRS) has been deployed at all DVLA vehicle registration centres to replace the manual registration currently being operated by the DVLA
Ministry of Tourism,	The Visit Ghana App	2021	Completed	The App was developed to serve as a tool to help in the promotion and	A major improvement in Ministry's Agenda

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
Arts and Culture	Automatic License Regime	2021	Not Completed	marketing of the tourism business. This is to digitize all tour guides and tourism enterprises to help regulate and standardize their operations in the country and help make sure they operated within the confines of the rules and regulations of GTA	concerning its core functions and mandate to make the tourism sector the most reliable and best in the world.
Ministry of Trade and Industry	Implementation of a three-year Business Regulatory Reforms (BRR) programme	2021	Completed	To develop an interactive web-based consultation portal to facilitate centralized consultation between government institutions and the private sector on policies	Improved consultations in light of the COVID- 19 Pandemic.
Public Sector Reform Secretariat	Annual Action Plan Flagship Digital Version for PSRS	2021	Completed	To monitor and track the implementation of projects and activities	Improvement in work processes, monitoring and tracking implementation of project and activities, start dates, deadlines and assignment of tasks rather than using the paper version.
Office of the Head of Civil Service	Implementation of the Electronic Staff performance	2021	Not completed	To facilitate the ease in the performance appraisal process, provide data for analysis and decision making and	To improve efficiency in the performance appraisal process.

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
	Appraisal System			ensure data accessibility and security	
Ministry of Roads and Highways	Implementation of SmartTrack Web Application Intelligence Traffic Management System	2021	Completed	To Track documents and make them easily accessible	Reduced complaints about missing Memo Improved Level of service of the corridor

The following were indicated as the challenges affecting the implementation of reforms over the period:

- Network and internet connectivity affecting the effective use of developed or initiated systems,
- Difficulty with staff embracing new changes,
- Financial constraints such as limited funding for reform implementation, monitoring and evaluation and scale up and
- Delays in operationalizing stated activities

The successful implementation of reforms in the Civil Service reforms is subject to the availability of funds, sufficient digital infrastructure and the rapid response from Cabinet on the approval/passage of some legal/regulatory reforms. As indicated by most of the Sector Ministries, slow adoption of reforms and implementation challenges were attributed to inadequate financial support and digital infrastructure. While the Civil Service is committed to building a Service that is result oriented, professional and ICT driven to support government digitalization agenda and effective policy implementation, government should also consider appropriate budgetary allocation for the implementation of Civil Service reforms to ensure increased service delivery and improved outcomes.

3.4.Civil Service Workplace Safety and Health Response Strategy (Covid-19)

The Office of the Head of the Civil Service in response to the outbreak of the COVID-19 pandemic, put in place some initiatives intended to allow the adjustment of working hours for staff. The objective was to intensify the enforcement of workplace health and safety and the implementation of flexible work schedule. This has created a shift in the operations at the

workplace, especially taking into cognizance mandatory safety and health protocols on restrictions for meetings and public gatherings.

This section of the report summarizes the implementation, challenges and some mitigation measures for the flexible working initiative across the Civil Service.

A. Aftermath Of Covid-19

The flexible work arrangement was widely implemented by the sector Ministries and Departments to help minimize contact among staff. Virtual platforms such as telephone calls, WhatsApp and emails, Zoom and Microsoft Teams were used to engage and communicate with officers for feedback on assigned tasks. Additionally, monitoring measures and strategies were put in place to track the performance of officers on a weekly and monthly basis. Some specific strategies adopted included the following:

- Implementation of weekly/monthly action plan for staff: Before officers proceed on their remote work schedule, targets for the period are determined and approved by management.
- Staff rotation, a schedule that indicates the tasks to be completed for the period week.
- Regular updates from staff: Staff working remotely are required to send frequent updates of their work to their supervisor based on the assigned tasks on the schedule.
- Effective Communication: Supervisors share information and feedback to their respective officers through official email addresses, shared drive and Directorate WhatsApp platforms.

B. Achievements Of Targets and Challenges

Most of the targets set out by the MDs during the year were successfully achieved. However, there were challenges, especially with meeting targets that required in-person consultations, particularly with external stakeholders.

Despite the successes of the flexible working hours initiative, the major challenge that affected its implementation was the inadequate availability of working equipment such as laptops, collaborative working tools and internet access for remote work. Officers in some MDs do not have adequate working tools for remote work. In most cases, staff who work from home use their laptops and internet bundles.

C. Mitigating Measures

However, as part of measures to curb the above challenge, some MDs have made some budgetary allocation for ICT logistics for officers and organization of training workshops to equip officers in the use of video conferencing applications such as Zoom and Microsoft Teams.

Other Ministries and Departments have provided ICT support such as newly installed computers, mobile devices or other equipment, software; along with enhanced capacities of communications and networks/databases for their staff to work from home efficiently.

The Civil Service continues to rely on the support of government in advancing the digitization agenda of the Service by providing the necessary working tools to support effective remote work.

Going into the future, the Civil service will focus on:

- Enabling and capturing innovation to become ‘talent spotters’, that will transform the public sector,
- Building effective learning cultures to improve Civil Service reform, and
- Facilitating evidence-based research to inform policy decisions and implementation.

CHAPTER FOUR (4)

4.0.TREND ANALYSIS ON STAFFING, RECRUITMENT, TRAINING AND MOVEMENT (2019-2021)

This chapter provides a comparative analysis on the status of management of human resource and capacity development in the Civil Service and its implications for government consideration.

4.1.Staff Analysis

4.1.1. Staff Distribution by Sex

The Ghana Civil Service analyses sex disaggregated data to ensure gender parity across Civil Service institutions. The analysis identifies the difference between and among males and females in terms of their relative position and the distribution of resources, opportunities, constraints and power in the context of the Civil Service. It also enables the OHCS to undertake awareness creation, gender planning and gender-sensitive indicators for monitoring and evaluation.

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 bridging the gender gap by 2025.

Table 4. 1: Staff Distribution by Sex

YEAR	MINISTRIES			DEPARTMENTS			EXTRA MINISTERIAL ORGANISATION			GRAND TOTAL
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
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
2021	4,146	2,740	6,886	5,793	3,495	9,288	544	403	947	17,121

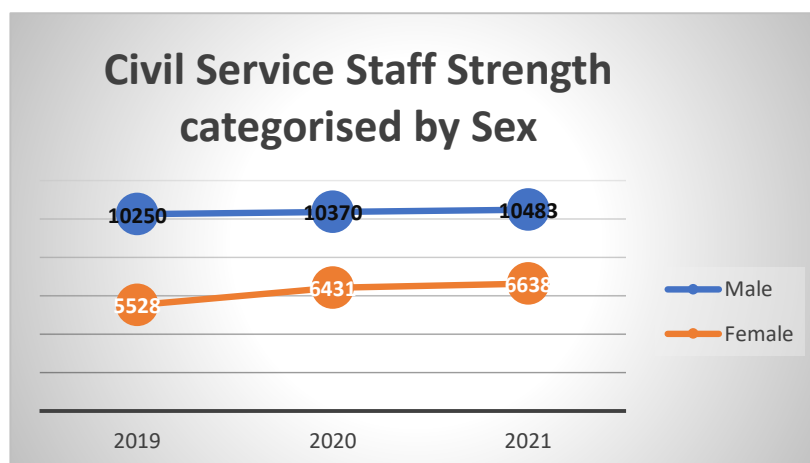


Figure 4. 1: Civil Service staff strength categorised by Sex

The years 2019, 2020 and 2021 recorded a total staff strength of 15,778, 16,801 and 17,121 respectively. There was a minor increase of 6.5% from the year 2019 to 2020 and a further increase of 2% of staff from 2020 to 2021. The data suggest that an additional 8.5% has been

added between 2019 and 2021.

A trend analysis of the sex distribution of staff in the Civil Service shows a marginal increase of both male and female staff. There was a 1.2% and 1% increase of male staff from 2019 to 2020, and from 2020 to 2021 respectively. Also, the female staff recorded an increase of 16.3% and 3.2% respectively from 2019 to 2020 and 2020 to 2021. The total percentage increase in males over the years (2019 - 2021) is 2.2%, while that of the female is 19.5%.

The recruitment data from 2019 to 2021 showed a 9 percent increase in female recruitment and a 9 percent decrease in male recruitment. This translates into a marginal increase of 4 percent in the overall staff strength of females in the Civil Service.

The increase in female staff over the male staff is a result of a deliberate effort by OHCS through its recruitment process to bridge the gender gap among staff in Civil Service by the year 2025.

4.1.2. Occupational Groupings

Out of the eighty-seven (87) class categories within the Civil Service, twelve (12) were dominated by females and seventy-five (75) were dominated by males. The classes dominated by females are the: *Administrative class, Catering class, Child care class, Company Inspector class, Environmental Health and Sanitation class, Foreign Service Officers, Receptionist, Records, Secretarial, Social Development Officers and Estates (Cleaners and Labourers)*.

The gender disaggregation of data by class shows 6, 4 and 10 percent increase in female officers over male officers' service-wide in the Administrative, Estate (Cleaners and Labourers) and Foreign Service classes respectively. Though the staff data presents a male dominated Civil Service, the female staff strength is dominant in strategic areas such as the administrative, secretarial and foreign service classes. There was an average increase of 96% of females in the Secretarial, Child Care and catering classes because of the perceived gendered roles of these classes.

The Accounts class has the highest number of staff in the Service with 3,263 (19.06%). The Public Financial Management Regulations, 2019, L.I. 2378 requires the Controller and Accountant General's Department to provide accounting officers to covered entities for the purposes of the receipt, custody, disbursement and reporting of public funds. Thus, the highest number of officers in the Accounting Class. The gender disaggregation within the Accounting Class shows 61 percent of officers are male while 39 percent are female. This is reflective of the distribution across the Civil Service and is proportionate at all levels of the grade hierarchy. This is likely to limit the female dimension and influence on policy formulation and implementation.

In line with the revised framework for schemes of service, the OHCS must merge and map to the Secretarial Class onto the Executive Class for the provision of additional clerical support services such as filing, production of simple reports, office management etc.

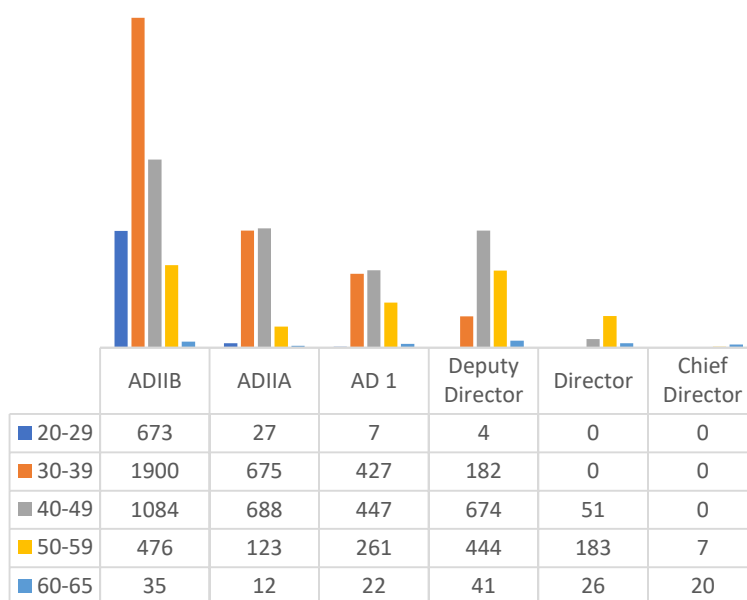
4.1.3. Age Categorization

Figure 4. 2: Staff Category by Age

The Civil Service has a workforce of 72% distributed within the age category of 30-49 years at the professional category.

At the operational level, which comprises Officers from Assistant Director IIB to Assistant Director IIA, the workforce constitutes 67% from the category of 20-65 years. At the technical level, which comprises officers from Assistant Director I to Deputy Director, the workforce constitutes 30% from the age range of 20 to 65 years. At the strategic level which comprises of officers from Director to Chief Director, the workforce constitutes 3% from the age range of 30 to 65 years.

Staff Category by Age



The age distribution of staff shows that a large percentage of the workforce are within the operational level and performs implementation functions. This explains why more than half (54%) of the Civil Service workforce are in the Departments.

The data reveals that by 2031, at least (1,494) representing 17.6% of Officers at the professional category will be retiring from the Civil Service. 2,457 (28.4%) of Officers at the sub-professional category, will also be retiring by 2031. In the small to medium term (next 5 years), at least 745

(8%) and 1,229 (14.2%) of officers at the professional category will be retiring from the Civil Service.

Currently, Chief Directors who are above 65 years indicates that 43% are retained on contract for their needed services. The data further shows that, out of the 260 Director/Analogous grades 183, 51 and 26 are within the age range of 50-59, 40-49 and 60-65 respectively. The Civil Service therefore has enough resource from within to occupy Chief Director positions.

At the Deputy Director/Analogous Grade level, there are 674 and 182 officers within the age range of 40-49 and 30-39 respectively. This presupposes that Civil Service has a significantly youthful workforce to occupy management positions at the Director/Chief Director Level, a deviation from existing practice where Officers spend very few years at the Director and Chief Director positions at an advanced age before going on retirement.

There should be effective succession planning mechanisms, continuous coaching and mentoring to increase the capacity of staff to occupy management positions thereby reducing the incidence of keeping retired staff on contract.

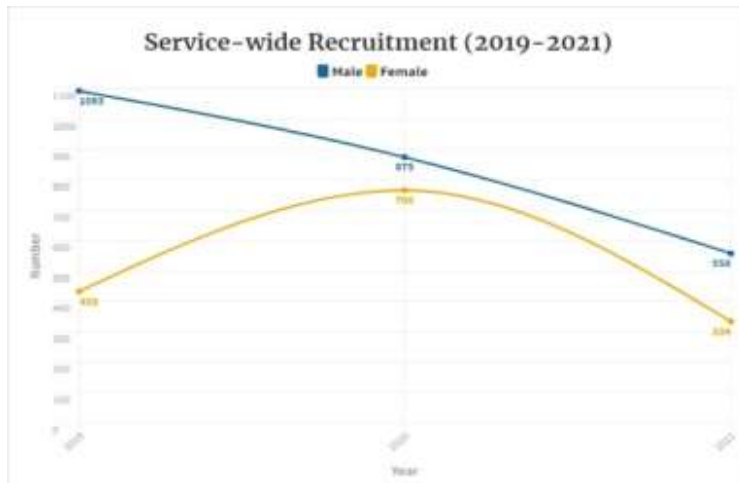
The current data shows 87 officers are on contract from the Deputy Director to Chief Director Positions. OHCS is putting in efforts to ensure placing staff on contract is limited significantly to allow qualified officers assume management positions. This will reduce significantly the level of apathy related to the promotion of Officers to senior positions in the Civil Service.

Government should provide central funding for the training of staff and facilitate the rapid approval of successful candidates for the Director and Chief Director positions.

The government's budgetary allocation on compensation should rather be geared towards the recruitment of young graduates into the Service to reduce the unemployment challenges in the country whiles efficiently utilising the capabilities of deserving Officers to occupy such positions.

4.1.4. Recruitment

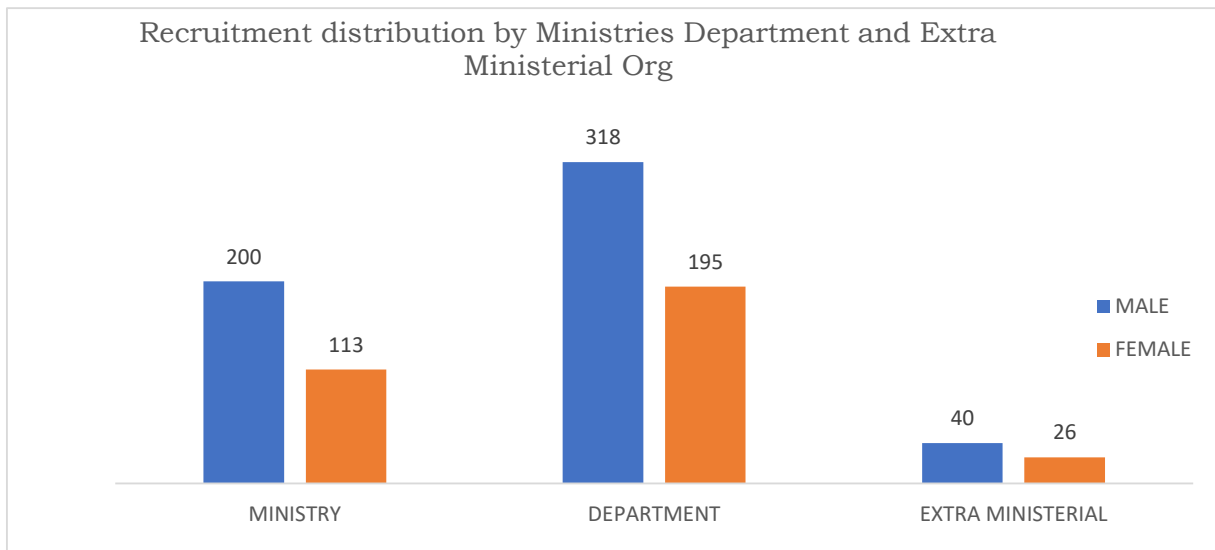
Figure 4. 3: Service-wide Recruitment (2019-2021)



Recruitment of new staff and replacement of exited staff from the Civil Service is conducted by the Civil Service to maintain the optimum staffing levels required for service delivery. For the period under review, 892 Officers made up of 63% male and 37% female were recruited into the Civil Service.

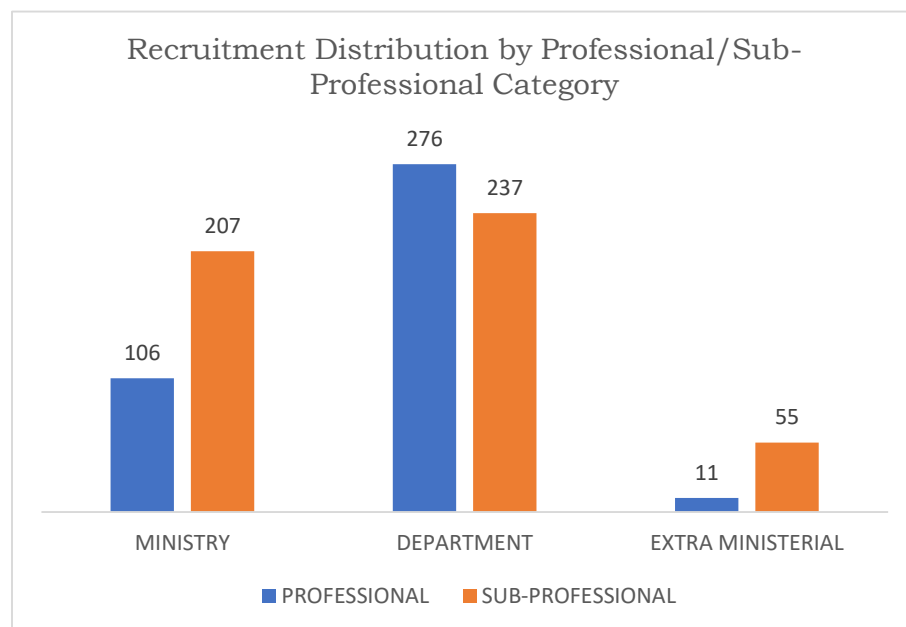
Figure 4. 4: Recruitment Distribution by Ministries

Department and Extra Ministerial Org.



As compared to the 2020 recruitment data (1,641), there was a significant reduction of 45.6% in the recruitment of officers in 2021. This is translated into a further reduction of 56.4% and 36.2% of female and male recruitment respectively in 2021 compared to 2020.

For the period under review, 513 of the 892 Officers recruited representing 58% were posted to Departments (276 professionals and 237 sub-professionals).

Figure 4. 5: Recruitment by Professional/Sub-Professional Category

313 representing 35% were posted to Ministries (106 professional and 207 sub-professionals), 66 Officers representing 7% were posted extra Ministerial (11 Professionals and 55 Sub- professionals)

Figure 4. 6: Recruitment Distribution by Organisation

The data on recruitment further demonstrates an increased number of the sub-professional cadre in the Ministries, Extra- Ministerial, and Departments. A large number of sub-professionals posted to the Departments were to augment their staffing needs and help implement the policy goals and objectives at the regional and district levels.

4.2. Staff Training and Development

The primary objective of training and development in the Civil Service is to enable Officers to keep pace with the changing technological, economic, social and political advancement of the Service. This is done through the enhancement of skills, relevant knowledge, and improved attitudes for the prompt and efficient performance of duties, which shall ultimately lead to the realization of the mission of the Civil Service geared towards National Development.

The Training and Development Policy of the Civil Service prescribes mandatory 40-hour training for all staff of the Ministries and Departments (MDs) for skills acquisition 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;

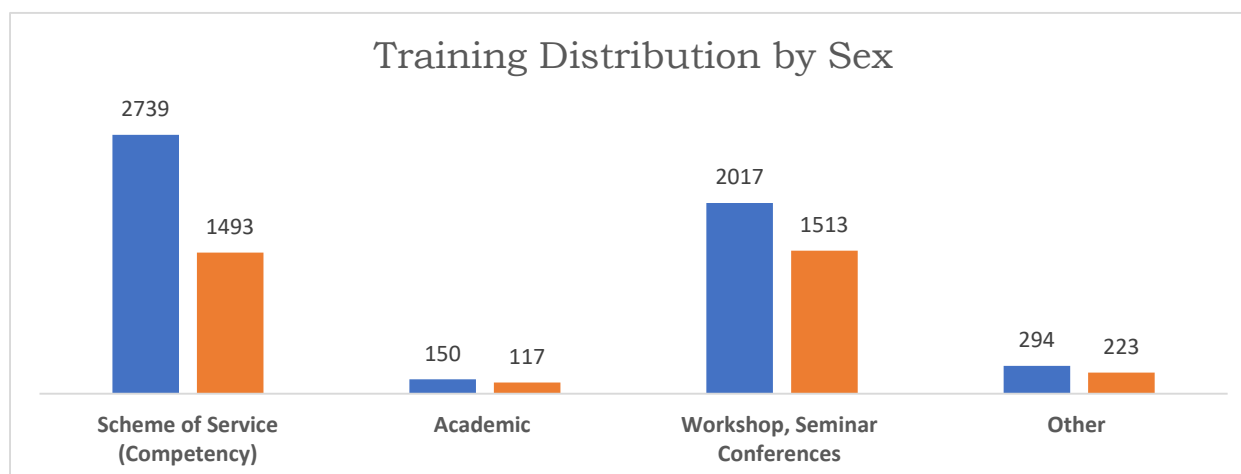
- Scheme of Service Training
- Competency-Based Training
- Academic Training
- Workshops, Seminars and Conferences

For the period under review, 8,546 Civil Service Staff participated in Scheme of Service, Competency-Based and Academic Training programs in local and foreign Institutions, various Workshops, Seminars and Conferences.

Figure 4. 7: Trainings undertaken (2019-2021)



The data indicates a continuous rise in all training programmes undertaken by officers from 2019 to 2021. During the peak of the Covid-19 pandemic in 2020, participation in workshops dropped by 14.4% but increased significantly by 59.6% in 2021. The participation in the Scheme of Service training increased by 63.5% from 2019 to 2020. The Civil Service Training Centre has adopted the virtual mode of training to meet the training needs of staff across the Civil Service.

Figure 4. 8: Training Distribution by Sex

The Scheme of Service Training constituted about half (49.6%) of training programmes attended in 2021. 41.3% also participated in various workshops. The data reveals that 2739 male and 1493 female officers were trained for Scheme of Service and Competency-based training. Officers who participated in academic training included 150 males and 117 females. Workshops, seminars and conferences were the most attended, involving 2017 male and 1513 female officers. In addition to the above, 294 male officers and 223 female officers in the various Ministries and Departments attended other training.

4.2.1. Scheme of Service Training Institutions

Figure 4. 9: Scheme of Service Training Institutions

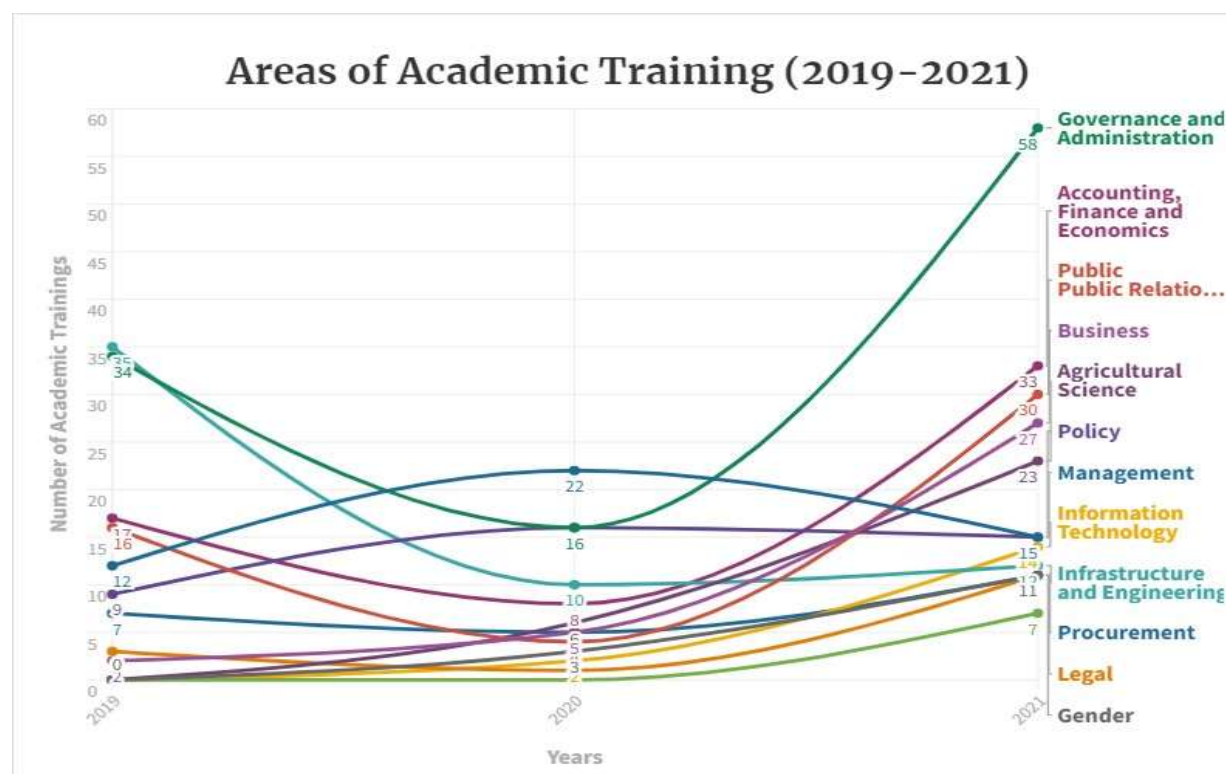
The data on the distribution of training institutions reveals 55% of officers participated in training programmes at the Civil Service Training Centre (CSTC) while 22% participated in In-Service training programmes. Seven percent participated in training at the Institute of Technical Supervision (ITS) while 12% trained at the Government Secretarial School (GSS).

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

4.2.2. Academic Training

The Ghana Civil Service encourages short-term functional training and development for its staff to attain academic and professional credentials up to the Doctorate level. 267 Officers from Ministries and Departments received training in a range of academic fields such as Procurement, Information Technology, and Accounting. As compared to 125 and 118 of academic training in 2020 and 2019 respectively. Officers aspired to further their education to obtain information or advance their careers in their fields of work. This is to enable them acquire the needed competence to perform required tasks within the Civil Service.

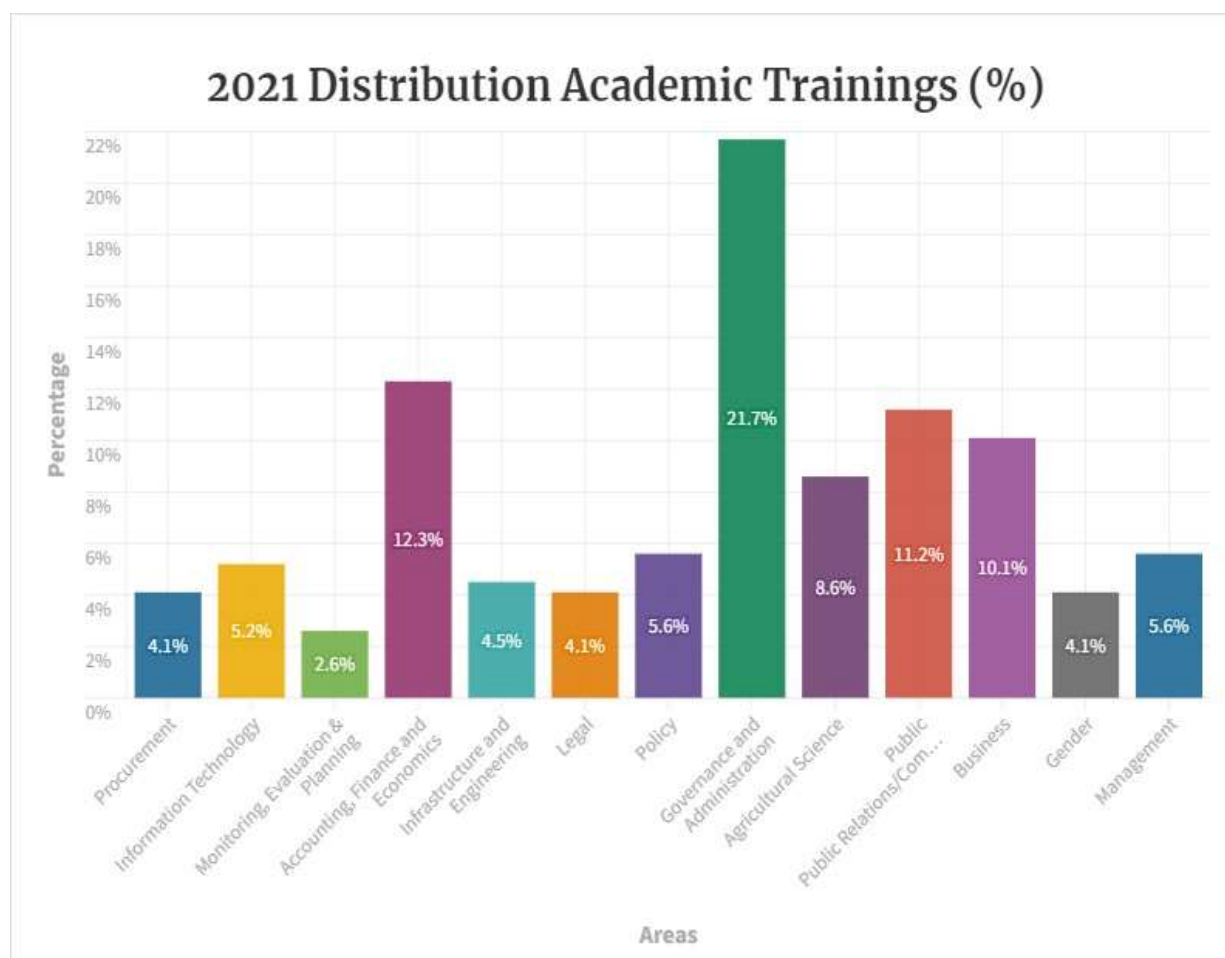
Figure 4. 10: Areas of Academic Training (2019-2021)



The data shows the majority of the Officers pursued studies in Governance, Administration, Public Relations / Communication / Diplomacy, Finance and Economics, which are critical areas needed by the Ghana Civil Service to enhance efficiency in its service delivery. The 2019 and 2020 training reports recommended the need to identify “critical areas” such as policy analysis, monitoring and evaluation and research, information technology to inform and encourage Officers to pursue higher studies. This informed, seven (7) Officers to enrol in training on monitoring and evaluation. Though these numbers are not significant, it represents an improvement over last year. Training in essential fields such as accounting, finance and economics, legal, and information technology has also improved.

While participation in training increased generally by 126% from 2019 to 2021, there is still a need for development in several critical areas, such as information technology. As Ghana moves closer to the digitization of its economy, there is a greater requirement for Civil Service Personnel to be skilled in information technology. This will provide them with the tools they need to digitize their work processes for efficient and effective service delivery.

Figure 4. 11: 2021 Distribution Academic Trainings

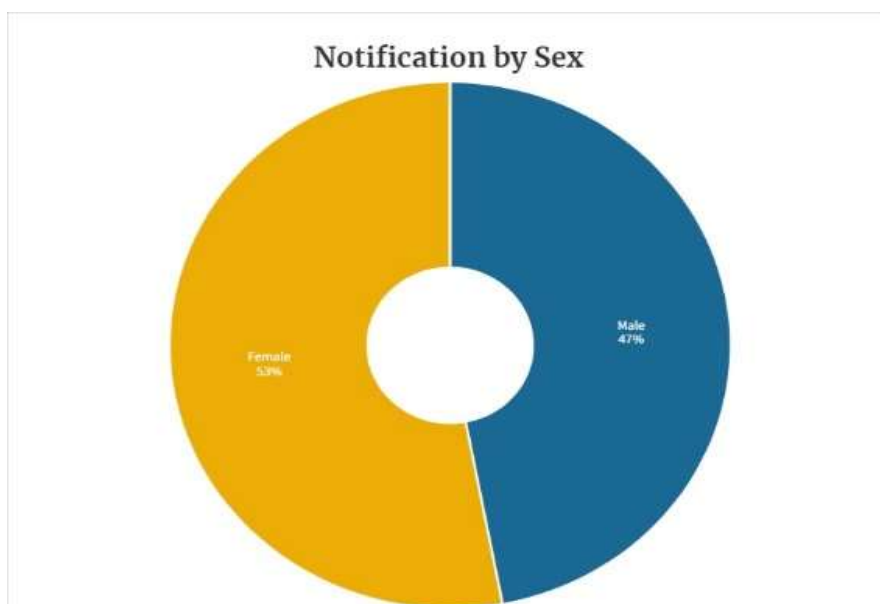


4.3. Human Resource Facilities

4.3.1. Study Leave and Notification

A. Study Leave

The Office of the Head of Civil Service (OHCS) in recognition of the basic importance of Human Capital in its service delivery ensures Civil Service staff are offered opportunities to undertake an



approved course of study or research in a local or overseas training institution through the study leave facility. This is to enable the officers to keep abreast with current trends and broaden the scope and experiences of the Civil Service staff for the benefit of the Service.

Gender Disaggregation

Gender disaggregation of applications for Study

Leave with or without pay for 2021 indicated that while male Officers were 27, female Officers who applied for the facility were only 20 representing 67% and 43% respectively as compared to 27 male and 14 females' applications received 2020 representing 66% and 34% respectively. Though there is 30% increment in the number of females who applied for the facility, there is still the need for more females to make use of the facility to attain knowledge to enhance their service delivery.

A trend from 2020 to 2021 shows a cumulative increase of 13% in study leave applications solely attributed to the 30% increase in study leave application from females.

B. Study Leave Applications

In 2021, a total of fifty-six (55) applications were received. Forty-two (42) applications were granted study leave with pay while four (5) granted Study leave without pay. Eight (8) applications were declined because officers were in the sub-professional cadre while others were new entrants below the four years' requirement in the Service.

Thirty-seven (37) applications were received from the Ministries with two (2) and six (6) received from the extra Ministerial and Departments respectively. The majority of the applications were

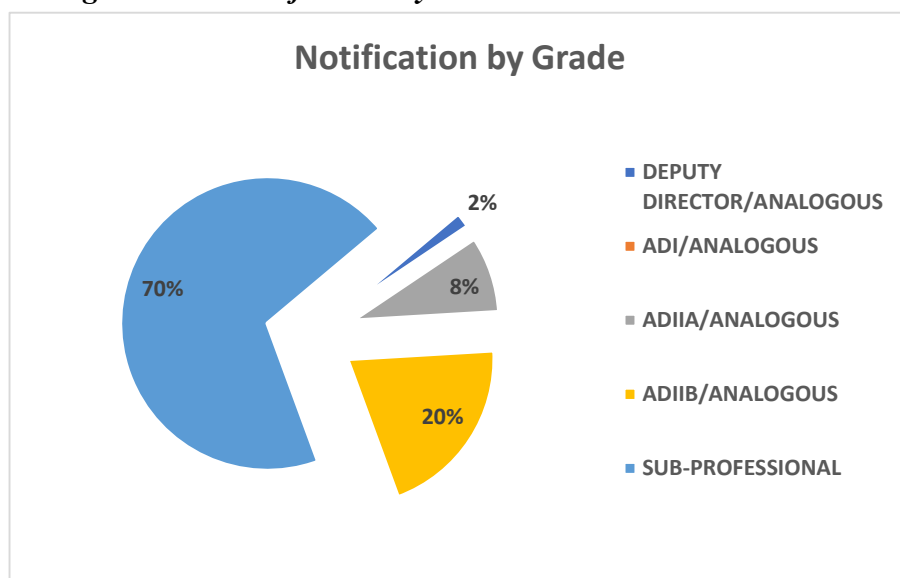
from Officers in the Assistant Director IIA and analogous grades. This could be as a result of the mandatory four (4) year mandatory continuous service for assessing the study leave facility. Officers in that category are mostly in the Assistant Director IIA and analogous grades.

C. Notification

The training and development policy of the Ghana Civil Service makes provision for Civil Service staff to further their education, increase their knowledge and skillset towards improving their work and the institution's goals and objectives.

In this regard, Officers who while performing their normal duties, gain admission into institutions of higher learning to pursue further programmes that run outside the normal working hours of the Service are required to seek approval from the Office of the Head Civil Service through their Ministries or departments. This is to enable their institutions to make specific internal arrangements with Officers pursuing such further studies.

Figure 4. 12: Notification by Grade



In 2021, 100 requests were received from the various Ministries and Departments for processing. Approval was granted to enable Officers pursue weekend and evening Bachelors and Masters programmes in various disciplines.

The data indicated that 47 male Officers, 53 female Officers applied for the facility representing 47%

and 53% respectively.

At the grade level 70% of notification request were received from the sub-professional category while 30% from the professional category.

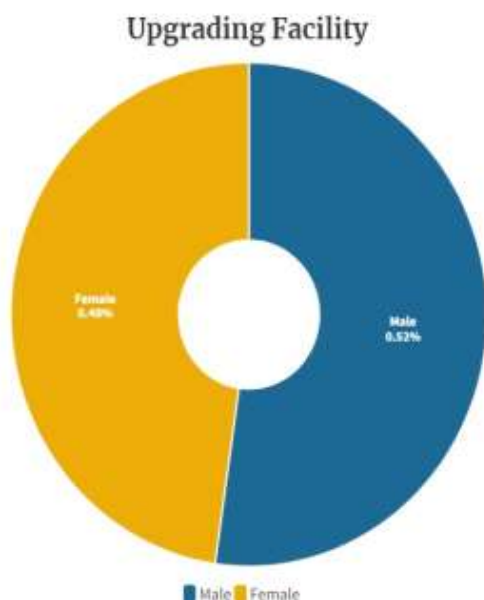
D. Upgrading

Figure 4. 13: Upgrading Facility



The upgrading facility provides the opportunity for officers to move to higher grades upon acquisition of additional academic or professional qualifications. This is common among officers in the sub-professional cadre who submit these requests after completing first degree courses relating to their area of specialization.

Figure 4. 14: Upgrading Facility



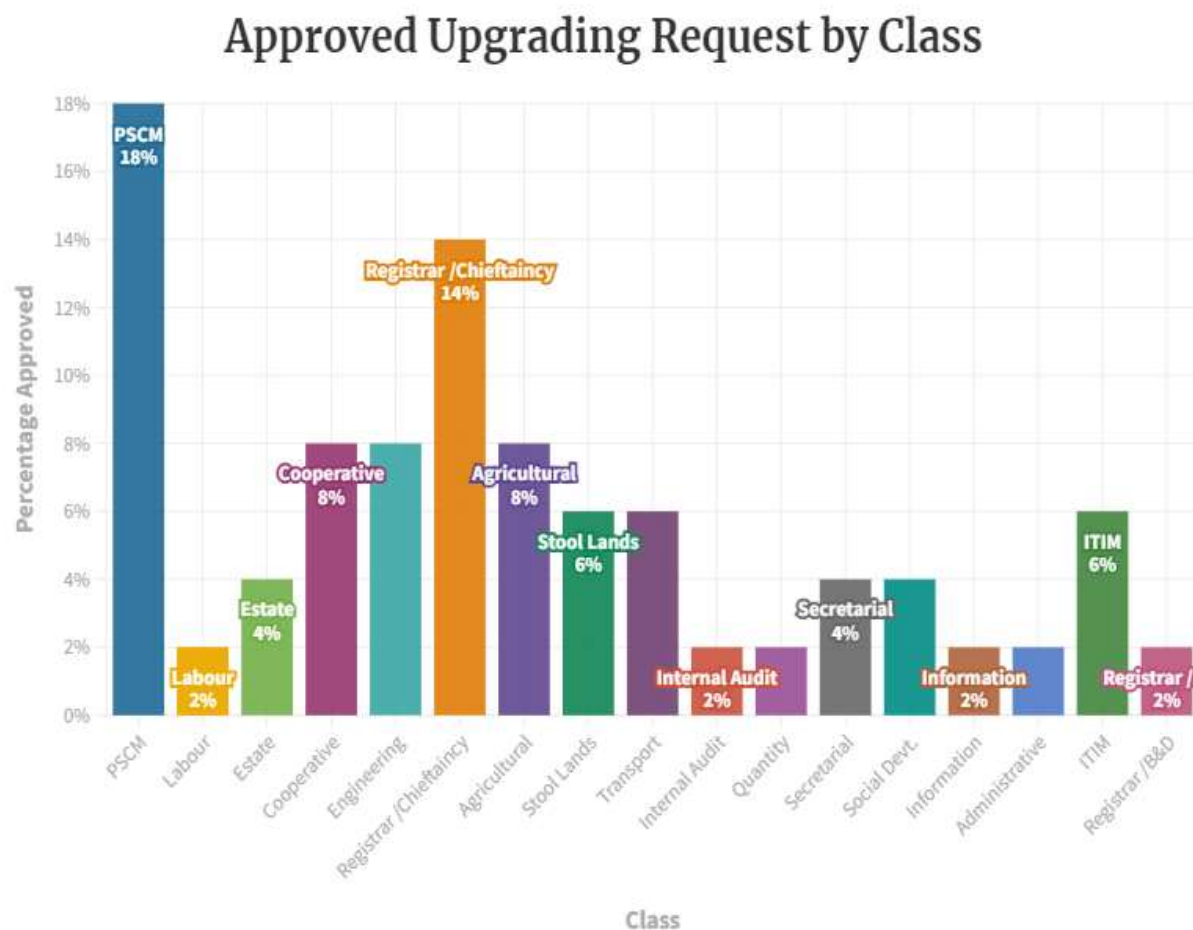
In the year under review, 176 upgrading requests were received with 52.3% being males and 47.7% being females. 50 requests were approved and 10 declined. However, 116 requests were pending because of unavailable vacancies on establishment levels and incomplete documentation such as availability certified true copies of academic certificates.

The data shows a yearly rise in the number of upgrade requests with a marginal decline of approved requests from 2019 to 2021. The reason for the relatively low approval of upgrade requests is mainly because of the non-submission of Establishment level to absorb the officers on the new grades at their respective institutions.

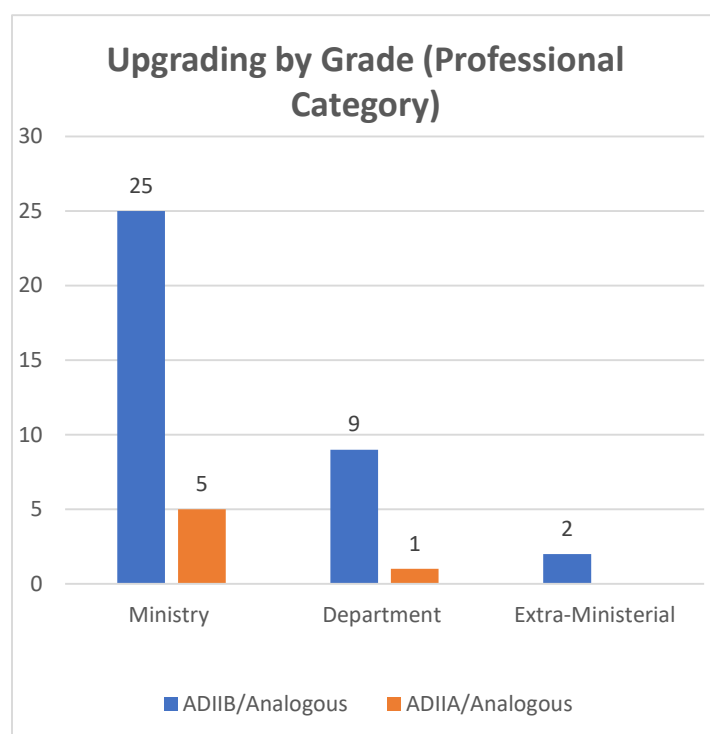
Data from the upgrading facility showed that the approved upgrade request to the procurement class was 18% with 14% to the registrar/chieftaincy class. The cooperative, engineering and

agricultural classes accounted for 8% each of the approved upgrade requests. A key criterion for approving an upgrade request is the availability of establishment within an institution.

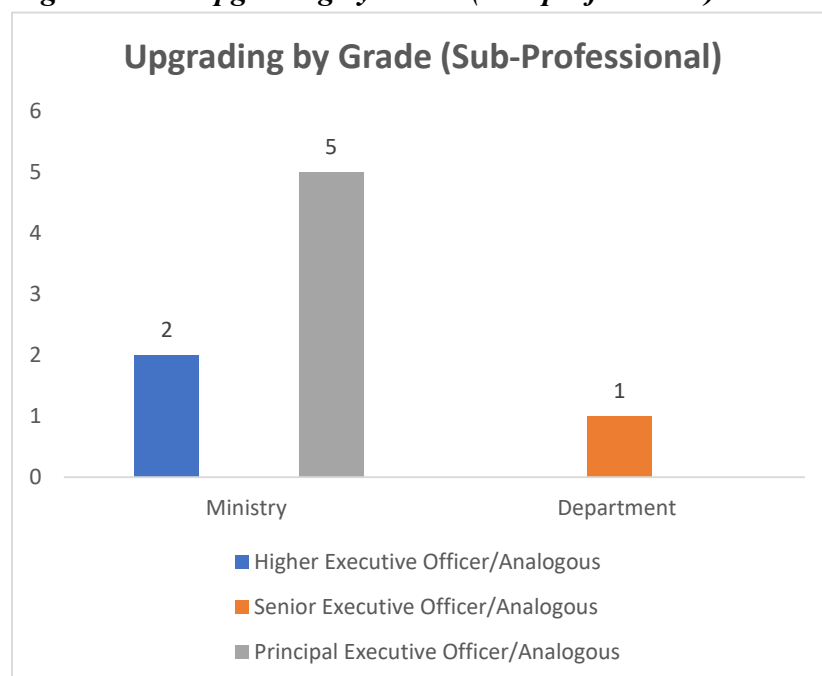
Figure 4. 15: Approved Upgrading Request by Class



The justification for a high percentage of approval of upgrade request to the procurement class can be attributed to need to meet the optimum requirement for their establishment schedule. The optimum staffing levels in the procurement class will provide the needed human resource capacity to ensure value for money procurement in the Civil Service.

Figure 4. 16: Upgrading by Grade (Professional category)

In the Ministries, 25 officers upgraded to the Assistant Director IIB and Analogous grade while five (5) officers upgraded to the Assistant Director IIA and Analogous grade at the Professional Level. At the Departmental level, nine (9) officers upgraded to the Assistant Director II B and Analogous grade. In addition, an Officer was upgraded to the Assistant Director IIA and Analogous grade at the departmental level. At the Extra-Ministerial level, two officers upgraded to the Assistant Director II B grade.

Figure 4. 17: Upgrading by Grade (Sub-professional)

At the sub-professional category, five (5) officers upgraded to the Principal Executive Officer and Analogous grade at the Ministries while one officer upgraded to the Senior Executive and Analogous grade.

4.3.2. Conversion

The movement of an Officer from one Occupational Class to another within the Service is termed as Conversion. 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 by the organisation for conversion of the officer.

Currently, there is a moratorium on conversion from one professional cadre to another professional cadre. However, as a result of the expertise acquired and further training of some officers due to the critical role they play, their respective Ministries justified the need for the conversion from one professional class to another. Consequently, the OHCS granted approval for the conversion of six (6) officers, three (3) Records Officers were converted to the Environmental Health, Procurement & Supply Chain and Planning Classes, two (2) Protocol Officers were converted to the Administrative Classes and one (1) Planning Officer was converted to the Administrative Class.

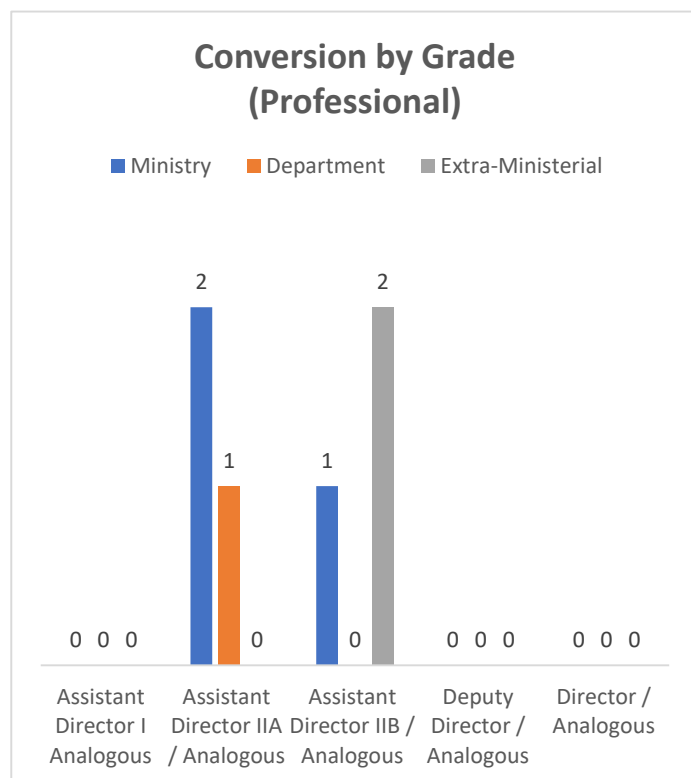
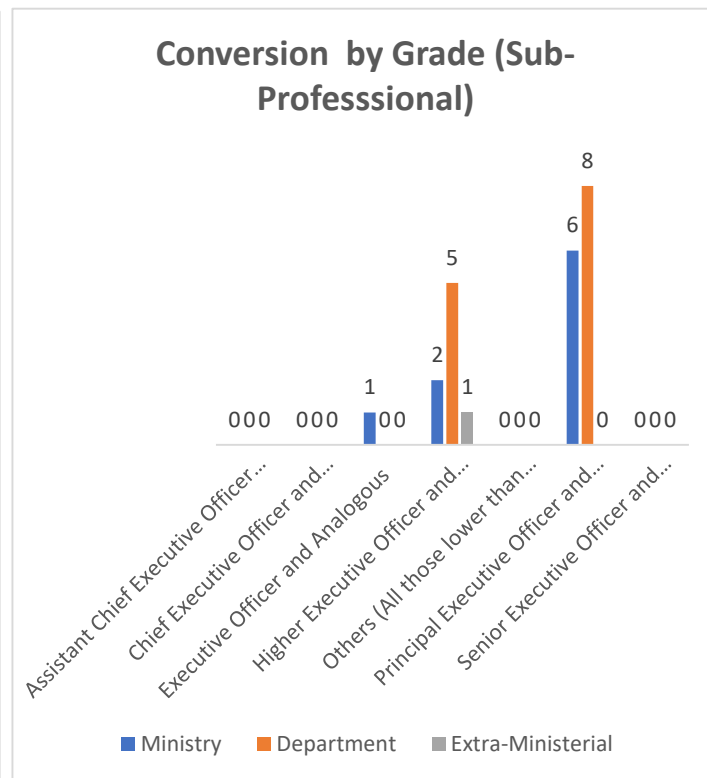
The total number of conversion requests for various occupational groups were 139 out of which 27.33% were male and 72.67% were female. At the end of the year, 30 requests were approved with the remaining 109 pending management decision. The 109 is as a result of the embargo on the 43 conversions from professional to professional and the release of examination results for 66 officers in the sub-professional cadre seeking to convert to the various professional cadre. The distribution of the requests was as below:

Table 4. 2: Conversion by Professional/Sub-Professional

No	Category	Application	Approved
1.	Professional to Professional	49	6
2.	Sub-Professional to Professional	66	Nil
3.	Sub-Professional to Sub-Professional	24	24

The most desired Class for conversion is the Administrative (42.4%), Programme (10.6%), Procurement (7.6%) and Planning (6.1%). The Administrative Class appeals more to Civil Staff because of its wide establishment and the perception that it provides a clearer path to the Chief Director position. OHCS need to sensitise staff to disabuse their minds of this wrong perception and encourage staff to appraise themselves with the requirements for progression.

The data shows three officers converted to the Assistant Director IIB and IIA and Analogous grades respectively at the professional category. In the sub-professional category, fourteen (14) Officers converted to the Principal Executive Officer and Analogous grade.

Figure 4. 18: Conversion by Grade (Prof)**Figure 4. 19: Conversion by Grade (Sub-Prof)**

4.3.3. Change of Date of Birth

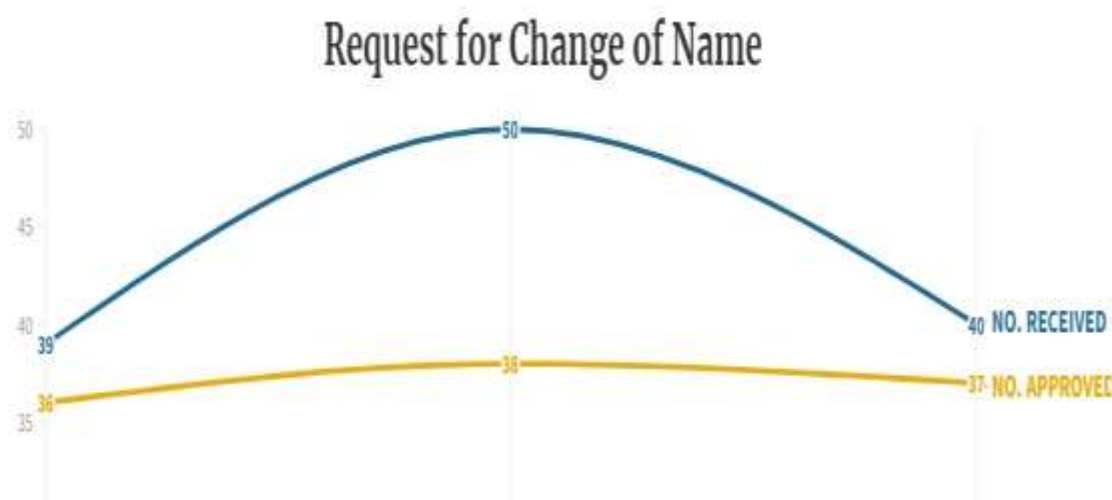
There were twenty-six (26) requests with regards to the correction of date of birth. 5 were approved, 15 pending and 6 declined. The inability of officers to furnish the Office with further details served as a justification for a significant number of pending requests.

The inability of officers to furnish the Office with further documentations such as elementary school records, first passport issued, baptismal/birth certificate issued around the time of birth (not more than twelve years from the time of birth) served as a justification for a significant number of pending requests.

Another reason for the request for the change of date of birth may be as a result of a genuine error in the input process. However, because this happened at the blind side of the affected officers, they only get to know when their names have been taken off the payroll/salaries are stopped. Upon further investigations their SSNIT records and other relevant documents corroborate their claim and they are eventually restored on the payroll.

Figure 4. 20: Request for Change in Date of Birth

It is only officers who have compelling information to support their claim to change the records in the Service, which are approved following vigorous verification process. Again, it goes to ensure that Officers provide the true date of birth when joining the Civil Service since one has to provide substantial evidence before approval is granted for correction of date of birth.

4.3.4. Change of Name**Figure 4. 21: Request for Change of Name**

The OHCS received forty-two (42) applications for change of name out of which 28.8% were males and 71.2% were females. A total of 34 requests were approved while three (3) were declined. Five (5) were pending due to the non-submission of the relevant gazettes.

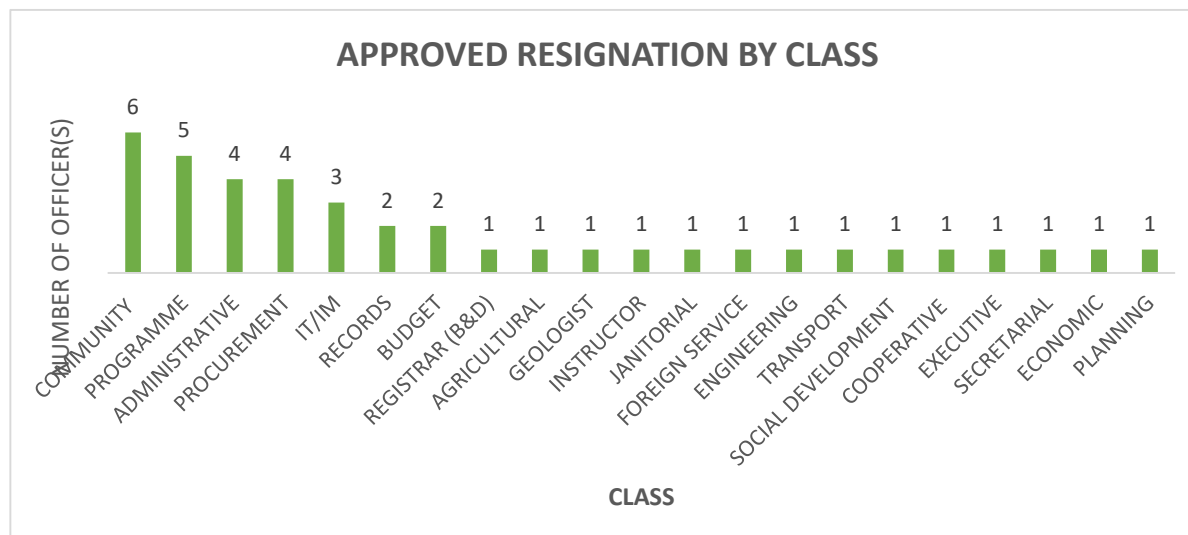
Married female Officers who take up their spouse's name after their appointment into the Service mainly request for this facility. 26 female officers changed their name due to marriage and approval was granted for eight (8) male officers due to omission and incorrect spelling of their names. The approval was granted based on submission of an official gazette.

4.3.5. Resignation

A total of **forty-three (43)** requests were processed by the OHCS. **Twenty-four (24)** requests were from male officers and **nineteen (19)** requests were from female officers. At the end of the year, **forty (40)** requests were approved while three (3) are pending due to failure on the part of officers to route the requests properly. The highest resignation approved were from nineteen (19) officers on the grade of Assistant Director IIB and Analogous grades, followed by seven (7) Assistant Director IIA and Analogous grades, the least was from one Director (Chief Procurement and Supply Chain Manager) and six (6) from sub-professional cadre.

Attempts by the institutions to undertake exit interviews has proved futile because officers usually do not avail themselves for such exercises. The OHCS need to adopt strategies to engage such officers to help inform policy decision on attrition of employees.

Figure 4. 22: Approved Resignation by Class



It is noted from the chart that, the highest number of requests came from the Community Development Class followed by the Programme Class. This could be as a result of poaching by Non-Governmental Organisations in the community development field.

4.3.6. Secondment

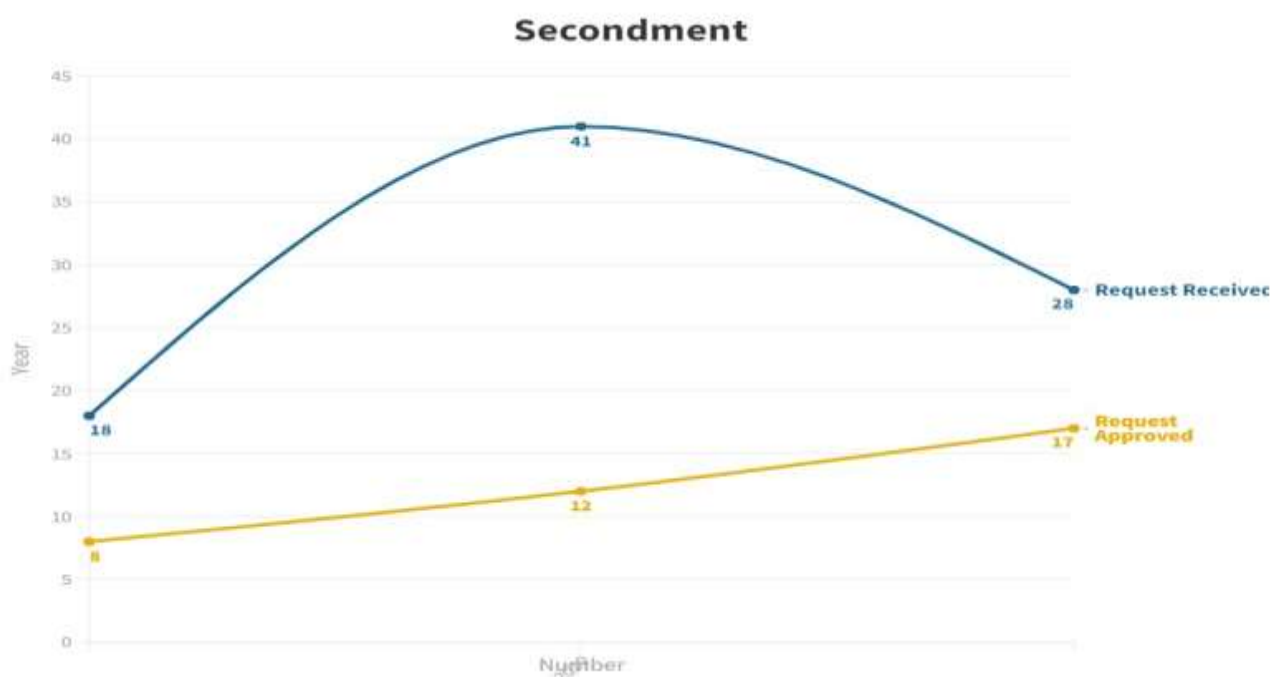
Secondment is the movement of an officer from the Civil Service to another Public Service organisation which seeks the services of specific category of officers to augment their staffing situation. Secondment in the Public Service is for an initial period of two years, which can be extended for a year. After three (3) years, the officer is required to return to the Civil Service or regularised at the seconded institution.

A total of twenty-eight (28) requests were received requesting the service of the specific calibre of officers to augment their staffing needs particularly in the Procurement, Records, Internal Audit, Accounting, Administrative Classes from Assistant Director IIA and Analogous Grades to Director and Analogous grades and sometimes Secretaries. Seventeen (17) requests were approved and the officers comprised of ten (10) males and seven (7) females.

For applications that request departmental grade officers, the Heads of Classes are notified, to nominate suitable officers before approval is granted by OHCS. In some instances, the skills and competencies requested are not readily available, hence the reason for nine (9) requests pending and two (2) declined.

For applications that request departmental grade officers, the Heads of Classes are notified, to nominate suitable officers before approval is granted by OHCS. Two (2) requests for secondment into the Civil Service were declined because there were enough officers on the Assistant Director IIB and Analogous Grades due to the realignment of seven Ministries. For the nine (9) requests pending nomination from the heads of Class, four request was for Procurement Officers, two (2) for officers in the Accounting Class preferably Senior Accountants and above and one (1) each for Assistant Internal Auditor and Assistant Director IIB.

Figure 4. 23: Secondment



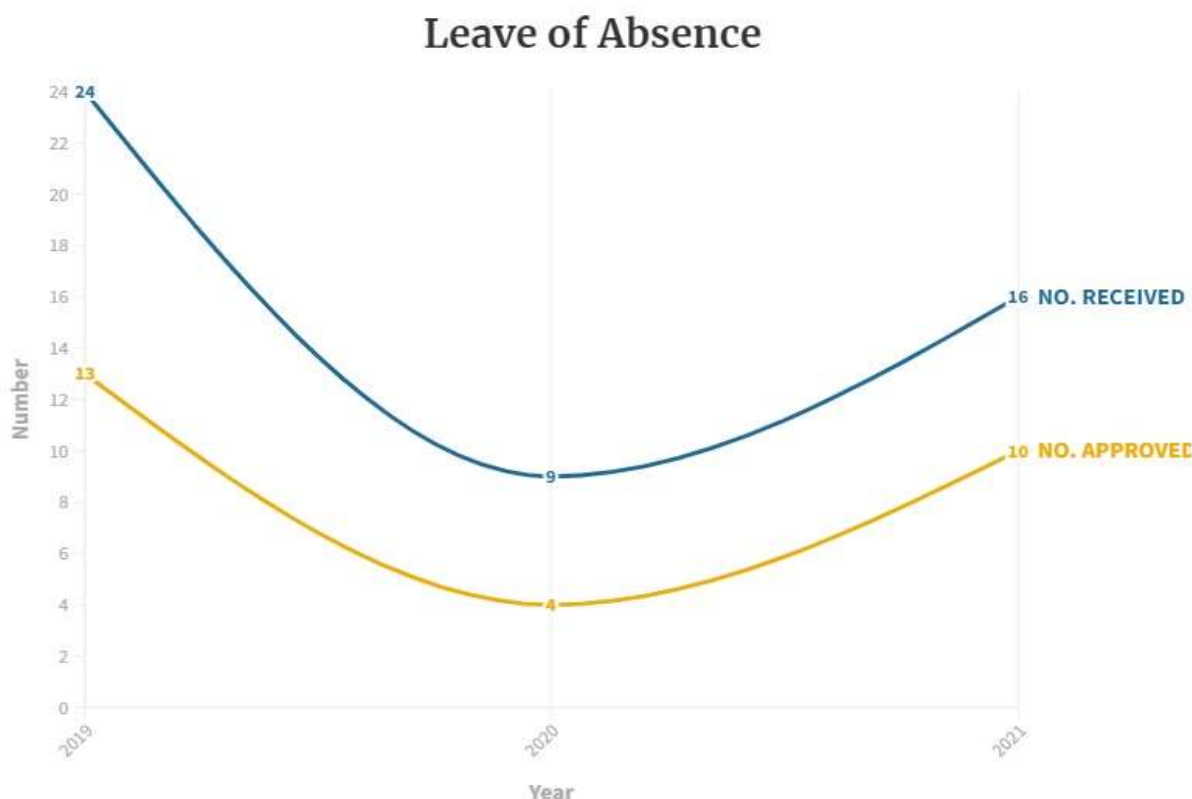
From 2019 to 2020, secondment request received by the OHCS increased by 128% but this increase declined to 56% in 2021. The approval of secondment requests from 2019 to 2021 increased by 113%. The approval of secondment into the service is important to augment the staff strength of the service particularly in specialised capacities the Civil Service lacks.

4.3.7. Leave of Absence

The leave of Absence facility is granted to officers for personal or professional reasons to undertake a professional assignment; welcome a new child into the family; or embark on an extended trip. 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 (2) years in some dire circumstances when adequate evidence is provided.

In 2021, a total of **sixteen (16)** requests were received, out of which **seven (7)** were males and **nine (9) females**. Ten (10) requests were approved, one (1) declined and six (6) pending the submission of further documentation.

Figure 4. 24: Leave of Absence



It was that observed that out of the ten approved requests, three (3) were on grounds on Public Policy, five (5) due to personal health complications or that of a family member i.e., parents and children and one (1) each for the extension of maternity leave and to continue to stay with a spouse on foreign posting.

With regards to officers granted leave of absence on grounds of Public Policy, the Civil Service stands to benefit because these officers normally offer special assistance on donor funded projects such as advisors at the World Bank and the International Monetary Fund during their period granted leave. Thus, it is envisaged that new skills and expertise would be acquired and brought to bear upon their return to the Civil Service. The Ministry of Foreign Affairs and Regional Integration should strengthen and mainstream such opportunities to improve the capacity and competitiveness of the Civil Service in the international market.

With regards to the declined request, the officer failed to provide evidence /medical report to support his claim of ill-health, therefore the request was not approved.

4.3.8. Transfer of Service

Transfer is the permanent movement of an officer from one Public Service Institution to the Civil Service and vice versa. Over the years, the majority of these requests emanate from officers in the Local Government Service. A few have been received from the Ghana Health Service and other Public Service Institutions.

For the period under review, twenty-six (26) requests were received, out of which 53.8% were males and 46.2% were females. With Eleven (11) requests approved, 72.7% were transferred into the Civil Service while three 27.3% were transferred out of the Civil Service. Two (2) Community Development Officers analogous to ADIIA from the Community Development Class and a Deputy Director of Agriculture from the Agricultural Class transferred their services to the Local Government Service.

The remaining nine (9) officers who joined/transferred their service into the Civil Service comprised an Assistant Budget Analyst, three (3) Environmental Health Engineers, one (1) Senior Environmental Engineer, two (2) Principal Accountants and one (1) Chief Accountant. These officers were accepted on transfer into the Budget, Environmental Health and Accounting Classes. It should be noted that the Ministry of Sanitation specifically requested for the Health Engineers due to their expertise to help the Ministry achieve its core mandate on sanitation.

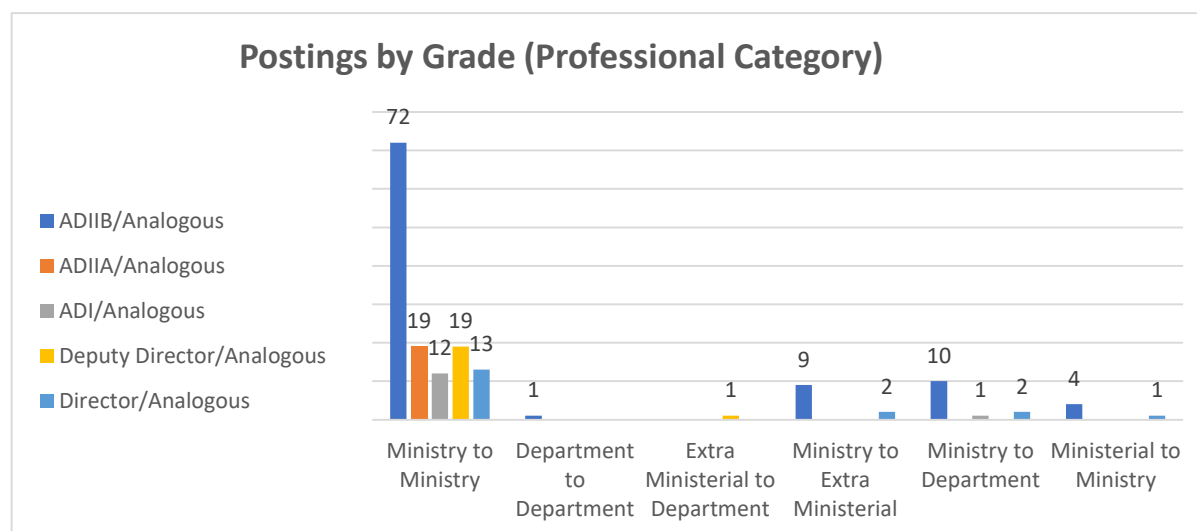
The reason for declining fifteen requests was mainly due to the non-availability of vacancy/Establishment in the Civil Service as well as the other public service organizations that officers requested to join.

4.3.9. Posting

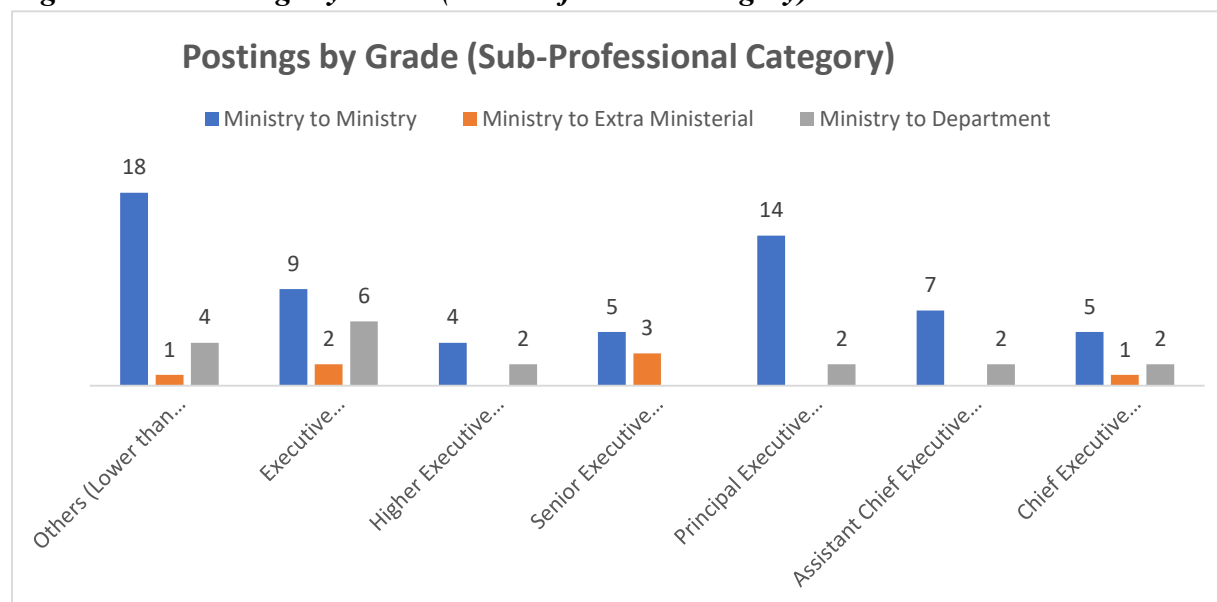
Posting is a critical function that requires the equitable distribution of existing Human Resource skills within the Service to ensure optimum performance. The movement of officers from one Ministry/Department to another is termed as a duty tour. Officers are required to serve for a period of four (4) 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 more than required whereas others have been frequently moved around. In response to the unbalanced movement of officers from a duty post within the assigned timeframe of service, a programme is being implemented to effectively structure posting for all Officers in the General Class who have served six (6) years and above at their current Ministries/Departments (MDs).

At the beginning of the year under review, seven (7) Ministries were realigned while one (1) became defunct following the coming into force of Executive Instrument 2021 (E.I12). Consequently, the OHCS, was tasked to repost affected Civil Service Staff to the Ministries listed in EI 12.

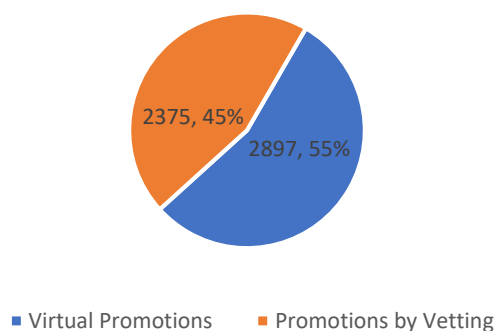
Figure 4. 25: Postings by Grade (Professional category)

As at December, 2021, 253 officers had been reposted from the defunct Ministries to other Ministries and Departments where their services were needed. Data shows 135 Officers were posted from one Ministry to another, with the Assistant Director IIB grades having the highest number of postings at the Professional category. Postings from Ministries to Departments recorded the second highest in the professional with 10 Assistant Director IIB grade officers posted from Ministries to Departments.

Figure 4. 26: Postings by Grade (Sub-Professional category)

At the sub-professional category, 62 Officers were posted from one Ministry to another, with Officers below Executive Officer grade having the highest number of postings. Further to this, postings from Ministry to Department recorded the next highest number of postings, with 18 officers posted from the Ministries to the Departments.

Number of Officers Considered for Promotions



Posting as a human resource tool is necessary for building capacity of staff within the Civil Service. It enables offices attain requisite skills in diverse sectors to prepare them for higher roles and to address challenging issues. The facility also encourages commitment to national building.

OHCS will continue the

movement of existing officers to ensure equitable distribution of skill set and shared experiences for optimum performance across the Service.

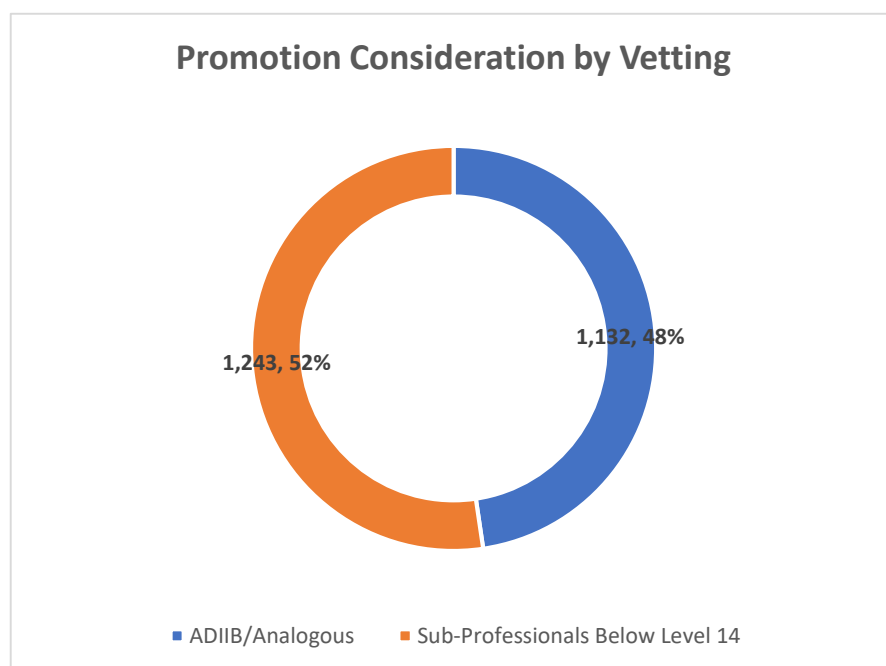
4.3.10. Promotions

Figure 4. 27: Number of Officers Considered for Promotions

Promotion is the progression from one position to a higher level, usually with higher responsibility and remuneration. Promotion interview 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 to be eligible/ qualified for promotion when he/she has satisfied all the conditions stated in their respective Schemes of Service as well as other guidelines in the Civil Service.

The data shows that out of 5,272 promotion consideration for 2021, 55% of the process was organised virtually and 45% was vetted.

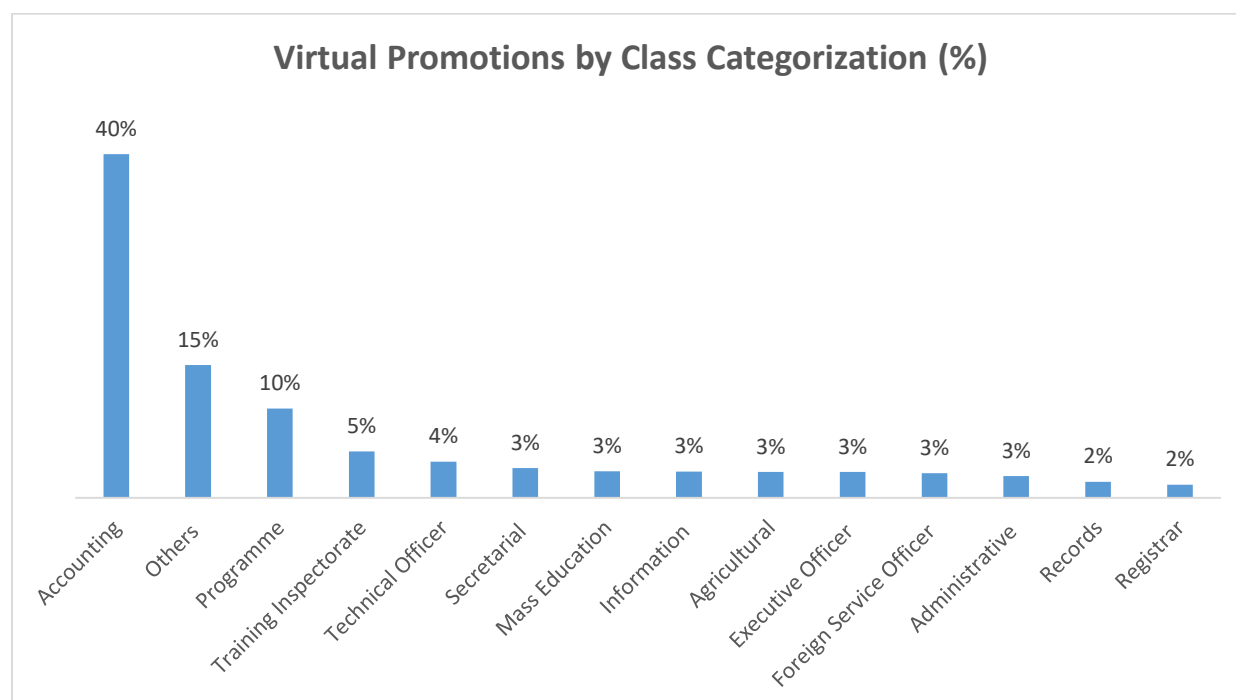
Figure 4. 28: Promotion consideration by vetting

Further to this, the promotion exercise vetted documents of Officers within the grade of ADIIB/ Analogous and Sub-professionals below SSSS Level 14.

The data revealed that 91% of Officers from the ADIIB/Analogous grades passed after vetting their documents while 9% failed. Also, 89% Sub-Professionals below SSSS level 14 passed after vetting their documents while 11% failed.

Though the percentage of Officers who failed the vetting process was relatively low, the Office observed that the failures can be attributed to the lack of appropriate documentation and incomplete appraisals. The issues were mainly on non-signing of the appraisal document by appraisees, appraisers and counter signing officers. For officers in the Transport and secretarial class, the required driver's license and professional certificates were not provided.

The data further revealed the Accounting, Programme, Technical, Administrative, Records amongst others recorded the highest numbers of eligible Officers for promotion in the Professional category. In the Sub-professional category; the Technical, Labourer, Transport, Secretary Classes ranked the highest for the promotion process.

Figure 4. 29: Virtual Promotions by Class Categorization

The data revealed that 47 classes participated in the virtual promotions. 40% of the candidates were from the accounting class, 10% were from the programme class while five percent were from the Training Inspectorate class. Four percent of candidates were from the technical officer class. Thirty-Three (33) Classes below 2% scored an aggregate of 15% in the graph representation.

This confirms the efforts by OHCS to clear the backlog of promotions of staff in the Civil Service especially in the departmental classes as a result of the support from government to undertake this exercise. Government should continue to provide the needed support to clear all outstanding backlog on promotions to help boost the morale of staff to increase performance.

4.4. General Observations and Recommendations

a) Age Categorisation:

The Civil Service has majority of its staff within the youthful range of 30 to 49. This indicates a workforce that may be eager to learn, build their experience and apply their skills in the workforce. It is recommended that the Civil Service:

- harness the youthful workforce through capacity building, training and mentoring processes to ensure the enthusiasm from the youth is channel to team building, productivity and good morale for work.
- identify Directors and Deputy Directors with the right work ethic to mentor them as the next generation of Chief Directors in the Civil Service

b) Capacity Building in ICT to support Government Digitisation Agenda

Participation in training increased generally by 126% from 2019 to 2021, however, there is the need for development in several critical areas, such as information technology.

As Ghana moves closer to the digitization of its economy Government is required to support the Civil Service through the provision of logistics and training in Information Technology. This will provide the necessary tools to improve work process through digitisation for efficient and effective service delivery.

c) Leave of Absence on grounds of Public Policy

Granting leave of absence on grounds of Public Policy is essential to the Civil Service as these Officers develop their competence from such engagements to international institutions such as the World Bank and International Monetary Fund. It is envisaged that new skills and expertise would be acquired and brought to bear upon their return to the Civil Service.

d) Posting in the Civil Service

Posting as a human resource tool is necessary for building capacity of staff within the Civil Service. It enables offices attain requisite skills in diverse sectors to prepare them for higher roles and to address challenging issues. The facility also encourages commitment to national building.

OHCS will continue the movement of existing officers to ensure equitable distribution of skill set and shared experiences for optimum performance across the Service.

e) Notice of Resignation

It is noted that officers who resign from the Service do not give reasons for exit and are also reluctant when contacted by HR managers for the exit interviews. Many of them fail to give the one (1) month prior notice for their resignation. OHCS is being proactive to undertake regular periodic validation of staff to ensure Officers who resign from the Service without prior notification reimburse unearned salaries to government chest. This is being undertaken with close collaboration with the HR managers of the Ministries and Departments. Steps has also been taken to enforce the conduct of the exit interview to provide the necessary information for management decision making.

f) Submission of Inadequate records/documentation for processing Human Resource Facilities

The submission of incomplete documentation for the timely processing of Human Resource Facilities delays the processing of such requests. The OHCS has therefore taken steps to digitize the all-other Human Resource Facilities to expedite the processing/response time, reduce

paperwork and ensure that only Officers with the requisite documentation would be accepted and processed. Currently, the performance appraisal process as well as the conversion, upgrading and transfer facilities have been digitalised on the OHCS website. Steps to underway to add on all other services.

CHAPTER FIVE (5)

5.0. ATTAINMENT OF THE SUSTAINABLE DEVELOPMENT GOALS (SDGs) - THE CIVIL SERVICE PERSPECTIVE

In the year under review, the Civil Service continued the implementation of policies and programmes in support of the attainments of the SDGs. The Civil Service has made great progress in improving access to basic services, facilitating job creation and improving productivity through government priority initiatives.

The major challenges affecting the implementation of some of the SDG's targets were the inadequate budgetary allocation for the development of National Action Plans and coordination of project/policy implementation across the various sectors. The inadequate allocation of the Capital Expenditure (CAPEX) allocation to the Ministries and Departments was also of major concern. Furthermore, the COVID-19 pandemic restricted and delayed some consultative processes towards the implementation of some targets under the SDGs.

This report highlights the progress made, as well as some of the initiatives completed under the SDGs by the Civil Service.

A. IMPLEMENTATION OF SDGS IN THE CIVIL SERVICE

**No Poverty**

End poverty in all its forms everywhere

The implementation of government policies such as the job creation policies which includes One District One Factory, Planting for Food and Jobs, the Nation Builders Corp, the Infrastructure for Poverty Eradication Programme (IPEP), and the Livelihood Empowerment Against Poverty (LEAP) among others have helped to curb the prevalence of poverty in the country.

Through the Ministry of Gender Children and Social Protection, 344,023 households have been enrolled to receive bi-monthly cash grants as part of the strategy to reduce the number of extremely poor households in Ghana.

The Ghana National Household Registry under the auspices of the Ministry of Gender, Children and Social Protection has also collected and cleaned data on the socio-economic status of households for the Northern, North East and Savannah regions to be included in the planned intervention.



Zero Hunger

End hunger, achieve food security

and improved nutrition and promote sustainable agriculture

The Ministry of Food and Agriculture continued the rollout of key initiatives such as investing in Planting for Food and Jobs, Planting for Export and Rural development, greenhouse villages, etc.

The Ministry of Gender, Children and Social Protection has increased the coverage of beneficiaries on the Ghana School Feeding Programme. 3,448,000 beneficiary pupils in 216 districts. are benefiting from free feeding on each school going day.

To help attain Goal 2 the Ministry of Fisheries and Aquaculture Development took measures to improve fish production for the year. As a result, fish production as of October 2021 was 580,334.53mt from 459,107.44mt.



Health and Well-Being

Ensure healthy lives and promote

well-being for all ages

To improve the quality of care in the health system of the country, the Ministry of Health developed and launched a 5-year National Healthcare Quality Strategy (2017-2021). This strategy aims to continuously improve the health and well-being of Ghanaians through the development of a better-coordinated health system in the country. The government through the Ministry of Health has developed several interventions to reduce the mortality rate. Institutional under-five mortality rate and Maternal deaths reduced to 106.3 per 100,000 live births compared to a target of 138/100,000 live births.

The Institutional Neonatal mortality rate also declined from 7.2/1,000 live births in 2020 to 6.4/1000 live births in 2021 but fell short of the target of 4.3/1000 live births.

Quality Education



Ensure inclusive and equitable quality education and promote life-long learning opportunities for all

The government of Ghana, through the Ministry of Education, has initiated wide-ranging educational reforms to ensure inclusivity, transform teaching and learning and improve educational outcomes. These include the establishment of free high school education with approximately 1.2 million beneficiaries absorbed by the programme across the country in the past 3 academic years.

The 2018-2030 Education Strategic Plan, has been designed to improve the quality of teaching and learning of science, technology, engineering and mathematics (STEM) at all levels.

The Ministry of Youth and Sports has renovated Four (4) Youth Leadership and Skills Training Institutes (YLSTIs) at: Sandema (Upper East Region), Abura (Western Region), Takrowase (Eastern Region) and Ajumako-Afranse (Central Region). In 2021, the Ministry through the National Youth Authority provided 6849 youths with skills training in Satellite/CCTV installation, Hairdressing, Youth in Sustainable Agriculture among others.



Gender Equality

Achieve gender equality and empower all women and girls

The Ministry of Gender, Children and Social Protection has operationalized the Domestic/Sexual and Gender-Based Violence (DV/SGBV) Rapid Response Centres at Agboghloshie and Madina Markets. 65 people made up of selected market executives and other stakeholders were trained as paralegals to best respond to issues of Gender-Based Violence (GBV) at the market centres. About 1262 artisans and apprentices were sensitized on Child Marriage, Female Genital Mutilation (FGM), Teenage pregnancy and other harmful practices. Over 139 stakeholders including traditional and religious leaders were engaged in their role in ending SGBV including Child Marriage, FGM, Teenage pregnancy and other harmful practices.

The Ministry collaborated with the Gender Centre for Empowering Development to train artisans on workplace violence in Accra.

As part of the measures to bridge the gender gap in the ICT sector, the Ministry celebrated the Girls in ICT program which has trained 600 students from 9 districts in the Western Region. To expedite the training of more girls in ICT, the Ministry has instituted a biannual celebration of this initiative.

Again, the Affirmative Action Bill has been developed by the Ministry of Gender, Children and Social Protection to aid the process of increasing the number of women in decision positions. The Bill was re-submitted to Cabinet for approval. Currently the proportion of women in Parliament and at the district level stands at 14.5% and 1.2% respectively.



Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all

Water and Sanitation is key to developing a resilient and sustainable economy for good health and development. In line with meeting the requirements of the SDG 6, the Ministry of Sanitation and Water Resources has made efforts in enhancing the delivery of water, sanitation, and hygiene services to the people of Ghana and coordinating activities of the water and environmental sanitation sectors. These activities are to ensure efficiency and productive use of resources towards the attainment of the Sustainable Development Goals 6.



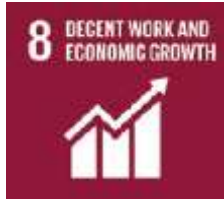
Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all National Perspective

The government through the Ministry of Energy has embarked on several policy initiatives to enhance access to quality, affordable, reliable, sustainable and modern energy for all. These initiatives include:

- The distribution of discounted 60,283 Solar Lanterns (with phone charging functionality) to poor off-grid rural households to replace the use of kerosene as the main source of lighting for non-electrified communities
- Electrification of 582 communities in the Ashanti, Bono, Bono East, Ahafo, Eastern, Volta, Oti and Western Regions (Phase 2)

- Completion of the first phase of the roadmap for the Ghana Nuclear Programme defined by government in collaboration with the International Atomic Energy Agency and
- The establishment of the Owner-Operator Nuclear Power Ghana (NPG) Limited
- The National Electricity Access rate increased from 85.17 to 86.63%. A total of 279 communities were connected to the grid in 2021.



Decent Work and Economic Growth

Promote sustained, inclusive and sustainable

economic growth, full and productive employment and decent work for all

In response to the socio-economic impact of the COVID-19 pandemic, the Civil Service has developed a Workplace Safety and Health response strategy as a proactive framework to provide guidelines to MDs for the management of safety and health responses to emerging threats at the workplace. The Smart Workplace has also been rolled out across the Ministries and Departments to allow Civil Service staff to effectively work from home and observe safety protocols.

Notable government policies initiatives under Goal 8 which includes the One District One Factory (1D1F) implemented by the Ministry of Trade and Industries, Planting for Food and Jobs by the Ministry of Food and Agriculture, etc were continued.

The Ministry of Tourism, Arts and Culture has established the Enterprise Support and Tourism Sites and Destination Development Programmes to provide small and medium Enterprises (SMEs) operating in the sector opportunities to improve their business

A Memorandum of Understanding (MOU) has been signed between the Ministry of Tourism Arts and Culture and the Eagles Group of Hotels to establish a training school in Takoradi to reduce the skills gaps and improve service standards in the Tourism Industry.

The Ministry of Tourism, Arts and Culture in collaboration with UNIDO and UNWTO has implemented the COAST ecotourism project, entitled, 'Integrated Tourism Destination Planning and Management, Ada Estuary'. The main objectives of the project are the promotion of a sustainable tourism destination and ecotourism activities and create pro-poor employment and income opportunities

Ministry of Local Government, Decentralization and Rural Development through the Department of Community Development has also trained 4,644 youth comprising 1,909 males and 2,735 females in vocational and technical skills in 25 Community Development Vocational and Technical Institutes (CDVTIs).



Industry, Innovation and Infrastructure

**Build resilient infrastructure,
promote inclusive and sustainable industrialization and foster innovation**

In accelerating railway development in the country, considerable progress has been recorded in the key indicators relevant to the railway sector towards the achievement of the SDGs target 9.

Target 9.1 relates to “Develop quality, reliable, sustainable, and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all”. The number of passengers transported by rail in 2021 was 150,017 against a target of 1,200,000 passengers. The volume of freight transported by rail in 2021 was 587,000 tonnes against a target of 850,000 tonnes.



Reduced Inequalities

Reduce inequality within and among countries

The Ministry of Communication and Digitalization through the establishments of the mLab and iHub has so far trained about ten thousand (10,000) youth in different digital training programs to promote the software and applications industry. Female inclusion is about 45%.

2,000 Junior High School (JHS) female students have been trained in basic ICT, Coding and Programming in Western North and North East Regions.



Sustainable Cities and Communities

Make cities inclusive, safe, resilient and sustainable

The Ministry of Local Government and Decentralization through the Department of Parks and Gardens, nursed 266,520 seedlings nationwide by September 2021, for maintenance of landscape sites, for sale to the public for revenue generation and supply to first and second cycle institutions for horticultural purposes.

The Ministry of Local Government and Decentralization through the Birth and Death Registry registered a total number of 464,985 births, representing 69% of targeted births of which 236,152 were males and 228,833 females. Also, 42,064 deaths were registered to represent 43% of targeted deaths. The male deaths stood at 22,943 and female deaths 19,121 Improved registration coverage.

The Labour-Intensive Public Work (LIPW) programme has created jobs for 33,952 extreme poor persons in 80 selected districts with a total payment of GHC53,432,844.00 as wage earnings to beneficiaries. The programme has created 344 sub-projects in 496 communities across the 80 districts.



Responsible Consumption and Production

Ensure sustainable consumption and production patterns

Ministry of Tourism, Arts and Culture, in collaboration with the Ministry of Employment and Labour Relations has put together a National Green Jobs Strategy Implementation Plan (2021-2025). The purpose of the strategy and its sub-projects is to ensure effective policy coordination and promote the creation of decent green jobs.



Climate Action

Take urgent action to combat climate change and its impacts

Some initiatives implemented by the Civil Service to combat climate change include; the development of a Climate-Smart Agriculture Investment Plan (CSAIP) to implement the Agriculture and Food Security component of the National Climate Change policy. The Ministry of Fisheries and Aquaculture continued to distribute and sensitize fish processors on the improved fish processing technology (Photo Oven) to reduce the emission of carbon derivatives from the processing of fish.

The Ministry of Transport is continuing with the E-Mobility Policy, incorporating implementation framework and scale-up electric vehicles in Ghana.



Life Below Water

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

The Fisheries Enforcement Unit (FEU) was established with the responsibility of enforcing the Fisheries Act, 2002 (Act 625) in the country.

The Ministry of Fisheries and Aquaculture Development implemented a two-month Closed Season for Industrial Fleets specifically for the Tuna segment, sensitized fishing communities and conducted quayside inspections as part of measures to conserve and sustainably use marine resources.



Life on Land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss

The Ministry of Lands and Natural Resources in support of the implementation of Goal 15 in 2021, implemented various policies and strategies towards forest and wildlife development. This included the following.

- Ghana's forest and wildlife policy 2012
- Forestry development master plan (2016-2036)
- National Forest Plantation Strategy (2016-2040):
- Ghana REDD+ strategy, 2016 – 2035
- Forest and wildlife resources management plans

Progress made about sustainable forest management included the following:

- Implementation of Ghana's cocoa-forest REDD+ programme in the high forest zone to reduce emissions from deforestation and forest degradation and also contribute to efforts towards carbon stocks enhancement, conservation and sustainable forest management.
- Implementation of the Ghana Forest Investment Programme to reduce greenhouse gases emissions from deforestation and forest degradation, while reducing poverty and

conserving biodiversity.

- Roll out of Ghana Wood Tracking System and Legality Assurance System.



**Peace, Justice and Strong Institutions to
Protect peaceful and inclusive societies for
sustainable development, provide access to justice
for all and build effective, accountable and
inclusive institutions at all levels**

The government is implementing various SDG 16 related policies through various Ministries and Departments. The National Social Protection Policy Framework was created under the Ministry of Gender, Children and Social Protection to mitigate inequality and bridge the gender gap in inclusiveness and social development, especially for women in rural areas.

The Ministry of Chieftaincy and Religious Affairs held twelve (12) engagements with traditional authorities. Twenty (20) draft Legislative Instruments to stools/skins have been submitted to Parliament for passage. The Ministry also inaugurated four (4) Traditional Councils in the Upper West Region and held four (4) meetings with religious bodies to foster peaceful co-existence.

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 Ministry continued with the contribution of troops and equipment towards international peace efforts based on the invitation of the United Nations peacekeeping Mission to strengthen Ghana's role in international affairs.

The CSVRA/CSVMS Technical Advisory Team has identified key priority areas to enhance security in Ghana. Some Ministries and Departments have been identified and tasked to propose activities on early warning and response tools as well as systems that can be implemented to mitigate issues relating to political extremism, criminality and organized crime including human trafficking, the proliferation of small arms, drug trafficking and cybercrimes.

RTI Bill was drafted in 1990 and Parliament finally passed it into law in 2019 under the auspices of the Ministry of Information. The Right to Information Act 2019 provides for the constitutional right to information held by any public institution and to foster a culture of transparency and accountability in public affairs.

As per the design, the status of implementation as of 2021 are as follows:

- Setting up the RTI implementation Secretariat
- Facilitating the circulation of transition and implementation guidelines to all Public Institutions

- Build data mapping Tool and Template for the information manual
- Designation of RTI officers and set up of four hundred and seventy-eight (478) RTI Units
- RTI Commission has been fully established and operational
- An Annual Implementation Report on the RTI has been submitted to Parliament.
- 114 requests for information were received during the period under review; 85 were granted, 6 rejected, 12 referred, 6 transferred, 2 deferred and 3 reviewed.



Partnership for the Goals

Strengthen the means of implementation and revitalize the global partnership for sustainable development

The Ministry of Employment and Labour Relations rolled out the District Level Revenue (dLRev) Software to Metropolitan, Municipal and District Assemblies (MMDAs). A web-based data collection and Monitoring and Evaluation (M&E) System, known as the District Data Development Platform (DDDP) was also deployed to all 260 Metropolitan, Municipal and District Assemblies (MMDAs) to address gaps in data collection and facilitate M&E on all government interventions at the local level.

The coordination and partnership of the various Civil Service organizations are vital to support national plans to achieve all the SDG targets and more specifically to improve the well-being of the people and the environment. Failure to achieve these goals is an impediment to sustained economic and social growth.

It is the expectation of the Civil Service that government continues to support the Service financially and in capacity development initiatives to implement the SDGs while Ministries and Departments intensify their collaboration efforts as a way of leveraging the interlinkages between the SDGs to enhance their effectiveness and impact.

CHAPTER SIX (6)

6.0. GENERAL ACHIEVEMENTS

In 2021, the Ghana Civil Service continued to deliver on its mandate to support government deliver on its strategic goals and promote national development despite the limitations and constraints of the COVID-19 pandemic.

This chapter of the Report summaries key achievements of the Civil Service in year 2021.

6.1. Information Communication Technology**A. Digitalization of work processes**

As part of the digitalization processes in Ghana, NITA under the Ministry of Communications and Digitalization in collaboration with the Ministry of Finance and a consortium of local FinTech's deployed the Ghana.gov payment platform. This platform is a one stop payment platform for all payment for Government services. It integrates all forms of payments from mobile money, card payment, and Bank transfer etc. from the comfort of a digital device if one has an internet connectivity. This supported the smooth running of public agencies' business during the period.

The Ministry of Communications and Digitalization also embarked on digitalization of Public Records at Ghana Immigration Service. This was initiated as part of Government Digitalization agenda intended to streamline activities of Ghana Immigration by integrating their daily functional processes onto a digital platform to ease work turnaround time. The information is transferred onto the Enterprise Content Management System operated by the Ghana Immigration Service to digitally keep the records.

During the period under review, the Ministry of Lands and Natural Resources implemented a total digitization of online licensing system to eliminate the “face to face” contact, reduce time for doing business, and encourage investment in the mining sector.

Under the Ministry of Roads and Highways, the eBID Web Portal (eBIDS) initiative was implemented. The e-Bids portal is the Ministry of Roads and Highways' initiative to provide a transparent and equal opportunity procurement process to all eligible bidders located in any part of the world. This system allows for any interested suppliers in any part of the world to deal with the Ministry whenever their services are required.

6.2. Infrastructure**A. Development and expansion of Airports**

As part of Government's policy to establish an airport/ airstrip in each of the regions to boost tourism and trade, the Ministry of Transport commenced a feasibility study to determine a suitable location for the development of an airport in Cape Coast in the Central Region, Takoradi in the

Western Region or in between the two (2) regions. A draft Inception Report was submitted by the consultant and reviewed by the Ministry.

In respect of the Kumasi Airport, the phase II scope of works 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. The Phase III also which involves expansion of the Terminal Building and construction of passenger boarding bridges other ancillary works. Both phases as at end of year 2020 78% and 29.63% complete respectively. For the period ending December, 2021 works on the phase II and III were 92% and 37.8% complete respectively.

For the Tamale Airport Phase II Project, the scope of works involves the construction of a Terminal building of approximately 5,000m², a multi-purpose facility which could also be used for Hajj purposes when the need arises, access road, car park and other airport facilities is progressing steadily and about 33% complete as at end of year 2020. During the period under review, works progressed reaching approximately 72% completion.

B. Establishment of the Foundry and Machine Tooling Centre

The Ministry of Environment, Science Technology and Innovation progressed steadily on the establishment of the Foundry and Machine Tooling Centre under the GhanaCARES “Obaatampa” Programme. Most of the equipment for the first phase of the project has been procured and delivered to site, some are in transit for delivery, and some of the equipment are yet to be procured. When completed, the Foundry and Machine Tooling Centre would establish the foundation for the local fabrication of machinery and spare parts, based on cutting-edge technology and innovation. It is conceptualized to be operated on a Public-Private-Partnership (PPP) basis.



Galvanised Stel Structure of Foundry

C. E-waste collection at Old Fadama (Agbogbloshie)

In support of SDG, target 12.4, the Ministry of Environment, Science, Technology and Innovation continued the pilot incentive payment system for e-waste collection at Old Fadama (Agbogbloshie) aimed at reducing the indiscriminate disposal and burning associated with the management of e-waste. As of December 2021, over **115.23** tonnes of e-waste cables, **30.93** tonnes of mixed batteries, and **0.28** tonnes of thermoplastics (which would otherwise have been burnt by the scrap dealers and further polluted the environment) had been purchased.

The Ministry is also working assiduously to hand over these accumulated e-waste types to accredited recycling companies for sound recycling. The construction of an e-waste Handover

Centre (HOC) for storing the purchased e-waste types is still on going at the premises of the Ghana Atomic Energy Commission (GAEC).



HOC Construction Site



Cables at Satellite HOC at Agbogbloshie

6.3. Agriculture

Promotion of Sustainable Agriculture and Strengthening Capacity for Adaptation to Climate Change

On 7th July, 2021, Parliament ratified the Bilateral Cooperation Agreement between the Government of Ghana and the Swiss Government towards the implementation of Article six (6) of the Paris Agreement. The implementation of the agreement will serve as a pilot for the operationalization of Article 6 (market mechanism) of the Paris Agreement on Internationally Transferred Mitigation Outcomes (ITMOs). This will be achieved through the implementation of a National Clean Energy Access Programme for which a total emission reduction of 2.0 Metric Tonnes of Carbon Dioxide (MtCO₂e) will be sold to the government of Switzerland.



Signing of Bilateral Cooperation Agreement

6.4. Regulations and Reforms

a. Legislative and Administrative Reforms

During the period under review, a number of legislative reforms were initiated and developed. Key among them included the submission of draft Legislative Instruments (L. Is) on Codification of Lines of Succession to Stools/Skins by the Ministry of Chieftaincy and Religious Affairs to Parliament. There was also the passage of Public Financial Management (Public Investment Management) Regulations, 2020 (L.I. 2411) by the Ministry of Finance. Notable substantive legislation drafted and enacted into law included Energy Sector Levies (Amendment) Act, 2021 (1064), Penalty and Interest Waiver Act, 2021 (Act 1065), Income Tax (Amendment) Act, 2021 (Act 1066), Financial Sector Recovery Levy Act, 2021 (Act 1067), COVID – 19 Health Recovery Levy Act, 2021 (Act 1068), Appropriation Act, 2021 (Act 1069) amongst others.

Some Administrative documents prepared by the OHCS included:

- **Sexual Harassment document** - Sexual Harassment document provides guidance for managing healthy staff relationships
- **Administrative Instructions** - Administrative Instructions provide guidelines, standards and explanatory notes for work procedures in
- **Focal Person's Manual** - Focal Person's Manual serves as a guide for stakeholders in the implementation of NACAP activities in the OHCS

b. Organisation of the 2021 Civil Service Week and Awards Ceremony

The Annual Organisation of the Civil Service Week and Awards Ceremony, which created the awareness to citizens of Ghana on importance of the Civil Service to national development and the opportunity to recognised distinguished staff and personalities who have performed excellently in the previous year was held during the period under review.

The theme for the 2021 celebration was Economic Transformation amid Covid-19 pandemic; the responsibility of an Adaptive Civil Service from 5th – 13th August, 2021 and adopted both the virtual and in-person meetings approach. The event provided the interface for government officials, people in academia and the public interact and network on a common platform towards nation building. An average of 90- 100 staff are awarded each year. Meritorious awards ceremony organized for 116 serving and non-serving Civil Service Staff. The program was very useful and impactful.

c. Public Sector Reforms

The Office of the Senior President Advisor as part of the Public Sector Reforms for Results project (PSRRP) championed the restructuring of the project to leverage on current global trends. Some reforms were the procurement of a consultant for the integrated solution for vehicle registration to ensure vehicle registration process reduced from 6 hours to an hour developed and implemented. A consultant was also engaged to undertake capacity gaps assessment of DVLA.

Through the PSRRP, the Office of the Senior President Advisor also funded the ‘Listening to Ghana’ survey to ascertain the opinion and views of the citizenry relating to the relevance, efficacy, and sustainability of the Government Flagship Programmes rolled-out by the Government about two (2) years ago.

The Office of Government machinery also conducted an End-line Evaluation of Government Results Framework for High Priorities (GRFHPs) – 2017-2020) during the period under review.

6.5. Social

a. Management of the Covid-19 Pandemic

Following the development of the 2020-2024 COVID-19 Emergency Preparedness Response Plan (EPRP) by the MOH, Ghana Health Service (GHS) with the support of its agencies operationalized the implementation of the EPRP. The COVID-19 EPRP was implemented nationwide, with the objective to prevent, detect, and respond to the threat posed by the pandemic and strengthen national systems for public health preparedness in the country contributed. This was to improve COVID-19 prevention, detection, and response through four components: 1) Emergency COVID-19 Response; 2) Strengthening Multi-sector, National Institutions and Platforms for Policy Development and Coordination of Prevention and Preparedness using One Health Approach; 3) Community Engagement and Risk Communication; and 4) Implementation Management, Monitoring and Evaluation and Project Management. This approach drastically reduced the spread of the virus nationwide.

The MOH embarked on the nationwide campaign for the vaccination of all citizens after its arrival in the country. Efforts were also being made to produce vaccines locally to shore up the numbers, reduce cost and improve the vaccination exercise towards herd immunity during the period. Specifically, a Cabinet memo was submitted for approval of the draft National Vaccine Policy and establishment of the National Vaccine Institute to coordinate production of vaccines

The Ministry of Tourism, under the National Commission on Culture, with support from the National COVID-19 Trust Fund and CARE International Ghana, embarked on COVID-19 awareness campaign across the country, to erase all cultural barriers militating against the observance of the COVID-19 safety protocols. In addition, UNESCO and ECOWAS produced Music videos and special messages by members of the Creative industry with funding from a special COVID-19 initiative.

Through the implementation of enhanced measures, most Ministries and Departments (MDs) curbed the spread of the virus among its staff and prevented COVID related deaths by ensuring that staff adhered to the Covid-19 protocols by the WHO and the Ghana Health Service and admonished staff to participate in the nationwide vaccination exercise. This ensured the continuity of work processes on the delivery of services during the year 2021.

b. Decentralization Programme

The Ministry undertook a performance assessment of the 260 Assemblies as part of the efforts to deepen decentralisation using the District Assemblies Performance Assessment Tool (DPAT) in September 2021. An amount of GHS226,543,546.00 was subsequently transferred to qualifying MMDAs for DPAT III (2018) as Investment and Capacity building grant allocations. An additional amount of GHS105,510,000.00 was transferred to MMDAs as investment allocation based on DPAT IV (2019) assessment results to support the implementation of their Annual Action Plans and Budget.

The Ministry continued the process to strengthen the legal and institutional framework to improve the governance and efficiency of Local Service delivery. In this regard, the Ministry held a national stakeholder's consultation to review the Local Government Finances Bill (LGFB).

The Ministry also organised an orientation programme for 250 out of 260 nominated Metropolitan Municipal District Chief Executives (MMDCEs) on 19th September, 2021 at the Accra International Conference Centre (AICC) and the Institute of Local Government Service (ILGS) from 26th to 29th October 2021.

c. Local Level Development and Management Programme - Community Development

As part of its efforts to create jobs, reduce poverty, and enhance the technical and vocational skills of the youth, the Ministry of Local Government, Decentralisation and Rural Development, through the Department of Community Development, trained 4,644 youth comprising 1,909 males and 2,735 females in vocational and technical skills in 25 Community Development Vocational and Technical Institutes (CDVTIs).

240 individuals, including 85 males and 155 females, were trained on the Alternative Livelihood Skills in the northern sector of the country to address the challenges of illegal mining activities. 1,256 social workers have also been trained in the use of Child Protection Tool kits on Child and family welfare issues.



Masonry practical demonstration at CDVTI- WA

As part of the land reclamation exercise, 12,300 hybrid coconut seedlings were procured and planted in two (2) districts, namely Wassa East and Shama Districts of the Western Region and three districts in the Eastern Region, namely, Denkyembuor, Kwaebibirem and Atiwa East.

d. Recreation and Beautification

The Department of Parks and Gardens has the mandate to sustain landscaped areas of all prestige areas (Jubilee House, Peduase Lodge, etc.), including Regional Coordinating Council's grounds and gardens, roundabouts, road medians and shoulders. As at the end of September 2021, the Department was able to maintain and beautify a total of 1,695,796m² landscaped areas across the country.

The Department landscaped the Ridge Road median to Ako Adjei interchange and planted trees at the Asenema Waterfalls in the Eastern Region to promote landscape development. The Department also planted trees on the Kwame Nkrumah Avenue (Katamanto) in collaboration with the Greater Accra Regional Coordinating Council and landscaped the Northern Regional Coordinating Council grounds to add aesthetic value to urban areas in Ghana. In all, a total area of 6,105m of road median was landscaped by the end of September.

The Department's "Planting for Now and the Future" project (planting of 1,000,000 trees in 2 years) was launched on 5th June, 2021 at the Aburi Botanical Gardens to commemorate 2021 World Environment Day (WED). During the launch, 1,000 trees were planted in the Greater Accra Region and 3,544 trees were planted across the country. As at the end of September 2021, 10,209 trees had been planted.



Launch of "Planting for now and the Future"

The Department started its collaboration with the Ghana Tourism Authority (GTA) to redevelop the Aburi Botanical Gardens (ABG). Key areas earmarked and rehabilitated include the two entrance gates and the parking areas, the children's playing area including the Pergola, and the creation of a unique outdoor Amphitheatre within a section of the Gardens for events and functions and construction of a 12-seater toilet facility. The Gardens also lifted 15 palms (6-9metres) planted at the main entrance to replace the ageing ones using the same technology as the National Cathedral project. As at the end of the third quarter, 37,402 individuals had visited the Gardens in the promotion of ecotourism and recreation.

6.6. Economic

A. Implementation of strategic anchor industries and Ghana's AfCFTA implementation framework

Under the Economic Sector, there was the implementation of Strategic Anchor Industries Initiative by the Ministry of Trade and Industry (MOTI). 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.

Ghana was also the first country to have signalled its readiness to commence trading under AfCFTA by completing its Rules of Origin Certification Process on 5th January, 2021 and activating the necessary forms on the Integrated Customs Management Systems (ICUMS) platform on 15th January, 2021.

Subsequently the Implementation of an AfCFTA Facilitation Programme commenced in April, 2021 targeted at supporting 100 companies to export to the African Continental Free Trade Area. In August 2021, 189 companies participated in a technical audit exercise to assess their capacity to boost production and export under AfCFTA. The facilitation Programme for Companies Exporting under AfCFTA was launched (Market Expansion Programme) in March, 2021 to support Ghana's national implementation framework for AfCFTA and to boost the overall economy of Ghana.

B. Improvement in Revenue Generation at the Local Level

The Ministry of Local Government, Decentralisation and Rural Development in collaboration with GIZ, rolled out the District Level Revenue (dLRev) Software in 114 Metropolitan, Municipal and District Assemblies (MMDAs) across the country as against the target of eighty-four (84). E-billing and e-payment modules were introduced to augment the operations of dLRev and improve revenue generation and management. The Ministry further facilitated the completion of property valuation exercises in 49 MMDAs.

The Ministry deployed a web-based data collection and M&E System, known as the District Data Development Platform (DDDP), to all 260 MMDAs to address gaps in data collection and facilitate M&E on all government interventions at the local level.

C. Planting and Rearing for Food and Jobs and Exports

The Ministry of Food and Agriculture set out to provide incentive for adoption of improved seeds and fertilizer to increase food production and productivity. In 2021, 31,797MT out of the targeted 46,498MT were supplied to small holder farmers. 259,500MT out of the targeted 522,080MT of fertilizers were also supplied to smallholder farmers. Fertilizer smuggling was one of the major problems identified in border towns and regions.

Under the ‘Planting for Export and Rural Development’ (PERD) program, the Ministry also targeted the distribution of 1,200,000 improved planting materials to farmers in 10 Regions. However, 1,360,589 seedlings were supplied to 7,543 farmers-exceeding the target set. The tree crops promoted under PERD in 2021 included; cashew, oil palm, coffee and coconut.

Under the Rearing for Food and Jobs program, farmers were supported with improved breeding stock to upgrade their local stocks. The target was to distribute 531,100 improved breeds of small ruminants, pigs and poultry to farmers. As at October 2021, only 257,204 improved breeds were supplied to farmers.

D. Horticulture development (3 Greenhouse villages)

The main objectives of the greenhouse module are to create employment opportunities for graduates and improve the production of high value vegetables for both local and international markets. During the year under review, the Ministry’s target was to train 64 graduate youth in greenhouse vegetable production. However, as at October 2021, 61 graduates had enrolled and completed theoretical and practical training in greenhouse technology.

E. Review of FASDEP II and Formulation of FASDEP III:

The process of formulating successor policy FASDEP III for the Food and Agricultural Sector was initiated in 2019 and completed in 2021. Implementation is to begin in January 2022, through the new Agricultural Sector Medium Term Plan (2022 - 2025).

6.7. Administration and Human Resource Management

a. Electronic Staff Performance Appraisal (E-SPA) System

The Office of the Head of the Civil Service reviewed its staff Performance Appraisal Instruments in 2020 to enhance its usefulness and effectiveness. Further to its implementation in 2021, the OHCS initiated the process of digitizing the Staff Performance Appraisal Instrument into an Electronic Staff Performance Appraisal. The essence of the E-SPAR is to:

- Ensure participation and compliance to timelines of Officers on the grades of Deputy Director/Analogous grades and below in the performance management system
- Systematically assess employees’ performance with respect to set targets, their competencies and potential for development as well as provide feedback to appraisees’ on their strengths and weaknesses
- Serve as a guide for management to make decisions on personnel planning, training, and development
- E-SPAR makes it compulsory for all staff, assures confidentiality, has a Service-wide visibility, provides real-time monitoring as well as improves auditing, notification and reporting.

- The system was fully developed tested in December 2021. It will be piloted in selected eleven Ministries, One Extra Ministerial Organisations and Nine Departments/Institutions in 2022 and made fully operational in 2023.

b. Human Resource Capacity Development

With its three (3) main Training institutions namely the CSTC, GSS and ITS, the OHCS ensured the capacity building of a significant number of 6,935 Officers in various schemes of service training in the year under review. 30 other officers participated in the Diploma in Administration course at GIMPA while 24 Senior Officers on the grade of Director/Analogous, from various Ministries and Departments participated in the Senior Management Course at GIMPA. As part of its capacity building initiatives for staff in the Civil Service, the OHCS also signed an MOU with the Ghana Scholarship Secretariat to award scholarships to Officers in the Service. In 2021, 18 Civil staff have been beneficiaries of the MOU having the opportunity to pursue Masters and PhD programmes at the Ghana Institute of Management and Public Administration (GIMPA), University of Professional Studies, Accra (UPSA) and in Organization Development (OD) Institutes.

Other Ministries and Departments sponsored their staff to embark on specialized in-person and online training to build their capacity for effective service delivery. The Service is confident to say that with government support, majority of its staff across all levels were trained to perform assigned tasks effectively.

c. Service wide virtual promotions

The Office of the Head of the Civil Service commenced the implementation of the virtual promotion process in 2020 in response to the COVID-19 pandemic and in line with the National Public Sector Reform Strategy. This initiative provided the office an opportunity to further clear the backlog of officers, especially in the Civil Service Departments at the Regional and District offices outside Accra.

In 2021, 5,272 Officers were processed for promotion. The process enabled candidates and panel members the opportunity to go through the process from the comfort of their offices/virtual locations. This 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.

The Civil Service Act mandates the Civil Service to support and assist government in the formulation and implementation of policies in the country. The Civil Service strived to perform its functions, in the midst of administrative challenges, to ensure that success is achieved in the delivery of services for the attainment of government goals.

Details of the achievements by various Ministries and Extra Ministerial Organisations are provided in the appendix I.

CHAPTER SEVEN (7)

7.0. CHALLENGES, RECOMMENDATION AND FORWARD LOOK

This section of the report outlines the challenges, recommendations and the planned programmes for the Civil Service in the ensuing year.

7.1. Challenges

The Ghana Civil Service, like other Public Service Organizations, continues to face some bottlenecks which hamper the smooth attainment of its mandate and militates against the promotion of effective service delivery. In spite of these challenges, the Service in its unique way has adopted new methods of working to ensure its commitment to the delivery of its mandate to attain national development.

The various challenges, categorized into sub-sectors, that confronted the Civil Service during the period under review are stated below.

A. Economic**i. Funding and release of budgetary allocation**

Inadequate budget ceilings, untimely and inadequate releases affected effective delivery of services and the attainment of set goals for the various Ministries and Departments during the year under review. Inadequate allocation of Goods and Services and Capital expenditure for most sectors hampered the progress of set goals for the fiscal year. Also, the non-release of the fourth quarter budgetary allocation greatly affected deliverables of the sector which requires urgent attention.

Minimal retention of IGF by some Ministries and Departments posed a serious challenge for the effective operations of activities in the Service. The untimely release of funds from the Ministry of Finance unduly affected payments to suppliers and contractors. The Lack of sponsorship or funding of planned programs and projects from Development Partners greatly affected key deliverables.

ii. Conditions of service and remuneration

The Committee set up by His Excellency, the President, chaired by the Hon. Senior Presidential Advisor to the President, Hon Yaw Osafo Marfo, to review the proposed conditions of service of Civil Service of the Civil and Local Government Service staff could still not complete its work, though some significant progress was made in the identification of the issues for negotiations.

Measures need to be put in place to address the salary disparity between the Civil Service and other Public Service institutions to place the Civil Service better. Enhancing service delivery is the goal of the Service; hence, it is necessary for the appropriate resources to be provided at the right time to ensure efficient and effective delivery of service.

iii. Logistical Constraints

As a measure to curb the spread of the Covid-19 virus service wide, the implementation of remote working has become the practice for most sectors in the Ghana Civil Service. This system, however required that officers use robust IT or digital systems and infrastructure to facilitate work processes. The provision of these logistics, more importantly, reliable internet connection, in the service was woefully inadequate during the period, to ensure smooth work flow which negatively affected the impact of set targets.

Furthermore, the inadequate, overused and obsolete logistics such as vehicles and office equipment made the work of most Ministries very challenging and slowed down performance of staff in the delivery of services.

B. Infrastructure

i. Limited Office Space

Inadequate office space to accommodate the existing and newly posted officers continues to be a serious challenge for most Ministries and Departments.

There is limited office space for the newly recruited staff which is needed to augment the current Civil Service-wide staff strength. The effect of this challenge has been the high turnover of newly recruited staff who are posted and overcrowding of staff in the limited office spaces. The office conditions and environment of most departments, head offices and regional offices are poor or deplorable and sometimes serve as a disincentive and inimical to staff.

ii. Residential Accommodation

The provision of residential accommodation to Civil Service staff is woefully inadequate. The few facilities available have not been renovated for occupancy and the process for acquiring the limited facilities has been daunting such that it deters staff from applying for it. This compelled majority of Staff to live in self-rented apartments, which are mostly in remote areas from the ministerial enclave. The arduous journey and cost of commuting from such remote locations to work impeded productivity.

iii. Land title/acquisition challenge and encroachment of Lands

Encroachment and litigation on institutional lands continued to pose a big challenge on the implementation of projects and expansion of offices nationwide during the period. For instance, the Ministry of Railways Development had to deal with encroachment of Railway corridor or right of way which affected the smooth construction of some railway projects.

The encroachment of Government Secretarial School (GSS) and Institute of Technical Supervision (ITS) lands at Sekondi, Ho, and Weija affects the space available for these institutions to undertake

development projects. The complex and slow process to regularize the title of institutional land titles continues to be a challenge for the Civil Service.

C. Administration

i. Regulatory

Delay in the processes for the preparation and drafting of old laws continued to be a challenge. There has also been inconsistencies in data for the drafting of L.Is on lines of Succession to Stools/Skins. For instance, the L.I 798 and C.I 27 which specify the procedures for adjudication of disputes by Judicial Committees of Traditional Councils and the Houses of Chiefs are outmoded. This posed an ineffective legal and regulatory regime for the sector and hindered effective service delivery.

ii. Political administration

Delay in the appointment of some Ministers and the lack of inter-ministerial coordination and collaboration resulted to ineffective service delivery. Also, the lack of support for policy implementation by the political administration resulted in delayed achievement of set goals. For instance, the absence of effective cooperation and collaboration with other state institutions working in the sanitation and water sector hampered the smooth delivery of services in that space.

iii. Records Management

Poor Record-keeping and poor handling of confidential documents affected the service delivery of some sectors of the Ghana Civil Service. While most sectors took steps to involve the Public Records and Archives Administration Department (PRAAD) in the decongestion of its records, the record centre at PRAAD was congested, which did not allow for further storage of public documents.

The inadequate capacity of PRAAD due to consistent low funding of CAPEX, low rates and fees for its Services and the low percentage retention of IGF has exacerbated the critical service of records management in the Public Sector. The situation makes it difficult for PRAAD to effectively preserve and conserve documents leading to decay and withering posing threats to the documents of various institutions of state such as the Judiciary, Parliament and key executive institutions.

iv. Interface between Civil Service and Public Agencies

Section 11(2) of the Civil Service Act, 1993 (Act 327), states that the Ministry is the highest organisation for any sector of our economy, constituted by the Departments and Divisions (Agencies) and it is responsible for the Sector. The Ministry is headed by a Minister, supported by the Chief Director, who is the bureaucratic head of the Ministry and has oversight responsibility of any public organisation. The supervisory role of the Chief Director is important for effective sector-wide policy formulation, coordination and monitoring to achieve the broad goals of the sector.

However, the Office of the Head of Civil Service's monitoring activities indicate that agencies under some sector Ministries have not fully embraced the strategic role of the Chief Director as the bureaucratic head and chief coordinator of the policies, plans and programmes of the sector. This has led to a negative impact of compromising the Chief Director's role in terms of managing sector-wide performance. It must be noted that in the public administration landscape, the relationship between Ministers and Chief Directors, statutory boards in the areas of reporting and strategic direction are still evolving and needs to be properly aligned.

The strategic coordinating role of the Chief Director must be strengthened and properly aligned by the Hon. Ministers based on the Civil Service Law and Ministry's organizational manual to ensure all parties are responding to the efforts of improving performance and achieving the set goals of the sector.

D. Social

Covid -19 and its effect on service delivery

The spread of the virus in some Ministries slowed work output during the period. Though the necessary protocols were adhered to, the spread of the virus affected most of the sectors of the Civil Service. Supply chains for the delivery of most services were affected.

Furthermore, some donor funds for most projects were not received since most of the activities needed to trigger the release of these funds which was suspended or delayed. Development Partners also redirected their priorities to focus on other areas of support.

7.2. Recommendations

To address the above-mentioned challenges, the following mitigative measures are recommended for consideration:

A. Economic

i. Adequate funding and timely release of funds

The government through the Ministry of Finance is requested to increase the allocation of funds and ensure the timely releases of it to all sectors in the year 2022. The Cap on IGF need to be reconsidered by government to improve productivity in the Service.

Also, there is the need for government to encourage donor partners to support the implementation of programmes and projects in the ensuing years.

ii. Poor Remuneration and conditions of Service

Salary disparity between the Ghana 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 a matter of urgency, completes the processes ongoing with the Office of the Senior Presidential advisor on an upward review of the

remuneration and Conditions of Service for staff of the Service in order for the service to attract and retain staff with high expertise for the various sectors.

iii. Logistical Constraints

In order to promote productivity and highly skilled labour, there is the need for government to provide adequate allocation of funds for IT infrastructure. Also, the procurement of vehicles and the needed logistics are required for the effective and efficient service delivery by government in the Ghana Civil Service.

B. Infrastructure

i. Encroachment of Land and delay in acquisition of land titles

It is recommended that government and the leadership of affected sectors engage and form a team to review, reclaim and secure government lands. In addition, efforts should be made to provide adequate compensations to affected victims who have genuinely been disadvantaged because of the reclamation of government lands.

ii. Limited office space and inadequate staff accommodation

While most sectors are relocating outside the ministerial enclave due to the limited office spaces and the outmoded nature of current office buildings, government should as a matter of urgency lead the redevelopment, redesigning and restructuring of the Ministerial enclave to promote smooth government business going into the future.

Abandoned and uncompleted government bungalows must be completed to provide more places of residence for civil service staff to curb the arduous transit officers have to embark on which results in low productivity. Criteria for the accessing these facilities must be open and processes made simple.

iii. Poor Records management

As the service revolves into a more digitalized era, there is the need for government to lead the digitalization and modernization of PRAAD, considering its significant role in the government administration system. Government must as a matter of urgency revamp and retool PRAAD, which is the national archive of the country to implement their mandate effectively. This will ensure the proper preservation of our records nationwide.

C. Administration

i. Human resource management

Government must work on improving the conditions of service to retain skilful staff for effective service delivery in technical areas. Additionally, there is the need to increase the avenues for the

training of staff in key areas in order to enhance expert human resource capacities across all sectors of the Service. Focus should also be directed towards the adequate provision of logistics to facilitate efficient work processes and delivery of service.

ii. Regulatory

There must be expedited action on the development of regulatory frameworks for enhanced service delivery by government and all key stakeholders.

D. Social

Impact of Covid-19 on work processes

In ensuring the continuity of government business amid the Covid-19 era, the implementation of the remote working hours is a key mitigative measure to help curb the spread of the virus as being practiced globally. However, to address the few bottlenecks associated with this practice requires the following:

- need for government support to implement the full component of the smart workplace system service wide
- support the provision of stable and reliable internet connectivity by NITA
- continue to sensitize staff and the general public on the need to be vaccinated in order to curb the spread of the virus in the Service and nationwide as a whole
- increase allocation of funds to promote the digitalization of work processes of staff in the Civil Service
- intensify the needed funding to improve internet accessibility and anti-cybercrime systems to protect government documents and work processes

7.3. Forward Look

To support and execute the mandate of the Civil Service and see to the continuity of government business in Ghana, the Civil Service will undertake, but not limited to the following sector policies related to the implementation of the programmes and projects in year 2022:

A. Administration

The Civil Service will embark on the following administrative programmes;

- Review the Civil Service Legislative Framework,
- Facilitate the processing of remuneration and conditions of service of Civil Service staff,
- Commence the recruitment and online promotion processes for 2022
- Organize the 4th edition of the 2022 Civil Service Week to improve Civil Service and stakeholder interface
- Operationalize the Electronic Staff Performance Appraisal System

- Continue to pilot incentive payment system for e-waste collection aimed at reducing the indiscriminate disposal and burning by informal e-waste collectors.
- Reform the Legal Framework on Chieftaincy
- Review of the Road Traffic Regulations, 2012, L.I.2180
- Institute the National Fish Festival to commemorate the celebration of Internal Fisheries Day
- organize the 38th edition of the Farmers' Day 2022 National Farmers Day celebrations which will mark
- Host the 7th Meeting of the Organization of African, Caribbean and Pacific States (OACPS) Ministers in charge of Fisheries and Aquaculture.
- Implement the Common Admissions Platform (CAPS)
- Implement the National Climate Change -Smart Energy Action Plan
- Intensify the implementation of the RTI Law across public institutions
- Conduct sensitization of the HSSE Manual for the Energy Sector
- Consolidate the Improvements in the public financial management system by strengthening commitment control, integration of PFM IT systems and deployment of the Public Investment Management System (PIMS) to rationalize public Investments.
- Advocate for the passage of a Bill to give legal backing to the operations of the programme
- Implement the National Green Jobs Strategy.
- commence education and implementation of the Wildlife Bill (Act)
- Commence the migration of the online portal and back office to the Land Commissions cloud.
- Monitor the 3% District Assembly Common Fund for persons with disabilities

B. Economic

The Civil Service of Ghana under the Economic Sector will implement the following in the ensuing year;

- Finalize the preparation of the 2022-2025 Sector Medium Term Development Plan
- Prepare and implement the 2022 Annual Work plan and Budget
- Prepare the 2021 Annual Progress Report for the Ministry
- Prepare the 2022 and 2023 Budget Statements and Economic Policy
- Expand the Free SHS Programme to all first-year students from public TVET institutes who have been aligned under the Ministry of Education with the passage of the Pre-Tertiary Education Act, 2020 (Act 1049)
- Promote private-sector investments in Ecotourism including the development and implementation of a Master Plan for the establishment of Regional Zoos, the rehabilitation of Accra Zoo,

- Implement the National Green Jobs Strategy
- Broaden Christian Pilgrimage, Heritage and Tourism.
- Implement the Aquaculture for Food and Jobs (AFJ) Initiative
- Organize the 2022 Ghana National Games
- Continue to promote the "See Ghana, Eat Ghana, Wear Ghana, Feel Ghana" campaign which is held in March to promote jobs and income for Ghanaians as well as showcase their Ghana-made apparel and clothes

C. Social

Under the Social Sector, the Civil Service intends to undertake the following;

- Eliminate Child Labour using the National Plan of Action (NPA III)
- Commence the implementation of the 10-year Bilateral Cooperation Agreement between the Government of Ghana and the Swiss Government towards the implementation of Article six (6) of the Paris Agreement.
- Conduct monitoring exercises on seismicity and earthquakes, carry out geo-hazard mapping and public education on geo-hazards.
- Finalize the Gifted and Talented Education (GATE) Policy.
- Implement No Guarantor Policy to Access Student Loans.
- Deepen financial inclusion and further enhance Financial Sector Development
- Provide one hot meal for all pupils under the beneficiaries' schools of the school feeding programme on every school going day.
- Improve school health and nutrition services.

D. Infrastructure

The Civil Service will embark on the following;

- Acquire Research Vessel to undertake fisheries stock assessment studies to aid in the formulation and implementation of fisheries policies and plans
- Construct offices and Bungalows for the six new Regional Houses of Chiefs and other works.
- Continue the maintenance of road asset to protect the huge investment made in the provision of the road infrastructure.
- Pilot the "Automation of the judicial processes of the National House of Chiefs".
- Plant 20 million tree seedlings on Green Ghana Day as well as embark on reclamation and revegetation of mined-out sites within forest reserves.
- Construct offices in newly created regions

- Establish Telecom/ICT Museums.
- Secure funding for the construction of the 50MVar STACOM in Kumasi to improve the network interconnection transmission system (NITS) in the Ashanti and the Northern Regions of Ghana (Siemens – Ghana collaboration)
- Develop an airport in either the Central Region, Western Region or In-Between the Two Regions
- Embark on the One District One Factory Initiative
- Construct 5No. Interchanges in the Greater Kumasi Metropolitan Area
- Construct an Administration Block, 2No. Dormitory Block, Isolation cell, Reception and Multipurpose Hall – Prisons
- Implement the post-harvest management and storage capacity expansion programme under the agricultural sector
- Provide the infrastructure and logistics for Plant Protection and Regulation, PFJ, RFJ and provision of mechanization services in the Agricultural sector
- Continue the construction works for the standard gauge railway line from Tema to Mpakadan
- Continue the implementation of the National Aquaculture Centre and Commercial Farm Project
- Roll out the Aquaculture for Food and Jobs (AFJ) Initiative
- Secure GAF Lands by constructing Teshie waterfront community and acquire over 10,000 acres plot at Aburi for GAF

7.4. Conclusion

The Civil Service has supported government to deliver sector performances as presented in the 2021 state of the Nation's Address. Significantly, the Ghana Civil Service continued to deliver on its mandate for the achievement of government's strategic goals and promote national development despite the limitations and constraints.

To better position the Civil Service to continuously support the achievement of the national agenda, government should place priority on -

- Strengthening the interface between the Civil Service and other Agencies within the sector
- Capacity building of Civil service staff
- Provision of logistics to facilitate and improve work processes
- Improvement in the conditions of service for Civil Service staff

The Civil Service resolves to support government in the initiation, coordination, implementation, monitoring and evaluation of policies to promote national development.

ANNEX 1: 2021 MDs BRIEF SECTOR PROGRAM AND ACHIEVEMENT

The Sector Ministries listed below derived their mandate in line with sections 11 and 13 of the Civil Service Law 1993, (PNDCL 327) and by Executive Instrument (E.I. 28, 2017), that established Civil Service Ministries to initiate, formulate and implement Government policies and programs. A summary of the achievements, reforms, finances, challenges and projections for the ensuing year are presented below:

1.0. MINISTRY OF CHIEFTAINCY AND RELIGIOUS AFFAIRS

The Ministry of Chieftaincy and Religious Affairs (MCRA) is responsible to have oversight responsibility for Chieftaincy and Religious institutions for peaceful co-existence and national development.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Ebenezer Kojo Kum (MP)
- Chief Director - Mr Benjamin Afful

1.1. Civil Service Departments of the Ministry

The Civil Service Departments under the Ministry include:

- National House of Chiefs
- Regional Houses of Chiefs

1.2. Sector Achievements

The sector achieved the following:

- **Inauguration of Regional Houses of Chiefs**

To enable the functioning of the six (6) new Regions created, which are Bono East, Savannah, Oti, Ahafo, Western North and North East, six (6) Regional House of Chiefs were constituted and inaugurated. Some enabling administrative structures to support the Six (6) Regional Houses of Chiefs have been put in place.

- **Adjudication of Chieftaincy Disputes**

Out of a total of Five Hundred and Forty-Eight (578), the Judicial Committees of the House of Chiefs were able to adjudicate and dispose of One Hundred and Four (104) Chieftaincy matters representing 18%. This represents an increase of eight per cent (8%) from the previous year where a total number of fifty (50) cases representing 10% were adjudicated.

- **Operationalisation of the Chieftaincy Declaration (C.D) Forms**

The National House of Chiefs recommended and approved Four Hundred and Ninety-One (491) Chieftaincy Declaration (CD) Forms for entry into the National Register of Chiefs. The objective of the exercise was to report on the status of persons as chiefs in Ghana. This to a large extent reduce the rate of Chieftaincy disputes in the country.

- **Publications on Chieftaincy and Religion**

The Ministry printed and published the second volume of the Chieftaincy Bulletin for distribution in fulfilment of section 60 of the Chieftaincy Act, 2008 (Act 759). A Revised Handbook on Chieftaincy which incorporated additional materials on Chieftaincy was also completed.

1.3.Reforms

The following reform activities were undertaken by the Ministry in 2021.

- **Directives on Christian Pilgrimage-** The Directives on Christian Pilgrimage, a social reform, was put in place to systematize the Christian Pilgrimage. One of the success stories from the implementation of the directive was the centralization of screening and selection of will-be pilgrims to the state of Israel.
- **Digitalization of Records-** The Ministry has begun the digitalization of the records within its Registries. This technological reform sought to scan, create and store records of the Ministry in digital form. Currently, all the records at the Ministry's headquarters are being converted into digital format.
- **Review of the Chieftaincy Legal Regime-** legal strategy, aims at aligning the instruments i.e. L. I 798, C. I 27, Chieftaincy Act 759 and some sections of the 1992 Constitution (Chapter 22 on Chieftaincy) with best practices. The intervention began in 2021 and so far, a preliminary workshop has been conducted to identify some of the areas that need amendment.

1.4.Sustainable Development Goals (SDGS)

The Ministry during the year under review focused mostly on achieving some portions of the Sustainable Development Goal (SDG) 16 which is on Freedom, Justice and Strong Institutions. The focus were on goals 16.3 (Promote the rule of law at the national and international levels and ensure access to justice for all), 16.6 (Develop effective, accountable, and transparent institutions at all levels) and 16.7 (Ensure responsive, inclusive, participatory, and representative decision-making at all levels). Below are some activities undertaken in support of achieving SDG 16.

- Forty-three (43) chieftaincy cases were resolved out of a total of 451 representing 9.5%
- Twenty (20) Draft Legislative Instruments to stools/skins submitted to Parliament for passage.
- Held twelve (12) engagements with Traditional authorities and four (4) meetings with religious bodies to foster peaceful co-existence among religious bodies.
- The Ministry inaugurated Four (4) Traditional Councils in the Upper West Region.

1.5.Aftermath of Covid-19

Inadequate ICT gadgets such as laptops and internet data for remote work affected the work process and performance at the Ministry. Traditional Councils and the various Houses of Chiefs were also immensely affected. There was a sharp decline in the number of disputes adjudicated by the Councils and the Houses of chiefs. Some Councils and Houses were unable to meet their statutory requirements of meeting at least twice in a year to deliberate on matters before them. Management has taken steps to provide ICT gadgets such as laptops to staff to enable staff work from home and submit their work on time. Additionally, rotation is being shortened to ensure that work processes are carried out timely.

1.6. Financial Performance

NO.	SOURCE	APPROVED BUDGET GH ₵	AMOUNT RELEASE GH ₵	ACTUAL EXPENDITURE GH ₵	VARIANCE GH ₵
	GOG	A	B	C	D = (A –B)
	Compensation of Employees	30,965,807.00	31,340,837.14	31,340,837.14	(375,030)
	Goods and Services	3,623,480.00	2,536,435.53	2,536,435.53	1,087,044.47
	Capital Expenditure	1,150,000.00	575,021.28	575,021.28	574,978.72
	IGF	-	-	-	-
	DEV'T PARTNERS	-	-	-	-
	TOTAL	35,739,287.00	34,452,293.95	34,452,293.95	1,286,993.05

1.7. Challenges

The critical issues and challenges that currently confront the sector Ministry are below:

- Inadequate of Office Accommodation** - The number of offices is not adequate to accommodate Forty-Seven (47) staff. The issue is more alarming at the Regional Houses of Chiefs and the Traditional Councils where Five Hundred and Forty-One (541) of existing staff do not have office space to work.
- Inadequate logistics for effective and efficient administrative duties for** The Ministry's Head Office, Regional Houses of Chiefs and Traditional Councils
- Non-Involvement of traditional and religious authorities in national development such as** in environmental issues such as gamamsey, environmental degradation, sand wining, local governance and sanitation.
- Inadequate Staff Strength at the Head Office, Houses of Chiefs and Traditional Councils**

1.8. Forward Look

Activities to be undertaken in 2022 include the following.

- Collection of Materials on Chieftaincy cases, documents, and symbolisms-** The Ministry would collect Materials on Chieftaincy Cases, Documents and Symbolisms at Ten (10) Traditional Councils. This will also inform policy, enrich research and provide access to information relating to chieftaincy matters.

- **Improvement in Adjudication of the Judicial process of the Judicial Committees-** As part of efforts to improve the adjudication of cases by the various Judicial Committees of Traditional Councils and Houses of Chiefs, the Ministry would pilot the “Automation of the judicial processes of the National House of Chiefs.
- **Broadening Christian Pilgrimage, Heritage and Tourism-** To broaden Christian Pilgrimage, Heritage and Tourism, the Ministry will focus on reviewing the guidelines on Religious Pilgrimage as well as map out sites for local Christian Pilgrimages.
- **Codification of Customary Laws in Traditional areas-** The Ministry will facilitate the drafting of Bills on Chieftaincy, identify customary laws in Traditional areas for Review, Collect and analyse data on Lines of Succession in 20 Traditional Areas and facilitate the passage of Legislative Instruments on the Lines of Succession.
- **Involvement of Traditional and Religious Leaders in Development-** Capacity Building Workshops would be held for Traditional and Religious leaders across the country to get them involved in the national discourse. The Ministry would ensure the provision of basic logistical support for Traditional authorities to operate effectively.
- **Reforming the Legal Framework on Chieftaincy-** In 2022, there will be a series of Stakeholder Consultation would be held for the review and amendment within the Chieftaincy Act of 2008, aimed at bringing the laws in line with practice.

2.0. MINISTRY OF COMMUNICATIONS AND DIGITALISATION

The Ministry of Communications and Digitalisation (MoCD) exists to initiate, formulate and ensure the implementation of ICT policies for national development. The Ministry is therefore responsible for the establishment of accessible, reliable and cost-effective world-class communications infrastructure and services through the development, coordination, monitoring and evaluation of appropriate policies, plans and programmes.

The Ministry was headed politically and bureaucratically by the following;

- | | |
|-------------------|--------------------------------|
| • Minister | Hon. Ursula Owusu -Ekuful (MP) |
| • Deputy Minister | Hon. Ama Pomaa Boateng |
| • Chief Director | Mrs. Magdalene Apenteng |

2.1. List of Agencies and Department

The Ministry has the following sub-vented agencies and public services organisations;

Sub-Vented Agencies

- Ghana Meteorological Agency (GMet);
- National Information Technology Agency (NITA);
- Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE);
- Postal and Courier Services Regulatory Commission (PCSRC);
- Cyber Security Authority (CSA); and
- Ghana Domain Name Registry (GDNR).

Public Services Organisation

- National Communications Authority (NCA)
- Ghana Post Company Limited (GPCL);
- Ghana Investment Fund for Electronic Communications (GIFEC);
- Data Protection Commission (DPC); and
- Accra Digital Centre (ADC).

2.2. Sector Achievements

The sector achieved the following

A. Girls-in-ICT Initiative (Bi-annual)

The Plenipotentiary Conference of the International Telecommunication Union (ITU) held in Busan, 2014, unanimously adopted Resolution 70 to encourage Member States of the ITU to institutionalize measures aimed at fostering the participation of women and girls in the telecommunication/ICT field with special emphasis on rural and remote areas.

As a result, Member States of the International Telecommunication Union (ITU) were called upon as a result of the Resolution to observe the annual celebration of the “Girls-In-ICT Day” initiative introduced by the ITU to help create awareness and expose the girls and young women to career opportunities existing in the Information and Communications Technology (ICT) sector and subsequently encourage them to consider pursuing careers in ICT.

As a member of this initiative, the Ministry during the period under review celebrated the Girls in ICT Initiative in the Western North Region and North East Region by training of 2000 girls and 200 Training of Trainers (TOT’s), drawn from all Districts within the regions. As a result of this initiative, 200 girls and those who participated in the trainer of trainers and facilitators were awarded with laptop computers and internet modems for their sterling performance during the training programme.

B. The digitalisation of Public Records at Ghana Immigration Service

The digitalisation of public records at the Ghana Immigration Service policy was initiated as part of the Government Digitalisation Agenda intended to streamline activities of Ghana Immigration by integrating their daily functional processes onto a digital platform to ease work turnaround time. In In 2021, a total of 3,196,000 million individual records were scanned, indexed and inputted onto the Enterprise Content Management System bringing the total to date to 6,196,000 million records of citizens being digitized by the Ghana Immigration Service. This has enabled the Service to be more efficient in undertaking their work activities with delighted clients.

C. Ghana.Gov Platform

NITA in collaboration with the Ministry of Finance and a consortium of local FinTech deployed the Ghana.gov payment platform. This platform serves as a one stop payment platform for all payment for Government services. It integrates all forms of payments from mobile money, card payment, bank transfer etc. from the comfort of your digital device if you have internet connectivity.

In 2021, as of November, enrolment unto Ghana.Gov platform was 52 Government Institutions consisting of 24 MDAs and 28 MMDAs. Revenues accrued on the platform was almost 34 billion Ghana Cedis. This service also comes along with a 24/7 call centre to assist consumers of this service whenever they have challenges.

D. Traffic Management System

The Ministry in collaboration with NITA led stakeholders in the transport sector to deploy an Integrated Traffic Management System on a pilot basis during the period under review. The system is expected to automate most of the traffic rules and their monitoring and violations thereof. An integrated and automated ticketing system will send tickets to travellers by email and text messages. This system will integrate with NIA and DVLA databases to ensure offenders can be traced and made to face the law with little human interferences.

E. Establishment of Centralized Equipment Identity Register and SIM Register

Sections 2 and 3 of the Establishment of Emergency Communications System Executive Instrument, 2020 (E.I. 63) provided for the establishment of a Central Subscriber Identity Module (SIM) and a Central Equipment Identity Register respectively. The project was aimed at ensuring that all mobile network SIM Cards in the country is registered using the National Identification Authority cards (Ghana cards). In 2021, the NCA facilitated engagements with the ID issuing agencies and the SIM issuing agencies on the technical and commercial terms for the use of the ID databases for verification of IDs used for registration of SIMs and terminal devices.

F. Launch of Directive for the Protection of Critical Information Infrastructure

The Directive for the Protection of Critical Information Infrastructure policy which is intended to establish baseline cybersecurity requirements for all designated Owners of Critical Information Infrastructure (CII) in Ghana was launched during the period under review. This forms part of government agenda to protect critical infrastructures in the country against fraudulent practices.

In 2021, the MOCD specifically established the requirements and procedures for incident response, procedures for audit and compliance and identified and institutions in the various sectors have been identified and designated as CIIs.

2.3. Reforms

During the year under review, the Ministry implemented the smart workplace as their operational Institutional Reform. There was a reduction in the use of paper. The application provided a seamless transition from paper movement to electronic means of working and movement of documentation. However, usual apprehension, especially with the use of technology was a challenge. As such the Ministry ensured continuous training of staff on the system's functionalities.

The Ministry also implemented the Digitization of Public: Records at Ghana Immigration Service as an operational Institutional Reform with more security and safety of public records; Speedy retrieval of public records.

The Integrated Information Management System (IIMS) was also another form of operational reform which was embarked on by the Ministry during the period. This resulted in the Case Management Systems of Attorney General Department interconnected with systems at Ghana Police and Judicial Services respectively. The impact of this reform was to ease transfer, receipt, storage and analysis of case documents among these institutions to improve the processes of case adjudication in the country.

Other reform activities of the Ministry have been to provide digitization support to critical state institutions to be more efficient to meet the needs of citizens. For instance, the Ministry has

developed a blueprint for the Ministry of Works and Housing for the digitisation of the Rent Control Department to improve their service delivery.

2.4. Sustainable Development Goals

In support of SDG **Goal 5** to achieve Gender Equality and Empower all Women and Girls, more than 2,710 JHS Girls and 190 Teachers were trained in Basic Computer Skills, Coding and Computer Programming from 2018-2020. In 2021 the programme was accelerated, resulting in the training of 200 teachers and 2000 girls from two regions (Western North and North East). The Ministry faced difficulty in securing adequate funding to expand and broaden the scope.

Some mitigative measures has been for the Ministry to source financial and other resource supports from NCA, GIFEC and identified private sector institutions. Also, MTN supported the programme with GHC 10 million over the next three years during the period under review.

2.5. Aftermath of Covid-19

The emergence of the COVID-19 Pandemic brought about the need for the various Sector Ministries to devise new and improved ways of working remotely. The Ministry greatly utilized the Smart Workplace platform for its work processes. This was possible because of the training the staff received from E- Solutions Consultancy which is an IT expert company. The Ministry also used Digital platforms such as Zoom and Microsoft Teams to conduct The Directorate meetings, have virtual training programmes and for staff to share ideas.

The Ministry was unable to reap the full benefits that working from home offers because of the lack of or inadequacy of the relevant tools to facilitate working from home. A comparative analysis of the output of staff indicated that staff were able to meet targets as planned when working from the office as compared to working from home.

A major challenge that is experienced when working from home is internet connectivity issues. The Ministry need to procure laptops and modems for staff to be able to work from home effectively.

2.6. Financial Performance

Sources of Fund	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
GOG				
Comp. of Employees	5,023,342.00	4,152,752.88	4,152,753.32	870,588.68
Use of Goods and Services	1,224,055.00	1,376,377.27	917,414.06	306,640.94
CAPEX	2,500,000.00	-	-	2,500,000.00
IGF	-	-	-	-
DEV'T PARTNERS	-	-	-	-
World Bank	249,933,322	75,461,726.94	75,461,726.94	174,471,595.06
Grand Total	258,680,719.00	80,990,857.09	80,531,894.32	178,148,824.68

2.7. Challenges

The Ministry of Communications and Digitalisation, like many other government institutions, during the period under review faced a myriad of familiar challenges broadly described as financial, human resource capacity and availability, and logistical. They are as follows;

a. Financial - Delay in the release of budgeted funds

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. The Ministry however sought support and partnership from the private sector and development partners to fund critical programmes

b. Human Resource constraints

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 officers but this is not reciprocated when it comes to posting to the Ministry. The Ministry resolved to focus on building the capacity of existing and promising staff to take up some of the professional responsibilities, while exploring the possibility of enhanced remuneration for IT Professional in the medium to long term. It also plans to give succession planning the required focus to ensure the continuity in the discharge of duties by staff anytime there are gaps.

c. Logistics

Availability of logistics including vehicles, computers, printers, photocopiers and scanners, to facilitate the work of the Ministry hampered the effective delivery of work output at the Ministry. Hence the Ministry as part of its 2022 budget has made provision for the procurement of computers and its accessories for staff.

d. Pressure on Office space

The Ministry over the past two-three years has received quite a large number of new staff. Even though staff have also been posted out, the net effect is an increase in the total number of staff of the Ministry, this has resulted in a lot of pressure on office space. The Ministry as a mitigative measure will be identifying spaces not in use and convert to office spaces as well as explore the open office concept where applicable.

2.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 outlined are;

- a. Girls-in-ICT Initiative**
- b. Rural Telephony Project (RTP)**
- c. Extension of Aerial Fibre**
- d. Establishment of Telecom/ICT Museum-** The Ministry in collaboration with key stakeholders will establish Telecom/ICT museum to provide a platform to exhibit the Telecom/ICT journey and what the future presents.
- e. DTT Solar Power** - The Ministry will deploy independent stand-alone solar power supply system at all the 42 DTT sites to ensure clean, stable and reliable power to protect the transmission equipment and investment of government
- f. AITI-KACE** is expected to undertake the following:
 - Roll-out new Digital Skills programmes for 6,000 people at all levels in Ghana's Digital Ecosystems including Civil Servants through face-to-face and online platforms.
 - Roll-out three enterprise/e-governance solutions of the Centre on subscription basis to both public and private sector organisations.
 - Continue research work on Solar-powered Irrigation System for all-year-round agriculture amongst others
- g. Cyber Security Authority (CSA) –**
 - Priority Regulatory Interventions including:
 - Licensing of Cybersecurity Service Providers
 - Accreditation of Sectoral CERTs
 - Protection of Critical Information Infrastructures (CIIs)

- Development of CII Database which will host CII Owners with contact details, physical addresses and their identified systems
- CSA will develop database of Government Digitalisation Initiative (GDI)
- Development and implementation of Cyber Risk Management Framework for GDIs

h. GMet

- Procurement and Installations of Automatic Weather Observatory System.

The Agency will procure and install an Automatic Weather Observatory System (AWOS) at Kumasi. This will ensure compliance with International Civil Aviation Organization (ICAO) and World Meteorological Organization (WMO) standards and protocols. This will enhance the confidence level and air travel safety the country enjoys.

- Procurement and Installation of Automatic Weather Stations (AWS)

The Agency will continue the digitization of its manual stations by installing 20 more Automatic Weather Stations (AWS) to provide accurate weather data.

- Climate Change Awareness

The Service will continue to educate the general public especially fisherfolks and farmers on the impact and changes in the seasonal patterns to enhance food security.

i. GDNR

Upgrade of Servers and Registry Management Systems:

- The GDNR will upgrade three registry servers and procure new ones to increase the performance and efficiency of the system
- It will Procure a copy of root servers to improve internet speed and access

j. Local Internet Community (LIC) Engagement:

GDNR will continue to engage stakeholders to create awareness on its operations in 2022. GDNR will facilitate the organization of maiden Ghana Internet Summit (GIS). The summit will showcase emerging technology, build capacity through training workshops and discuss technological issues in the interest of the country

k. NITA

- Public Key Infrastructure (PKI)

NITA will scale up the roll-out of PKI services with the registration and certification of Certificate Authorities (CAs) and Registration Authorities (RAs) who will serve as authorized dealers. Services such as Digital Signatures, Authentication services and Secured Socket Layer (SSL) for online Web Services Authentication will be rolled out.

- Traffic Management System

NITA will collaborate with key stakeholders to pilot the Integrated Traffic Management system to reduce traffic infractions and automate the related fines.

1. DPC

Data Management and Regulation:

- DPC will train 235 Data Protection Supervisors across the country in 2022.
- DPC will organize targeted general awareness (Education programs) for 550 individuals across the country.
- DPC will register 500 institutions as Data Controllers in 2022.

m. NCA

- The National Communications Authority will develop a five-year Strategic Plan in accordance with Section 3(b) of Act 769 of 2008. The five-year Strategic Plan is to position the Authority as a world class regulator to stimulate growth of the telecoms industry.
- National ICT Survey for Enterprise and Households

NCA will be commissioning a national survey to measure the adoption of ICT by enterprises for socio economic development and assess individuals and households' access and usage of ICT in Ghana.

- Continuation of Digitalisation of Internal Processes

The NCA will continue with the Digitalisation of its internal processes. The processes will include:

- Implementation of remaining modules of the Customer Relations Management (CRM) systems to achieve paperless processing of Type Approval, Value Added Services and other non-spectrum licensing requests
- Systems to secure collaborative work and remote access (MS Teams and SharePoint, etc.).

3.0. MINISTRY OF DEFENCE

The Ministry of Defence (MoD) exists to formulate and manage 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 through the Ghana Armed Forces (GAF) supported and participated in External Peace Support Operations, and collaborates with other internal Security Agencies in providing security, combating crime and instilling discipline within the society.

The Ministry was headed politically and bureaucratically by the following:

- Sector Minister - Hon. Dominic B.A. Nitiwul (MP)
- Deputy Minister - Hon. Kofi Amankwa Manu (MP)
- Chief Director - Dr. Evans A. Dzikum

3.1. Agencies of the Ministry

The Ministry has the following Public Service Organizations:

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

3.2. Sector Achievements

Key achievements implemented by the Ministry are outlined below

A. Housing Project for the GAF Officers/ Men and Women

The Ministry continued with the construction of on-going housing and other infrastructural projects for the Ghana Armed Forces with the aim of reducing the housing deficit in the Forces. The projects included Military Housing Projects, reconstruction of the Military Academy and Training Schools at Teshie and other new infrastructural projects being undertaken to improve the living conditions and standards of the Armed Forces as a way of motivation.

B. Military Housing Projects and the Reconstruction of the Ghana Military Academy

Following the cutting of sod by H.E. the President of the Republic of Ghana and Commander-in-Chief for the construction of a USD100M Military Housing Project and the Reconstruction of the Military Academy on Thursday, 4th July, 2019 at the Military Academy and Training Schools, Teshie. The project is aimed at reducing the military housing deficit and provide all military personnel with modern accommodation and station them in their respective barracks and within reach of the High Command for rapid deployment in times of emergencies.

As at 30th September, 2021 overall work on the Military Housing project was about 60% complete

Additionally, reconstruction works on the Military Academy and Training Schools at Teshie is about 70% complete. The project consists of Multi-Purpose Conference Rooms, Hostels, Administration Block, Classroom Blocks, Auditorium with a capacity of 1,000 personnel as well as other ancillary projects.



Image on the status of works on the Reconstruction of Ghana Military Academy

C. Construction of Army Headquarters (HQ)



Status on the construction of the Army HQ in year 2021

The Ghana Army has expanded to meet contemporary challenges with the changing dynamics in internal and external operations, coupled with advances in military technology and material, it has become necessary to expand the existing structures of the Ghana Army and its training schools to

ensure combat readiness. The construction of the Army Headquarters (HQ) Project commenced in September, 2019. As at 31st December, 2020, 22% of work had been completed. It is worthy to note that the Ministry as at 30th September, 2021 had completed 30% of works on the project.

D. Enhancing effective Service Delivery

The Ministry, in its quest to enhance service delivery and reposition GAF to manage contemporary security threats in the changing phase of crimes and conflicts has 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 included: The Construction of a Forwarding Operating Base (FOB) in Ezinlibo in the Western Region, the procurement of additional vehicles, guns, acquisition of Navy ships and fast patrol boats.

E. Re-Equipping the Military

Construction of Forward Operating Base in Enzinlibo, Western Region

In 2019, the Ministry awarded contract for the establishment of a Forward Operating Base (FOB) in Ezinlibo close to the Western border. The construction of the FOB at Ezinlibo, Western Region is part of a national strategic programme to protect the country's oil and gas resources. The Project includes the one-kilometre breakwater, a jetty, construction of some one hundred and fifty (150) Housing Units of accommodation for personnel, construction of a dual carriage road, the procurement of equipment (ships, boats, guns, vehicles and many other facilities) for the Ghana Navy. It is worthy to note that as at 31st December, 2020 the project was 6% complete.

The Project progressed steadily with 25% completed by September, 2021. It is envisaged that the Navy will deploy various assets at the Base to deter criminals and other unwanted elements and improve security in the general area. In addition, the establishment of FOBs along the Northern Borders is at construction stage. The Ministry aims at establishing Fifteen (15) FOBs at the Northern Borders of the country to prevent cross border crimes and terrorist infiltrations. Twelve (12) FOB and three (3) logistics support stations have commenced.

Also, to enhance capacity and logistical strength of the Armed Forces, procurement of ammunitions, guns and vehicles etc. are in progress.

The Ministry through the Armed Forces also continued with the rehabilitation works of Barracks roads in all garrisons across the country.

F. Defence Health Initiative

Over the years, the Ministry together with the Military have supported the health of troops, their immediate families and the general public. The Defence Health Initiative 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 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. Currently, Structural works and financial proposal for the execution of Phase III of the 37 Military Hospital are being reviewed.

G. Defence Cooperation: Internal and External

As part of maintaining internal security and implementing some key security related policies of the government, the Ministry through the Ghana Armed Forces also assisted the Ghana Police Service, Local Government and Rural Development and Zoomlion Ghana Ltd in Operation COVID SAFETY.

The establishment of Ten (10) Mechanized Battalion in Wa, eleven (11) Mechanized Battalion in Bawku, three (3) Field Workshop and Three (3) Mechanical Transport Company have been improved to provide security and neutralize threats of terrorism from the Northern Border.

The Ministry 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. It also contributed troops and equipment towards international peace efforts based on the invitation of the United Nations peacekeeping Mission to strengthen Ghana’s role in international affairs during the period.

3.3.Reforms

The Ministry started implementing the National Anti-Corruption Action Plan (NACAP) as a reform from 2018. A CHRAJ team on a recent monitoring visit to the Ministry in September, 2021 proposed the establishment of a Complaints Unit to establish safe reporting systems/mechanisms at the work place. This Ministry initiated steps to establish the Unit. The Ministry’s internal control measures was strengthened to reduce opportunities for corruption and ensure the provision of safe reporting systems/mechanisms at the work place.

3.4.Sustainable Development Goals

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

- **SDG: 14 Life Below Water**

The indicator 14.2.1: which measures proportion of national exclusive economic zones managed using ecosystem-based approaches. On 3rd May, 2019 the sod was cut for the construction of Forward Operating Base (FOB) at Ezinlibo in the Western Region. As at September, 2021 25% of work had been done.

The establishment of FOBs along the Northern borders is at construction stage

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

The Ministry through the Ghana Armed Forces also assisted the Ghana Police Service, Local Government and Rural Development and Zoomlion Ghana Ltd in Operation COVID SAFETY. Currently GAF is in Operation COWLEG, CALM LIFE, HALT, GONGGONG and Operation VANGUARD.

The Government of Ghana through the Ministry would continue the implementation of the “Earned Dollar Payment Policy” for deployed troops as motivation for their efforts in the enforcement of global peace and security. It would also continue to contribute Troops and equipment towards international peace efforts based on the invitation of the United Nations peacekeeping Mission to strengthen Ghana’s role in international affairs.

3.5.Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASE (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	1,500,566,785.00	1,183,587,085.14	1,183,587,085.14	316,979,699.86
	Use of Goods & Services	46,973,724.00	33,947,362.52	116,999,636.08	13,026,361.48
	CAPEX	193,924,340.00	139,847,161.69	123,487,689.38	54,077,178.31
	Sub-Total (a)	1,741,464,849.00	1,357,381,609.35	1,424,074,410.60	384,083,239.65
2	IGF	25,730,507.00	21,571,000.00	21,571,000.00	4,159,507.00
3	Dev't Partners	334,908,590.00	-	-	334,908,590.00
	Sub-Total (b)	360,639,097.00	21,571,000.00	21,571,000.00	339,068,097.00
	TOTAL	2,102,103,946.00	1,378,952,609.35	1,445,645,410.60	723,151,336.65

3.6.Challenges

The challenges encounter by the Ministry during the period under review were:

- 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 untimely and inadequate release of funds from the Ministry of Finance affected payments to suppliers and contractors thereby affecting procurement and other services rendered.

3.7. 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 aircraft, Procure Navy ships and patrol boats
- Procure vehicles
- Procure military hardware (ammunitions, guns and vehicles)
- Procure Night Vision Binoculars and Monoculars
- Provision of Good Health care for Personnel
- Complete 500 bed hospital facility at Afari, Kumasi.
- 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.
- Implementation of "Earned Dollar Policy"
- Coordinate the GAF Recruitment

4.0. MINISTRY OF EDUCATION

The Ministry of Education (MoE) in fulfilment of its mandate is to provide relevant education to all Ghanaians through the formulation and implementation of relevant policies. 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 Ministry was headed politically and bureaucratically by the following:

- | | | |
|-------------------|---|---------------------------|
| • Minister | - | Hon. Dr. Yaw Osei Adutwum |
| • Deputy Minister | - | Hon. Gifty Twum Ampofo |
| • Chief Director | - | Mr. Benjamin Kofi Gyasi |

4.1. Public Service Organizations and Public Boards and corporations 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)
- At the tertiary level, the Ministry has oversight responsibility for (9) Public Universities and Ten (10) Technical Universities.

4.2. Sector Achievements

Key achievements implemented by the Ministry are outlined below:

A. Science, Technology, Engineering and Mathematics (STEM) Education

A total of 924 Mathematics and Science Teachers in beneficiary schools under the Secondary Education Improvement Projects were trained in some challenging topics. In addition, digitized lessons of experienced teachers teaching these challenging topics in core subjects were distributed to all Senior High Schools. The Ministry commenced the construction of 20 STEM Centres across the country to Promote Science, Technology, Engineering and Mathematics nationwide.

B. Technical and Vocational Education and Training (TVET)

A total of 2,794 Master Craft Persons and apprentices were issued vouchers to enable them to access formal training in their respective trade areas leading to the award of a qualification on the National TVET Qualification Framework (NTVETQF) under the Ghana TVET Voucher Project (GTVP) in the period under review. This expanded access to technical and vocational education in the country.

In addition, 2,446 Competency-Based Training learners were certificated on the National TVET Qualification Framework (NTVETQF). Under Section 55 of the Pre-Tertiary Education Act, 2020 (Act 1049), the Technical and Vocational Education and Training Service has been established under the Ministry of Education to manage, oversee and implement approved national policies and programmes relating to technical and vocational education and training at the pre-tertiary level.

C. Education Support Services

The Ghana Library Authority (GhLA) declared the year 2021 as the “Year of Literacy”. The GhLA continued to work on increasing its content in both its digital platforms and static libraries. The number of Library visits increased from 175,807 in 2020 to 358,624 in 2021, a drastic increase over the previous years as a result of the easing of the COVID-19 lockdown restrictions.

Eight (8) new libraries were completed to bring the total number of public libraries to 103. A total of 88,697 books were added to the existing book stock which increased from 1,078,691 in 2020 to 1,167,388 in 2021.

D. Gifted and Talented Education (GATE) Policy

Having achieved the objectives of the Free SHS programme, the Ministry of Education intends to move to the next level by linking education transformation much closer to economic transformation.

In this connection, the Ministry submitted for the consideration of Cabinet a proposal for the introduction of Gifted and Talented Education (GATE) in Ghana during the period under review.

E. Social Intervention Programmes

The Capitation Grant, Feeding Grant to Special Schools and the BECE registration Fees were paid to ease the financial burden on parents and guardians.

Registration fees of a total of 438,204 registered candidates from public Junior High Schools for the 2021 Basic Education Certificate Examinations (BECE) were absorbed.

4.3. Reforms

National standardised test

One of the reforms of the Ministry was the National Standardized Test. During the period under review, a maiden standardized Test was conducted for all primary four pupils as a way to standardize the assessment of pupils' competencies at each grade level. The impact of the assessment was to Standardize pupils' competencies at each grade level. The few challenges encountered was delays in the provision of examination materials.

Under the free SHS policy, a total of 1,261,495 students had been enrolled during the 2020/2021 academic year, which continued to remove cost barriers and expanded access to secondary education. There is currently dialogue between MOF and the Ministry to identify innovative ways to finance the implementation of the policy which its major bottleneck.

4.4. Sustainable Development Goals

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

In line with SDG goal 4 on Quality Education - the proportion of children and young people: (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary in achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex was the target of the Ministry. The key indicator tracked over the medium-term to assess access to educational facilities at the various levels. This was achieved to an appreciable level during the period.

Under the same goal, proportion of schools with access to: (a) electricity; (b) the Internet for pedagogical purposes; (c) computers for pedagogical purposes; (d) adapted infrastructure and materials for students with disabilities; (e) basic drinking water; (f) single-sex basic sanitation facilities; and (g) basic handwashing facilities (as per the WASH indicator definitions) were the target of the Ministry at each level. The Ministry tracked the performance of this indicator through the annual school census.

4.5. Aftermath of Covid-19

The Ministry continued the provision of logistics such as laptops and internet bundles to its staff to work from home. The Ministry also relied on the smart working place initiative to ensure that the work process in the Ministry was not disrupted.

The Human Resource Directorate of the Ministry also created a flexible working schedule for all staff to ensure that the offices were not crowded to reduce the spread of the pandemic.

4.6. Financial Performance

S/N	SOURCE	APPROVED BUDGET	AMOUNT RELEASED	ACTUAL EXPENDITURE	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Central GoG	11,855,257,478	11,855,257,478	10,763,084,490	1,092,172,988
2	ABFA	776,180,024	776,180,024	533,000,000.00	243,180,024
3	Donor	925,433,047	925,433,047	366,078,992	559,354,055
4	IGF	2,074,767,307	2,074,767,307	1,323,421,369	751,345,938
5	GRAND TOTAL	15,631,637,856	15,631,637,856	12,985,584,851	2,646,053,005

4.7. Challenges

The Challenges encountered by the Ministry during the period under review were:

a. 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 the home initiative as a result of the Covid-19 pandemic.

b. Inadequate Logistics

This has always been a major challenge that recurs every year, EMIS offices within the Regional/ District Education Directorate across the Country are not properly developed and are not fitted with modern gadgets and this makes the EMIS data collection process very difficult. EMIS had to use innovative ways to collect data from the districts.

c. Depleting Stock of Learning Materials

The current stock of teaching and learning materials for opening new English and local language classes is inadequate for effective teaching and learning to be done because of the unavailability

of funds. It has, therefore, become imperative to replenish the stock of learning materials as a matter of urgency.

4.8. 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

b. Basic Education

- Conduct the standard test for Primary two (2) and Primary six (6).
- The Ministry will absorb the registration fees of a projected number of 411,922 candidates from public Junior High Schools, provide Capitation Grant to all public basic schools and Feeding Grants to all public Special Schools.

c. Secondary Education

- The Free SHS Programme will be expanded to all first-year students from public TVET institutes who have been aligned under the Ministry of Education with the passage of the Pre-Tertiary Education Act, 2020 (Act 1049).
- Complete all ongoing projects at the secondary levels

d. TVET

- Rehabilitation and Upgrading of Technical Universities and Technical and Vocational Training Centres,
- Upgrading and Modernization of the 34 NVTI Centres, Establishment of State-of-the-Art TVET Centres,

e. Tertiary Education

- Implement the Common Admissions Platform (CAPS)
- Implement No Guarantor Policy to Access Student Loans
- Finalise the Gifted and Talented Education (GATE) Policy
- Establishment of A National Education Leadership Training Institute

5.0. MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS

The Ministry of Employment and Labour Relations is mandated to formulate policies on employment and Labour issues and evaluate the implementation of programmes for accelerated employment creation for national development.

The political and bureaucratic Heads of the Ministry were as follows:

- Sector Minister: Hon. Ignatius Baffour Awuah, MP
- Deputy Minister: Hon. Bright Wireko-Brobby, MP
- Chief Director: Mr. Kizito Ballans

5.1. Departments and Agencies of the Ministry

Civil Service Departments:

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

Sub-vented Agencies

- 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)

5.2. Sector Achievements

A. Review of the Labour Act, 2003 (Act 651)

The Labour Act seeks to regulate employment relationships and protect the rights of workers and employers for the promotion of harmonious industrial relations in the country for national development. The Ministry initiated the process of reviewing the law to make it responsive to modern labour administration practices. In 2021, the Ministry was able to consult the key stakeholders and solicited inputs to inform the preparation of a Labour Bill for policy approval.

B. Operationalisation of the National Labour Migration Technical Working Group

The National Labour Migration Technical Working Group (TWG) was established to facilitate the implementation of the National Labour Migration Policy (2020 -2024). The Technical Working Group

held four (4) meetings to develop the 2021 Institutional Work Plans and to track implementation. The TWG also developed the 2022 Institutional Work Plans to facilitate implementation activities in the year.

C. Implementation of Employment Component of the Ghana Employment and Social Protection Project

The Ghana Employment and Social Protection (GESP) Project is an EU-sponsored technical assistance project designed to improve the capacity of the Ministry and the Labour Department to enable them implement the National Employment Policy (2015-2020) effectively. Seven (7) Public Employment Centres (PECs) were renovated and 30 motorcycles, furniture, computers and accessories were also supplied to augment the capacity of the renovated PECs.

D. Child Labour Free Zones pilot

The National Plan of Action for the Elimination of Worst Forms of Child Labour (NPA II 2017-2021) was developed to provide a coordinated framework for the implementation of interventions to eliminate child labour. In 2021, the instrument was piloted in two districts by the Ministry to assess its efficacy in child labour data collection, analysis and reporting for the declaration of districts as child labour free.

E. Enrolment of informal sector workers onto Pension Schemes

In 2019, the National Pensions Regulatory Authority (NPRA) undertook consultations with stakeholders and initiated processes for the development of pension schemes that responds to the needs of workers in the informal sectors. The consultations and technical meetings led to the establishment of pension schemes for the workers of the informal sector. The number of informal sector workers contributing to pension schemes increased from 300,000 in 2020 to 315,000 in 2021.

F. Placement of Jobseekers

As part of its mandate, the Labour Department through the Public Employment Centres (PECs) and the Private Employment Agencies (PEAs) facilitated the placement of job seekers to available employment vacancies through the National Employment Service. Job placements increased from 634 in 2020 to 3,231 in 2021.

5.3. Reforms

The Ministry embarked on the implementation of the Ghana Jobs and Skills Project in January, 2021. It is a five-year project and it is expected to be completed by 2026. Currently, all the preparatory documents (Project Implementation Manual, TORs, Workplans and Concept Notes, etc.) have been developed. In addition, an implementation team has been established to facilitate the delivery of the outputs. Challenges faced during the implementation of this reform included the poor capacity of the Labour Department. The mitigating strategy adopted is to organise training programmes to improve the capacity of the Department.

In June 2021, the Ministry also commenced the review of the Labour Act 2003 (Act 651) by holding stakeholder consultations and collated inputs of these engagements. The challenge encountered was inadequate allocation of resources to support the review of which the mitigating strategy was to mobilize financial resources from partners.

5.4. Sustainable Development Goals (SDGs)

The activities of the Ministry associated with their Sustainable Development Goals are elaborated below;

In line with SDG Goal 8, target 8.5, the Ministry initiated steps towards the implementation of the National Green Jobs Strategy which are expected to contribute to the creation of decent jobs in all the sectors of the economy. Given this, YEA flagship modules were developed in addition to the traditional youth employment modules, National Green Jobs Strategy was developed to promote green jobs and then the Jobs and Skills Project commenced to facilitate job creation for the youth.

In terms of skills development, under target 8.6, the National Vocational Training Institute (NVTI), Opportunities Industrialization Centres (OIC) and the Department of Integrated Community Centres for Employable Skills (DICCES) provided demand-driven employable vocational skills training and testing to the youth to promote full and gainful employment for the youth. The NVTI, OIC and DICCES all together trained 6,212 youth in the various trades. The Ministry adopted the incorporation of green skills training in curricula of TVET institutions as their mitigating strategy.

The Ministry also implemented activities to facilitate the implementation of the National Plan of Action II on the elimination of the worst forms of child labour. These activities were in line with SDG target 8.7, which aims at eradicating forced labour, ending modern slavery and human trafficking and securing 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. A total of 62 communities were sensitised on Child Labour related activities. Out of the sensitisation, 1,526 Child Labour cases were identified across the various sectors of the country in the year 2021.

5.5. Aftermath of COVID-19

The Ministry continued to implement the flexible working schedule instituted by the OHCS and also ensured the provision of necessary logistics to enable smooth work processes at the workplace.

The use of the corporate email addresses provided by the Ministry was encouraged to reduce the need for in-person interactions and cut down on the use of paper, while platforms such as WhatsApp, Zoom and Microsoft Teams were utilized for the hosting of virtual meetings to reduce physical contact. Availability of tools for working remotely.

Although there is no documented strategy to monitor work from home, supervisors frequently check in with their staff to ensure they are being productive. Phone calls and WhatsApp and email messages have become the de facto channels for communication with staff who work from home.

The primary way of assessing that staff were achieving their targets remained the use of the Staff Performance Appraisal Instrument. The 3 Phases of the Instrument are followed through, hence even when a staff has to work from home, he/she is not oblivious of what is expected of them. Furthermore, revisions are made to the flexible work schedules as and when the need arises to fine-tune staff performance.

5.6.Financial Performance

	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GOG	A	B	C	D=(A-B)
	Compensation of Employees	68,758,386	53,526,659	53,526,659	15,231,726.76
	Use of Goods & Services	3,739,587	2,617,711	2,365,586	1,121,876.00
	CAPEX	4,717,508	4,066,380	2,796,499	651,127.80
2	IGF	130,051,312	36,860,899	32,982,167	93,190,413.38
3	DEV'T PARTNERS				
	European Union	796,334			796,334.00
	TOTAL	208,063,127.00	97,071,649.06	91,670,911.00	110,991,477.94

5.7.Challenges

The Ministry's major obstacles in the achievement of its goals and objectives were as follows;

- **Inaccurate Labour Market Information** - As the main policy advisor to Government on employment and labour related issues, the Ministry is required to provide comprehensive and up-to-date data on all labour market dynamics. Unfortunately, the Ministry lacks an efficient mechanism for collecting, analysing, and disseminating comprehensive and up-to-date labour market information to its stakeholders. In order to facilitate evidence-based decision making and the development of effective labour market interventions, the Ministry will accelerate action on the development and operationalization of the Ghana Labour Market Information System.
- **Lack of Support for Policy Implementation** - According to the General Report of the 2021 Population and Housing Census, the unemployment rate across all the three age brackets (15-24 years, 15-35 years, and 15 years and older) is higher in urban areas than in rural areas. The Report shows that the unemployment rate among the population aged 15-35 years is 19.7 percent and is even much higher for young adults 15-24 years (32.8%).

These statistics clearly demonstrate that there are challenges in the implementation of policies such as the National Employment Policy (2015) developed by the Ministry to resolve the nation's employment problem with a focus on creating decent jobs. The Ministry as a mitigative strategy will facilitate the work of the Green Jobs Technical Working Group and track the implementation of the 2022 Workplan on the National Green Jobs Strategy

- **Weak Coordination Mechanisms** -The Ministry, through its Departments and Agencies is mandated to coordinate all employment/labour market interventions in the public and private sectors for decent work outcomes. However, there exists a lack of coordination at the policy and operational levels. To ensure the effective coordination of employment interventions across the sectors, a National Employment Coordination Committee will be established to create synergies among key stakeholders

5.8.Forward Look

In 2022, the Ministry hopes to achieve the following;

- Implementation of Jobs and Skills Project
- Labour Migration - The 2021 Labour Migration Institutional Workplans were validated and implemented. The National Labour Migration Technical Working Group which is made up of institutions with key roles to play in the implementation of the policy met regularly, every quarter, to track and discuss the progress of implementation. The review of 2021 performance showed that the country had made some modest gains towards the implementation of the policy. The Group is to develop the institutional work plans for 2022.
- Implementation of the National Green Jobs Strategy
- Elimination of Child Labour - The Ministry in collaboration with the National Steering Committee on Child Labour and the ILO's Trade for Decent Work (T4DW) project, conducted regional sensitizations and awareness creation in the Ashanti, Eastern and Western Regions. This was to enable the Ministry share information on child labour issues among the communities. In collaboration with UNICEF and International Cocoa Initiative (ICI), two consultants were recruited to assist the Ministry assess the impact of NPA II and support the Labour Department to institute a robust Monitoring and Evaluation System for effective coordination.
- The results of the assessment are expected to generate performance information that would inform review of NPA II and the development of NPA III in 2022

6.0. MINISTRY OF ENERGY

The Ministry of Energy is mandated to initiate and develop policies that would ensure an efficient, reliable and affordable supply of high-quality energy services for the Ghanaian economy and for export.

The political and bureaucratic Heads of the Ministry were as follows;

Minister	-	Hon. Dr. Matthew Opoku Prempeh
Deputy Ministers	-	Hon. Dr. Mohammed Amin Adam Hon. William Owuraku Aidoo Hon. Andrew Kofi Egyapa Mercer
Chief Director	-	Mr. Lawrence Asangongo Apaalse

6.1. Agencies of the Ministry

Below is the list of Agencies under the Ministry;

- Energy Commission
- Volta River Authority (VRA)
- Bui Power Authority (BPA)
- Ghana Grid Company (GRIDCo)
- Electricity Company of Ghana (ECG)
- Northern Electricity Distribution Company (NEDCo)
- 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)
- Petroleum Hub Development Corporation

6.2.Sector Achievements

Key achievements from the Minister's priority area are as follows;

A. Ensure Availability of Clean, Affordable and Accessible Energy

i. Power Generation

In 2021, there was adequate generation capacity to meet the demand for domestic, commercial, and industrial customers. The projected base case peak demand of the power system estimated for the year 2021 was 3,303.72MW. The envisaged power capacity additions for 2021 was 297.145MW which included the 200MW Twin City Energy project (TCE):

The target for the year 2021 was to operationalize the plant. The TCE declared achievement of Commercial Operation Date (COD) on July 30, 2021 and furnished ECG with the Commissioning Test Report documents. The plant is currently in operation and dispatching power to ECG. This has increased total installed capacity of power generation plants.

ii. Transmission System Improvement Projects

Various power transmission projects were pursued in line with government's policy to create a non-congested transmission system, with the aim of improving operational reliability, security and control among others. Key among these included:

- **The 330kV Kumasi-Bolgatanga Transmission Line Project**

The target for 2021 was to energize the 330kV Kintampo-Bolgatanga Section of the transmission line. The project was completed with the line energized as at the end of 2021.

- **Pokuase Bulk Supply Point (BSP) Project**

The objective of the project was to improve power supply to the surrounding communities and also to reduce transmission and distribution system losses. The Pokuase BSP is completed, commissioned and in service. The project helped to reduce system losses and improved operational reliability, security and control

B. Power Distribution

- **Rural Electrification Programme**

Under the National Electrification Scheme (NES), a total of 766 communities were expected to be connected to the national grid by the end of December, 2021. As at the end of the year, 279 communities had been connected to the grid with other projects at various stages of completion. This increase in access to electricity has led to the establishment of various local industries in the rural communities.

- **National Electricity Access Rate**

The target was to achieve universal access to electricity. The national electricity access rate increased from 85.17% in December 2020 to 86.63% by the end of 2021 with over 10,000 communities connected to the grid since the inception of the NES in 1990. This has led to the availability of clean, affordable and accessible energy for the Ghanaian populace.

- **Regional Capitals Street Lighting Project**

The target of this project was to install street lighting infrastructure in the newly created Regional Capitals and Ho. Installation works have commenced for the construction of street lighting infrastructure in the newly created Regional Capitals and Ho. Progress of work at Ho is 100% complete. With increased security and road safety, Ghanaians are able to carry out their socio-economic activities with less fuss.

C. Improved Financial Capacity and Sustainability of the Energy Sector

Ghana's energy sector is currently undergoing restructuring under the Energy Sector Recovery Programme (ESRP). The ESRP assesses the financial and technical challenges affecting the Energy Sector (Power and Gas) of Ghana and outlines a program to address the current issues as well as avoid future recurrence.

The ESRP has become GOG's flagship effort to bring the Energy Sector into financial balance. Since its inception in May, 2019, and notwithstanding the challenging period of COVID-19, significant progress has been made. Currently, the estimated sector gap for the period 2019-2023 has been reduced by 4.7 billion USD (from 12.6 to 7.9 billion USD), and a clear action plan to reduce the gap further, to 2.2 billion USD, is underway. The Energy Sector Task Force (ESTF) is further focused on finding a means to eliminate the final gap and have the energy sector in financial balance by 2023, as originally envisioned in the ESRP report approved by Cabinet in May, 2019.

D. Increase Renewable Energy (RE) In the National Energy Supply Mix -Improved Cook Stoves Program

The Ministry entered cooperation with the Climate Change Centre of South Korea in September 2018 to promote the distribution of the first 500,000 units of ICS in Ghana under the UN's Clean Development Mechanism (CDM) and CCC's own small-scale Programme of Activities (POA) of ICS Project. The project adopted the Jiko Ceramic Stoves popularly known in Ghana as Gyapa.

This is one of the climate change mitigation actions under the Paris Agreement. And in line with gender issues, more than 95% of the stoves are received by women which will improve their lifestyle and increase productivity.

The Ministry has been supporting the promotion and distribution of energy-efficient improved cook stoves (ICS) to rural and urban households as a measure to improve the quality of life for the people, reduce the dependency and utilization of fuelwood. Under the country's SE4ALL Action

Agenda, the Ministry of Energy has a target to distribute two million ICS (2 million) efficient biomass cook stoves by 2030.

The overall target is to distribute about 500,000 units of improved cookstoves (ICS) through a free-stove-for-carbon initiative within 10 to 12 months' period. As at December, 2021, 230,000 units of Improved Charcoal Cook Stoves have been distributed as compared to the 500, 000 distributed by the end of year 2020. This has led to efficient energy utilization and reduced dependence on wood fuels.

6.3.Reforms

The Ministry embarked on reconstructing of its Directorates in the year 2021 to Streamline the Technical Directorates along the operational chain, promote productivity and enhance effective monitoring of earmarked programmes and projects. the intervention also sought to reduce duplication of planned programmes and projects. As at end of year, the organizational restructuring had been completed with some Directorates merged and Directors also reassigned. The Ministry also developed a new organogram for smooth implementation of its planned activities for the year.

6.4.Sustainable Development Goals

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

- **Access to Electricity increased (SDG 7b) under this goal, the** percentage of connection to the National Electricity Access rate increased from 85.17 to 86.63%.
- **Electricity extended to deprived communities (Target 7.b) -** A total of 279 communities were connected to the grid in 2021 extended to deprived communities
- **Expansion of generation capacity under SDG Targets 7.1, 7.a, 7.b, the 50 Ministry added** 50MW (Bui Solar) during the year.

6.5.Aftermath of Covid-19

As part of measures to curb the spread of Covid-19, the Ministry continued to operate the flexible working schedules which allowed Officers to continue to work from home. The Ministry adopted the use of the online system and platform for the efficient performance of duties and employed online systems to monitor performance and work delivery.

With increased demand placed on home internet connections and the nation's internet infrastructure, the pandemic to a large extent exposed the inadequate number of working tools such as computers and internet connections for staff to adequately perform their duties efficiently and work effectively from home.

As a matter of urgency, an online system was adopted to monitor the progress of work from home, some online platforms like Microsoft teams zoom and WhatsApp Platform were used for meetings and other engagements. Management, Directors, Heads of Unit and Supervisors resolved to

holding meetings and relaying information to members of staff on the online platforms which was largely effective.

Online platforms were used extensively to assess targets set by various Directorates/Units for staff. From the assessment and analysis, it was observed that though there were challenges in the WFH system, the difference with regards to performance as compared to working in person from the office was not as huge as many would have anticipated. This is because staff were able to adapt to the changing situations and find more innovative ways of performing their duties and responsibilities without hinderance.

Some of the major challenges faced include the inability of some staff to adopt to the use of the online system and platform for the efficient performance of duties. Also, the limited number of computers and internet accessories for staff to use while working from home slows down the productive hours of some staff as have expressed concerns with the high cost of internet services and packages when attending to virtual meetings and other official duties.

The Ministry as well as the Office of the Head of Civil Service should incorporate Information Technology training (IT) into the Scheme of Service Training and other Competency-Based training to enhance productivity and ensure efficiency.

Also, provisions should be made for all staff to have access to laptop computers as well as remotely accessible internet for staff to use in the performance of their duties.

6.6.Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASE (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	4,410,616.00	4,079,690.67	4,079,690.67	330,925.33
	Use of Goods & Services	6,268,048.00	4,696,005.00	4,696,005.00	1,572,043.00
	CAPEX	95,673,868	57,780,693.82	57,780,693.82	37,893,174.18
2	Retained IGF (EC)	68,257,332.00	23,886,692.00	23,886,692.00	44,370,640.00
3	DP Funds	679,443,841.00	137,222,030.46	137,222,030.46	542,221,810.54
	TOTAL	854,053,705.00	227,665,111.95	227,665,111.95	626,388,593.05

6.7.Challenges

The Challenges encountered by the Ministry during the period under review were:

A. Unavailability of Materials for the Effective Implementation of Projects

The Ministry in delivering on its mandate on the implementation of the National Electrification Scheme, increased access and availability of affordable energy across the country. However, it was faced with the constraints of the unavailability of materials such as poles, stay equipment complete, accessories and conductors at sites.

To address this perennial challenge, the Ministry organized a stock taking exercise at the Materials Management Unit in order to keep an accurate track of physical stock and establish measures that will ensure regular monitoring of stock to avoid shortages which hinder project implementation.

B. Administrative Challenges

As the staff strength of the Ministry increased, the Ministry was faced with office space constraints. In the era of managing the spread of the Covid-19 virus by avoiding overcrowding in office spaces, the Ministry resorted to staff rotation schedules as a measure to address the situation. Additionally, the Ministry has initiated steps to construct an office complex to ensure that staff are guaranteed better conditions at the work place.

C. High indebtedness among Energy Sector Agencies

Debts on the books of State-Owned Enterprises (SOEs) operating within the Energy Sector continuously posed a great challenge to the Sector's financial sustainability. The accumulation of these hard-core liabilities or legacy debts impacted negatively on the ability of the SOEs to meet their short to medium-term contractual obligations to their creditor banks, suppliers, and trade creditors. This made the SOEs become technically and financially insolvent. The Ministry to mitigate this, is undergoing restructuring under the Energy Sector Recovery Programme to clear remaining liabilities and to put the sector on a surer financial footing to avoid future shortfalls and future recurrence.

6.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 are as follows:

Power Sector

- Engage a credible Joint Venture partner to undertake the repowering project with VRA
- Continue activities on the relocation of the 250MW Ameri Power Plant from Aboadze to Anwomaso
- Secure funding for the construction of the 50MVA STACOM in Kumasi to improve the network interconnection transmission system (NITS) in the Ashanti and the Northern Regions of Ghana (Siemens – Ghana collaboration)

- Complete and commission the Volta-Mallam-Achimota Transmission Line Upgrade Project 0020`
- Commence the construction of the main dam under Pwalugu Multipurpose Dam and Irrigation Project
- Commence the construction of GRIDCo Western corridor transmission upgrade project (WCTUP)
- Continue with the implementation of the Self-Help Electrification Programme and the Northern Ghana Rural Electricity Infrastructure and Access Project
- Construct 55 units of mini grids and installation of 35,000 units of solar home systems for islands and remote rural communities, and deployment of 15,000 units of solar PV net-metering scheme under the Scaling-Up Renewable Energy Project
- Complete and commission three (3) Mini-Grids Electrification/ Off-Grid Electrification Project
- Complete the distribute of the remaining 295,000 Improved Charcoal Cook stoves
- Facilitate the completion of the second phase of the 912kWp Jubilee Solar PV project
- Distribute 10,000 units of solar lanterns to rural and peri-urban communities under the Solar Lantern Promotion Programme
- Petroleum Sector
- Drill two wells and complete four wells in the Greater Jubilee field.
- Drill four wells and complete three wells in the TEN field.
- Commence the construction of Train 2 of the Atuabo Gas Processing Plant (GPP).
- Commence the construction of Tema-Atiwa-Konongo-Kumasi gas pipeline.

7.0. MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY AND INNOVATION

The Ministry of Environment, Science, Technology, and Innovation (MESTI) exists to initiate and formulate policies on Environment, Science, Technology, and Innovation, as well as coordinate, monitor and evaluate the implementation of plans, programmes, and ensure the effective performance of the sector for national development

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Dr Kwaku Afriyie
- Chief Director - Mrs. Cynthia Asare Bediako

7.1. Agencies of the Ministry

Sub-Vented Agencies

The sub-vented agencies under MESTI include:

- Council for Scientific and Industrial Research (CSIR)
- Ghana Atomic Energy Commission (GAEC)
- Environmental Protection Agency (EPA)
- Land Use and Spatial Planning Authority (LUSPA)
- National Biosafety Authority (NBA)
- Nuclear Regulatory Authority (NRA)

7.2. Sector Achievements

The sector achieved the following;

A. Establishment of Foundry and Machine Tooling Center

Under the supervision of Architectural and Engineering Services Limited (AESL), the construction of the Foundry and Machine Tooling Center (Phase I) under the GhanaCARES "Obaatampa" Programme is 95% complete. This Centre will supply the agriculture industry with over 50% of agro-processing equipment within five years, help establish industries, create jobs and boost national incomes.

B. Recycling and disposal of waste of electrical and electronic equipment in an environmentally sound way Phase I

There was a steady progress for the pilot incentive payment system for e-waste collection at Old Fadama (Agbogbloshie). As of December 2021, over **115.23** tonnes of e-waste cables, **30.93** tonnes of mixed batteries, and **0.28** tonnes of thermoplastics had been purchased. The recycling and disposal of electrical and electronic waste has helped reduce the burning of e-waste causing

hazards to the environment, increased recycling of e-waste and improved livelihoods of scrap dealers.

C. Adaptation Fund Project

To promote sustainable agriculture and strengthen capacity for adaptation to climate change, Parliament on 7th July 2021 ratified the Bilateral Cooperation Agreement between the Government of Ghana and the Swiss Government towards the implementation of Article six (6)(market mechanism) of the Paris Agreement on Internationally Transferred Mitigation Outcomes (ITMOs). This project helped address the risks associated with climate change, combat desertification and restore degraded land and soil, including land affected by desertification, drought and floods.

D. National Plastics Management Policy

The Ministry in collaboration with the Ministry of Sanitation and Water Resources (MSWR) and the Ministry of Local Government, Decentralization and Rural Development (MLGDRD) set up a Technical Committee to develop a roadmap for plastic waste management to be piloted in selected communities within specific Municipal Assemblies in the Greater Accra Metropolitan Area (GAMA). Some key outcomes of the policy were the building of capacity for sustainable plastics management and adoption of innovative technologies to deal with plastics.

E. Environmental Monitoring & Permitting

The Ministry through the Environmental Protection Agency (EPA) issued 6,790 Environmental Assessment Permits and 29,793 chemical licenses in line with L. I 1652. Again, 7,395 undertakings were also monitored to ensure compliance. In addition, air quality monitoring was undertaken at 8 regulatory and 10 non-regulatory sites, whereas 85 industries were monitored for effluent quality. Enforcement notices were issued to the non-compliant undertakings for cessation of activities. An audit was also undertaken on all Drivers Vehicle and Licensing Authority (DVLA) testing centres across the country to determine their capacity to meet the requirements of the regulations developed to address air pollution from the vehicle.

7.3. Reforms

The Ministry in 2021 implemented the ***“MESTI Visibility Webinar Series”*** as the major reform relating to the Ministry's core functions and mandate. This initiative, which was at the instance of the Hon. Minister, Dr Kwaku Afriyie (MP), and supervised by the Chief Director, Mrs Cynthia Asare Bediako, was consciously designed to showcase the various activities being undertaken in the sector to project the Ministry and its Agencies by positioning them in their rightful places in the transformation and development agenda of the country.

This initiative enabled the clients understand the services and activities undertaken by the Ministry. It also gave the clients the opportunity to seek clarification on the activities of the Ministry.

7.4. Sustainable Development Goals (SDGS)

The activities of the Ministry aligned to the Sustainable Development Goals are as follows:

- In line with SDG 2 target 4 and target 12.4 the Ministry during the year under review, piloted the incentive payment system for e-collection, ratified the Bilateral cooperation agreement between Ghana and the Swiss Government on the Article 6 of the Paris Agreement.
- Also, to ensure compliance in line with SDG 12.6 the EPA issued licenses and permits and undertook air quality monitoring at 8 regulatory, 10 non-regulatory sites, whereas 85 industries were monitored for effluent quality.

7.5. Aftermath of Covid-19

As part of efforts to assess the implementation of the Flexible Working Hours (FWH) schedule by the various directorates/units of the Ministry, the Human Resource Management Directorate developed and administered an evaluation questionnaire on the implementation process and impact on workplace productivity to staff. The objective was to establish the effectiveness of the FWH schedule, whether there was the need to revise the implementation strategy and its effect on overall Staff performance.

The assessment revealed some major challenges which were encountered during this period such as; difficulty in getting drivers working remotely to report to work when the need arises; most staff do not have laptops to work with at home; no clear information as to whether the schedule is still in force or has been discontinued.

In improving upon the FWH, it has been recommended that Management provides staff with the needed resources (logistics) to enable them to work effectively at home. Stipends should also be made available to staff to purchase internet data for online meetings and training.

7.6. Financial Performance

SOURCE		APPROVED BUDGET (GHC)	ACTUAL RECEIPTS (GHC)	ACTUAL EXPENDITURE (GHC)	VARIANCE
1	GOG	A	B	C	D = A-B
2	Compensation	3,176,291.00	4,164,235.88	4,164,235.88	-987,944.88
3	Goods & Services	8,125,979.00	7,339,665.35	7,339,665.35	786,313.65
4	CAPEX (GOG)	5,500,000.00	3,693,250.00	3,693,250.00	1,806,750.00
5	TOTAL (GOG)	16,802,270.00	15,197,151.23	15,197,151.23	1,605,118.77
6	IGF	0	0	0	0
	DEV'T PARTNERS	13,848,038.00	8,695,027.72	11,581,753.94	5,153,010.28
8	Others	0	6,876,273.22	2,576,609.54	-6,876,273.22
9	GRAND TOTAL	30,650,308.00	30,768,452.17	29,355,514.71	-118,144.17

7.7. Challenges

The challenges encountered by the Ministry and its sector department and agencies are noted below;

- Difficulty in acquiring land titles for CSIR and GAEC Lands led to additional loss of institutional lands to encroachment;
- Low support from Donor Funds negatively affected due to the outbreak of the COVID-19 Pandemic.
- Delay and inadequate flow of GoG funds affected the implementation of some key activities.

7.8. Forward Look

The Ministry will undertake the following in 2022:

- Complete and operationalize a Foundry and Machine Tooling Center under the "GhanaCARES" "Obaatanpa" program.
- Continue the pilot incentive payment system for e-waste collection informal e-waste collectors. Construction of an e-waste Handover Centre (HOC) at the premises of the Ghana Atomic Energy Commission is expected to be completed in 2022.
- Commence the implementation of the 10-year Bilateral Cooperation between the Government of Ghana and the Swiss Government towards the implementation of Article six (6).
- Implement a Pilot Project on plastic waste management in communities within a selected Municipal Assembly in the Greater Accra Metropolitan Area (GAMA) in collaboration with the Ministry of Sanitation and Water Resources (MSWR) and the Ministry of Local Government, Decentralization and Rural Development (MLGDRD).
- Roll out the collection of advanced eco-levy on the remaining three hundred (300) HS Codes on all Electronic/Electrical Equipment.

8.0. MINISTRY OF FINANCE

The Ministry of Finance exists to ensure effective and efficient financial management in all Government transaction. It has, as its broad function, the formulation and implementation of sound fiscal and financial policies of the Government and managing the economy generally. It also has Ministerial oversight responsibilities for the Cocoa Sector, development of programmes with multilateral institutions, such as the World Bank and the International Monetary Fund (IMF), as well as programmes with bilateral development partners.

The Ministry also serves as one of the Central Management Agencies (CMA) responsible for the central functions of Government and providing focal points in Government machinery for policy formulation.

The Ministry was headed politically and bureaucratically by the following:

- Minister - Hon. Ken Ofori-Atta
- Deputy Minister(s) - Hon. Abena Osei Asare
Dr. John Ampontuah Kumah
- Chief Director - Mr. Patrick Numo

8.1. Departments and Agencies of the Ministry

Department under the Ministry

- Controller and Accountant General's Department

Sub-vented and non-Sub-vented Agencies

- Ghana Revenue Authority (GRA)
- Securities and Exchange Commission (SEC)
- Ghana Statistical Services (GSS)
- Public Procurement Authority (PPA)
- Financial Intelligence Centre (FIC)
- Institute of Accountancy Training (IAT)
- National Lottery Authority (NLA)
- Public Service Organizations
- National Insurance Commission (NIC)
- Bank of Ghana (BoG)
- National Pension Regulatory Authority (NPRA)
- Ghana Audit Service (GAS)
- National Lottery Authority (NLA)
- National Development Planning Commission (NDPC)
- Fair Wages and Salaries Commission (FWSC)
- Ghana National Petroleum Company (GNPC)
- National Petroleum Authority (NPA)

Public Boards and Corporations

- Finance Committee of Parliament
- Internal Audit Agency

8.2. Sector Achievements

Key achievements implemented by the Ministry are outlined below:

A. Implementation of the GH¢100 Billion Ghana Cares “Obaatan Pa” Programme

Government, through the Ministry of Finance commenced implementation of the second phase of the GH¢100 billion Ghana CARES “Obaatan Pa” programme having successfully completed implementation of the first phase which spanned 1st July – 31st December 2020. The CARES programme is Government’s blueprint for economic recovery and is, therefore, aimed at returning the economy to the pre-COVID-19 pandemic levels.

The Ministry’s commitment to the successful implementation of the GHANACARES programme resulted in the following achievements in 2021.

- i. Passage of the Penalty and Interest Waiver Act, 2021 (Act 1065) which extended the waiver of penalty and interest on accumulated tax arrears up to December 2020, to reduce cash flow challenges for companies and individuals who arrange payment terms with Ghana Revenue Authority (GRA) to pay up the principal; and
- ii. Passage of the Income Tax (Amendment) Act, 2021 (Act 1066) which provided in the second, third and fourth quarters of 2021:
 - a rebate of 30 percent on the income tax due for companies in the hotel and restaurant; education; arts and entertainment; and travel and tours sectors;
 - suspension of quarterly income tax instalment payments for small businesses using the income tax stamp system; and
 - suspension of quarterly income tax instalment payments for vehicle income tax for Trotros and taxis.

In addition to the above, the Ministry further signed CARES implementation Compacts with eight implementing agencies of the GHANACARES programme. These are (i) Ministry of Food and Agriculture (MoFA); (ii) Ministry of Tourism, Arts and Culture (MoTAC); (iii) Ministry of Environment, Science, Technology and Innovation (MESTI); (iv) Ministry of Trade and Industry (MoTI); (v) Ministry of Communications and Digitalisation (MoCD); (vi) Ghana Investment Promotion Centre (GIPC); (vii) Ghana Revenue Authority (GRA); and the (viii) Financial Sector Division of the Ministry of Finance on behalf of the Ghana Incentive-Based Risk Sharing System for Agricultural Lending (GIRSAL), Ghana Commodity Exchange (GCX), and the National Housing Fund (NHF).

Also, CARES Delivery Units (CDUs) were established and operationalized in all eight participating institutions to ensure dedicated focus to the implementation of agreed commitments

while a CARES Coordinating Unit was also established at the Ministry of Finance to provide oversight and technical support to the other CARES Delivery Units established within the eight implementation agencies.

B. Implementation of the public financial management (Public Investment Management) Regulations, 2020 (L.I. 2411)

To enhance the policy and regulatory framework for the effective management of Public Investment and Assets, the Public Financial Management (Public Investment Management) Regulations, 2020 (L.I. 2411) was passed. In year 2021, a number of trainings and capacity building programs were organized to build the capacity of staff for the effective implementation of the functions of the regulations.

In line with the above the Ministry facilitated the implementation of the PFM specifically, the Public Investment Management (PIM) and Regulations, 2022 (L.I 2411), by strengthening the capacities of key staffs in 43 Ministries, Departments and Agencies (MDAs), 260 Metropolitan, Municipal and District Assemblies (MMDAs), and 16 Regional Coordinating Councils (RCCs).

In addition, a comprehensive customized training programme on project appraisal and risk analysis was organized in collaboration with the University of Ghana Business School to build the capacity of 32 public officials.

Furthermore, the Public Investment Plan (PIP) for the 2021-2024 budget was uploaded onto the Hyperion, and over 900 projects reflected in the Programme Based Budget Documents of MDAs.

C. New Tax Measures to Improve Domestic Revenue Mobilization

To improve domestic revenue mobilization and support implementation of relevant enactments on taxation of the digital economy (including online gambling) and the voluntary compliance programme, the Ghana Revenue Authority prepared practice notes, administrative manuals, and also developed an e-commerce platform to register individuals and businesses in the e-commerce sector. The Ghana Revenue Authority was also supported by Revenue Assurance and Compliance Enforcement (RACE) to enhance compliance measures to expand coverage and plug revenue leakages.

The Personal Income Tax, Pay-As-You-Earn (PAYE), Corporate Income Tax, Withholding Tax and Tax Clearance Certificate modules of the Integrated Tax Application and Preparation System (iTAPS) were deployed for the filing and payment of taxes, thereby facilitating Government's efforts to fulfil its goal of creating a cash-lite economy.

Additionally, the Ghana.Gov centralized public sector digital revenue management and payment platform, developed by a local consortium of fintech companies in collaboration with the Ministry of Finance and Ministry of Communication and Digitalization (MoCD), was launched on 14th July, 2021. As at end September 2021, a total of 38 Government Agencies (consisting of 10 MDAs and 28 MMDAs) had been enrolled unto the Ghana.Gov platform with total revenues accruing on the platform amounting to about GH¢31.41 billion.

Also, a policy and mechanism for taxing High-Net-Worth-Individuals (HNWI) was completed and 150 HNWI identified. A baseline study to identify the characteristics, size and revenue potential of the HNWI taxpayer segment in Ghana was also commenced.

D. Successful Conduct of The 2021 Population and Housing Census

The 2021 Population and Housing Census (2021 PHC) was completed on 8th August 2021 and the Preliminary Report released on 22nd September 2021. The Census Preliminary Report placed Ghana's population at a provisional figure 30,792,608.

The preliminary report marked an important milestone in the 2021 PHC. Three other reports, namely, (i) Age/Sex composition, (ii) Background Characteristics and (iii) Population by Regions and Districts were also released on 18th November, 2021.

A nationwide dissemination of the above reports is expected to promote widespread usage of census data for research, policy and planning, and to provide significant lessons and feedback for the implementation of strategies with national and international partners. Additional data collected during the census include population density, average household size, level of completion of structures and concentration of residential structures.

E. Continued Implementation of Key Financial Sector Reform Initiatives

The Ministry continued the development of Financial Sector Development Project which started in 2019. The overall aim of the Financial Sector Development Project is to achieve financial inclusion. The Ministry achieved the following in year 2021:

- **Establishment of a Domestic Credit Rating Agency**

During the period under review, work progressed steadily on the establishment of a Domestic Credit Rating Agency (DCRA) as the Business Plan and model to guide the process was developed. Also, the Regulator (Securities and Exchange Commission (SEC)), created an environment to promote a non-mandatory rating which will be re-enforced by the mandatory basic rating approach to allow institutions to be rated by more than one rating company. It is expected that the DCRA will be operational by end December 2022.

- **Capital Market Master Plan**

A 10-year Capital Market Master Plan (CMMP) was launched on 25th May, 2021 and currently being implemented. The ultimate goal of the CMMP hinges on four main pillars – (i) creating diversity of investment products and enhancing liquidity in the securities market, (ii) increasing the investor base, (iii) strengthening infrastructure and improving market services, and (iv) improving regulation, enforcement, and market confidence. It is also intended to help raise funds for key infrastructure projects in order to meet the country's economic growth agenda.

Currently, however, funding is a challenge to the implementation of the CMMP. Development partners are therefore being engaged to secure funding for the implementation of the CMMP.

The above when fully operationalized will strengthen the infrastructure and improve market services, regulations, enforcement and market confidence of the Ghanaian economy.

F. Financial Action Task Force (FATF)

In June 2021, the Financial Action Task Force (FATF) agreed that Ghana had satisfactorily completed an Action Plan to address all the identified strategic deficiencies in the Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) regime. Accordingly, Ghana was removed from the FATF list of Jurisdictions under increased monitoring (Grey List). By this decision, the FATF and the international community renewed its confidence in Ghana's AML/CFT regime.

8.3. Reforms

- **Paperless Office**

After being in existence for 2 years, the deployment of a document management and workflow system deployed and in use at the Ministry has enhanced easy access and retrieval of documents thereby improving the ICT infrastructure at the ministry in spite of intermittent network and internet connectivity challenges.

- **Access Control System**

Staff Access Cards deployed within the year and in use has increased workplace security.

- **Enterprise Risk Management**

Risk management policy, Risk Policy Guidelines and Risk Management Committee Charter developed and approved by Management. Risk Management Committee established to enhance service delivery and internal controls of the Ministry's operations.

- **Public Investment Management (PIM) Regulations, 2020 (Act 1039)**

Sensitization of staff of MDAs and MMDAS on the PIM Regulations which has resulted in the improvement of the preparation of projects appraisals for effective Public Investment management

- **Public Private Partnership (PPP) Act, 2020 (Act 1039)**

Improvement in the preparation and procurements of projects for effective Public Private Partnership. This has enhanced corporate governance reforms and resulted in the capacity building for SEs during the period under review.

8.4. Sustainable Development Goals (SDGs)

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

- **SDG: 1 End poverty in all its forms everywhere**

Indicator 1.1: Proportion of domestically generated resources allocated by the government directly to poverty reduction programmes. In 2020, fifty-seven percent (57%) of total approved budget,

was allocated to the implementation of interventions under the 17 SDGs, compared to 65 percent in 2019. This amounted to a total of GH¢55billion.

- **SDG: 8 Decent Work and Economic Growth**

- Indicator 8.1.1: Annual growth rate of real GDP per capita. Real GDP per capita was GH¢5,362 in 2020 declining from GH¢5,434 in 2019
- Indicator 8.10.2P: Number of active mobile money accounts. Registered mobile money accounts - 34.5 million as at 2020; 32.4 million in 2019. Active mobile money accounts - 17.1 million in 2020; 14.5 million in 2019. Total value of mobile money transactions - GH¢564 billion in 2020; GH¢32.8 billion in 2019

- **SDG: 9 Industry, Innovation and Infrastructure**

Indicator 9.2.1: Manufacturing Value Added as a proportion of GDP and per capita. Manufacturing Value Added (MVA) as a proportion of GDP- 11.1 percent in 2020; 10.9 percent 2019. MVA per capita – GH¢1,298 in 2020; GH¢1,196 in 2019

8.5. Aftermath Of Covid-19

In compliance with the Office of the Head of Civil Service directive on the institution of the Flexible Working Hours (FWH) initiative, the Ministry of Finance put in place the necessary strategies to ensure a seamless flow of work even as Staff work remotely.

It is worth noting that the enforcement of these measures greatly impacted on the Ministry's achievements during the year under review. Our Achievement for the year is evident of the fact that the institution of the Flexible Working Initiative positively influenced work delivery.

- **Measures taken to safeguard Staff Mental Health and Wellbeing amid COVID-19**

As part of efforts to manage the aftermath of Covid-19, the Ministry provided several support services to safeguard the mental health and wellbeing of its Staff. These included the organization of seminars on COVID-19, liaising with the Ministry of Health and some medical facilities to provide support for testing and vaccination and as well as counseling for affected Staff. Seminars on Stress Management and Mental Health were also organized during the Ministry's Health Awareness Month of October.

- **Availability of tools for working remotely**

Management procured and ensured the right logistics such as laptops, turbo net (to provide internet access) and facilities were in place for the safety and effective delivery of staff while working off-site. The Information Communication Technology (ICT) Unit also provided prompt Web Hosted Services to enable staff deliver on their work regardless of their location. The Ministry also continued to adopt virtual network platforms such as skype, zoom and video conferencing facilities for the conduct of its meetings.

- **Strategies adopted to monitor work from home**

As part of efforts to sustain Staff engagements while working remotely, Divisional Directors ensured that daily deliverables were mutually agreed and outlined for their Staff and deadlines set for assigned duties. Staff were also required to be available to answer calls and emails as well as provide their inputs for some assignments when required.

- **Assessment of targets being achieved as compared to working from the Office**

The main mode of assessing the achievement of targets is the timeliness of the response of Officers to queries in the delivery of their assignments. The Ministry has so far continued to support Officers with the necessary resources to ensure targets are met within the stipulated time frames.

- **Challenges and recommended solutions**

- **Network challenges**

Uninterrupted internet connectivity has continued to be one of the key challenges Officers encountered while working remotely. The provision of the right IT infrastructure/support could mitigate this challenge.

- **Family Interruptions**

Officers working from home may imply their availability to deal with family issues especially when their children are on school breaks. It is recommended that Officers may be encouraged to have dedicated workspaces at home and this could minimize these family interruptions.

- **Health related issues**

Getting caught up in work thereby resulting in sitting in one place for extended periods of time is one of the key challenges encountered while working from home. To ensure increased productivity and improved mental health, Officers may be encouraged to take intermittent breaks.

- **Inability of Supervisors to effectively monitor Officers**

Monitoring of Officers output while working remotely has also remained a challenge. There is therefore the need to put some technological measures in place which will ensure that Officers log in at particular times and also provide Supervisors with the needed control.

8.6.Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1 .GOG	A	B	C	D=(A-B)
Compensation of Employees	390,098,973.00	172,155,798.00	172,155,798.00	217,943,175.00
Use of Goods & Services	36,032,964.00	32,595,219.00	26,674,480.73	3,437,745.00
CAPEX	106,900,000.00	106,529,350.00	105,515,444.92	370,650.00
GOG TOTALS	533,031,937.00	311,280,367.00	304,345,723.65	221,751,570.00
IGF				
Compensation of Employees	20,392,952	12,917,244.47	12,917,244.47	7,475,707.53
Use of Goods & Services	65,613,634.00	45,364,883.37	43,166,766.37	20,248,750.63
CAPEX	7,937,098.00	5,108,136.26	4,192,262.26	2,828,961.74
IGF TOTAL	93,943,684.00	63,390,264.10	60,276,273.10	30,553,419.90
DEV'T PARTNERS e.g.				
Use of Goods & Services	764,934,242	196,074,022.00	135,786,864.00	568,860,220.00
CAPEX	33,737,348	24,000,000.00	1,515,588.00	9,737,348.00
DEV'T PART(DONOR) TOTAL	798,671,590.00	220,074,022.00	137,302,452.00	578,597,568.00
ABFA				
Use of Goods & Services	2,350,375.00	2,350,375.00	1,056,752.00	
CAPEX	20,000.00	2,000.00		18,000.00
ABFA TOTAL	2,370,375.00	2,352,375.00	1,056,752.00	18,000.00
GRAND TOTAL	1,428,017,585.00	597,097,028.10	502,981,200.75	830,920,557.90

8.7. Challenges

The Challenges encounter by the Ministry during the period under review were:

a. Disruptive effect of the COVID-19 pandemic

One of the main challenges encountered by the Ministry in 2021 is the continued existence of the COVID-19 pandemic. The resultant effect of the pandemic on households, livelihoods, businesses, and public finances continued to be felt across all sectors of the economy, although with a reduced impact. Government's aggressive vaccination programme aimed at achieving herds immunity by end December 2021 continued in earnest.

The Ministry will continue implementation of the Ghana CARES programme, in a manner that builds back the economy even better.

b. Implementation of the PIMs

Following the passage of the Public Financial Management (Public Investment Management) Regulations, 2020 (L.I. 2411), the Ministry commenced implementation of the regulations through the sensitization of covered entities to whom the regulations are applicable. In addition, the Public Investment Plan (PIP) for the 2021-2024 budget was uploaded onto the Hyperion, and over 900 projects reflected in the Programme Based Budgets of MDAs, in spite of the network connectivity challenges that continued to hamper the use of the Ghana Integrated Financial Management Information System (GIFMIS).

To strengthen implementation of the PIMs Regulations, the Ministry will continue sensitization of Covered Entities while putting in place measures to enforce compliance.

c. New Tax Measures

Unrevised fees and charges for Government services continued to affect the levels of Internally Generated Funds/Non-Tax Revenues (IGF/NTR) generated across various MDAs and MMDAs. This, coupled with the effects of the COVID-19 pandemic, continued to hinder effective service delivery by Government Agencies.

d. Population and Housing Census

The 2021 Population and Housing Census was successfully carried out in spite of the inadequate number of staff for the Ghana Statistical Service. This is because, the Census was a special exercise for which additional officers were recruited and engaged. It is expected that, the staff strength of the Service will return to normal after the census.

8.8. Forward Look

- Consolidating the Improvements in the public financial management system by strengthening commitment control, integration of PFM IT systems and deployment of the Public Investment Management System (PIMS) to rationalize public Investments.
- Revenue mobilization efforts will continue to focus on enhancing tax compliance, expanding the tax base and digitization of both Tax and Non-Tax. In furtherance of this, there will be:
 - Full operationalization of the RACE function through the Revenue Policy Division responsible for Tax Policy, Non-Tax Policy and Revenue Assurance as well as Inter-Agency Team for tax compliance and enforcement.
 - Draft overarching Non-Tax Revenue bill to resolve fragmented legal, regulatory and Institutional framework for NTR mobilization and management.
 - Review the Fees and Charges of MDAs and amend Fees and Charges (Miscellaneous Provisions) Act, 2018 (Act 983).
- Deepening financial inclusion and further enhance Financial Sector Development;
 - Development Bank Ghana (DBG) will be established and its operations will facilitate access to medium and long-term financing at more attractive rates by entrepreneurs.
 - Government intends to leverage on the Ghana Amalgamated Trust (GAT) model to create a more sustainable institution that will serve as a holding company for Government's equity investments in the financial sector, support the expansion of Medium to large companies to enable them to take advantage of the Africa Continental Free Trade Area (AfCFTA).
 - Implement the 10yrs Capital Market Master Plan to guide the development of the Capital Market.
 - Implementation of the Financial Literacy Programme.
- Finalize the preparation of the 2022-2025 Sector Medium Term Development Plan
- Prepare and implement the 2022 Annual Workplan and Budget
- Prepare the 2021 Annual Progress Report for the Ministry and
- Prepare the 2022 and 2023 Budget Statements and Economic Policy.

9.0. MINISTRY OF FISHERIES AND AQUA-CULTURE DEVELOPMENT

The Ministry of Fisheries and Aqua-Culture Development (MOFAD) exists 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 Ministry was headed politically and bureaucratic by the following;

- Minister Hon. Mrs. Mavis Hawa Koomson (MP)
- Deputy Minister Hon. Moses Anim (MP)
- Chief Director Mr. Kwesi Armo-Himbson

9.1. List of Agencies

The Ministry has the following agencies;

- Fisheries Commission
- National Premix Fuel Secretariat

9.2. Sector Achievements

A. Aquaculture for Food and Jobs (AFJ) Initiative

The Ministry continued with the implementation of the Aquaculture for Food and Jobs (AFJ) Initiative which was piloted in 2019 and fully rolled out in 2020 as a major programme to complement the Planting for Food and Jobs (PFJ) Programme of the Ministry of Food and Agriculture. In 2021, AFJ constructed Thirty (30) earthen ponds (300m² each) in the following locations; Ve-Golokwati (10), Akpafu Mempeasem (8), Osei-Tutu SHS (4) and Bono East Region (8).

The Ministry further stocked the eighteen (18) sites in different locations with tilapia and catfish and provided them with feed. In total 4.35 metric tonnes of fish (Catfish & Tilapia) were harvested. The Ministry commenced the construction of holding facilities in five (5) institutions (Adisadel SHS, Breman Asikuma SHS, Seikwa SHS, Daboase SHS and Peki Training College).

The Ministry also partnered with GIZ to rollout the AFJ in selected areas of the Western Region. Under the partnership, fifteen (15) Youth Groups and one hundred (100) distressed small scale fish farmers will be supported.

B. National Aquaculture Centre and Commercial Farm Project

The Ministry continued with the construction of the National Aquaculture Centre and Commercial Farms Project for the provision of skills training in various aspects of aquaculture including production, farm management, feed formulation and fish health for the youth take up aquaculture as a viable enterprise. The Centre located at Amrahia, when completed will contain indoor aquaculture structures, classrooms, and accommodation, pack houses and cold storage facilities.

A sod-cutting ceremony for the project was held in 2021. The project is progressing steadily and at 35% level of completion.

In 2021, the Ministry completed all civil works on the two (2) hatcheries. In addition, the existing public hatcheries at Kona Odumase in the Ashanti Region and Ashaiman in the Greater Accra Region have been upgraded.

Fish feed constitutes an average of 70% of the total cost of aquaculture production in Ghana, a situation which hinders the growth of the aquaculture industry and its contribution to domestic fish production. In line with Government strategy of providing economic incentives to stimulate private sector investment in the aquaculture industry, the Ministry distributed 17,440 bags of assorted fish feed to fish farmers particularly the youth in aquaculture and distressed fish farmers across the country during the period under review. With these interventions, aquaculture production for the year increased by 30% from 64,000 mt in 2020 to 83,150 mt by end of 2021.

C. Fisheries Resource Management Programme

Under the Fisheries Resource Management Programme, the Artisanal and Inshore Fleet, Industrial trawlers and Tuna operators' sectors observed One-month, two-month and three-month "Closed Seasons" respectively. Training programmes were organised for Forty-five (45) fisheries officers in Fisheries Data Collection Systems, oceanography and acoustics in the 4 coastal regions. The sector further developed a draft Marine Fisheries Management Plan (2022-2022) and a Software for the Inland Canoe Registration. 30 officers along the Volta Lake were trained for piloting of the Software and a validation workshop organized to orient Stakeholder on the Inland Canoe Registration Software.

Total Marine Fish production for the sector in the year under review stood at 365,831.20mt (valued at about GH¢6,212,657,929.08) as against end of year target of 347,754.11mt (representing 105.20%). Also, the total inland fish production stood at 111,353.33mt (valued at GH¢1,725,976,708.03) as against end of year target of 85,007.71mt (representing 130.99%).

D. Canoe Identification Card

The Ministry introduced the Canoe Identification Card (CIC) for the marine sector in December 2019 to enhance the regulation and access to fisheries resources, provide recognition and legitimacy to canoe owners. The Ministry therefore validated a total of ten thousand (10,000) identification cards for marine artisanal canoes for distribution to fishers in October 2021.

To ensure that the exercise is extended to cover the inland subsector, the Ministry engaged stakeholders in the subsector and the existing electronic fishing vessel register was upgraded to accommodate the inland subsector during the period.

E. New Fisheries Act

Plans are far advanced on the drafting of a new Fisheries Act to replace the existing Fisheries Act, 2002 (Act 625). As part of the legal review process, the Ministry reviewed the National Fisheries and Aquaculture Policy developed in 2008 to incorporate emerging trends in fisheries and aquaculture management during the period under review. The implementation of the reviewed Policy is expected to among others, address issues of climate change and its impact on the fisheries sector, optimize fisheries infrastructural development and promote fish post-harvest management and trade.

F. Anomabo Fisheries College

Fisheries infrastructural development is key to the modernisation and sustainability of the fisheries sector. Civil works on Administration, Classroom, Hostel and Laboratory Blocks which are key to the operationalization of the College were completed while the construction of 0.63km internal and 4km access roads from the Nsanfo Junction (Accra-Cape Coast Highway) were at 38% level of completion. The Ministry also initiated the necessary activities towards the furnishing of the blocks, as well as, equipping the laboratory.

9.3. Reforms

Reforms undertaken by the Ministry in the year under review:

The Canoe Identification System is a structural reform undertaken by the Ministry. The impact of the reform is expected to enhance regulation and access to fisheries resources. Inadequate funds to extend the initiative to the Inland Subsector has been a challenge. The mitigating strategy adopted by the Ministry is to engage MoF for Budgetary allocations with regards to Canoe Identification.

The fishing Inputs Support Scheme is a structural reform undertaken by the Ministry. The status of implementation is the distribution of 3,165 outboard motors. The impact of reforms is reduced use of unauthorized fishing inputs. The recalcitrant behaviour of fisher folks is a challenge faced in its implementation. Continuous sensitization is a mitigating strategy identified.

The truck monitoring system is also structural reform undertaken by the Ministry. The status of implementation is the participation in 2 trainings organized by NPA on the new Electronic Cargo Trucking System (ECTS). The impact of the reforms is expected to reduced Premix Fuel diversion. The old tracking device had login in challenges. The mitigating strategy is to develop skill on the new tracking device for smooth implementation of the reform.

9.4.Sustainable Development Goals (SDGs)

The Ministry implemented the following SDGs in 2021

- Goal 1: No Poverty

The indicators for Goal One are the transformation of the fisheries sub-sector and industry through science, research, technology and innovation and increased number of fish production facilities. Under this goal, the Ministry enhanced aquaculture production and post-harvest skills of 100,000

fish farmers enhanced, constructed 108 ponds/tanks/11 cages, restocked dams and dugouts and constructed 100 direct/300 indirect.

The Challenges identified in the implementation of Goal 1 was high cost of aquaculture inputs (i.e., fish feed). The mitigating strategy adopted by the Ministry were the provision of logistics for extension services delivery and implementation of Fisheries Co-Management Policy

- Goal 2: End hunger and achieve food security and promote sustainable agriculture (fisheries)

The indicator for measuring Goal 2 is End hunger and ensure access by all people to safe, nutritious food all year round. In line with this, the Ministry produced 580,334.53mt of fish as at October 2021. The Challenges of identified by the Ministry in the implementation of the Goal 2 were the Covid-19 and containment measures affected production and marketing of fish and High cost of aquaculture inputs (i.e., fish feed).

The strategy adopted to mitigate the challenge is the provision of Input support under AFJ.

- Goal 13: Action to combat climate change and its impacts

The indicator for measuring Goal 13 is to Integrate Climate Change Measures into National Policies, Strategies and Planning. The Ministry distributed 80 improved fish processing technology (Ahotor Oven) to fish processors to reduce the emission of smoke.

The Challenges encountered in the implementation of Goal 13 was the low acceptance rate by Fish Processors. The Mitigating Strategy adopted by the Ministry is the continuous Sensitization of fish processors on the “Ahotor” Oven.

9.5.Aftermath of Covid-19

Considering that the rate of spread of the CoVID-19 had reduced by end of 2020 coupled with the need to improve service delivery and the overall performance of MoFAD and its Agencies, the implementation of the flexible working arrangements did not continue in 2021. Nonetheless, measures were put in place to ensure compliance with the COVID-19 protocols.

A detailed assessment of the achievement of targets in 2020 when MoFAD implemented the flexible working arrangements and in 2021 when it did not implement the arrangements has been carried out. The outcome of the assessment was that MoFAD achieved a significant proportion of set targets for 2021 compared to 2020 where it suspended most its activities.

The conclusion is that the implementation of flexible working arrangements such as shift system, staff rotation and working from home as a response to pandemic such as the COVID-19 without provision of logistics like laptops and efficient internet system to facilitate working from home could adversely impact on organizational performance.

The following recommendations are also made:

- Adequate provision of logistics such as laptops and internet access to enable officers work from home when the need arises

- Training of officers in the usage of virtual platforms
- Motivation of Civil Servants who are made to continue to report to office to provide critical services during pandemics such as COVID-19

9.6. Financial Performance

Expenditure Item	Approved Budget	Budget Releases	Actual Payments	Variance
	A	B	C	D=(A-B)
Compensation of Employees				
o/w GoG	11,155,135.00	7,142,903.62	7,142,903.62	4,012,231.38
o/w IGF	225,000.00	84,888.11	84,888.11	140,111.89
Sub-total	11,380,135.00	7,227,791.73	7,227,791.73	4,152,343.27
Use of Goods and Services				
o/w GoG	2,142,054.00	834,722.00	567,802.00	1,307,332.00
o/w IGF	43,328,093.00	12,640,826.88	11,100,480.88	30,687,266.12
o/w ABFA & DP	0.00	0.00	0.00	0.00
Sub-total	45,470,147.00	13,475,548.88	11,668,282.88	31,994,598.12
Capital Expenditure				
o/w GoG	5,000,000.00			5,000,000.00
o/w IGF	18,277,186.00	2,415,221.12	2,077,441.12	15,861,964.88
o/w ABFA	2,000,000.00			2,000,000.00
o/w DP	292,464,735.00	0.00	0.00	292,464,735.00
Sub-total	317,741,921.00	2,415,221.12	2,077,441.12	315,326,699.88
Total	374,592,203.00	23,118,561.73	20,973,515.73	351,473,641.27

9.7. Challenges

The Challenges encountered by the Ministry during the period under review are;

a. Inadequate Funding

Inadequate funding for key projects was one of the key challenges faced by the sector in 2021. The budgetary allocation for the Ministry was inadequate to enable the sector carry out major projects

and operational activities. Though, the sector budget allocation for 2021 was GHS 128,879,094.00, 69% and 22% were to be sourced from IGF and DP respectively. While the 69% IGF projection was based on US\$200/GRT for Vessel License Fee which was revised to US\$135/GRT affected revenue mobilization, the Ministry also had no control over the usage of the 22% DP funds. There will therefore be the need for the sector to be financially resourced.

b. Hoarding and Diversion of Premix

The Premix Secretariat is still confronted with hoarding and diversion of Premix Fuel which creates artificial shortage and the use of Premix Fuel by fishermen for IUU Fishing continue to pose as a great challenge to the Ministry. However, the Ministry plans to reinforce measures put in place to resolve these problems.

c. Inadequate Fisheries Infrastructure

Inadequate fisheries infrastructure or facilities (including landing sites, hatcheries, training centres, etc.) to enhance productivity was also a major challenge. There is inadequate fisheries infrastructure or facilities to support sector programmes and policies. The infrastructure deficit has also affected the productivity of the sector. There is therefore the need for the provision of modern fisheries infrastructure for the modernization of the sector and improve productivity. It is expected that the completion of the Anomabo Fisheries College which is 93% completed, the National Aquaculture Centre and Commercial Farm Projects as well as the rehabilitation of the various public hatcheries would help address the fisheries infrastructure deficit.

9.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 outlined are;

- Ministry will continue to roll out AFJ to cover the Volta Lake, the Bui Hydro Dam zone, Irrigation zone and the continuing of Pwalugu Dam.
- Implementation of the National Aquaculture Centre and Commercial Farm Project
- Collaborate with relevant stakeholders to ensure that all fleets Closed Season is observed in 2022.
- Implement Fisheries Co-Management Policy
- Finalisation and Implementation Marine Management Plan 2021-2025
- Acquisition of Research Vessel
- Acquisition of Patrol Boat
- Institute the National Fish Festival to commemorate the celebration of Internal Fisheries Day
- Anomabo Fisheries College Project
- 7th Meeting of the Organization of African, Caribbean and Pacific States (OACPS) Ministers in charge of Fisheries and Aquaculture
- 2022 National Farmers Day Celebrations

10.0. MINISTRY OF FOOD AND AGRICULTURE

The Ministry of Food and Agriculture (MOFA) is the lead agency responsible for developing and executing policies and strategies for the development of the agriculture sector. The main policy framework and medium-term plan guiding interventions in the sector are the Food and Agriculture Sector Development Policy (FASDEP II) and Investing for Food and Jobs – Agenda for Transforming the Agriculture Sector as the Agricultural Investment Plan.

The Ministry was headed politically and bureaucratically by the following;

- | | |
|----------------------|------------------------------|
| • Minister | Hon. Dr. Owusu Afriyie Akoto |
| • Deputy Minister | Hon. Yaw Frimpong Addo |
| • Deputy Minister | Hon. Alhaji Hardi Tufeiru |
| • Ag. Chief Director | Robert Patrick Ankobiah |

10.1. List of Agencies And Department

The Ministry has the following sub-vented agencies;

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

10.2. Sector Achievements

A. Food Crop (Planting for Jobs)

Under this module, the Ministry set out to provide incentive for adoption of improved seeds and fertilizer to increase food production and productivity. In 2021, 46,498MT of improved seed and 522,080MT of fertilizers were targeted to be supplied to smallholder farmers. However, the Ministry was only able to distribute 31,797MT of certified seeds and 259,500MT of fertilizers. Despite not meeting the intended target, there was an increase in the supply of improved seeds compared to 28,282 MT and 388,113 MT of fertilizer distributed in 2020.

B. Planting for Export and Rural Development (PERD)

In the year under review, the Ministry's target was to distribute 1,200,000 improved planting materials to farmers in 10 Regions. However, a total of 1,360,589 seedlings were supplied to 7,543 farmers-exceeding the target set. The tree crops promoted under PERD in 2021 included; cashew, oil palm, coffee and coconut.

C. Rearing for Food and Jobs (RFJ)

Under the Rearing for Food and Jobs program, farmers were supported with improved breeding stock to upgrade their local stocks. The target was to distribute 531,100 improved breeds of small ruminants, pigs and poultry to farmers. As at October 2021, only 257,204 improved breeds were supplied to farmers. 246,000 of poultry birds distributed to farmers. Also 6,309 small ruminants supplied to farmers, 4,895 pigs supplied to farmers, 1,200 battery Cages supplied to 1,200 women poultry farmers and 7,700,500 vaccines produced. Furthermore, a bill on animal health was developed and memo submitted to cabinet for approval. These initiatives enhanced a competitive and efficient livestock industry and increased local meat production leading to a reduction in overall meat import. It also increased employment and income for all actors along the livestock value chain and the national economy and reduced incidence of Newcastle disease in poultry and some livestock diseases in cattle.

D. Horticulture development (3 Greenhouse villages)

The main objectives of the greenhouse module are to create employment opportunities for graduates and improve the production of high value vegetables for both local and international markets. During the year under review, the Ministry's target was to train 64 graduate youth in greenhouse vegetable production. However, as at October 2021, 61 graduates had enrolled and completed theoretical and practical training in greenhouse technology.

E. Mechanization (AMSEC)

The Ministry targeted to procure farm machinery worth USD 30.0 million from Brazil compared to €10 million worth of simple hand-held farm equipment in 2021. As at October 2021, 200 individual farmers, FBOs and service providers received farm machinery (Tractors, thresher, maize shellers, planters and boom sprayers) at 40% subsidy.

F. Irrigation Development

In 2021, the Ministry continued to invest in the development of irrigation infrastructure. The target of the Ministry was to complete Tamne phases I & II and Mprumen phase II and to relocate households within the reservoir area at Tamne. Additionally, 6,766 Ha of irrigable farm land was targeted to be redeveloped at Tono, Kpong Irrigation Schemes and Kpong Left Bank Irrigation Project. As at October 2021, Tamne Phase I was completed and Phase II at 75% completion. 31 buildings were completed and handed over to the relocated households. Redevelopment at Kpong is 93% complete, Tono Irrigation Schemes 97% complete and Kpong Left Bank Irrigation Projects at 90% completion. The outputs for 2021 showed a significant increase in the development of irrigation infrastructure compared to 2020 (Tamne phases I&II [90% & 50% respectively], Mprumen phases II [95%], rehabilitation and expansion of existing schemes at Tono [70%], Kpong Irrigation Schemes [45%] and Kpong Left Bank Irrigation Project [65%]. This resulted in Farmers engaged in all year-round production of food and horticultural crops, increased jobs as well as sustained income for the connected communities.

10.3. Reforms

- **Creation of MoFA M&E web-based portal**

The Policy Planning and Monitoring Directorate (PPMED) of MoFA with technical support from Ghana Health Service (GHS) developed a robust Web Based Monitoring and Evaluation (M&E) Portal for MoFA. The web-based development processes were very consultative and engaged experts from national, projects and decentralized levels to select key performance indicators that address sector Medium Term Plan (Investing for Food and Jobs –IFJ). The development of a web-based portal was necessitated by challenges encountered in manual data collection and analysis during the implementation of METASIP I & II. To ensure sustainability of the web-based, selected officers from MoFA were trained to develop and operationalize the Web-Based Portal. At the end of the training sessions, participants were able to enter data, create charts and dashboard therefore access to data has been shortened. Inadequate logistics such as tablets and laptops hampered the smooth running of the portal.

10.4. Sustainable Development Goals (SDGs)

The Ministry's activities in relation to the Sustainable Development Goals (SDGs) are stated below:

As part of the Ministry's SDG Goal 1 which is to end poverty in all its forms and everywhere, the Ministry set out the following indicators;

- Proportion of population below the international poverty line, by age, sex, employment status and geographical location
- Proportion of population below the national poverty line, by age, sex
- Proportion of men, women and children living in poverty by national standards

In line with SDG 2 on end hunger, achieve food security and improved nutrition and promote sustainable agriculture the Ministry pursued the following indicators:

- Prevalence of stunting among children under 5 years
- Prevalence of malnutrition among children under 5 years of age by type (wasting and overweight)
- Percentage of total FDI that flows into agriculture sector

10.5. Aftermath Of Covid-19

In 2021, the Ministry established flexible work schedules for junior and senior officers in response to the Head of Civil Service's request for flexible working hours to enhance safety and improved working conditions under COVID 19. Officers who worked from home were given official laptops and internet bundles to assist them in completing their assigned tasks. The Ministry of Health

advised all employees to get vaccinated against COVID-19 once more. The vaccination of personnel guaranteed that the majority of employees were able to return to full-time office work.

Regular meetings were held via zoom on Mondays and Fridays to assign tasks and obtain feedbacks on assigned tasks respectively by the head of divisions for officers on shift.

The performance of officers on shift compared to working from office were equally productive. In most cases office recounted that it reduced traveling hours spend in traffic which were all channelled to the work. No significant challenge was encountered at work with the shift system.

10.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of employees	87,739,028	73,813,219	73,813,219	13,925,809
	Use of Goods & Services	866,419,440	840,887,839	839,172,102	25,531,601
	CAPEX	66,083,645	58,192,078	58,050,018	7,891,567
2	IGF	4,042,434	3,333,147	1,014,572	709,287
3	Donors	559,307,684	128,547,684	126,520,000	430,760,532
TOTAL		1,583,592,231	1,104,773,967	1,098,569,911	478,818,796

10.7. Challenges

The challenges of the Ministry in the period under review were as follows:

- **Fertilizer smuggling to neighbouring countries.**

The Ministry mitigated this challenge with the intervention of restriction in the distribution in border districts, branding of fertiliser bags ,25kg bags and the supervision of regional Ministers during the distribution of fertilizer just to mention but a few.

- **Effects of Covid- 19**

Fertilizer availability to farmers was hampered in 2021 by the COVID-19 epidemic, which resulted in lower production volumes at international market. To overcome this challenge, farmers are now being sensitized to use organic fertilizers

10.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 outlined are;

- **Planting for Food and Jobs**

In 2022, the Ministry will acquire and distribute 530, 000 MT of organic and inorganic fertilizers, 37,069 MT improved seeds (cereals and legumes), and 44 MT, 500,000 bundles, 500,000 vines of vegetables, roots and tubers of planting material through the Planting for Food and Jobs (PFJ) Program.

- **Rearing for Food and Jobs**

The Ministry under the RFJ will procure 5 million broiler day old chicks, 14,000 breeding stock of small ruminants and 8,000 grower pigs in 2022. The Ministry will also rehabilitate 14 livestock houses and 10 quarters on selected livestock breeding stations.

- **Promotion of Mechanization Services**

The Ministry will take delivery of 50 combined harvesters, 200 tractors, 100 rice mills and 30 cassava and plantain processing equipment among others. Also, 500 operators, mechanics and service unit managers will be trained.

- **Plant Protection and Regulation**

In 2022, the Ministry will procure 40,000 litres and 6,000 kg of insecticides to manage Fall armyworm. Additionally, 20 Plant Clinics will be established in Bono, Ashanti and Ahafo regions.

- **Post-Harvest Management and Storage Capacity Expansion programme**

The ministry will facilitate the completion of seven (7) warehouses under its own initiative and eight (8) warehouses under MSDI. Also, 216 seed cleaners, 216 dryers and 432 weighing scales will be procured for storage facilities.

- **Irrigation Development**

The Ministry will also work to complete Tamne Phases II, Ashaiman Irrigation Project and six Small Dams at Gilang, Duong, Tousal/ Jeyiri, Tasundo, Sunyire and Vunania. Also, Tamne phase III which includes Spillway and irrigable area will be completed. Also, the Ministry will facilitate the completion of the rehabilitation works on the Tanoso irrigation Schemes, as well as construct and complete irrigation infrastructure at Chabaa, Kataa, Sandema Nyansa, Benatabe, Sangbaa, Dole and Kachilendi. Tampala, Mettew, Konzokala, Nanton Kurugu, Jangua, Jana kpeng and Batanyili. The construction of Pwalugu Irrigation dam project to mitigate spillage from Bagre Dam will be harnessed for all year-round crop production.

11.0. MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION

The Ministry of Gender, Children and Social Protection (MoGCSP) initiates, coordinates and formulates policies to promote gender mainstreaming, child development and social protection interventions across all sectors that leads to the achievement of gender equity, promote the survival and development of children, as well as harmonize social protection interventions to better target the 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. Sarah Adwoa Safo (MP) |
| • Hon. Caretaker Minister | - | Cecilia Abena Dapaah |
| • Deputy Minister | - | Hon. Lariba Zuweira Abudu (MP) |
| • Chief Director | - | Dr. Afisah Zakariah |

11.1. Departments and Agencies of the Ministry

Civil Service Departments

- Department of Gender
- Department of Children
- Department of Social Welfare (Decentralised)

Secretariats

- Domestic Violence Secretariat
- Human Trafficking Secretariat
- Leap Management Secretariat
- Ghana School Feeding Programme
- Ghana National Household Registry
- Central Adoption Authority
- Non-Profit Organisation Secretariat

Public Service Organisation

- National Council on Persons with Disability

11.2. Sector Achievements

Key achievements implemented by the Ministry are outlined below

A. Gender Equality and Women's Development

The Policy that guides the implementation of this thematic area is the National Gender Policy (NGP). The overall goal of the NGP is to mainstream gender and women's empowerment concerns into the national development process in order to improve the social, legal, civic, political, economic and cultural conditions of the people of Ghana; particularly women and men, boys and girls in an appreciable manner and as required by National and International Frameworks.

The specific objectives of the NGP are to accelerate efforts and commitments of government in empowering women to have safe and secured livelihood, access to economic opportunities, and decent work; to speed up enforcement and domestication of ratified International Treaties, policies and strategies adopted by government to tackle violence, discrimination and promote gender equality and women's empowerment.

The expected outputs of this priority area are:

- i. The Affirmative Action Bill passed by Parliament
- ii. Women's reproductive health rights including HIV/AIDS, harmful cultural practices, child marriage FGM and adolescent pregnancy
- iii. Enhancing women's participation in the Intra-Regional trade
- iv. Commemoration of the International Women's Day

B. Affirmative Action Bill

The draft Affirmative Action Bill was prepared and submitted to Cabinet for approval in 2016 to support the passage and implementation of the Affirmative Action Law and put in place transformative measures to enable women and men participate equally in achieving at least 40% representation of women in decision making. His Excellency the President in his inaugural address in the year 2021 requested the Ministry to resubmit the document for Cabinet's consideration and approval. Inputs from the various meetings on the Bill were submitted to the Attorney General's Department for incorporation into the Bill. The Ministry received the final copy of the Bill for subsequent resubmission in April, 2021 to Cabinet for approval.

In addition to the cabinet document, a Communication and Advocacy Strategy was developed for the Bill in two parts. The first part focused on increasing awareness for the passage of the Bill as well as engaging various stakeholders who could facilitate the speedy passage of the Bill. The second part of the strategy focused on establishing national mechanisms for the implementation of the Bill. This document provides a clear vision and direction for all stakeholders involved in advocating for the passage of the Affirmative Action Bill and also identifies strategies, outlines an implementation plan and operational responsibilities for various stakeholders.

- **Women’s reproductive health rights, including HIV, harmful cultural practices, child marriage and adolescent pregnancy**

In 2021, the Ministry planned and collaborated with key stakeholders to organise sensitization programmes for one thousand (1,000) young adults in the Central, Eastern, Volta and the Ashanti Regions on gender. However, **1,262** young ladies and **185** young men in the Central, Eastern, Volta and the Ashanti Regions were sensitized on their sexual and reproductive health rights, gender-based violence, gender roles and the importance of Girl-Child Education. This helped to empower young ladies to make informed decisions on their Sexual and Reproductive Health Rights and to help reduce the incidence of Sexual and Gender Based Violence

- **Enhancing women’s participation in Intra-Regional Trade**

During the year under review, the Ministry developed an advertisement and was aired on GTV and Ministry’s Social Media handles to create more awareness on the 50million African Women Speak Platform.

this platform was launched as an initiative by the African Development Bank (AfDB) in partnership with a Common Market for Eastern and Southern Africa (COMESA), the Economic Commission on West African’s State (ECOWAS) and the East African Community (EAC) as a technological platform to reach 50 million African women. The aim is to improve women’s economic opportunities including engendering macro-economic and trade policies to transform gender relations status relative to that of men in order to achieve near gender parity in entrepreneurship and improve access to information and funding amongst others.

- **Commemoration of International Women’s Day**

For the year 2021 the Ministry planned to commemorate the day by organising outreach programmes at market centres in all the sixteen regions of the country to educate the public on Sexual and Gender Based Violence. The day was therefore observed at market centres in ten regions of the country to increase awareness on gender equality and women’s empowerment, Responsible parenting in the COVID 19 era, Sexual and Gender Based Violence and Domestic Violence.

C. The Livelihood Empowerment Against Poverty (LEAP) Program

The LEAP programme is a government social protection flagship programme that provides bi-monthly cash grant to extreme poor households to smoothen their daily consumption in all districts of the country. It also seeks to reduce poverty by promoting access to services and opportunities among the extreme poor and vulnerable households in Ghana. The programme in 2020 provided cash grant payment to 332,000 household across the country.

In 2021, the Ministry intended to increase beneficiary households from 332,000 to 350,000, however five (5) cycles of LEAP cash grants were paid to 344,023 households representing 98.3% (cumulative) of the enrolment target for the year to help smoothen their daily consumption. In order to obtain first-hand information, insights, and shortfalls on the LEAP programme the

Ministry conducted a nationwide Joint Spot Check on the five (5) Cycles of the LEAP Payment to facilitate informed decision making.

Also, capacity building programmes were organised for 259 District Social Welfare Officers (DSWs), 32 Regional Directors and Community Care Programme Heads from all 16 regions on the LEAP Operations Manual to ensure effective and efficient case management and facilitation of cash grant payments to beneficiaries.

D. Launch of a Crisis Centre with Helpline and App for Easy Reporting of Sexual and Gender Based Violence (SGBV)

The Ministry with support from the United Nations Population Fund (UNFPA), launched the Orange Support Centre in March, 2021, to complement efforts and ensure a holistic and comprehensive support of Sexual and Gender Based Violence (SGBV) victims and survivors of Domestic Violence. The centre is an intervention to create safe avenues for victims and survivors of domestic abuse, with a focus on SGBV, to receive timely, coordinated, and reliable professional support be it psychosocial, access to legal services, referral to emergency shelters and/or SGBV and Sexual and Reproductive Health and Rights (SRHR) information and to enable them to be successfully reintegrated into society. The Orange call centre with toll free number **0800 111 222**, was set up as an effort to complement the coordinated approach for survivors to receive essential support from professionals in addition to reporting issues of Sexual and Gender Based Violence (SGBV) at the premises of the DV Secretariat. The BOAME APP is also available on the Google play store for ease of case reporting and resolution.

The Orange Support Centre (OSC) provides psychosocial, legal and medical support to SGBV survivors and as well referred victims/survivors together with their immediate families to other state institutions such as the Department of Social Welfare, Legal AID, Commission on Human Rights and Administrative Justice (CHRAJ), National Council on Persons with Disabilities (NCPD), and other partner Civil Society Organizations (CSOs).

Since the launch of the center, a total of Eight hundred and Seventy-four (874) cases have been received. Out of this number, Four Hundred and Eleven (411) cases have been successfully resolved and Three Hundred and Forty-Eight (348) cases are ongoing with clients receiving different support services. Thirty-five (35) cases are yet to be examined in order to determine the specific support service needed whilst the remaining Eighty (80) are prank calls.

E. Ghana School Feeding Programme

The School Feeding Programme is a government social protection flagship programme which provides one hot nutritious meal on every school going day to primary and kindergarten (KG) pupils in public schools in deprived communities (rural and urban) with locally produced food stuff to boost school enrolment and retention. The programme also seeks to directly create jobs for caterers and cooks through caterer contracts.

In 2021 the Ghana School Feeding Programme under the Ministry provided 3,448,065 pupils in 10,832 public basic schools with one hot and nutritious meal for every school going day, this is to help with enrolment and retention of pupils in deprived communities in the country. The programme also provided employment for 32,496 caterers and cooks especially women to generate income to enable them take care of their families. Also, the programme has created a ready market for local farmers hereby boosting the local economy. The Ghana School Feeding programme collaborated with the Ghana Education Service to collate and upload public schools' data onto the Organisational network Analysis (ONA) database to assist with real time report on caterer daily performance service.

11.3. Reforms

Crisis center with helpline and APP

The Ministry during the period under review, launched Crisis center with helpline (0800 111 222) and “Boame” APP. This is a Holistic and comprehensive support systems for Sexual and Gender Based Violence (SGBV) victims and survivors of Domestic Violence. The center is an intervention to create safe avenues for victims and survivors of domestic abuse, with a focus on SGBV, to receive timely, coordinated, and reliable professional support be it psychosocial, access to legal services, referral to emergency shelters and/or SGBV and Sexual and Reproductive Health and Rights (SRHR) information and to enable them to be successfully reintegrated into society.

11.4. Sustainable Development Goals (SDGs)

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

Under SDG: 1 End poverty in all its forms everywhere. The Ministry reduced the number of extremely poor households in Ghana by enrolling 344,023 households to receive bi-monthly cash grants. Also under this goal, the Ghana National Household Registry collected and cleaned household data in these regions; Northern region has data on socio-economic status of **215,000 households**, Savannah has data on socio-economic status on **88, 284 households and** North east has data on socio-economic status on **90, 689 household**

In line with goal 2 on zero hunger especially on indicator 2.1.1 on universal access to safe and nutritious food. The Ministry increased the coverage of beneficiaries on the Ghana School Feeding Programme with 3,448,000 beneficiary pupils in 216 districts benefiting from free feeding on each school going day.

Also, under goal **5 on achieve gender equality and empower all women and girls on indicator 5.1.1: Legal frameworks to promote, enforce & monitor gender equality.** The Affirmative Action Bill during year 2021 was re-submitted to Cabinet for approval.

11.5. Aftermath of Covid-19

In compliance with the Office of the Head of Civil Service directive to Ministries, Departments and Agencies to implement flexible working hours, the Ministry and its Departments, Secretariats and Council implemented the shift system to reduce physical contact among staff and reduce overcrowding in the offices as part effort to adhere to the social distancing protocols.

Staff was entreated to work from home, virtually using Zoom, Microsoft Teams amongst other Social Media Platforms. However, tools (laptops, internet access, etc) to facilitate the smooth running of work while working remotely were unavailable for majority of the staff.

Units within the Ministry implemented weekly update meetings via Zoom, WhatsApp calls and Microsoft Teams to assess the progress of work of staff who work remotely. These weekly meetings also served as an opportunity for staff to share new ideas on how to deal with the new normal.

Although the Ministry complied with the directive to implement the flexible working hours, amidst the challenges of not having the requisite ICT equipment/support from the Ministry, targets which were set were achieved.

Staff faced several challenges with the introduction of the flexible working hours. The unavailability of ICT equipment like laptops and internet connectivity hampered the smooth flow of work. The Office of the Head of Civil Service should lead the process to engage dealers of ICT equipment to sell their products on hire purchase and further engage Internet Service Providers to curate special internet packages at affordable rate to Civil Servants to facilitate implementation of work remotely.

11.6. Financial Performance

S/N	SOURCE	APPROVED BUDGET	AMOUNT RELEASED	ACTUAL EXPENDITURE	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	36,972,448.00	40,238,523.73	40,238,523.73	- 3,266,075.73
	Use of Goods and services	202,728,958.00	141,544,113.47	141,544,113.47	61,184,844.53
	CAPEX	6,900,000.00	4,225,757.82	4,225,757.82	2,674,242.18
2	IGF	9,940,800.00	17,745.09	17,745.09	9,923,054.91
3	Development Partners	73,783,351.00	65,760,920.80	65,760,920.80	8,022,430.20
	TOTAL	330,325,557.00	251,787,060.91	251,787,060.91	78,538,496.09

11.7. Challenges

The Challenges encounter by the Ministry during the period under review were:

- **Insufficient logistics to carry out the objectives of the Ministry.**

This challenge occurs quite excessively at the Departmental level and it is jeopardizing the ability of these Departments to perform their duties more effectively. Office equipment available for use to the staff in the various departments are woefully inadequate and most of what is available are compromised, and this has affected the efficient performance of staff.

- **Insufficient and delay in release of funds**

In the area of budget allocation, the Ministry is still faced with the problem of inadequacy of funds. This budget is used to cover operations of the Ministry which includes 32 regional offices of the Department of Gender and Children, as well as institutions under the Department of Social Welfare. Budget allocated to cover these Ministry operations are usually minimal and does not sufficiently take care of operations as intended. This puts pressure on the ministry and in the end the goals of these operations are not fulfilled to the satisfaction of the Ministry.

- **Inadequate support from Development Partners for Social Protection Intervention**

Social Protection interventions demand an intensive level of technical and financial support; unfortunately, with Ghana having been classified as a middle-income country by the World Bank, quite a number of the Development Partners are gradually reducing the support they provide to the

Ministry for Social Protection interventions because they believe the Ministry can support itself now that the country has been elevated from a lower-income status.

- **Absence of legal framework to determine Programme operations and funding sources.**

The various programmes being run by the Ministry unfortunately are still not backed by any legal framework, which poses a negative effect on the success of these programmes especially in the area of securing funds. In view of this, the Ministry made efforts by working swiftly yet effectively to get the Affirmative Action, Social Protection, Ageing, Non-Profit Organisation (NPO) as well as the Ghana School Feeding Bills to Cabinet. These Bills, when passed would ensure a massive improvement in the running of these programmes.

11.8. Forward Look

The Ministry will continue to promote gender equality, welfare and protection of children and empower the vulnerable, excluded, the aged and persons with disabilities by pursuing the under listed planned programmes/activities to enable them contribute to national development.

An overview of the strategic and top priority areas that have been programmed for 2022 for the entire sector are as follows:

- Provide one hot meals for all pupils under the beneficiaries' schools of the programme on every school going day
- Build the capacity of caterers and cooks in innovative nutrition training to improve the quality of meals served to pupils.
- Advocate for the passage of a Bill to give legal backing to the operations of the programme.
- Pilot recertification in ten districts across all five regions in Northern Ghana to wean-off some existing beneficiaries
- Monitor the 3% District Assembly Common Fund for persons with disabilities
- Mainstream disabilities into the MMDAs work plan
- Hold sensitisation exercises on the Revised Persons with Disability Act, 2006 (Act 715) and Regulations
- Facilitate the passage and implementation of the Social Protection Bill
- Develop and Implement Social Protection Emergency Response Strategy
- Develop and Implement SP Coordination and Complementary Service Framework
- Implement the Adolescent Pregnancy Strategy
- Organize sensitization on harmful cultural practices for religious and traditional leaders
- Advocate for passage the Affirmative Action (Gender Equality) Bill
- Organise sensitization programmes to promote gender quality and equity
- Organise community sensitization to create awareness on issues of Human Trafficking, Migration and Child Labour

- Continue to provide trauma informed care and counselling to victims of Human Trafficking and Domestic Violence
- Finalize and implement the Human Trafficking National Plan of Action (NPA) in the areas of the four Ps (Prevention, Protection, Prosecution and Partnership
- Amend child related laws and Review of policies (Children's Act, Juvenile Justice Act, ECCD Policy etc)

12.0. MINISTRY OF HEALTH

The Ministry of Health (MoH) exists to develop and co-ordinate relevant health policies towards effective health service delivery. The broad goal of the sector is to ensure good health and well-being for all people living in Ghana under four main objectives as follows:

- Ensure Sustainable, Affordable, Equitable, Easily Accessible Healthcare Services (Universal Health Coverage)
- Reduce Morbidity and Mortality, Intensify Prevention and Control of Non-Communicable Diseases
- Enhance Efficiency in Governance and Management
- Intensify Prevention and Control of Communicable Disease and Ensure the Reduction of New HIV/AIDS and other STI, especially among the Vulnerable

The Ministry was headed politically and bureaucratically by the following:

- Minister - Hon. Kwaku Agyeman Manu (MP)
- Deputy Minister(s) - Hon. Tina Mensah (MP)
Hon. Mahama Asei Seini
- Chief Director - Mr. Kwabena Boadu Oku-Afari

12.1. Agencies of the Ministry

The Ministry has the following Public Service Organizations, Public Boards and Councils:

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

Subvented Organizations

- Christian Health Association of Ghana
- Ahmadiyya Muslim Mission
- St. John's Ambulance Brigade

12.2. Sector Achievements

Key achievements implemented by the Ministry in year 2021 are outlined below

A. Policies, Strategies and Guidelines

In line with its mandate to provide strategic direction for the health sector, the Ministry developed several policies and guidelines. These were non-communicable disease policy, essential health services package, mental health policy, herbal medicines list and guidelines and national blood policy medical tourism policy. Other policy documents nearing completion include the Health Infrastructure Strategy, the referral and gatekeeper policy, and dietary and physical activity guidelines.

B. Health Infrastructure

The emergence of the Covid-19 in 2020 led to the strengthening of the health infrastructural programme which initiated as part of government's flagship programme Agenda 111 in year 2021. Specifically, the underlisted infrastructure projects are being undertaken. These projects include remodelling, refurbishing, and equipping existing health facilities to cater for COVID-19 cases. The projects undertaken and their levels of completion:

The following are a few of the health infrastructure:

- Remodelling of Old Dodowa Hospital as Treatment and Holding Centre-Overall Completion: 98%, Project is at practical completion, Equipment installed and commissioned except for CSSD and Laundry, Awaiting handing over and commissioning.
- Proposed remodelling and equipping of leased facility as Treatment and Holding Centre at Adaklu-Overall completion: 91%. Structure, roofing, and ceiling for works completed. 3rd

fix installation electrical works ongoing. Furnishing installation at kitchen ongoing, Additional works awaiting client's approval

- Refurbishment of Pantang Learning Centre as Holding and Treatment Centre-Overall Completion: 55%, Surface finishing works and ceiling ongoing. Commenced external works. Remedial works completed. Contract extended due to delay in disbursement of advance mobilization
- Construction of COVID-19 Isolation and Treatment Facilities at Korle-Bu Teaching Hospital for the Ministry of Health-Overall Completion: 68.13%. Main structure and roofing completed. Screeding and terrazzo work ongoing. Selection and approval of finishes ongoing. Contract extended due to late payment of contractor's initial request and slow pace of work on the part of the contractor
- Refurbishment and Equipping of Treatment and Holding Centre, Sewua-Overall Completion: 76%, Roofing and 2nd fix MEP works completed. external works ongoing. Permanent power and water connection to the site and treatment of embankment remains a huge challenge to the project. Contract extended due to design revisions
- Refurbishment and Re-equipping of the Korle-Bu Fevers Unit, Korle-Bu-Overall Completion: 51%, Roofing completed.
- Refurbishment of Aflao District Hospital as Treatment and Holding Centre-Overall Completion: 45%, Works are currently ongoing and at superstructure level. Works are at lintel level. Fixing of roof timber carcass ongoing.

C. NHIS Enrolment and Claims Management

The NHIS is one of the social protection schemes with the policy objective of providing financial access to health services for all Ghanaians especially the poor and vulnerable. In the year under review, the scheme enrolled a total of 16,759,158 persons, representing 55.8% of the population. Persons below the age of 18 years (41.6%) and the informal sector workers (36.4%) remain the highest proportion of the total membership. In addition, a total of 926,852 members data were linked to their Ghana Cards to enable them access healthcare using the card.

There were 34 million visits by 8.4 million out of the 16.7 million members that enrolled in the year under review. About 50% of the active members use their card during the year to access health services, indicating a sign of adverse selection (more "sick people" are enrolling in the scheme and accessing care). The average visit for those who used their NHIS card to access health services was four visits per member per year.

As of 31st December 2021, the scheme paid total claims of GHS 1.04 billion to health services providers. This payment relates to claims paid up to the month of June 2021. The proportions of the payments were public health facilities (51.11%); private health facilities (27.81%); mission health facilities (19.56%); and quasi-public health facilities (1.52%).

D. Covid-19 Response (Vaccine Rollout, National Vaccine Institute)

The MoH developed a 2020-2024 COVID-19 Emergency Preparedness Response Plan (EPRP) with support from the World Bank Group. The MoH is the lead coordinator and Ghana Health Service (GHS) is the implementing agency for the Plan. The COVID-19 EPRP has been implemented nationwide with the objective to prevent, detect, and respond to the threat posed by the pandemic and strengthen national systems for public health preparedness in the country.

In the period under review, a total of 152,729 cases were recorded with 140,504 recoveries/discharges; 1,336 deaths; and 10,886 active cases (Table 4.2). Majority of the cases were detected in the communities through the enhanced surveillance approach.

Table 4.2: Confirmed cases and treatment outcome, 30 September 21

Category	No. of Cases	Recovered/ Discharge	Dead	Active
Routine surveillance	56,764	135,782	1,336	10,886
Enhanced Contact Tracing	86,695			
International travellers (KIA)	6,270	4722		
Total	152,729	140,504	1,336	10,886

The positivity rate, which indicates the percentage of people who tested positive for the virus out of the total test conducted was low at 7.0%. Nonetheless, the rate is higher among cases detected through routine surveillance than those from the enhanced contact tracing in the communities and at the Airport (Table 4.3).

Table 4.3: Positivity rate by Surveillance type for samples tested, December 2021

Surveillance type	Total number tested	Total number positive	Positivity rate
Routine surveillance	469,953	56,764	12.1
Enhanced Contact Tracing	966,491	89,695	9.3
International travellers (KIA)	736,125	6,270	0.9
Total	2,172,569	152,729	7.0

Covid-19 Vaccination Programme (Vaccine procurement/receipt and deployment)

The MoH through the Food and Drug Authority (FDA) gave emergency use authorization of the following vaccines in Ghana: AstraZeneca, Moderna, Pfizer, Sputnik-V and Johnson & Johnson. Ghana became the first country to receive the COVID-19 vaccine through the COVAX Facility. Through this facility, a total of 600,000 doses of the Astra Zeneca vaccine from the Serum Institute of India was received on 24th February 2021. Subsequently, the country acquired other COVID-19 vaccines through the African Vaccine Acquisition Trust (AVAT), donations from African Union, UK, US, and Danish Governments and other corporations, e.g., MTN Ghana. As of December 2021, the country had received a total of **24,698,690** doses of vaccines, of which about 75.5% were AstraZeneca and Johnson & Johnson (Table 4.4).

Table 4.4: Vaccine receipt update, December 2021

Vaccine Type	Doses Received	Share (%)
AstraZeneca	10,615,970	43.0
Sputnik-V	21,000	0.1
Johnson & Johnson	8,029,250	32.5
Moderna	1,229,620	5.0
Pfizer	4,802,850	19.4
Total	24,698,690	100.0

Out of the 24,698,690 total vaccines received, 9,004,225 (36.5%) had been administered. A total of 6,682,196 persons (34.4%) had received at least one dose and 2,918,596 (14.6%) had been fully vaccinated.

The Ministry expects to receive a total of 1,555,110 vaccines comprising 565,110 doses of COVAX round 10 (Pfizer) and 990,000 doses of COVAX round 13 (AZ/SII AZ) in the coming months. Efforts are also being made to produce vaccines locally to shore up the numbers, reduce cost and improve the vaccination exercise towards herd immunity. Specifically, a Cabinet memo has been submitted for approval of the draft National Vaccine Policy and establishment of the National Vaccine Institute to coordinate production of vaccines.

12.3. Reforms

- **NHIS Card Linked to Ghana card**

Over 14 million records of NHIS members were transferred to NHIA by NIA as of June 2021. This reduced cost of producing membership cards. It also reduced travel and time cost of persons wanting to register and subsequently reduced long queues at NHIS district offices.

12.4. Sustainable Development Goals

The SDGs associated with the Ministry's activities in year 2021 were as follows:

- **SDG: 3 Ensure health lives and promote well-being at all ages**

- Indicator 3.1: Antenatal care visit (+4). There was a 70.6% coverage compared to the set annual target of 70%.
- Indicator 3.2: Proportion of deliveries attended by trained health workers. Coverage for the period 2021 was 56% compared to the target 65%.
- Indicator 3.3: Institutional Maternal Mortality Ratio (IMMR) per 100,000 Live Births. Maternal deaths reduced 106.3 per 100,000 live births compared to a target of 138/100,000 live births
- Indicator 3.4: Proportion of deliveries attended by trained health workers. Coverage for the period 2021 was 56%. Compared to a target 65%
- Indicator 3.5: Institutional under-five mortality rate. it worsened, from 9.6/1000 live births in 2020 to 10.1/1000 live births in 2021
- Indicator 3.6: Institutional Neonatal mortality rate. It declined from 7.2/1,000 live births in 2020 to 6.4/1000 live births in 2021 but fell short of the target 4.3/1000 live births

12.5. Aftermath Of Covid-19

The MoH adopted flexible working hours proposed by the OHCS in response to the COVID-19 pandemic to ensure safe and conducive work environment for staff. The directorates of the Ministry adopted different approaches for their respective staff to work from home with daily check-ins instituted to ensure that staff conform to the set standards and regulations. Timetables were prepared to rotate staff and ensured that staff signed in when they report in-person at work. These measures were frequently monitored and assessed to ensure that the Ministry achieved its intended objectives and plans set for the year. Quarterly assessment reports conducted showed satisfactory outputs by staff working from home. However, some of the staff encountered difficulties mainly due to inadequate number of laptops, data/internet challenges, and power outages. The Ministry has taken steps to procure laptops and MiFi for staff working from home and has also assured staff of continuing support to ensure all challenges are addressed.

12.6. Financial Performance

Source		Approved budget (GHS)	Amount release (GHS)	Actual expenditure (GHS)	Variance
1	GOG	5,291,740,123.00	4,530,183,253.07	4,530,183,253.07	761,556,869.93
	Compensation of Employees	5,245,369,972.00	4,500,342,435.00	4,500,342,435.00	745,027,537.00
	Use of Goods & Services	33,295,151.00	23,140,818.07	23,140,818.07	10,154,332.93
	CAPEX	13,075,000.00	6,700,000.00	6,700,000.00	6,375,000.00
2	IGF	2,328,137,112.00	1,144,406,876.02	1,144,406,876.02	1,183,730,235.98
3	ABFA	32,425,000.00	10,586,728.36	10,586,728.36	21,838,271.64
4	Donor	881,287,988.00	455,331,458.18	455,331,458.18	425,956,529.82
	Total	8,533,590,223.00	6,140,508,315.63	6,140,508,315.63	2,393,081,907.37

12.7. Challenges

The Challenges encountered by the Ministry during the period under review were:

- Impact of COVID-19 on delivery of routine health services to the population. The protocols and restrictions put in place to control the spread of the disease prevented people who needed care particularly at the outpatient department to forgo it. In addition, considerable number of the health professionals were infected with the virus and had to be quarantined. Others also got burned-out and unfortunately few others lost their lives to the pandemic. These situations affected the quantity and quality of health services delivery, including immunisation, family planning, community health outreach, testing and laboratory Services.
- Low adherence to new normal by the general population (such as wearing face masks, social distancing, etc.) put strain on the health system and continues do so.
- Inadequate allocation of funds to the sector by government over the years (less than the Abuja Declaration of 15% of total government expenditure) continued to affect delivery of health services to the population. This challenge as led to accumulation of unpaid bills resulting the COVID-19 treatment; inability to replace over-aged vehicles leading to transportation

challenges at the district and sub-district levels; uncompleted health infrastructure projects across the country; and weak monitoring of interventions.

- d. Rapid urbanization: increasing urbanization is also putting pressure on the limited health facilities in the cities. The imbalance between demand for health services and availability of infrastructure, personnel and medical commodities is affecting delivery of quality health care to the population.
- e. Inadequate number and inequitable distribution of critical health professionals remains a major challenge to health services delivery, and this could affect the overarching goal of attaining UHC by 2030.
- f. The continuous delay in NHIS reimbursement to healthcare providers affected provision of services to the members. In some instances, patients with the NHIS were asked to pay out-of-pocket for certain services.

12.8. Forward Look

The 2022-2025 Health Sector Medium Term Development Plan (HSMTDP) is drafted based on the National Health Policy and Ghana UHC roadmap 2020-2030. Six interventions as highlighted below, and three policy objectives give the strategic direction for the sector in the next four years. Other priorities in the 2018-2022 HSMTDP that were not carried out completely are also included in the new plan for 2022.

- **Essential services for the population**
 - Increase the availability of essential health service packages across the continuum of care at all levels
 - Improve EPI coverage in urban centres
 - Continue the implementation of the policy on HIV Test, Treat and Track (95-95 95); Prevention of Mother to Child Transmission (PMTCT) Option B plus and reduction of Mother-to-Child Transmission (MTCT) of HIV; Eliminate mother-to-child transmission of HIV
 - Improve school health and nutrition services
- **Management of clinical and public health emergencies**
 - Strengthen institutions to deliver responsive pre-hospital and clinical emergency services
 - Set up and strengthen institutions to deliver responsive public health emergency services
 - Establish the Ghana Centres for Disease Control (CDCs)
 - Establish the National Vaccine Institute

- **Improve quality of care and information management**
 - Institutionalize quality standards and practices in the delivery of health services
 - Strengthen the management and quality assurance of national laboratories and infectious disease centres
 - Set up and make functional health systems research and innovation framework
 - Expand the e-Health project (Electronic Health Medical Record System)
- **Enhance efficiency in human resource performance**
 - Ensure the production, equitable deployment, and retention of health workforce
 - Increase the pre-service and in-service training of healthcare workers in management of NCDs
 - Increase the national capacity for delivery of mental health services
 - Enhance human resource capacity for public health emergencies and medical emergency services
- **Health policy, financing and system strengthening**
 - Advocate for increase in GoG allocation to the health sector
 - Increase population coverage and sustainability of health insurance
 - Strengthen the capacity of MoH and its agencies to mobilize resources
 - Increase active coverage of the NHIS, particularly indigent categories
 - Develop health policies (e.g., medical oxygen policy and strategy, etc)
- **Institutionalize reforms in sector effectiveness**
 - Establish sustainable programmes for prevention, screening, and early detection of NCDs, including cancers
 - Strengthen and ensure compliance with referral processes and procedures among all levels of care
 - Increase partnerships for better access to health services through the One-Health approach
 - Strengthen the health regulatory bodies for improved efficiency
 - Improve health infrastructure at Primary, Secondary and Tertiary facilities
 - Scale up the implementation of the Supply Chain Master Plan
 - Improve and harmonize provider payment systems to increase efficiency of spending

13.0. MINISTRY OF INFORMATION

The Ministry of Information (MoI) is mandated to initiate and implement policies for the implementation by its agencies in the information sector. It also facilitates the dissemination of information on public policies, put together feedback mechanism, programmes, projects and activities to the citizenry and also put together feedback mechanism from the citizenry for policy review and refinement and implementation.

The Ministry was headed politically and bureaucratic by the following;

- | | |
|-------------------|--------------------------|
| • Minister | Hon. Kojo Oppong Nkrumah |
| • Deputy Minister | Hon. Fatima Abubakar |
| • Chief Director | Mrs. Mamle Andrews |

13.1. List of Agencies and Department

Civil Service Department

- Information Services Department (ISD)
- The Ministry has the following agencies;
- Ghana News Agency (GNA)
- Ghana Broadcasting Corporation (GBC)
- Ghana Broadcasting Corporation (GBC)
- Ghana Publishing Company Limited (GPCL)
- Graphic Communications Group Limited (GCGL)
- The New Times Corporation (NTC)

13.2. Sector Achievements

A. Government Communications (GOVCOM)

• Minister's Press Briefings

The Minister's Press Briefing is a platform to consistently keep the general public apprised of Government work. It is also to ensure that the news space is regularly filled with content that projects the work of Government as well as quick government response to developing stories.

The Ministry planned on organizing ninety-six (96) Minister's Press Briefings for the year 2021. During the period under review, the Ministry organized fifty-eight (58) briefings. Some Sector Ministers have featured on this platform to give account of projects pertaining to their respective Ministries as well as addressing issues of national concern. The platform has also been used to give updates on COVID-19 related issues.

- **Mass Media Campaigns**

The mass media campaigns allow the use of diverse array of media platforms to reach a large audience through mass communication. The channels through which this communication takes place include television, radio, as well as print media across all the 16 regions of Ghana. Other social media platforms are also employed to reach predominantly the youth who are more receptive on those platforms. These platforms include Instagram, Twitter, Facebook, YouTube, Tik Tok and Linked Inn. The platform is also used to highlight the flagship programmes of government and their impact in the lives of people.

Four (4) Mass Media Campaigns on ‘Back to school’, ‘Wear your Mask Awareness and Early Childhood Development Campaign’, ‘National COVID-19 Behavioural Change’ and ‘Dealing with misinformation on COVID-19’ were carried out during the period under review. The ‘Back-to-School’ campaign, for instance, achieved the following key outcomes:

- Awareness among the student population
- Compliance with Safety Protocols by students, teachers and non-teaching staff
- Behavioural Change.

The ultimate outcome of the campaign was to effect behavioural change among students and the school population. It is clear that this has largely been achieved and students are gradually adjusting to the new norm albeit some compliance challenges.

B. Legislation

- **Introduction of Broadcasting Bill**

During this period, the Ministry initiated processes to introduce a Broadcasting Bill in Ghana. This was to provide comprehensive legislation on broadcasting services regulated by the National Media Commission (NMC) and the National Communications Authority (NCA) in a manner consistent with the 1992 Constitution. The Bill, when passed is expected to bring some sanity and ensure standards in our media landscape.

As part of measures to introduce the Broadcasting Bill, the Ministry organized a ‘Consultative Meeting with Stakeholders on Broadcasting in Ghana on 16th April, 2021. At the meeting, stakeholders reviewed the draft bill and emerging issues in the broadcasting sector.

Also, stakeholders unanimously agreed that the broadcasting sector should be regulated in order to deal with unethical standards. In the meantime, stakeholders also have signed a Memorandum of Cooperation on content regulation.

- **Implementation of the RTI Law and Passage of the L.I**

Implementation of the Right to Information (RTI) was intensified across public institutions in the country. Currently, four hundred and seventy-eight (478) public institutions have established information units. In June 2021 a report on the implementation of the RTI Law was submitted to Parliament as required by law. Also, stakeholder consultation on the Legislative Instrument (L.I)

for RTI Law is ongoing. This will go a long way to ensure that loopholes in the mother Act are addressed accordingly to ensure a smooth implementation of the law.

C. Media Support Programmes

- **Coordinated Mechanism for the Safety of Journalists**

According to the UN Plan of action on the Safety of Journalists and issue of impunity endorsed by the UN Chief Executive Board on 12 April, 2012, crimes against journalists are multifaceted and cannot be addressed by a single organization. It requires a multi stakeholder approach, involving all the actors at the global and country level, to comprehensively address the three P's i.e., 1. Prevent violence against journalists, 2. Protect journalists in danger and 3. Prosecute the perpetrators. Also, SDG 16 requires all countries to demonstrate progress in ensuring public access to information and protecting fundamental freedoms, which include the right to freedom of expression and safety of journalists.

In furtherance of Media Freedom and ensuring the safety of Journalists and also in line with international standards, the Office of the Coordinated Mechanism on the Safety of Journalists was commissioned on 4th May 2021 to handle cases of attacks on journalists. The National Media Commission (NMC) responsible for the daily operations of the office has since its establishment handled the case involving National Security and Caleb Kudah, the CITI FM journalist. The office is located at the premises of the Office of the Head of Local Government Service.

- **Public Education Campaigns (PECs)**

Public education campaigns are carried out to educate the populace on key government policies and other pressing social issues. In the course of the year, the following five (5) PECs have taken place;

- 2021 population and housing census
- Ghana national household registry
- Nationwide tree planting exercise (Green Ghana)
- COVID-19 Protocol Adherence
- Payment of property rate in the Greater Accra

13.3. Reforms

Reforms undertaken by the Ministry in the year under review include:

- The Reorganisation of GBC is a restructuring reform undertaken by the Ministry. The Status of Implementation indicates that the Reform committee has been instituted. Its impact is expected to reposition GBC to meet the modern trends and demands of a public service broadcaster to become vibrant and productive. Financial constraints have been a major challenge. The strategy for mitigating the challenge is ensuring government provide funds for the facelift of the Corporation.

- The Recapitalization of NTC is a retooling reform undertaken by the Ministry. The status of implementation shows a Cabinet Memorandum was submitted to Cabinet on the project for consideration. The reform is expected to improve print quality and help retain income used to pay outsource printing. Financial constraints have been the challenge encountered. The mitigating strategy to overcome the challenge is the Payment of newspapers instantly via mobile money. This has limited the debts owed the Corporation.
- The Reorganisation of GNA is a transformation reform undertaken by the Ministry. The status implementation indicates preparation of a video animation of project proposal. The impact of the reform is expected to make GNA more viable within the media landscape in Ghana. Financial constraints have been the challenge encountered. The mitigating strategy to overcome the challenge is to hold a stakeholder engagement with State owned enterprises to pitch idea to them and solicit for funds.

13.4. Sustainable Development Goals (SDGs)

The Ministry implemented the following SDGs in 2021

In line with Goal 16 on the promotion of peaceful and inclusive societies for sustainable development and specifically on indicator 16.10.2 defined as the number of countries that adopt and implement constitutional, statutory and /or policy guarantees for public access to information by 2030, the Ministry ensured that the following:

- Set up the RTI implementation Secretariat
- Facilitated the circulation of transition and implementation guidelines to all Public Institutions
- Built data mapping Tool and Template for the information manual
- Designated RTI officers and set up of four hundred and seventy-eight (478) RTI units
- Established and operationalise the RTI Commission
- Prepared and submitted an Annual RTI Implementation Report to Parliament.
- Processed RTI requests - 114 requests for information were received during the period under review; 85 granted, 6 rejected, 12 referred, 6 transferred, 2 deferred and 3 reviewed.

The challenges identified in the implementation of Goal 16 was the inability to pass L.I for the RTI Act and the outbreak of COVID-19 which continued to halt the face-to-face information sharing and capacity building of stakeholders in the sector. The mitigative strategy by the Ministry is the mobilisation of resources for stakeholder consultations.

13.5. Aftermath of Covid-19

The Ministry took strides to reposition itself to play its crucial role in disseminating government policies to the general public. Key amongst strategies adapted by the Ministry was to provide resources such as laptops, internet access, transportation etc. to enable staff work at all times. Virtual meetings were adopted as part of protocols to avoid overcrowding at the workplace.

With lessons learnt from 2020, the Ministry adopted stringent measures to adhere to all COVID-19 protocols which enabled staff to work from their various offices. This enabled the Ministry to operate with full capacity to effectively deliver on its mandate. Targets were met and productivity was enhanced amidst the crisis.

However, a few challenges were encountered. Lack of office space was a problem and continues to be whiles unstable internet connectivity hindered smooth running of virtual meetings. The Ministry will therefore ensure the provision of adequate resources in year 2022 for the smooth operation of its activities.

13.6. Financial Performance

CLASSIFICATION	2021 Budget-GH¢	Released (JAN-DEC) GH¢	Actual Expenses-GH¢	Variance-GH¢
COMPENSATION	83,084,667.00	83,084,667.00	83,084,667.00	0.00
GOODS AND SERVICES (OPEX)	9,068,694.00	9,068,694.00	9,068,694.00	0.00
CAPEX (RTI)	10,000,000.00	6,946,498.30	6,946,498.30	3,053,501.70
GRAND TOTAL GH¢	102,153,361.00	99,099,859.30	99,099,859.30	3,053,501.70

13.7. Challenges

The Challenges encountered by the Ministry during the period under review are;

a. Inadequate knowledge in Research Skills

Officers in the RSIM Directorate of the Ministry have insufficient knowledge and skills in research, statistics, and information management. Therefore, there is the need for more training to equip officers to be effective and efficient in their output. The Directorate would be grateful if an Officer with the grade of Senior Research Officer is posted to the Ministry and for that matter the Directorate.

b. Lack of Adequate Office Space

The Ministry was faced with limited office space and inadequate furniture. The Ministry will be exploring other alternative office space arrangement as a mitigative measure.

c. Bad state of equipment of ISD

The most critical challenge of ISD relates to the state of its equipment. Most of the equipment are either obsolete or have broken down. Some officers have to use their personal equipment to

discharge their official duties. Maintenance, repairs and replacement of these equipment has become a daunting challenge due to lack of funds. Budgetary releases from the Ministry of Finance are usually delayed and extremely inadequate to address these problems. To mitigate these challenges, the ISD submitted a proposal to the Ministry of Finance to retain its Internally Generated Fund (IGF) to resource the income generating sections of the Department which will in turn increase the amount generated.

d. Dwindling Human Resource at ISD

A very disturbing challenge the ISD faced in the year is its dwindling human resource base. Most of the officers who are retiring from the service are not being replaced due to lack of clearance from the Ministry of Finance. Also, some officers are converting from the Information Class to other Classes while others are resigning due to poor working conditions and lack of motivation. All these contributed to the reduction of the human resource base of the Department.

e. Insufficient Monitoring and Evaluation (ISD)

The Department is also seriously handicapped when it comes to monitoring and evaluation of public education and sensitization campaigns across the country. This is because there are no vehicles at the headquarters that can be used for such purposes.

f. Lack of Training Programmes (GNA)

Training programmes designed to equip workers of the Ghana News Agency with different skills set that will improve the quality of news produced could not be undertaken due to the inadequate and delay in the release of funds and it has proven to be detrimental to the quality of work at GNA.

g. Understaffing at GBC

The issue of understaffing has become a major issue as some critical operational areas are left without the requisite personnel to man them and thereby affecting the whole operation of the corporation. However, the corporation is seeking clearance from Government to recruit.

h. High Utility Bills of GBC

High utility bills have led to the shut-down of operations in some parts of the country. The organisation is putting mechanisms in place to avoid wastage in the use of utilities.

i. Request by Government to cover programmes not budgeted for (GBC)

This issue also affected greatly the operations of GBC as it affects the calendar of the Corporation. GBC is putting in effort to operate according to planned schedules.

13.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 outlined are;

- Continue implementation of the Media Capacity Enhancement Programme

- Continue working on the introduction of a Broadcasting Bill in accordance with 1992 Constitution
- Support implementation of the framework for the Safety of Journalists in Ghana by the NMC
- Continue the implementation of the Minister's Press Briefings covering all the major policy issues
- Intensify the implementation of the RTI Law across public institutions
- Continue the re-organisation of New Times Corporation /GNA/ GPCL to make them more viable.
- Facilitate the reform of GBC
- Pursue the ISD Transformation agenda
- Broadcast videos on the Ministry's social media pages regarding "AMPLIFIED" project.
- Revamp the revenue generating functions of GNA with the view to contributing to government revenue as well as pursue retention of IGF to enhance operations of the Agency.
- Organize four (4) Nation Building Updates.

14.0. MINISTRY OF LANDS AND NATURAL RESOURCES

The Ministry of Lands and Natural Resources (MLNR) exists 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 Ministry consists of three sub-sectors; Lands, Forestry and Mining.

The Ministry was headed politically and bureaucratic by the following;

- | | |
|--------------------|---|
| • Minister | Hon. Samuel Abu Jinapor |
| • Deputy Ministers | Hon Benito Owusu-Bio
Hon George Mireku Duker |
| • Chief Director | Prof. Patrick Agbesinyale |

14.1. List of Agencies And Department

The Ministry has the following agencies;

Civil Service Departments

- 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

14.2. Sector Achievements

The following were the achievements of the Ministry during the period under review:

A. Implementation of National Forest Plantation Program

Under the National Forest Plantation Programme, in 2020, due to the COVID-19 pandemic and its negative effects on work output, the annual target of 15,000ha was reviewed to 12,000ha for the government sector. As at December 2020, 8,304ha of degraded land has been established by the government. The private sector has also established an area of 2,023 ha. As at December 2021, 13,080.70ha of degraded land had been established by both the government and the private sector. There has been an enrichment in planting of about 4,876.20ha and an area of about 39,740.30ha of forest plantation maintained as at December 2021. A total of **75,340** people were directly engaged under the forest plantation programme. These included 35,000 engaged under the Youth in Afforestation/Reforestation Project; 15,512 under the Modified Taungya System (MTS); an estimated 3,266 people engaged in seedling production; and projects (FIP, SLWMP, GCFERP, etc.) under the sub-sector also employed an estimated 7,349 people.

B. Wildlife Resource Management Bill 2021

During the year under review, the wildlife resource management bill was approved by cabinet. At its seventeenth meeting, held on Thursday October 28th 2021, Cabinet approved the new Wildlife Resource Management Bill, which seeks to revise and consolidate all laws relating to wildlife and protected areas, bringing the new legislation into conformity with existing policies in the sector and provide for the implementation of several international conventions for wildlife to which Ghana is a signatory. These include the Convention on Wetlands of International Importance, especially as Waterfowl Habitats (RAMSAR) 1971, the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) 1973, the Convention on the Conservation of Migratory Species of Wild Animals (BONN) 1979, as well as several indicators in the Sustainable Development Goals (SDGs).

The Bill will provide for a new management structure to give legal backing to local communities in wildlife management through the creation of Community Resources Management Areas (CREMAs) and ensure higher penalties and sanctions regimes for wildlife offenses, which is deterrent enough to protect the wildlife resources.

As at December 2021, the Wildlife Resource Management Bill was ready to be forwarded to Parliament for passage into law.

C. Making Small Scale Mining More Efficient Through Responsible And Safe Mining Practices

To make small-scale mining more efficient under the Mining sub-sector, the Ministry, through the Minerals Commission, conducted training on responsible mining practices for 4,500 small-scale miners at the University of Mines and Technology (UMaT) in the year 2020.

To ensure proper supervision of these trained small-scale miners, the Ministry, through the Minerals Commission, created temporary additional mining offices in some selected areas in the country. As of December 2021, four (4) permanent office buildings are under construction in Kumasi, Tamale, Oda, and Bibiani at various levels of completion. In addition, 20 pickups have been procured to enhance monitoring and inspection of small-scale mining activities across the country. Three pieces of survey equipment and ten blast monitors have also been procured.

D. Implementation of Land Administration Reforms

In line with the government's policy of private sector participation, the Ministry, through the Lands Commission, explored strategies aimed at leveraging the potential of private sector capital and expertise in the land administration reforms. In fulfilment of this, the Ministry, through the Lands Commission, in 2020, submitted a proposal to the Ministry of Finance and Attorney General's Department for the commencement of PPP in Land Administration. As at December 2021, the Ministry has received feedback from the Ministry of Finance with some concerns with regards to the financial and technical proposals. The Ministry, together with the Lands Commission and the Public Works Department, is reviewing the concerns for onwards resubmission to the Ministry of Finance.

E. Alternative Livelihood Programme (Alp) In Mining Communities

The government, through Mining Sector Agencies, rolled out the Alternative Livelihood Programmes in 2017 as part of measures to generate employment for Ghanaians within 25 mining communities in the Eastern, Central, and Western Regions. The aim of the programme is to generate economically viable non-mining jobs in mining communities as a way of stemming the menace of illegal mining and to ensure that mining towns do not become "ghost towns" after the cessation of mining.

To provide an alternative livelihood for people involved in illegal mining, 600,587 oil palm seedlings were procured, nursed and distributed to beneficiaries of the project for planting in 2019. A 10,010ha area of oil palm plantation was also established during the same period.

In 2020, the Ministry, through the Minerals Commission, procured and distributed 1,120,000 oil palm seedlings to beneficiary farmers in the Eastern and Ashanti Regions. The Ministry, through the Minerals Commission, expanded the project in 2021. As at December 2021, 2,620,000 oil palm seedlings have been distributed to beneficiary farmers. These plantations covered an area of about 13,497.5ha during the period under review.

In terms of job creation through the ALP, a total of 12,192 farmers benefited directly from the programme in 2021, which is an improvement from the 2020 beneficiaries, where 3,515 farmers benefited.

Consequently, the National Alternative Employment and Livelihood Programme (NAELP), which is anchored on six main interventions, was developed and launched by the President during the year under review. The interventions include National Land Reclamation and Re-afforestation, Agriculture and Agro-processing, Apprenticeship and Skills Training, and Entrepreneurship. The rest are responsible, viable, and sustainable community mining, mine support services, and community enhancement projects.

F. Mineral Production and Revenue Generation

The production performance of Ghana's major minerals over the years has witnessed roller-coaster trends in all the major minerals produced.

2.2 million ounces was produced in 2020, however the production increased to 2.55 million ounces in 2021. For bauxite, total production was about 500,000 metric tonnes in 2020 and 839,465 metric tonnes in 2021. In the case of manganese, production increased from 470,000 metric tonnes in 2020 to 2,970,215 metric tonnes in 2021.

This contributed significantly to Ghana's mineral revenue for its development with the total tax revenue collected as at 2020 being GHS 3.9 billion and a total of GHS 865 million as at half year 2021. Consequently, Total mineral royalties collected was GHS 1.43 billion as at December 2020 and GHS 786 million for half year 2021.

14.3. Reforms

Reforms undertaken by the Ministry in the year under review were as follows:

- **Mining Policy Reform** – as part of the Ministry's agenda to diversifying Ghana's

Mineral Base this reform was initiated in year 2020. As at December 2020, the Ghana Integrated Aluminium Development Corporation (GIADEC), which was set-up by Act, 2018 (Act 976) has made progress in the following areas: Signed an MOU with Bosai Minerals Group to expand the Awaso mine from a production capacity of **1 million metric tonnes** per annum to **5 million metric tonnes** per annum and to build a **1.6 million metric tonnes** alumina plant. As part of the execution of the MOU, GIADEC has acquired prospecting license for two bauxite deposits around Awaso. It is expected that the expansion of the Awaso mine from **1 million metric tonnes** to **5 million metric tonnes** will begin in 2021, leading to the construction of a refinery.

The investor, Rocksurre international subsequently moved to site after september,2021 to commence drilling works and activities leading to a Mineral Resource Estimate (MRE) to enable GIADEC validate the quantity, quality and grade of bauxite in the resource location assigned. The MRE shall be funded by Rocksurre.

As at December, 2021, GIADEC has developed a **comprehensive report on Ghana Bauxite Company (GBC) Limited** which focused on business valuation, a five-year financial review, legal review, tax review, geotechnical review and asset review following the Bosai Group's offer to sell its 80% shares in GBC to GOG. The report provides government with the pros and cons of the offer and has been presented to Government for consideration. The document was prepared in consultations with the Ministry, State Interest and Governance Authority (SIGA), Minerals Commission, the Attorney-General's department and GRA.

- **Ensuring Accountability in Mineral Exports** is an Economic Reform which was implemented by the Ministry. The Minerals Commission engaged consultants for the installation of tracking devices on earth-moving and mining equipment. Piloting is currently being undertaken in Anyinam, Atiwa East District in the Eastern Region and Gyapa, Wassa Amenfi East Municipality in the Western Region. The Commission has developed a web-based application software, Mineral Cadastre Administration System (MCAS), for online application processes and management of mineral rights. This was launched in November.

- **Digitization of Land title processes** - the Ministry introduced the Ghana Enterprise Land Information System which allows land title registration processes in Greater Accra and other regions to be done digitally instead of manual. As a result, turn-around time for title registration has been reduced to 120 working days as at December, 2020 and turn-around time for deeds registration have also been reduced to 14 working days in the other regions.

As at December, 2021 scanning of all map sheets for the Greater Accra region and Ashanti region has been completed.

Some challenges that were faced by the ministry included, inadequate resource (financial and human) militate against achieving the targeted 30 days turn-around time and lack of geographical information to compliment titling process. In dealing with these challenges, there is the need to improve stakeholder sensitization on land market. Also, the Lands Commission has secured clearance from the Ministry of Finance and is currently recruiting additional staff. The Ministry has also initiated the engagement of a firm to undertake aerial photography of the country to produce orthophoto maps to assist in the digitization process.

- **Youth in Afforestation** - As part of the Socio-Economic Reforms embarked on by the Ministry, there was the introduction of Youth in Afforestation. A total of **75,340 1** people were directly engaged under this year's Forest Plantation Programme. The Youth in Afforestation Programme has generated about 81,362 jobs. The only challenge faced by the Ministry in relation to this reform is their inability to pay the participating youths on schedule.

14.4. Sustainable Development Goals

The following are the Ministry's activities in relation to their Sustainable Development Goals.

- **In accordance with SDG Goal 1.4.2** which states that Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure, the Forestry Commission managed all forest reserves under the ownership of the communities through their traditional leaders. The Commission also only collaborated in regulating the use of the resources. In their implementation, they faced a limitation on equity in benefit-sharing from naturally occurring trees in off forest reserve areas. They drafted a policy measure which is undergoing stakeholder consultation as their mitigating strategy.
- **In line with SDG Goal 8.8** talks about frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status, the Ministry is currently compiling the 2021 data. Delay in Submission of data from companies and the adverse impact of Covid-19 on the activities of mining companies and inspection by MC were the challenges faced by the Ministry. Digital submission of statutory returns is their mitigating strategy.
- In fulfilment of **Goal 1.4.2**; Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure, the Ministry installed an operational digital system and it is yet to collate the data in 2022.

14.5. Aftermath of Covid-19

As part of measures to manage the spread of the COVID-19 pandemic in the workplace, the Office of the Head of Civil Service (OHCS) initiated flexible working hours for staff of Ministries, Departments, and Agencies.

In accordance with the initiative by OHCS, the Ministry of Lands and Natural Resources adopted an in-house strategy to manage the situation. The Chief Director issued a directive to all Directors and Heads of Departments to develop a flexible working arrangement and timetable for their staff. This was done while taking into account each staff member's skill mix and strength to ensure that work flow and delivery were not hampered.

Some of the strategies or efforts made by the Ministry to manage work processes and deliver the necessary outputs were as follows:

- **Procurement of Laptop Computers for Staff**

The Ministry procured sixty (60) laptops last year 2021 for some key officers to facilitate their work from home in line with the flexible working hours. Additionally, the IT Unit was tasked to

download the Government of Ghana smart workspace portal for all the computers as well as generate corporate emails for the users.

Staff were encouraged to use their corporate emails and the smart workspace for all official business. Although Internet data was not provided for staff, officers who made a claim for data purchased were reimbursed.

- **Training on Use of Smart Workspace Portal and Zoom**

The IT Unit of the Ministry organised training for the different categories of staff on the use of the smart workspace portal and zoom. The training was done for Directors and middle level managers to equip them with the skills to use the portal to facilitate their work remotely.

- **Virtual Meetings**

The Ministry resorted to virtual meetings to limit the physical interaction among staff and possible crowding in the conference room during meetings.

- **Strategies adopted to monitor work from home**

One of the strategies adopted to monitor work from home is that Directors assigned specific tasks to their staff with timelines and draft outputs were submitted back to the Directors for their consideration. This applied mainly to the preparation of reports, minutes and letters.

- **Assessment of Achievement of Targets compared to working from Office**

No formal assessment was done to find out how targets were achieved working online compared to working from the office. However, it can be stated that some considerable amount of work was done by staff working from home

14.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GOG	A	B	C	D=(A-B)
	Compensation of Employees	221,910,800.00	152,702,044.41	152,703,044.41	69,208,755.59
	Use of Goods & Services	143,852,356.00	135,102,897.36	135,102,897.36	8,749,458.64
	CAPEX	7,770,356.00	2,737,600.00	2,737,600.00	5,032,756.00
	SUB-TOTAL	373,533,512.00	290,542,541.77	290,543,541.77	82,990,970.23
2	IGF	330,031,680.00	264,926,087.90	228,092,729.80	65,105,592.10
	SUB-TOTAL	330,031,680.00	264,926,087.90	228,092,729.80	65,105,592.10
3	DEV'T PARTNERS e.g.				
	World Bank	121,811,440.00	17,981,864.74	10,597,714.19	103,829,575.26
	SUB-TOTAL	121,811,440.00	17,981,864.74	10,597,714.19	103,829,575.26
	TOTAL	825,376,632.00	573,450,494.41	529,233,985.76	251,926,137.59

14.7. Challenges

- **Turn-around time for Title Registration**

A major challenge that still weighs 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. Other difficulties arose, particularly with regard to land litigation, a manual working environment, indeterminate boundaries, and registration process delays. The public continue to complain about the time it takes to secure land titles. To improve land administration in the ensuing year, the Ministry continues to plan to bring on board private sector participation in the implementation of its planned activities in 2022.

- **Working from Home**

The concept of working from home is new for a lot of people. Therefore, it was quite challenging for some staff of the Ministry to get used to the idea just like any new initiative. Some officers will come to the office to work even when they were supposed to be at home.

Another challenge identified by the Ministry with regards to working from home is internet connectivity. Some officers do not have access to fast and reliable internet at home. This resulted in delays in meeting deadlines and interruptions during zoom meetings.

The proposed solution to the internet challenge is for government to support the telecom companies improve the quality of internet infrastructure nationwide.

- **Illegal Mining**

The issue of illegal mining, which has been the main challenge within the mining sub-sector, still persisted during the period under review. Other challenges also came along, especially with the additional funding for geological investigation of block out areas for small scale mining, encroachment of quarry sites, illegal sand-winning and the high cost of exploration compared to regional peers. The Ministry, through its initiatives, planned programmes and projects in the ensuing year, will help curb these challenges.

- **Sustainable Development Goals (SDGs)**

Planned programmes and activities being implemented under the SDGs are progressing as planned. However, the tracking and data collection of the indicators remains 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.

14.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 outlined are to;

- Improve land service delivery the Ministry will embark on the following:
- Commence the migration of the online portal and back office to the LC cloud.
- Regional Lands Officers and Regional Divisional Heads are being trained.
- Installation of IT infrastructure
- Geo-referencing of records
- Publicity campaigns and media engagements in the respective regions
- Official inauguration of regional offices
- The fully furnished building that houses the LC headquarters is to be handed over to the Commission by March 2022.

- Begin construction on the Western Region LC office, renovate the upper west regional office, and begin construction on the Volta Region LC office.
- Strengthen forest plantation establishment, restore degraded landscapes, and implement a robust afforestation/reforestation programme (RAP) to achieve national landscape restoration targets under the Ghana Forest Plantation Strategy (GFPS). In addition, the sector in 2022 will plant 20 million tree seedlings on Green Ghana Day as well as embark on reclamation and revegetation of mined-out sites within forest reserves.
- Promote private-sector investments in ecotourism, including the development and implementation of a Master Plan for the establishment of Regional Zoos, the rehabilitation of in 2021, the Ministry, through the Minerals Commission, commenced the construction of four (4) offices in Kumasi, Tamale, Oda, and Babiani to enhance transparency in mineral rights administration in line with the requirements of the Extractive Industry Transparency Initiative. In 2022, the Oda and Babiani offices are expected to be completed by September 2022. Three (3) additional offices will be constructed in Wa, Bolgatanga, and Koforidua in 2022.
- Commence the tracking all earth-moving equipment and machinery used for small-scale mining activities in 2022.
- Drive the full integration of the bauxite and aluminium value chains by executing the agreements that were signed in 2021 with selected investors and beginning to develop the structures to expand the mines.
- Commence production from Subri and establish a Project Delivery Team for Project One (Awaso Expansion and Refinery).
- Undertake sign-off of the project management plan for project two (2) (Development of Mine at Nyinahin-Mpasaaso and Refinery Solution) phase one (1) and hold work stream, project management, and steerco meetings to track and manage the project delivery.
- Supervise and monitor the prospecting being undertaken by the investor (Rocksure International) and support the investor to deliver feasibility for project
- Accra Zoo, and the commencement of education and implementation of the Wildlife Bill (Act).

15.0. MINISTRY OF LOCAL GOVERNMENT, DECENTRALIZATION AND RURAL DEVELOPMENT

The Ministry of Local Government and Rural Development (MLGRD) is responsible for promoting good governance, equitable and balanced development across the country. The Ministry exists to deepen decentralised governance at the sub-national level by formulating policies and plans, coordinating, monitoring and evaluating programmes towards enhanced national development.

The Ministry was headed politically and bureaucratic by the following;

Minister	Hon. Daniel Botwe (MP)
Deputy Minister (s)	Hon. Osei Bonsu Amoah (MP)
	Hon. Martin Adjei Mensah Korsah (MP)
	Hon. Augustine Collins Ntim (MP)
Chief Director	Marian W. A. Kpakpah (Ms)

15.1. List of Agencies and Department

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

15.2. Sector Achievements

A. Roll out of the District Level Revenue (dLRev) Software to Metropolitan, Municipal and District Assemblies (MMDAs)

To improve revenue generation and management at the local level, the Ministry, in collaboration with GIZ, rolled out the District Level Revenue (dLRev) Software in 114 Metropolitan, Municipal and District Assemblies (MMDAs) across the country as against the target of Eighty-Four (84). E-

billing and e-payment modules were introduced to augment the operations of dLRev. The Ministry further facilitated the completion of property valuation exercises in 49 Metropolitan, Municipal and District Assemblies (MMDAs).

In addition, the Ministry deployed a web-based data collection and Monitoring and Evaluation (M&E) System, known as the District Data Development Platform (DDDP), to all 260 MMDAs to address gaps in data collection and facilitate M&E on all Government interventions at the local level.

B. Decentralisation Programme (Transfer of Funds to qualified MMDAs)

The Ministry undertook a performance assessment of the 260 Assemblies, continuing the efforts to deepen decentralization using the District Assemblies Performance Assessment Tool (DPAT) in September 2021. An amount of GHS 226,543,546.00 was subsequently transferred to qualifying MMDAs for DPAT III (2018) as Investment and Capacity building grant allocations. An additional amount of GHS105,510,000.00 was transferred to MMDAs as investment allocation based on DPAT IV (2019) assessment results to support the implementation of their Annual Action Plans and Budget. In 2021, funds were transferred to 260 MMDAs for infrastructural development and DPAT V (2020) assessment.

C. Trained youth in vocational and technical skills in 25 Community Development Vocational and Technical Institutes (CDVTIs).

To create jobs, reduce poverty, and enhance the technical and vocational skills of the youth, the Ministry, through the Department of Community Development, trained 4,644 youth comprising 1,909 males and 2,735 females in vocational and technical skills in 25 Community Development Vocational and Technical Institutes (CDVTIs).

With the challenges of illegal mining activities, 240 individuals, including 85 males and 155 females, were trained during the period on the Alternative Livelihood Skills in the northern sector of the country. In addition, 1,256 social workforces have been trained in the use of Child Protection Tool kits on Child and family welfare issues.

D. Parks, Gardens and Recreation (Increased the production of seedlings, for maintenance of landscape sites)

The Department of Parks and Gardens has the mandate to sustain landscaped areas of all prestige areas (Jubilee House, Peduase Lodge, etc.), including Regional Coordinating Councils (RCCs) grounds and gardens, roundabouts, road medians and shoulders. As at the end of September 2021, the Department was able to maintain and beautify a total of 1,695,796m² landscaped areas across the country.

The Department further nursed 266,520 seedlings nationwide by September 2021 to maintain landscape sites for sale to the public for revenue generation and supply to first and second cycle institutions for horticultural purposes.

Additionally, the Department has lifted 120 trees during this period that are being preserved at the Department's National Headquarters to pave way for the construction of the National Cathedral's. This is to ensure environmental sustainability and maintain a history of matured trees.

The Department's "Planting for Now and the Future" project (planting of 1,000,000 trees in 2 years) was launched on 5th June 2021 at the Aburi Botanical Gardens to commemorate 2021 World Environment Day (WED). During the launch, 1,000 trees were planted in the Greater Accra Region and 3,544 trees were planted in various quantities across the country. As at the end of September 2021, 10,209 trees had been planted.

E. Labour-Intensive Public Work (LIPW) programme

The Labour-Intensive Public Work (LIPW) programme has created jobs for 33,952 extreme poor persons in 80 selected districts with a total payment of GH ₵53,432,844.00 as wage earnings to beneficiaries. The programme has created 344 sub-projects in 496 communities across the 80 districts. These sub-projects are made up of 63No. Feeder Roads of a total length of 243.4km, 74No. Small earth dams and dugouts and 207No. Climate Change interventions of 2,022 hectares of community plantations were made including 303,300 seedlings of different varieties, including cashew, oil palm, coconut, cocoa, rubber, citrus, mango.

A total of 53 sub-projects have been completed, and the remaining projects are at an average of 75% completion stage. Additionally, the LIPW programme supported the production and distribution of 11.9 million cash crop seedlings to beneficiary farmers and farmer groups under Government's Planting for Export.

15.3. Reforms

The following were some reform initiatives undertaken by the Ministry:

- a) The passage of a new regulations of births and deaths registration was a legislative reform introduced by the Ministry. Following the Implementation of Registrations of Births and Deaths Act 2021, Act 1027, the Regulations of Births and Deaths Registration has been gazetted and laid before Parliament pending maturity. This reform is expected to change the operational structure of the Births and Deaths registration system across the country. Delays in parliamentary processes has been its challenge and the mitigative strategy has been the initiation of immediate action to draft the regulations to operationalize the Act.
- b) Also, the revision of Fee Fixing Guidelines is a decentralization reform being implemented by the Ministry. The status of implementation is at the operational stage and the impact is to standardize rates and fees.
- c) The monitoring and evaluation system is a research and data use reform being undertaken by the Ministry. The status of implementation has its system deployed to all 260 MMDAs. This reform is expected to enhance data collection, monitoring and evaluation.

- d) The SMART workplace is an administrative/ICT reform being undertaken by the Ministry. The status of implementation is in the operational state. The impact of the reform is expected to digitize administrative and IT processes. Poor internet connectivity and inadequate IT equipment has been the challenges encountered. The mitigating strategy to overcome the challenges is the change management to address low commitment.

15.4. Sustainable Development Goals (SDGs)

The Ministry's operations in 2021 cantered on SDGs 1,11,16 and 17.

- a) Under Goal 1 on No Poverty specifically under the Improved livelihood Indicator, the Ministry disbursed a total of GH¢ 5.82 million as start-up grants to 9,244 beneficiaries in the selected communities as at end of September 2021. Skills training, mentoring & coaching was also provided to beneficiaries to ensure sustainability of the investment.
- b) Also, under the Labour-Intensive Public Work (LIPW) programme, the Ministry created jobs for 33,952 extreme poor persons in 80 selected districts with total payment of GH¢53,432,844.00 as wage earnings to beneficiaries. The programme has created 344 sub-projects in 496 communities across the 80 districts. The COVID-19 pandemic halted its implementation.
- c) Under Goal 17, which is Partnership to achieve the Goals, the ministry developed and rolled out the District Level Revenue (dLRev) Software to Metropolitan, Municipal and District Assemblies (MMDAs). Furthermore, the MLGDRD deployed a web-based data collection and M&E System, known as the District Data Development Platform (DDDP) to all 260 MMDAs to address gaps in data collection and facilitate M&E on all Government interventions at the local level
- d) Goal 11, the Ministry developed programmes and projects for effective implementation of the National Urban Policy and Action Plan.
- e) On Goal 16 which involves Peace and Justice Strong Institutions, the Ministry improved registration coverage of births and deaths in the country. In effect it registered 464,985 births, representing 69% of targeted births of which 236,152 were males and 228,833 females. Also, 42,064 deaths were registered representing 43% of targeted deaths. The male deaths stood at 22,943 and female deaths 19,121. The main challenge for the process was the limited registration outlets and staff, which was mitigated by the engagement of volunteer staff.

15.5. Aftermath of Covid-19

The MLDGRD adopted the following flexible working arrangement to deliver on its mandate;

- a) Various Directorates adopted mechanisms through which the Unit heads could monitor the work delivery of staff. Initially, it was a challenge for most staff to meet their targets due to low supervision in the use of virtual meetings compared to physical meetings, but the situation improved with time.

- b) The flexible work arrangement helped manage employee attendance and reduction in absenteeism, it created a better work/life balance for workers and the experience and lessons gained would be transferred to managing similar disasters in future.
- c) Despite the Ministry's effort in using the strategy mentioned above to overcome the effect of the pandemic at the workplace, some challenges were still encountered. For instance, the use of Zoom and Teams in conducting meetings, interviews, and online training organized by the Ministry were met with network connectivity difficulties. This was because the Ministry did not have a well-built IT facility and most officers were not conversant with the new technology used. The Ministry, therefore, needed to upgrade its internet facilities to facilitate a smooth flow of work and quality service delivery.
- d) Critical management discussions and decisions (management meetings) were curtailed, leading to undesirable top-bottom directives. This somewhat affected the implementation of the Ministry's planned programmes and projects.
- e) In terms of the impact of Covid-19 on staff work output, attainment of targets by some Directorates were negatively affected, especially those that required employees to be present to receive incoming documents due to the implementation of the flexible working arrangement.

15.6. Financial Performance

SOURCE	APPROVE BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	A	B	C	D=(A-B)
GOG				
Compensation of Employees	871,065,134.00	645,121,269.55	645,121,269.55	225,943,864.45
Goods and Services	52,966,351.00	28,696,866.00	26,568,531.35	24,269,485.00
CAPEX	248,970,000.00	168,403,011.52	59,120,007.35	80,566,988.48
Sub-total	1,173,001,485.00	842,221,147.07	730,809,808.25	330,780,337.93
DONOR				
Goods and Services	49,057,564.00	45,941,274.38	45,060,191.12	3,116,289.62
Capex	377,263,508.00	294,755,463.35	294,755,463.35	82,508,044.65
Subtotal	426,321,072.00	340,696,737.73	339,816,882.47	85,624,334.27
GRAND TOTAL	1,599,322,557.00	1,182,917,884.80	1,070,626,690.72	416,404,672.20

15.7. Challenges

The Challenges encountered by the Ministry during the period under review were:

- **Inadequate Financial Resources** - Inadequate budget ceilings and releases adversely affected its effective delivery of services.
- **Inadequate Logistics** - Inadequate and overused logistics such as vehicles and office equipment made the work of the Ministry very difficult.
- **Inadequate Office Space** - The Ministry was increasingly faced with inadequate space to accommodate the staff. This situation was compounded with the merger with the erstwhile Ministry of Regional Reorganisation and Development.
- **Retention of Percentage of IGF** - Request for the retention of revenue generated by Parks and Gardens and Births and Deaths was not met, thus limiting their ability to actualise their full potential to earn more revenue.
- **Staffing** - The Departments and Agencies under the Ministry faced some staffing gaps during the period under review.

15.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 will include the following;

- Responsiveness Factor Grant of District Assemblies Common Fund (RFG)DPAT
- Ghana Secondary Cities Support Program (GSCSP)
- Ghana Productive Safety Net Project (GPSNP)
- Modernising Agriculture in Ghana (MAG)
- Integrated Social Services (ISS)
- Governance for Inclusive Development (GoVID)
- Local Climate Adaptability and Living Facility (LoCAL)
- Alternative Livelihood Programme
- Greater Accra Resilient Integrated Development (GARID)
- Public Sector Reforms for Results Project (PSRRP)

16.0. MINISTRY OF PARLIAMENTARY AFFAIRS

The Ministry of Parliamentary Affairs (MoPA) was established to serve as a focal point for stakeholders and as an interface between the Executive and Legislative arms of government. The Ministry's functions are mainly to initiate and formulate policies; taking into accounts the needs and aspirations of the people; to undertake developmental planning in consultation with the National Development Planning Commission (NDPC); and to co-ordinate, monitor and evaluate the efficiency and effectiveness of the performance of the legislature. The Ministry is expected to safeguard the continuous engagement and consensus building among the three arms of Government and make them responsive to the needs and aspiration of the public.

The Ministry was headed politically and bureaucratically by the following:

Minister	-	Hon. Osei Kyei - Mensah –Bonsu
Chief Director	-	Dr. Evans Aggrey - Darko

16.1. Sector Achievements

A. Engagement with the Civil Society Organisations (CSOs)

The Ministry had a dialogue with Civil Society Organizations under the theme: 'Economic Revitalization Amid COVID-19 PANDEMIC: "The CSOs' Perspective"'. The dialogue examined how to recognize the CSOs' involvement in national responses to the pandemic and identified opportunities that emerged from the crisis and the lessons learned. Key steps were outlined to help various stakeholders and the government to chart the right path.

B. Engagement with core Leadership of Parliament

Under the Ministry's objective of Deepening Democratic Governance in the country, it engaged the Core leadership of Parliament in a meeting on the theme; "Building Consensus and Trust in Parliament to enhance both Procedural and Substantive Democracy". The meeting examined the measures needed to build and reinforce consensus and trust in Parliament and identified and discussed mechanisms to sustain public trust, confidence, and interest in the work of Parliament. The dialogue, for the most part, nurtured the relationship between the Ministry of Parliamentary Affairs and the Parliament of Ghana.

C. Meeting with Political Parties

The Ministry further organized one (1) meeting with the various political parties in year 2021 to discuss the effect of monetization on the quality governance in Ghana. It examined the growing contribution of political parties to monetization and evaluated the strategies to adopt to curb monetization of politics. The programme was under the theme "Monetization of Politics in Ghana – A Focus on Solutions". This helped to identify and discuss measures that could be instituted to address the excessive monetization of politics and its effects of monetization on the quality governance in Ghana.

D. Engagement with the Independent Governance Institutions (IGIG)

In line with efforts at supporting the strengthening of the Independent Governance Institutions in Ghana to execute their core and auxiliary functions effectively and efficiently, the Ministry organized a dialogue with various IGIG's under the theme "Reflections on Independent Governance Institutions and Democratic Consolidation in Ghana". The dialogue largely; examined the connection between Independent Government Institutions and democratic consolidation in Ghana; Identified and discussed the various factors impinging on the capacity of the Electoral Commission to execute its regulatory functions effectively and efficiently and discussed the prospects and challenges of nurturing democratic citizenship from the perspective of the normative measures necessary to secure free and responsible regulatory environment for media practice.

E. Engagement with the Expanded Leadership Of Parliament

In keeping with its good governance objectives, the Ministry facilitated a working dialogue between the Expanded Leadership of Parliament and the National Media Commission where they interrogated the performance of the National Media Commission and its challenges and assessed how best Parliament can help address those challenges. The program supported the nurturing of a healthy relationship between Parliament and the National Media Commission.

16.2. Sustainable Development Goals

In achieving SDG 16; To promote peaceful, inclusive societies, provide access to justice for all, and build an effective, accountable and inclusive institution: The Ministry held a meeting with the IGIs on "Reflections on Independent Governance Institutions and Democratic Consolidation in Ghana". The indicator for this activity is to improve the efficiency in the delivery of the mandate of the IGIs.

To achieve the reduction in the cost of doing politics in Ghana, the Ministry organized a meeting with Political Parties on the Monetization of politics in Ghana as part of its efforts to promote peace, stability, human rights, and effective governance, based on the rule of law.

To further improve trust and consensus building in parliament, the Ministry held a meeting with the Core Leadership of Parliament on Building consensus and trust in Parliament to enhance both procedural and substantive democracy.

One (1) working dialogue was also facilitated between the Expanded Leadership of Parliament and the National Media Commission **to fulfil the Improvement in the relationship between Parliament and National Media Commission.**

16.3. Aftermath of Covid-19

In response to the COVID-19 pandemic, the Ministry of Parliamentary Affairs introduced the flexible working hours as directed by the Office of the Head of Civil Service. This flexible working hours allowed the modification of working hours, days or weeks for staff. To enable the Ministry,

evaluate the outcome of the initiative, Unit Heads and supervisors were required to provide information on how their staff were performing in the face of this new initiative. There were periodic meetings by supervisors to monitor the progress of assignments. Also, assignments were submitted via the official email. Some targets were difficult to be met. Staff were however provided with the needed logistics to work from home. Some challenges encountered was the slow internet connectivity and difficulty to supervise staff working remotely which had a negative impact on some set targets. Some mitigative strategies by the Ministry is to provide internet services for staff working from home and ensure that Supervisors intensify interaction between them and staff working remotely to enhance service delivery.

16.4. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASE (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
	Compensation of Employees	2,932,635	748,189.10	748,189.10	2,184,445.90
	Use of Goods & Services	2,611,917	1,828,341.90	1,828,334.91	783,575.10
	CAPEX	9,600,000	4,000,000	3,973,203.27	5,600,000.00
	TOTAL	15,144,552	,576,531	6,549,727.28	8,568,021

16.5. Challenges

The challenges the Ministry encountered are as follows;

- Delays in appointment and inauguration of heads of the Ministry**

The delays in the appointment of the sector Minister and subsequent appointment and inauguration of the Ministry's Advisory Board and other statutory Committees such as the Audit Committee, and Procurement Committee delayed the implementation of some of the programs of the Ministry.

- Insufficient budgetary allocation and delays in the releases of the allocated fund**

Insufficient budget allocation to the Ministry and the delays in the release of allotted funds from GOG negatively impacted the implementation of the Ministry's programmes. The non-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.

- **Inadequate office**

Inadequate office space continued to prevent the Ministry from requesting for a full complement of personnel to develop the capacity of the various units.

16.6. Forward Look

In 2022, the Ministry intends to undertake the following activities:

- Deepen democratic governance and the focus will be to support the strengthening of the capacity of Parliament to improve the delivery of Government Business in Parliament.
- Support the strengthening of the Independence Governance Institutions to perform their functions effectively and efficiently.
- Support the strengthening of the implementation of electoral guidelines, rules, and regulations to reduce monetization in politics.
- Organize governance and leadership workshop for Members of Parliament and Metropolitan, Municipal, and District Chief Executives to enable them to perform their functions effectively.
- Support the improved participation of Civil Society in national development with a focus on strengthening the media to play a watchdog role and strengthen the engagement with traditional authorities in development and governance processes.
- Engage stakeholders to engender debate for the review of the 1992 Constitution.
- Strengthen the CSOs, and other stakeholders to have an interest in national issues.
- Institute mechanisms for effective inter-service/inter-sectoral collaboration and cooperation at district, regional and national levels.
- Collaborate with the office of the leader of government business in the monitoring and evaluation of the implementation of government programmes and projects.

17.0. MINISTRY OF RAILWAY DEVELOPMENT

The Ministry of Railway Development is mandated to ensure the initiation 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 leadership of the Ministry were as follows:

- | | |
|----------------------|--------------------------------|
| • Minister | Hon. John-Peter Amewu (MP) |
| • Deputy Minister | Hon. Kwaku Asante-Boateng (MP) |
| • Ag. Chief Director | Mr. Desmond Boateng |

17.1. List of Agencies of the Ministry

Sub-vented agencies;

- Ghana Railway Development Authority (GRDA)

Public Service Organizations;

- Ghana Railway Company Limited (GRCL)

17.2. Sector Achievements

The Ministry's achievement as at the year 2021 is as below:

A. Western Railway Line (Standard Gauge)

The construction of the new standard gauge section of the Western Line from Kojokrom to Manso, which is a double line and having a distance of approximately 22km was on-going during the period under review. The construction which is being undertaken by Messrs Amandi Holding Ltd. with funding by the Government of Ghana under the Consolidated Fund, as at the end of December, 2021, was 75% completed with an expected completion date by June, 2022. Although the target was to complete the construction works in 2021, the performance represents a significant progress from the 2020 status of completion of 42%.

B. Ghana – Burkina Faso Railway Interconnectivity Project

The project is in furtherance of an agreement between H.E. Nana Addo Dankwa Akufo-Addo and his counterpart in Burkina Faso, H.E. Roch Marc Christian Kaboré that rail interconnectivity between the two West African neighbours is an important factor to accelerate economic growth and development for the mutual benefit of the two nations and their people.

Further to the Agreement by the two Heads of States, a Joint Committee of Experts (JCE) was constituted to facilitate the implementation of railway project in four (4) phases: 1. feasibility studies 2. Procurement of private sector 3. Analysis of technical studies by private partner and 4. the construction and supervision.

The first phase of the project development, involving the feasibility studies for the approximately 1,200km railway line between the Port of Tema and Ouagadougou was completed in June, 2020. The second phase of the project, involving the procurement process for the private sector concessionaire also commenced concurrently with the feasibility studies in year 2021. As at 21st 7th October, 2021, the procurement processes commenced with 3 pre-qualified bidders' evaluation ongoing, which formed part of the engagement process for a strategic investor to develop the project on a Build, Operate and Transfer (BOT) basis.

C. Tema - Mpakadan Railway Line

The Tema-Mpakadan Railway Line project is part of a multimodal transport system from the Tema Port to Bupe via the Volta Lake to serve the Northern parts of Ghana and the landlocked countries of Burkina Faso, Mali and Niger. It consists of a railway line between Tema and Mpakadan to join the Volta Lake transport system. This corridor experiences major congestion because the transport of domestic and transit freight from Tema to the Northern parts of Ghana is via roads.

The construction of the 97.7km new standard gauge railway line was 90% complete as 31st December, 2021 as compared to 75% complete in year 2020. This line forms part of the Ghana – Burkina Faso Railway line and has the objective to develop a railway interconnectivity from the Port of Tema to Ouagadougou to improve the passenger and freight transport and logistics chain on the corridor to accelerate development and economic growth of both countries.

D. Procurement of New Standard Gauge Rolling Stock

It has become imperative for government to consider the urgent supply of standard gauge rolling stock in view of the need to obtain trains in time for testing and commissioning of the construction works and the subsequent operation of the new standard gauge railway lines which are currently under construction.

Government has therefore approved a Supplier's Credit facility which is being arranged by Messrs Dongfang Electric International Corporation for the supply of a total of thirty-five (35) new standard gauge locomotives and rolling stock.

Parliament, in October, 2020, approved the facility for implementation by the Ministry and in August, 2021, the Ministry of Finance completed the Value-for-Money (VfM) assessment on the contract for the supply of the rolling stock. By the end of December, 2021, discussions on the finalization of the Supplier's Credit Facility Agreement were on-going between the Ministry of Finance and the financiers. The quantities and categories of rolling stock which will be delivered are as follows: 9 Passenger Locomotives, 48 Passenger Coaches, 15 Freight Locomotives, 330 Wagons and 11 Shunting Locomotives.

A Lease Purchase Agreement was also signed in November, 2020 with Messrs. VAOB Group for the supply of two (2) sets of Diesel Multiple Unit (DMU) Trains, Equipment and accompanying Spare Parts within 8 to 12 months. The contract for the supply of the rolling stock underwent VfM assessment as at the end of December, 2021.

E. Upgrade of Railway Central Training Institute

As part of efforts to develop capacity in order to maintain and sustain the railway system in Ghana, government decided to develop the old Railway Central Training Institute located in Sekondi into a degree awarding institution to provide training in Railway Engineering and other ancillary programmes.

As at the end of December, 2020, the school, which was in a bad state due to poor maintenance had been upgraded and equipped with modern teaching and learning facilities to enhance capacity building and skills development. In partnership with the George Grant University of Mines and Technology (UMaT), in January, 2021, the first batch of students commenced the 2021/2022 academic year.

F. Modernization of Location Workshop Complex

As part of efforts to maintain locomotives, wagons, coaches and other ancillary railway equipment for efficient operation of railway services in Ghana, a Workshop Complex was constructed during the colonial era in Sekondi which had seven (7) sheds, namely; Diesel Shop, Erecting Shop, Smithy & Generator/Traction Motor Repair Cell, Boiler Shop, Machine Shop, Tender & Machine Shop, and Millwright/Foundry Shop.

The Workshop Complex is being upgraded and equipped to become a one stop workshop to serve the railway, mining, petroleum and agricultural industries in the Western Region. By the end of December, 2020, refurbishment works at two (2) of the workshops (the Diesel and Erecting Workshops) had been completed. As at the end of December, 2021, modernization works at the remaining five (5) workshops were about 65% completed.

17.3. Reforms

Reforms undertaken by the Ministry in the year under review:

- **Development of ICT Policy** - In the year under review, the Ministry developed a new policy document on ICT. The Policy document has been printed, circulated and sensitization fora held for the effective and efficient use of ICT equipment for meetings and correspondence by staff at the Ministry. During the implementation of the reform, there were constraints in the development of the policies. Provision of adequate and timely budgetary support for the implementation of recommendations is the Ministry's mitigating strategy.
- **Development of Communication Policy**- The Ministry also developed a communication policy to enhance effective communication of its Human Resource Management system. The status of implementation is on-going. The implementation of this reform reduced congestion in the offices. However, the Ministry faced limited office space to accommodate staff.

- **Human Resource Management System:** The Ministry implemented the use of a human resource management system by introducing the shift system for staff which reduced congestion at the office. As a result of the limited office space to accommodate all staff.
- **Audit Control tools:** As management control mechanism, an Audit Control document was approved by management of the Ministry in 2021 to reduce the incidence of financial irregularities. The status of implementation is on-going. The Ministry encountered some difficulties during its implementation but its mitigating strategy was to re-enforce the control measures by management.

17.4. Sustainable Development Goals

The rail sector operations were in line with SDG goal 9: build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Under indicator 9.1.2: on passenger and freight volumes by mode of transport (Rail transport) as at 2021, the number of Passengers transported by rail was 150,017 against a target of 1,200,000 passengers and also volume of freight transported by rail in 2021 was 587,000 tonnes against a target of 850,000 tonnes.

However, the Ministry faced some challenges of poor condition of track infrastructure, obsolete equipment and rolling stock, high turnaround time, limited rail services provided on the operable sections of the existing rail network, on-going construction of new standard gauge railway line which intermittently affects operations on the narrow-gauge section, particularly on the Western Line.

Some mitigative strategies the Ministry adopted was the Rehabilitation and upgrade of track infrastructure, replacement of obsolete equipment and refurbishment of rolling stock, construction of new standard gauge railway lines and the installation of modern signalling and communications equipment among others in order to reach the goal of a resilient and sustainable rail transport sector in Ghana.

17.5. Aftermath of Covid-19

The COVID-19 pandemic made working from home the new way of working around the world of which the Ghana Civil Service and for that matter, the Ministry of Railway Development was not an exception. Due to the pandemic, many workers and employers had to switch quite suddenly, to remote work for the first time.

As a result of the above, employees of the Ministry of Railway Development now telework, not because they chose to do so, but because they were obliged to, because of social distancing to avoid the spread of the virus.

Availability of tools for working remotely (laptops, internet access etc.)

Staff worked from home using laptops, desktops with recourse to internet connectivity among others to execute their assigned roles on daily basis and as and when needed.

Strategies adopted to monitor work from home

Quite a number of measures were put in place to monitor remote work including but not limited to the following:

- The Ministry created a platform for information dissemination, and also as an avenue for colleagues to get in touch;
- Workers submitted draft assignments via e-mail to their supervisors/bosses on daily basis, and as and when needed for review;
- The Ministry instituted a strategy where teleworkers occasionally had the opportunity to engage in face-to-face interactions with co-workers, directors and supervisors;

Assessment of targets being achieved as compared to working from office

Despite the fact that the Ministry had instituted work-life balance by employing the shift system, over 99% of targets set by officers for the year under review were achieved. The achievement was as a result of the strategic measures put in place to enable worker deliver on their mandate.

The Flexible working hours instituted, brought far reaching repercussions on the Ministry in the following manner:

- At home, the presence of partners and children greatly affected remote workers, especially where female workers had to contribute towards household chores.
- Workplace isolation was another important key challenge resulting in social isolation which was one of the main drawbacks of remote work. The pandemic had exposed remote workers to social confinement with no in-person contact with colleagues;
- Another peculiarity of work-life balance was that remote workers had to share their workspace with family members such as partners and school-age children engaged in distance learning and this affected service delivery
- In some rare cases and scenarios, remote workers faced challenges in the delivery of their duties especially when they needed assistance from co-workers;
- Supervisors could not monitor whether teleworkers were working or not;
- Some remote workers rode on the back of work-life balance for moonlighting;

Some of the Ministry's remedial measures put in place are to 1. strengthen the shift system so that remote workers will be in the office every other week for face-to-face interactions with supervisors and directors; and 2. To Solicit for the services of other internet providers as back up for internet connectivity challenges.

17.6. Financial Performance

NO.	SOURCE	APPROVED BUDGET (GHS)	ACTUAL RECEIPTS (GHS)	ACTUAL EXPENDITURE (GHS)	% OF BUDGET EXPENDED
	GOG	A	B	C	D=(A-B)
	Compensation of Employees	3,759,944.00	3,156,339.48	3,156,339.48	603,604.52
	Use of Goods & Services	11,879,665.00	8,702,319.47	8,702,319.47	3,177,345.53
	CAPEX	126,943,815.00	111,833,233.00	102,125,485.51	15,110,582.00
	IGF	1,584,000.00	2,048,176.00	1,582,164.41	-464,176.00
	DEV'T PARTNERS				
	Indian Exim Bank	368,408,268.00	404,958,956.57	404,958,956.57	-36,550,688.57
	TOTAL	512,575,692.00	530,699,024.52	520,525,265.44	-18,123,332.52

17.7. Challenges

The following challenges were encountered by the Ministry during the period under review:

- a. **Staffing and Accommodation** - The Ministry, upon its creation in February, 2017 has been experiencing challenges with regards to limited office space. Apart from the limited office space, the Ministry does not have the full complement of staff knowledgeable in railways.

To address this challenge is the implementation of shift policy over the past two (2) years has also helped to address the issue of accommodation and congestion to some extent. The Public Services Commission (PSC) has conveyed approval for the recruitment of some requisite staff to strengthen the capacity of GRDA and the Ministry of Finance has accordingly issued financial clearance for the engagement of the staff. The Authority has recently gone through the necessary processes.

- b. **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.

Furthermore, GRDA, the regulator is also a developer and an asset holder. This no doubts compromises its independence and potentially makes GRDA a judge in its own cause.

Since government is encouraging private sector investors to own railway assets, GRDA cannot be viewed as an impartial arbiter. The strategy to address this is the ongoing restructuring process to decouple the regulatory functions from the infrastructure ownership and management functions of GRDA.

- c. **Operational Challenges** - In recent times, the operations of GRCL have declined to an unacceptable level making it difficult to run as a business entity. Owing to poor tracks, obsolete equipment and rolling stock, passenger rail services are currently limited to sections of the Eastern Line between Accra and Tema, as well as, Accra and Nsawam. Passenger rail services on the Western Line are also only provided by GRCL between from Takoradi through Kojokrom to Sekondi and also from Takoradi to Tarkwa.

Rehabilitation works are ongoing to address this challenge.

- d. **Obsolete Rolling Stock** - Most of the rolling stock are old and have operational difficulties. All the rolling stock available are also narrow gauge.

However, efforts are being made by Government to provide funding for the acquisition of new rolling stock. This needs to be pursued to enable the delivery of the new standard-gauge rolling stock to operationalize the new standard-gauge railway lines being constructed across the country.

- e. **Finance** - Inadequate budgetary allocation and delays and/or failing to release budgetary allocation has been a serious challenge. The way forward has been to explore other alternative sources of financing for the development of the rail infrastructure and services.
- f. **Encroachment of Railway Lands and Right-of-Way** - Encroachment on railway properties is seriously affecting operations and development of the railway sector. For a long time, the neglect of the railway sector has been accompanied with a ‘free for all attitude’. The general public, as well as, others from the public sector, have taken over railway assets including lands within and outside the right-of-way and thus making the development in some areas difficult.

The Ministry intends to enhance its collaboration with major stakeholders like the Lands Commission, traditional authorities, individual property owners, District Assemblies and so on, to reclaim the railway right of way and also to protect it from further encroachments. Steps are also being taken to perfect titles to all railway landed properties across the country to ensure smooth implementation of the railway development plan.

17.8. Forward Look

The Ministry’s strategic and top priority programmes and projects for 2022 outlined are;

- Continuation of the on-going development on the Western Railway Line on standard gauge,
- Continuation of the construction works for the standard gauge railway line from Tema to Mpakadan,

- Development of the Eastern Railway Line on standard gauge,
- Pursue the on-going processes towards the engagement of a strategic investor as part of the development of the Ghana – Burkina Faso Railway Line from Mpakadan to Ouagadougou through Paga, and
- Modernization of Workshop Facilities for the maintenance of rail tracks and rolling stock.

18.0. MINISTRY OF ROADS AND HIGHWAYS

The Ministry of Roads and Highways (MRH) exists to formulate policies, coordinate sector performance, monitor and evaluate road infrastructure development, maintenance and road maintenance financing.

The Ministry was headed by the following:

- Minister - Hon. Kwasi Amoako Attah
- Deputy Minister(s) - Hon. Mavis Nkansah Boadu
Hon. Stephen Pambiin Jalulah
- Ag. Chief Director - Ing. Edmund Offei-Annor (January to September, 2021)
- Ag. Chief Director - Ing. Dr. Abass Mohammed Awolu (October to December, 2021)

18.1. Departments and Agencies under the Ministry:

The Civil Service Departments of the Ministry include:

- Department of Urban Roads
- Department of Feeder Roads

Sub-vented Agencies are:

- Ghana Highway Authority
- Ghana Road Fund Secretariat
- Koforidua Training Centre

18.2. Sector Achievements:

A. Road Rehabilitation and Maintenance Programme

The Ministry maintained its focus on routine and periodic maintenance activities, as at the end of September, 2021, routine maintenance activities had been carried on 21,165km of the trunk road network; 6,265km of the feeder road network; and 2,937km of the urban road network.

Within the same period, periodic maintenance activities, comprising; re-gravelling/spot improvement and resealing works were carried out on 162km, 412km and 262km of the trunk, feeder and urban road networks. Rehabilitation works covering minor upgrading and construction of culverts and drainage structures were carried out on 223km of trunk roads, 173km of the feeder and 102km of the urban road networks.

As part of its asphaltic overlay program in various towns and communities, the Department of Urban Roads, completed about 243km of asphalt overlay works in year 2021.

B. Road and Bridge Construction Programme

The Pokuase Interchange under the Accra Urban Transport Project which involves the construction of a 4-tier interchange, construction of 12km of selected roads, segregated walkways, footbridges and underpasses and drainage structures were completed and commissioned on 9th July, 2021. Works on Phase 2 of the Obetsebi Lamptey Circle Interchange was at a physical progress of 16 percent. and Phase 1 of the Tema Motorway Roundabout completed.

Physical progress on the La Beach Road Project (Lot 1 & 2) was at 13% and 21% respectively. Construction of Flyover over the Accra Tema Motorway from the Flower Pot roundabout was 13% completed. In addition, development works on the Kumasi Lake Roads and Drainage Extension Project stood at 78 % as at the end of September 2021.

In year 2021, all the components of the bridges for the work on the construction of 50No. prefabricated bridges to improve connectivity within areas cut-off by waterways arrived and 45 contractors started work on the substructures with 3No. bridges fully completed.

Works have been completed on the construction of 7No. bridges in the Northern Regions with funding from DANIDA and 13No. Spanish Bridges located in Detsebu, Dayi, Tsawoea, Alabo, Osiem, Akora, Birim, Akora, Osene, Okyi, Bukam, Linkale and Mogli. Works on 5No. Belgium Bridges are nearing completion with 2No. completed, 1No. launched, 1No. Abutment works ongoing, 1No. piers construction ongoing. Overall progress is 72% as at the end of September, 2021.

Commencement certificates for the implementation of 84No. was issued by government with significant work progress. Government also signed a Master Project Support Agreement (MPSA) with Sino hydro Corporation Limited to support priority infrastructure projects in Ghana.

C. 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 has resulted in the significant decrease in the incidence of overloading which currently stands at less than 2 percent. However, some truckers, still try to avoid the permanent stations by using detours. The Ministry is working hard to install additional stations on these routes or use mobile axle weigh bridges.

D. Road Financing

The Ministry's Public Private Partnerships (PPP) programme for the financing, construction and management of road infrastructure has four (4) projects at different stages of preparation. The financing arrangement for **Accra - Tema Motorway PPP Project (31.7km)** was completed and construction will commence in 2022. Again, feasibility study for the **Accra - Cape Coast – Takoradi PPP Project (208km)** was being finalized. The final feasibility study report will provide key inputs into the Abidjan-Lagos Corridor Project. Finally, MRH and MoT were undertaking internal consultations with key stakeholders to explore available financing options to

ensure the start of the **Development of Tema Arterial Roads** in 2022. The Project involves an upgrade of the Tema hospital Road into a 3-lane dual carriage with service lanes and five (5) interchanges.

E. Monitoring and Evaluation

As at 31st December, 2021; Regional Monitoring has been conducted in 13 out of 16 regions with over 282 projects inspected.

Three Joint Monitoring Meetings were held with Agencies and their Regional Heads in August, November and December respectively to discuss the findings of the Monitoring Exercise.

49 estimates for new projects and Variation Orders were also reviewed during the reporting period. The average processing time for Interim Payment Certificate in 2021 was 43.8hrs down from 43,44hrs in 2020.

18.3. Reforms:

- **Restructuring of the Ghana Road Fund Secretariat**

The Ghana Road Fund Secretariat was restructured to become a corporate body with the Chief Director as the secretary to the Road Fund Management Board responsible for the day-to-day management. To facilitate the work of the Chief Director in the administration of the fund, a Road Fund Coordinator has been appointed by the Board to coordinate the activities of the Secretariat.

- **Intelligence Traffic Management System**

Traffic Management Centre was commissioned to coordinate all the traffic signals along the Amasaman – Central Business District (CBD) Corridor in the capital to optimize flow and manage traffic remotely from a Traffic Management Centre (TMC).

- **Correspondence Tracking Systems (SMARTRACK)**

After its initial implementation at the Ministry of Roads and Highways, the system was deployed on a local server and made accessible via intranet. It is currently being upgraded to make it accessible beyond the premises of the Ministry.

- **eBID Web Portal (eBIDS)**

The e-Bids portal is the Ministry of Roads and Highways' initiative to provide a transparent and equal opportunity procurement process to all eligible bidders located in any part of the world. The eBids Web Portal was deployed on a remote server at NITA and made accessible via intranet. Currently, basic features are implemented and there is the need to include advance features for complete solution. eBids is fully operational beyond the premises of the Ministry.

18.4. Sustainable Development Goals:

MRH purposed to develop 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 by end of December, 2021 under this SDG

9, 66.7% of the proportion of the rural population lived within 2km of an all-season road. Inadequate funding to Construct and maintain existing portfolio of roads has been the major challenge. A mitigating strategy has been identifying innovative means of funding road maintenance e.g., PPP.

18.5. Aftermath of COVID-19

The Ministry runs a skeletal staff (i.e., 50% of staff at a particular point in time). All Departments under the Ministry implemented similar reforms as the parent Ministry.

The Ministry also introduced all the safety protocols to prevent the spread of the disease as advised by the health authorities. Additionally, nursing mothers were encouraged to work from home so as not to be infected.

Staff rotation schedule was drawn to ensure that staff did not abuse the system and stay home even when they were to be on duty. Equally the measure was to ensure that staff who were to work from home actually worked. With the implementation of reforms such as the SMATRACK, staff were able to receive assignments from their superiors.

All in-person monthly site meetings were suspended. With the usage of drone technology, progress on project sites were captured and discussed during virtual site meetings. Staff were able to fully attend site meetings virtually with this technology.

However, some challenges recorded included; irregular internet connectivity, inadequate information sharing to officers at home and difficulty in checking attendance of staff.

18.6. Financial performance

No.	SOURCE	2021 APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
1	CONSOLIDATED FUND (GOG)	1,012,452,879.00	1,726,409,928.11	1,726,400,136.11	(713,957,049.11)
	Compensation of Employees	57,435,307.00	43,686,443.30	43,686,443.30	13,748,863.70
	Use of Goods and Services	2,429,891.00	570,890.66	570,890.66	1,859,000.34
	CAPEX (ABFA)	952,587,681.00	1,682,152,594.15	1,682,142,802.15	(729,564,913.15)
2	IGF	19,716,082.00	15,827,563.20	15,818,231.97	3,888,518.80
3	DEVELOPMENT PARTNERS	935,602,529.00	646,164,321.72	652,883,159.47	289,438,207.28
	TOTAL	1,967,771,490.00	2,388,401,813.03	2,395,101,527.55	(420,630,323.03)
4	ROAD FUND*	709,600,000.00	461,534,474.95	462,691,568.89	248,065,525.05
	GRAND TOTAL (Total + Road Fund)	2,677,371,490.00	2,849,936,287.98	2,857,793,096.44	(172,564,797.98)
5	ARREARS PAID				

18.7. Challenges

The Ministry encountered some challenges in the course of delivering its mandates which were but not limited to the key ones below:

- **Inadequate Financing**

The inadequacy of funding sources that the Ministry continues to rely on in undertaking road infrastructure programs live much to be desired due to the fact that road construction and maintenance are capital intensive ventures. The quantum of funds that was made available for execution of the ever-increasing road infrastructure programs and projects annually was not adequate. This situation was largely accounting for not meeting the set targets.

- **Delay and Inadequate Funds releases for Goods and services from the Consolidated Funds**

The issue of delays and inadequacy of funds released from the consolidated fund for Goods and Services was one 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 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 went through a long process. Thus, much time was spent on processing of documents from the Regions, Departments/Agencies and Head Offices for payment of work done which eventually slowed 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, wear and tear including unauthorized cutting by utility service providers.

- **Human Resource Inadequacy**

Getting the requisite human resources for carrying out supervision to ensure quality of works was a challenge in terms of numbers and skills. As a result, there was a shortfall in getting requisite officers for carrying out effective supervision to ensure that specifications were met.

18.8. Forward Look

In 2022 the Ministry will continue the maintenance of road asset to protect the huge investment made in the provision of the road infrastructure, improve road maintenance financing by implementing electronic tolling of roads to improve revenue generation into the road fund for the maintenance of the road network and Axle Load Control to reduce the overall maintenance budget for the road infrastructure.

Major pipeline projects that are expected to see works ongoing on the ground for 2022 include:

- **Roads**
 - Accra-Kumasi Dualization
 - Accra-Cape Coast-Daboase Dualization
 - Kumasi South and Western Bypass
 - Kumasi Outer Ring Road
 - Peduase-Mamfe-Koforidua
 - Oyibi-Dodowa-Somanya-Akuse Jn. Road
 - Asutwale Junction-Volvo Bridge

- Eastern Corridor Road (Gbintiri-Kulungugu)
- Sawla-Wa
- **Bridges**
 - Buipe, Yapei and Daboya Bridges
 - Adawso-Ekyi Amanfrom Bridge
 - Obuasi, Juanayilli and Nawunui Bridges
 - Construction of 5No. Interchanges in the Greater Kumasi Metropolitan Area

19.0. MINISTRY OF SANITATION AND WATER RESOURCES

The Ministry of Sanitation and Water Resources (MSWR) exists to formulate and implement policies, plans and programmes for the sustainable management of the nation's water resources, the provision of safe, adequate and affordable water; provision of environmental sanitation facilities, effective and sustainable management of liquid and solid waste for the well-being of all people living in the country.

The Ministry was politically and bureaucratically headed by the following:

Minister	-	Hon. Cecilia Abena Dapaah
Deputy Ministers	-	Hon. Amidu Issahaku Chinnia (MP)
Chief Director	-	Mr. Noah Tumfo

19.1. List of Departments, Agencies, Public Boards and Corporations

Sub-vented Agencies:

- Community Water and Sanitation Agency (CWSA)
- Water Resources Commission (WRC)

Public Boards and Corporations:

- Ghana Water Company Limited (GWCL)

Schools under the Ministry:

- Accra School of Hygiene
- Ho School of Hygiene
- Tamale School of Hygiene

19.2. Sector Achievements:

A. Upper East Water Supply Project:

Phase 1 of the project was 98% complete and scheduled for commissioning in December 2021. Phase 2 of the project which focuses on the extension of transmission and distribution lines is about 90% complete. The total Project cost is €43 Million. (Phase 1 is € 36 Million, Phase 2 is € 7 Million). The expected population to be served is 347,000.

The project when completed will improve the reliability and sustainability of water supply to Navrongo, Bolgatanga, Paga, Bongo and their surrounding communities.

B. Review of Ghana National Water Policy:

As at 2020, Scoping workshops were held to seek the views of sector stakeholders on the issues that the revised policy should address. Other activities such as Terms of Reference for the revision of the policy, Inception meeting and the engagement of a consultant were done. In 2021, several consultative workshops including a meeting with the Parliamentary Select Committee on Works and Housing have been organised. The objective of the revision is to ensure that the policy is in harmony with the current thinking in the sector and to create an enabling environment to ensure that both national and international goals and targets, e.g., the Sustainable Development Goals, are achieved.

C. Restoration Scheme:

During the year under review, the Commission restored buffer zones in selected riparian communities within the Black Volta, White, Volta, Tano, Offin, and Densu basins with a variety of activities, including procurement of equipment. There was also the training of 252 nursery attendants in seven communities and planting of 16,937 tree seedlings. The objective of the programme is to restore degraded buffer around the river bodies and reduce the negative impact of human activities on the water bodies.

D. Landfills Decommissioning and Re-engineering:

The Ministry initiated the process to decommission and re-engineer the existing landfill sites at Kpone (Tema) and Oti (Kumasi) to transform and improve the management of municipal waste and the environmental conditions of the communities where they are located. In 2020, notable feats attained under this project include the signing of the Public Procurement Act approval, the engagement of a Consultant and a Contractor, and the completion of detailed engineering designs. Currently, work done are 97% and 70% at Kpone (Tema) and Oti (Kumasi) respectively.

E. Greater Accra Metropolitan Water and Sanitation Project (Water Component):

The Water Component of the Greater Accra Metropolitan Area (GAMA) project sought to improve access to potable water within the GAMA. Its implementation has improved access to potable water to over 420,000 people (equivalent to 85,000 Households) against a target of 250,000 people living in the GAMA. The achievement is as a result of about 282km length of distribution and service pipelines laid against a target of 150 km; undertaking about 10,242 New Service Connections as against a target of 3,500 and the establishment of Low-Income Consumer Support Unit (LICSU) in Ghana Water Company Limited (GWCL) to promote and sustain water supply delivery to Urban Poor.

F. Greater Accra Metropolitan Water and Sanitation Project (Sanitation Component)

The Sanitation Component of the GAMA project sought to improve access to basic sanitation within the GAMA. As at 2020, a total of 34,496 household toilet facilities were constructed to serve over 275,968 people in low-income communities representing 34,496 households in the GAMA of which most of the beneficiaries fall within the vulnerable and marginalized bracket. In

2021, additional 406 disability friendly, fit-for-purpose, gender sensitive institutional sanitation facilities for 260 beneficiary schools have been provided benefiting over 232,000 school pupils of low-income communities in the GAMA. Construction of a 4,000-household capacity simplified sewerage system in Ashaiman New Town and 900 household capacity simplified sewerage system to benefit households in Bankuman community of Tema Metropolitan Area have also been substantially completed.

19.3. Reforms:

The Ministry continued the following reforms during the period under review:

- Sector Information System (SIS) which sought to provide real time data to the water and sanitation sector since 2018.
- Automated Expanded Sanitation Inspection Compliance Form into Expanded Sanitary Inspection Compliance Application (ESICAPPS) since 2018. This reform sought to give an in-depth evidence of WASH data on all urban dwellers and promises to support WASH Planning and sustainable development
- Introduction of end-to-end Application service chain monitoring of septage emptying (ICESSPOOL) established since 2019 to track de-sludge vehicles from service points to final disposal sites and ensuring service providers comply with industry code of conduct
- Amendment of the Community Water and Sanitation Act 1998 (Article 564) since 2020 and sought to transform CSWA into a utility service organisation and to expand the scope of their services.

19.4. Sustainable Development Goals:

The SDGs that guided the operations of the Ministry is goal 4 and 6 which the specific attainment of the indicator of these goals are as follows:

Currently the performance of the sector on the various targets or indicators are as follows:

- Goal 4.3.1: Achieve universal and equitable access to safe and affordable drinking water for all: In year 2021, 85.8% of the population had access to at least basic drinking water services.
- Goal 4.3.2: Achieve access on 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: 23.7% of the population had access to at least basic sanitation services during the year.
- Goal 4.3.3: 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, as at the end of 2021, overall ambient (water quality index) is 57.8 (which is fairly good quality).

- Goal 4.3.4: 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
- Goal 4.3.5: Implement integrated water resources management at all levels, including through trans-boundary cooperation as appropriate: About 55% of the Integrated Water Resources Management (IWRM) was implemented across the country in year 2021.
- SDG Goal 6: Indicator 6: Ensure availability and sustainable management of water and sanitation for all. The indicator for measuring is proportion of investments in financing control structures, construction and technological improvements. The Ministry, in collaboration with the Ministry of Finance (MoF) will continue to solicit and identify alternative sources of funding to finance the construction of control structures.

19.5. Aftermath of COVID-19 (Impact on work process and performance)

To ensure that work was not interrupted, officers were provided with adequate logistics such as laptops, tablets, modems and portable mini-MiFi to work remotely.

Additionally, monitoring measures and strategies were put in place to track the performance of officers on a weekly and monthly basis. For example, timelines were set for delivery of targets and outputs. Although the Ministry effectively rolled out the flexible working schedule and adopted strategies such as virtual means of working through the use of Zoom, Microsoft teams, Skype and many others, the efficient performance of officers working at the workplace cannot be overemphasize as compared to working remotely. The variation in performance can be attributed to challenges such as unstable internet services, inadequate logistics and technological/virtual deficiencies.

However, as part of measures to curb the above challenges, adequate budgetary allocation has been made to provide more ICT logistics for officers and the organization of training workshops for officers to equip officers in the use of video conferencing applications such as Zoom and Microsoft Teams.

19.6. Financial performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	15,396,647.00	10,171,622.40	10,171,622.40	5,225,024.60
	Use of Goods & Services	20,808,920.00	13,528,038.65	13,528,038.65	7,280,881.35
	CAPEX	71,626,786.00	33,126,563.00	33,126,563.00	38,500,223.00
2	IGF	30,009,126.00	22,967,984.00	22,967,984.00	7,041,142.00
3	DEV'T PARTNERS e.g.,				
	DANIDA				
	JICA				
	World Bank				
	Others (DONOR)	423,091,631.00	279,209,080.00	218,209,080.00	143,882,551.00
	TOTAL	560,933,110.00	359,003,288.05	298,549,279.05	201,929,821.95

19.7. Challenges

Challenges encountered by the Ministry during the reporting period included:

a. COVID-19

The introduction of a flexible working hours due to the COVID-19 came with numerous challenges such as inadequate logistics and basic ICT equipment for working remotely. To address this challenge, adequate budgetary allocation has been made to provide more ICT logistics for officers and the organization of training workshops for officers to equip them on the use of video conferencing applications such as Zoom and Microsoft Teams.

b. Human Resources

Despite the numerous postings of officers by the Office of the Head of the Civil Service (OHCS) the Ministry is still challenge with adequate technical officers with the requisite knowledge on Water and Sanitation (WASH). Additionally, there exist the challenge of inadequate office space to accommodate the existing and newly posted officers.

To address the challenge of lack of office space, the Ministry is currently expanding its building to provide more offices for its staff as well as a conference room.

c. Cooperation and Collaboration

The absence of effective cooperation and collaboration with other state institutions working in the sanitation and water sector continue to be a drawback of the Ministry in making giant strides in the sector. To overcome these challenges, the Ministry has revived the monthly Sector Working Group meetings which brings together key actors in the sector to the same table to discuss water and sanitation issues.

d. Negative Attitude to Sanitation

Attitude to sanitation remains a major issue that continues to hamper the efforts of the sector. In most public spaces especially in the urban areas, people continue to dump refuse indiscriminately, leaving heaps of garbage and their resultant effects such as incidence of disease and flooding when these refuse choke waterways in some areas. To address this issue, the Ministry in collaboration with other key stakeholders such as UNICEF, is considering strategies that support the incorporation of WASH behavioural change trainings into institutional training curricula, as appropriate, at the relevant levels i.e., Educational Institutions and Health Institutions.

e. Limited Financial Resources

The issue of inadequate financial resources has been one major challenge, stemming from inadequate budgetary allocations and late releases to inadequate private sector support. There is therefore the need to create an enabling environment for the private sector to actively participate, support or invest in the sector.

19.8. Forward Look

In 2022, the Ministry and its Departments and Agencies will pursue the following projects:

- Wenchí, Keta, Sunyani, Damongo Tamale and Yendi Water Projects
- The Sekondi-Takoradi Water Supply Project
- Greater Accra Metropolitan Water and Sanitation Project (Water Component)
- Greater Accra Metropolitan Water and Sanitation Project (Sanitation Component)
- Establishment of a National Sanitation Authority
- STRABAG Water Supply Project also known as the Five Districts Water Supply Project Phase III
- Tarkwa Water Supply Project

- Fanteakwa- Bergoro Water Supply Project

20.0. MINISTRY OF THE INTERIOR

The Ministry exists to ensure internal security, stable and peaceful environment for sustainable national development through the initiation, formulation, monitoring and evaluation of policies, regulations and programmes relating to the protection of life and property; disaster prevention and mitigation; immigration, crime control, prevention and detection; safe custody, reformation and rehabilitation of prisoners.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Ambrose Dery, MP
- Deputy Minister - Hon. Naana Eyiah, MP
- Chief Director - Mrs. Adelaide Anno-Kumi

20.1. Agencies of the Ministry

Sub-vented Agencies

- Gaming Commission (GC)

Public Service Organizations

- 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)
- National; Identification Authority (NIA)

Public Service Boards

- Ghana Police Service Council
- Ghana Prisons Service Council
- Ghana National Fire Service Council
- Narcotics Control Commission's Board
- Ghana Immigration Service Council
- Ghana National Commission on Small Arms Board
- Ghana Refugee Board
- Ghana Auctioneers' Registration Board
- National Peace Council
- Ghana Gaming Commission Governing Board

20.2. Sector Achievements

A. Security Service Recruitments

The Ghana Police Service recruited Five Thousand (5,000) whiles the Ghana Prisons Service, Ghana National Fire Service, and the Ghana Immigration Service each recruited Two Thousand (2,000) personnel to ease the inadequate staffing issue in the Security Services. This initiative to a large extent helped reduce the level of unemployment in the country and increased the staffing levels of the security services to achieve their mandate.

B. Narcotic Control Commission Regulations

To give effect to the implementation of the Narcotics Control Commission Act 2020, (Act 1019) which was passed in 2020, the Ministry facilitated the development of the Narcotics Control Commission Regulations, 2021. The Regulations is before Parliament for consideration. The Regulations when passed would provide into details processes of addressing Narcotics issues, conditions of service of officers and any other issues pertaining to narcotics and psychotropic substances.

C. Securiport Border Control System

With the aim of addressing the defects with the current security systems at the Kotoka International Airport as well as other Airport and Land borders, the Ministry with help from the Ghana Immigration Service and the Ministry of Finance started work on the replacement of the current Personal Identification Security Comparison and Evaluation System (PISCES) and Security Border Management System (SBMS) with the Securiport Border Control System.

D. Community Service Bill

The introduction and consideration of the Community Service Bill in Ghana is aimed at addressing the issues associated with the incarceration of juveniles into the prison system for minor offences among others which the Criminals and other offenses (Procedure) Act, 1960 (Act 30) does not make enough room for alternative sentencing, particularly community service sentence which usually results in sentencing of minor offenders to incarceration or pre-trial detention.

In addressing the above and to receive the buy in of the general public, the Ministry conducted stakeholder engagement on “The Community Service Bill” following its initial submission to the Office of the Attorney-General for advice and is in the process of finalizing the bill for re-submission.

E. Streamlining of Private Security Organization

To improve service delivery, activities within the Ministry were streamlined. The Private Security Organization (PSO) activities were streamlined and officers trained and monitored for better performance. The media front was also monitored to identify and resolve clients’ concerns and complaints.

F. Procurement of Logistics for Security Agencies

The Ministry facilitated the procurement of critical logistics such as firefighting equipment for the Ghana National Fire Service, uniforms and accessories, vehicles and motor bikes for all the security services. The Ghana Immigration Service also procured some weapons to enhance their operations and medicals and equipment for their clinic.

20.3. Reforms

As part of the digitisation drive of the government, the Ministry in 2021, designed the Dual Citizenship Management Information System (DCMIS) to move the process from a manual to an electronic system. This will result in easy accessibility and retrieval of information on clients. The main challenge was financial constraints. The mitigating strategy was to include all financial expenses into the budget.

20.4. Sustainable Development Goals (SDGS)

SDG Goal 13 related issues (including COVID-19), featured prominently on the activities of the Ministry. The indicator for this was the production and dissemination of disaster management plans and standard operating procedures. The challenge involved the incidence of natural disasters. The mitigating strategies adopted was the establishment of disaster early warning, modelling and prediction mechanisms, and priority 1, 2 and 4 of the Sendai Framework Disaster Risk Reduction (DRR).

Also, Goal 16 of the SDG aligned with the Ministry's mandate. The indicator for this was the number of officers deployed for frontline duties. The challenge highlighted was inadequate personnel. The mitigating strategy put in place involved increasing the proportion of security personnel on frontline duties.

20.5. AFTERMATH OF COVID-19

The Ministry implemented the shift system for its staff during the period under review by way of making sure there were at least two (2) or three (3) staff presence in each Directorate/Unit each day.

All staff took a mandatory COVID-19 test after three officers tested positive for COVID-19 and were isolated for treatment. The Ministry was fumigated and all COVID-19 protocols strictly adhered to by both staff and clients. Information on COVID-19 and related health materials were shared and enforced.

Meeting and training of staff were held via the virtual applications; Zoom and Microsoft Office Teams.

20.6. Financial Performance

DSOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	3,290,801,702.28	3,188,868,001.96	3,188,868,001.96	101,933,700.32
	Use of Goods & Services	47,551,035.00	15,802,649.32	15,802,649.32	31,748,385.68
	CAPEX	35,220,000.00	13,436,280.37	13,436,280.37	21,783,719.63
2	IGF	37,308,836.00	53,827,782.92	53,827,782.92	-16,518,946.92
	TOTAL	3,410,881,573.28	3,271,934,714.57	3,271,934,714.57	138,946,858.71

20.7. CHALLENGES

The fundamental challenges that hindered the performance of the sector Ministry and its Agencies during the year under review were:

- Inadequate office and residential accommodation, which remains a major challenge to the Ministry and affecting the staffing requirement.
- Inadequate operational vehicles to successfully carry out the mandate of Ministry and its Agencies.
- Non-retention of part of Internally Generated Fund (IGF) for the Ministry and some of its Agencies.
- Inadequate water hydrants and non-existence of Fire Stations newly developed communities, have hampered operations of the Ghana National Fire Service (GNFS).
- Accumulated arrears in prisoners' ration at Ghana Prisons Service with increased risk of suspension of credit supplies and legal action.
- Absence of Informant and Intelligence Gathering System for action to be taken on Illicit Arms has made the work of the National Commission on Small Arms and Light Weapons (NCSALW) very difficult.
- Inadequate budgetary allocation, late/non releases of funds to some extent slowed down and halted the performance of some programmes and projects of the Sector Ministry and also resulted in the accumulation of arrears to suppliers.

20.8. FORWARD LOOK

The Ministry and its Agencies expects that, adequate funds will be provided and released on timely basis to implement the following key priorities and critical projects:

- Acquisition of land for the Ministry's ultra-modern office complex
- Completion of Border Patrol Residential Accommodation at Elubo for GIS
- Construction of 2number, 4 Storey, 24 Unit, 1Bedroom residential accommodation at Aflao for GIS
- Construction of Camp Prisons at Nsawam, Pomposo and Damongo for the Ghana Prisons Service
- Construction of Administration Block.2No. Dormitory Block, Isolation cell, Reception
- Multipurpose Hall for the Ghana Prisons Service
- Coordinate the laying of the requisite Legislative Instruments (LI) before Parliament for the operations of the Narcotics Control Commission
- Facilitate the procurement of Firefighting Equipment, Accessories and Utility Vehicles to enhance operational efficiency for the Ghana National Fire Service.

21.0. MINISTRY OF TOURISM, ARTS AND CULTURE

The Ministry of Tourism, Arts and Culture (MOTAC) exists to provide a firm, stable policy environment for effective mainstreaming of Ghanaian arts and culture into all aspects of national life, facilitate the interface between Government, implementing bodies in Tourism, Culture, and the Creative industries as well as international civil society partners.

The Ministry was headed politically and bureaucratic by the following;

- Minister Hon. Ibrahim Mohammed Awal (Dr.)
- Deputy Minister Hon. Mark Okraku Mantey
- Chief Director Mr. John Yao Agbeko

21.1. List of Agencies and Department

The Ministry has the following agencies;

Ghana Tourism Authority (GTA)
 Hotel, Catering and Tourism Training Centre (HOTCATT)
 Ghana Tourist Development Company (GTDC)
 National Commission on Culture (NCC)
 Bureau of Ghana Languages (BGL)
 Ghana Museums and Monuments Board (GMMB)
 National Theatre of Ghana
 Kwame Nkrumah Memorial Park
 W.E.B Du Bios Memorial Centre
 National Folklore Board (NFB)
 Pan-African Writers Association (PAWA)
 Creative Arts Agency (CAA)

21.2. Sector Achievements

A. Increase tourism contribution to the Gross Domestic Product (GDP)

As a result of the covid-19 pandemic, inbound tourism recorded its lowest level of contribution to the economy of Ghana in 2020 with an amount of \$387.1M (-88.3%). However International arrivals had increased at the last quarter of October from 200,000 to 412,000 representing a 37 percent increase. Therefore, as part of efforts to increase tourism receipts through increased arrivals at tourist sites, the Ministry of Tourism, Arts and Culture launched the Domestic Tourism Campaign dubbed #EXPERIENCEGHANA, #SHAREGHANA. The campaign is designed to accelerate the pace of tourism recovery through a renewed focus on domestic and regional markets. It will create awareness, boost domestic tourism expenditure and revive the culture of travel among Ghanaians and persons in the sub-region. As part of the campaign a customized double-decker

tourist coach branded Auntie Deede and a Mummy Truck branded Bone Shaker were commissioned to undertake city tours within Accra as part of the domestic tourism agenda.

B. National Film Authority- Development of Film Hub

As of 2020 the Ministry in collaboration with the National Film Authority (NFA) inaugurated the Film Classification Committee (FCC) to benchmark film categorization, classification, standardization and preview of content intended for viewership.

In this regard, the Ministry through the government of the Republic of Ghana launched the Presidential Film Pitch Series. The Presidential Film Pitch Series is a film activation program in Ghana aimed at creating the platform for Ghanaian film makers with projects within the Ghanaian film ecosystem to engage investors, broadcasters, distributors, sponsors and platforms around the world for potential collaborations, sponsorship, investments, sales and advertising opportunities. 100 projects in the form of documentaries feature films, short films series games film infrastructure etc were received by the National Film Authority (NFA) last year from Ghanaian Film Entrepreneurs out of which 25 have been shortlisted. The goal is for each shortlisted project to close a deal that will bring it to fruition. The National film Authority is inviting investors, broadcasters and distributors to take advantage of these opportunities in the film market space.

The Ministry also undertook steps towards the construction of the National Film Village with a 700 acreage of land donated by Kunsu chief and 300 acres donated by Sekyere chief for the said construction.

C. Beyond the Return, Ghana 2020-2030 Impacts Tourism

Following the launching of the 7 Pillars foundation christen as “Beyond the year of return,” in 2020, President Nana Addo Dankwa Akufo-Addo officially swore in the Steering Committee for the ‘Beyond the Return’ initiative. ‘Beyond the Return’ is a 10-year campaign with the theme, ‘A decade of African Renaissance’. It is the follow-up to the successful ‘Year of Return’ campaign in 2019. Beyond the Return’ is built on the foundation of seven pillars which are a response to the feedback received from the diaspora and Ghanaians during the ‘Year of Return’. The appointment of the steering committee would serve with the commitment to meeting the goals of all the seven pillars which are, Experience Ghana, Celebrate Ghana, Give Back Ghana, Brand Ghana, Diaspora Pathways to Ghana, Promote Pan African Heritage and innovation and invest in Ghana. This is against the background that despite the COVID -19 pandemic, the diaspora community continues to express its commitment to return to Ghana and Africa at large and Ghana by extension has opened its arms in welcoming the diasporas to be an integral part of Ghana's Culture.

D. Building capacity of hospitality and tourism personnel and allied institutions

Forty-seven student trainees enrolled were trained in the various programs offered at HOTCATT, creating a pool of qualified hospitality and tourism personnel at the lower, middle and supervisory levels, ready to enter the job market. The skills they acquired would impact guests' satisfaction,

the safety of both guests and employees towards transforming Ghana into a competitive tourism destination. The breakdown of the programmes and the students are as follows:

- Kitchen Skills (thirteen)
- Front Office Skills (eleven)
- House Keeping Skills (three)
- Restaurant Management (two)
- Food and Beverage Skills (Six)
- Tour Guiding Skills (ten)
- Banqueting, Conference and Event Management (two)

Besides, a three days' capacity training workshop for twenty-three (23) staff of Cocoa Research Institute of Ghana at Tafo in Excellent Customer Service Delivery and Food and Beverage Services was also organized. The training assisted the employees in learning new concepts, refreshing their skills, improving their attitude and boost productivity towards achieving their organizational goal.

E. National Tourism Destination Single Window Project (NTDSW)

The Ministry has also launched the National Tourism Destination Single Window Project (NTDSW) project. It is a consolidated portal, which has relevant information to the industry, for visitors and tourists about Ghana, such as business, tourism, service providers, geo-location, social media mapping among others.

The Single Window Project (NTDSWP) is aimed at tackling the following challenges in the tourism industry; low level of professionalism, insufficient funding/Underfunding, poor/undeveloped product and lack of visibility. The Project has been introduced as part of efforts to significantly improve revenue and to put Ghana on the map as a one-stop tourism destination domestically and internationally.

The project is targeted at promoting destinations, providing real-time data, enhancing service quality and broadening the scope and depth of the collection of the tourism levy.

F. Diversification of Tourism Products

The Ministry of Tourism, Arts and Culture under component III of the project, the site upgrade grant scheme has continued the process towards upgrading some selected tourism sites. Preparatory works are being finalized on the following site whiles some sites were duly completed and in operation:

- Kwame Nkrumah Mausoleum
- Mole National Park
- Shai Resort
- Kintampo Waterfalls iconic Site Phase 1
- Slave Heritage Museum

- Bonwire
- Axim (Fort St. Antonio)
- Slave Routes Project

Completed projects include:

- Akwamufie Museum
- Construction of Benin (Nzulezu Receptive Facility)
- Construction of Receptive Facility at Ankasa Game Reserve
- Renovation of Gwollu Receptive Facility
- Construction of Gushegu Smock Village

21.3. Reforms

Reforms undertaken by the Ministry in the year under review included:

- **The development of the visit Ghana App**

The official launch of the App was held at the University of Ghana Business School. Training of Regional Liaison Officers to help Operators sign up on the App during the period under review. The reform is expected to market and promote Tourism Businesses in Ghana

The key challenge towards its implementation has been the poor compliance on the part of Operators to sign up with all the needed details and the low publicity coverage for its implementation nationwide. Plans are underway to embark on a regional tour to educate and help Operators sign up on the App and to advertise the App on Traditional Media, Billboards, etc. as a mitigative measure.

- **Automated License Regime**

This initiative will facilitate the registration and licensing process and reduce the turnaround time for its issuance of Tourism License. Regional Directors and Inspectors across the Regions in the country were trained on the use of the platform, facilities data were cleaned up and sorted and uploaded onto the platform.

21.4. Sustainable Development Goals

The Ministry implemented the following SDGs in 2021

In line with Goal 4(4) to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all particularly on global citizenship education and education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment,

The Ministry highlighted the following as Status of Implementation

- The Ghana Tourism Society constituted tourism school clubs in various schools and educational institutions and also engage thousands of Ghana youths.
- An annual youth forum meant to bring the youth folk together as they showcase talents and productive skills of varied nature have been put in place. Through the colourful exhibition of fine traditional creative arts cultural music and dance, African poetry and drama, the youth in tourism festival or acronyms, YOTOFEST will officially advertise indigenous Ghanaian cultural heritage and tourism potential to the international community
- The CNC embarked on the formation of literary clubs in the Senior High Schools in the Ahafo Region.

Some challenges of its implementation were the lack of resources to organize youth Clubs, Lack of interest in the youth to participate in Tourism-related activities. As part of its mitigative strategies, the Ghana Tourism Authority will ensure the provision of resources for the fund to organize tourism clubs in schools.

In line with Goal 8(8) on the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, the Ministry operated specifically in line with indicator 8 on Tourism direct GDP as a proportion of total GDP and in growth rate and the proportion of jobs in sustainable tourism industries out of total tourism jobs The Ministry highlighted the following as Status of Implementation

- It continued its efforts to support the private sector in the tourism sector through its Enterprise Support and Tourism Sites and Destination Development Programmes of the Ghana Tourism Development Project (GTDP) following the approval of a credit facility from the International Development Association (IDA) of the World Bank Group. The initiative is aimed at providing Small and Medium Enterprises (SMEs) operating in the sector opportunities to improve their business
- A Memorandum of Understanding (MOU) was signed between the Ministry of Tourism Arts and Culture and the Eagles Group of Hotels to develop a training school in Takoradi to reduce the skills gaps and improve service standards. This is against the backdrop of the lack of quality service standards in the tourism industry
- Under component III of the project, the site upgrade grant scheme has continued the process towards upgrading some selected tourism sites. Preparatory works are being finalized on the following tourism sites Kwame Nkrumah Mausoleum, Mole National Park, Shai Resort, Kintampo Waterfalls iconic Site Phase 1, Slave Heritage Museum, Bonwire, Axim (Fort St. Antonio) and the Slave Routes Project. Some completed projects also included the Akwamufie Museum, Construction of Benin (Nzulezu Receptive Facility), construction of Receptive Facility at Ankasa Game Reserve, renovation of Gwollu Receptive Facility construction of Gushegu Smock Village amongst others.
- In line with Goal 12 of ensuring sustainable consumption and production pattern specifically on the number of sustainable tourism strategies or policies and implemented

action plans with agreed monitoring and evaluation tools the Ministry embarked on the following conducted baseline Monitoring and Evaluation(M&E) Survey and collaborated with the National Employment and Labour Relations has put together a National Green Jobs Strategy Implementation Plan 2021-2025. The purpose of the strategy and its sub-projects is to create an enabling environment, ensure effective policy coordination and promote the creation of decent green jobs.

The main challenge was the inadequate logistics to monitor the development and Low enforcement of regulations and standards. As part of the mitigating strategy to address the challenges the Ministry will ensure tourism planning in District plans to promote tourism, culture and creative Arts products development and develop sustainable eco-tourism, culture and historical sites. It also plans on eradicating emerging threats to tourism particularly sex tourism.

21.5. Aftermath Of Covid-19

As per the directives from the Head of Civil Service, staff was divided into two in each directorate to run a shift system. Also, some staff was asked to work from their homes via emails, phones, etc and another meeting was held on zoom cloud due to the observation of the social distancing protocols.

One of the best approaches that were adopted was the virtual approach to work, meetings, conferences and seminars. The management of the pandemic instilled some confidence and reassurance for staff to discharge their responsibilities with ease devoid of anxiety. It also offered staff the opportunity to observe some rest from heavy schedules.

One will say that; the virtual approach was a successful one. Even though people had to work from home, they were able to send their work through emails and also meetings were able to hold via zoom and other platforms. The fact that people had to work remotely also was a good approach to prevent and fight the spread across the office.

Even though work was ongoing during the flexible working hours, there were some challenges the ministry faced during that period. Some staff complained of unavailability of the internet in their home and that made it difficult to send and receive emails. It also made it impossible for them to join meetings via zoom. Some staff complained of inadequate computers and accessories to work from home.

The initiative was successful as the virtual approach to work has been institutionalized and works perfectly. Once challenges on internet connectivity is properly or adequately resolved, it will lead to a shift in remote work in the Civil Service.

21.6. Financial Performance

EXPENSE ITEM	2021 APPROVED BUDGET (A)	2021 REVISED BUDGET (B)	RELEASES 30TH SEP,2021 C	ACTUALS AS AT 30TH SEP,2021 (D)	VARIANCE (B-D)
GOG	56,436,576.00	56,436,576.00	42,327,432.00	40,685,549.00	15,751,027.00
IGF	961,838.00	961,838.00	850,000.00	829,473.00	132,365.00
Sub- Total	57,398,414.00	57,398,414.00	43,177,432.00	41,515,022.00	15,883,392.00
GOG	9,638,774.00	9,638,774.00	7,503,498.41	7,503,498.41	2,135,275.59
IGF	6,730,689.00	6,730,689.00	3,801,786.25	3,636,630.32	3,094,058.68
DP	4,824,757.00	4,824,757.00	8,712,395.27	8,712,395.27	-3,887,638.27
OTHERS (Ghana Cares)	100,000,000.00	100,000,000.00	20,000,000.00	12,500,000.00	87,500,000.00
Sub- Total	21,194,220.00	21,194,220.00	20,017,679.93	19,852,524.00	5,934,639.05
GOG					
IGF	2,669,513.00	2,669,513.00	911,536.00	824,556.00	1,844,957.00
DP	17,499,027.00	17,499,027.00	6,051,059.51	6,051,059.51	11,447,967.49
OTHERS					
Sub-Total	20,168,540.00	20,168,540.00	6,962,595.51	6,875,615.51	13,292,924.49
GRAND TOTAL	98,761,174.00	98,761,174.00	70,157,707.44	68,243,161.51	30,518,012.49

21.7. Challenges

The Challenges encountered by the Ministry during the period under review are;

a. Delay payment of Goods and Services, inadequate allocations of Goods and Services and Capital Expenditure (Capex) by the Ministry of Finance (MOFA)

Strategies put in place to avoid this in the coming year are to improve IGF to supplement the GOG and also to petition MOFA to increase our GOG allocations.

b. Inadequate of vehicles to undertake monitor and evaluate tourist attractions sites, programs and projects.

This issue has led to the slow progress of programs and projects within the Region and Districts since monitoring is not done frequently. The measure put in place is to purchase additional vehicles to support the Monitoring and Evaluation department with the help of the World Bank Project.

c. Inability to undertake critical Capacity building, motivation and training programs for the staff.

The Ministry is willing to collaborate more with the Office of the Head of the Civil Service (OHCS) and Public-Private Partnership for professional courses and training for staff members to acquire the requisite skills and personal knowledge to deliver their work output effectively and efficiently. Providing mentorship programs to help mentees gain confidence and build professional networks. The ministry to practice institutional development by aligning capacity-building programmes with organizational and culture and detailed monitoring and evaluation of work progress.

d. Completion of Phase II of BGL Renovation Works to Address Drainage Problems

The Phase II renovation work would involve the construction of two manholes for the toilets in the facility. the construction of a gutter to carry away the water that sweeps through the premise after every downpour. Again, it would construction of elevated platforms to stop water from entering the offices after every downpour.

e. Staffing The Bureau with Critical Staff with Ghanaian Language Background

Most of the language professionals have retired from active service without replacement of same. A situation which has affected the language sections of the Bureau with an average of one language professional manning a section, whilst in fact, a minimum of 3 professionals should have manned a language section.

21.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 outlined are;

- Development of the Greenwich Meridian/Centre of the world into a state-of-the-art tourist site with recreational and amusement facilities and proper design and landscaping.
- Nation-wide transformation of two tourist sites into iconic tourism attractions
Enhancement of Domestic and Regional tourism to increase arrivals to Ghana by 250,000 tourists
- Building the Capacity of staff in a "Back to Work" programme and collation of the sector HR data.
- Organizing the United Nations World Tourism Organisation (UNWTO) Day.

- Planning and organizing special events such as Paragliding, PANAFEST / Emancipation Day celebrations in collaboration with its Agencies.
- Promote the "See Ghana, Eat Ghana, Wear Ghana, Feel Ghana" campaign
- Renovation of the regional centres of national culture.
- Improvement of feeder roads to the tourist attractions to encourage more visits to attraction sites both domestically and internationally.
- Informal Tourism Plants.
- Tourism Quality Assurance Programme
- Organizations of Physical Literary Conferences, Seminars and Workshops in different parts of the African continent.
- Establishment of PAWA's Publishing Corporation and PAWA Congress to elect leaders. Organize the 4th Edition of Sanegbaa in respect of the International Mother Tongue Day (IMLD) & Translation of Public Education Materials on Covid-19 into Ghanaian and Cross Border Languages.
- Inauguration of Two PAWA's Writers Residency one each in a Francophone Country and another in an Anglophone Country.
- Establishment of PAWA's Regional offices in the 5 African Subregions of North, East, West, Central and South.
- Major International Conference for Writers of African Descendants
- Intensify marketing and sale of BGL Publications & Develop BGL Website content to sell Ghanaian language publications online
- Organize conferences, meetings and workshops on the development of Ghanaian Languages in respect of the UNESCO International Decade of Indigenous Languages (IDIL) 2022-2032
- Organize the 4th Edition of the Ghana Reading Festival Writers
- Translate and voice-over Covid-19 Presidential Addresses /Updates into Ghanaian Languages

22.0. MINISTRY OF TRADE AND INDUSTRY

The Ministry of Trade and Industry (MOTI) is the primary Government agency with the overall mandate for formulating, developing, implementing, monitoring and evaluating trade, industry and private sector enterprise policies in Ghana. This is being discharged within the context of the overall Government economic development plan set out in the 2017-2024 Coordinated Programme of Economic and Social Development Policies.

The Ministry was headed politically and bureaucratically by the following:

Minister	-	Hon. Alan Kwadwo Kyeremanten
Deputy Minister (s)	-	Hon. Michael Okyere Baafi
	-	Hon. Herbert Krapa
	-	Hon. Dokua Asiamah-Adjei
Ag. Chief Director	-	Patrick Yaw Nimo

22.1. Agencies under the Ministry:**i. Sub-Vented Agencies**

- Ghana Export Promotion Authority (GEPA)
- Ghana Standards Authority (GSA),
- Ghana National Procurement Agency Limited (GNPA)

ii. Public Boards and Authorities

- National Board for Small Scale Industries (NBSSI)
- Ghana Free Zones Authority (GFZA)
- Ghana International Trade Commission (GITC)
- Central Region Development Commission (CEDECOM)
- Gratis Foundation of Ghana

iii. State Owned Enterprises

- Ghana Trade Fair Company Limited (GTFC),
- Ghana Heavy Equipment Limited (GHEL),
- GIHOC Distilleries Company Limited
- Volta Star Textiles Limited
- Northern Star Tomato Company Limited.

22.2. Sector Achievements:**A. One District One Factory Initiative**

The total targeted projects for the Ministry as at 2020 were 232 projects while that for 2021 was 308. Since the beginning of the Programme in 2017 to date, a total of 278 1D1F projects

are at various stages of implementation. Out of the total number, 106 companies are currently in operation, 148 are under construction and 24 are pipeline projects. The companies that are currently operational have created a total of 156,782 direct and indirect jobs, 17,451 of which were created in 2021. It is expected that the completion of 1D1F projects currently under construction and the pipeline projects will create an additional 131,817 direct and indirect jobs.

B. Strategic Anchor Industries Initiative

The Strategic Anchor Industries Initiative is 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 is designed to attract investment into new strategic industries necessary for the structural transformation of the economy from an agrarian economy to an industrialized economy. The key strategic industries under the initiative are the automobile and pharmaceutical manufacturing and the garment and textiles industry: Highlights of some of the milestones of these industries just to mention but a few are as below:

- 401 Sinotruck vehicles including *Tipper Truck, Oil Tanker Truck, Trailer Heads, Water Tanker Truck, CIMC Flatbed and Wheel Loader* have been assembled as at August 2021
- 103 **Kantanka** vehicles made up of *Nkunimdie SUV, Omama Pickup, Onantefo 4x4, Pickup/SUV, Otumfuo SUV and K71 Small SUV* have been assembled to date
- Toyota Tsusho Manufacturing Company was commissioned in June 2021 to assemble Toyota and Suzuki brands of vehicles under the Ghana Automotive Development Programme
- One (1) large scale state-of-the art WHO GMP Certified manufacturing plant near completion
- 111 Garment Companies supported under the PPE Production component of the Ministry's Garments and Textiles Development Initiative produced 23 million nose masks for the Ministry of Education

C. Industrial Parks and Special Economic Zones Development

Industrial Parks and Special Economic Zones (SEZs) are a key pillar of Government's Industrialization Agenda to improve access to land, utilities and business support services for the private sector. Under the Ghana Economic Transformation Project, the Ministry of Trade and Industry initiated the process of developing a policy framework, regulatory mechanism and institutional structure to support the establishment of Industrial Parks and Special Economic Zones in the country during the period under review. Additionally, surveys on industrial cities and lands were near completion or completed during the period.

Also, during the period, the Ghana Free Zones Authority (GFZA) continued with the implementation of the free zones programme, aimed at promoting economic development

and providing regulations for free zones and related purposes. The Special incentives under the Free Zones Act resulted in the generation of a total export revenue of **US\$424,605,405.59** as at August 2021. Furthermore, the Capital investments by Free Zone enterprises amounted to **US\$75,394,149.00 with the creation of 30,189 jobs.**

D. African Continental Free Trade Area

Trading under the African Continental Free Trade Agreement (AfCFTA) commenced on the 1st of January 2021, and Ghana was the first country in Africa to export under AfCFTA. A comprehensive National Policy and Action Plan for harnessing the benefits of AfCFTA was developed and implemented. It included an Enterprise Support Programme aimed at assisting medium-to-large scale companies in Ghana to export to the AfCFTA Market. The facilitation Programme for Companies Exporting under AfCFTA was launched (Market Expansion Programme) in March, 2021.

The implementation of the programme is being coordinated by the newly established National AfCFTA Coordination Office and the Ghana Export Promotion Authority (GEPA). 180 companies were identified to receive support to export to markets under the AfCFTA and other Preferential Trade Agreements, particularly the Interim Economic Partnership Agreement (iEPA) between EU and Ghana, and the Interim Trade Partnership Agreement (iTPA) between UK and Ghana. The implementation of both the EU-Ghana iEPA and the UK-Ghana iTPA commenced in July and October 2021 respectively.

E. Training of Graduate Apprentices and Provision of Start-up kits

Under the micro, small and medium enterprises development programme, the Ministry trained **1,230** existing GEA A2E graduate apprentices comprising 1,011 females and 219 males in entrepreneurship (Start Your Business) workshops. Out of this number, 920 were given start-up kits to start their businesses. Start-up kits provided were under vocations or trade areas such as auto electronics, baking and confectionery, dressmaking, barbering, hairdressing, leatherworks, and welding. This enhanced the skills of these apprentices and helped bridge the unemployment gap in the country.

22.3. Reforms

Business Regulatory Reforms (BRR) programme which has been in existence for the past 3 years saw the development of an interactive web-based Consultations Portal to facilitate centralized consultation between government institutions and the private sector on policies and regulations. This initiative improved the consultations between the Ministry and clients in the light of the COVID-19 pandemic.

The challenge encountered was that most often have their own activity plan which does not always fall into the planned activities of the Business Regulatory Reform (BRR) Programme. As such, it is feared that RIs may not be fully committed to implementing the BRR programme. A mitigative strategy the Ministry recommends, is the need to establish a higher authority (Steering Committee)

that will have the mandate to enforce Ministries to fully implement the programme and the development of a sustainability plan geared towards securing legal backing for the BRR.

22.4. Sustainable Development Goals (SDGs)

In line with goal 9, the Ministry during the period under review ensured that Industries were fairly distributed across the country through the implementation of the One District One Factory initiative. The target for year 2021 was 308 and till date a total of 278 1D1F projects at various stages of implementation had been implemented by the Ministry. The programs major challenge was the unavailability of Business promoters in some Districts, as a mitigative measure, the Ministry in collaboration with Government plans to mobilize resources for the establishment of factories in these Districts.

22.5. Aftermath of COVID-19

In its bid to weather the COVID-19 storm, the Ministry continued unabated to implement the Business Continuity Plan to ensure that it was on course to deliver on its mandate for the 2021 fiscal year. The implementation of the Business Continuity Plan with support from government was to curb the spread of the virus. It was premised on the Public Service Commission Human Resource Manual, section 9.3.5 which states that notwithstanding the provisions in 9.3.4, it may be operationally advantageous to implement work schedules for public servants that differ from those specified above. Any special arrangement maybe at the request of either the head of the organization or public servants and must be mutually agreed.

As part of the development of the Business Continuity Plan, the Ministry for a second year running 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 under-listed were the strategies implemented by the Ministry to mitigate the pandemic:

i. Reduction in Meetings and observance of social distancing protocols

In 2021, in view of the discovery of new variants of the virus notably that of Delta and Omicron, the Ministry resorted to the holding of solely meetings adjudged as part of the critical areas. They were organized in an environment that ensured the observance of social distancing protocols.

ii. Virtual Platforms

Management meetings took place on virtual platforms. Teams were also encouraged to hold virtual meetings. Data and other relevant equipment were provided to staff to aid in their work.

iii. Workplace Contingency Schedule

Teams developed two (2) groups/streams of staff. These teams worked for two weeks at home. The team leaders prepared staff contingency schedules and ensured their enforcement.

iv. No Visitors

The Ministry tried as much as possible to minimize personal visits while encouraging the use of virtual official communication.

v. Symptom Alert System

Staff with symptoms were mandated to immediately report to the Director HR or Director Administration. The list of phone numbers of all staff was updated to include members of staff from the erstwhile Ministry of Business Development (MOBD) of which the intent was to aid in contact tracing when necessary.

vi. Isolation Room

The Web Based Gallery has been designated as an Isolation room for the Ministry.

The Ministry's implementation of the Business Continuity Plan can be termed as a success, albeit with the tacit support of the political and administrative heads of the Ministry. The most challenging aspect of implementation had to do with engaging the various business associations on the policies the Ministry was implementing.

22.6. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D=(A-B)
Compensation of Employees	64,605,110.00	63,880,893.77	63,880,893.77	724,216.23
Use of Goods & Services	110,164,276.00	41,400,759.99	41,400,759.99	68,763,516.01
CAPEX	99,550,800.00	80,570,249.67	32,086,762.07	67,464,037.93
IGF				
Compensation of Employees	10,082,148.00	15,152,848.45	15,152,848.45	- 5,070,700.45
Use of Goods & Services	68,822,053.00	65,269,579.04	65,269,579.04	3,552,473.96
CAPEX	41,056,106.00	30,336,825.74	4,422,099.71	36,634,006.29
DEV'T PARTNERS				
Compensation of Employees	-	-	-	-
Use of Goods & Services	27,028,000.00	27,000,000.00	26,084,906.64	943,093.36
CAPEX	108,209,503.00	82,450,000.00	62,977,578.60	45,231,924.40
TOTAL	529,517,996.00	406,061,156.66	311,275,428.27	218,242,567.73

22.7. Challenges

- **Appropriation for Capital Expenditure (Capex)**

The Ministry and its implementing agencies were not allocated adequate capital expenditure for the fiscal year. 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 are in need of renovation /facelifts.

The Ministry will continue to engage with the Ministry of Finance to bridge the severe CAPEX funding gap of the Ministry and its Agencies.

- **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.

The Ministry has set up an Industrial Data Committee involving various stakeholders (both public and private) to develop an appropriate mechanism for collecting data in a more sustainable manner.

- **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.

The Ministry will continue to collaborate with the Office of the Head of Civil Service (OHCS) to ensure the recruitment of staff with the requisite expertise to support the Ministry in the delivery and coordination of high priority policy initiatives.

- **Inadequate Financing for Trade and Industrial Development Programmes**

Industrial development is capital intensive and requires long term steady financing to make industries competitive and to harness the benefits of the AfCFTA and other preferential trade agreements. However, most local financial intermediaries do not have products designed to suit industrial development. Government therefore, is required, at this level of our industrial development to provide incentives in respect of interest subsidies, exemptions, access to well-developed land, regulatory reliefs, provision of business development services, support to technology and innovation and market access facilitation.

However, there is inadequate funding for the implementation of these trade and industrial support mechanisms which are necessary for the achievement of government's Industrial Transformation Agenda. Some of the mitigating strategies are the provision of dedicated financing, to expand government support under the interest subsidy scheme for the establishment of new industries and support distressed but economically and commercially viable industries, support business promoters in deprived districts among others.

22.8. Forward Look

The Ministry envisages the following programs in year 2022:

- **One District One Factory Initiative**

The Target for 2022 is 45 new 1D1F Projects to commence implementation in 2022. This will bring the cumulative total of 1D1F projects at various stages of implementation to **323** by the end of 2022. Key activities to be undertaken include:

- Provide Interest Subsidy to 29 out of the 45 new 1D1F projects
- Provide Interest Subsidy to 66 existing 1D1F Companies
- Provide seed financing to establish 16 1D1F companies in 16 districts without active business promoters
- Provide working capital financing to operationalize 58 Enable Youth 1D1F companies Provide Working Capital financing to operationalize 5 CUF 1D1F companies
- Organise 2022 National 1D1F Forum and Exhibition (Accra and Kumasi)
- Provide Technical Support to 1D1F Initiative
- Undertake Monitoring and Evaluation, Communication and Visibility activities

- **Strategic Anchor Industries**

The Ministry in 2022 will continue to implement the Ghana Automotive Development Policy to continue efforts aimed at establishing a robust automotive manufacturing/assembling in Ghana. government will facilitate the establishment and commencement of commercial production of four (4) new assembly plants, namely Nissan, Kia, Hyundai and Renault.

Pharmaceuticals Manufacturing is a key component of the Industrial Transformation Agenda of government. In 2022, efforts will be channelled towards attracting new investments in the production of pharmaceutical products targeting especially the AfCFTA.

- **Special Economic Zones and Industrial Parks**

The investor community will be supported to access readily available industrial lands for industrial and economic activities across the country. Additionally, government will support the development of the 5,000-Acre Greater Kumasi Industrial Park and Special Economic Zone. The specific activities to be undertaken under this initiative include:

- Undertake Proprietary Studies and Survey to establish crop compensation for land owner.
- Strengthen the capacity and legal framework of the Ghana Free Zones Authority (GFZA).

- Draft a National Policy and Regulatory Framework on Industrial Parks and Special Economic Zones in line with Ghana's Industrial Transformation Agenda and international best practice.
- **SME Development**

The target for 2022 is to expand access of business development services to SMEs at the District level. This is aimed at helping SMEs to improve the managerial and technical competencies and position them to play a critical role in harnessing the benefits of AfCFTA.

The Ministry will strengthen the capacities of **67** Business Resource Centres (BRCs) and 31 Technology Solution Centres (TSCs) to support industries in the districts.

- **Implementation of the African Free Trade Area (AfCFTA) Agreement**

In 2022, support interventions will be implemented to empower the private sector to harness the benefits of the AfCFTA. Additionally, seed funding will be provided to capitalize GNPA Limited as the first Export Trade House to promote and distribute Made in Ghana products to the AfCFTA market. Preparatory and coordination activities will be conducted towards the organization of the 2023 Intra-Africa Trade Fair (IATF 2023) in Ghana.

- **Business Regulatory Reforms (BRR) programme**

The Ministry will continue to implement the BRR programme with the aim of improving the business and investment climate in the country. Consequently, partner institutions will be supported to undertake reform initiative to improve on the service delivery processes.

23.0. MINISTRY OF TRANSPORT

The Ministry of Transport has been realigned with the merger of the then Ministry of Aviation and is now responsible for maritime, inland water transport, aviation and road transport services. It exists to provide 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. It is supported by fourteen (14) Agencies that implement government's policies, programmes and projects.

The political and bureaucratic leadership of the Ministry were as follows:

- Minister - Hon. Kwaku Ofori Asiamah
- Deputy Ministers - Hon. Alhassan Suleman Tampuli
Hon Federick Obeng Adom
- Ag. Chief Director - Mrs. Mabel Sagoe

23.1. Agencies of the Ministry

The Agencies of the Ministry are as follows:

Sub-vented Agencies

- National Road Safety Authority
- Government Technical Training Centre

Public Service Organisations

- Regional Maritime University

Public Boards and Corporations

- Ghana Civil Aviation Authority
- Ghana Airports Company Limited
- Metro Mass Transit Company
- Intercity STC Coaches Limited
- Volta Lake Transport Company Limited
- Ghana Maritime Authority
- Ghana Shippers Authority
- Tema Shipyard Authority
- Drivers and Vehicle Licensing Authority

23.2. Sector Achievements

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

Expansion works on both the Kumasi and Tamale Airports were initiated in 2018 as part of efforts to upgrade and enhance aviation infrastructure and services in the country. The Kumasi Airport phase II scope of works involves the extension of the runway from the current 1,981 metres to 2,300 metres and the construction of a new terminal building with the capacity to handle 1 million (1,000,000) passengers per year. The Phase III also comprises, the expansion of the Terminal Building and construction of passenger boarding bridges and other ancillary works. Both phases as at end of December, 2021 were 92% and 37.8% completed respectively. With regards to the Tamale Airport Phase II Project, works progressed reaching approximately 72% completion. The Project consists of the construction of a Terminal building of approximately 5,000m², a multi-purpose facility which could also be used for Hajj purposes an access road, car park and other airport facilities.

B. Development of an Airport in either the Central Region, Western Region or In Between the Two Regions

As part of government's policy to establish an airport/airstrip in each of the regions to boost tourism and trade, the Ministry commenced a feasibility study to determine a suitable location for the development of an airport in Cape Coast in the Central Region, Takoradi in the Western Region or in between the two (2) regions. A draft Inception Report was submitted by the consultant and reviewed by the Ministry during the period under review.

C. Development of Coastal Fishing Land Sites

The Ministry for the period under review continued with the construction of twelve (12) landing sites and the construction of two (2) fishing harbours at Jamestown and Elmina which is aimed at ensuring safe launching and landing of artisanal fishing canoes and creating and maintaining hygienic environments. The progress of marine works at the various site at the end of December 2021 were; Axim 82.00%, Dixcove 81.00% Moree 82.00%, Mumford 80.00%, Winneba 29.00%, Senya Beraku 92.00%, Gomoa Fetei 90.20%, Teshie 92.50%, Keta 6.00%, Jamestown 35.00%, Elmina 25.00%, Mfantseman 50.00%, Otum 51.00% and Osu 70.00%.

In addition, some complementary projects such as Health Posts, Multi-purpose Market facilities have been identified by the beneficiary communities to be constructed as part of the overall development of the Coastal Fish Landing Site Project. Monitoring Activities were undertaken to ascertain the progress of works at the various sites.

D. Volta Lake Transport Improvement Project

To position the Volta Lake as a major transport artery as part of the Eastern Corridor Multimodal Transport Project, the Ministry commenced two (2) feasibility studies with funding support from the World Bank under the Transport Sector Improvement Programme and Korea Exim Bank under

the Economic Development Cooperation Framework Agreement. The Korean Exim Bank support sought to assess the conditions of the cross-lake ferry services while the World Bank support considers the overall development of the Volta Lake. The World Bank supported study focused on the overall development of the Volta Lake while the Korean Exim Bank support sought to assess the conditions of the cross-lake ferry services.

Under the review year, the Inception, Survey Data, Draft Feasibility Study, Draft Final reports and the Final Report of the World Bank supported study were submitted by consultants to the Ministry. The Korean Exim Bank supported feasibility study identified a number of infrastructural projects including the development of ten (10) landing stages, accommodation, reception facilities at Yeji, Makango, Kojokrom, Kete-Krachi, Dambai, Dodoikope, Kpando Torkor, Agordeke, Akateng, Kwame Dwamena and supply of five (5) vessels. A loan request was subsequently submitted to the Ministry of Finance for onward submission to the Korean Government for consideration.

E. Road Safety

The Ministry through the National Road Safety Authority in collaboration with media houses embarked on intensive road safety campaigns aimed to reverse the rising trend in road traffic crashes in the country. With the passage of the National Road Safety Authority Act, 2019, (Act 993), regional consultative meetings on draft regulations to give effect to the Act were completed in 2020. For the period under review, key interest groups were engaged and draft regulations finalized by the Office of the Attorney General and Ministry of Justice for submission to the Parliamentary Select Committee on Subsidiary Legislations.

Additionally, the Road Traffic Act, 2004 (Act 683) and the Road Traffic Regulation, 2012, L.I.2180 are undergoing review to address some implementation challenges as well as incorporate innovations in the management of the road transport services. A Memorandum on proposed amendments to the Act 683 was prepared and submitted to Cabinet for consideration.

F. Renewal of Fleet for the Metro Mass Transit Limited (MMTL)

The Ministry pursued a programme to gradually renew the fleet of MMTL to ensure the continuous provision of mass transportation services. Contract was awarded to VDL Bus Roeselare for the supply of 45no. Intercity Buses. In addition, procurement process was completed and Contract signed for the supply of additional 55no. Intercity buses to MMTL. Value for Money Assessment also commenced on the supply of 300no and 200no. Intercity buses for the MMTL and Private Sector Operators.

23.3. Reforms

• Systems Integration, Enforcement, Entrenchment and Data Analytics (SEED)

As part of measures to improve service delivery in driver licensing and vehicle registration, the Ministry through the Driver and Vehicle Licensing Authority (DVLA) implemented a number of

reforms with focus on four strategic pillars namely: Systems Integration, Enforcement, Entrenchment and Data Analytics which has been dubbed “SEED”.

The model framework for the roll out of “SEED” composed of three key words known as Consolidate, Reinforce and Monitor (CRM) to guide the continuous implementation of projects and programmes under the “SEED”. Key activities undertaken under this initiative were as follows

- **Digital Vehicle Records**

The Ministry completed the digitization of vehicle records from 1995-2016 and commenced the programmed scanning and validating of vehicle records spanning 2017-2020 during the period under review. This initiative when completed will serve as Vehicle Database and would allow clients to easily access information online. It will also allow data captured to be integrated with other existing databases for service delivery.

- **New Vehicle Registration System (VRS)**

The new Vehicle Registration System (VRS) has been deployed at all DVLA vehicle registration centers. Vehicles registered through the VRS system are expected to be issued with electronic cards that are digitally readable. This system is to replace the manual registration currently being operated by the DVLA.

23.4. Sustainable Development Goals

The Ministry’s operated based on SDG 3.6, 11.2 and 13.2 during the period under review:

- **SDG 3.6: By 2020, halve the number of global deaths and injuries from road traffic accidents.** There has been enhanced road safety awareness and education at lorry terminals, radio, TV and the print media aimed at reducing death rate due to road traffic injuries. The Ministry launched both the ‘Arrive Alive’ and ‘Stay Alive’ campaigns to improve road safety awareness and education.
- **SDG 11.2: By 2030 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.**

A Contract was signed to procure a total of 100 new buses for use by the MMTL.

- **SDG 13.2: Integrate climate change measures into national policies, strategies, and planning**

Consultancy services for the development of E-Mobility Policy, incorporating implementation framework and scale up electronic vehicles in Ghana is currently ongoing.

23.5. Aftermath of Covid-19

Following directives by the Office of the Head of Civil Service for Ministries to introduce flexible working hours as a measure to combat the spread of Covid-19, the Ministry adopted the flexible work schedule system for workers of the Ministry. The system run from January to December 2021.

- **Availability of logistics**

The Ministry ensured the provision of laptops and wireless connectivity to Officers and adopted electronic means of delivering most of its mandates.

- **Strategies adopted to monitor work from home**

The main system of monitoring performance of staff who worked periodically from home was the Staff Performance Appraisal System. Under this, the documented targets set for staff was closely monitored and supervisors interacted more with their appraisees concerning the progress of work. Officers with specific challenges were readily assisted to ensure a seamless transition into remote working.

- **Assessment of targets being achieved as compared to working from the office**

The mid-year Staff Performance Appraisal Report (SPAR) gave an indication of the performance of staff under the new circumstances. As compared to the previous year which saw about a 95% achievement of targets as of mid-year of 2020, 2021 saw a slight reduction in the figure to about 90% exactly as of mid-year. This meant that some staff could not readily adjust to this new way of working. The annual report of the SPA is expected to give a conclusive report on the overall performance of staff during the reporting period

Challenges faced by the Ministry during the implementation of the workplace was that some staff flouted the schedule for remote working on the basis of requiring a conducive work environment due to the pressure of the workload at the office. Other issues that impeded the process, included poor internet connectivity and inadequate equipment for remote working.

Some mitigative strategies to be adopted by the Ministry is to enforce the maximum occupancy directive with sanctions for offenders, if possible, to ensure strict adherence to it. In addition, steps would be taken to provide laptops in place of desktop computers for other staff. The transition from desktop computers to laptop computers is therefore highly encouraged in preparation for future disruptions in normal work schedules.

Internet connectivity challenges which may seem out of control could be avoided by scheduling meetings outside the normal working hours when connectivity is faster with less “traffic” in terms of number of users. This has proven effective in other parts of the world and could be readily adopted to save the situation.

23.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	8,911,285	6,671,236.50	6,671,236.50	2,240,048.5
	Use of Goods & Services	10,845,419	7,348,300.58	1,267,744.68	3,497,118.42
	CAPEX	27,350,000.00	19,356,000.00	0	7,994,000.00
2	IGF	176,000,763.00	119,797,259.08	119,797,259.08	2,240,048.5
3	DEV'T PARTNERS e.g.,				
	Donor Pool	434,731,730.00	234,384,930.91	234,384,930.91	200,346,799.09
	TOTAL	657,839,197.00	387,557,727.07	362,121,171.17	270,281,469.9

23.7. Challenges

The Challenges encountered by the Ministry during the period under review were:

a. Inadequate office space to accommodate the increase in staff strength

There is inadequate office space to accommodate most of the Ministry's manpower needs. This has forced the Ministry to increase the number of workers working remotely to avoid over crowding

b. Absence of a functional Project Implementation Unit (PIU)

The absence of a functional Project Implementation Unit (PIU) in the Ministry to coordinate project activities in the sector affected the efficient management of sector projects. The PPME Directorate is performing the functions of the PIU in the interim now until a Project Implementation Unit is created.

c. Inadequate Office Equipment

The inadequate provision of office equipment especially computers to some staff to effectively carry out official assignments hindered efficient and effective performance and service delivery.

23.8. Forward Look

The Ministry's strategic and top priority programmes and projects outlined for 2022 are:

- Complete the feasibility study and engage a Strategic Partner to partner government in the development of an airport in either the Central or Western Region.
- Expansion of Regional Airports (KIA, Kumasi, Tamale, Sunyani)
- complete and commission the phase II of the Kumasi and Tamale airports as well as the Sunyani airport Phase I
- Continue the remaining part of the Kumasi Airport Phase I
- Commence work on the Sunyani airport phase II
- The Ministry will pursue the engagement of a Strategic Partner with the technical, financial, and managerial capacity to fully complete and operate the Oil and Gas Terminal at Takoradi.
- Ensure the completion of the consultancy assignment on the feasibility study to inform on the options to develop the Volta Lake as a major multimodal transport system.
- Seek parliamentary approval to review the Road Traffic Regulations, 2012, L.I.2180.
- Pursue the development and passage of the National Road Safety Authority Regulations into law.
- Continue to pursue the Fleet Renewal Programme to ensure the continuous provision of mass transportation services at a relatively cheaper cost to the public
- Complete the development of E-Mobility Policy framework to guide importation and use of E-Vehicles in Ghana whilst efforts are put in place to come out with a Policy document.

24.0. MINISTRY OF WORKS AND HOUSING

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 over the period were as follows;

- | | | |
|---------------------|---|--------------------------------|
| • Sector Minister | - | Hon. Francis Asenso-Boakye, MP |
| • Minister of State | - | Hon. Freda Prempeh, MP |
| • Deputy Minister | - | Hon. Abdulai Abanga, MP |
| • Chief Director | - | Mr. Solomon Asoalla |

24.1. Lists of Agencies and Departments

Civil Service Departments

The Ministry has the following Departments;

- Department of Rural Housing
- Public Works Department (PWD)
- Rent Control Department
- Hydrological Services Department

Sub – vented Agencies

The sub – vented Agencies under the Ministry are;

- Engineering Council
- Architects Registration Council

Public Service Organizations

- State Housing Company Limited
- Architectural and Engineering Services Limited
- Tema Development Company Limited

Public Boards

- Public Servants' Housing Loans Scheme Board

24.2. Sector Achievements

A. Ghana Hydrological Authority Bill, 2021

The Ghana Hydrological Authority Bill was approved by cabinet and has been submitted to Parliament for consideration. The bills are to establish the Ghana Hydrology Authority (GHA) as the state institution responsible for the planning, design, execution, operation and maintenance of flood control mechanisms, coastal engineering works, sewerage works, drainage improvement works, river development works, operational and applied hydrology in the country.

B. Building Regulations, 2021

Following the launch of the Ghana Building Code on the 31st of October, 2018, the Ministry commenced the process of amending the Building Regulations (LI 1630) of 1996 to reflect the revised Building Code. The revised Regulations was submitted to Parliament and is currently awaiting consideration.

C. Ghana Housing Authority

The Ministry submitted to Cabinet, a Memorandum for policy approval on the Bill to establish the Ghana Housing Authority (GHA) as the state institution responsible for the planning, design, execution, monitoring and evaluation of housing programmes across the country. The bill is awaiting approval from Parliament.

D. Axim Coastal Protection Work

In September 2018, the Coastal Protection Project was awarded to protect land, life and properties and further erosion of the Axim Coastal stretch, which was eroding at an alarming rate due to strong waves. As at 31st December, 2020, the project was 100% complete with calm restored along the Axim coastline.

Breakwater Structures that have Created Calm Landing Bay at Axim



The Completed Revetment Wall with Lateritic Backfilling at Amanful K



E. Amanful Kumah Coastal Protection Works

The Amanful Kumah Coastal Protection Works was also awarded in January 2018 to protect the land, prevent further erosion and protect life and property along the beach at the Dixcove Amanful Kumah in the Western Region. This protection works was necessitated because of the alarming rate of erosion at

the coastal stretch due to strong waves. The project as at end of 2021 was 100% completed.

F. Completion of Construction of 16Nº Apartments under the Club House Redevelopment Project

State Housing Company Limited (SHCL) continued and completed the construction of Club House Redevelopment Project which entailed the construction of 16 units of 2-bedroom and 3-bedroom apartments to provide adequate, safe, secure, quality and affordable housing at Adenta. As at December, 2021 the project was 100 % completed.

G. Completion of the Kpone Affordable Housing Project

The Kpone Affordable Housing Project was handed over to TDC Development Company Limited in 2015 for completion. Through a partnership arrangement with a private company, the TDC Development Company initiated the construction of an additional 150 Blocks made up of approximately 3,016 housing units at the site. As at 31st December, 2020, the Company had completed a total of 312 housing units under the first phase of the Project and by the end of 2021, the project was about 30% completed.



Some of the Completed Blocks of Affordable Housing at Kpone – Phase I

24.3. Reforms

Reforms undertaken by the Ministry were centred on Capacity Building and IT initiatives. The reforms included the Public Service Integrity Programme (PSIP) under the National Anti-Corruption Action Plan, Sensitization on the Right to Information (RTI) Act, 2019 (Act 989), the Continuous Professional Development (CPD) Programme, Structured Coaching and Mentorship programmes and the Ministry of Works and Housing E-Learning Platform (MWHLP) which was created to address the training gaps of the Ministry

Additionally, the E-Feedback and E-Leave Application which are geared towards improving the services of the Ministry were also implemented.

24.4. Sustainable Development Goals

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

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

The indicators for measuring this SDG are Proportion of Investments in financing control structures, construction and technological improvements, Number of Drainage Master Plans prepared; regional and District, Kilometres of drains constructed; primary, secondary, Number of household units provided nationally (thousands); urban and rural households, proportion of people living in slum areas and number of slums/ zongo communities upgraded.

The Ministry made some progress in investments for the construction of control structures as well as the construction of primary and secondary drainage channels. However, access to funding

limited efforts at preparing drainage master plans and expanding the drainage construction programme.

24.5. Aftermath Of Covid

For the period under review, the Sector made some significant gains in integrating new procedures and processes to meet its planned targets which included the extensive use of ICT for a significant number of its daily operations such as meetings and conferences. Similarly, the Sector also adopted virtual classrooms for the implementation of its Continuous Professional Development (CPD) Programme which was crystalized with the innovation of the Ministry of Works and Housing E-Learning Platform (MWHeLP). The Ministry adopted the flexible work schedule which required all heads of Directorates, Departments and Agencies to submit a flexible work schedule based on a detailed job assessment on daily rotational or weekly rotational basis.

Specifically, the Sector managed to adopt the extensive use of ICT for a significant number of its daily operations. For instance, sector meetings such as the Advisory Board, Management and Budget Committee meetings all adopted video conferencing applications such as Zoom and Microsoft Teams for its delivery. Accordingly, work processes and performance were not adversely affected by the COVID-19 and its attendant effects.

24.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GoG	A	B	C	D=(A-B)
	Compensation of Employees	21,327,732	15,892,268	15,892,268	5,435,464
	Use of Goods & Services	3,231,310	2,088,230	2,088,230	1,143,080
	CAPEX	81,743,185	74,569,359	66,350,400	7,173,826
2	IGF	730,131	129,759	129,759	600,372
3					
	DANIDA	-	-	-	-
	JICA	-	-	-	-
	World Bank	68,014,227	10,818,339	10,818,339	57,195,888
	ABFA	-	-	-	-
	Non-Road Arrears	-	136,757,260	136,757,260	(136,757,260)
TOTAL		175,046,585	240,255,215	232,036,256	(65,208,630)

24.7. Challenges**a. Delay in issuance of commencement certificates**

There were delays in the issuance of commencement certificates by the Ministry of Finance which adversely affected the achievement of the Ministry's planned targets and results for the year. As at fourth Quarter of the year, only few commencement certificates had been issued with several others pending.

b. Unavailability of Organizational Manuals and Scheme of Services for Sector Departments

Some Departments under the Ministry did not have approved organizational manuals and schemes of service to drive their human resource management and development efforts which in turn hampered the processes of recruitment, replacement and promotions. The Ministry is looking forward to collaborating with the MSD and OHCS to develop and approve organizational manual and scheme of service for the above-mentioned Departments.

c. Inadequate Logistics

During the period under review, the Ministry as well as some of its Departments and Agencies were faced with challenges of inadequate office facilities, equipment, supplies and basic ICT equipment. This was a result of lack of funds and requisite commencement certificate to procure these items.

d. Litigation Issues

Litigation against the Ministry because of delayed and non-payment of outstanding arrears to service providers and contractors over the years has attracted numerous litigation issues for the Ministry. The Sector owes the initial depositors for the affordable housing programme which is a major threat to litigation and possible payment of judgement debt. The Ministry's total indebtedness to service providers and contractors stands at **GHC967,153,902** which poses the Ministry at risk of receiving more court suits for delayed or deferred payments.

The Ministry, however, has initiated processes for the refund of the initial deposits to its debtors.

e. Access to land

The challenge of securing land for handling and final disposal of the dredged materials contributed to the significant delay of the GARID Project. Limited access to land for the construction of detention basins also led to the delay in the implementation of consultancy service for the detailed engineering designs.

The Ministry embarked on intensive engagement with the Ministry of Lands and Natural Resources (MLNR) and the Lands Commission, towards securing lands for the project.

24.8. Forward Look

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

- Vigorously pursue the completion of affordable housing units at Koforidua, Tamale and Wa and the completion of the affordable housing units at Saglemi.
- Continue engagement with the Ministries of Finance and Lands and Natural Resources while also, strengthening investor engagements for mass affordable housing rollout under the revised affordable housing scheme.
- Continue the Security Services Housing Programme (Phase III) as well as the construction of 118N housing units under the redevelopment programme
- Continue the coastal protection projects at Dansoman, Ningo-Prampram, Elmina, Komenda, Cape Coast, Aboadze, Anomabu, Adjoa, and Dixcove in the Greater Accra, Central and Western Regions of Ghana
- Continue the implementation of the 2018 and 2020 National Flood Control Programme coupled with other priority drainage projects nationwide will be continued.

- Expand its quest for funding support and scholarships for training and capacity development initiatives from other state institutions and development partners.

25.0. MINISTRY OF YOUTH AND SPORTS

The Ministry of Youth and Sports is mandated to provide effective leadership in the formulation, coordination, implementation, monitoring and evaluation of Youth and Sports development policies and foster greater public-private sector participation with a harnessed potential of the Youth and the Values of Sports for National Development.

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

- Minister - Hon. Mustapha Ussif (MP)
- Deputy Minister - Hon. Evans Opoku Bobie
- Chief Director - Alhaji Hafiz Adam

25.1. List of Agencies

The Ministry has the following sub-vented agencies;

- National Youth Authority
- National Sports Authority
- National Sports College

25.2. Sector Achievements

The sector achieved the following;

A. Hosting and Organisation of the 13th Africa Games, Accra 2023

In 2019, a nine (9) member Ghana 2023 Project Team was inaugurated and tasked to among others design a roadmap for all activities to be pursued in respect of the hosting and organisation of the Games.

In 2021, Cabinet gave approval for the Protocol Agreement between Government of Ghana represented by the Ministry of Youth and Sports and the African Union represented by the African Union Commission (AUC) for the hosting and organisation of the 13th African Games, Accra 2023 and ratified by Parliament on 7th July, 2021. This led to the expansion of Ghana's sports infrastructure and the provision of a framework for developing all sports disciplines.

B. Hosting of YouthConnekt Africa Summit 2021

The Ministry submitted a Cabinet memorandum for consideration and received approval to host the 4th YouthConnekt Africa Summit which took place in Ghana from 20th October – 22nd October, 2021; the first to be hosted outside Rwanda.

About 2,000 youth across Africa and over 1,000,000 across the world joined the Summit physically and via the virtual space across the world to share ideas, experiences and showcase innovations to empower the youth through attitudinal, structural and cultural processes. The Summit created networks for businesses, partnership and employment opportunities for young entrepreneurs.

C. Black Stars Qualification to the 2021 AFCON in Cameroon

The Ministry during the year under review facilitated the participation of the Black Stars in the Group matches for the African Cup of Nations qualifiers, placing 1st in Group C thereby qualifying to the 2021 AFCON held in Cameroon. The Ministry during the year also facilitated the preparation of the black stars to qualify to the next stage of the 2022 Qatar World Cup.

D. Draft Legislative Instrument (LI) for the Sports Act, 2016 (ACT 934) reviewed and submitted to the Attorney General

The Ministry reviewed and submitted to the Office of the Attorney General and Ministry of Justice the draft legislative Instrument (LI) on the Sports Act, 2016 (ACT 934) after stakeholder engagements.

Two consultative meetings were held to engage stakeholders: One with Sports federations/Associations & key stakeholders (15th October, 2021) and the second one with Ministerial Advisory Board and NSA Board on 19th November, 2021. The draft LI when operationalised will give meaning to the Sports Act 2016, (Act 934) and make it functional.

E. Review of the 2010 National Youth Policy

In year 2020, an Implementation Plan to guide the implementation of strategies proposed in the policy was developed and a Technical Committee inaugurated by the Minister for Youth and Sports. To commence the review process, the committee was submitted with the draft National Youth Policy and Implementation Plan for the projected year 2021 to 2030.

During the period under review, a stakeholder consultative meeting was held on 21st December, 2021 at the Alisa Hotel to solicit for opinions and inputs from all stakeholders into the Review of the 2010 National Youth Policy. The policy when reviewed, will promote universal coverage, inclusive health service delivery, healthy lifestyles and total well-being of the youth.

25.3. Reforms

The main institutional reform undertaken by the Ministry during the period was the facilitation of the operationalization of the GLICO Insurance for Sportsmen and women. The impact of the reform is the Investment Fund for the National U20 Team, the Black Satellites and other sportsmen and women. However, convincing Sportsmen and women to make a willing contribution to the Investment fund was a challenge. As such the Ministry has adopted a policy to invest 50% of winning bonuses for sportsmen and women.

25.4. Sustainable Development Goals

The activities of the Ministry aligned to the Strategic Development Goals were as follows:

In line with **SDG Goal 4 target 7 - to promote sustainable development and global citizenship**, 4 Youth Leadership and Skills Training Institutes (YLSTI) were renovated in Sandema - Upper East Region, Abura - Western Region, Takrowase - Eastern Region and Ajumako-Afranse - Central Region. Also, the Ministry through National Youth Authority provided 6849 deprived youth with skills training in Satellite/CCTV installation, Hairdressing, Youth in Sustainable Agric amongst others.

Under **SDG Goal 16 target 6 - to develop effective, accountable and transparent institutions**; some stadia were rehabilitated by the Ministry. The Accra and the Baba Yara Sports Stadia were 98% renovated while the Essipong stadium Phase 1 structural renovation was about 90% complete.

Also, the Cape Coast stadium renovation Phase 1 was 60% complete. There was the commencement of the construction of some newly constructed sports infrastructure: Work is ongoing on the construction of community stadium at New Edubiase in the Ashanti Region and Abiriw in the Eastern Region. These when completed will support complement the sports facilities in the Ghana.

25.5. Aftermath Of Covid-19

The Ministry instituted a one-week staff rotation per directive from the Office of Head of Civil Service on flexible working hours, days or weeks for staff to help curb the spread of COVID-19. Officers in the Ministry were grouped into two. One group reported to work and the other group worked from home on a weekly rotation basis.

- **Availability of tools to enhance remote working**

Officers in the Ministry do not have adequate official working tools such as laptops and internet access. In most cases, staff work from home using their laptops and internet access. However, the Ministry procured some laptops to facilitate work.

- **Strategies adopted to monitor work from home**

Supervisors ensure that their respective officers complete task assignments and submit them on time.

- **Assessment of targets being achieved as compared to working from the office**

As far as the Ministry's targets were concerned, it did not affect performance due to measures put in place to ensure that targets set for the year were achieved, but it could have been more efficient.

- **Measures put in place to achieve set targets for the year**

Heads of Directorates held monthly meetings with members of their respective directorates to monitor the status of work done on each target.

25.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	19,250,867.00	21,163,607.11	21,163,607.11	(1,912,740.11)
	Use of Goods & Services	12,410,171.00	12,410,171.00	12,410,171.00	-
	CAPEX	2,300,000.00	1,742,268.57	1,609,483.69	557,731.43
2	IGF	451,768.00			
3	DEV'T PARTNERS e.g.,				
	DANIDA				
	JICA				
	World Bank				
	TOTAL	34,412,806.00	35,316,046.68	35,183,261.80	(1,355,008.68)

25.7. Challenges

The challenges encountered by the Ministry and its sector department and agencies are noted below;

- Inadequate Personnel** as a result of lack of middle level professional staff of AD1/ Analogous and above who have work experience to help achieve its mandate. The Ministry reassigned tasks to other staff of higher grades with experience who were able to execute the targets very well hence there were no gaps in the implementation of the Ministry's programmes and projects.
- Inadequate logistics and equipment** -The sector lacks modern logistics and equipment such as vehicles and laptops. The Ministry procured some laptops for

directors and desktops computers for some staff. It also procured a heavy-duty printer to withstand the workload. Vehicles were also procured for directors and some heads of units

- c. **Inadequate Youth and Sports Infrastructure / Facilities** – The Ministry’s challenge during the period was with inadequate infrastructure such as stadia, sports halls, swimming pools, fitness facilities, amongst others which affected the development of youth and sports activities in the country.

The National Youth Authority which is under the Ministry will complete the Phase 1 of the ten Youth Resource Centres across the country and continue with Phase 2 with support from Government of Ghana. The centre will comprise an eight-lane athletic track, FIFA standard football pitch, tennis court, basketball court, handball court, fully furnished gym, counselling unit, ICT section, entrepreneurship centre and a restaurant.

- d. Also, the Ministry in its 2022 budget allocations, has made provisions for the construction of sixteen (16) astroturfs across the country to promote recreational sports and unearth the talents/ potential of the youth.

25.8. Forward Look

The Ministry’s strategic and top priority programmes and projects for 2022 outlined are;

- Continue with preparations towards the hosting of the 2023 Africa Games
- Facilitate the qualification of Black Stars to the 2022 World Cup, Qatar
- Support the Black Stars to participate in the 2022 AFCON Tournament in Cameroon
- Facilitate Ghana’s participation in the 2022 Commonwealth Games in Birmingham
- Continue construction of Abiriw and New Edubiase Sports Stadium
- Continue completion of phase 2 of the ten (10) Youth Resource Centres
- Continue the construction of nine (9) additional Youth Resource Centres in the newly created Region and some identified communities (Sunyani and Koforidua)
- The organisation of the 2022 Ghana National Games
- The organisation of the 2022 National Cross-Country Event
- Construction of sixteen (16) Astroturfs
- Operationalisation of the Legislative Instrument for the Sports Act 2016, (Act 934)
- Review the 2010 National Youth Policy

26.0. OFFICE OF THE ATTORNEY-GENERAL AND MINISTRY OF JUSTICE

The Office of the Attorney-General and Ministry of Justice (OAGMoJ) is responsible for the formulation of policies, supervision, monitoring and evaluation of the programmes, activities and performance of the Departments and Agencies under the Office and Ministry to ensure effective justice delivery.

The Office of the Attorney-General (Legal Service) also assists the Attorney-General to carry out its mandate as per article 88(1) of the 1992 Constitution, as the Principal Legal Advisor to the Government. It is also responsible for the initiation and conduct of all prosecution of criminal offences, the institution and conduct of civil litigations for and on behalf of the State. It also continues to provide legal services to Ministries, Departments and Agencies upon request.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Godfred Yeboah Dame
- Deputy Minister (s) - Hon. Alfred Tuah-Yeboah
Hon. Diana Asonaba Dapaah
- Chief Director - Mr Suleiman Ahmed

26.1. Institutions under the Ministry**Sub-Vented Agencies OAGMOJ**

The Sub-Vented Agencies, Civil Service Departments and Agencies and Public Service Organizations under OAGMOJ include:

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

Civil Service Departments and Agencies

- Registrar-General's Department

Public Service Organization

- Legal Service (Office of the Attorney-General)

26.2. Sector Achievements

The sector achieved the following;

A. Operationalisation of the Legal Service

The Office of the Attorney-General and Ministry of Justice set up a technical committee to oversee the operationalization of the Legal Service. The Committee presented a draft report on the reviewed institutional arrangements of the Legal Service to the Minister. The Committee is currently determining the Legal Service Establishment level, which will be followed by the development of the Scheme of Service for the Legal Service.

B. Completion of the Law House Project and Procurement 90 Vehicles to improve service delivery

The Law House Project has made significant progress and is now 45% complete. This when completed will help address the issues of limited accommodation space which has resulted in overcrowding of both the administrative and legal staff in some offices and congestion in the Registries. The Ministry has also commenced the procurement of 90 vehicles for distribution to regional offices, Agencies and Departments under the Ministry upon cabinet approval to facilitate effective judicial service delivery at those areas.

C. Defending all legal claims against the State and reversing the trend where huge monetary awards made against the State

The Office of the Attorney-General, successfully represented the State in 190 civil cases at the various courts, saving the country from paying sums of money to the plaintiffs as judgement debts. The Office further resolved 111 advices on various petitions and requests received from Ministries, Departments and Agencies(MDAs) and the general public. Notable of these cases were **NDK v Ahaman and Attorney-General and International Automobile vs. Attorney-General**. The Civil Division of the Office, also reviewed over 59 MDAs and Metropolitan, Municipal and District Assemblies (MMDAs) agreements, contracts, and 16 Memoranda of Understanding during the period. It also provided 65 legal opinions/advice to MDAs as well as MMDAs. This ensured the value for money on all government transactions during year 2021.

D. Promoting the Fight against Corruption and Economic Crime

In keeping with the government's commitment to fighting corruption and economic crime, the Prosecutions Division of the Office of the Attorney-General and the Economic and Organised Crime received 1,265 criminal cases dockets and commenced prosecutions in 702 cases in various courts across the country.

The Economic and Organized Crime Office recovered an amount of GH¢ 3,720,316.45 (being GH¢ 1,952,711.49 as direct recovery into the consolidated account and GH¢ 1,767,604.96 as

indirect recovery to other institutions) from proceeds of crime and secured confiscation of two properties as of the end of September 2021.

E. 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 several essential Bills. These include Energy Sector Levies (Amendment) Act, 2021 (1064), Penalty and Interest Waiver Act, 2021 (Act 1065), Income Tax (Amendment) Act, 2021 (Act 1066), Financial Sector Recovery Levy Act, 2021 (Act 1067), COVID – 19 Health Recovery Levy Act, 2021 (Act 1068), Appropriation Act, 2021 (Act 1069).

Also, the Ghana Community Network has finally handed over the complete administration and management of the e-Registrar system to the Registrar Generals' Department since April, 2021. I.T. Officers in the Department run a 24-hour shift to ensure prompt service delivery and system security at the Data Centres in Accra and Ho

Copyright Office has registered **676 copyright protected works** as of September, 2021 and organized two stakeholders' meeting to discuss issues relating to the Draft Revised **Copyright Regulations, 2010 (L.I 1962)**.

The General Legal Council (Ghana School of Law) enrolled a total of **Three Hundred and Nine (309)** Lawyers to the Bar in 2021 (32 were called at a mini call in May 2021 and 277 were enrolled at the main call in October, 2021). The **Independent Examinations Committee** of the General Legal Council conducted entrance examination for 2,824 applicants and out of these, 790 of the applicants were admitted while 499 applicants are waiting for admission in 2022.

26.3. Reforms

Reforms undertaken in the Ministry was the completion of the Integrated Information Management System (IIMS) for its operationalization. This is intended to promote service delivery in the judicial sector.

26.4. Sustainable Development Goals

The Ministry made tremendous strides in achieving the Sustainable Development Goals, particularly Goals 16 and 17 (i.e., access to justice for all and build effective, accountable and inclusive institutions at all levels) and 17 (i.e., to strengthen the means of implementation and revitalize the Global Partnership for sustainable development). The Ministry has started the prosecution process for nine (9) high profile corruption cases involving 42 accused persons. The Office is also working assiduously towards the passage of the Conduct of Public Officers Bill. While 309 lawyers were called to the bar in year 2021, the new companies Act was passed into law and gazette as companies Act, 2019(Act 992).

26.5. Aftermath of Covid-19

The implementation of the flexible working hours' initiative affected work processes at the Ministry. The untimely submission of assignments given to staff working from home was a major problem for the Ministry. The issue of insufficient monitoring on the part of supervisors for staff working remotely also affected task completion for most staff.

The lack of tools for working remotely (laptops, internet access etc.) also affected work delivery during the year under review. In terms of assessing the achievement of targets, not many targets were achieved through remote work as it was difficult to monitor work completion of staff working from home. As mitigative strategy, the Office/Ministry intends to embark on an ambitious effort to integrate and utilize ICT into work processes and improve digital skills of staff.

26.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	79,831,017.00	74,266,641.97	74,266,641.97	5,564,375.03
	Use of Goods & Services	6,232,378.00	3,394,839.93	3,394,839.93	2,837,736.00
	CAPEX	18,300,000.00	505,639.67	505,639.67	18,805,639.93
2	IGF	29,277,033.00	27,957,840.96	27,957,840.96	1,319,192.04
TOTAL		133,640,482.00	106,124,962.53	106,124,962.53	28,526,943.48

26.7. Challenges

The challenges encountered by the Ministry and its sector department and agencies are noted below;

- a. **Limited Office Space or Accommodation-** Office accommodation continue to pose serious challenges to effective and efficient operations. The Administrative and Legal staff are overcrowded in their various offices. The situation is not different from that of the

regional offices. The Ministry has no offices in the newly created regions. Some of the offices are in a deplorable state due to lack of renovation over the years.

- b. **High Staff Attrition** The sector is unable to retain legal staff due to poor conditions of service such as low remuneration as compared to those in the private sector leading to high attrition rate within the Sector.
- c. **Inadequate Infrastructure-** The General Legal Council (Ghana School of Law), due to absence of a Law Village relied on hired Auditoriums, lecture halls (at a huge cost) for their activities such as Mini Calls, Special Calls, Main Calls and conducting of entrance examinations.
- d. **Decreased Revenue-** Capping of IGF leaves the Office with insufficient funds to undertake its programmes and activities effectively. The Registrar General's Department (RGD) retention has been decreased from 20% to 16% due to the Earmarked Funds Capping and Realignment Act, 2017 (Act 947). The inadequate funds would negatively affect the implementation of the New Companies Act 2019 (Act 992).

26.8. Forward Look

Key activities to be undertaken by the Ministry in 2022 include but not limited to the following.

- **Office of the Attorney General-** As part of its primary obligation, the Office will continue to work assiduously to promote the rule of law in order to strengthen the country's democratic culture. The Office will continue to give legal advice to the government, represent the state in court, prosecute all criminal offenses, and provide indigent clients with access to legal services.
- **The Civil Division** projects, for the year 2022, to represent and defend the State in 400 civil suits, review 130 agreements and contracts of Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs) as well as resolve and respond to 270 petitions. The Civil Division will provide about 180 legal opinions and advice on requests received by the Office.
- **The Prosecution Division** in the year 2022, envisages to receive about 1,900 criminal cases from the various investigative bodies out of which the Division hopes to prosecute at least 1,700. The Division also intends to give 500 pieces of advice to the police on criminal cases, and as well resolve 400 out of a projected 550 petitions to be received.
- **The Legislative Drafting Division** plans to draft at least 20 pieces of substantive legislation and 200 pieces of subsidiary legislation in 2022.
- **The Council for Law Reporting** in 2022, intends to publish 700 copies of the *2016-2017 Ghana Law Report vol. 2* as well as publish 700 copies of *the 2020-2021 Ghana Law Report volume 1 and volume 2*. The CLR also intends to publish 500 copies of the *2016-2020 Review of Ghana Law*.

- **The Copyright Office** projects to organize twenty (20) public education programmes on copyright and related rights in the print and electronic media, organize fifteen (15) copyright education programmes in educational institutions, conduct five (5) anti-piracy exercises nationwide and register 1,200 copyright works
- **Management of economic and Organised Crime-** Eoco will continue to fight cybercrimes and recover all proceeds from economic crime- it anticipates to recover an amount of GH¢ 1,415,655.46 as indirect recovery and GH¢ 1,505,687.10 as direct recovery
- **Legal Education** – The General Legal Council (Ghana School of Law) expects to conduct entrance exams for 2,500 applicants, anticipate to admit 800 students into the Ghana School of Law while 700 students are envisaged to be called to the bar.
- **Management and Administration**
 - Strengthen its monitoring and evaluation exercises to ensure effective and efficient implementation of programmes and activities.
 - Facilitate the recruitment of 50 state Attorneys in order to augment the staff strength of the Office of the Attorney General.
 - conduct and publish 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 and Gender Policy in 2022

27.0. OFFICE OF THE HEAD OF CIVIL SERVICE

The Office of the Head of the Civil Service (OHCS) is a central management agency responsible for the formulation of human resource and organizational development policies and guidelines for the Civil Service to ensure that Ministries and Departments (M&Ds) are optimally structured, adequately staffed with the right skills mix and expertise to advise Government on policies and deliver appropriate services to the citizenry.

The OHCS was headed by the following;

- Head of Civil Service - Nana Kwesi Agyekum-Dwamena
- Chief Director - Ing. Godwin J. Brocke

27.1. List of Agencies and Department

The OHCS has the following Departments and Training Institutions:

Departments

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

Training Institutions

- Civil Service Training Centre (CSTC)
- Government Secretarial Schools (GSS)
- Institute of Technical Supervision (ITS)

27.2. Sector Achievements

The sector achieved the following;

A. Service-Wide Human Resource Management

i. Recruitment of Officers into the Civil Service

The Office of the Head of Civil Service (OHCS) as part of the recruitment process contracted Virtual Security Africa (IT Consultants) to manage the online registration portal to receive applications from the public. As at 31st May 2021 when the portal was closed, 49,802 candidates had applied to gain employment into the Ghana Civil Service. 34,693 were candidates with PhD, Masters, and Bachelor's degrees, and 15,109 applications were received from non- graduates.

ii. Provision of Systematic Skills Training for staff

• Scheme of Service Competency-Based Training (SoSCB)

In line with the Training and Development Policy and the need for Civil Service Staff to possess relevant knowledge, skills and attitudes for the prompt and efficient performance, 6,935 Officers in were trained in various Scheme of Service and Competency-Based trainings. Similarly, 80 Officers from the Records Class participated in training programmes delivered by the Training and Research Division. These training enhanced the capacity of beneficiaries and resulted in quality work outputs and improved service delivery.

Additionally, 75 Officers were trained to serve at the Pension Desk to resolve and facilitate issues relating to Staff Pensions and retirement benefits.

• Academic Training

30 Officers selected from Civil Service Departments were trained in Diploma in Public Administration (DPA) at the Ghana Institute of Management and Public Administration (GIMPA) from 19th April, 2021 to 9th July, 2021. 24 Senior Officers on the grade of Director, from the various Ministries and some Departments, participated in a 7-week Senior Management Development Course (SMDC) from August, to September, 2021

• Panel Training

In order to improve upon the performance assessment of Officers at interviews, the Office changed the mode of interviews to competency based for which 175 Officers were trained to serve on interview panels. This initiative helped improve the quality of questions and assessment for both the panel and the candidates.

iii. Signing of memorandum of understanding

A Memorandum of Understanding (MoU) has been signed between OHCS and Ghana Scholarship Secretariat to award scholarships to Officers in the service. These scholarships take effect in 2021 and will afford Officers in the professional cadre the opportunity to pursue Masters and PhD programmes.

iv. Virtual Promotion Interviews

The OHCS, in order to sustain the required Human Resources in the Civil Service and ensure that Staff remained motivated and rewarded for their hard work conducted virtual promotion interviews for 2,897 Officers in the year under review. This innovation was to avert the threat posed by the Covid-19 pandemic limiting in-person activities. It also reduced the risk and cost of movement of candidates and panel members to a central location for the promotion interviews.

B. PERFORMANCE MANAGEMENT

i. Strengthening the Performance Management culture in 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.

In line with this provision, the OHCS prepared and submitted the 2020 Civil Service Annual Performance Report to the Presidency by April, 2021. It subsequently disseminated copies of the report to key stakeholders and downloaded a copy unto the OHCS website. The fulfilment of this provision ensures that the Presidency annually is updated on the activities of the Civil Service and is able to know the issues of concern and help address them accordingly.

ii. Evaluation of 2021 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 ensures the signing of performance of all Chief Directors and their Ministers at the beginning of the year and further constitutes an evaluation team to assess the Performance of Chief Directors annually.

In the year under review, 32 Chief Directors signed agreement with the Head of Service and their Ministers. At the end of the evaluation process, 18 performed excellently and were recognized and commended by the Head of Civil Service.

C. STRENGTHENING OF INSTITUTIONS

i. Coordinate 2021 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 2021 Civil Service Week and Awards ceremony was organised under the theme, "Economic Transformation amid COVID-19 Pandemic; The responsibilities of an Adaptive Civil Service" from 5th – 13th August, 2021. Some of the activities undertaken were Press Launch, Public Lecture, Open Day, Health Day, Thanksgiving Service and an awards Ceremony. An average of 90- 100 staff are awarded each year. Meritorious awards ceremony organized for 116 serving and non-serving Civil Service Staff.

ii. Strengthening the Regulatory Framework of the Civil Service

The Office of the Head of the Civil Service produced the following documents during the period under review to strengthen the regulatory framework in the Civil Service. This included:

- **Workplace Safety and Health Response Strategy document** – The **Workplace Safety and Health Response Strategy document** which provides guidelines for the management of safety and health responses to emerging threats at the workplace was disseminated for implementation in the Civil Service.
- **Sexual Harassment document** - Sexual Harassment document provides guidance for managing healthy staff relationships.
- **Administrative Instructions** - Administrative Instructions provide guidelines, standards and explanatory notes for work procedures in the management of resources.
- **NACAP Focal Person's Manual** - Focal Person's Manual serves as a guide for stakeholders in the implementation of NACAP activities within the OHCS and its departments.

D. Records and Archives Management

i. Restructuring of Records Offices of Public Institutions

One key function of PRAAD is to restructure records offices of public institutions by undertaking reviews and development of classification systems for MDAs. This restructuring ensures that MDAs manage their records according to the standards and proper practices as stated by ACT 535. During the year under review, the Department was able to undertake review and develop classification systems for two (2) MDAs.

ii. Management of Archival Documents

In order to ensure that the Nation has reliable archival documents for research and policy formulation, PRAAD undertook various activities in line with management of archival documents during the period under review. 20 volumes of newspapers were bonded and 80% of already bonded newspapers were accessioned and classified.

E. Human Resource Management Consultancies and Operational Audits

In the period under review, the Office through its Management Services Department undertook Five (5) Management Reviews for Five (5) MDs, developed / reviewed Fourteen (14) Organizational Manuals for Fourteen (14) MDs, developed draft eighteen (18) Schemes of Service for Eighteen (18) occupational classes, Four (4) client Service Charters for Four (4) MDs, and Five (5) Establishment Schedules for Five (5) MDs. This promoted institutional human resource efficiency and effectiveness.

27.3. Reforms

Reforms undertaken by OHCS in the year under review:

- The OHCS, implemented the e-recruitment which is an ICT reform. The impact of the reform is that it brought about a paperless system and increased application for applicants all over the country. Even though the reform was successful, the OHCS was challenged with unstable internet which made the process a little slow. Applicants were therefore advised to look for a favourable location with stable internet connectivity.
- Online Induction training, was another reform implemented by the OHCS. The status of implementation is progressive. The reform increased participation of new recruits across the country. Challenges that came with the reform is poor internet connectivity.
- The OHCS again implemented virtual Knowledge Sharing exercises. The reform allowed staff who had embarked on sponsored training programs to share their research papers with staff service wide.
- Implementation of the Electronic Staff performance Appraisal System: This reform was initiated to facilitate the ease in the performance appraisal process, provide data for analysis and decision making and ensure data accessibility and security in the performance management process. The reform helped improve efficiency in the performance appraisal process.

27.4. Sustainable Development Goals

- In line with SDG Goal 16 which has to do with peace, justice and strong institutions, the OHCS, implemented NACAP activities to sensitise staff on promoting a corruption free work environment, it also monitored and evaluated performance of Chief Directors, Directors and Heads of Department through the signing of Annual Performance Agreements.

Other programs performed in line with this SDG was the implementation of competency-based Scheme of Service training programs for all staff of the various categories in the Civil Service, enhanced digitalized promotion processes, digitalization of recruitment application into the Civil Service, held the Civil Service Week Celebration to recognize hard working staff amongst others.

- In line with SDG Goal 4 on quality education, the OHCS, embarked on training Secretaries in the Civil Service and other Public Service and also training SSSCE/WASSCE graduates in Secretaryship during the period under review. Lack of adequate computers is one of the challenges that was faced during the implementation of this goal, however, the mitigating strategy is that procurement of Computers has been included in the 2022 budget.

27.5. Aftermath Of Covid-19

The emergence of COVID-19 had a great impact on activities of both public and private organizations, of which the office of the Head of Civil Service was no exception. In order to mitigate the effects of the pandemic, the Head of Civil Service instituted the Flexible Working Hours policy. All Ministries and Departments were as a matter of necessity instructed to implement this initiative.

The OHCS however could not provide working tools for vast majority of the staff as they worked from home. On the contrary most members of staff had to rely on their personal working equipment to execute their assignments from home.

There was continuous communication (via team leads platform, telephone) between management and supervisors/staff regarding the progress of work to ensure accountability of planned work activities for the period under review.

No significant difference was observed, regarding targets achieved when staff worked from home as compared to working from the office since staff appraisal instruments indicated that most targets were duly met.

It is recommended that adequate working tools like laptops, be made available to staff to continue to work remotely.

27.6. Financial Performance

DESCRIPTION	APPROVED BUDGET (GHs)	RELEASED AMOUNT (GHs)	VARIANCE
Compensation of Employees	21,357,785.23	21,472,759.73	-114,974.50
Use of Goods & Services	7,490,934.66	6,443,654.76	1,047,279.90
Capital Expenditure (CAPEX)	1,150,000.00	1,149,952.89	47.11
GRAND TOTAL	29,998,719.89	29,066,367.38	932,352.51

27.7. Challenges

The challenges encountered in the period under review were as follows:

- **Late submission of names of officers due for promotion**

The late submission of names of officers for promotions by some MDs delayed the entire promotion process thereby affecting other MDs and staff. To solve this, the OHCS has developed and is piloting an online service for its HR facilities. The pilot will commence in 2022.

- **Lack of effective internet connection**

The challenge with internet connectivity affected work progress in OHCS and its Departments. The CSTC encountered some difficulties in getting the full participation of most Officers due to technical difficulties, internet connectivity, late release of officers to fully participate in programmes, also some participants under the guise of poor internet did not participate in the programmes at all. To solve this there is the need to ensure that staff due for training have the requisite logistics such as reliable internet connectivity for the program

- **Inadequate Logistics and infrastructure:**

The Government Secretarial School lacks Official Vehicle for the Principal and five (5) vehicles for the Assistant Principals in the Regions including buses to convey students during field/education trips. PRAAD is also faced with Aging and rickety fleet of official vehicles that makes it impossible to access transport services when needed. As a mitigative measure the procurement of these logistics have been budgeted for in the 2022 budget.

- **Inadequate budget allocation or Lack of Funding for some projects:**

The inadequate and lack of funding for some projects caused some delays in some deliverables. For instance I.T.S was faced with the delay in payment of course fees due to delay in Government releases to Ministries and Department of participants.

PRAAD on the other hand was faced with a myriad of challenges including inadequate Budget allocation, slowness of government business due to transition from the adverse effect of the Covid-19 Pandemic. MSD encountered inadequate funding which resulted in the limited training of staff. The OHCS also lacked funds to continue with redevelopment works on the Ministerial Enclave. To solve this, the Office plans to collaborate with other stakeholders for others sources of income.

27.8. Forward Look

a. OHCS

In 2022, the OHCS intends to undertake the following activities:

- Complete Refurbishment works on the OHCS conference room
- Institute by-monthly aerobics for all staff in pursuit of its Health and Wellness programme and in relation to Covid-19 management strategies.
- Ensure that all staff are vaccinated.

- Replace fixtures and fittings in Offices.
- Organise Civil Service Week Celebration.
- Train Officers in Scheme of Service and Competency-Based Programmes
- Promote professionalism and participation in professional associations
- Pursue Competency-Based Interviews
- Ensure Value-For-Money Procurement

b. Government Secretarial School

In the year 2022, the Government Secretarial School would undertake the following Programmes and Projects.

- Admission of qualified candidates for secretaryship training.
- Training and Development of Professional Secretaries.
- Career Development of Professional Secretaries.
- Scheme of Service Training
- Procurement of Computers and Accessories
- Procurement of Office Furniture, Student Desks and Chairs
- Procurement of Student Beds and Mattresses
- Procurement of a Pick-Up Vehicle
- Maintenance of office building
- Construction of walls

c. Management Services Department

In projecting for 2022, MSD would undertake the following activities and projects:

- Develop, review and finalize Schemes of Service
- Review Service Charters
- Conduct Job Inspection, Management Reviews and develop Establishment Schedule for organizations
- Support fifteen (15) MSD staff to attend Schemes of Service and other competency-based training by December 2022
- Publicize the role of MSD in Public Sector improvement and expansion
- Conduct Mid and End of Year Review Exercises
- Provide Logistics for the Smooth Running of the Office

28.0. OFFICE OF THE PRESIDENT

The Office of the President (OOP) exists to provide accountable, transparent, quality, technical and administrative services to the Presidency and its stakeholders for the attainment of the Government's development agenda. It seeks to improve the quality of life of Ghanaians through rigorous policy formulation and effective programme implementation.

The office is headed politically and bureaucratically by the following:

- | | |
|-------------------------|---|
| • Chief of Staff | Hon. Akosua Frema Opare |
| • Deputy Chief of Staff | Hon. Mr. Emmanuel Adumua-Bossman |
| • Deputy Chief of Staff | Hon. Fawaz Aliu |
| • Chief Director OOP | Mr. H. M. Woode |
| • Chief Director | Ms. Christina Edmunds (Public Enterprises Sec.) |

28.1. List of Agencies and Department

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)
- Public Sector Reform Secretariat (PSRS)
- Monitoring and Evaluation Secretariat (M&E Sec)
- NABCO

28.2. Sector Achievements

A. Ghana Beyond Aid (GBA)

The Ghana Beyond Aid Committee held a meeting in September 2021 for members to chart the way forward towards the adoption and implementation of the Ghana Beyond Aid Charter and Strategy Document. The Secretariat also participated in the orientation programme for

Metropolitan, Municipal and District Chief Executives (MMDCEs) at the Accra International Conference Centre in October 2021. The purpose was to heighten awareness of the concept of Ghana's Beyond Aid among MMDAs to decentralize the agenda. Copies of the GBA Charter and Strategy Document were made available to all MMDCEs.

B. Citizen Assessment Survey (Listening to Ghana)

The specific programme pursued and evaluated under the broad policy is the: Government Flagship programmes and front-line services i.e., IDIF IVID; Zongo Development Fund; IPEP; Regional Reorganization Development; Free SHS; LEAP; School Feeding; Water and Sanitation; Ghana Card; DVLA; Birth and Death; Passport Office; and Environmental Protection Agency (EPA).

The Monitoring and Evaluation Secretariat met its target of conducting a Listening to Survey across all the 16 regions of Ghana. The report was presented to the MDs to help incorporate and fine-tune the findings into their programmes.

C. Conducted Monitoring/Spot Checks of Government Flagship Programmes

The specific programme pursued under the implementation of the broad policy was spot-checking of Government Flagship Programmes such as One District One Factory (1D1F), One Village One Dam (1VID), GET FUND projects, Zongo Development Fund projects, among others after which a comprehensive report was generated for further action.

D. The agenda 111 Hospital Projects

The AGENDA 111 Hospital Projects began with advance mobilization for contractors who are to undertake the projects in the period under review. A total of Sixty-Nine (69) advanced mobilization letters were processed to the Ministry of Finance for payment to contractors. The Office climax its achievements by leading the preparation and defence of the Office of Government Machinery Sector Programme Based Budget Estimates at the Finance Committee of Parliament. All Twenty-Nine (29) Agencies and Cost Centres under the OGM Sector had their budgets approved by the Finance Committee of Parliament.

28.3. Sustainable Development Goals (SDGS)

The Office adoption of the Ghana Beyond Aid Chapter is aligned with SDG Goal 1.2.2, with arrangements to present the GBA Strategy Document to Parliament. However, indicators and baseline and targets in the GBA Strategy needs to be revised and rewritten due to the distortions created by the COVID-19 pandemic. As a mitigation measure, the GBA Strategy document will be revised with current economic figures presented by the Ministry of Finance.

The Office development and launch of the Country Structural Vulnerability and Resilience Assessment (CSVRA) and Country Structural Vulnerability Mitigation Strategy (CSVMS) is aligned to SDG Goal 9.1. A Secretariat and Technical Advisory Team (TAM) has been established

to implement CSVMS/CSVRA, through collaboration with lead MDAs on proposals that can mitigate economic vulnerabilities. The main implementation challenge is inadequate funds. As a mitigation strategy, deepen collaboration to urge implementing agencies to incorporate strategies in their work plan.

The Office CSVRA and CSVMS is further aligned to SDG Goal 16.1. A Secretariat with a Technical Advisory Team has been established to collaborate with lead MDAs to identify key priority areas for enhancing security for mitigating political extremism and crime. Inadequate funds hamper implementation. As a mitigating strategy, collaboration with lead MDAs is being urged to incorporate mitigation strategies in their yearly work plan.

In line with SDG16.4 the office developed and launched the CSVRA and CSVMS by establishing the Secretariat with a Technical Advisory Team to collaborate with lead MDAs to identify key priority areas for enhancing security for mitigating political extremism, human and drug trafficking, the proliferation of small arms and cybercrimes. Unavailability of funds hampers implementation. As a mitigative measure, the Office will work with relevant and lead agencies to start the implementation of the new Anti-money Laundering Act, 2020 (Act 1044) and provide support to the Office of Special Prosecutor.

SDG 16.6 is further supported by the Office's Open Government Partnership National Action Plan (OGP-NAP) and the Ghana Beyond Aid Charter. There were activities such as public sensitization and accessibility on GBA, and finalization and stakeholder sensitization on OGP-NAP. Activities hampered by inadequate budgetary allocation and COVID-19 pandemic. The GBA Communication sub-committee was tasked to develop new publicity and communication plan, and to seek funding from Development Partners.

28.4. Aftermath of Covid-19

The aftermath of the Covid-19 saw the management of the Secretariat, Office of the President re-introduce a weekly Staff Rotation Plan to help minimize contact among staff, Officers were put into two (2) groups which alternated every week.

Laptops and internet access were made available to staff to work from home, but they were not enough. Some equipment was provided to the Project Management Unit members, Heads of Directorates/Units and staff under the PSRRP to facilitate their work processes and minimal equipment was installed in the Conference room of the Secretariat to facilitate virtual meetings.

Several strategies such as the use of virtual platforms; Zoom and Microsoft Teams, the use of telephone calls, WhatsApp and emails were employed by various Directorates to monitor work from home.

Assessment of targets being achieved as compared to working from the office saw no drastic change. Most targets were achieved, however, some delays in meeting timelines were encountered because of challenges of poor internet connectivity, and power outages.

Intermittent internet disruptions and reluctance to report for duty on the part of schedule officers were the challenges encountered with the flexible working hours.

28.5. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D= (A - B)
Compenastion of Employees	823,880,668	403,253,778.64	403,253,779.64	420,626,889.36
Use of Goods & Services	975,128,542	716,796,357.00	711,880,425.00	258,332,185.0
CAPEX	472,088,693	201,411,329.46	189,401,309.30	270,677,363.54
IGF	43,788,970	39,456,217.00	39,456,217.00	4,332,753.00
DEV'T PARTNERS				
i. DANIDA	0	0.00	0.00	0
ii. JICA	0	0.00	0.00	0
iii. World Bank	39,290,031	7,002,050.75	7,002,050.75	32,287,980.25
TOTAL	2,354,176,904	1,367,919,732.85	1,350,993,781.69	986,257,171.15

28.6. Challenges

The following were some of the challenges the Ministry faced during the period under review:

- Uncoordinated Implementation and Lack of a Permanent Home for Public Sector Reforms. It has also been observed that some reform initiatives and programmes being implemented in the Public Sector are highly uncoordinated leading to duplication of reform efforts. To address this anomaly, a comprehensive National Public Sector Reform Strategy to put all reforms in the public sector under one umbrella has been developed to improve coordination and various committees are to be constituted under the strategy to ensure effective reforms coordination.
- Inadequate Capacity for Implementation of reforms- Although most staff of the office are skilled in other areas, critical skills such as Monitoring and Evaluation, Procurement, Change Management, and Project Management to enable effective implementation of reforms are inadequate. In the short to medium term, the Office is relying on consultants

to assist with reforms implementation while in the long term, plans are far advanced to train staff in the above-mentioned critical areas to spearhead reforms implementation.

- Lack of a permanent office accommodation- A permanent office accommodation for the PSRS remains a challenge. The Secretariat is housed and operates in two separate buildings, one on the first floor of the Public Services Commission building and the other at the Office of the President Annex. This arrangement adversely affects the smooth running of the Secretariat.

28.7. Forward Look

Planned programmes for the Sector to be implemented by its Agencies/Secretariats for the year 2022 will include:

- Under the Oversight and Coordination functions, the Senior Presidential Advisor will continue to chair several standing and Ad-Hoc Committees
- Pursue action towards the implementation of the National Public Sector Reform Strategy (NPSRS), 2018-2023 and the Public Sector Reform for Results Project (PSRRP)
- Facilitate the sourcing of funds for the proposed e-Records Management Project in collaboration with the Ministry of Finance
- The Ghana Beyond Aid Committee will continue to coordinate its programmes through the pursuit of the adoption of the Ghana Beyond Aid Charter in Parliament
- Commence implementation of the Country Structural Vulnerability Mitigation Strategy (CSVMS)
- Continue to coordinate the Open Government Partnership (OGP) Initiative through the coordination and supervision of the implementation of the 4th Open Government Partnership National Action Plan
- Develop the Government Results Framework for High Priorities (2021-2024)
- Organize Citizen's Assessment Survey (Listening to Ghana)
- Organize Results Fairs
- Develop Ghana Performance Portal to monitor and evaluate Government flagship programmes.
- Conduct physical monitoring and spot checks of Government flagships
- Strengthen the capacity of Monitoring and evaluation focal persons and staff of the Secretariat

29.0. PUBLIC SECTOR REFORM SECRETARIAT

The Public Sector Reform Secretariat (PSRS) is mandated to provide the needed stability, policy and reform coordination and strategic direction in the Government. It also exists to ensure that Government's agenda to improve the quality of life of the average citizen is achieved through enhanced private sector participation in the economy; by exploring and utilizing human capital to provide policy alternatives, improving policy coordination, and implementing robust public sector reform initiatives.

The Political and Administrative Heads of the Ministry were as below:

- Senior Presidential Advisor - Hon. Yaw Osafo-Mafo
- Chief Director - Mrs. Halima S. Yakubu
- Chief Executive Officer - Mr. Thomas Kusi Boafo

29.1. SECTOR ACHIEVEMENTS

A. Oversight and Coordination

The Office successfully facilitated and coordinated the distribution of logistics and other COVID-19 protective equipment for the nation-wide reopening of educational institutions to help prevent interruptions in the academic calendar. In all, about Eleven Million, Five Hundred Thousand (11,500,000.00) teaching, non-teaching staff and students in these institutions benefited. The total number of schools were also Eighteen Thousand, Eight Hundred and Forty (18,840).

As part of Government's set up to deliver its mandate, the Senior Presidential Advisor played the coordinating role by serving as chair of the Nationwide Coordination of Re-opening of Schools and Educational Institutions Committee; Cabinet Committee on the Economy; Committee to review the conditions of service of Civil and Local Government Staff; Inter-ministerial Committee on the implementation of the Country Structural Vulnerability and Resilience Assessment and Country Structural Vulnerability Mitigation Strategy (CSVRA & CSVMS); Open Government Partnership National Steering Committee; and the Public Sector Reform for Results Project Steering Committee.

B. Public Sector Reforms

The Office continued the implementation of the World Bank sponsored Public Sector Reform for Results Project (PSRRP) under the programme, Good Governance, Corruption and Public Accountability and aimed at improving efficiency and accountability in the delivery of selected services by selected front-line service delivery agencies.

In August 2021, the Office of the Senior Presidential Advisor and the World Bank team initiated the restructuring of the PSRRP. The restructuring is to strengthen the Project's development impact, modify the disbursement-linked indicators, improve performance, address risks and problems that have arisen during implementation, make appropriate use of undisbursed financing

and respond to changed circumstances. In line with this, the implementation of the 2021 Work Plans were put on hold except for activities for which commitments had been made. In all, thirteen (13) organizations are currently participating in the project.

C. Country Structural Vulnerability and Resilience Assessment (CSVRA) and Country Structural Vulnerability Mitigation Strategy (CSVMS)

A Secretariat was set up under the auspices of the Senior Presidential Advisor and a Technical Advisory Team was established as part of the implementation arrangements of the CSVRA and CSVMS. Two (2) CSVRA and CSVMS Inter-Ministerial Coordinating Body meetings were also held.

The Inter-Ministerial Committee, AU and ECOWAS held a consultative meeting in October 2021 as part of efforts to foster coordination of the CSVMS implementation. Five (5) mitigating strategies have been identified and prioritized under the four (4) CSVRA and CSVMS thematic areas for implementation within three (3) to four (4) years.

D. Open Government Partnership

Under this priority area, activities towards the finalization of the 4th Open Government Partnership (OGP) National Action Plan (NAP) were undertaken.

The target was to organize National Stakeholder Consultative and validation meetings to solicit for inputs into the development of a fourth (4th) Open Government Partnership National Action Plan, organize National OGP Steering Committee meetings all geared towards completion, submission and implementation of the 4th OGP NAP for the promotion of Good Governance and Accountability.

Two (2) National Stakeholder Consultative Meetings were organized to solicit for inputs towards the development of the 4th OGP NAP. Two (2) National OGP Steering Committee meetings were also held as part of efforts towards the completion and submission of the 4th NAP. Work was finalized on the Open Government Partnership 4th National Action Plan (NAP-4) through a National Stakeholder Validation meeting. The 4th OGP NAP has been approved by the OGP Steering Committee for implementation and submitted to the Global OGP Office.

29.2. Reforms

In the year 2021, the Secretariat initiated a digitalized Annual Action Plan to improve work processes, monitoring and tracking implementation of project and activities, start dates, deadlines and assignment of tasks. This was piloted by some staff. However, the main implementation challenge was change in the domain name used for uniform email addresses which is the prerequisite for migrating all officers unto the platform. The mitigating strategy was to submit application to NITA for domain name registration and creation of uniform email system.

29.3. Sustainable Development Goals (SDGS)

The activities of the Secretariat aligned to the Sustainable Development Goals are as follows:

- As part of indicator 1.2.2 to reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions, a poverty reduction strategy under the Ghana Beyond Aid (GBA) Strategy has been developed for presentation to Parliament. The main challenge was that the baseline indicators and targets set in the GBA Strategy was distorted by the impact of COVID-19 on the economy. The mitigating strategy undertaken was the revision of the GBA Strategy Document.
- In line with target 9.1 of the SDGs to develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, targets 16.1 of reducing all forms of violence and related death rates everywhere and 16.4 of reducing illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime, the Secretariat facilitated the development and launch of The Country Structural Vulnerability and Resilience Assessment (CSVRA) and Country Structural Vulnerability Strategy (CSVMS). Also, a secretariat for the CSVRA/CSVMS was established, with key priority areas for socio-economic development been identified for collaboration with identified MDA. The key challenges were inadequate funds for identified activities. The mitigating strategy undertaken was collaborating with implementing agencies to incorporate mitigating strategies in their work plan for the year.
- The Secretariat further operated in line with SDG target 16.6 of developing effective, accountable and transparent institutions at all levels by increasing education and accessibility for the public on the Ghana Beyond Aid (GBA) document, finalization of the 4th Open Government Partnership (OGP) National Action Plan and sensitization meetings with lead MDAs. The key challenge was the revision of documented targets because of distortions created by the COVID-19 pandemic. As a mitigation strategy, the Communication sub-committee has been tasked to develop a new publicity and communication plan.
- Under SDGs 17.1 and 17.3 to Strengthen domestic resource mobilization, including through international support to developing countries to improve domestic capacity for tax and other revenue collection and mobilize additional financial resources for developing countries from multiple sources respectively, the GBA charter was adopted and ongoing arrangements to boost publicity still ongoing.

29.4. Aftermath of Covid-19

The aftermath of the Covid-19 saw management of the Secretariat, Office of the President re-introduced a weekly Staff Rotation Plan to help minimize contact among staff, Officers were put into two (2) groups which alternated on a weekly basis.

Laptops and internet access were made available to staff to work from home, but they were not enough. Some equipment were provided to the Project Management Unit members, Heads of

Directorates/Units and staff under the PSRRP to facilitate their work processes and minimal equipment was installed in the Conference room of the Secretariat to facilitate virtual meetings.

Several strategies such as the use of virtual platforms; Zoom and Microsoft Teams, the use of telephone calls, WhatsApp and emails were employed by various Directorates to monitor work from home.

Assessment of targets being achieved as compared to working from the office saw no drastic change. Most targets were achieved, however, some delays in meeting timelines were encountered because of challenges of poor internet connectivity, and power outages.

Intermittent internet disruptions and reluctance to report for duty on the part of schedule officers were the challenges encountered with the flexible working hours.

29.5. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	1,297,472.00	1,713,772.07	1,713,772.07	-416,300.07
	Use of Goods & Services	1,992,857.00	1,837,207.17	1,837,207.17	155,649.83
	CAPEX	0	0	0	0
2	IGF	-	-	-	-
3	DEV'T PARTNERS e.g.,				
	World Bank	16,924,992.00	8,656,768.30	7,002,050.75	8,268,223.70
	TOTAL	20,215,321.00	12,207,747.54	10,553,029.99	8,007,573.46

29.6. Challenges

Among the challenges encountered during the year under review were:

- Uncoordinated implementation and lack of a permanent home for Public Sector Reforms
- Inadequate staff capacity in the area of monitoring and evaluation, change and project management, procurement for the effective Implementation of Reforms
- Lack of a permanent Office accommodation. Currently the secretariat is housed at two separate locations.

29.7. Forward Look

In 2022, the Public Sector Reform Secretariat will pursue the following projects:

- Implementation of the National Public Sector Reform Strategy (NPSRS), 2018-2023 and the Public Sector Reform for Results Project (PSRRP).
- Facilitate the sourcing of funds for the proposed e-Records Management Project in collaboration with the Ministry of Finance.
- The Ghana Beyond Aid Committee will continue to coordinate its programmes through the pursuit of the adoption of Ghana Beyond Aid Charter in Parliament, facilitate the establishment of the Ghana Beyond Aid Implementation Council and create awareness on the Ghana Beyond Aid Charter Strategy document.
- Commence the implementation of the Country Structural Vulnerability Mitigation Strategy (CSVMS).
- Continue to coordinate the Open Government Partnership (OGP) Initiative through the coordination and supervision of the implementation of the 4th Open Government Partnership National Action Plan.

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Annex 2: Ministry Age Distribution

Sn	Institutions	20-29		30-39		40-49		50-59		60+	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
1.	Ministry of Fisheries and Aquaculture Development	4	5	15	15	16	9	10	4	1	0
2.	Ministry of Food and Agriculture	136	69	844	224	390	102	326	93	37	9
3.	Ministry of Energy	11	9	30	18	27	22	27	11	1	0
4.	Ministry of Gender, Children and Social Protection	24	14	38	44	26	21	9	6	0	0
5.	Ministry of Youth and Sports	6	9	19	13	15	15	9	8	0	0
6.	Ministry of Youth and Sports	15	18	60	71	46	46	47	24	0	0
7.	Ministry of Defence	3	2	13	19	7	9	8	10	0	0
8.	Ministry of Local Government, Decentralisation and Rural Development	8	4	26	20	25	31	20	21	0	0
9.	Ministry of Transport	4	10	17	29	12	11	12	8	0	0
10.	Ministry of Environment, Science, Technology and Innovation	3	3	20	12	15	12	16	15	0	1
11.	Ministry of Health	18	21	74	72	60	51	64	26	7	0
12.	Ministry of Works and Housing	7	9	28	27	15	12	15	11	1	0
13.	Ministry of Lands and Natural Resources	7	9	22	28	17	14	18	14	6	1
14.	Ministry of Sanitation and Water Resources	11	8	11	17	12	11	11	2	0	0

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15.	Ministry of Education	18	12	32	34	21	19	18	12	0
16.	Ministry of Chieftaincy and Religious Affairs	31	19	133	102	85	63	78	65	2
17.	Ministry of Roads and Highways	5	6	25	17	16	18	28	13	0
18.	Ministry of Information	2	7	8	15	8	7	1	3	0
19.	Ministry of Finance	28	26	116	94	141	83	96	40	4
20.	Ministry of Railways Development	3	0	12	10	6	11	10	2	0
21.	Ministry of Tourism, Arts and Culture	10	13	17	31	12	11	4	10	0
22.	Office of the Attorney General and Ministry of Justice	10	4	36	35	35	20	21	22	1
23.	Ministry of Employment and Labour Relations	6	9	29	18	18	14	5	16	2
24.	Ministry of Parliamentary Affairs	1	0	7	4	2	0	4	3	0
25.	Ministry of the Interior	2	5	13	26	12	17	10	9	45
										1



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Annex 3: Age Distribution For Extra Ministerial Organisations

Sn	Institutions	20-29		30-39		40-49		50-59		60+	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
1.	Public Sector Reform Secretariat	1	5	16	8	4	10	8	2	0	0
2.	Office of the President	4	6	57	37	55	54	113	51	1	0
3.	Office of the Head of the Civil Service	15	14	33	28	22	23	18	6	2	0

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Annex 4: Age Distribution For Departments and other Civil Service Institutions

Sn	Institutions						20-29		30-39		40-49		50-59		60+	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
1.	Department of Gender	5	11	20	28	8	10	8	10	17	7	3	4	0	0	0
2.	Department of Children	12	14	16	14	14	17	7	2	0	0	0	0	0	0	0
3.	Department of Social Welfare	13	18	125	175	126	192	99	120	0	0	0	0	0	0	0
4.	Government Secretarial School	2	19	20	30	10	7	4	0	0	0	0	0	0	0	0
5.	Civil Service Training Centre	2	4	12	7	8	4	9	4	0	0	0	0	0	0	0
6.	Public Records and Archives Administration Department	14	10	49	34	29	7	13	14	1	0	0	0	0	0	0
7.	Institute of Technical Supervision	0	0	4	3	5	1	4	0	0	0	0	0	0	0	0
8.	Management Services Department	0	1	9	12	13	10	6	2	0	0	0	0	0	0	0
9.	Births and Deaths Registry	78	32	97	73	64	33	49	22	0	0	0	0	0	0	0
10.	Department of Community Development	132	116	227	201	86	84	44	42	0	0	0	0	0	0	0
11.	Public Servants Housing Loans Board	0	1	0	4	2	1	3	5	0	0	0	0	0	0	0
12.	Department of Rent Control	8	16	62	39	18	16	8	11	0	0	0	0	0	0	0
13.	Public Works Department	6	2	46	20	78	10	40	5	0	0	0	0	0	0	0
14.	Department of Rural Housing	3	4	12	1	3	3	2	0	0	0	0	0	0	0	0
15.	Hydrological Services Department	10	1	12	5	15	2	12	2	1	1	2	1	0	0	0
16.	Office of the Administrator of Stool Lands	1	3	38	35	64	33	41	9	1	1	9	1	1	1	1
17.	Department of Feeder Roads	5	2	14	8	18	12	23	6	0	0	6	0	0	0	0



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18.	Department of Urban Roads	41	14	72	23	60	20	36	8	0	1
19.	Koforidua Training Centre	1	1	16	10	8	2	11	6	0	0
20.	Information Services Department	37	51	196	237	275	112	138	24	0	0
21.	Controller and Accountant General's Department	52	62	619	465	768	428	782	488	6	3
22.	Registrar General's Department	9	15	43	55	18	32	11	14	0	0
23.	Ministry of Tourism, Arts and Culture	10	13	17	31	12	11	4	10	0	0
24.	Du Bois Centre	1	1	1	5	3	2	2	0	0	0
25.	Bureau of Ghana Languages	8	6	20	10	8	8	10	2	0	0
26.	Hotel, Tourism and Catering Training Institute	2	1	3	6	6	3	1	2	0	0
27.	Registrar General's Department	9	15	43	55	18	32	11	14	0	0
28.	Labour Department	7	6	59	49	60	18	84	18	5	0
29.	Department of Factories Inspectorate	15	7	31	25	18	7	8	4	0	0
30.	Department of Co-operatives	19	23	83	87	28	26	46	15	0	0
31.	Department of Integrated Community Centres for Employable Skills	0	2	71	77	104	92	37	21	1	0
32.	Department of Parks and Gardens	4	0	44	36	67	33	43	21	0	0



Annex 5: Recruitment Distribution by Ministries

MINISTRIES		
NO.	INSTITUTION	NUMBER RECRUITED
1	Ministry Of Employment And Labour Relations	11
2	Ministry of Foreign Affairs	37
3	Ministry of Finance	13
4	Ministry Of Food & Agriculture	46
5	Ministry Of Youth & Sports	2
6	Ministry Of Chieftaincy And Religious Affairs	39
7	Ministry Of Tourism, Arts And Culture	13
8	Ministry Of Works And Housing	17
9	Ministry Of Communications And Digitalisation	18
10	Ministry Of Gender, Children And Social Protection	20
11	Ministry of Trade And Industry	12
12	Ministry of Education	11
13	Ministry of Sanitation And Water Resources	9
14	Ministry of the Interior	8
15	Office of The Attorney-General And Ministry Of Justice	10
16	Ministry of Fisheries And Aquaculture Development	11
17	Ministry of Environment, Science, Technology, And Innovation	2
18	Ministry of Information	2
19	Ministry of Health	1
20	Ministry of Energy	2
21	Ministry of Roads And Highways	7
22	Ministry of Local Government, Decentralisation & Rural Development	14
23	Ministry of Railways Development	1
24	Ministry of Transport	1

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25	Ministry of Public Enterprises	6
TOTAL		313

Annex 6: Recruitment Distribution by Departments

DEPARTMENT		
26	Bureau Of Ghana Languages	13
27	Procurement & Supply Chain Management Department	8
28	Department Of Integrated Community Centre For Employable Skills	13
29	Department Of Gender	5
30	Department Of Children	11
31	Department Of Rural Housing	8
32	Public Works Department	15
33	Ghana Scholarship Secretariat	13
34	Department Of Co-Operatives	47
35	Department Of Factories Inspectorate	8
36	Office Of The Administrator Of Stool Lands	21
37	Births & Deaths Registry	128
38	Department Of Community Development	12
39	Rent Control Department	10
40	Registrar General's Department	75
41	Department Of Urban Roads	28
42	Department Of Social Welfare	2
43	Hydrological Services Department	10
44	Labour Department	17
45	State Protocol Department	2
46	Department Of Feeder Roads	2
47	Information Services Department	9
48	Public Records And Archives Administration	3



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49	Civil and Local Government Staff Association (CLOGSAG)	8
50	Veterinary Services Directorate (MOFA)	30
51	Department Of Parks And Gardens	10
TOTAL		508

Annex 7: Recruitment Distribution by Extra-Ministerial Organisation

EXTRA MINISTERIAL ORGANISATION		
53	Office of the President	48
54	Office Of The Head Of The Civil Service(OHCS)	23
TOTAL		68



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17.0.	MINISTRY OF RAILWAY DEVELOPMENT	195
18.0.	MINISTRY OF ROADS AND HIGHWAYS	203
19.0.	MINISTRY OF SANITATION AND WATER RESOURCES	210
20.0.	MINISTRY OF THE INTERIOR	217
21.0.	MINISTRY OF TOURISM, ARTS AND CULTURE	222
22.0.	MINISTRY OF TRADE AND INDUSTRY	231
23.0.	MINISTRY OF TRANSPORT	240
24.0.	MINISTRY OF WORKS AND HOUSING	247
25.0.	MINISTRY OF YOUTH AND SPORTS	255
26.0.	OFFICE OF THE ATTORNEY-GENERAL AND MINISTRY OF JUSTICE	260
27.0.	OFFICE OF THE HEAD OF CIVIL SERVICE	266
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LIST OF ACRONYMS

1D1F	One District One Factory
AAAG	African American Association of Ghana
AAP	Annual Action Plan
AAU	Association of African Universities
ABFA	Annual Budget Funding Amount
ACRWC	African Charter on the Rights and Welfare of the Child
AD	Assistant Director
AD	Audit Directorate
ADC	Accra Digital Centre
ADR	Alternative Dispute Resolution
AEAs	Agriculture Extension Agents
AESD	Agricultural Engineering Services Directorate
AfCFTA	Africa Continental Free Trade Area
AFCON	African Cup Of Nations
AfDB	African Development Bank
AG	Attorney-General
AGD	Agricultural Gross Domestic Product
AGOA	African Growth Opportunities Act
AIB	Aircraft Accident Investigation and Prevention Bureau
AIDS	Acquired Immune Deficiency Syndrome
ALC	Africa Leadership Conference
ALP	Alternative Livelihood Programme
AMA	Accra Metropolitan Assembly
AML/CFT	Anti-Money Laundering / Combating the Financing of Terrorism
AMR	Anti-Microbial Resistance
ANC	Antenatal Care
APC	Armoured Personnel Vehicle
APR	Annual Progress Report
APR	Annual Performance Report
APRM	African Peer Review Mechanism
ARHC	Ahafo Regional House of Chiefs
ARHC	Ashanti Regional House of Chiefs
ARI	Animal Research Institute
ARVs	Anti-Retroviral Therapy

ASRHR	Adolescent Sexual and Reproductive Health Rights
AU	African Union
AVAT	African Vaccine Acquisition Trust
AWD	African Women's Decade
BACs	Business Advisory Centres
BERHC	Bono East Regional House of Chiefs
BEST	Best Environmental Technologies
BGL	Bureau of Ghana Languages
BNARI	Biotechnology and Nuclear Agriculture Research Institute
BoG	Bank of Ghana
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
BRHC	Bono Regional House of Chiefs
BRP	Barracks Regeneration Programme
BRRl	Building and Road Research Institute
BRT	Bus Rapid Transit
BSP	Bulk Supply Point
BTR	Beyond the Return
CAA	Central Adoption Authority
CAC	Creative Arts Council
CAGD	Controller & Accountant-General's Department
CAP	Coronavirus Alleviation Programme
CAPEX	Capital Expenditure
CARES	COVID-19 Alleviation and Revitalization of Enterprises Support
CARMMA	Campaign on Accelerated Reduction of Maternal Mortality in Africa
CBA	Cost Benefit Analysis
CBD	Central Business District
CCP	Common Core Programme
CCTV	Close-Circuit Television
CD	Chief Director
CDF	Chieftaincy Declaration Forms
CDI	Central Destitute Infirmary
CDS	Chief of the Defence Staff
CDU	CARES Delivery Unit
CDVTI	Community Development Vocational Training Institute
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEDECOM	Central Region Development Commission

CEO	Chief Executive Officer
CFWP	Child and Family Welfare Policy
CHPS	Community Health Planning and Services
CHRAJ	Commission on Human Rights & Administrative Justice
CIIs	Critical Information Infrastructures
CIIS	Creative Industry Insurance Scheme
C-in-C	Commander-in-Chief
CLR	Council for Law Reporting
CMA	Central Management Agency
CMD	Career Management Directorate
CMO	Collective Management Organisations
CNNC	China National Nuclear Corporation
CNS	Chief of Naval Staff
COAS	Chief of Army Staff
COD	Commercial Operation Date
CoE	Compensation of Employees
CoEDO	Cost of Environmental Degradation
COP	Conference of Parties
COP	Child Online Protection
CoS	Chief of Staff
CoS	Council of State
COTVET	Council for Technical and Vocational Education and Training
COVID-19	Coronavirus Disease 2019
CPA	Certificate of Public Administration
CPD	Continuous Professional Development
CPESD	Coordinated Programme of Economic and Social Development Policies
CPESDP	Presidents Coordinated Programme of Economic & Social Dev't Policies
CPESP	Coordinated Programme of Economic and Social Development Policies
CR	Central Region
CRC	Convention on the Right of the Child
CREMA	Community Resource Management Area
CRHC	Central Regional House of Chiefs
CRI	Crop Research Institute
CRM	Cylinder Recirculation Model
CRM	Customer Relations Management
CRS	Special Care Registry
CSA	Cyber Security Authority
CSAUs	Client Service and Access Units
CSD	Crops Services Directorate
CSIR	Council for Scientific and Industrial Research



CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
CSSPS	Computerized School Selection and Placement System
CSTC	Civil Service Training Centre
CSU	Client Service Unit
CSVMS	Country Structural Vulnerability Mitigation Strategy
CSVRA	Country Structural Vulnerability and Resilience Assessment
CSW	Commission on the Status of Women
CSWG	Child Sector Working Group
CTRC	Central Tender Review Committee
CUA	Credit Union Associations
CUPIA	Customs Unipass International Agency
CWM	Cash Waterfall Mechanism
CWSA	Community Water and Sanitation Agency
CYCC	Community Youth Culture Centre
DAC	Day of the African Child
DACF	District Assembly Common Fund
DADs	District Agriculture Departments
DAES	Directorate of Agricultural Extension Services
DAOs	District Agricultural Officers
DBG	Development Bank Ghana
DCACT	District Centre for Agriculture, Commerce and Technology
DCRA	Domestic Credit Rating Agency
DD	Deputy Director
DDF	District Development Facility
DevCom	Development Communication
DFI	Department of Factories Inspectorate
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 Children
DOC	Department of Co-operatives
DoG	Department of Gender
DoSW	Department of Social Welfare
DOVVSU	Domestic Violence and Victim Support Unit
DoW	Department of Women
DP	Development Partners
DPC	Data Protection Commission
DPF	Development Partners Fund

DPR	Detailed Project Report
DPs	Development Partners
DRR	Disaster Risk Reduction
DSDP	Debt Swap Development Programme
DTT	Digital Terrestrial Television
DUR	Department of Urban Roads
DV	Domestic Violence
DVA	Domestic Violence Act
DVIP	Domestic Violence Information Portal
DVLA	Driver and Vehicle Licensing Authority
DVS	Domestic Violence Secretariat
E. I	Executive Instrument
EC	Energy Commission
ECCD	Early Childhood Care and Development
ECG	Electricity Company of Ghana
ECOWAS	Economic Community of West Africa
EFA	Education for All
EHSD	Environmental Health and Sanitation Directorate
EI	Executive Instrument
EMIS	Education Management Information System
EOCO	Economic and Organised Crime Office
EOI	Expression of Interest
EPA	Environmental Protection Agency
EPC	Engineering, Procurement & Construction
EPRP	Emergency Preparedness Response Plan
ERHC	Eastern Regional House of Chiefs
ERMERD	External Resource Mobilization and Economic Relations Division
ESICAPPS	Expanded Sanitary Inspection Compliance Application
ESP	Education Strategic Plan
ESRD	Economic Strategy and Research Division
ESRP	Energy Sector Recovery Programme
ETC	Entity Tender Committee Meeting
EU	European Union
F & A	Finance And Administration
FARA	Forum for Agricultural Research in Africa
FASDEPII	Food and Agriculture Sector Development Policy
FATF	Financial Action Task Force
FC	Fisheries Commission
FC	Forestry Commission
FCC	Film Classification Committee

FD	Finance Directorate
FDA	Food and Drug Authority
FEED	Front-End Engineering Design
FFG	Fee Fixing Guidelines
FFR	Fee Fixing Resolution
FGM	Female Genital Mutilation
FIC	Financial Intelligence Centre
FIFA	Federation Of International Football Association
FOB	Forward Operating Base
FORIG	Forestry Research Institute of Ghana
FPMU	Funds and Procurement Management Unit
FRI	Food Research Institute
FRISMO	Food Research Improved Smoking Oven
FSD	Financial Sector Division
FWH	Flexible Working Hours
FWSC	Fair wages and Salaries Commission
G&S	Goods & Services
GA	General Administration
GACL	Ghana Airports Company Limited
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
GAPTE	Greater Accra Passenger Transport Executives
GAR	Greater Accra Region
GARHC	Greater Accra Regional House of Chiefs
GARID	Greater Accra Resilient and Integrated Development
GARSC	Greater Accra Regional Shipper Committee
GAS	Ghana Audit Service
GASSLIP	Greater Accra Sustainable Sanitation and Livelihoods Improvement Project
GAT	Ghana Amalgamated Trust
GBA	Ghana Beyond Aid
GBC	Ghana Broadcasting Corporation
GBC	Ghana Boundary Commission
GBDC	Ghana Book Development Council
GBV	Gender Based Violence
GC	Gaming Commission
GCAA	Ghana Civil Aviation Authority
GCC	Ghana Co-operative Council



GCCo	Ghana Co-operative College
GCGL	Graphic Communications Group Limited
GCM	Ghana Chamber of Commerce
GCMC	Ghana Cylinder Manufacturing Company
GDI	Government Digitalisation Initiative
GDNR	Ghana Domain Name Registry
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
GFMIS	Government Financial Management Information System
GFSDP	Ghana Financial Sector Development Program
GFZA	Ghana Free Zones Authority
GGSA	Ghana Geological Survey Authority
GHA	Ghana Highway Authority
GhAIP	Ghana Agricultural Investment Programme
GHEL	Ghana Heavy Equipment Limited
GHQ	General Headquarters
NHS	National Health Service
GHS	Ghana Health Service
GIADDEC	Ghana Integrated Aluminium Development Corporation
GIDA	Ghana Irrigation Development Authority
GIF	Gamma Irradiation Facility
GIFEC	Ghana Investment Fund for Electronic Communications
GIFF	Ghana Institute of Freight Forwarders
GIFMIS	Ghana Integrated Financial Management Information System
GIISDEC	Ghana Integrated Iron and Steel Development Corporation
GI-KACE	Ghana-India Kofi Annan Centre of Excellence in ICT
GIMPA	Ghana Institute of Management and Public Administration
GIS	Geographic Information System
GIS	Ghana Internet Summit
GIS	Ghana Immigration Service
GITC	Ghana International Trade Commission
GIZ	German Corporation for International Cooperation GmbH
GIZ	Gesellschaft für Internationale Zusammenarbeit

GKMA	Greater Kumasi Metropolitan Area
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
GMET	Ghana Meteorological Agency
GMMB	Ghana Museums and Monuments Board
GNA	Ghana News Agency
GNCC	Ghana National Commission on Children
GNPC	Ghana National Cleaner Production Centre
GNFS	Ghana National Fire Service
GNGC	Ghana National Gas Company
GNHR	Ghana National Household Registry
GNPA	Ghana National Procurement Authority
GNPC	Ghana National Petroleum Corporation
GNPC	Ghana National Petroleum Company
GNT	Government Negotiation Team
GoG	Government of Ghana
GOIL	Ghana Oil Company Limited
GOR	Gas Oil Ratio
GOVCOM	Government Communication
GPCL	Ghana Post Company Limited
GPCL	Ghana Publishing Corporation Limited
GPEG	Global Partnership for Education Grant
GPHA	Ghana Ports and Harbours Authority
GPP	Gas Processing Plant
GPS	Ghana Police Service
GPS	Ghana Prisons Service
GPSNP	Ghana Productive Safety Net Project
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 Standards Authority
GSA	Government Support Agreement

GSA	Ghana Shippers' Authority
GSD	Geological Survey Department
GSFP	Ghana School Feeding Programme
GSGDA	Ghana Shared Growth & Development Agenda
GSS	Government Secretarial School
GSS	Ghana Statistical Service
GSSTI	Ghana Space Science and Technology Institute
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
GTV	Ghana Television
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
HIV	Human Immune Virus
HNWI	High-Net-Worth-Individuals
HOTTCATT	Hotel Catering Tourism Training Institute
HQ	Headquarters
HR	Human Resource
HRHD	Human Resource for Health Development Directorate
HRIMS	Human Resource and Information Management System
HRMD	Human Resources Management Directorate
HRMDD	Human Resource Management and Development Directorate
HRMIS	Human Resource Management Information System
HSMTDP	Health Sector Medium Term Development Plan
HSSE	Health Safety, Security and Environment
HT	Human Trafficking
HTS	Human Trafficking Secretariat
HV	High Voltage
IAA	Internal Audit Agency
IAEA	International Atomic Energy Agency
IAT	Institute of Accountancy Training
IAU	Internal Audit Unit

	Introduction of End-To-End Application Service Chain	Monitoring of Septage
ICESSPOOL	Emptying	
ICOUR	Irrigation Company of Upper Region	
ICT	Information and Communication Technology	
ICT	International Competitive Tendering	
ICUMS	Integrated Customs Management Systems	
IDA	International Development Association	
IDB	Israel Discount Bank	
IGF	Internally Generated Funds	
IGIs	Independent Governance Institutions	
IIMS	Integrated Information Management System	
IIR	Institute of Industrial Research	
ILGS	Institute of Local Government Studies	
ILO	International Labour Organization	
IMF	International Monetary Fund	
INDC	Intended Nationally Determined Contributions	
INSTI	Institute for Scientific and Technological Information	
IPC	Interim Payment Certificates	
ISD	Information Services Department	
ISSOP	Inter Sectoral Standard Operating Procedure	
ISTC	Intercity STC Coaches Limited	
IT	Information Technology	
IT/IM	Information Technology/Information Management	
ITLOS	International Tribunal for Law of the Sea	
ITS	Institutes of Technical Supervision	
ITU	International Telecommunication Union	
IWD	International Women's Day	
IWRM	Integrated Water Resources Management	
JAG	Judge Advocate General	
JfCP	Justice for Children Policy	
JHS	Junior High School	
JV	Joint Venture	
KAIPTC	Kofi Annan International Peacekeeping Training Centre	
KG	Kindergarten	
KNMP	Kwame Nkrumah Memorial Park	
KPIs	Key Performance Indicators	
KTC	Koforidua Training Center	
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
LEAP	Livelihood Empowerment Against Poverty
LED	Light Emitting Diode
LED	Local Economic Development
LGS	Local Government Service
LHIMS	Lightwave Health Information Management System
LI	Legislative Instrument
LICSU	Low-Income Consumer Support Unit
LIPW	Labour Intensive Public Works
LMD	Last Mile Distribution
LMIS	Logistics Management Information Systems
LMS	Leap Management Secretariat
LNG	Liquefied Natural Gas
LPG	Liquefied Petroleum Gas
LPG4D	LPG for Development
LPGMC	Liquefied Petroleum Gas Marketing Companies
LUPMIS	Land Use Planning & Management Information Systems
LUSPA	Land Use and Spatial Planning Authority
LV	Low Voltage
M&Ds	Ministries and Departments
M&E	Monitoring and Evaluation
MAF	Millennium Accelerated Framework for Maternal Mortality
MASTESS	Mathematics, Science and Technology Scholarship Scheme
MATS	Military Academy and Training Schools
MC	Minerals Commission
MCE	Municipal Chief Executives
MCEP	Media Capacity Enhancement Programme
MCRA	Ministry of Chieftaincy and Religious Affairs
MD	Managing Director
MDAs	Ministries, Departments and Agencies
MDF	Minerals Development Fund
MDGs	Millennium Development Goals
MDPI	Management Development Productivity Institute
MELR	Ministry of Employment and Labour Relations
MEP	Mechanical & Electrical Installation & Plumbing

MESTI	Ministry of Environment, Science, Technology and Innovation
MiDA	Millennium Development Authority
MINTER	Ministry of the Interior
MIS	Management Information System
MIS	Microsoft Information System
MLGDRD	Ministry of Local Government, Decentralisation and Rural Development
MLGS	Ministry of Local Government Service
MLNR	Ministry of Lands and Natural Resources
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCE	Metropolitan, Municipal and District Chief Executive
MME	Ministry of Monitoring and Evaluation
MMIP	Multi-Sectoral Mining Integrated Project
MMscf	Million Standard Cubic Feet
MMTL	Metro Mass Transit Limited
MNOs	Mobile Network Operators
MoA	Ministry of Aviation
MoC	Ministry of Communications
MoCD	Ministry of Communications and Digitalisation
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
MoPA	Ministry of Parliamentary Affairs
MoRD	Ministry of Railway Development Authority
MoT	Ministry of Transport
MoTAC	Ministry of Tourism, Arts and Culture
MoTI	Ministry of Trade and Industry
MoU	Memorandum of Understanding
MP	Member of Parliament
MRH	Ministry of Roads and Highways
MSD	Management Services Department
MSMEs	Micro, Small and Medium Enterprises
MSWR	Ministry of Sanitation and Water Resources
MTCT	Mother to Child Transmission

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
NAC	Nursing Assistant Clinical
NACAP	National Anti-Corruption Action Plan
NaCCA	National Council for Curriculum and Assessment
NACOC	Narcotics Control Commission
NADMO	National Disaster Management Organization
NAFCO	National Buffer Stock Company
NAP	Nursing Assistant Preventive
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
NCD	National Children's Day
NCPD	National Council on Persons with Disability
NCPP	National Child Protection Policy
NCSALW	National Commission on Small Arms and Light Weapons
NCSAM	National Cyber Security Awareness Month
NCTE	National Council for Tertiary Education
NCWD	National Council on Women and Development
NDA	National Development Agenda
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
NEP	National Employment Policy
NERHC	North East Regional House of Chiefs
NES	National Electrification Scheme
NFA	National Film Authority

NFB	National Folklore Board
NFED	Non-Formal Education Division
NFPP	National Forest Plantation Programme
NGCH	National Gas Clearing House
NGO	Non-Governmental Organisation
NGP	National Gender Policy
NHC	National House of Chiefs
NHIA	National Health Insurance Authority
NHIS	National Health Insurance Scheme
NIA	National Identification Authority
NIB	National Inspection Board
NIC	National Insurance Commission
NITA	National Information Technology Agency
NLA	National Lottery Authority
NLC	National Labour Commission
NLMP	National Labour Migration Policy
NMC	National Media Commission
NMTDPF	National Medium-Term Development 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
NPO	Non-Profit Organization
NPOS	Non-Profit Organisations Secretariat
NPP	New Patriotic Party
NPRA	National Pensions Regulatory Authority
NPSRS	National Public Sector Reform Strategy
NQAP	National Quality Assurance Programme
NRA	Nuclear Regulatory Authority
NRSA	National Road Safety Authority
NSA	National Sports Authority
NSB	National Signals Bureau
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

NTC	New Times Corporation
NTDSW	National Tourism Destination Single Window
NTG	National Theatre of Ghana
NUIS	National Unemployment Insurance Scheme
NVTI	National Vocational Training Institute
NYA	National Youth Authority
OACPS	Organization of African, Caribbean and Pacific States
OAGMoJ	Office of the Attorney-General and Ministry of Justice
OASL	Office of the Administrator of Stool Lands
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
OPV	Offshore Patrol Vessel
OR	Other Ranks
ORHC	Oti Regional House of Chiefs
OSC	Orange Support Centre
OSH	Occupational Safety and Health
OSM	Office of the Senior Minister
OSPA	Office of the Senior Presidential Advisor
P & P	Policy and Planning
P&SCM	Procurement and Supply Chain Management
PACU	Public Affairs & Communication Unit
PAP	Project Affected Persons
PATTEC	Pan African Tsetse and Trypanosomiasis Eradication Campaign
PAWA	Pan- African Writers Association
PBB	Program Based Budget
PBME	Planning, Budgeting, Monitoring and Evaluation
PBMED	Policy Planning, Budgeting, Monitoring and Evaluation Directorate
PC	Petroleum Commission
PCMED	Policy Coordination Monitoring and Evaluation Division
PCSRC	Postal and Courier Services Regulatory Commission
PDS	Power Distribution Services
PE	Programme Estimate
PEAs	Private Employment Agencies
PEC	Public Education Campaign
PECs	Public Employment Centres

PEER	Professional Ethical Efficient and Responsive
PERD	Planting for Export and Rural Development
PFI	Participating Financial Institution
PFM	Public Financial Management
PGRI	Plant Genetic Resources Research Institute
PGSO	Principal General Staff Officer
PHC	Population and Housing Census
PHDC	Petroleum Hub Development Corporation
PIAD	Public Investments and Assets Division
PIM	Public Investment Management
PIP	Public Investment Plan
PISCES	Personal Identification Security Comparison and Evaluation System
PIU	Project Implementation Unit
PKI	Public Key Infrastructure
PMMC	Precious Minerals Marketing Company
PMTCT	Prevention of Mother to Child Transmission
PMU	Project Management Unit
PNDCL	Provisional National Defence Council Law
PPA	Public Procurement Authority
PPA	Power Purchase Agreement
PPEs	Personal Protective Equipment
PPME	Policy, Planning, Monitoring and Evaluation
PPMED	Policy Planning, Monitoring and Evaluation Directorate
PPP	Public Private Partnership
PPRSD	Plant Protection and Regulatory Services
PPSSP	Petroleum Products Strategic Stock Policy
PR	Public Relation
PRAAD	Public Records and Archives Administration Department
PRCD	Public Relations Coordinating Division
PSC	Public Services Commission
PSCMD	Procurement & Supply chain Management Department
PSO	Private Security Organization
PSP	Private Sector Participation
PSRRP	Public Sector Reform for Results Project
PSRS	Public Sector Reform Secretariat
PURC	Public Utilities Regulatory Commission
PV	Photovoltaic
PVTS	Private Vehicle Testing Stations
PwC	PricewaterHouse Coopers (Ghana) Limited
PWDs	Persons with Disability

R&D	Research and Development
R&DC	Research and Defence Cooperation
RADs	Regional Agricultural Departments
RAMSRI	Radiological and Medical Sciences Research Institute
RAOs	Regional Agricultural Officers
RB	Radiant Beam
RCCs	Regional Coordinating Councils
RCSTWSP	Rural Communities and Small Towns Water Supply Project
RE	Renewable Energy
REP	Rural Enterprises Programme
RFP	Request for Proposal
RFQ	Request for Qualification
RGD	Registrar-General's Department
RHC	Residential Homes for Children
RHC's	Regional House of Chiefs
RLPGPP	Rural Liquefied Petroleum Gas Promotion Programme
RMU	Regional Maritime University
RoWs	Right of Ways
RPD	Revenue Policy Division
RPI	Radiation Protection Institute
RSIMD	Research Statistics and Information Management Directorate
RTDD	Recruitment, Training and Development Directorate
RTF	Rural Technology Facilities
RTI	Right to Information
RTP	Rural Telephony Project
S&T	Science and Technology
SA	Special Assistant
SADA	Savanna Accelerated Development Authority
SARI	Savanna Agricultural Research Institute
SBMS	Security Border Management System
SCGLR	Supreme Court of Ghana Law Reports
SCORE	Sustaining Competitive and Responsible Enterprises Programme
SDF	Spatial Development Framework
SDG	Sustainable Development Goals
SDS	Service Delivery Standards
SEA	Strategic Environmental Assessment
SEC	Securities and Exchange Commission
SEIP	Secondary Education Improvement Project
SFA	Senior Financial Analyst
SG	Solicitor-General

SGN	Sankofa Gye Nyame
SHEP	Self Help Electrification Programme
SHS	Senior High School
SIGA	State Interest and Governance Authority
SIM	Subscriber Identity Module
SIS	Sector Information System
SKA	Square Kilometre Array
SLWMP	Sustainable Land and Water Management Project
SMEs	Small and Medium-Sized Enterprises
SMTDP	Sector Medium Term Development Plan
SNAS	Graduate School of Nuclear and Allied Sciences
SP	Social Protection
SPAR	Staff Performance Appraisal Report
SPISTCs	Social Protection Inter-Sectoral Technical Committee
SPVD	Sweet Potato Virus Disease Complex
SREP	Scaling Up Renewable Energy Program
SRHC	Savannah Regional House of Chiefs
SRHR	Sexual and Reproductive Health Rights
SRI	Soil Research Institute
SRID	Statistics Research and Information Directorate
SRIM	Statistics, Research, Information Management and Public Relations
SSNIT	Social Security and National Insurance Trust
STEM	Science Technology Engineering and Mathematics
STEPRI	Science and Technology Policy Research Institute
STI	Science, Technology and Innovation
SWIMS	Social Welfare Information Management System
TA	Technical Advisor
TAL	Type Approval Labs
TAMD	Traditional and Alternative Medicine
TAT	Turn Around Time
TCE	Twin City Energy
TCPA	Town and Country Planning Authority
TCPD	Town and Country Planning Department
TDMD	Treasury and Debt Management Division
TEN	Tweneboa-Enyenra-Ntomme
TFA	Trade Facilitation Agreement
TIA	Traffic Impact Assessment
TIP	Trafficking in Persons
TOR	Terms of Reference
TOR	Tema Oil Refinery

ToT	Training of Trainers
TSP	Transport Sector Project
TTIP	Takoradi Tema Inter-connection Project
TVET	Technical and Vocational Education and Training
UAT	User Acceptance Testing
UDG	Urban Development Grant
UERHC	Upper East Regional House of Chiefs
UHC	Universal Health Care
UN	United Nations
UNCRC	United Nations Convention on the Rights of the Child
UNCRPD	United Nations Convention on the Rights of Persons with Disability
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Scientific and Cultural Organisation
UNFPA	United Nations Fund Population Activities
UNICEF	United Nations Children's Fund
UNICEF	United Nations International Children Emergency Fund
UNICRI	United Nations Interregional Crime and Justice Research Institute
UNIDOP	United Nations International Day of Old Persons
UNWTO	United Nations World Tourism Organisation
USD	United States Dollar
US-DOL	US Department of Labour
USTDA	US Trade and Development Agency
UTP	Urban Transport Project
UWRHC	Upper West Regional House of Chiefs
VAC	Violence against Children
VALCO	Volta Aluminium Company
VAT	Value-Added Tax
VFM	Value for Money
VLTC	Volta Lake Transport Company Limited
VRA	Volta River Authority
VRA-RTF	VRA- Resettlement Trust Fund
VRHC	Volta Regional House of Chiefs
VSD	Veterinary Service Directorate
W.E.B MC	W.E.B Du Bois Memorial Centre
WAEC	West African Examination Council
WAGL	West African Gas Limited
WASCAL	West African Science Service Centre on Climate Change and Adaptive Land Use
WASH	Water Sanitation and Hygiene
WASIP	Water Supply Improvement Project
WIAD	Women in Agricultural Development

WMO	World Meteorological Organization
WNRHC	Western North Regional House of Chiefs
WR	Western Region
WRC	Water Resources Commission
WRCC	Western Regional Coordinating Council
WRHC	Western Regional House of Chief
WRI	Water Research Institute
WTO	World Trade Organization
WTTC	World Travel and Tourism Council
WTTD	World Travel and Tourism Council
YEA	Youth Employment Agency
YLSTI	Youth Leadership and Skills Training Institute
YOR	Year of Return

FOREWARD

The 2021 Annual Performance Report, under the theme “*Digitisation in the Civil Service of Ghana: An agenda for improved Productivity and Service Delivery*” outlines how the Civil Service uses its capabilities, facilitated by digitalization, to support the government in the formulation and implementation of policies and programs towards the delivery of the government’s strategic agenda. The Civil Service has continued to demonstrate its capacity to innovate and adapt to the rapidly evolving global dynamics to maintain its relevance as a key partner in Ghana’s development agenda.

The Civil Service has embraced information technology and digitized its work systems and processes to ensure that its workforce is ready to take advantage to adopt innovative ways of working. The staff appraisal component of the Performance Management System has been digitized to enhance compliance and improve the performance system in the Civil Service. There is a continuous use of virtual platforms in the performance of tasks and engagement of clients while maintaining the observance of the health and safety protocols in a bid to reduce the spread of the Covid-19 virus.

The Performance Management Policy framework, in line with the National Development Agenda, provided the necessary framework for the formulation of policies and programmes in the Civil Service.

The Civil Service workforce has received support from Government to sustain its programs of regular training and capacity development initiatives. Workforce capacity building is a key priority for the Civil Service to ensure that it remains an effective and efficient public service, focused on implementing government’s strategic policies.

Through a collaborative effort by the health and safety experts from the various sectors, the Civil Service Workplace Health, Safety and Response Strategy was developed and launched in 2021. The Civil Service Workplace Health, Safety and Response Strategy is to provide supportive work tools and safeguard the wellbeing of staff, especially in the COVID-19 era.

The annual organization of the Civil Service Week and Awards ceremony, held during the period under review, created awareness of citizens on the importance of the Civil Service to national development and provided the opportunity to recognize distinguished staff and personalities who performed excellently in the previous year. The event provided the interface for government officials, people in academia and the public to interact and network on a common platform towards nation-building.

The Civil Service Council appreciates government’s support towards the capacity development interventions for staff with the aim of improving service delivery for the achievement of national goals. The Council will continue to partner Government to resolve outstanding critical issues affecting the performance and well-being of the Civil Service staff.

The Council acknowledges and appreciates the efforts of all Civil Service Staff for their continuous commitment and innovation to productivity and the significant improvements in service delivery.

We look forward to seeing more innovations in the delivery of service to the citizenry and the improvement in the working conditions of staff of the Civil Service.

May God bless our homeland and the Ghana Civil Service.



NANA AGYEKUM DWAMENA
HEAD OF THE CIVIL SERVICE

EXECUTIVE SUMMARY

The Civil Service was established by the Civil Service Act 1993 (PNDC Law 327) to serve successive governments to initiate, develop, coordinate the implementation, monitor and evaluate government policies for national development.

In fulfilment of Section 85 (1) of the Civil Service Act, 1993 (PNDC Law 327), the Civil Service Annual Performance report provides details of the performance by Sector Ministries. It also highlights the areas that need government intervention to enable the Civil Service to deliver on its mandate and improve productivity.

The report highlights the documents and framework for the formulation of policies and programmes implemented across the various Ministries and Departments. This includes the Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017- 2024, National Medium-Term Development Plans (NMTDP) (2018-2021), 2021 Annual Budget Statement, National Public Sector Reform Strategy (2018-2023), the 2021 State of the Nation Address and the Civil Service Performance Management Policy Framework which commenced in 2021.

The key reforms and research initiatives undertaken by the Civil Service to support evidence-based policy and decision making are presented in Chapter three of this report. The Chapter also outlines the efforts by the Civil Service in raising a generation of young Public Civil Service Staff, research initiatives and a summary of reforms implemented within the Civil Service Ministries and Departments.

In partnership with the Office of the Head of Civil Service, Emerging Public Leaders of Ghana (EPL Ghana) was initiated. It is a Ghana-based organization that recruits and places high-achieving National Service Personnel into the Ghana Civil Service. Each year, 20 National Service Personnel are recruited under the EPL programme and placed in Ministries and some Agencies. The recruits are provided with responsive training and mentorship to become competent Civil Service staff who will improve public service delivery in Ghana.

In the context of a rapidly changing public administration climate, the Ghana Civil Service has a vital role to play in understanding, managing and shaping the forces of change through research and innovation. Several research activities were undertaken to inform policy directions and initiatives in diverse ways. This included:

- The signing of memorandum of understanding with the Scholarship Secretariat to improve the capacity of staff to deliver on their mandate and improve service delivery.
- Virtual promotions and recruitment to reduce cost of conducting in-person promotion interviews for Civil Service staff and interference in the in-person recruitment process
- Improved workplace strategies to promote and reinforce public sector productivity and the adoption of working remotely especially for non-critical staff.



The Civil Service initiated and implemented a number of reforms in the year under review. Twenty-six (26) key reforms were considered for analysis. 69% of the reforms were related to the application of ICT for improved service delivery. The majority of reforms in ICT demonstrates the Civil Service effort towards the digitalization drive of government to improve work processes.

Human Resource Data

The current staff strength of the Civil Service is 17,121. A trend from 2019 to 2021 revealed an increase of 6.5% from the year 2019 to 2020 and a further increase of 2% of staff from 2020 to 2021. The data suggest that an additional 8.5% has been added to the staff strength between 2019 and 2021. The increase was to augment the staffing needs and help implement the policy goals and objectives of Civil Service Departments especially at the regional and district levels.

The Civil Service has a workforce of 72% distributed within the age category of 30-49 years. The Civil Service Human Resource data reveals that by 2031, at least 17.6% of officers at the professional category will be retiring from the Civil Service. 28.4% of officers at the sub-professional category, will also be retiring by 2031.

Training

During the peak of the Covid-19 pandemic in 2020, participation in workshops dropped by 14.4% but increased significantly by 59.6% in 2021. The participation in the Scheme of Service training increased by 63.5% from 2019 to 2020. The Civil Service Training Centre has adopted the virtual mode of training to meet the training needs of staff across the Civil Service.

Scheme of Service Training constituted about half (49.6%) of training programmes attended in 2021. 41.3% also participated in various workshops. 267 Officers from Ministries and Departments received academic training in fields such as Procurement, Information Technology, and Accounting.

Recruitment

For the period under review, 892 Officers made up of 63% male and 37% female were recruited into the Civil Service. 513 of the 892 Officers recruited representing 58% were posted to Departments, 35% to Ministries and 7% to the extra Ministerial Organizations.

Chapter five (5) of the report highlights the progress made, as well as some of the initiatives completed under the SDGs by the Civil Service. This included improving access to basic services, facilitating job creation and improving productivity through government priority initiatives.

The major challenges affecting the implementation of some of the SDG's targets were inadequate budgetary allocation for the development of National Action Plans and ineffective coordination of project/policy implementation across the various sectors.

The Achievements/Challenges/ Forward look of the Civil Service in the period under review are presented in **Chapter six (6)**.

- Digitalization of work processes
- Electronic Staff Performance Appraisal (E-SPA) System
- Establishment of the Foundry and Machine Tooling Centre
- E-waste collection at Old Fadama (Agbogbloshie)
- Promotion of Sustainable Agriculture and Strengthening Capacity For Adaptation To Climate Change
- Legislative and Administrative Reforms
- Organization of the 2021 Civil Service Week and Awards Ceremony
- Improvement in the management of the Covid-19 Pandemic
- Local Level Development and Management Programme - Community Development
- Implementation of strategic anchor industries and Ghana's AfCFTA implementation framework
- Improvement in Revenue Generation at the Local Level
- Planting and Rearing for Food and Jobs and Exports

Chapter seven (7) enumerates the general challenges faced by the Civil Service in the performance of its duty and way forward for 2022. 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 2022 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.

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:

To enable the functioning of the six (6) new Regions created, six (6) Regional House of Chiefs were constituted and inaugurated by the **Ministry of Chieftaincy and Religious Affairs**. The Ministry printed and published the second volume of the Chieftaincy Bulletin for distribution in fulfilment of section 60 of the Chieftaincy Act, 2008 (Act 759).

In collaboration with NITA, **the Ministry of Communications and Digitalisation** led stakeholders in the transport sector to deploy an Integrated Traffic Management System on a pilot basis during the period under review. Sections 2 and 3 of the Establishment of Emergency Communications System Executive Instrument, 2020 (E.I. 63) provided for the establishment of a Central Subscriber Identity Module (SIM) and a Central Equipment Identity Register respectively.

The Ministry of Defence, in its quest to enhance service delivery and reposition GAF to manage contemporary security threats in the changing phase of crimes and conflicts has embarked on a programme to retool the Armed Forces. This was to enhance their capabilities and combat readiness to better execute its mandate. The construction of housing and other infrastructural projects for the Ghana Armed Forces will reduce the housing deficit in the Forces.

The Ministry of Education expanded access to technical and vocational education in the country by issuing vouchers to a total of 2,794 Master Craft Persons and apprentices. 2,446 Competency-Based Training learners were certificated on the National TVET Qualification Framework (NTVETQF). Eight (8) new libraries were also completed to bring the total number of public libraries to 103.

The Ministry of Employment and Labour Relations reviewed the Labour Act which seeks to regulate employment relationships and protect the rights of workers and employers for the promotion of harmonious industrial relations in the country for national development. The National Labour Migration Technical Working Group (TWG) was established to facilitate the implementation of the National Labour Migration Policy (2020 -2024).

In 2021, there was adequate generation capacity to meet the demand for domestic, commercial, and industrial customers as the **Ministry of Energy** worked to ensure availability of clean, affordable and accessible energy. The Ministry has supported the promotion and distribution of energy-efficient improved cook stoves (ICS) to rural and urban households as a measure to improve the quality of life for the people, reduce the dependency and utilization of fuelwood.

The Ministry of Environment, Science, Technology, and Innovation in collaboration with the Ministry of Sanitation and Water Resources (MSWR) and the Ministry of Local Government, Decentralization and Rural Development (MLGDRD) set up a Technical Committee to develop a roadmap for plastic waste management to be piloted in selected communities within specific

Municipal Assemblies in the Greater Accra Metropolitan Area (GAMA). In addition, air quality monitoring was undertaken at 8 regulatory and 10 non-regulatory sites, whereas 85 industries were monitored for effluent quality.

Government, through *the Ministry of Finance* commenced implementation of the second phase of the GH¢100 billion Ghana CARES “Obaatan Pa” programme having successfully completed implementation of the first phase which spanned 1st July – 31st December 2020.

The Ministry of Fisheries and Aqua-Culture Development continued with the implementation of the Aquaculture for Food and Jobs (AFJ) Initiative which was piloted in 2019 and fully rolled out in 2020 as a major programme to complement the Planting for Food and Jobs (PFJ) Programme of the Ministry. The Ministry continued with the construction of the National Aquaculture Centre and Commercial Farms Project for the provision of skills training in various aspects of aquaculture including production, farm management, feed formulation and fish health for the youth.

The Ministry of Food and Agriculture set out to provide incentive for adoption of improved seeds and fertilizer to increase food production and productivity. Farmers were supported with improved breeding stock to upgrade their local stocks. In 2021, the Ministry continued to invest in the development of irrigation infrastructure.

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, Addressing Women's reproductive health rights and Adolescent Pregnancy and Enhancing women's participation in the Intra-Regional trade. The Ministry with support from the United Nations Population Fund (UNFPA), launched the Orange Support Centre in March, 2021, to complement efforts and ensure a holistic and comprehensive support of Sexual and Gender Based Violence (SGBV) victims and survivors of Domestic Violence.

As part of measures to disseminate information on public policies, *the Ministry of Information* initiated processes to introduce a Broadcasting Bill in Ghana. This was to provide comprehensive legislation on broadcasting services regulated by the National Media Commission (NMC) and the National Communications Authority (NCA) in a manner consistent with the 1992 Constitution. The implementation of the Right to Information (RTI) was intensified across public institutions in the country. Currently, four hundred and seventy-eight (478) public institutions have established information units.

To make small-scale mining more efficient under the Mining sub-sector, *the Ministry of Lands and Natural Resources* through the Minerals Commission, conducted training on responsible mining practices for 4,500 small-scale miners at the University of Mines and Technology (UMaT) and constructed four (4) permanent office buildings. The Ministry, through the Lands Commission, explored strategies aimed at leveraging the potential of private sector capital and expertise in the land administration reforms.

To improve revenue generation and management at the local level, *the Ministry of Local Government, Decentralisation and Rural Development* in collaboration with GIZ, rolled out the

District Level Revenue (dLRev) Software in 114 Metropolitan, Municipal and District Assemblies. The Ministry, through the Department of Community Development, trained 4,644 youth in vocational and technical skills to create jobs, reduce poverty, and enhance the technical and vocational skills of the youth.

Under the objective of Deepening Democratic Governance in the country, *the Ministry of Parliamentary Affairs* engaged the Core leadership of Parliament in a meeting on the theme; “Building Consensus and Trust in Parliament to enhance both Procedural and Substantive Democracy”. The Ministry facilitated a working dialogue between the Expanded Leadership of Parliament and the National Media Commission where they interrogated the performance of the National Media Commission and its challenges and assessed how best Parliament can help address those challenges.

As part of efforts to develop capacity in order to maintain and sustain the railway system in Ghana, government through the *The Ministry of Railway Development* developed the old Railway Central Training Institute located in Sekondi into a degree awarding institution to provide training in Railway Engineering and other ancillary programmes.

The Ministry of Roads and Highways maintained its focus on routine and periodic maintenance activities. As at the end of September, 2021, routine maintenance activities had been carried on 21,165km of the trunk road network; 6,265km km of the feeder road network; and 2,937km of the urban road network. 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 2%.

The Ministry of Sanitation and Water Resources initiated the process to decommission and re-engineer the existing landfill sites at Kpone (Tema) and Oti (Kumasi) to transform and improve the management of Municipal waste and the environmental conditions of the communities where they are located. There is also improved access to potable water to over 420,000 people (equivalent to 85,000 Households) against a target of 250,000 people living in the GAMA.

With the aim of addressing the defects of the current security systems at the Kotoka International Airport as well as other Airport and Land borders, *the Ministry of the Interior* with help from the Ghana Immigration Service and the Ministry of Finance worked on the replacement of the current Personal Identification Security Comparison and Evaluation System (PISCES) and Security Border Management System (SBMS) with the Securiport Border Control System. The Ministry facilitated the procurement of critical logistics such as firefighting equipment for the Ghana National Fire Service, uniforms and accessories, vehicles and motor bikes for all the security services.

As part of efforts to increase tourism receipts through increased arrivals at tourist sites, *the Ministry of Tourism, Arts and Culture* launched the Domestic Tourism Campaign dubbed #EXPERIENCEGHANA, #SHAREGHANA, designed to accelerate the pace of tourism recovery

through a renewed focus on domestic and regional markets. The Ministry also undertook steps towards the construction of the National Film Village with a 700 acreage of land.

The Ministry of Trade and Industry designed the Strategic Anchor Industries Initiative to diversify and transform the economy by creating new pillars of growth and expansion in the industrial sector. Industrial Parks and Special Economic Zones (SEZs) are a key pillar of Government's Industrialization Agenda to improve access to land, utilities and business support services for the private sector.

As part of government's policy to establish an airport/airstrip in each of the regions to boost tourism and trade, **the Ministry of Transport** commenced a feasibility study to determine a suitable location for the development of an airport in Cape Coast in the Central Region, Takoradi in the Western Region or in between the two (2) regions coupled with the construction of twelve (12) landing sites and the construction of two (2) fishing harbours at Jamestown and Elmina which is aimed at ensuring safe launching and landing of artisanal fishing canoes and creating and maintaining hygienic environments.

Following the launch of the Ghana Building Code on the 31st of October, 2018, **the Ministry of Works and Housing** commenced the process of amending the Building Regulations (LI 1630) of 1996 to reflect the revised Building Code which was submitted to Parliament and is currently awaiting consideration. State Housing Company Limited (SHCL) continued and completed the construction of Club House Redevelopment Project which entailed the construction of 16 units of 2-bedroom and 3-bedroom apartments to provide adequate, safe, secure, quality and affordable housing at Adenta.

The Ministry of Youth and Sports during the year under review facilitated the participation of the Black Stars in the Group matches for the African Cup of Nations qualifiers, placing 1st in Group C thereby qualifying to the 2021 AFCON held in Cameroon. The Ministry during the year also facilitated the preparation of the black stars to qualify to the next stage of the 2022 Qatar World Cup.

The Office of the Attorney-General and Ministry of Justice set up a technical committee to oversee the operationalization of the Legal Service which is currently determining the Legal Service Establishment level. The Office of the Attorney-General, successfully represented the State in 190 civil cases at the various courts, saving the country from paying sums of money to the plaintiffs as judgement debts.

The Office of the Head of Civil Service continued with the online recruitment and promotion process to reduce the human influence in the cost and time for accessing these services. The OHCS also piloted the e-appraisal system to facilitate improvement in the performance appraisal process.

The Office of the President continued with specific programmes pursued and evaluated under the broad policy of the government flagship programmes and front-line services i.e., IDIF IVID; Zongo Development Fund; IPEP; Regional Reorganization Development; Free SHS; LEAP; School Feeding; Water and Sanitation; Ghana Card; DVLA; Birth and Death; Passport Office; and

Environmental Protection Agency (EPA). The Monitoring and Evaluation Secretariat met its target of conducting a Listening to Survey across all the 16 regions of Ghana.

The Public Sector Reform Secretariat successfully facilitated and coordinated the distribution of logistics and other COVID-19 protective equipment for the nation-wide reopening of educational institutions to help prevent interruptions in the academic calendar. As part of Government's set up to deliver its mandate, the Senior Presidential Advisor played the coordinating role by serving as chair of the Nationwide Coordination of Re-opening of Schools and Educational Institutions Committee.

CHAPTER ONE (1)

1.0. INTRODUCTION

The Ghana Civil Service is the main Public Service Organisation through which successive governments pursue policies and government agenda for national development. The Civil Service was established by the Civil Service Act 1993 (PNDC Law 327) to serve the government to initiate, develop, coordinate the implementation, monitor and evaluate government policies for national development. Ghana's Civil Service is currently made up of twenty-eight (28) Ministries, Three Extra Ministerial Organisations (3) and twenty-five (25) Departments, which are responsible for policymaking, administration, and oversight of service delivery.

Section 85 (1) of the Civil Service Act, 1993 (PNDC Law 327), indicates that “within three months following 31st December of each year, the Head of the Civil Service shall prepare an Annual Report intended to reflect the performance of the various Ministries and Departments throughout the preceding twelve months”.

Over the years, the Civil Service has undertaken several reforms to increase its operational efficiency to drive performance and deliver results. The Civil Service reforms and modernization efforts in the areas of digitalisation, performance management, capacity building, strengthening regulatory and administrative framework, institutional development among others have improved work processes to enhanced work performance and productivity.

The performance of Sector Ministries is presented through a reporting cycle as evidence of work outputs of the Civil Service over the period. It also highlights the areas that need government intervention to enable the Civil Service to deliver on its mandate and improve productivity.

The 2021 Annual Performance Report was compiled in accordance with Section 85 of the Civil Service Act to provide the general performance 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.

Functions of the Civil Service

Section 3(1) of the Civil Service Law, 1993 (PNDC Law 327) outlines the following functions of the Service:

- **Initiate and formulate policy options for the consideration of the government,**
- **Initiate and advise on government plans,**
- **Undertake the necessary research for the effective implementation of government policies,**
- **Implement government policies,**
- **Review government policies and plans,**
- **Monitor, coordinate and evaluate government policies and plans, and**
- **Perform such other functions that the Civil Service Council may direct.**

In carrying out its duties, the Civil Service is obligated to consult with, seek advice from, and cooperate with other government agencies and authorities as needed.

Our Core Values

We believe in

PROFESSIONALISM

The Civil Service is committed to the pursuit of excellence and the highest professional standards in all aspects of its work. It maintains skilled, qualified and highly competent officers whose continued professional and personal development are ensured through training and development and are rewarded for initiative and hard work

IMPARTIALITY

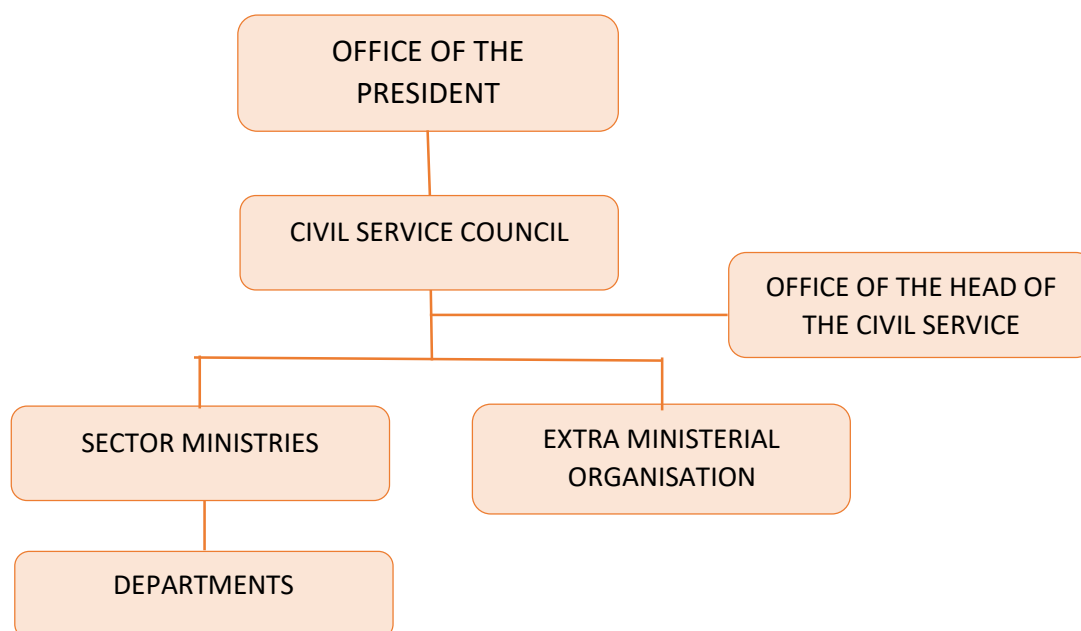
The Civil Service is a non-partisan organization. It serves the government of the day. The Service does not discriminate against clients because the merit-based principle forms the basis for carrying out its public businesses

INTEGRITY

The Civil Service conducts business transparently and ethically. Officers are trained to be honest about their mistakes and take prompt steps for redress

ACCOUNTABILITY

Officers are conscious of their responsibility to stakeholders thereby use resources effectively and efficiently to ensure value for money



At the apex of the structure of the Civil Service is the Office of the President which provides strategic and political direction for the management and operations of the executive arm of government which includes the Civil Service. 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 Civil Service Council, was inaugurated into office by His Excellency the Vice President of the Republic of Ghana on 12th November, 2021.

The eight (8) members of the Civil Service Council include the following:

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



Inauguration of the Members of the Civil Service Council by H. E. the Vice President, Alhaji Dr. Mahamudu Bawumia on behalf of the President

Composition of the Civil Service

The Ghana Civil Service comprises Ministries, Extra Ministerial Organizations, and Civil Service Departments.

Ministries

In matters pertaining to a specific sector, a Ministry is the highest authority. It is in charge of policy, staffing, and financial issues, as well as having overarching supervisory, monitoring, and coordinating authority over the Sector's technical Departments and Agencies

Functions of Ministries

A Ministry performs the following functions:

- Initiates and formulates policies for and on-behalf of government,
- Undertakes development planning in consultation with the National Development Planning Commission (NDPC), and
- Co-ordinates, monitors and evaluates the efficiency and effectiveness of the performance of the Sector.
- A Minister is in charge of a Ministry and offers political and strategic leadership in order for the Ministry's mandate to be fulfilled. The Deputy Minister(s) supports the Minister. His Excellency, the President appoints Ministers and their Deputies, who are then confirmed by Parliament.
- The Chief Director is the bureaucratic head and provides technical advice to the Hon. Minister.

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 relative 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 workflow and feedback on the activities within the sector, and initiate plans and programmes to activate and accelerate the decentralization of the relevant sector where required.

Extra Ministerial Organisations

The Extra Ministerial Organizations are establishments that operate like Ministries and staffed by officers of 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 Public Sector Reforms Secretariat.

Departments

Special Departments in the Ghana Civil Service are established under Section 15 of the Civil Service Act, 1993 (PNDCL 327). A Government Department is in charge of carrying out the functions for which it was established.

Within the Ghana Civil Service, there are currently twenty-three (23) departments. The functions of the Civil Service Departments according to Section 14 of the Act include;

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



CHAPTER TWO (2)

2.0.THE 2021 POLICY FRAMEWORK

The Civil Service 2021 policy framework was implemented in accordance with; the Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017- 2024, National Medium-Term Development Plans (NMTDP) (2018-2021), 2021 Annual Budget Statement, National Public Sector Reform Strategy (2018-2023), the 2021 State of the Nation Address and the Civil Service Performance Management Policy Framework which commenced in 2021. These documents provided the necessary framework for the formulation of policies and programmes implemented across the various Ministries and Departments.

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

The Coordinated Programme of Economic and Social Development Policies (CPESDP) emanates from the Government's vision of; "Change: An Agenda for Jobs-Creating Prosperity and Equal Opportunity for All". The (CPESDP) 2017-2024 acknowledges the critical role an effective and efficient public service plays in assisting the Government to achieve the stated vision for national development. It also includes the means of implementation, monitoring and evaluating the strategies and initiatives pursued under the Coordinated Programme.

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



The Coordinated Programme of Economic and Social Development Policies – The Agenda for Jobs: Creating Prosperity and Equal Opportunity for All, 2017-2024 serves as the basis for the medium-term national development policy framework. The various sectors were provided guidelines to prepare and implement a four-year, medium-term

development plan based on the Agenda for Jobs, 2018-2021. The four-year plan was translated into annual action plans for implementation. One of the key strategic areas to achieve the goals of the policy framework is reforming public service delivery institutions. The Civil Service continues

to implement its activities and policies per the Medium-Term National Development Policy Framework.

2.3. The Sustainable Development Goals (SDGs)

The coherent integration of the SDGs into Ghana's development agenda is reflected in the country's Coordinated Programme of Economic and Social Development Policies (CPESDP), 2017-2024.

The overall goal is to improve the quality of lives of all citizens and build a prosperous nation, which includes creating opportunities for Ghanaians; safeguarding the natural environment, ensuring a resilient built environment while maintaining a stable, united and safe country.



The four pillars of sustainable development are – Economic, Social, Environmental and Institutional development. Achieving these four priorities is the joint responsibility of Government, private entities, Civil Service organizations, Development Partners, traditional and religious bodies and citizens. The Civil Service continues to strengthen the effectiveness and efficiency of the sector Ministries and Departments (Goal 16). Progress is being made through the establishment and implementation of

efficient administrative, legal and policy frameworks and systems, as well as better coordination of the activities of the various sector Ministries to achieve one or more of the SDGs.

The Ministry of Finance has developed a tool that helps track government allocations and expenditures on each SDG target. The allocations provide a measure of the government's actual commitment to the goals, while information on actual spending shows whether the government has followed through on the planned budget expenditure.

2.4. Sector Performance 2021 State of the Nations Address

EDUCATION 	<p><i>The Education Regulatory Bodies' Act, 2020 (Act 1023) was passed. The Act established the Commission for Technical Vocational Education and Training (CTVET) and the TVET Service under the Ministry of Education to help streamline delivery of TVET, and avoid overlaps and duplication.</i></p>
LEGAL 	<p><i>The Ministry of Local Government, Decentralisation and Rural Development and the District Assembly Common Fund, started the construction of ninety (90) Courts with accompanying accommodation for judges across the country, to help address the problem of inadequate court infrastructure.</i></p>
LANDS NATURAL RESOURCES 	<p><i>The Ministry of Lands and Natural Resources has initiated steps to roll out a programme for the digitisation of all land records for purposes of ensuring effective land administration and the launch of a Green Ghana Project.</i></p>
SPORTS 	<p><i>A nine (9) member Local Organizing Committee has been constituted and inaugurated to handle the technical and events aspects of the 2023 Africa Games. The construction of ten (10) Youth Resource Centres (YRC) across the country were at different levels of completion of between eighty-five per cent (85%) and ninety-five per cent (95%) and other abandoned sports facilities were being renovated and rehabilitated</i></p>
CHIEFTAINCY 	<p><i>The Ministry of Chieftaincy and Religious Affairs, intensified engagement with traditional and religious rulers in matters of the protection and preservation of the environment. Six (6) new regional houses of chiefs were also inaugurated by the President.</i></p>
TOURISM 	<p><i>The Ministry of Tourism, Arts and Culture, together with its implementing agency, the Ghana Tourism Authority took steps to revamp Ghana's tourist sites and make them attractive. These include the installation of digital revenue collection systems at the Elmina and</i></p>

**WATER
RESOURCES AND
SANITATION**

Cape Coast Castles, Kwame Nkrumah Memorial Park and Wli Waterfalls.

The Ministry of Water Resources and Sanitation has commenced the construction of sixteen (16) integrated recycling and solid waste processing facilities quest to ensure an improved sanitation system across the country. The Sustainable Rural Water and Sanitation Project and the Water Supply Improvement Project of the Ghana-Spain Debt Swap Development Programme were also completed. One hundred and three thousand, one hundred and forty-nine (103,149) toilet facilities for vulnerable households in towns and villages across the country, under the Household and Institutional Toilet Programme were completed. Over five thousand, five hundred (5,500) communities were also declared open defecation free.

ENERGY

The National Energy Policy, 2020, was completed to improve the framework and strategies to meet the contemporary energy needs of the country. The financial sustainability of the energy sector has been improved through several interventions, such as paying up the energy legacy debts

**GENDER AND
SOCIAL
PROTECTION**

The Ministry of Gender Children and Social Protection through the Livelihood Empowerment Against Poverty (LEAP) Programme increased the number of pay points from seven thousand two hundred (7,200) to fourteen thousand, three hundred (14,300) to make it easy for beneficiaries to access their grants.

INFRASTRUCTURE

Housing- The Ministry of Works and Housing under the Ghana Affordable Housing Programme has completed the construction of one thousand, four hundred and sixty-four housing units in Borteyman, one thousand, and twenty-seven (1,027) in Asokore Mampong, and three hundred and twelve (312) housing projects in Kpone. The Ministry is mobilising some two billion dollars (US\$2 billion) towards the development of railway infrastructure and services

Railways- A section of the narrow-gauge Western line from Kojokrom to Tarkwa through Nsuta to facilitate the haulage of manganese from Nsuta to the Takoradi Port was rehabilitated to provide a passenger

TRANSPORT

rail service along the corridor. The Ghana School of Railways and Infrastructure Development has matriculated its first batch of students,

Cabinet has granted policy approval for the establishment of a National Flag Carrier (Home Based Airline) with strategic partner participation.

A total of one hundred (100) new intercity buses for Metro Mass Transit Limited (MMTL), and an additional one hundred (100) buses for the Intercity STC Coaches Limited to revive the metro mass public transport system.

2.5.2021 Budget statement

The 2021 Budget focused on activities targeted towards economic recovery following the Covid-19 pandemic to ensure that businesses and individuals are cushioned and supported to build more capacity for growth. The 2021 Budget Statement and Economic Policy was under the theme "Economic Revitalisation through Consolidation, Completion and Continuation". The theme requires the Public Sector, including the Civil Service to find efficient and innovative ways to collaborate in building a stronger and better post-pandemic economy.

The key priority areas of the Budget included:

- Delivering COVID-19 containment measures and vaccination,
- Creating and sustaining jobs,
- Implementing the Ghana CARES Programme,
- Promoting entrepreneurship, and
- Wealth generation and making fiscal space for implementation of priority programmes.

In the formulation and implementation of policies, Ministries and Departments actively engaged with key stakeholders to facilitate and sustain an enabling environment for businesses to thrive and survive in the face of the Covid-19 era.

Key highlights of the budget statements were as follows:

- The overall GDP growth rate target for 2021 of 5.0% represents a 60% increase over that of 2020 (based on the revised budget). Growth in GDP is projected to see a gradual growth between 2021 and 2022 due to the introduction of the COVID vaccine and the gradual recovery of the economy. Growth performance is however expected to accelerate in 2023. Inflation is also expected to be within the target band of 8 +/- 2%.
- The macroeconomic targets for 2021 and those to be pursued over the medium term (i.e. 2021 – 2024) remain anchored by the Coordinated Programme of Economic and Social Development Programmes (CPESDP) and the Medium-Term National Development Policy.
- The Services Sector was expected to attain an average growth of 5.1%, the highest average growth of the three sectors over the medium term.
- The Infrastructure Sector remained the sector with the least sectoral expenditure allocation (4%), in line with historical trends, as against the Economic Sector, which has been allocated the largest share of the 2021 expenditure (59%).
- The major driver of the Economic Sector's allocation was the projected expenditure allocation to the Ministry of Agriculture (28%). The agriculture sector was expected to grow at an average rate of 4.6% over the medium term.
- The Social Sector was allocated 24% of the proposed expenditure in 2021 as against 20% in the previous year. The major driver of this sector's allocation was the projected expenditure assigned to the Ministry of Education (~62%).

2.6.National Public Sector Reform Strategy (NPSRS)

During the year under review, the Public Sector Reform Secretariat continued the implementation of the World Bank-sponsored Public Sector Reform for Results Project (PSRRP) aimed at improving efficiency and accountability in the delivery of selected services by selected front-line service delivery Agencies. This will be achieved by strengthening the service culture among the employees of these public sector service delivery entities. It is also to reform the current structures, systems, processes, and internal management functions of the entities to provide modernized and timely services and to enhance access to these services by leveraging available ICT infrastructure. The PSRRP also intends to re-engineer the business processes of the entities to reduce processing and waiting times, enhance service delivery standards, and communicate with citizens and the private sector.

The World Bank initiated its internal processes towards the restructuring of the PSRRP. The restructuring is to strengthen the Project's development impact, modify the disbursement-linked indicators, improve performance, and address risks and problems that have arisen during implementation, make appropriate use of undisbursed financing and respond to changed circumstances. Though the project started with sixteen (16) organizations, it has currently been restructured to focus on thirteen (13) Selected Entities.

In light of the restructuring of the project, few activities were executed. These included:

- End-line Evaluation of Government Results Framework for High Priorities (GRFHPs – 2017-2020) through the Monitoring and Evaluation Secretariat. The GRFHPs 2017-2020 served as the key monitoring and evaluation framework for Government policies, programmes, and projects. The framework, the first of its kind, was a synthesis of approximately 100 outcomes, sub-outcomes, and milestones across 33 ministries.
- Conduct of Annual Citizen Survey (Listening to Ghana) undertaken by the Monitoring and Evaluation Secretariat under the Office of the President was another activity undertaken to generate real-time evidence from the performance and achievements of the Flagship Programmes to feed into and support effective implementation and optimization of the impacts of the interventions. It is aimed at improving stakeholder participation and support for the projects and programmes rolled out.
- Consultancy service to reduce the time taken to register a vehicle from Six (6) hours to one (1) hour has been undertaken to design, develop and implement an integrated solution for vehicle registration which will ensure that, a client goes through the registration process in one hour. In addition, the solution must be compliant with good international practices.
- Consultancy service to identify and understand the capacity gaps and training needs of the Driver and Vehicle Licensing Authority (DVLA) was also undertaken. This will involve identifying capacity that is already in place to determine opportunities and constraints to the achievement of clearly identified results.

2.7. Civil Service Performance Management Policy Framework

Improvement in the Civil Service performance management system was a key reform in the Civil Service within the year. The performance management system deals with the development and signing of performance agreements between the Head of Civil Service, on behalf of the government, and Chief Directors. There is also the signing of Performance Agreements between Chief Directors and line Directors and Heads of Department.

It also includes the 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. Having implemented the Performance Management System (PMS) for seven (7) years, the existing instrument has become somewhat routine hence the need to review the Performance Management Tools (PMTs).

The Performance Agreement Templates for Chief Directors, Heads of Department, Directors /Analogous Grades Officers and the Staff Performance Appraisal Instrument were reviewed by a committee set up by the Head of the Civil Service (HCS) in 2019. The revised documents were circulated and feedback received was incorporated for stakeholder validation. Following the review of the Performance Management tools, a series of workshops were organized for staff in various MDs for its effective implementation.

2.8. Electronic Staff Performance Appraisal

As part of the digitisation drive of the government, the Civil Service in 2021 initiated steps to digitise the staff appraisal component of the Performance Management System (e-appraisal system). This is to enhance the efficiency and effectiveness of ensuring compliance and improving the performance system in the Civil Service. It also geared towards improving service delivery and performance standards in the Civil Service. The e-appraisal system is expected to be piloted and rolled out in 2022.

CHAPTER THREE (3)

3.0. REFORMS AND RESEARCH INITIATIVES TO SUPPORT EVIDENCE BASED DECISION MAKING

This section of the report highlights the key reforms and research initiatives undertaken by the Civil Service to support evidence-based policy and decision making. It outlines the raising a generation of young Public Civil Service Staff, Research Initiatives and a Summary of Key Reforms across the Civil Service.

3.1. Raising A Generation of Young Public Service Staff Emerging Public Leadership Programme

Initiated in partnership with the Office of the Head of Civil Service, Emerging Public Leaders of Ghana (EPL Ghana) is a Ghana-based organization that recruits and places high-achieving National Service Personnel into the Ghana Civil Service. Over a period of two years, Fellows are provided with responsive trainings and mentorship to become competent Civil Service staff who will improve public service delivery in Ghana for years to come. In September 2018, EPL Ghana placed its inaugural cohort of 20 Fellows across nine (9) Ministries. Subsequently, each year, 20 National Service Personnel are recruited and placed in Ministries and some Agencies. The first and second cohorts of Fellow have served the 2-year term and graduated. Currently, cohort 3 is in its second year, while cohort 4 is serving their National Service.

A. Official Launch

The formal launch of the EPL Ghana took place on Tuesday, August 27, 2019 at the Ecobank Head Office Main Auditorium.

The Guest of Honour for the occasion was the Senior Minister, Hon. Yaw Osafo-Maafo, and it was chaired by Rtd. Justice Rose Constance Owusu (Chair of the Civil Service Council).

The highlight of the Launch event was the execution of the EPL Ghana/OHCS MOU. The Head of the Civil Service, Nana Kwesi Agyekum-Dwamena, signed on behalf of the OHCS and Yawa Hansen-Quao, the Executive Director, signed for EPL.

B. Events**▪ Orientation for Cohort Fellows**

A residential orientation is normally held for the Cohort Fellows, where seasoned trainers are engaged to undertake a rigorous mindset change and preparation for the journey ahead. Modules discussed include; Self Discovery, Civic Education, Emotional Intelligence, Power of Teamwork, Grooming & Manners, Problem Solving Skills, Ethical Leadership, Microsoft Applications, Public Service Case Studies, Personal Branding among others. A 3-day Civil Service Orientation is followed at the Civil Service Training Centre (CSTC) for new Fellows, it usually ends with a familiarization tour to a Civil Service Institution.

- **Training**

There is a regular monthly training at the Civil Service Training Centre (CSTC) for the Fellows until they graduate at the end of the 2-year term. These training are structured to equip the Fellow in carrying out their day-to-day activities. Fellows get the opportunity to share their challenges and some solutions are proffered to assist them in overcoming it.

The MTN Ghana Foundation sponsored the EPL Alumni (Cohort-I) on the Certificate in Public Administration (CPA) program. The amount covered half of the C-II Fellows as well as the course was made virtual (due to Covid) and the fee reduced. The Civil Service has since mid-July agreed a new Diploma in Public Administration (DPA) curriculum with GIMPA and has therefore discontinued the use of the CPA. The remaining batches will undertake the DPA in due course.

- **Mentoring**

As part of the activities, mentors are identified in the various Institutions where these Fellows are in addition to supervisors. Training session are held regularly for all mentors and supervisors by the Mentoring Curriculum Consultant.

- **Strategy Session on sustaining the EPL Ghana Programme**

A 2-day Strategy Session took place successfully at the Sogakope Beach Resort.

It was a very useful and engaging session; strides were made at developing actionable strategies to be implemented over a period of 1-2 years towards achieving programme buy-in and sustainability in the wider Public Service.

Four (4) thematic areas were settled on:

- Governance and Operational Framework of the Program
- Resilient Human Capital Development for Program Relevance and Sustainability
- Managing the Change Process in the Public Sector
- Program Expansion and Collaborations.

C. Other Activities

- **Courtesy call on His Excellency the Vice President of Ghana:**

A team from EPL and OHCS paid a courtesy call on His Excellency Dr. Mahamudu Bawumia, the Vice President of the Republic of Ghana, on the afternoon of November 12, 2021. The visit was to update the Vice President on the strides that the EPL Ghana fellowship programme had made, an initiative that the Vice President had encouraged and supported at its inception in 2018. He was very happy about the progress made. He expressed the need to watch and guide the progression of the Fellows in the Civil Service so that they 'don't get lost' in the system, and the need to be intentional about their progression. The meeting concluded with the Vice President warmly

welcoming the idea and accepting to be a Guest at a Fireside Chat with the fellows as soon as one can be arranged.

The delegation that visited the Vice President was made up of EPL Ghana – Yawa Hansen Quao, Moses Cofie, and Prof. Samuel Bonsu, Rector for GIMPA and EPL Ghana Board Member; OHCS - Nana Kwasi Agyekum-Dwamena, Head of Service, Ing. Godwin Brocke, Chief Director, and Mrs. Elizabeth Obeng-Yeboah, Director, RTDD; as well as Mr. James Thompson, the Director General of the Civil Service Agency of Liberia

- **By the Fireside:**

EPL Fellows engage with accomplished personalities to learn from their stories and professional lives. Over the 4-year period, some of these personalities have been:

- The U.S. Ambassador to Ghana, **Stephanie S. Sullivan**. Ambassador Sullivan shared her leadership journey with the Fellows and fielded their questions.
- **Mr. Joe Lartey**, a retired public servant and former sports broadcaster, shared with the Fellows his life and career experiences as well as the transformations that have taken place in Ghana's public service over the years.
- **Mr. George Owusu**, a trained Environmental Scientist who has worked in the energy industry for about twenty years. He was instrumental in bringing Kosmos Energy to Ghana, to discover oil in the Jubilee Oil Field.
- **Selorm Adadevoh** - He impressively fielded his questions in a way that took away the importance of where (type of business) a person finds himself in and instead focused on what an individual can make of the places they find themselves and what opportunities are offered in the circumstances.
- Rector for GIMPA and EPL Board member, Prof. Samuel Bonsu, founder of the African Leadership Network and African Leadership Academy, Fred Swaniker, David Sasaki of the Hewlett Foundation engaged with Fellows respectively.

The EPL programme has a goal of raising a new generation of young Public/Civil Service Staff imbued and teeming with high integrity, ethical and moral standards. It is a journey the Civil Service has taken and would endeavour to push it forward until the goal is achieved, where the Service will be an Institution with integrity and high moral standards in delivering its services to clients. It is this direction that every Civil Service Staff is encouraged to embrace the programme and support the agenda.

3.2. Civil Service Research Initiatives

Over the past few decades, Civil Service organizations across the world have initiated significant reforms to improve, among others, their management practices and service delivery standards.

Section 3 (c) of the Ghana Civil Service Act, 1993 (Act 327) mandates the Civil Service to undertake the necessary research for effective implementation of government policies. The Office of the Head of Civil Service (OHCS), as a Central Management Agency, has institutionalized a

research hub (Bureaucracy Lab) that supports the Research Directorate at OHCS, which undertakes research to provide a more sustained and comprehensive data system to inform policy and reform formulation and implementation and strategic efforts towards the management of Civil Service bureaucracies.

This section of the report provides details of the research undertaken in the period as well as a desktop review of the aftermath of the implementation of the Flexible Working Schedule in the Ministries and Departments.

In 2021, the Office of the Head of Civil Service in collaboration with internal stakeholders (Ministries and Departments) and external partners (World Bank Bureaucracy Lab) undertook research that informed evidence-based policymaking and reforms in the Ghana Civil Service. The research areas included the following:

- 2020 Graduate Onboarding Cohort Study,
- Online promotion feedback Survey,
- Assessing the Impact of Long-Term Training on Performance, and
- The Ghana Civil Service response to the Covid-19 Survey.

A. 2020 Graduate Onboarding Cohort Study

The quality of a workforce of an organization largely determines the extent to which it can achieve its goals and objectives. One of the surest and structured ways to understand employee long-term engagement or attrition rate is to conduct an employee onboarding survey. Onboarding is the process of introducing a newly hired employee into an organization. It is an important part of helping employees understand their new position and job requirements as well as integrate seamlessly with the rest of the organization.

The major findings of the survey were as follows:

i. Career Goals and Expectations

21% of the cohort population were uncertain in maintaining their current jobs within the Civil Service while 11% wanted to change their current job in the next two years. This was basically due to inadequate wages and other conditions of service as well as lack of Office space/working environment.

In as much as the Civil Service has made significant strides to build the capacity and facilitate the career progression of staff, government should intervene to address the issue of low remuneration and poor conditions of service in the Civil Service to retain and attract highly skilled professionals.

Additionally, there is the need to strengthen the partnership arrangements with the academia.

ii. Organizational Logistics

The Civil Service has insufficient office equipment to facilitate the delivery of service. A significant percent of cohort (63.48%) indicated that office equipment such as desktop/laptops,

internet connectivity and smart workspace were inadequate specifically at the Civil Service Departments. It is therefore important for government to increase budgetary allocation to support the rehabilitation of office buildings and furnish them with the needed logistics and digital infrastructure to enhance and improve the working environment of Civil Service staff.

iii. Autonomy/Discretion and Workload

The study revealed that the Civil Service demonstrates some level of discretion and even distribution of workload for its staff as 56.64% of cohort agreed that tasks were assigned directly to them. While a degree of variation in workload is to be expected, Ministries and Departments should ensure that a clear and deliberate decision-level work plan is developed to ensure the distribution of work in a strategic and effective manner.

iv. Performance Management/Flexible Working Schedule

Majority of the cohort agreed their Performance Appraisal targets were relevant to their job schedule and were confident to achieve these targets.

The limited availability of digital infrastructure affected the flexible working arrangement instituted by the Civil Service.

- Ministries and Departments (MDs) must create a diverse and inclusive environment where employees will feel a sense of belonging and be more connected to each other.
- MDs must put in place strategies to ensure the implementation of workplace safety and emergency health response document.

B. Online Promotions Feedback Survey

Promotion is the progression from one grade to the next higher grade, usually with advanced responsibility and remuneration. The process for promotions over the years has been through face-to-face interviews for a majority of officers in the Civil Service. As part of the government's digitization drive and the need to limit in-person interactions to curtail the spread of the COVID-19 pandemic, the OHCS has adopted the virtual promotion interview process for this service.

A survey was conducted to assess the effectiveness of the virtual promotion exercise to improve the process. The survey was deployed using the online google forms to gather responses from respondents.

Poor internet connectivity and inadequate digital infrastructure were major setbacks which disrupted the effective conduct of the interviews. The study thus recommended the following;

- Intermittent internet connectivity during interview requires Ministries and Departments (MDs) to secure reliable and dedicated internet sources to ensure smooth connectivity. Also, organizations should secure more bandwidth to enhance speed and reliability during interviews.

- Setup dedicated offices with trained IT support staff to manage the digital infrastructure for the promotion interviews across MDs.

C. Assessing the Impact of Long-Term Training on Performance

The Office of the Head of the Civil Service (OHCS) has over the years, instituted various strategic policies to train, develop and equip the human resource capacities in the Civil Service. The study leave facility is one of the strategic policies intended to promote and mainstream effective and efficient human resources in the Civil Service.

The study established that Civil Service staff have access to various long-term training opportunities that seek to improve officers' performances on the job. Majority of officers considered the training programmes very relevant to job performance, improve time management skills, understand their responsibilities, and contribute to the achievement of the overall objectives of their organizations.

The results however indicated that conditions of service in the Civil Service should be improved as much as possible to avoid labour turnover among employees who benefit from the study-leave-with-pay facility. The study suggested ways to improve the Civil Service Training and Development Policy in the following areas:

- Widely dissemination of Civil Service Training and Development Policy to officers.
- Intensify coordination between OHCS and the various MDs to provide opportunities for career management and succession planning to shape career progression and make informed decisions for succession planning to attract, retain and motivate Civil Service staff.
- The creation of more scholarship opportunities for Civil Service staff to undertake PHD programmes.
- Effective reintegration system for officers upon return from long-term training.

D. The Ghana Civil Service Response to Covid-19 Survey

OHCS, in collaboration with the Bureaucracy Lab of the World Bank, conducted an online survey of Civil Service Staff to understand the impact of COVID-19 on Civil Service staff ability to undertake their work and deliver services.

The survey was designed to identify bottlenecks and to guide policy measures to better support Civil Service Staff during the challenging COVID-19 crisis period.

Below are examples of some initiatives being undertaken as a result of the survey:

- There is an improvement of ICT infrastructure at OHCS
- It has brought about some amendment in the implementation of the flexible working hours. Example, Job schedules for officers have been tied to flexible working schedule so that performance can be tracked even when officers are working remotely.

- For the first time OHCS has developed a workplace health and Safety strategy document as guideline to safeguard the health and safety of employees

The survey findings pointed towards three (3) types of interventions with both short and long-term implications.

- Increase access to ICT tools to better support home-based/remote work in the MDs. This will include the promotion of collaborative work systems where possible and the provision of training on the use of ICT tools, such as videoconferencing tools to enhance remote team-based work.
- Strengthen internal communication system in the various MDs to better support remote working. This will help improve the feedback mechanisms between managers/supervisors and their teams and ensure that the challenges and suggestions of staff are heard and addressed.
- Intensify the use of formal performance tracking systems in monitoring employees working from home to guarantee an appropriate level of productivity. The performance tracking system could also help in identifying specific challenges associated with task completion and Service delivery for remote work.

E. Impact of Surveys on Policy Initiatives

In the context of a rapidly changing public administration climate, the Ghana Civil Service has a vital role to play in understanding, managing and shaping the forces of change through research and innovation. The research undertaken has informed various policy directions and initiatives in diverse ways. Key among them are as follows:

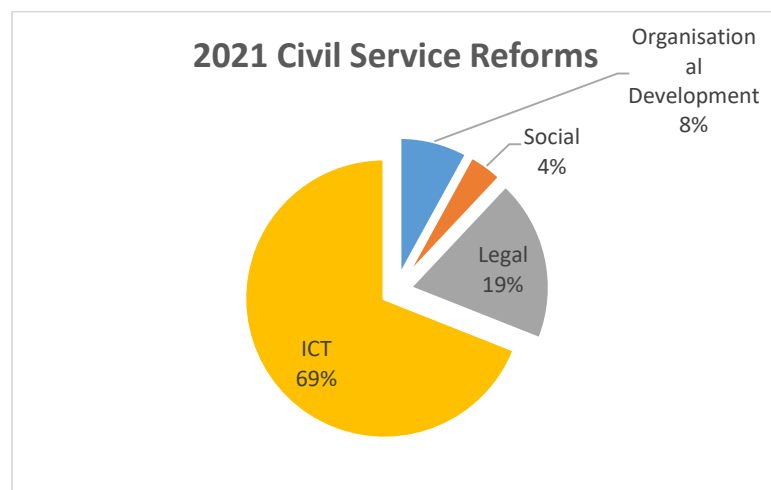
- a) The OHCS in November 2021 signed a memorandum of understanding with the Scholarship Secretariat to enable Civil Service staff pursue higher education in Masters and PhD Programmes and other relevant short courses. This is intended to improve the capacity of staff to deliver on their mandate and improve service delivery.
- b) Virtual promotions and recruitment have been mainstreamed in the Civil Service. This has helped reduced cost of conducting in-person promotion interviews for Civil Service staff especially in the Regions and for the Office of the Head of Civil Service. The interference in the in-person recruitment of applicants into the Service has also reduced.
- c) The Civil Service has developed workplace strategies to promote and reinforce public sector productivity. It was revealed in the findings that 72 per cent of Civil Service staff on average were able to join virtual activities with a highly satisfactory level of participation. Again, as indicated by 71% of Civil Service staff, they would like to have the option of working remotely in the future. As part of the strategic vision of the Civil Service Council, the Service has adopted the option of working remotely especially for non-critical staff.

3.3. Civil Service Reform Initiatives

Civil Service reforms are aimed at improving institutional and staff capabilities for organizational productivity. Most of the reforms undertaken in the sector Ministries are targeted at improving service delivery and performance.

This section of the report provides details of some major administrative Reforms undertaken in the Civil Service within the year under review.

Figure 3. 1: 2021 Civil Service Reforms



The Civil Service initiated and implemented a number of reforms in the year under review. On the whole, twenty-six (26) key reforms were considered for analysis. About 69% of the reforms related to the application of ICT for improved Service delivery. Only 4% was related to improvement in the social sector. Reforms in Organizational Development was about 8% while reforms in 19% was recorded in Legal/Regulatory Organisational Development was 8% and Legal/Regulatory was 19%.

The Civil Service has embraced the digitization agenda by the government. This has accounted for the automation of most services in the Civil Service. A maximum of 69% of reforms were implemented in the Civil Service in 2021 to facilitate the improvement in service delivery and work process. Additionally, the Civil Service continued to use virtual platforms in the performance of tasks and engagement of clients.

The total number of legal reforms recorded in the Civil Service increased from 16% in 2020 to 19% in 2021. This represents an improvement after a decrease from 29% in 2019. This could be attributed to the increasing stakeholder engagement and the support and decisions from Cabinet following a decline during the upsurge of the Covid-19 pandemic. There is however the need to further improve the stakeholder and Cabinet support to facilitate the rapid approval of Bills and Laws for effective implementation.

The Civil Service initiated steps to improve its structures and processes for Service Delivery. Though there was a minimal of 8% reforms recorded in the area of Organisational Development.

Some Ministries re-organised key Agencies and established Technical Units and working groups to focus on the achievement of strategic functions of the Sector.

The summary of the key Reforms is presented below:

Table 3. 1: Key Reforms in the Civil Service

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
Ministry of Chieftaincy and Religious Affairs	Digitalization of Records	2019	Completed	The technological reform sought to scan, create and store records of the Ministry in digital form	All the records at the Ministry's headquarters are being converted into digital format.
	Review of the Chieftaincy Legal Regime	2021	Not completed	The review aims at aligning the instruments i.e. L. I 798, C. I 27, Chieftaincy Act 759 and some sections of the 1992 Constitution (Chapter 22 on Chieftaincy) with best practices.	A preliminary workshop has been conducted to identify some of the areas that need amendment and or review
	Directives on Christian Pilgrimage	2019	Completed	Directives on Christian Pilgrimage, a social reform, was put in place to systematize the Christian Pilgrimage	The implementation of the directive has led to the centralization of screening and selection of would-be pilgrims to the state of Israel
Ministry of Employment and Labour Relations	Review of the Labour Act, 2003 (Act 651)	2021	Not completed	To bring it up-to-date, address the emerging issues in the labour market and incorporate modern international labour standards.	Inputs from stakeholders and incorporation into the new Labour Bill to be submitted to Parliament for passage.

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
	Implementation of the Ghana Jobs and Skills Project	2021	Not completed	To support the development of skills and job creations, dubbed the “Ghana Jobs and Skills Project”. As part of this project, the Ministry is implementing a component focused on establishing a modernized web-based portal for the collection and dissemination of comprehensive and accurate labour market information.	The reform is expected to improve the operational structures of the Labour Department and enable it to harmonize the source of labour market data, generate comprehensive and accurate reports of the labour market and inform the relevant stakeholders promptly.
Ministry of Science, Technology and Innovation	MESTI Visibility Webinar Series	2021	Completed	To reach out to major stakeholders of MESTI and its Agencies on the core functions of the sector and solicit stakeholders' input to shape and improve upon our services.	showcase of the various activities being undertaken in the sector to project the Ministry and its Agencies by positioning them in their rightful places in the transformation and development agenda of the country.
Ministry of the Interior	Designed Dual Citizenship Management Information System (DCMIS).	2021	Not completed	Easily accessible and retrieval of information on clients	(60%) of manual documentations on Dual Citizenship scanned and currently being uploaded onto a database

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
Ministry of communication	Implementation of Smart Workplace	2021	Not completed	Provided a seamless transition from paper movement to electronic means of working and movement of documentation.	Provide digitization support to critical state institutions to be more efficient to meet the needs of citizens. For instance, the Ministry has developed a blueprint for the Ministry of Works and Housing for the digitisation of the Rent Control Department to improve their service delivery.
Ministry of Food and Agriculture	Creation of MoFA M&E web-based portal	2020	Completed	The development of a web-based portal was necessitated by challenges encountered in manual data collection and analysis during the implementation of METASIP I & II	The web-based portal is being used by budget officers at the decentralized and national levels to capture the 2022 budget. The work plan submission period has been reduced significantly.
Ministry of Gender Children and Social Protection	Implementation of Social Welfare Information Management System (SWIMS)	2020	Not completed	To ensure efficient service delivery for the most vulnerable population	Trained 40 Social Development Officers in June 2021 SWIMS deployed in 40 districts

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
	Inter Sectorial Standard Operating Procedure (ISSOP)	2020	Completed	To ensure Standardization of case management reference points for child protection and family welfare cases	Launched the ISSOP for Child and Family Welfare in June 2021 Trained 240 Stakeholders from 40 selected districts. distributed 13,000 copies of the (ISSOP) document
	Crisis Centre with helpline and APP	2021	Completed	To develop holistic and comprehensive support systems for Sexual and Gender-Based Violence (SGBV) victims and survivors of Domestic Violence	Boame" APP Launched holistic and comprehensive support systems for Sexual and Gender-Based Violence (SGBV) victims and survivors of Domestic Violence developed
Ministry of Sanitation and Water Resources	Amendment of the Community Water and Sanitation Act 1998 (Article 564)	2020	Not completed	To transform CSWA into a utility service organization and to expand the scope of their services.	Amendment of the Community Water and Sanitation Act 1998 (Article 564) has been submitted for cabinet Approval
Ministry of Youth and Sports	Legislative Instrument (LI) for the Sports Act, 2016 (ACT 934)	2020	Not completed	To give meaning to the Sports Act 2016, (Act 934) and make it functional	The draft LI has since been submitted to the Attorney General

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
Ministry of Parliamentary Affairs	Establishment of Technical Secretariat	2020	Not completed	To review legislation and policies	Expected to improve the delivery of government business in areas of the passage of bills or approving policies
Ministry of Health	Health Electronic Recruitment System	2017	Completed	Ensures equity in the distribution of health staff across the country.	All recruitments into the Health Sector are done through the portal. There is rationalized recruitment of health professionals (nurses, medical doctors, specialists, allied health professionals, etc.)
Ministry of Information	Reorganization of Agencies	2021	Not completed	<p>To maintain effectiveness and efficiency in the delivery of service.</p> <p>To revamp the Ghana News Agency to make it more viable</p> <p>Revise the existing structures of ISD to proactively and aggressively deliver government communication agenda to enlist the "buy-in" and active support of all segments of the populace for a seamless rollout of</p>	<p>A cabinet memorandum on the reorganization of New Times Corporation has therefore been submitted to Cabinet for consideration and approval.</p> <p>A cabinet memorandum on the retooling Programme of the ISD has therefore been submitted to Cabinet for</p>

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
				government's development initiatives.	consideration and approval
Ministry of Local Government and Rural Development	Passage of a new Regulations of Births and Deaths Registration	2021	Not completed	To change the operational structure of the Births and Deaths registration system across the country	Registrations of Births and Deaths Act 2021, Act 1027 being implemented, Regulations of Births and Deaths Registration gazetted and laid before Parliament pending maturity
Ministry of Transport	Systems Integration, Enforcement, Entrenchment and Data Analytics which has been dubbed "SEED".	2021	Not completed	To serve as Vehicle Database that would allow clients to easily access information online. It would also allow data captured to be integrated with other existing databases for service delivery.	Digitization of vehicle records from 1995 to 2016 has been completed. Scanning and validating vehicle records spanning 2017-2020 are ongoing. The new Vehicle Registration System (VRS) has been deployed at all DVLA vehicle registration centres to replace the manual registration currently being operated by the DVLA
Ministry of Tourism,	The Visit Ghana App	2021	Completed	The App was developed to serve as a tool to help in the promotion and	A major improvement in Ministry's Agenda

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
Arts and Culture	Automatic License Regime	2021	Not Completed	marketing of the tourism business. This is to digitize all tour guides and tourism enterprises to help regulate and standardize their operations in the country and help make sure they operated within the confines of the rules and regulations of GTA	concerning its core functions and mandate to make the tourism sector the most reliable and best in the world.
Ministry of Trade and Industry	Implementation of a three-year Business Regulatory Reforms (BRR) programme	2021	Completed	To develop an interactive web-based consultation portal to facilitate centralized consultation between government institutions and the private sector on policies	Improved consultations in light of the COVID- 19 Pandemic.
Public Sector Reform Secretariat	Annual Action Plan Flagship Digital Version for PSRS	2021	Completed	To monitor and track the implementation of projects and activities	Improvement in work processes, monitoring and tracking implementation of project and activities, start dates, deadlines and assignment of tasks rather than using the paper version.
Office of the Head of Civil Service	Implementation of the Electronic Staff performance	2021	Not completed	To facilitate the ease in the performance appraisal process, provide data for analysis and decision making and	To improve efficiency in the performance appraisal process.

Ministry	Reforms	Date of commencement	Status of completion	Key objectives during the period	Outcome/Impact
	Appraisal System			ensure data accessibility and security	
Ministry of Roads and Highways	Implementation of SmartTrack Web Application Intelligence Traffic Management System	2021	Completed	To Track documents and make them easily accessible	Reduced complaints about missing Memo Improved Level of service of the corridor

The following were indicated as the challenges affecting the implementation of reforms over the period:

- Network and internet connectivity affecting the effective use of developed or initiated systems,
- Difficulty with staff embracing new changes,
- Financial constraints such as limited funding for reform implementation, monitoring and evaluation and scale up and
- Delays in operationalizing stated activities

The successful implementation of reforms in the Civil Service reforms is subject to the availability of funds, sufficient digital infrastructure and the rapid response from Cabinet on the approval/passage of some legal/regulatory reforms. As indicated by most of the Sector Ministries, slow adoption of reforms and implementation challenges were attributed to inadequate financial support and digital infrastructure. While the Civil Service is committed to building a Service that is result oriented, professional and ICT driven to support government digitalization agenda and effective policy implementation, government should also consider appropriate budgetary allocation for the implementation of Civil Service reforms to ensure increased service delivery and improved outcomes.

3.4.Civil Service Workplace Safety and Health Response Strategy (Covid-19)

The Office of the Head of the Civil Service in response to the outbreak of the COVID-19 pandemic, put in place some initiatives intended to allow the adjustment of working hours for staff. The objective was to intensify the enforcement of workplace health and safety and the implementation of flexible work schedule. This has created a shift in the operations at the

workplace, especially taking into cognizance mandatory safety and health protocols on restrictions for meetings and public gatherings.

This section of the report summarizes the implementation, challenges and some mitigation measures for the flexible working initiative across the Civil Service.

A. Aftermath Of Covid-19

The flexible work arrangement was widely implemented by the sector Ministries and Departments to help minimize contact among staff. Virtual platforms such as telephone calls, WhatsApp and emails, Zoom and Microsoft Teams were used to engage and communicate with officers for feedback on assigned tasks. Additionally, monitoring measures and strategies were put in place to track the performance of officers on a weekly and monthly basis. Some specific strategies adopted included the following:

- Implementation of weekly/monthly action plan for staff: Before officers proceed on their remote work schedule, targets for the period are determined and approved by management.
- Staff rotation, a schedule that indicates the tasks to be completed for the period week.
- Regular updates from staff: Staff working remotely are required to send frequent updates of their work to their supervisor based on the assigned tasks on the schedule.
- Effective Communication: Supervisors share information and feedback to their respective officers through official email addresses, shared drive and Directorate WhatsApp platforms.

B. Achievements Of Targets and Challenges

Most of the targets set out by the MDs during the year were successfully achieved. However, there were challenges, especially with meeting targets that required in-person consultations, particularly with external stakeholders.

Despite the successes of the flexible working hours initiative, the major challenge that affected its implementation was the inadequate availability of working equipment such as laptops, collaborative working tools and internet access for remote work. Officers in some MDs do not have adequate working tools for remote work. In most cases, staff who work from home use their laptops and internet bundles.

C. Mitigating Measures

However, as part of measures to curb the above challenge, some MDs have made some budgetary allocation for ICT logistics for officers and organization of training workshops to equip officers in the use of video conferencing applications such as Zoom and Microsoft Teams.

Other Ministries and Departments have provided ICT support such as newly installed computers, mobile devices or other equipment, software; along with enhanced capacities of communications and networks/databases for their staff to work from home efficiently.

The Civil Service continues to rely on the support of government in advancing the digitization agenda of the Service by providing the necessary working tools to support effective remote work.

Going into the future, the Civil service will focus on:

- Enabling and capturing innovation to become ‘talent spotters’, that will transform the public sector,
- Building effective learning cultures to improve Civil Service reform, and
- Facilitating evidence-based research to inform policy decisions and implementation.

CHAPTER FOUR (4)

4.0.TREND ANALYSIS ON STAFFING, RECRUITMENT, TRAINING AND MOVEMENT (2019-2021)

This chapter provides a comparative analysis on the status of management of human resource and capacity development in the Civil Service and its implications for government consideration.

4.1.Staff Analysis

4.1.1. Staff Distribution by Sex

The Ghana Civil Service analyses sex disaggregated data to ensure gender parity across Civil Service institutions. The analysis identifies the difference between and among males and females in terms of their relative position and the distribution of resources, opportunities, constraints and power in the context of the Civil Service. It also enables the OHCS to undertake awareness creation, gender planning and gender-sensitive indicators for monitoring and evaluation.

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 bridging the gender gap by 2025.

Table 4. 1: Staff Distribution by Sex

YEAR	MINISTRIES			DEPARTMENTS			EXTRA MINISTERIAL ORGANISATION			GRAND TOTAL
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
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
2021	4,146	2,740	6,886	5,793	3,495	9,288	544	403	947	17,121

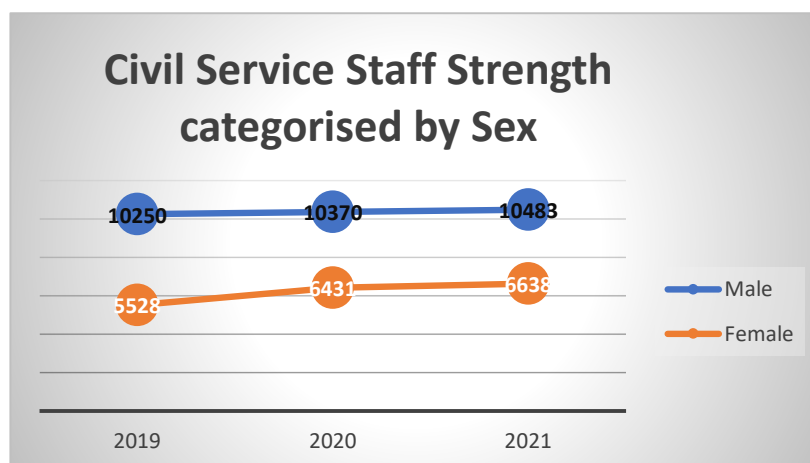


Figure 4. 1: Civil Service staff strength categorised by Sex

The years 2019, 2020 and 2021 recorded a total staff strength of 15,778, 16,801 and 17,121 respectively. There was a minor increase of 6.5% from the year 2019 to 2020 and a further increase of 2% of staff from 2020 to 2021. The data suggest that an additional 8.5% has been

added between 2019 and 2021.

A trend analysis of the sex distribution of staff in the Civil Service shows a marginal increase of both male and female staff. There was a 1.2% and 1% increase of male staff from 2019 to 2020, and from 2020 to 2021 respectively. Also, the female staff recorded an increase of 16.3% and 3.2% respectively from 2019 to 2020 and 2020 to 2021. The total percentage increase in males over the years (2019 - 2021) is 2.2%, while that of the female is 19.5%.

The recruitment data from 2019 to 2021 showed a 9 percent increase in female recruitment and a 9 percent decrease in male recruitment. This translates into a marginal increase of 4 percent in the overall staff strength of females in the Civil Service.

The increase in female staff over the male staff is a result of a deliberate effort by OHCS through its recruitment process to bridge the gender gap among staff in Civil Service by the year 2025.

4.1.2. Occupational Groupings

Out of the eighty-seven (87) class categories within the Civil Service, twelve (12) were dominated by females and seventy-five (75) were dominated by males. The classes dominated by females are the: *Administrative class, Catering class, Child care class, Company Inspector class, Environmental Health and Sanitation class, Foreign Service Officers, Receptionist, Records, Secretarial, Social Development Officers and Estates (Cleaners and Labourers)*.

The gender disaggregation of data by class shows 6, 4 and 10 percent increase in female officers over male officers' service-wide in the Administrative, Estate (Cleaners and Labourers) and Foreign Service classes respectively. Though the staff data presents a male dominated Civil Service, the female staff strength is dominant in strategic areas such as the administrative, secretarial and foreign service classes. There was an average increase of 96% of females in the Secretarial, Child Care and catering classes because of the perceived gendered roles of these classes.

The Accounts class has the highest number of staff in the Service with 3,263 (19.06%). The Public Financial Management Regulations, 2019, L.I. 2378 requires the Controller and Accountant General's Department to provide accounting officers to covered entities for the purposes of the receipt, custody, disbursement and reporting of public funds. Thus, the highest number of officers in the Accounting Class. The gender disaggregation within the Accounting Class shows 61 percent of officers are male while 39 percent are female. This is reflective of the distribution across the Civil Service and is proportionate at all levels of the grade hierarchy. This is likely to limit the female dimension and influence on policy formulation and implementation.

In line with the revised framework for schemes of service, the OHCS must merge and map to the Secretarial Class onto the Executive Class for the provision of additional clerical support services such as filing, production of simple reports, office management etc.

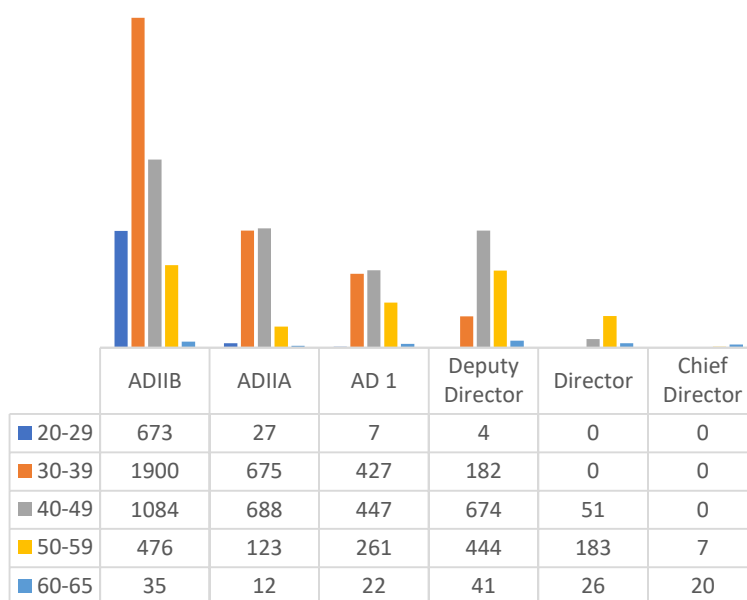
4.1.3. Age Categorization

Figure 4. 2: Staff Category by Age

The Civil Service has a workforce of 72% distributed within the age category of 30-49 years at the professional category.

At the operational level, which comprises Officers from Assistant Director IIB to Assistant Director IIA, the workforce constitutes 67% from the category of 20-65 years. At the technical level, which comprises officers from Assistant Director I to Deputy Director, the workforce constitutes 30% from the age range of 20 to 65 years. At the strategic level which comprises of officers from Director to Chief Director, the workforce constitutes 3% from the age range of 30 to 65 years.

Staff Category by Age



The age distribution of staff shows that a large percentage of the workforce are within the operational level and performs implementation functions. This explains why more than half (54%) of the Civil Service workforce are in the Departments.

The data reveals that by 2031, at least (1,494) representing 17.6% of Officers at the professional category will be retiring from the Civil Service. 2,457 (28.4%) of Officers at the sub-professional category, will also be retiring by 2031. In the small to medium term (next 5 years), at least 745

(8%) and 1,229 (14.2%) of officers at the professional category will be retiring from the Civil Service.

Currently, Chief Directors who are above 65 years indicates that 43% are retained on contract for their needed services. The data further shows that, out of the 260 Director/Analogous grades 183, 51 and 26 are within the age range of 50-59, 40-49 and 60-65 respectively. The Civil Service therefore has enough resource from within to occupy Chief Director positions.

At the Deputy Director/Analogous Grade level, there are 674 and 182 officers within the age range of 40-49 and 30-39 respectively. This presupposes that Civil Service has a significantly youthful workforce to occupy management positions at the Director/Chief Director Level, a deviation from existing practice where Officers spend very few years at the Director and Chief Director positions at an advanced age before going on retirement.

There should be effective succession planning mechanisms, continuous coaching and mentoring to increase the capacity of staff to occupy management positions thereby reducing the incidence of keeping retired staff on contract.

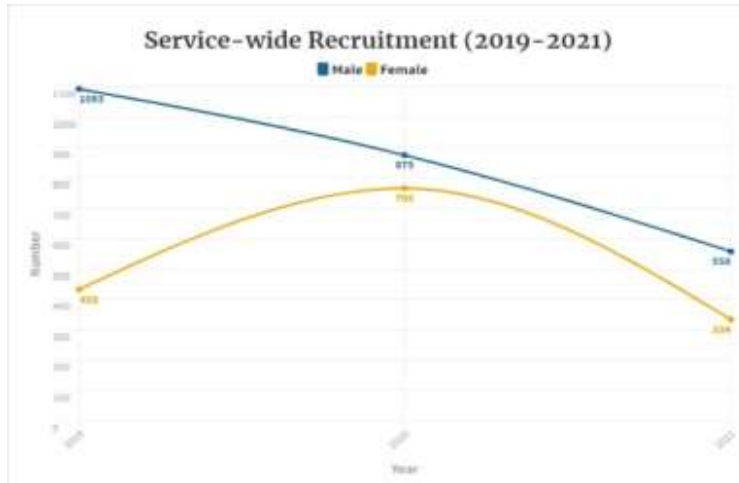
The current data shows 87 officers are on contract from the Deputy Director to Chief Director Positions. OHCS is putting in efforts to ensure placing staff on contract is limited significantly to allow qualified officers assume management positions. This will reduce significantly the level of apathy related to the promotion of Officers to senior positions in the Civil Service.

Government should provide central funding for the training of staff and facilitate the rapid approval of successful candidates for the Director and Chief Director positions.

The government's budgetary allocation on compensation should rather be geared towards the recruitment of young graduates into the Service to reduce the unemployment challenges in the country whiles efficiently utilising the capabilities of deserving Officers to occupy such positions.

4.1.4. Recruitment

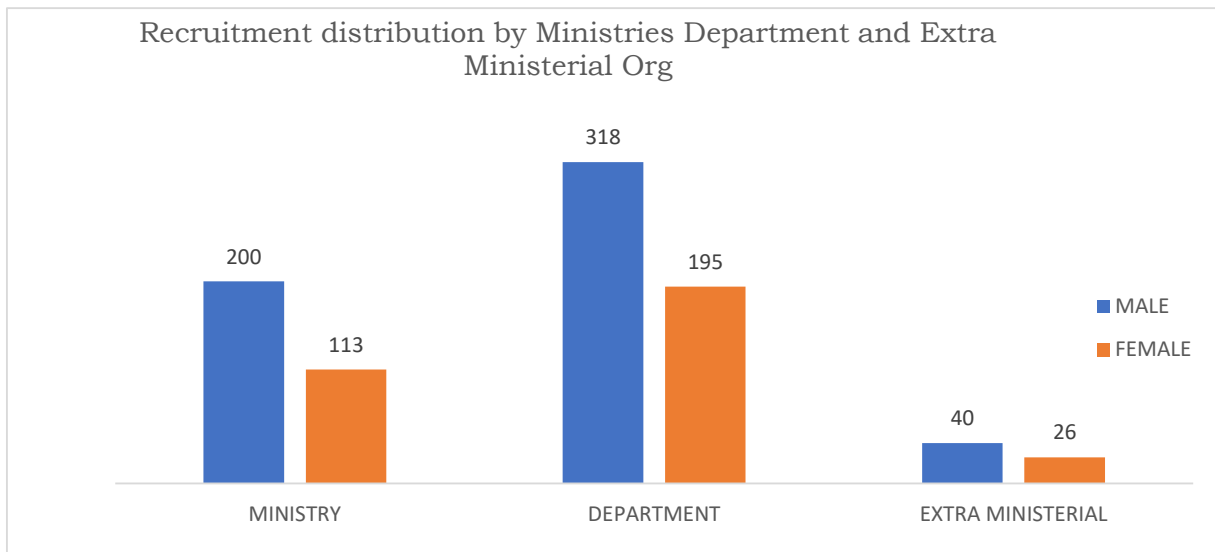
Figure 4. 3: Service-wide Recruitment (2019-2021)



Recruitment of new staff and replacement of exited staff from the Civil Service is conducted by the Civil Service to maintain the optimum staffing levels required for service delivery. For the period under review, 892 Officers made up of 63% male and 37% female were recruited into the Civil Service.

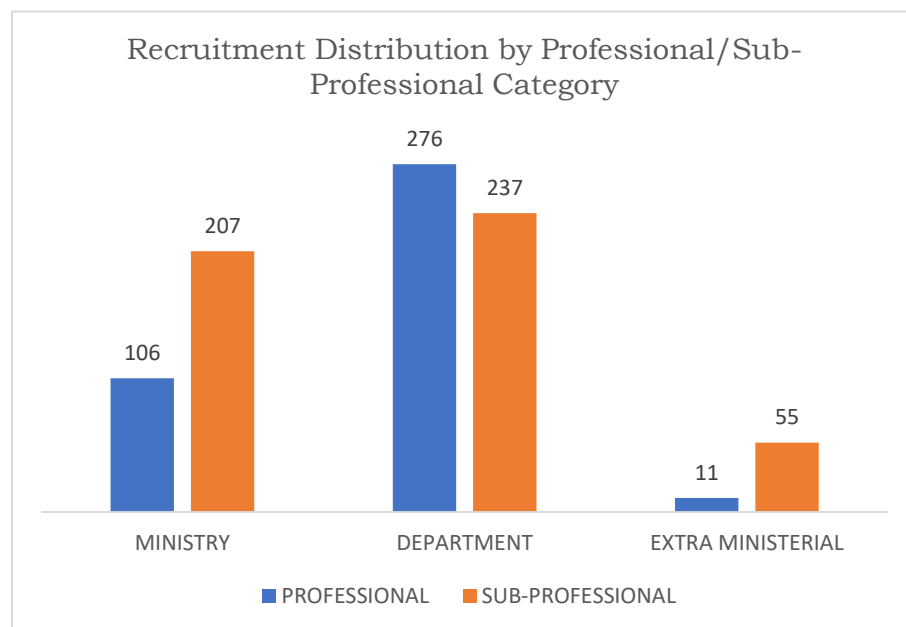
Figure 4. 4: Recruitment Distribution by Ministries

Department and Extra Ministerial Org.



As compared to the 2020 recruitment data (1,641), there was a significant reduction of 45.6% in the recruitment of officers in 2021. This is translated into a further reduction of 56.4% and 36.2% of female and male recruitment respectively in 2021 compared to 2020.

For the period under review, 513 of the 892 Officers recruited representing 58% were posted to Departments (276 professionals and 237 sub-professionals).

Figure 4. 5: Recruitment by Professional/Sub-Professional Category

313 representing 35% were posted to Ministries (106 professional and 207 sub-professionals), 66 Officers representing 7% were posted extra Ministerial (11 Professionals and 55 Sub- professionals)

Figure 4. 6: Recruitment Distribution by Organisation

The data on recruitment further demonstrates an increased number of the sub-professional cadre in the Ministries, Extra- Ministerial, and Departments. A large number of sub-professionals posted to the Departments were to augment their staffing needs and help implement the policy goals and objectives at the regional and district levels.

4.2. Staff Training and Development

The primary objective of training and development in the Civil Service is to enable Officers to keep pace with the changing technological, economic, social and political advancement of the Service. This is done through the enhancement of skills, relevant knowledge, and improved attitudes for the prompt and efficient performance of duties, which shall ultimately lead to the realization of the mission of the Civil Service geared towards National Development.

The Training and Development Policy of the Civil Service prescribes mandatory 40-hour training for all staff of the Ministries and Departments (MDs) for skills acquisition 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;

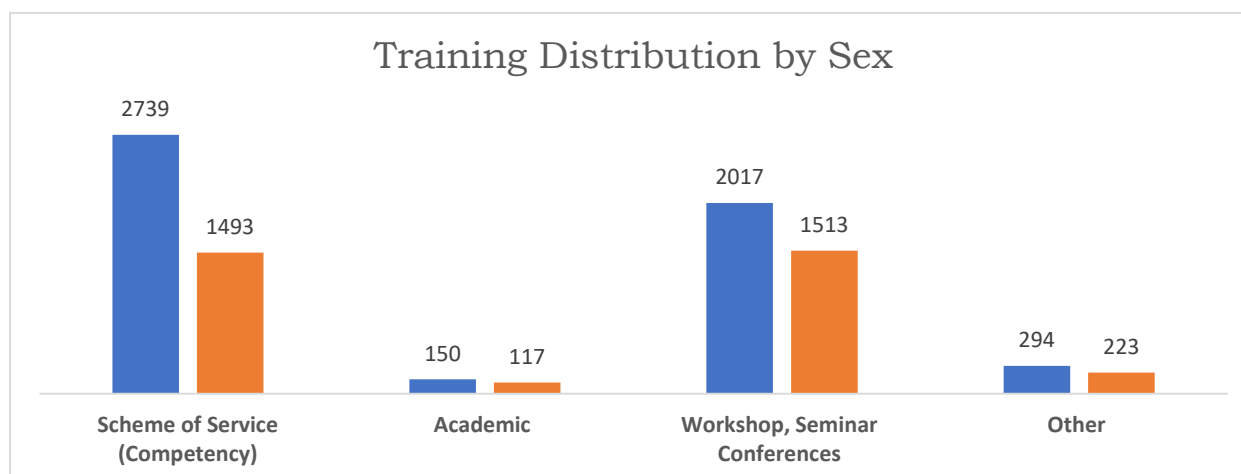
- Scheme of Service Training
- Competency-Based Training
- Academic Training
- Workshops, Seminars and Conferences

For the period under review, 8,546 Civil Service Staff participated in Scheme of Service, Competency-Based and Academic Training programs in local and foreign Institutions, various Workshops, Seminars and Conferences.

Figure 4. 7: Trainings undertaken (2019-2021)



The data indicates a continuous rise in all training programmes undertaken by officers from 2019 to 2021. During the peak of the Covid-19 pandemic in 2020, participation in workshops dropped by 14.4% but increased significantly by 59.6% in 2021. The participation in the Scheme of Service training increased by 63.5% from 2019 to 2020. The Civil Service Training Centre has adopted the virtual mode of training to meet the training needs of staff across the Civil Service.

Figure 4. 8: Training Distribution by Sex

The Scheme of Service Training constituted about half (49.6%) of training programmes attended in 2021. 41.3% also participated in various workshops. The data reveals that 2739 male and 1493 female officers were trained for Scheme of Service and Competency-based training. Officers who participated in academic training included 150 males and 117 females. Workshops, seminars and conferences were the most attended, involving 2017 male and 1513 female officers. In addition to the above, 294 male officers and 223 female officers in the various Ministries and Departments attended other training.

4.2.1. Scheme of Service Training Institutions

Figure 4. 9: Scheme of Service Training Institutions

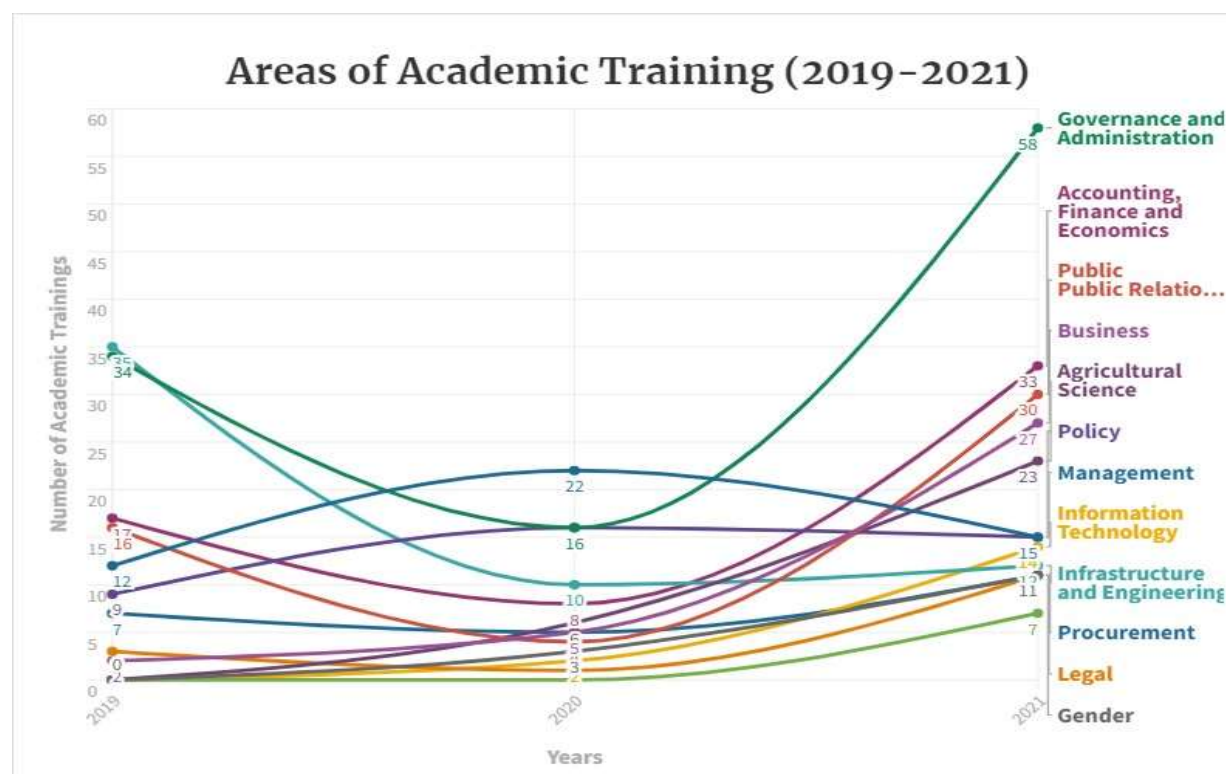
The data on the distribution of training institutions reveals 55% of officers participated in training programmes at the Civil Service Training Centre (CSTC) while 22% participated in In-Service training programmes. Seven percent participated in training at the Institute of Technical Supervision (ITS) while 12% trained at the Government Secretarial School (GSS).

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

4.2.2. Academic Training

The Ghana Civil Service encourages short-term functional training and development for its staff to attain academic and professional credentials up to the Doctorate level. 267 Officers from Ministries and Departments received training in a range of academic fields such as Procurement, Information Technology, and Accounting. As compared to 125 and 118 of academic training in 2020 and 2019 respectively. Officers aspired to further their education to obtain information or advance their careers in their fields of work. This is to enable them acquire the needed competence to perform required tasks within the Civil Service.

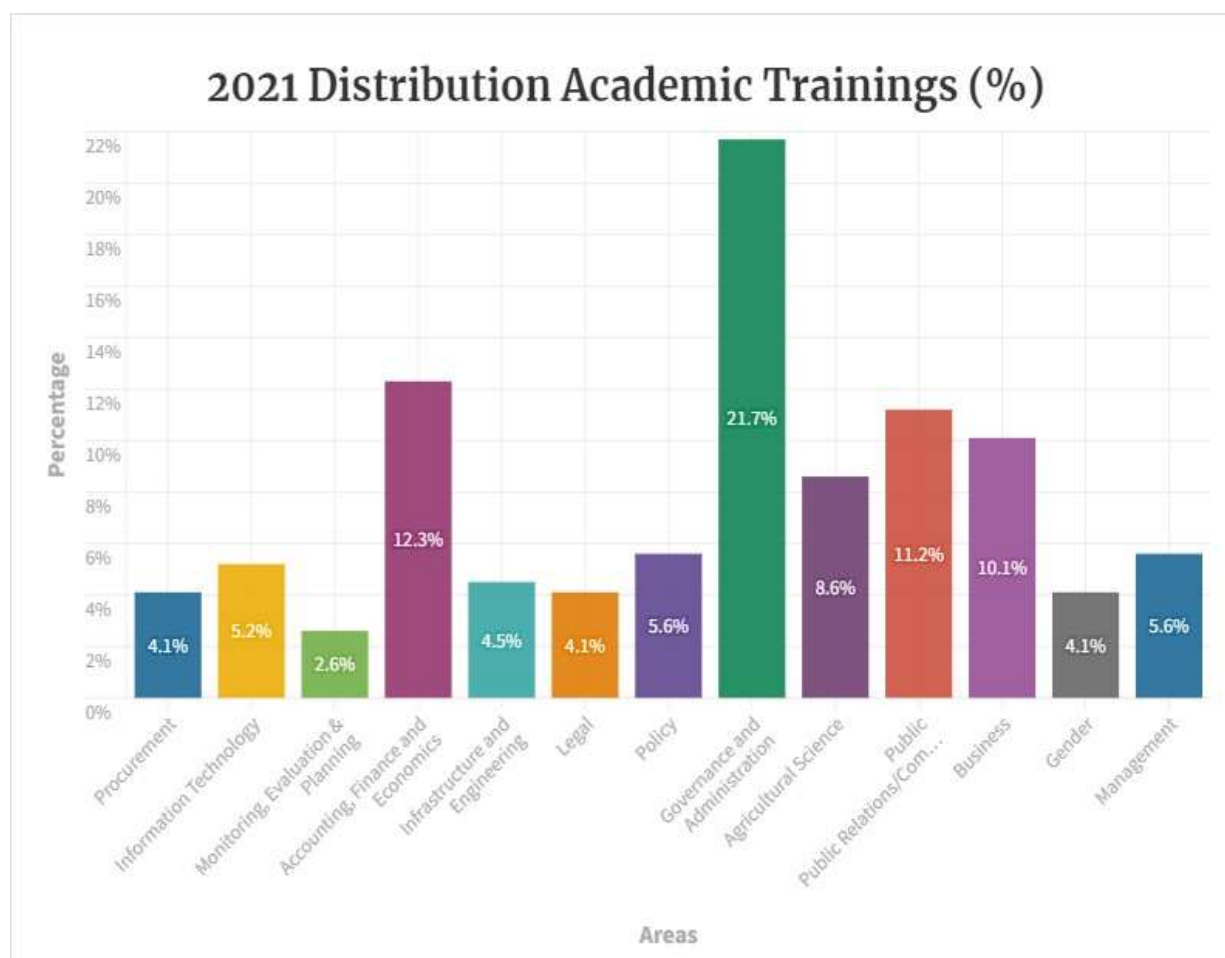
Figure 4. 10: Areas of Academic Training (2019-2021)



The data shows the majority of the Officers pursued studies in Governance, Administration, Public Relations / Communication / Diplomacy, Finance and Economics, which are critical areas needed by the Ghana Civil Service to enhance efficiency in its service delivery. The 2019 and 2020 training reports recommended the need to identify “critical areas” such as policy analysis, monitoring and evaluation and research, information technology to inform and encourage Officers to pursue higher studies. This informed, seven (7) Officers to enrol in training on monitoring and evaluation. Though these numbers are not significant, it represents an improvement over last year. Training in essential fields such as accounting, finance and economics, legal, and information technology has also improved.

While participation in training increased generally by 126% from 2019 to 2021, there is still a need for development in several critical areas, such as information technology. As Ghana moves closer to the digitization of its economy, there is a greater requirement for Civil Service Personnel to be skilled in information technology. This will provide them with the tools they need to digitize their work processes for efficient and effective service delivery.

Figure 4. 11: 2021 Distribution Academic Trainings

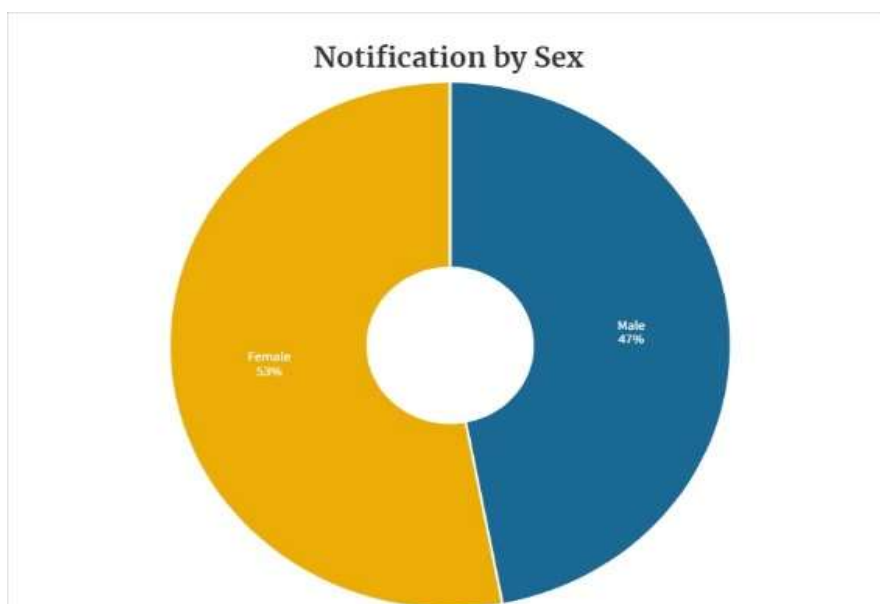


4.3. Human Resource Facilities

4.3.1. Study Leave and Notification

A. Study Leave

The Office of the Head of Civil Service (OHCS) in recognition of the basic importance of Human Capital in its service delivery ensures Civil Service staff are offered opportunities to undertake an



approved course of study or research in a local or overseas training institution through the study leave facility. This is to enable the officers to keep abreast with current trends and broaden the scope and experiences of the Civil Service staff for the benefit of the Service.

Gender Disaggregation

Gender disaggregation of applications for Study

Leave with or without pay for 2021 indicated that while male Officers were 27, female Officers who applied for the facility were only 20 representing 67% and 43% respectively as compared to 27 male and 14 females' applications received 2020 representing 66% and 34% respectively. Though there is 30% increment in the number of females who applied for the facility, there is still the need for more females to make use of the facility to attain knowledge to enhance their service delivery.

A trend from 2020 to 2021 shows a cumulative increase of 13% in study leave applications solely attributed to the 30% increase in study leave application from females.

B. Study Leave Applications

In 2021, a total of fifty-six (55) applications were received. Forty-two (42) applications were granted study leave with pay while four (5) granted Study leave without pay. Eight (8) applications were declined because officers were in the sub-professional cadre while others were new entrants below the four years' requirement in the Service.

Thirty-seven (37) applications were received from the Ministries with two (2) and six (6) received from the extra Ministerial and Departments respectively. The majority of the applications were

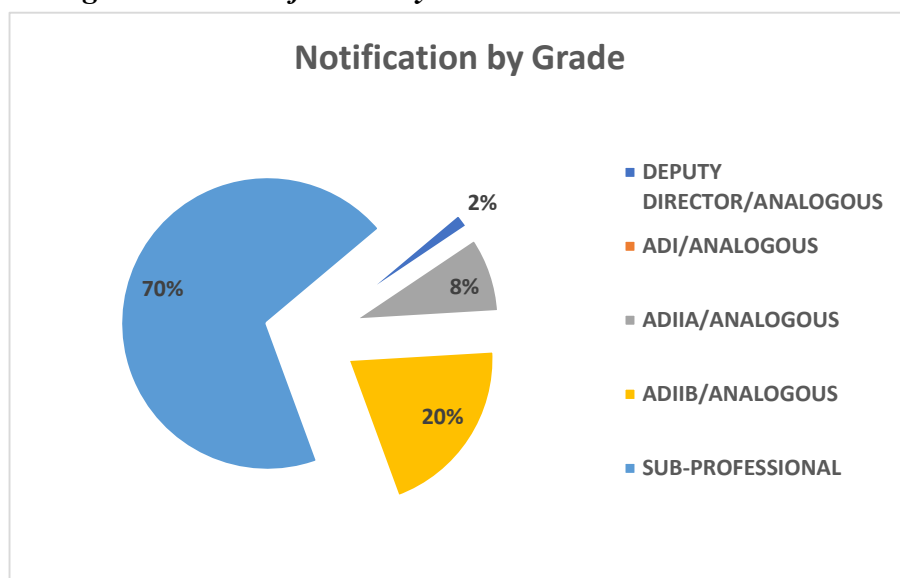
from Officers in the Assistant Director IIA and analogous grades. This could be as a result of the mandatory four (4) year mandatory continuous service for assessing the study leave facility. Officers in that category are mostly in the Assistant Director IIA and analogous grades.

C. Notification

The training and development policy of the Ghana Civil Service makes provision for Civil Service staff to further their education, increase their knowledge and skillset towards improving their work and the institution's goals and objectives.

In this regard, Officers who while performing their normal duties, gain admission into institutions of higher learning to pursue further programmes that run outside the normal working hours of the Service are required to seek approval from the Office of the Head Civil Service through their Ministries or departments. This is to enable their institutions to make specific internal arrangements with Officers pursuing such further studies.

Figure 4. 12: Notification by Grade



In 2021, 100 requests were received from the various Ministries and Departments for processing. Approval was granted to enable Officers pursue weekend and evening Bachelors and Masters programmes in various disciplines.

The data indicated that 47 male Officers, 53 female Officers applied for the facility representing 47%

and 53% respectively.

At the grade level 70% of notification request were received from the sub-professional category while 30% from the professional category.

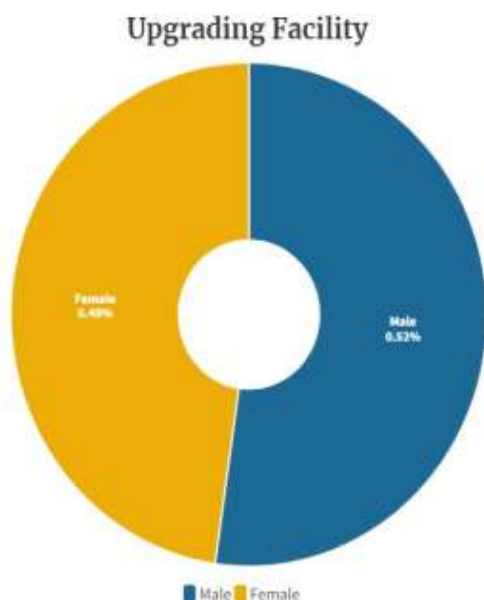
D. Upgrading

Figure 4. 13: Upgrading Facility



The upgrading facility provides the opportunity for officers to move to higher grades upon acquisition of additional academic or professional qualifications. This is common among officers in the sub-professional cadre who submit these requests after completing first degree courses relating to their area of specialization.

Figure 4. 14: Upgrading Facility



In the year under review, 176 upgrading requests were received with 52.3% being males and 47.7% being females. 50 requests were approved and 10 declined. However, 116 requests were pending because of unavailable vacancies on establishment levels and incomplete documentation such as availability certified true copies of academic certificates.

The data shows a yearly rise in the number of upgrade requests with a marginal decline of approved requests from 2019 to 2021. The reason for the relatively low approval of upgrade requests is mainly because of the non-submission of Establishment level to absorb the officers on the new grades at their respective institutions.

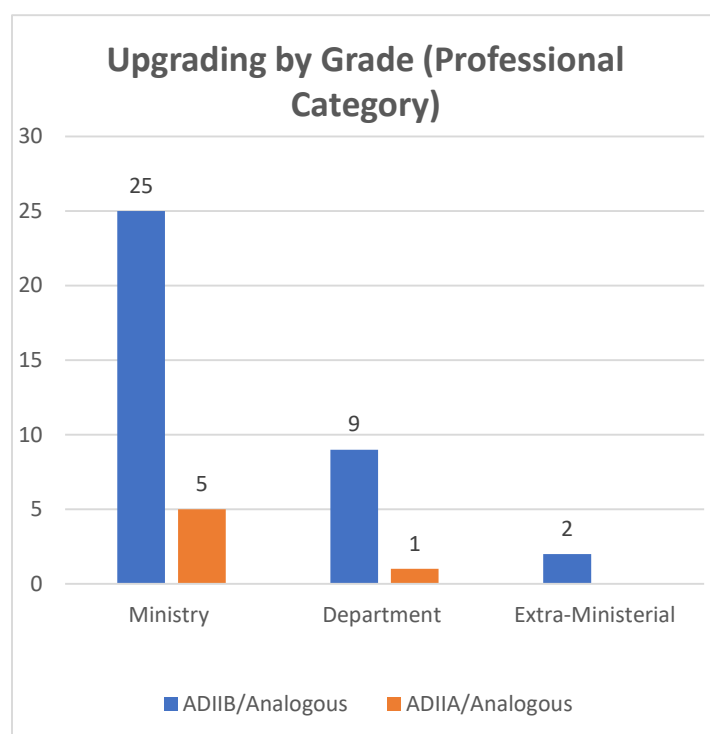
Data from the upgrading facility showed that the approved upgrade request to the procurement class was 18% with 14% to the registrar/chieftaincy class. The cooperative, engineering and

agricultural classes accounted for 8% each of the approved upgrade requests. A key criterion for approving an upgrade request is the availability of establishment within an institution.

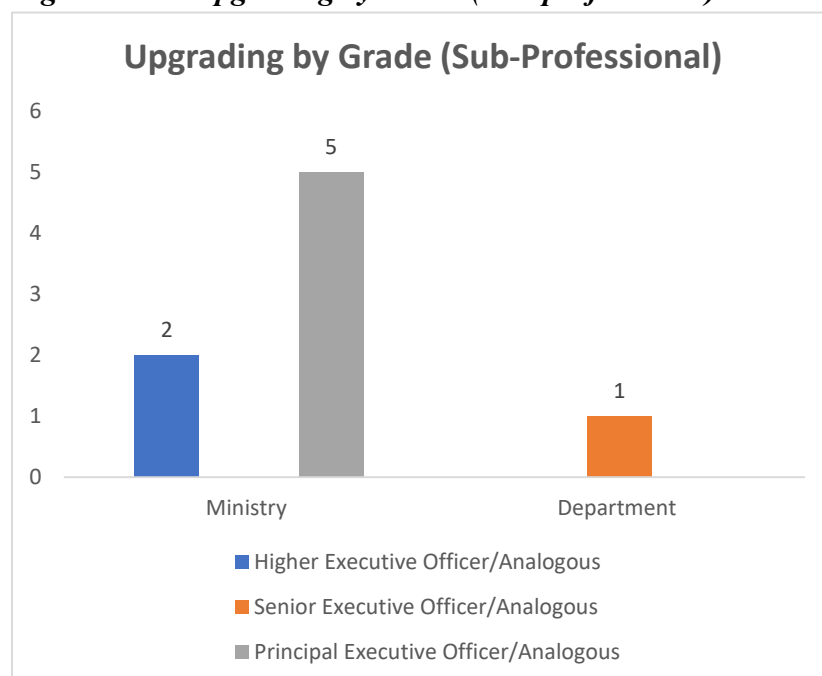
Figure 4. 15: Approved Upgrading Request by Class



The justification for a high percentage of approval of upgrade request to the procurement class can be attributed to need to meet the optimum requirement for their establishment schedule. The optimum staffing levels in the procurement class will provide the needed human resource capacity to ensure value for money procurement in the Civil Service.

Figure 4. 16: Upgrading by Grade (Professional category)

In the Ministries, 25 officers upgraded to the Assistant Director IIB and Analogous grade while five (5) officers upgraded to the Assistant Director IIA and Analogous grade at the Professional Level. At the Departmental level, nine (9) officers upgraded to the Assistant Director II B and Analogous grade. In addition, an Officer was upgraded to the Assistant Director IIA and Analogous grade at the departmental level. At the Extra-Ministerial level, two officers upgraded to the Assistant Director II B grade.

Figure 4. 17: Upgrading by Grade (Sub-professional)

At the sub-professional category, five (5) officers upgraded to the Principal Executive Officer and Analogous grade at the Ministries while one officer upgraded to the Senior Executive and Analogous grade.

4.3.2. Conversion

The movement of an Officer from one Occupational Class to another within the Service is termed as Conversion. 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 by the organisation for conversion of the officer.

Currently, there is a moratorium on conversion from one professional cadre to another professional cadre. However, as a result of the expertise acquired and further training of some officers due to the critical role they play, their respective Ministries justified the need for the conversion from one professional class to another. Consequently, the OHCS granted approval for the conversion of six (6) officers, three (3) Records Officers were converted to the Environmental Health, Procurement & Supply Chain and Planning Classes, two (2) Protocol Officers were converted to the Administrative Classes and one (1) Planning Officer was converted to the Administrative Class.

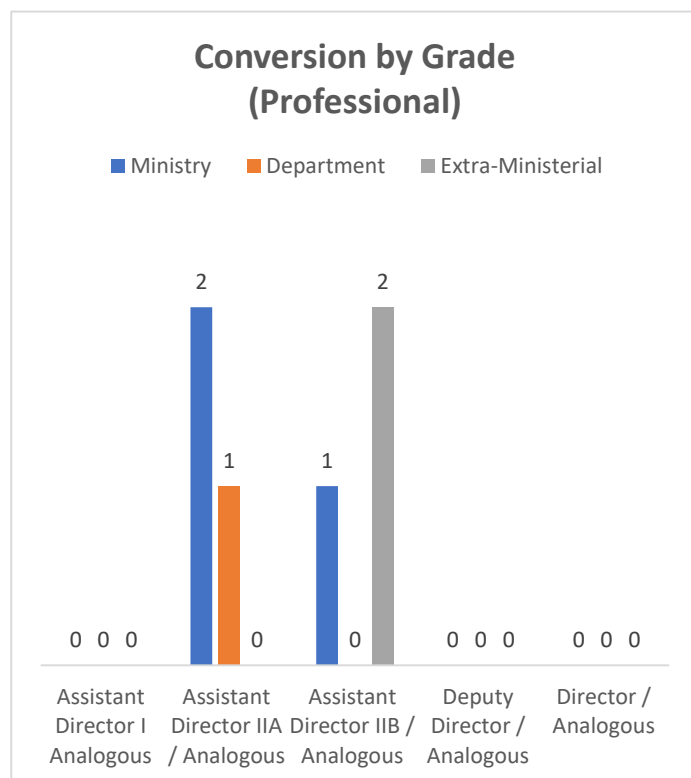
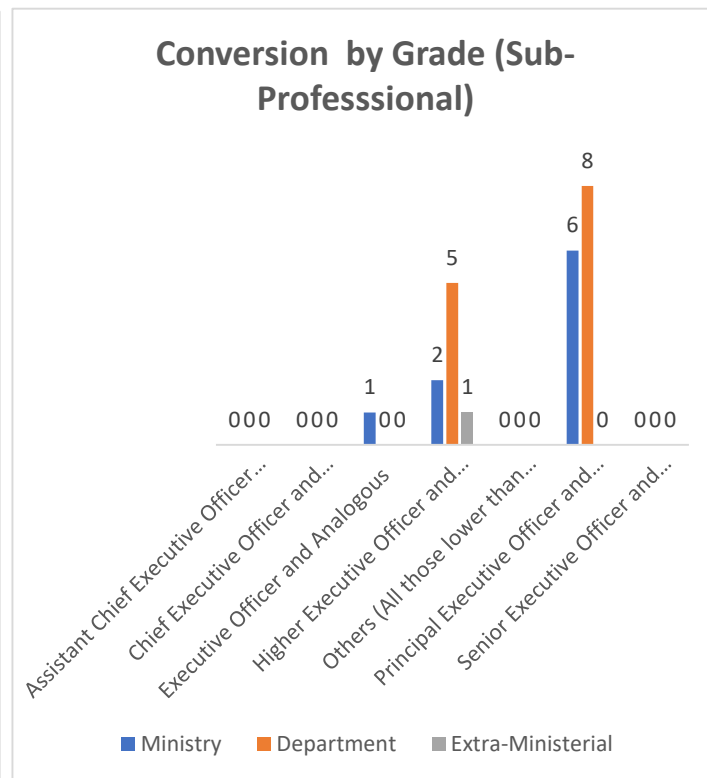
The total number of conversion requests for various occupational groups were 139 out of which 27.33% were male and 72.67% were female. At the end of the year, 30 requests were approved with the remaining 109 pending management decision. The 109 is as a result of the embargo on the 43 conversions from professional to professional and the release of examination results for 66 officers in the sub-professional cadre seeking to convert to the various professional cadre. The distribution of the requests was as below:

Table 4. 2: Conversion by Professional/Sub-Professional

No	Category	Application	Approved
1.	Professional to Professional	49	6
2.	Sub-Professional to Professional	66	Nil
3.	Sub-Professional to Sub-Professional	24	24

The most desired Class for conversion is the Administrative (42.4%), Programme (10.6%), Procurement (7.6%) and Planning (6.1%). The Administrative Class appeals more to Civil Staff because of its wide establishment and the perception that it provides a clearer path to the Chief Director position. OHCS need to sensitise staff to disabuse their minds of this wrong perception and encourage staff to appraise themselves with the requirements for progression.

The data shows three officers converted to the Assistant Director IIB and IIA and Analogous grades respectively at the professional category. In the sub-professional category, fourteen (14) Officers converted to the Principal Executive Officer and Analogous grade.

Figure 4. 18: Conversion by Grade (Prof)**Figure 4. 19: Conversion by Grade (Sub-Prof)**

4.3.3. Change of Date of Birth

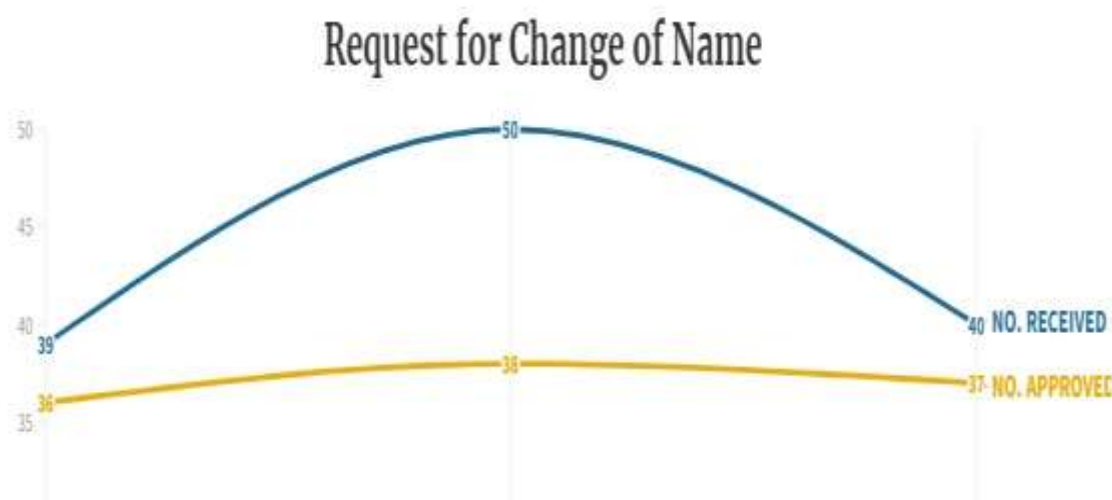
There were twenty-six (26) requests with regards to the correction of date of birth. 5 were approved, 15 pending and 6 declined. The inability of officers to furnish the Office with further details served as a justification for a significant number of pending requests.

The inability of officers to furnish the Office with further documentations such as elementary school records, first passport issued, baptismal/birth certificate issued around the time of birth (not more than twelve years from the time of birth) served as a justification for a significant number of pending requests.

Another reason for the request for the change of date of birth may be as a result of a genuine error in the input process. However, because this happened at the blind side of the affected officers, they only get to know when their names have been taken off the payroll/salaries are stopped. Upon further investigations their SSNIT records and other relevant documents corroborate their claim and they are eventually restored on the payroll.

Figure 4. 20: Request for Change in Date of Birth

It is only officers who have compelling information to support their claim to change the records in the Service, which are approved following vigorous verification process. Again, it goes to ensure that Officers provide the true date of birth when joining the Civil Service since one has to provide substantial evidence before approval is granted for correction of date of birth.

4.3.4. Change of Name**Figure 4. 21: Request for Change of Name**

The OHCS received forty-two (42) applications for change of name out of which 28.8% were males and 71.2% were females. A total of 34 requests were approved while three (3) were declined. Five (5) were pending due to the non-submission of the relevant gazettes.

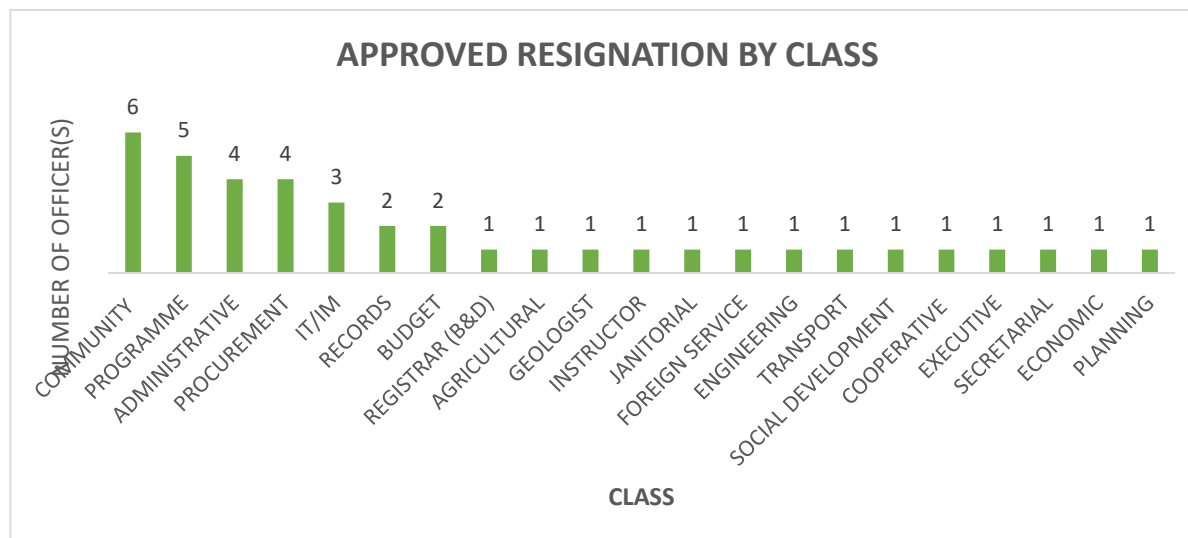
Married female Officers who take up their spouse's name after their appointment into the Service mainly request for this facility. 26 female officers changed their name due to marriage and approval was granted for eight (8) male officers due to omission and incorrect spelling of their names. The approval was granted based on submission of an official gazette.

4.3.5. Resignation

A total of **forty-three (43)** requests were processed by the OHCS. **Twenty-four (24)** requests were from male officers and **nineteen (19)** requests were from female officers. At the end of the year, **forty (40)** requests were approved while three (3) are pending due to failure on the part of officers to route the requests properly. The highest resignation approved were from nineteen (19) officers on the grade of Assistant Director IIB and Analogous grades, followed by seven (7) Assistant Director IIA and Analogous grades, the least was from one Director (Chief Procurement and Supply Chain Manager) and six (6) from sub-professional cadre.

Attempts by the institutions to undertake exit interviews has proved futile because officers usually do not avail themselves for such exercises. The OHCS need to adopt strategies to engage such officers to help inform policy decision on attrition of employees.

Figure 4. 22: Approved Resignation by Class



It is noted from the chart that, the highest number of requests came from the Community Development Class followed by the Programme Class. This could be as a result of poaching by Non-Governmental Organisations in the community development field.

4.3.6. Secondment

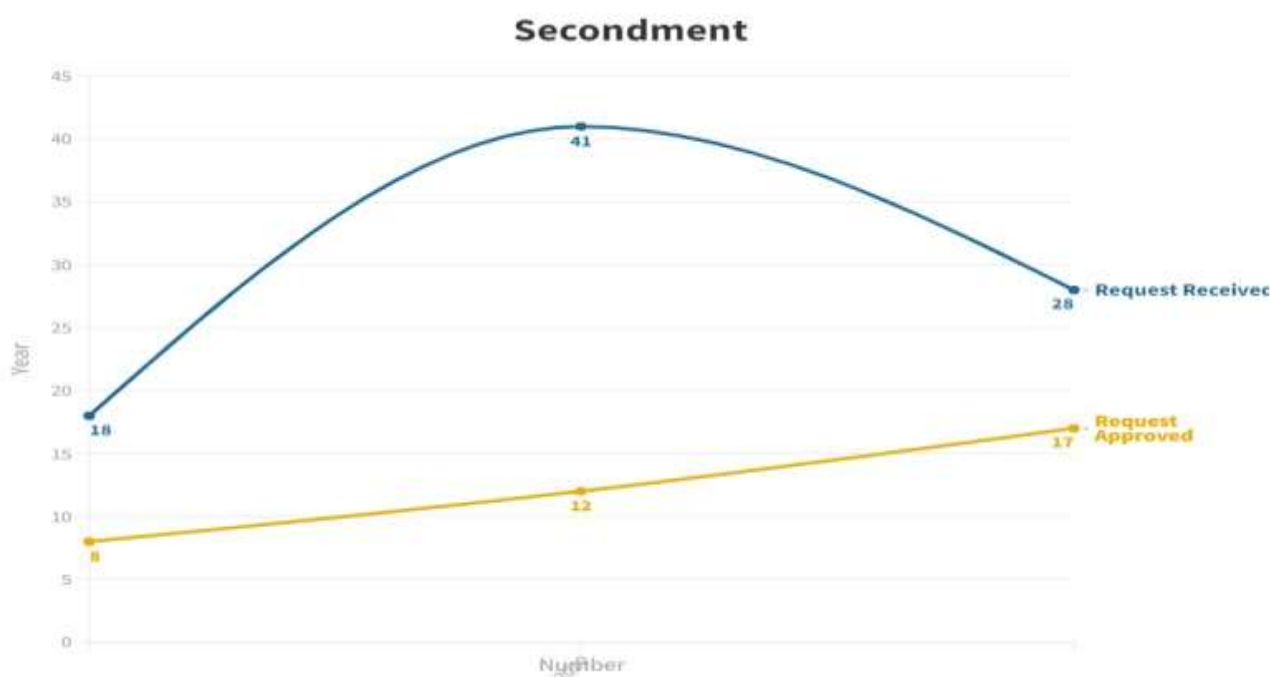
Secondment is the movement of an officer from the Civil Service to another Public Service organisation which seeks the services of specific category of officers to augment their staffing situation. Secondment in the Public Service is for an initial period of two years, which can be extended for a year. After three (3) years, the officer is required to return to the Civil Service or regularised at the seconded institution.

A total of twenty-eight (28) requests were received requesting the service of the specific calibre of officers to augment their staffing needs particularly in the Procurement, Records, Internal Audit, Accounting, Administrative Classes from Assistant Director IIA and Analogous Grades to Director and Analogous grades and sometimes Secretaries. Seventeen (17) requests were approved and the officers comprised of ten (10) males and seven (7) females.

For applications that request departmental grade officers, the Heads of Classes are notified, to nominate suitable officers before approval is granted by OHCS. In some instances, the skills and competencies requested are not readily available, hence the reason for nine (9) requests pending and two (2) declined.

For applications that request departmental grade officers, the Heads of Classes are notified, to nominate suitable officers before approval is granted by OHCS. Two (2) requests for secondment into the Civil Service were declined because there were enough officers on the Assistant Director IIB and Analogous Grades due to the realignment of seven Ministries. For the nine (9) requests pending nomination from the heads of Class, four request was for Procurement Officers, two (2) for officers in the Accounting Class preferably Senior Accountants and above and one (1) each for Assistant Internal Auditor and Assistant Director IIB.

Figure 4. 23: Secondment



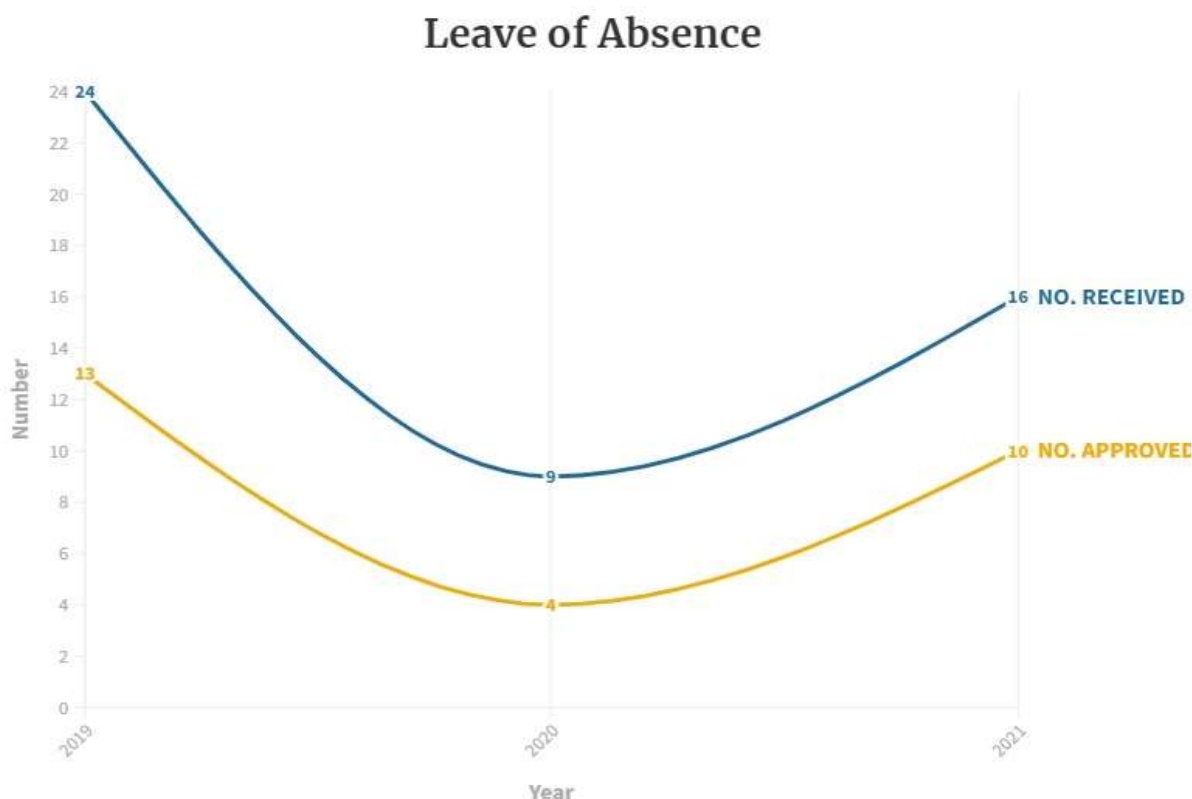
From 2019 to 2020, secondment request received by the OHCS increased by 128% but this increase declined to 56% in 2021. The approval of secondment requests from 2019 to 2021 increased by 113%. The approval of secondment into the service is important to augment the staff strength of the service particularly in specialised capacities the Civil Service lacks.

4.3.7. Leave of Absence

The leave of Absence facility is granted to officers for personal or professional reasons to undertake a professional assignment; welcome a new child into the family; or embark on an extended trip. 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 (2) years in some dire circumstances when adequate evidence is provided.

In 2021, a total of **sixteen (16)** requests were received, out of which **seven (7)** were males and **nine (9) females**. Ten (10) requests were approved, one (1) declined and six (6) pending the submission of further documentation.

Figure 4. 24: Leave of Absence



It was that observed that out of the ten approved requests, three (3) were on grounds on Public Policy, five (5) due to personal health complications or that of a family member i.e., parents and children and one (1) each for the extension of maternity leave and to continue to stay with a spouse on foreign posting.

With regards to officers granted leave of absence on grounds of Public Policy, the Civil Service stands to benefit because these officers normally offer special assistance on donor funded projects such as advisors at the World Bank and the International Monetary Fund during their period granted leave. Thus, it is envisaged that new skills and expertise would be acquired and brought to bear upon their return to the Civil Service. The Ministry of Foreign Affairs and Regional Integration should strengthen and mainstream such opportunities to improve the capacity and competitiveness of the Civil Service in the international market.

With regards to the declined request, the officer failed to provide evidence /medical report to support his claim of ill-health, therefore the request was not approved.

4.3.8. Transfer of Service

Transfer is the permanent movement of an officer from one Public Service Institution to the Civil Service and vice versa. Over the years, the majority of these requests emanate from officers in the Local Government Service. A few have been received from the Ghana Health Service and other Public Service Institutions.

For the period under review, twenty-six (26) requests were received, out of which 53.8% were males and 46.2% were females. With Eleven (11) requests approved, 72.7% were transferred into the Civil Service while three 27.3% were transferred out of the Civil Service. Two (2) Community Development Officers analogous to ADIIA from the Community Development Class and a Deputy Director of Agriculture from the Agricultural Class transferred their services to the Local Government Service.

The remaining nine (9) officers who joined/transferred their service into the Civil Service comprised an Assistant Budget Analyst, three (3) Environmental Health Engineers, one (1) Senior Environmental Engineer, two (2) Principal Accountants and one (1) Chief Accountant. These officers were accepted on transfer into the Budget, Environmental Health and Accounting Classes. It should be noted that the Ministry of Sanitation specifically requested for the Health Engineers due to their expertise to help the Ministry achieve its core mandate on sanitation.

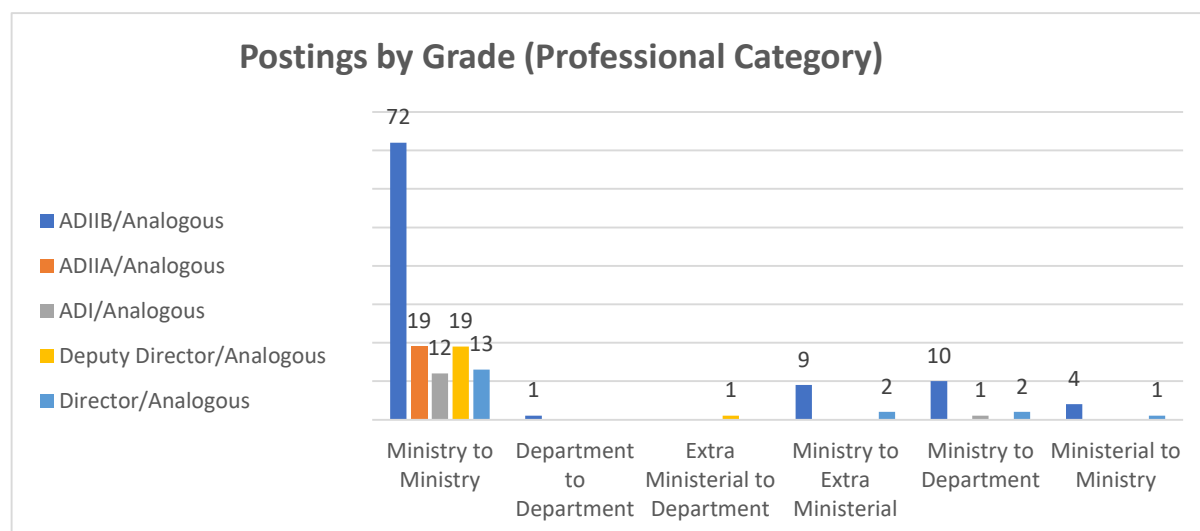
The reason for declining fifteen requests was mainly due to the non-availability of vacancy/Establishment in the Civil Service as well as the other public service organizations that officers requested to join.

4.3.9. Posting

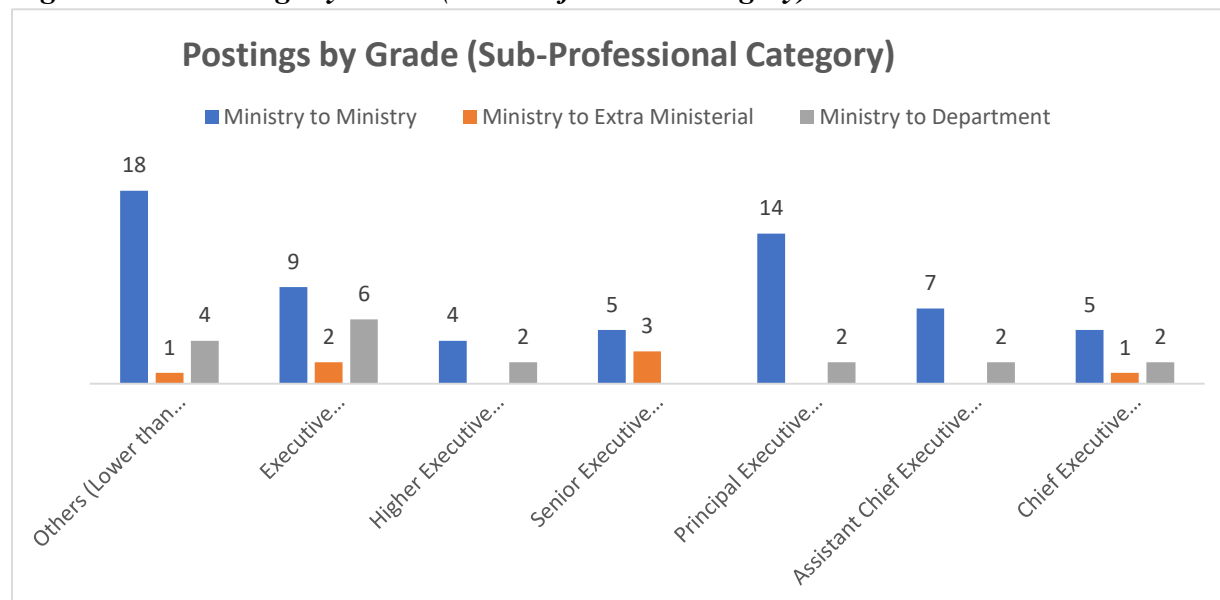
Posting is a critical function that requires the equitable distribution of existing Human Resource skills within the Service to ensure optimum performance. The movement of officers from one Ministry/Department to another is termed as a duty tour. Officers are required to serve for a period of four (4) 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 more than required whereas others have been frequently moved around. In response to the unbalanced movement of officers from a duty post within the assigned timeframe of service, a programme is being implemented to effectively structure posting for all Officers in the General Class who have served six (6) years and above at their current Ministries/Departments (MDs).

At the beginning of the year under review, seven (7) Ministries were realigned while one (1) became defunct following the coming into force of Executive Instrument 2021 (E.I12). Consequently, the OHCS, was tasked to repost affected Civil Service Staff to the Ministries listed in EI 12.

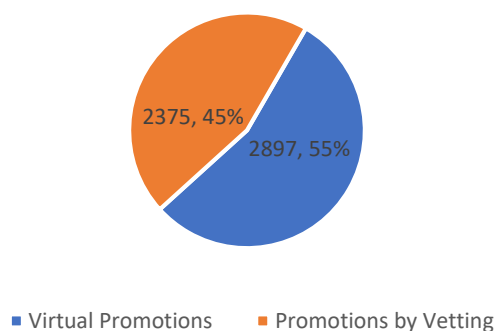
Figure 4. 25: Postings by Grade (Professional category)

As at December, 2021, 253 officers had been reposted from the defunct Ministries to other Ministries and Departments where their services were needed. Data shows 135 Officers were posted from one Ministry to another, with the Assistant Director IIB grades having the highest number of postings at the Professional category. Postings from Ministries to Departments recorded the second highest in the professional with 10 Assistant Director IIB grade officers posted from Ministries to Departments.

Figure 4. 26: Postings by Grade (Sub-Professional category)

At the sub-professional category, 62 Officers were posted from one Ministry to another, with Officers below Executive Officer grade having the highest number of postings. Further to this, postings from Ministry to Department recorded the next highest number of postings, with 18 officers posted from the Ministries to the Departments.

Number of Officers Considered for Promotions



Posting as a human resource tool is necessary for building capacity of staff within the Civil Service. It enables offices attain requisite skills in diverse sectors to prepare them for higher roles and to address challenging issues. The facility also encourages commitment to national building.

OHCS will continue the

movement of existing officers to ensure equitable distribution of skill set and shared experiences for optimum performance across the Service.

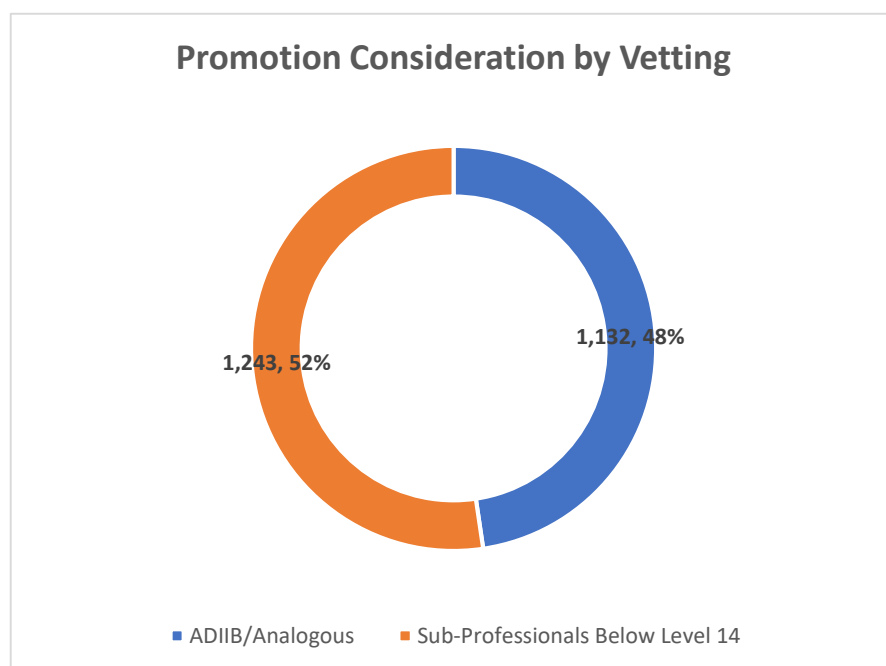
4.3.10. Promotions

Figure 4. 27: Number of Officers Considered for Promotions

Promotion is the progression from one position to a higher level, usually with higher responsibility and remuneration. Promotion interview 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 to be eligible/ qualified for promotion when he/she has satisfied all the conditions stated in their respective Schemes of Service as well as other guidelines in the Civil Service.

The data shows that out of 5,272 promotion consideration for 2021, 55% of the process was organised virtually and 45% was vetted.

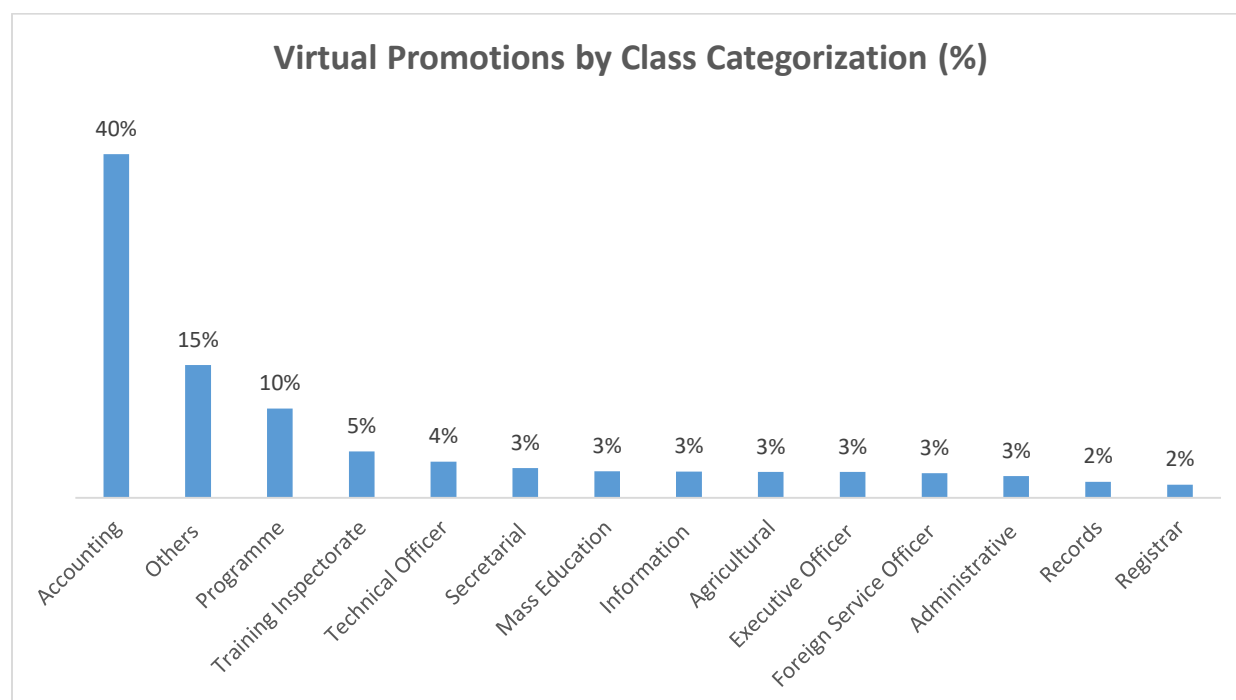
Figure 4. 28: Promotion consideration by vetting

Further to this, the promotion exercise vetted documents of Officers within the grade of ADIIB/ Analogous and Sub-professionals below SSSS Level 14.

The data revealed that 91% of Officers from the ADIIB/Analogous grades passed after vetting their documents while 9% failed. Also, 89% Sub-Professionals below SSSS level 14 passed after vetting their documents while 11% failed.

Though the percentage of Officers who failed the vetting process was relatively low, the Office observed that the failures can be attributed to the lack of appropriate documentation and incomplete appraisals. The issues were mainly on non-signing of the appraisal document by appraisees, appraisers and counter signing officers. For officers in the Transport and secretarial class, the required driver's license and professional certificates were not provided.

The data further revealed the Accounting, Programme, Technical, Administrative, Records amongst others recorded the highest numbers of eligible Officers for promotion in the Professional category. In the Sub-professional category; the Technical, Labourer, Transport, Secretary Classes ranked the highest for the promotion process.

Figure 4. 29: Virtual Promotions by Class Categorization

The data revealed that 47 classes participated in the virtual promotions. 40% of the candidates were from the accounting class, 10% were from the programme class while five percent were from the Training Inspectorate class. Four percent of candidates were from the technical officer class. Thirty-Three (33) Classes below 2% scored an aggregate of 15% in the graph representation.

This confirms the efforts by OHCS to clear the backlog of promotions of staff in the Civil Service especially in the departmental classes as a result of the support from government to undertake this exercise. Government should continue to provide the needed support to clear all outstanding backlog on promotions to help boost the morale of staff to increase performance.

4.4. General Observations and Recommendations

a) Age Categorisation:

The Civil Service has majority of its staff within the youthful range of 30 to 49. This indicates a workforce that may be eager to learn, build their experience and apply their skills in the workforce. It is recommended that the Civil Service:

- harness the youthful workforce through capacity building, training and mentoring processes to ensure the enthusiasm from the youth is channel to team building, productivity and good morale for work.
- identify Directors and Deputy Directors with the right work ethic to mentor them as the next generation of Chief Directors in the Civil Service

b) Capacity Building in ICT to support Government Digitisation Agenda

Participation in training increased generally by 126% from 2019 to 2021, however, there is the need for development in several critical areas, such as information technology.

As Ghana moves closer to the digitization of its economy Government is required to support the Civil Service through the provision of logistics and training in Information Technology. This will provide the necessary tools to improve work process through digitisation for efficient and effective service delivery.

c) Leave of Absence on grounds of Public Policy

Granting leave of absence on grounds of Public Policy is essential to the Civil Service as these Officers develop their competence from such engagements to international institutions such as the World Bank and International Monetary Fund. It is envisaged that new skills and expertise would be acquired and brought to bear upon their return to the Civil Service.

d) Posting in the Civil Service

Posting as a human resource tool is necessary for building capacity of staff within the Civil Service. It enables offices attain requisite skills in diverse sectors to prepare them for higher roles and to address challenging issues. The facility also encourages commitment to national building.

OHCS will continue the movement of existing officers to ensure equitable distribution of skill set and shared experiences for optimum performance across the Service.

e) Notice of Resignation

It is noted that officers who resign from the Service do not give reasons for exit and are also reluctant when contacted by HR managers for the exit interviews. Many of them fail to give the one (1) month prior notice for their resignation. OHCS is being proactive to undertake regular periodic validation of staff to ensure Officers who resign from the Service without prior notification reimburse unearned salaries to government chest. This is being undertaken with close collaboration with the HR managers of the Ministries and Departments. Steps has also been taken to enforce the conduct of the exit interview to provide the necessary information for management decision making.

f) Submission of Inadequate records/documentation for processing Human Resource Facilities

The submission of incomplete documentation for the timely processing of Human Resource Facilities delays the processing of such requests. The OHCS has therefore taken steps to digitize the all-other Human Resource Facilities to expedite the processing/response time, reduce

paperwork and ensure that only Officers with the requisite documentation would be accepted and processed. Currently, the performance appraisal process as well as the conversion, upgrading and transfer facilities have been digitalised on the OHCS website. Steps to underway to add on all other services.

CHAPTER FIVE (5)

5.0. ATTAINMENT OF THE SUSTAINABLE DEVELOPMENT GOALS (SDGs) - THE CIVIL SERVICE PERSPECTIVE

In the year under review, the Civil Service continued the implementation of policies and programmes in support of the attainments of the SDGs. The Civil Service has made great progress in improving access to basic services, facilitating job creation and improving productivity through government priority initiatives.

The major challenges affecting the implementation of some of the SDG's targets were the inadequate budgetary allocation for the development of National Action Plans and coordination of project/policy implementation across the various sectors. The inadequate allocation of the Capital Expenditure (CAPEX) allocation to the Ministries and Departments was also of major concern. Furthermore, the COVID-19 pandemic restricted and delayed some consultative processes towards the implementation of some targets under the SDGs.

This report highlights the progress made, as well as some of the initiatives completed under the SDGs by the Civil Service.

A. IMPLEMENTATION OF SDGS IN THE CIVIL SERVICE

**No Poverty**

End poverty in all its forms everywhere

The implementation of government policies such as the job creation policies which includes One District One Factory, Planting for Food and Jobs, the Nation Builders Corp, the Infrastructure for Poverty Eradication Programme (IPEP), and the Livelihood Empowerment Against Poverty (LEAP) among others have helped to curb the prevalence of poverty in the country.

Through the Ministry of Gender Children and Social Protection, 344,023 households have been enrolled to receive bi-monthly cash grants as part of the strategy to reduce the number of extremely poor households in Ghana.

The Ghana National Household Registry under the auspices of the Ministry of Gender, Children and Social Protection has also collected and cleaned data on the socio-economic status of households for the Northern, North East and Savannah regions to be included in the planned intervention.



Zero Hunger

End hunger, achieve food security

and improved nutrition and promote sustainable agriculture

The Ministry of Food and Agriculture continued the rollout of key initiatives such as investing in Planting for Food and Jobs, Planting for Export and Rural development, greenhouse villages, etc.

The Ministry of Gender, Children and Social Protection has increased the coverage of beneficiaries on the Ghana School Feeding Programme. 3,448,000 beneficiary pupils in 216 districts. are benefiting from free feeding on each school going day.

To help attain Goal 2 the Ministry of Fisheries and Aquaculture Development took measures to improve fish production for the year. As a result, fish production as of October 2021 was 580,334.53mt from 459,107.44mt.



Health and Well-Being

Ensure healthy lives and promote

well-being for all ages

To improve the quality of care in the health system of the country, the Ministry of Health developed and launched a 5-year National Healthcare Quality Strategy (2017-2021). This strategy aims to continuously improve the health and well-being of Ghanaians through the development of a better-coordinated health system in the country. The government through the Ministry of Health has developed several interventions to reduce the mortality rate. Institutional under-five mortality rate and Maternal deaths reduced to 106.3 per 100,000 live births compared to a target of 138/100,000 live births.

The Institutional Neonatal mortality rate also declined from 7.2/1,000 live births in 2020 to 6.4/1000 live births in 2021 but fell short of the target of 4.3/1000 live births.

Quality Education



Ensure inclusive and equitable quality education and promote life-long learning opportunities for all

The government of Ghana, through the Ministry of Education, has initiated wide-ranging educational reforms to ensure inclusivity, transform teaching and learning and improve educational outcomes. These include the establishment of free high school education with approximately 1.2 million beneficiaries absorbed by the programme across the country in the past 3 academic years.

The 2018-2030 Education Strategic Plan, has been designed to improve the quality of teaching and learning of science, technology, engineering and mathematics (STEM) at all levels.

The Ministry of Youth and Sports has renovated Four (4) Youth Leadership and Skills Training Institutes (YLSTIs) at: Sandema (Upper East Region), Abura (Western Region), Takrowase (Eastern Region) and Ajumako-Afranse (Central Region). In 2021, the Ministry through the National Youth Authority provided 6849 youths with skills training in Satellite/CCTV installation, Hairdressing, Youth in Sustainable Agriculture among others.



Gender Equality

Achieve gender equality and empower all women and girls

The Ministry of Gender, Children and Social Protection has operationalized the Domestic/Sexual and Gender-Based Violence (DV/SGBV) Rapid Response Centres at Agboghloshie and Madina Markets. 65 people made up of selected market executives and other stakeholders were trained as paralegals to best respond to issues of Gender-Based Violence (GBV) at the market centres. About 1262 artisans and apprentices were sensitized on Child Marriage, Female Genital Mutilation (FGM), Teenage pregnancy and other harmful practices. Over 139 stakeholders including traditional and religious leaders were engaged in their role in ending SGBV including Child Marriage, FGM, Teenage pregnancy and other harmful practices.

The Ministry collaborated with the Gender Centre for Empowering Development to train artisans on workplace violence in Accra.

As part of the measures to bridge the gender gap in the ICT sector, the Ministry celebrated the Girls in ICT program which has trained 600 students from 9 districts in the Western Region. To expedite the training of more girls in ICT, the Ministry has instituted a biannual celebration of this initiative.

Again, the Affirmative Action Bill has been developed by the Ministry of Gender, Children and Social Protection to aid the process of increasing the number of women in decision positions. The Bill was re-submitted to Cabinet for approval. Currently the proportion of women in Parliament and at the district level stands at 14.5% and 1.2% respectively.



Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all

Water and Sanitation is key to developing a resilient and sustainable economy for good health and development. In line with meeting the requirements of the SDG 6, the Ministry of Sanitation and Water Resources has made efforts in enhancing the delivery of water, sanitation, and hygiene services to the people of Ghana and coordinating activities of the water and environmental sanitation sectors. These activities are to ensure efficiency and productive use of resources towards the attainment of the Sustainable Development Goals 6.



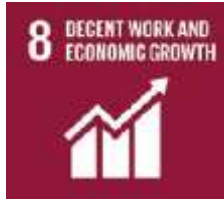
Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all National Perspective

The government through the Ministry of Energy has embarked on several policy initiatives to enhance access to quality, affordable, reliable, sustainable and modern energy for all. These initiatives include:

- The distribution of discounted 60,283 Solar Lanterns (with phone charging functionality) to poor off-grid rural households to replace the use of kerosene as the main source of lighting for non-electrified communities
- Electrification of 582 communities in the Ashanti, Bono, Bono East, Ahafo, Eastern, Volta, Oti and Western Regions (Phase 2)

- Completion of the first phase of the roadmap for the Ghana Nuclear Programme defined by government in collaboration with the International Atomic Energy Agency and
- The establishment of the Owner-Operator Nuclear Power Ghana (NPG) Limited
- The National Electricity Access rate increased from 85.17 to 86.63%. A total of 279 communities were connected to the grid in 2021.



Decent Work and Economic Growth

Promote sustained, inclusive and sustainable

economic growth, full and productive employment and decent work for all

In response to the socio-economic impact of the COVID-19 pandemic, the Civil Service has developed a Workplace Safety and Health response strategy as a proactive framework to provide guidelines to MDs for the management of safety and health responses to emerging threats at the workplace. The Smart Workplace has also been rolled out across the Ministries and Departments to allow Civil Service staff to effectively work from home and observe safety protocols.

Notable government policies initiatives under Goal 8 which includes the One District One Factory (1D1F) implemented by the Ministry of Trade and Industries, Planting for Food and Jobs by the Ministry of Food and Agriculture, etc were continued.

The Ministry of Tourism, Arts and Culture has established the Enterprise Support and Tourism Sites and Destination Development Programmes to provide small and medium Enterprises (SMEs) operating in the sector opportunities to improve their business

A Memorandum of Understanding (MOU) has been signed between the Ministry of Tourism Arts and Culture and the Eagles Group of Hotels to establish a training school in Takoradi to reduce the skills gaps and improve service standards in the Tourism Industry.

The Ministry of Tourism, Arts and Culture in collaboration with UNIDO and UNWTO has implemented the COAST ecotourism project, entitled, 'Integrated Tourism Destination Planning and Management, Ada Estuary'. The main objectives of the project are the promotion of a sustainable tourism destination and ecotourism activities and create pro-poor employment and income opportunities

Ministry of Local Government, Decentralization and Rural Development through the Department of Community Development has also trained 4,644 youth comprising 1,909 males and 2,735 females in vocational and technical skills in 25 Community Development Vocational and Technical Institutes (CDVTIs).



Industry, Innovation and Infrastructure

**Build resilient infrastructure,
promote inclusive and sustainable industrialization and foster innovation**

In accelerating railway development in the country, considerable progress has been recorded in the key indicators relevant to the railway sector towards the achievement of the SDGs target 9.

Target 9.1 relates to “Develop quality, reliable, sustainable, and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all”. The number of passengers transported by rail in 2021 was 150,017 against a target of 1,200,000 passengers. The volume of freight transported by rail in 2021 was 587,000 tonnes against a target of 850,000 tonnes.



Reduced Inequalities

Reduce inequality within and among countries

The Ministry of Communication and Digitalization through the establishments of the mLab and iHub has so far trained about ten thousand (10,000) youth in different digital training programs to promote the software and applications industry. Female inclusion is about 45%.

2,000 Junior High School (JHS) female students have been trained in basic ICT, Coding and Programming in Western North and North East Regions.



Sustainable Cities and Communities

Make cities inclusive, safe, resilient and sustainable

The Ministry of Local Government and Decentralization through the Department of Parks and Gardens, nursed 266,520 seedlings nationwide by September 2021, for maintenance of landscape sites, for sale to the public for revenue generation and supply to first and second cycle institutions for horticultural purposes.

The Ministry of Local Government and Decentralization through the Birth and Death Registry registered a total number of 464,985 births, representing 69% of targeted births of which 236,152 were males and 228,833 females. Also, 42,064 deaths were registered to represent 43% of targeted deaths. The male deaths stood at 22,943 and female deaths 19,121 Improved registration coverage.

The Labour-Intensive Public Work (LIPW) programme has created jobs for 33,952 extreme poor persons in 80 selected districts with a total payment of GHC53,432,844.00 as wage earnings to beneficiaries. The programme has created 344 sub-projects in 496 communities across the 80 districts.



Responsible Consumption and Production

Ensure sustainable consumption and production patterns

Ministry of Tourism, Arts and Culture, in collaboration with the Ministry of Employment and Labour Relations has put together a National Green Jobs Strategy Implementation Plan (2021-2025). The purpose of the strategy and its sub-projects is to ensure effective policy coordination and promote the creation of decent green jobs.



Climate Action

Take urgent action to combat climate change and its impacts

Some initiatives implemented by the Civil Service to combat climate change include; the development of a Climate-Smart Agriculture Investment Plan (CSAIP) to implement the Agriculture and Food Security component of the National Climate Change policy. The Ministry of Fisheries and Aquaculture continued to distribute and sensitize fish processors on the improved fish processing technology (Photo Oven) to reduce the emission of carbon derivatives from the processing of fish.

The Ministry of Transport is continuing with the E-Mobility Policy, incorporating implementation framework and scale-up electric vehicles in Ghana.



Life Below Water

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

The Fisheries Enforcement Unit (FEU) was established with the responsibility of enforcing the Fisheries Act, 2002 (Act 625) in the country.

The Ministry of Fisheries and Aquaculture Development implemented a two-month Closed Season for Industrial Fleets specifically for the Tuna segment, sensitized fishing communities and conducted quayside inspections as part of measures to conserve and sustainably use marine resources.



Life on Land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss

The Ministry of Lands and Natural Resources in support of the implementation of Goal 15 in 2021, implemented various policies and strategies towards forest and wildlife development. This included the following.

- Ghana's forest and wildlife policy 2012
- Forestry development master plan (2016-2036)
- National Forest Plantation Strategy (2016-2040):
- Ghana REDD+ strategy, 2016 – 2035
- Forest and wildlife resources management plans

Progress made about sustainable forest management included the following:

- Implementation of Ghana's cocoa-forest REDD+ programme in the high forest zone to reduce emissions from deforestation and forest degradation and also contribute to efforts towards carbon stocks enhancement, conservation and sustainable forest management.
- Implementation of the Ghana Forest Investment Programme to reduce greenhouse gases emissions from deforestation and forest degradation, while reducing poverty and

conserving biodiversity.

- Roll out of Ghana Wood Tracking System and Legality Assurance System.



**Peace, Justice and Strong Institutions to
Protect peaceful and inclusive societies for
sustainable development, provide access to justice
for all and build effective, accountable and
inclusive institutions at all levels**

The government is implementing various SDG 16 related policies through various Ministries and Departments. The National Social Protection Policy Framework was created under the Ministry of Gender, Children and Social Protection to mitigate inequality and bridge the gender gap in inclusiveness and social development, especially for women in rural areas.

The Ministry of Chieftaincy and Religious Affairs held twelve (12) engagements with traditional authorities. Twenty (20) draft Legislative Instruments to stools/skins have been submitted to Parliament for passage. The Ministry also inaugurated four (4) Traditional Councils in the Upper West Region and held four (4) meetings with religious bodies to foster peaceful co-existence.

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 Ministry continued with the contribution of troops and equipment towards international peace efforts based on the invitation of the United Nations peacekeeping Mission to strengthen Ghana's role in international affairs.

The CSVRA/CSVMS Technical Advisory Team has identified key priority areas to enhance security in Ghana. Some Ministries and Departments have been identified and tasked to propose activities on early warning and response tools as well as systems that can be implemented to mitigate issues relating to political extremism, criminality and organized crime including human trafficking, the proliferation of small arms, drug trafficking and cybercrimes.

RTI Bill was drafted in 1990 and Parliament finally passed it into law in 2019 under the auspices of the Ministry of Information. The Right to Information Act 2019 provides for the constitutional right to information held by any public institution and to foster a culture of transparency and accountability in public affairs.

As per the design, the status of implementation as of 2021 are as follows:

- Setting up the RTI implementation Secretariat
- Facilitating the circulation of transition and implementation guidelines to all Public Institutions

- Build data mapping Tool and Template for the information manual
- Designation of RTI officers and set up of four hundred and seventy-eight (478) RTI Units
- RTI Commission has been fully established and operational
- An Annual Implementation Report on the RTI has been submitted to Parliament.
- 114 requests for information were received during the period under review; 85 were granted, 6 rejected, 12 referred, 6 transferred, 2 deferred and 3 reviewed.



Partnership for the Goals

Strengthen the means of implementation and revitalize the global partnership for sustainable development

The Ministry of Employment and Labour Relations rolled out the District Level Revenue (dLRev) Software to Metropolitan, Municipal and District Assemblies (MMDAs). A web-based data collection and Monitoring and Evaluation (M&E) System, known as the District Data Development Platform (DDDP) was also deployed to all 260 Metropolitan, Municipal and District Assemblies (MMDAs) to address gaps in data collection and facilitate M&E on all government interventions at the local level.

The coordination and partnership of the various Civil Service organizations are vital to support national plans to achieve all the SDG targets and more specifically to improve the well-being of the people and the environment. Failure to achieve these goals is an impediment to sustained economic and social growth.

It is the expectation of the Civil Service that government continues to support the Service financially and in capacity development initiatives to implement the SDGs while Ministries and Departments intensify their collaboration efforts as a way of leveraging the interlinkages between the SDGs to enhance their effectiveness and impact.

CHAPTER SIX (6)

6.0. GENERAL ACHIEVEMENTS

In 2021, the Ghana Civil Service continued to deliver on its mandate to support government deliver on its strategic goals and promote national development despite the limitations and constraints of the COVID-19 pandemic.

This chapter of the Report summaries key achievements of the Civil Service in year 2021.

6.1. Information Communication Technology**A. Digitalization of work processes**

As part of the digitalization processes in Ghana, NITA under the Ministry of Communications and Digitalization in collaboration with the Ministry of Finance and a consortium of local FinTech's deployed the Ghana.gov payment platform. This platform is a one stop payment platform for all payment for Government services. It integrates all forms of payments from mobile money, card payment, and Bank transfer etc. from the comfort of a digital device if one has an internet connectivity. This supported the smooth running of public agencies' business during the period.

The Ministry of Communications and Digitalization also embarked on digitalization of Public Records at Ghana Immigration Service. This was initiated as part of Government Digitalization agenda intended to streamline activities of Ghana Immigration by integrating their daily functional processes onto a digital platform to ease work turnaround time. The information is transferred onto the Enterprise Content Management System operated by the Ghana Immigration Service to digitally keep the records.

During the period under review, the Ministry of Lands and Natural Resources implemented a total digitization of online licensing system to eliminate the “face to face” contact, reduce time for doing business, and encourage investment in the mining sector.

Under the Ministry of Roads and Highways, the eBID Web Portal (eBIDS) initiative was implemented. The e-Bids portal is the Ministry of Roads and Highways' initiative to provide a transparent and equal opportunity procurement process to all eligible bidders located in any part of the world. This system allows for any interested suppliers in any part of the world to deal with the Ministry whenever their services are required.

6.2. Infrastructure**A. Development and expansion of Airports**

As part of Government's policy to establish an airport/ airstrip in each of the regions to boost tourism and trade, the Ministry of Transport commenced a feasibility study to determine a suitable location for the development of an airport in Cape Coast in the Central Region, Takoradi in the

Western Region or in between the two (2) regions. A draft Inception Report was submitted by the consultant and reviewed by the Ministry.

In respect of the Kumasi Airport, the phase II scope of works 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. The Phase III also which involves expansion of the Terminal Building and construction of passenger boarding bridges other ancillary works. Both phases as at end of year 2020 78% and 29.63% complete respectively. For the period ending December, 2021 works on the phase II and III were 92% and 37.8% complete respectively.

For the Tamale Airport Phase II Project, the scope of works involves the construction of a Terminal building of approximately 5,000m², a multi-purpose facility which could also be used for Hajj purposes when the need arises, access road, car park and other airport facilities is progressing steadily and about 33% complete as at end of year 2020. During the period under review, works progressed reaching approximately 72% completion.

B. Establishment of the Foundry and Machine Tooling Centre

The Ministry of Environment, Science Technology and Innovation progressed steadily on the establishment of the Foundry and Machine Tooling Centre under the GhanaCARES “Obaatampa” Programme. Most of the equipment for the first phase of the project has been procured and delivered to site, some are in transit for delivery, and some of the equipment are yet to be procured. When completed, the Foundry and Machine Tooling Centre would establish the foundation for the local fabrication of machinery and spare parts, based on cutting-edge technology and innovation. It is conceptualized to be operated on a Public-Private-Partnership (PPP) basis.



Galvanised Stel Structure of Foundry

C. E-waste collection at Old Fadama (Agbogbloshie)

In support of SDG, target 12.4, the Ministry of Environment, Science, Technology and Innovation continued the pilot incentive payment system for e-waste collection at Old Fadama (Agbogbloshie) aimed at reducing the indiscriminate disposal and burning associated with the management of e-waste. As of December 2021, over **115.23** tonnes of e-waste cables, **30.93** tonnes of mixed batteries, and **0.28** tonnes of thermoplastics (which would otherwise have been burnt by the scrap dealers and further polluted the environment) had been purchased.

The Ministry is also working assiduously to hand over these accumulated e-waste types to accredited recycling companies for sound recycling. The construction of an e-waste Handover

Centre (HOC) for storing the purchased e-waste types is still on going at the premises of the Ghana Atomic Energy Commission (GAEC).



HOC Construction Site



Cables at Satellite HOC at Agbogbloshie

6.3. Agriculture

Promotion of Sustainable Agriculture and Strengthening Capacity for Adaptation to Climate Change

On 7th July, 2021, Parliament ratified the Bilateral Cooperation Agreement between the Government of Ghana and the Swiss Government towards the implementation of Article six (6) of the Paris Agreement. The implementation of the agreement will serve as a pilot for the operationalization of Article 6 (market mechanism) of the Paris Agreement on Internationally Transferred Mitigation Outcomes (ITMOs). This will be achieved through the implementation of a National Clean Energy Access Programme for which a total emission reduction of 2.0 Metric Tonnes of Carbon Dioxide (MtCO₂e) will be sold to the government of Switzerland.



Signing of Bilateral Cooperation Agreement

6.4. Regulations and Reforms

a. Legislative and Administrative Reforms

During the period under review, a number of legislative reforms were initiated and developed. Key among them included the submission of draft Legislative Instruments (L. Is) on Codification of Lines of Succession to Stools/Skins by the Ministry of Chieftaincy and Religious Affairs to Parliament. There was also the passage of Public Financial Management (Public Investment Management) Regulations, 2020 (L.I. 2411) by the Ministry of Finance. Notable substantive legislation drafted and enacted into law included Energy Sector Levies (Amendment) Act, 2021 (1064), Penalty and Interest Waiver Act, 2021 (Act 1065), Income Tax (Amendment) Act, 2021 (Act 1066), Financial Sector Recovery Levy Act, 2021 (Act 1067), COVID – 19 Health Recovery Levy Act, 2021 (Act 1068), Appropriation Act, 2021 (Act 1069) amongst others.

Some Administrative documents prepared by the OHCS included:

- **Sexual Harassment document** - Sexual Harassment document provides guidance for managing healthy staff relationships
- **Administrative Instructions** - Administrative Instructions provide guidelines, standards and explanatory notes for work procedures in
- **Focal Person's Manual** - Focal Person's Manual serves as a guide for stakeholders in the implementation of NACAP activities in the OHCS

b. Organisation of the 2021 Civil Service Week and Awards Ceremony

The Annual Organisation of the Civil Service Week and Awards Ceremony, which created the awareness to citizens of Ghana on importance of the Civil Service to national development and the opportunity to recognised distinguished staff and personalities who have performed excellently in the previous year was held during the period under review.

The theme for the 2021 celebration was Economic Transformation amid Covid-19 pandemic; the responsibility of an Adaptive Civil Service from 5th – 13th August, 2021 and adopted both the virtual and in-person meetings approach. The event provided the interface for government officials, people in academia and the public interact and network on a common platform towards nation building. An average of 90- 100 staff are awarded each year. Meritorious awards ceremony organized for 116 serving and non-serving Civil Service Staff. The program was very useful and impactful.

c. Public Sector Reforms

The Office of the Senior President Advisor as part of the Public Sector Reforms for Results project (PSRRP) championed the restructuring of the project to leverage on current global trends. Some reforms were the procurement of a consultant for the integrated solution for vehicle registration to ensure vehicle registration process reduced from 6 hours to an hour developed and implemented. A consultant was also engaged to undertake capacity gaps assessment of DVLA.

Through the PSRRP, the Office of the Senior President Advisor also funded the ‘Listening to Ghana’ survey to ascertain the opinion and views of the citizenry relating to the relevance, efficacy, and sustainability of the Government Flagship Programmes rolled-out by the Government about two (2) years ago.

The Office of Government machinery also conducted an End-line Evaluation of Government Results Framework for High Priorities (GRFHPs) – 2017-2020) during the period under review.

6.5. Social

a. Management of the Covid-19 Pandemic

Following the development of the 2020-2024 COVID-19 Emergency Preparedness Response Plan (EPRP) by the MOH, Ghana Health Service (GHS) with the support of its agencies operationalized the implementation of the EPRP. The COVID-19 EPRP was implemented nationwide, with the objective to prevent, detect, and respond to the threat posed by the pandemic and strengthen national systems for public health preparedness in the country contributed. This was to improve COVID-19 prevention, detection, and response through four components: 1) Emergency COVID-19 Response; 2) Strengthening Multi-sector, National Institutions and Platforms for Policy Development and Coordination of Prevention and Preparedness using One Health Approach; 3) Community Engagement and Risk Communication; and 4) Implementation Management, Monitoring and Evaluation and Project Management. This approach drastically reduced the spread of the virus nationwide.

The MOH embarked on the nationwide campaign for the vaccination of all citizens after its arrival in the country. Efforts were also being made to produce vaccines locally to shore up the numbers, reduce cost and improve the vaccination exercise towards herd immunity during the period. Specifically, a Cabinet memo was submitted for approval of the draft National Vaccine Policy and establishment of the National Vaccine Institute to coordinate production of vaccines

The Ministry of Tourism, under the National Commission on Culture, with support from the National COVID-19 Trust Fund and CARE International Ghana, embarked on COVID-19 awareness campaign across the country, to erase all cultural barriers militating against the observance of the COVID-19 safety protocols. In addition, UNESCO and ECOWAS produced Music videos and special messages by members of the Creative industry with funding from a special COVID-19 initiative.

Through the implementation of enhanced measures, most Ministries and Departments (MDs) curbed the spread of the virus among its staff and prevented COVID related deaths by ensuring that staff adhered to the Covid-19 protocols by the WHO and the Ghana Health Service and admonished staff to participate in the nationwide vaccination exercise. This ensured the continuity of work processes on the delivery of services during the year 2021.

b. Decentralization Programme

The Ministry undertook a performance assessment of the 260 Assemblies as part of the efforts to deepen decentralisation using the District Assemblies Performance Assessment Tool (DPAT) in September 2021. An amount of GHS226,543,546.00 was subsequently transferred to qualifying MMDAs for DPAT III (2018) as Investment and Capacity building grant allocations. An additional amount of GHS105,510,000.00 was transferred to MMDAs as investment allocation based on DPAT IV (2019) assessment results to support the implementation of their Annual Action Plans and Budget.

The Ministry continued the process to strengthen the legal and institutional framework to improve the governance and efficiency of Local Service delivery. In this regard, the Ministry held a national stakeholder's consultation to review the Local Government Finances Bill (LGFB).

The Ministry also organised an orientation programme for 250 out of 260 nominated Metropolitan Municipal District Chief Executives (MMDCEs) on 19th September, 2021 at the Accra International Conference Centre (AICC) and the Institute of Local Government Service (ILGS) from 26th to 29th October 2021.

c. Local Level Development and Management Programme - Community Development

As part of its efforts to create jobs, reduce poverty, and enhance the technical and vocational skills of the youth, the Ministry of Local Government, Decentralisation and Rural Development, through the Department of Community Development, trained 4,644 youth comprising 1,909 males and 2,735 females in vocational and technical skills in 25 Community Development Vocational and Technical Institutes (CDVTIs).

240 individuals, including 85 males and 155 females, were trained on the Alternative Livelihood Skills in the northern sector of the country to address the challenges of illegal mining activities. 1,256 social workers have also been trained in the use of Child Protection Tool kits on Child and family welfare issues.



As part of the land reclamation exercise, 12,300 hybrid coconut seedlings were procured and planted in two (2) districts, namely Wassa East and Shama Districts of the Western Region and three districts in the Eastern Region, namely, Denkyembuor, Kwaebibirem and Atiwa East.

d. Recreation and Beautification

The Department of Parks and Gardens has the mandate to sustain landscaped areas of all prestige areas (Jubilee House, Peduase Lodge, etc.), including Regional Coordinating Council's grounds and gardens, roundabouts, road medians and shoulders. As at the end of September 2021, the Department was able to maintain and beautify a total of 1,695,796m² landscaped areas across the country.

The Department landscaped the Ridge Road median to Ako Adjei interchange and planted trees at the Asenema Waterfalls in the Eastern Region to promote landscape development. The Department also planted trees on the Kwame Nkrumah Avenue (Katamanto) in collaboration with the Greater Accra Regional Coordinating Council and landscaped the Northern Regional Coordinating Council grounds to add aesthetic value to urban areas in Ghana. In all, a total area of 6,105m of road median was landscaped by the end of September.

The Department's "Planting for Now and the Future" project (planting of 1,000,000 trees in 2 years) was launched on 5th June, 2021 at the Aburi Botanical Gardens to commemorate 2021 World Environment Day (WED). During the launch, 1,000 trees were planted in the Greater Accra Region and 3,544 trees were planted across the country. As at the end of September 2021, 10,209 trees had been planted.



Launch of "Planting for now and the Future"

The Department started its collaboration with the Ghana Tourism Authority (GTA) to redevelop the Aburi Botanical Gardens (ABG). Key areas earmarked and rehabilitated include the two entrance gates and the parking areas, the children's playing area including the Pergola, and the creation of a unique outdoor Amphitheatre within a section of the Gardens for events and functions and construction of a 12-seater toilet facility. The Gardens also lifted 15 palms (6-9metres) planted at the main entrance to replace the ageing ones using the same technology as the National Cathedral project. As at the end of the third quarter, 37,402 individuals had visited the Gardens in the promotion of ecotourism and recreation.

6.6. Economic

A. Implementation of strategic anchor industries and Ghana's AfCFTA implementation framework

Under the Economic Sector, there was the implementation of Strategic Anchor Industries Initiative by the Ministry of Trade and Industry (MOTI). 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.

Ghana was also the first country to have signalled its readiness to commence trading under AfCFTA by completing its Rules of Origin Certification Process on 5th January, 2021 and activating the necessary forms on the Integrated Customs Management Systems (ICUMS) platform on 15th January, 2021.

Subsequently the Implementation of an AfCFTA Facilitation Programme commenced in April, 2021 targeted at supporting 100 companies to export to the African Continental Free Trade Area. In August 2021, 189 companies participated in a technical audit exercise to assess their capacity to boost production and export under AfCFTA. The facilitation Programme for Companies Exporting under AfCFTA was launched (Market Expansion Programme) in March, 2021 to support Ghana's national implementation framework for AfCFTA and to boost the overall economy of Ghana.

B. Improvement in Revenue Generation at the Local Level

The Ministry of Local Government, Decentralisation and Rural Development in collaboration with GIZ, rolled out the District Level Revenue (dLRev) Software in 114 Metropolitan, Municipal and District Assemblies (MMDAs) across the country as against the target of eighty-four (84). E-billing and e-payment modules were introduced to augment the operations of dLRev and improve revenue generation and management. The Ministry further facilitated the completion of property valuation exercises in 49 MMDAs.

The Ministry deployed a web-based data collection and M&E System, known as the District Data Development Platform (DDDP), to all 260 MMDAs to address gaps in data collection and facilitate M&E on all government interventions at the local level.

C. Planting and Rearing for Food and Jobs and Exports

The Ministry of Food and Agriculture set out to provide incentive for adoption of improved seeds and fertilizer to increase food production and productivity. In 2021, 31,797MT out of the targeted 46,498MT were supplied to small holder farmers. 259,500MT out of the targeted 522,080MT of fertilizers were also supplied to smallholder farmers. Fertilizer smuggling was one of the major problems identified in border towns and regions.

Under the ‘Planting for Export and Rural Development’ (PERD) program, the Ministry also targeted the distribution of 1,200,000 improved planting materials to farmers in 10 Regions. However, 1,360,589 seedlings were supplied to 7,543 farmers-exceeding the target set. The tree crops promoted under PERD in 2021 included; cashew, oil palm, coffee and coconut.

Under the Rearing for Food and Jobs program, farmers were supported with improved breeding stock to upgrade their local stocks. The target was to distribute 531,100 improved breeds of small ruminants, pigs and poultry to farmers. As at October 2021, only 257,204 improved breeds were supplied to farmers.

D. Horticulture development (3 Greenhouse villages)

The main objectives of the greenhouse module are to create employment opportunities for graduates and improve the production of high value vegetables for both local and international markets. During the year under review, the Ministry’s target was to train 64 graduate youth in greenhouse vegetable production. However, as at October 2021, 61 graduates had enrolled and completed theoretical and practical training in greenhouse technology.

E. Review of FASDEP II and Formulation of FASDEP III:

The process of formulating successor policy FASDEP III for the Food and Agricultural Sector was initiated in 2019 and completed in 2021. Implementation is to begin in January 2022, through the new Agricultural Sector Medium Term Plan (2022 - 2025).

6.7. Administration and Human Resource Management

a. Electronic Staff Performance Appraisal (E-SPA) System

The Office of the Head of the Civil Service reviewed its staff Performance Appraisal Instruments in 2020 to enhance its usefulness and effectiveness. Further to its implementation in 2021, the OHCS initiated the process of digitizing the Staff Performance Appraisal Instrument into an Electronic Staff Performance Appraisal. The essence of the E-SPAR is to:

- Ensure participation and compliance to timelines of Officers on the grades of Deputy Director/Analogous grades and below in the performance management system
- Systematically assess employees’ performance with respect to set targets, their competencies and potential for development as well as provide feedback to appraisees’ on their strengths and weaknesses
- Serve as a guide for management to make decisions on personnel planning, training, and development
- E-SPAR makes it compulsory for all staff, assures confidentiality, has a Service-wide visibility, provides real-time monitoring as well as improves auditing, notification and reporting.

- The system was fully developed tested in December 2021. It will be piloted in selected eleven Ministries, One Extra Ministerial Organisations and Nine Departments/Institutions in 2022 and made fully operational in 2023.

b. Human Resource Capacity Development

With its three (3) main Training institutions namely the CSTC, GSS and ITS, the OHCS ensured the capacity building of a significant number of 6,935 Officers in various schemes of service training in the year under review. 30 other officers participated in the Diploma in Administration course at GIMPA while 24 Senior Officers on the grade of Director/Analogous, from various Ministries and Departments participated in the Senior Management Course at GIMPA. As part of its capacity building initiatives for staff in the Civil Service, the OHCS also signed an MOU with the Ghana Scholarship Secretariat to award scholarships to Officers in the Service. In 2021, 18 Civil staff have been beneficiaries of the MOU having the opportunity to pursue Masters and PhD programmes at the Ghana Institute of Management and Public Administration (GIMPA), University of Professional Studies, Accra (UPSA) and in Organization Development (OD) Institutes.

Other Ministries and Departments sponsored their staff to embark on specialized in-person and online training to build their capacity for effective service delivery. The Service is confident to say that with government support, majority of its staff across all levels were trained to perform assigned tasks effectively.

c. Service wide virtual promotions

The Office of the Head of the Civil Service commenced the implementation of the virtual promotion process in 2020 in response to the COVID-19 pandemic and in line with the National Public Sector Reform Strategy. This initiative provided the office an opportunity to further clear the backlog of officers, especially in the Civil Service Departments at the Regional and District offices outside Accra.

In 2021, 5,272 Officers were processed for promotion. The process enabled candidates and panel members the opportunity to go through the process from the comfort of their offices/virtual locations. This 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.

The Civil Service Act mandates the Civil Service to support and assist government in the formulation and implementation of policies in the country. The Civil Service strived to perform its functions, in the midst of administrative challenges, to ensure that success is achieved in the delivery of services for the attainment of government goals.

Details of the achievements by various Ministries and Extra Ministerial Organisations are provided in the appendix I.

CHAPTER SEVEN (7)

7.0. CHALLENGES, RECOMMENDATION AND FORWARD LOOK

This section of the report outlines the challenges, recommendations and the planned programmes for the Civil Service in the ensuing year.

7.1. Challenges

The Ghana Civil Service, like other Public Service Organizations, continues to face some bottlenecks which hamper the smooth attainment of its mandate and militates against the promotion of effective service delivery. In spite of these challenges, the Service in its unique way has adopted new methods of working to ensure its commitment to the delivery of its mandate to attain national development.

The various challenges, categorized into sub-sectors, that confronted the Civil Service during the period under review are stated below.

A. Economic**i. Funding and release of budgetary allocation**

Inadequate budget ceilings, untimely and inadequate releases affected effective delivery of services and the attainment of set goals for the various Ministries and Departments during the year under review. Inadequate allocation of Goods and Services and Capital expenditure for most sectors hampered the progress of set goals for the fiscal year. Also, the non-release of the fourth quarter budgetary allocation greatly affected deliverables of the sector which requires urgent attention.

Minimal retention of IGF by some Ministries and Departments posed a serious challenge for the effective operations of activities in the Service. The untimely release of funds from the Ministry of Finance unduly affected payments to suppliers and contractors. The Lack of sponsorship or funding of planned programs and projects from Development Partners greatly affected key deliverables.

ii. Conditions of service and remuneration

The Committee set up by His Excellency, the President, chaired by the Hon. Senior Presidential Advisor to the President, Hon Yaw Osafo Marfo, to review the proposed conditions of service of Civil Service of the Civil and Local Government Service staff could still not complete its work, though some significant progress was made in the identification of the issues for negotiations.

Measures need to be put in place to address the salary disparity between the Civil Service and other Public Service institutions to place the Civil Service better. Enhancing service delivery is the goal of the Service; hence, it is necessary for the appropriate resources to be provided at the right time to ensure efficient and effective delivery of service.

iii. Logistical Constraints

As a measure to curb the spread of the Covid-19 virus service wide, the implementation of remote working has become the practice for most sectors in the Ghana Civil Service. This system, however required that officers use robust IT or digital systems and infrastructure to facilitate work processes. The provision of these logistics, more importantly, reliable internet connection, in the service was woefully inadequate during the period, to ensure smooth work flow which negatively affected the impact of set targets.

Furthermore, the inadequate, overused and obsolete logistics such as vehicles and office equipment made the work of most Ministries very challenging and slowed down performance of staff in the delivery of services.

B. Infrastructure

i. Limited Office Space

Inadequate office space to accommodate the existing and newly posted officers continues to be a serious challenge for most Ministries and Departments.

There is limited office space for the newly recruited staff which is needed to augment the current Civil Service-wide staff strength. The effect of this challenge has been the high turnover of newly recruited staff who are posted and overcrowding of staff in the limited office spaces. The office conditions and environment of most departments, head offices and regional offices are poor or deplorable and sometimes serve as a disincentive and inimical to staff.

ii. Residential Accommodation

The provision of residential accommodation to Civil Service staff is woefully inadequate. The few facilities available have not been renovated for occupancy and the process for acquiring the limited facilities has been daunting such that it deters staff from applying for it. This compelled majority of Staff to live in self-rented apartments, which are mostly in remote areas from the ministerial enclave. The arduous journey and cost of commuting from such remote locations to work impeded productivity.

iii. Land title/acquisition challenge and encroachment of Lands

Encroachment and litigation on institutional lands continued to pose a big challenge on the implementation of projects and expansion of offices nationwide during the period. For instance, the Ministry of Railways Development had to deal with encroachment of Railway corridor or right of way which affected the smooth construction of some railway projects.

The encroachment of Government Secretarial School (GSS) and Institute of Technical Supervision (ITS) lands at Sekondi, Ho, and Weija affects the space available for these institutions to undertake

development projects. The complex and slow process to regularize the title of institutional land titles continues to be a challenge for the Civil Service.

C. Administration

i. Regulatory

Delay in the processes for the preparation and drafting of old laws continued to be a challenge. There has also been inconsistencies in data for the drafting of L.Is on lines of Succession to Stools/Skins. For instance, the L.I 798 and C.I 27 which specify the procedures for adjudication of disputes by Judicial Committees of Traditional Councils and the Houses of Chiefs are outmoded. This posed an ineffective legal and regulatory regime for the sector and hindered effective service delivery.

ii. Political administration

Delay in the appointment of some Ministers and the lack of inter-ministerial coordination and collaboration resulted to ineffective service delivery. Also, the lack of support for policy implementation by the political administration resulted in delayed achievement of set goals. For instance, the absence of effective cooperation and collaboration with other state institutions working in the sanitation and water sector hampered the smooth delivery of services in that space.

iii. Records Management

Poor Record-keeping and poor handling of confidential documents affected the service delivery of some sectors of the Ghana Civil Service. While most sectors took steps to involve the Public Records and Archives Administration Department (PRAAD) in the decongestion of its records, the record centre at PRAAD was congested, which did not allow for further storage of public documents.

The inadequate capacity of PRAAD due to consistent low funding of CAPEX, low rates and fees for its Services and the low percentage retention of IGF has exacerbated the critical service of records management in the Public Sector. The situation makes it difficult for PRAAD to effectively preserve and conserve documents leading to decay and withering posing threats to the documents of various institutions of state such as the Judiciary, Parliament and key executive institutions.

iv. Interface between Civil Service and Public Agencies

Section 11(2) of the Civil Service Act, 1993 (Act 327), states that the Ministry is the highest organisation for any sector of our economy, constituted by the Departments and Divisions (Agencies) and it is responsible for the Sector. The Ministry is headed by a Minister, supported by the Chief Director, who is the bureaucratic head of the Ministry and has oversight responsibility of any public organisation. The supervisory role of the Chief Director is important for effective sector-wide policy formulation, coordination and monitoring to achieve the broad goals of the sector.

However, the Office of the Head of Civil Service's monitoring activities indicate that agencies under some sector Ministries have not fully embraced the strategic role of the Chief Director as the bureaucratic head and chief coordinator of the policies, plans and programmes of the sector. This has led to a negative impact of compromising the Chief Director's role in terms of managing sector-wide performance. It must be noted that in the public administration landscape, the relationship between Ministers and Chief Directors, statutory boards in the areas of reporting and strategic direction are still evolving and needs to be properly aligned.

The strategic coordinating role of the Chief Director must be strengthened and properly aligned by the Hon. Ministers based on the Civil Service Law and Ministry's organizational manual to ensure all parties are responding to the efforts of improving performance and achieving the set goals of the sector.

D. Social

Covid -19 and its effect on service delivery

The spread of the virus in some Ministries slowed work output during the period. Though the necessary protocols were adhered to, the spread of the virus affected most of the sectors of the Civil Service. Supply chains for the delivery of most services were affected.

Furthermore, some donor funds for most projects were not received since most of the activities needed to trigger the release of these funds which was suspended or delayed. Development Partners also redirected their priorities to focus on other areas of support.

7.2. Recommendations

To address the above-mentioned challenges, the following mitigative measures are recommended for consideration:

A. Economic

i. Adequate funding and timely release of funds

The government through the Ministry of Finance is requested to increase the allocation of funds and ensure the timely releases of it to all sectors in the year 2022. The Cap on IGF need to be reconsidered by government to improve productivity in the Service.

Also, there is the need for government to encourage donor partners to support the implementation of programmes and projects in the ensuing years.

ii. Poor Remuneration and conditions of Service

Salary disparity between the Ghana 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 a matter of urgency, completes the processes ongoing with the Office of the Senior Presidential advisor on an upward review of the

remuneration and Conditions of Service for staff of the Service in order for the service to attract and retain staff with high expertise for the various sectors.

iii. Logistical Constraints

In order to promote productivity and highly skilled labour, there is the need for government to provide adequate allocation of funds for IT infrastructure. Also, the procurement of vehicles and the needed logistics are required for the effective and efficient service delivery by government in the Ghana Civil Service.

B. Infrastructure

i. Encroachment of Land and delay in acquisition of land titles

It is recommended that government and the leadership of affected sectors engage and form a team to review, reclaim and secure government lands. In addition, efforts should be made to provide adequate compensations to affected victims who have genuinely been disadvantaged because of the reclamation of government lands.

ii. Limited office space and inadequate staff accommodation

While most sectors are relocating outside the ministerial enclave due to the limited office spaces and the outmoded nature of current office buildings, government should as a matter of urgency lead the redevelopment, redesigning and restructuring of the Ministerial enclave to promote smooth government business going into the future.

Abandoned and uncompleted government bungalows must be completed to provide more places of residence for civil service staff to curb the arduous transit officers have to embark on which results in low productivity. Criteria for the accessing these facilities must be open and processes made simple.

iii. Poor Records management

As the service revolves into a more digitalized era, there is the need for government to lead the digitalization and modernization of PRAAD, considering its significant role in the government administration system. Government must as a matter of urgency revamp and retool PRAAD, which is the national archive of the country to implement their mandate effectively. This will ensure the proper preservation of our records nationwide.

C. Administration

i. Human resource management

Government must work on improving the conditions of service to retain skilful staff for effective service delivery in technical areas. Additionally, there is the need to increase the avenues for the

training of staff in key areas in order to enhance expert human resource capacities across all sectors of the Service. Focus should also be directed towards the adequate provision of logistics to facilitate efficient work processes and delivery of service.

ii. Regulatory

There must be expedited action on the development of regulatory frameworks for enhanced service delivery by government and all key stakeholders.

D. Social

Impact of Covid-19 on work processes

In ensuring the continuity of government business amid the Covid-19 era, the implementation of the remote working hours is a key mitigative measure to help curb the spread of the virus as being practiced globally. However, to address the few bottlenecks associated with this practice requires the following:

- need for government support to implement the full component of the smart workplace system service wide
- support the provision of stable and reliable internet connectivity by NITA
- continue to sensitize staff and the general public on the need to be vaccinated in order to curb the spread of the virus in the Service and nationwide as a whole
- increase allocation of funds to promote the digitalization of work processes of staff in the Civil Service
- intensify the needed funding to improve internet accessibility and anti-cybercrime systems to protect government documents and work processes

7.3. Forward Look

To support and execute the mandate of the Civil Service and see to the continuity of government business in Ghana, the Civil Service will undertake, but not limited to the following sector policies related to the implementation of the programmes and projects in year 2022:

A. Administration

The Civil Service will embark on the following administrative programmes;

- Review the Civil Service Legislative Framework,
- Facilitate the processing of remuneration and conditions of service of Civil Service staff,
- Commence the recruitment and online promotion processes for 2022
- Organize the 4th edition of the 2022 Civil Service Week to improve Civil Service and stakeholder interface
- Operationalize the Electronic Staff Performance Appraisal System

- Continue to pilot incentive payment system for e-waste collection aimed at reducing the indiscriminate disposal and burning by informal e-waste collectors.
- Reform the Legal Framework on Chieftaincy
- Review of the Road Traffic Regulations, 2012, L.I.2180
- Institute the National Fish Festival to commemorate the celebration of Internal Fisheries Day
- organize the 38th edition of the Farmers' Day 2022 National Farmers Day celebrations which will mark
- Host the 7th Meeting of the Organization of African, Caribbean and Pacific States (OACPS) Ministers in charge of Fisheries and Aquaculture.
- Implement the Common Admissions Platform (CAPS)
- Implement the National Climate Change -Smart Energy Action Plan
- Intensify the implementation of the RTI Law across public institutions
- Conduct sensitization of the HSSE Manual for the Energy Sector
- Consolidate the Improvements in the public financial management system by strengthening commitment control, integration of PFM IT systems and deployment of the Public Investment Management System (PIMS) to rationalize public Investments.
- Advocate for the passage of a Bill to give legal backing to the operations of the programme
- Implement the National Green Jobs Strategy.
- commence education and implementation of the Wildlife Bill (Act)
- Commence the migration of the online portal and back office to the Land Commissions cloud.
- Monitor the 3% District Assembly Common Fund for persons with disabilities

B. Economic

The Civil Service of Ghana under the Economic Sector will implement the following in the ensuing year;

- Finalize the preparation of the 2022-2025 Sector Medium Term Development Plan
- Prepare and implement the 2022 Annual Work plan and Budget
- Prepare the 2021 Annual Progress Report for the Ministry
- Prepare the 2022 and 2023 Budget Statements and Economic Policy
- Expand the Free SHS Programme to all first-year students from public TVET institutes who have been aligned under the Ministry of Education with the passage of the Pre-Tertiary Education Act, 2020 (Act 1049)
- Promote private-sector investments in Ecotourism including the development and implementation of a Master Plan for the establishment of Regional Zoos, the rehabilitation of Accra Zoo,

- Implement the National Green Jobs Strategy
- Broaden Christian Pilgrimage, Heritage and Tourism.
- Implement the Aquaculture for Food and Jobs (AFJ) Initiative
- Organize the 2022 Ghana National Games
- Continue to promote the "See Ghana, Eat Ghana, Wear Ghana, Feel Ghana" campaign which is held in March to promote jobs and income for Ghanaians as well as showcase their Ghana-made apparel and clothes

C. Social

Under the Social Sector, the Civil Service intends to undertake the following;

- Eliminate Child Labour using the National Plan of Action (NPA III)
- Commence the implementation of the 10-year Bilateral Cooperation Agreement between the Government of Ghana and the Swiss Government towards the implementation of Article six (6) of the Paris Agreement.
- Conduct monitoring exercises on seismicity and earthquakes, carry out geo-hazard mapping and public education on geo-hazards.
- Finalize the Gifted and Talented Education (GATE) Policy.
- Implement No Guarantor Policy to Access Student Loans.
- Deepen financial inclusion and further enhance Financial Sector Development
- Provide one hot meal for all pupils under the beneficiaries' schools of the school feeding programme on every school going day.
- Improve school health and nutrition services.

D. Infrastructure

The Civil Service will embark on the following;

- Acquire Research Vessel to undertake fisheries stock assessment studies to aid in the formulation and implementation of fisheries policies and plans
- Construct offices and Bungalows for the six new Regional Houses of Chiefs and other works.
- Continue the maintenance of road asset to protect the huge investment made in the provision of the road infrastructure.
- Pilot the "Automation of the judicial processes of the National House of Chiefs".
- Plant 20 million tree seedlings on Green Ghana Day as well as embark on reclamation and revegetation of mined-out sites within forest reserves.
- Construct offices in newly created regions

- Establish Telecom/ICT Museums.
- Secure funding for the construction of the 50MVar STACOM in Kumasi to improve the network interconnection transmission system (NITS) in the Ashanti and the Northern Regions of Ghana (Siemens – Ghana collaboration)
- Develop an airport in either the Central Region, Western Region or In-Between the Two Regions
- Embark on the One District One Factory Initiative
- Construct 5No. Interchanges in the Greater Kumasi Metropolitan Area
- Construct an Administration Block, 2No. Dormitory Block, Isolation cell, Reception and Multipurpose Hall – Prisons
- Implement the post-harvest management and storage capacity expansion programme under the agricultural sector
- Provide the infrastructure and logistics for Plant Protection and Regulation, PFJ, RFJ and provision of mechanization services in the Agricultural sector
- Continue the construction works for the standard gauge railway line from Tema to Mpakadan
- Continue the implementation of the National Aquaculture Centre and Commercial Farm Project
- Roll out the Aquaculture for Food and Jobs (AFJ) Initiative
- Secure GAF Lands by constructing Teshie waterfront community and acquire over 10,000 acres plot at Aburi for GAF

7.4. Conclusion

The Civil Service has supported government to deliver sector performances as presented in the 2021 state of the Nation's Address. Significantly, the Ghana Civil Service continued to deliver on its mandate for the achievement of government's strategic goals and promote national development despite the limitations and constraints.

To better position the Civil Service to continuously support the achievement of the national agenda, government should place priority on -

- Strengthening the interface between the Civil Service and other Agencies within the sector
- Capacity building of Civil service staff
- Provision of logistics to facilitate and improve work processes
- Improvement in the conditions of service for Civil Service staff

The Civil Service resolves to support government in the initiation, coordination, implementation, monitoring and evaluation of policies to promote national development.

ANNEX 1: 2021 MDs BRIEF SECTOR PROGRAM AND ACHIEVEMENT

The Sector Ministries listed below derived their mandate in line with sections 11 and 13 of the Civil Service Law 1993, (PNDCL 327) and by Executive Instrument (E.I. 28, 2017), that established Civil Service Ministries to initiate, formulate and implement Government policies and programs. A summary of the achievements, reforms, finances, challenges and projections for the ensuing year are presented below:

1.0. MINISTRY OF CHIEFTAINCY AND RELIGIOUS AFFAIRS

The Ministry of Chieftaincy and Religious Affairs (MCRA) is responsible to have oversight responsibility for Chieftaincy and Religious institutions for peaceful co-existence and national development.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Ebenezer Kojo Kum (MP)
- Chief Director - Mr Benjamin Afful

1.1. Civil Service Departments of the Ministry

The Civil Service Departments under the Ministry include:

- National House of Chiefs
- Regional Houses of Chiefs

1.2. Sector Achievements

The sector achieved the following:

- **Inauguration of Regional Houses of Chiefs**

To enable the functioning of the six (6) new Regions created, which are Bono East, Savannah, Oti, Ahafo, Western North and North East, six (6) Regional House of Chiefs were constituted and inaugurated. Some enabling administrative structures to support the Six (6) Regional Houses of Chiefs have been put in place.

- **Adjudication of Chieftaincy Disputes**

Out of a total of Five Hundred and Forty-Eight (578), the Judicial Committees of the House of Chiefs were able to adjudicate and dispose of One Hundred and Four (104) Chieftaincy matters representing 18%. This represents an increase of eight per cent (8%) from the previous year where a total number of fifty (50) cases representing 10% were adjudicated.

- **Operationalisation of the Chieftaincy Declaration (C.D) Forms**

The National House of Chiefs recommended and approved Four Hundred and Ninety-One (491) Chieftaincy Declaration (CD) Forms for entry into the National Register of Chiefs. The objective of the exercise was to report on the status of persons as chiefs in Ghana. This to a large extent reduce the rate of Chieftaincy disputes in the country.

- **Publications on Chieftaincy and Religion**

The Ministry printed and published the second volume of the Chieftaincy Bulletin for distribution in fulfilment of section 60 of the Chieftaincy Act, 2008 (Act 759). A Revised Handbook on Chieftaincy which incorporated additional materials on Chieftaincy was also completed.

1.3.Reforms

The following reform activities were undertaken by the Ministry in 2021.

- **Directives on Christian Pilgrimage-** The Directives on Christian Pilgrimage, a social reform, was put in place to systematize the Christian Pilgrimage. One of the success stories from the implementation of the directive was the centralization of screening and selection of will-be pilgrims to the state of Israel.
- **Digitalization of Records-** The Ministry has begun the digitalization of the records within its Registries. This technological reform sought to scan, create and store records of the Ministry in digital form. Currently, all the records at the Ministry's headquarters are being converted into digital format.
- **Review of the Chieftaincy Legal Regime-** legal strategy, aims at aligning the instruments i.e. L. I 798, C. I 27, Chieftaincy Act 759 and some sections of the 1992 Constitution (Chapter 22 on Chieftaincy) with best practices. The intervention began in 2021 and so far, a preliminary workshop has been conducted to identify some of the areas that need amendment.

1.4.Sustainable Development Goals (SDGS)

The Ministry during the year under review focused mostly on achieving some portions of the Sustainable Development Goal (SDG) 16 which is on Freedom, Justice and Strong Institutions. The focus were on goals 16.3 (Promote the rule of law at the national and international levels and ensure access to justice for all), 16.6 (Develop effective, accountable, and transparent institutions at all levels) and 16.7 (Ensure responsive, inclusive, participatory, and representative decision-making at all levels). Below are some activities undertaken in support of achieving SDG 16.

- Forty-three (43) chieftaincy cases were resolved out of a total of 451 representing 9.5%
- Twenty (20) Draft Legislative Instruments to stools/skins submitted to Parliament for passage.
- Held twelve (12) engagements with Traditional authorities and four (4) meetings with religious bodies to foster peaceful co-existence among religious bodies.
- The Ministry inaugurated Four (4) Traditional Councils in the Upper West Region.

1.5.Aftermath of Covid-19

Inadequate ICT gadgets such as laptops and internet data for remote work affected the work process and performance at the Ministry. Traditional Councils and the various Houses of Chiefs were also immensely affected. There was a sharp decline in the number of disputes adjudicated by the Councils and the Houses of chiefs. Some Councils and Houses were unable to meet their statutory requirements of meeting at least twice in a year to deliberate on matters before them. Management has taken steps to provide ICT gadgets such as laptops to staff to enable staff work from home and submit their work on time. Additionally, rotation is being shortened to ensure that work processes are carried out timely.

1.6. Financial Performance

NO.	SOURCE	APPROVED BUDGET GH ₵	AMOUNT RELEASE GH ₵	ACTUAL EXPENDITURE GH ₵	VARIANCE GH ₵
	GOG	A	B	C	D = (A –B)
	Compensation of Employees	30,965,807.00	31,340,837.14	31,340,837.14	(375,030)
	Goods and Services	3,623,480.00	2,536,435.53	2,536,435.53	1,087,044.47
	Capital Expenditure	1,150,000.00	575,021.28	575,021.28	574,978.72
	IGF	-	-	-	-
	DEV'T PARTNERS	-	-	-	-
	TOTAL	35,739,287.00	34,452,293.95	34,452,293.95	1,286,993.05

1.7. Challenges

The critical issues and challenges that currently confront the sector Ministry are below:

- a. **Inadequate of Office Accommodation** - The number of offices is not adequate to accommodate Forty-Seven (47) staff. The issue is more alarming at the Regional Houses of Chiefs and the Traditional Councils where Five Hundred and Forty-One (541) of existing staff do not have office space to work.
- b. **Inadequate logistics for effective and efficient administrative duties for** The Ministry's Head Office, Regional Houses of Chiefs and Traditional Councils
- c. **Non-Involvement of traditional and religious authorities in national development such as** in environmental issues such as gamamsey, environmental degradation, sand wining, local governance and sanitation.
- d. **Inadequate Staff Strength at the Head Office, Houses of Chiefs and Traditional Councils**

1.8. Forward Look

Activities to be undertaken in 2022 include the following.

- **Collection of Materials on Chieftaincy cases, documents, and symbolisms-** The Ministry would collect Materials on Chieftaincy Cases, Documents and Symbolisms at Ten (10) Traditional Councils. This will also inform policy, enrich research and provide access to information relating to chieftaincy matters.

- **Improvement in Adjudication of the Judicial process of the Judicial Committees-** As part of efforts to improve the adjudication of cases by the various Judicial Committees of Traditional Councils and Houses of Chiefs, the Ministry would pilot the “Automation of the judicial processes of the National House of Chiefs.
- **Broadening Christian Pilgrimage, Heritage and Tourism-** To broaden Christian Pilgrimage, Heritage and Tourism, the Ministry will focus on reviewing the guidelines on Religious Pilgrimage as well as map out sites for local Christian Pilgrimages.
- **Codification of Customary Laws in Traditional areas-** The Ministry will facilitate the drafting of Bills on Chieftaincy, identify customary laws in Traditional areas for Review, Collect and analyse data on Lines of Succession in 20 Traditional Areas and facilitate the passage of Legislative Instruments on the Lines of Succession.
- **Involvement of Traditional and Religious Leaders in Development-** Capacity Building Workshops would be held for Traditional and Religious leaders across the country to get them involved in the national discourse. The Ministry would ensure the provision of basic logistical support for Traditional authorities to operate effectively.
- **Reforming the Legal Framework on Chieftaincy-** In 2022, there will be a series of Stakeholder Consultation would be held for the review and amendment within the Chieftaincy Act of 2008, aimed at bringing the laws in line with practice.

2.0. MINISTRY OF COMMUNICATIONS AND DIGITALISATION

The Ministry of Communications and Digitalisation (MoCD) exists to initiate, formulate and ensure the implementation of ICT policies for national development. The Ministry is therefore responsible for the establishment of accessible, reliable and cost-effective world-class communications infrastructure and services through the development, coordination, monitoring and evaluation of appropriate policies, plans and programmes.

The Ministry was headed politically and bureaucratically by the following;

- | | |
|-------------------|--------------------------------|
| • Minister | Hon. Ursula Owusu -Ekuful (MP) |
| • Deputy Minister | Hon. Ama Pomaa Boateng |
| • Chief Director | Mrs. Magdalene Apenteng |

2.1. List of Agencies and Department

The Ministry has the following sub-vented agencies and public services organisations;

Sub-Vented Agencies

- Ghana Meteorological Agency (GMet);
- National Information Technology Agency (NITA);
- Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE);
- Postal and Courier Services Regulatory Commission (PCSRC);
- Cyber Security Authority (CSA); and
- Ghana Domain Name Registry (GDNR).

Public Services Organisation

- National Communications Authority (NCA)
- Ghana Post Company Limited (GPCL);
- Ghana Investment Fund for Electronic Communications (GIFEC);
- Data Protection Commission (DPC); and
- Accra Digital Centre (ADC).

2.2. Sector Achievements

The sector achieved the following

A. Girls-in-ICT Initiative (Bi-annual)

The Plenipotentiary Conference of the International Telecommunication Union (ITU) held in Busan, 2014, unanimously adopted Resolution 70 to encourage Member States of the ITU to institutionalize measures aimed at fostering the participation of women and girls in the telecommunication/ICT field with special emphasis on rural and remote areas.

As a result, Member States of the International Telecommunication Union (ITU) were called upon as a result of the Resolution to observe the annual celebration of the “Girls-In-ICT Day” initiative introduced by the ITU to help create awareness and expose the girls and young women to career opportunities existing in the Information and Communications Technology (ICT) sector and subsequently encourage them to consider pursuing careers in ICT.

As a member of this initiative, the Ministry during the period under review celebrated the Girls in ICT Initiative in the Western North Region and North East Region by training of 2000 girls and 200 Training of Trainers (TOT’s), drawn from all Districts within the regions. As a result of this initiative, 200 girls and those who participated in the trainer of trainers and facilitators were awarded with laptop computers and internet modems for their sterling performance during the training programme.

B. The digitalisation of Public Records at Ghana Immigration Service

The digitalisation of public records at the Ghana Immigration Service policy was initiated as part of the Government Digitalisation Agenda intended to streamline activities of Ghana Immigration by integrating their daily functional processes onto a digital platform to ease work turnaround time. In In 2021, a total of 3,196,000 million individual records were scanned, indexed and inputted onto the Enterprise Content Management System bringing the total to date to 6,196,000 million records of citizens being digitized by the Ghana Immigration Service. This has enabled the Service to be more efficient in undertaking their work activities with delighted clients.

C. Ghana.Gov Platform

NITA in collaboration with the Ministry of Finance and a consortium of local FinTech deployed the Ghana.gov payment platform. This platform serves as a one stop payment platform for all payment for Government services. It integrates all forms of payments from mobile money, card payment, bank transfer etc. from the comfort of your digital device if you have internet connectivity.

In 2021, as of November, enrolment unto Ghana.Gov platform was 52 Government Institutions consisting of 24 MDAs and 28 MMDAs. Revenues accrued on the platform was almost 34 billion Ghana Cedis. This service also comes along with a 24/7 call centre to assist consumers of this service whenever they have challenges.

D. Traffic Management System

The Ministry in collaboration with NITA led stakeholders in the transport sector to deploy an Integrated Traffic Management System on a pilot basis during the period under review. The system is expected to automate most of the traffic rules and their monitoring and violations thereof. An integrated and automated ticketing system will send tickets to travellers by email and text messages. This system will integrate with NIA and DVLA databases to ensure offenders can be traced and made to face the law with little human interferences.

E. Establishment of Centralized Equipment Identity Register and SIM Register

Sections 2 and 3 of the Establishment of Emergency Communications System Executive Instrument, 2020 (E.I. 63) provided for the establishment of a Central Subscriber Identity Module (SIM) and a Central Equipment Identity Register respectively. The project was aimed at ensuring that all mobile network SIM Cards in the country is registered using the National Identification Authority cards (Ghana cards). In 2021, the NCA facilitated engagements with the ID issuing agencies and the SIM issuing agencies on the technical and commercial terms for the use of the ID databases for verification of IDs used for registration of SIMs and terminal devices.

F. Launch of Directive for the Protection of Critical Information Infrastructure

The Directive for the Protection of Critical Information Infrastructure policy which is intended to establish baseline cybersecurity requirements for all designated Owners of Critical Information Infrastructure (CII) in Ghana was launched during the period under review. This forms part of government agenda to protect critical infrastructures in the country against fraudulent practices.

In 2021, the MOCD specifically established the requirements and procedures for incident response, procedures for audit and compliance and identified and institutions in the various sectors have been identified and designated as CIIs.

2.3. Reforms

During the year under review, the Ministry implemented the smart workplace as their operational Institutional Reform. There was a reduction in the use of paper. The application provided a seamless transition from paper movement to electronic means of working and movement of documentation. However, usual apprehension, especially with the use of technology was a challenge. As such the Ministry ensured continuous training of staff on the system's functionalities.

The Ministry also implemented the Digitization of Public: Records at Ghana Immigration Service as an operational Institutional Reform with more security and safety of public records; Speedy retrieval of public records.

The Integrated Information Management System (IIMS) was also another form of operational reform which was embarked on by the Ministry during the period. This resulted in the Case Management Systems of Attorney General Department interconnected with systems at Ghana Police and Judicial Services respectively. The impact of this reform was to ease transfer, receipt, storage and analysis of case documents among these institutions to improve the processes of case adjudication in the country.

Other reform activities of the Ministry have been to provide digitization support to critical state institutions to be more efficient to meet the needs of citizens. For instance, the Ministry has

developed a blueprint for the Ministry of Works and Housing for the digitisation of the Rent Control Department to improve their service delivery.

2.4. Sustainable Development Goals

In support of SDG **Goal 5** to achieve Gender Equality and Empower all Women and Girls, more than 2,710 JHS Girls and 190 Teachers were trained in Basic Computer Skills, Coding and Computer Programming from 2018-2020. In 2021 the programme was accelerated, resulting in the training of 200 teachers and 2000 girls from two regions (Western North and North East). The Ministry faced difficulty in securing adequate funding to expand and broaden the scope.

Some mitigative measures has been for the Ministry to source financial and other resource supports from NCA, GIFEC and identified private sector institutions. Also, MTN supported the programme with GHC 10 million over the next three years during the period under review.

2.5. Aftermath of Covid-19

The emergence of the COVID-19 Pandemic brought about the need for the various Sector Ministries to devise new and improved ways of working remotely. The Ministry greatly utilized the Smart Workplace platform for its work processes. This was possible because of the training the staff received from E- Solutions Consultancy which is an IT expert company. The Ministry also used Digital platforms such as Zoom and Microsoft Teams to conduct The Directorate meetings, have virtual training programmes and for staff to share ideas.

The Ministry was unable to reap the full benefits that working from home offers because of the lack of or inadequacy of the relevant tools to facilitate working from home. A comparative analysis of the output of staff indicated that staff were able to meet targets as planned when working from the office as compared to working from home.

A major challenge that is experienced when working from home is internet connectivity issues. The Ministry need to procure laptops and modems for staff to be able to work from home effectively.

2.6. Financial Performance

Sources of Fund	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
GOG				
Comp. of Employees	5,023,342.00	4,152,752.88	4,152,753.32	870,588.68
Use of Goods and Services	1,224,055.00	1,376,377.27	917,414.06	306,640.94
CAPEX	2,500,000.00	-	-	2,500,000.00
IGF	-	-	-	-
DEV'T PARTNERS	-	-	-	-
World Bank	249,933,322	75,461,726.94	75,461,726.94	174,471,595.06
Grand Total	258,680,719.00	80,990,857.09	80,531,894.32	178,148,824.68

2.7. Challenges

The Ministry of Communications and Digitalisation, like many other government institutions, during the period under review faced a myriad of familiar challenges broadly described as financial, human resource capacity and availability, and logistical. They are as follows;

a. Financial - Delay in the release of budgeted funds

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. The Ministry however sought support and partnership from the private sector and development partners to fund critical programmes

b. Human Resource constraints

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 officers but this is not reciprocated when it comes to posting to the Ministry. The Ministry resolved to focus on building the capacity of existing and promising staff to take up some of the professional responsibilities, while exploring the possibility of enhanced remuneration for IT Professional in the medium to long term. It also plans to give succession planning the required focus to ensure the continuity in the discharge of duties by staff anytime there are gaps.

c. Logistics

Availability of logistics including vehicles, computers, printers, photocopiers and scanners, to facilitate the work of the Ministry hampered the effective delivery of work output at the Ministry. Hence the Ministry as part of its 2022 budget has made provision for the procurement of computers and its accessories for staff.

d. Pressure on Office space

The Ministry over the past two-three years has received quite a large number of new staff. Even though staff have also been posted out, the net effect is an increase in the total number of staff of the Ministry, this has resulted in a lot of pressure on office space. The Ministry as a mitigative measure will be identifying spaces not in use and convert to office spaces as well as explore the open office concept where applicable.

2.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 outlined are;

- a. Girls-in-ICT Initiative**
- b. Rural Telephony Project (RTP)**
- c. Extension of Aerial Fibre**
- d. Establishment of Telecom/ICT Museum-** The Ministry in collaboration with key stakeholders will establish Telecom/ICT museum to provide a platform to exhibit the Telecom/ICT journey and what the future presents.
- e. DTT Solar Power** - The Ministry will deploy independent stand-alone solar power supply system at all the 42 DTT sites to ensure clean, stable and reliable power to protect the transmission equipment and investment of government
- f. AITI-KACE** is expected to undertake the following:
 - Roll-out new Digital Skills programmes for 6,000 people at all levels in Ghana's Digital Ecosystems including Civil Servants through face-to-face and online platforms.
 - Roll-out three enterprise/e-governance solutions of the Centre on subscription basis to both public and private sector organisations.
 - Continue research work on Solar-powered Irrigation System for all-year-round agriculture amongst others
- g. Cyber Security Authority (CSA) –**
 - Priority Regulatory Interventions including:
 - Licensing of Cybersecurity Service Providers
 - Accreditation of Sectoral CERTs
 - Protection of Critical Information Infrastructures (CIIs)

- Development of CII Database which will host CII Owners with contact details, physical addresses and their identified systems
- CSA will develop database of Government Digitalisation Initiative (GDI)
- Development and implementation of Cyber Risk Management Framework for GDIs

h. GMet

- Procurement and Installations of Automatic Weather Observatory System.

The Agency will procure and install an Automatic Weather Observatory System (AWOS) at Kumasi. This will ensure compliance with International Civil Aviation Organization (ICAO) and World Meteorological Organization (WMO) standards and protocols. This will enhance the confidence level and air travel safety the country enjoys.

- Procurement and Installation of Automatic Weather Stations (AWS)

The Agency will continue the digitization of its manual stations by installing 20 more Automatic Weather Stations (AWS) to provide accurate weather data.

- Climate Change Awareness

The Service will continue to educate the general public especially fisherfolks and farmers on the impact and changes in the seasonal patterns to enhance food security.

i. GDNR

Upgrade of Servers and Registry Management Systems:

- The GDNR will upgrade three registry servers and procure new ones to increase the performance and efficiency of the system
- It will Procure a copy of root servers to improve internet speed and access

j. Local Internet Community (LIC) Engagement:

GDNR will continue to engage stakeholders to create awareness on its operations in 2022. GDNR will facilitate the organization of maiden Ghana Internet Summit (GIS). The summit will showcase emerging technology, build capacity through training workshops and discuss technological issues in the interest of the country

k. NITA

- Public Key Infrastructure (PKI)

NITA will scale up the roll-out of PKI services with the registration and certification of Certificate Authorities (CAs) and Registration Authorities (RAs) who will serve as authorized dealers. Services such as Digital Signatures, Authentication services and Secured Socket Layer (SSL) for online Web Services Authentication will be rolled out.

- Traffic Management System

NITA will collaborate with key stakeholders to pilot the Integrated Traffic Management system to reduce traffic infractions and automate the related fines.

1. DPC

Data Management and Regulation:

- DPC will train 235 Data Protection Supervisors across the country in 2022.
- DPC will organize targeted general awareness (Education programs) for 550 individuals across the country.
- DPC will register 500 institutions as Data Controllers in 2022.

m. NCA

- The National Communications Authority will develop a five-year Strategic Plan in accordance with Section 3(b) of Act 769 of 2008. The five-year Strategic Plan is to position the Authority as a world class regulator to stimulate growth of the telecoms industry.
- National ICT Survey for Enterprise and Households

NCA will be commissioning a national survey to measure the adoption of ICT by enterprises for socio economic development and assess individuals and households' access and usage of ICT in Ghana.

- Continuation of Digitalisation of Internal Processes

The NCA will continue with the Digitalisation of its internal processes. The processes will include:

- Implementation of remaining modules of the Customer Relations Management (CRM) systems to achieve paperless processing of Type Approval, Value Added Services and other non-spectrum licensing requests
- Systems to secure collaborative work and remote access (MS Teams and SharePoint, etc.).

3.0. MINISTRY OF DEFENCE

The Ministry of Defence (MoD) exists to formulate and manage 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 through the Ghana Armed Forces (GAF) supported and participated in External Peace Support Operations, and collaborates with other internal Security Agencies in providing security, combating crime and instilling discipline within the society.

The Ministry was headed politically and bureaucratically by the following:

- Sector Minister - Hon. Dominic B.A. Nitiwul (MP)
- Deputy Minister - Hon. Kofi Amankwa Manu (MP)
- Chief Director - Dr. Evans A. Dzikum

3.1. Agencies of the Ministry

The Ministry has the following Public Service Organizations:

- 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

3.2. Sector Achievements

Key achievements implemented by the Ministry are outlined below

A. Housing Project for the GAF Officers/ Men and Women

The Ministry continued with the construction of on-going housing and other infrastructural projects for the Ghana Armed Forces with the aim of reducing the housing deficit in the Forces. The projects included Military Housing Projects, reconstruction of the Military Academy and Training Schools at Teshie and other new infrastructural projects being undertaken to improve the living conditions and standards of the Armed Forces as a way of motivation.

B. Military Housing Projects and the Reconstruction of the Ghana Military Academy

Following the cutting of sod by H.E. the President of the Republic of Ghana and Commander-in-Chief for the construction of a USD100M Military Housing Project and the Reconstruction of the Military Academy on Thursday, 4th July, 2019 at the Military Academy and Training Schools, Teshie. The project is aimed at reducing the military housing deficit and provide all military personnel with modern accommodation and station them in their respective barracks and within reach of the High Command for rapid deployment in times of emergencies.

As at 30th September, 2021 overall work on the Military Housing project was about 60% complete

Additionally, reconstruction works on the Military Academy and Training Schools at Teshie is about 70% complete. The project consists of Multi-Purpose Conference Rooms, Hostels, Administration Block, Classroom Blocks, Auditorium with a capacity of 1,000 personnel as well as other ancillary projects.



Image on the status of works on the Reconstruction of Ghana Military Academy

C. Construction of Army Headquarters (HQ)



Status on the construction of the Army HQ in year 2021

The Ghana Army has expanded to meet contemporary challenges with the changing dynamics in internal and external operations, coupled with advances in military technology and material, it has become necessary to expand the existing structures of the Ghana Army and its training schools to

ensure combat readiness. The construction of the Army Headquarters (HQ) Project commenced in September, 2019. As at 31st December, 2020, 22% of work had been completed. It is worthy to note that the Ministry as at 30th September, 2021 had completed 30% of works on the project.

D. Enhancing effective Service Delivery

The Ministry, in its quest to enhance service delivery and reposition GAF to manage contemporary security threats in the changing phase of crimes and conflicts has 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 included: The Construction of a Forwarding Operating Base (FOB) in Ezinlibo in the Western Region, the procurement of additional vehicles, guns, acquisition of Navy ships and fast patrol boats.

E. Re-Equipping the Military

Construction of Forward Operating Base in Enzinlibo, Western Region

In 2019, the Ministry awarded contract for the establishment of a Forward Operating Base (FOB) in Ezinlibo close to the Western border. The construction of the FOB at Ezinlibo, Western Region is part of a national strategic programme to protect the country's oil and gas resources. The Project includes the one-kilometre breakwater, a jetty, construction of some one hundred and fifty (150) Housing Units of accommodation for personnel, construction of a dual carriage road, the procurement of equipment (ships, boats, guns, vehicles and many other facilities) for the Ghana Navy. It is worthy to note that as at 31st December, 2020 the project was 6% complete.

The Project progressed steadily with 25% completed by September, 2021. It is envisaged that the Navy will deploy various assets at the Base to deter criminals and other unwanted elements and improve security in the general area. In addition, the establishment of FOBs along the Northern Borders is at construction stage. The Ministry aims at establishing Fifteen (15) FOBs at the Northern Borders of the country to prevent cross border crimes and terrorist infiltrations. Twelve (12) FOB and three (3) logistics support stations have commenced.

Also, to enhance capacity and logistical strength of the Armed Forces, procurement of ammunitions, guns and vehicles etc. are in progress.

The Ministry through the Armed Forces also continued with the rehabilitation works of Barracks roads in all garrisons across the country.

F. Defence Health Initiative

Over the years, the Ministry together with the Military have supported the health of troops, their immediate families and the general public. The Defence Health Initiative 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 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. Currently, Structural works and financial proposal for the execution of Phase III of the 37 Military Hospital are being reviewed.

G. Defence Cooperation: Internal and External

As part of maintaining internal security and implementing some key security related policies of the government, the Ministry through the Ghana Armed Forces also assisted the Ghana Police Service, Local Government and Rural Development and Zoomlion Ghana Ltd in Operation COVID SAFETY.

The establishment of Ten (10) Mechanized Battalion in Wa, eleven (11) Mechanized Battalion in Bawku, three (3) Field Workshop and Three (3) Mechanical Transport Company have been improved to provide security and neutralize threats of terrorism from the Northern Border.

The Ministry 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. It also contributed troops and equipment towards international peace efforts based on the invitation of the United Nations peacekeeping Mission to strengthen Ghana’s role in international affairs during the period.

3.3.Reforms

The Ministry started implementing the National Anti-Corruption Action Plan (NACAP) as a reform from 2018. A CHRAJ team on a recent monitoring visit to the Ministry in September, 2021 proposed the establishment of a Complaints Unit to establish safe reporting systems/mechanisms at the work place. This Ministry initiated steps to establish the Unit. The Ministry’s internal control measures was strengthened to reduce opportunities for corruption and ensure the provision of safe reporting systems/mechanisms at the work place.

3.4.Sustainable Development Goals

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

- **SDG: 14 Life Below Water**

The indicator 14.2.1: which measures proportion of national exclusive economic zones managed using ecosystem-based approaches. On 3rd May, 2019 the sod was cut for the construction of Forward Operating Base (FOB) at Ezinlibo in the Western Region. As at September, 2021 25% of work had been done.

The establishment of FOBs along the Northern borders is at construction stage

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

The Ministry through the Ghana Armed Forces also assisted the Ghana Police Service, Local Government and Rural Development and Zoomlion Ghana Ltd in Operation COVID SAFETY. Currently GAF is in Operation COWLEG, CALM LIFE, HALT, GONGGONG and Operation VANGUARD.

The Government of Ghana through the Ministry would continue the implementation of the “Earned Dollar Payment Policy” for deployed troops as motivation for their efforts in the enforcement of global peace and security. It would also continue to contribute Troops and equipment towards international peace efforts based on the invitation of the United Nations peacekeeping Mission to strengthen Ghana’s role in international affairs.

3.5.Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASE (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	1,500,566,785.00	1,183,587,085.14	1,183,587,085.14	316,979,699.86
	Use of Goods & Services	46,973,724.00	33,947,362.52	116,999,636.08	13,026,361.48
	CAPEX	193,924,340.00	139,847,161.69	123,487,689.38	54,077,178.31
	Sub-Total (a)	1,741,464,849.00	1,357,381,609.35	1,424,074,410.60	384,083,239.65
2	IGF	25,730,507.00	21,571,000.00	21,571,000.00	4,159,507.00
3	Dev't Partners	334,908,590.00	-	-	334,908,590.00
	Sub-Total (b)	360,639,097.00	21,571,000.00	21,571,000.00	339,068,097.00
	TOTAL	2,102,103,946.00	1,378,952,609.35	1,445,645,410.60	723,151,336.65

3.6.Challenges

The challenges encounter by the Ministry during the period under review were:

- 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 untimely and inadequate release of funds from the Ministry of Finance affected payments to suppliers and contractors thereby affecting procurement and other services rendered.

3.7. 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 aircraft, Procure Navy ships and patrol boats
- Procure vehicles
- Procure military hardware (ammunitions, guns and vehicles)
- Procure Night Vision Binoculars and Monoculars
- Provision of Good Health care for Personnel
- Complete 500 bed hospital facility at Afari, Kumasi.
- 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.
- Implementation of "Earned Dollar Policy"
- Coordinate the GAF Recruitment

4.0. MINISTRY OF EDUCATION

The Ministry of Education (MoE) in fulfilment of its mandate is to provide relevant education to all Ghanaians through the formulation and implementation of relevant policies. 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 Ministry was headed politically and bureaucratically by the following:

- | | | |
|-------------------|---|---------------------------|
| • Minister | - | Hon. Dr. Yaw Osei Adutwum |
| • Deputy Minister | - | Hon. Gifty Twum Ampofo |
| • Chief Director | - | Mr. Benjamin Kofi Gyasi |

4.1. Public Service Organizations and Public Boards and corporations 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)
- At the tertiary level, the Ministry has oversight responsibility for (9) Public Universities and Ten (10) Technical Universities.

4.2. Sector Achievements

Key achievements implemented by the Ministry are outlined below:

A. Science, Technology, Engineering and Mathematics (STEM) Education

A total of 924 Mathematics and Science Teachers in beneficiary schools under the Secondary Education Improvement Projects were trained in some challenging topics. In addition, digitized lessons of experienced teachers teaching these challenging topics in core subjects were distributed to all Senior High Schools. The Ministry commenced the construction of 20 STEM Centres across the country to Promote Science, Technology, Engineering and Mathematics nationwide.

B. Technical and Vocational Education and Training (TVET)

A total of 2,794 Master Craft Persons and apprentices were issued vouchers to enable them to access formal training in their respective trade areas leading to the award of a qualification on the National TVET Qualification Framework (NTVETQF) under the Ghana TVET Voucher Project (GTVP) in the period under review. This expanded access to technical and vocational education in the country.

In addition, 2,446 Competency-Based Training learners were certificated on the National TVET Qualification Framework (NTVETQF). Under Section 55 of the Pre-Tertiary Education Act, 2020 (Act 1049), the Technical and Vocational Education and Training Service has been established under the Ministry of Education to manage, oversee and implement approved national policies and programmes relating to technical and vocational education and training at the pre-tertiary level.

C. Education Support Services

The Ghana Library Authority (GhLA) declared the year 2021 as the “Year of Literacy”. The GhLA continued to work on increasing its content in both its digital platforms and static libraries. The number of Library visits increased from 175,807 in 2020 to 358,624 in 2021, a drastic increase over the previous years as a result of the easing of the COVID-19 lockdown restrictions.

Eight (8) new libraries were completed to bring the total number of public libraries to 103. A total of 88,697 books were added to the existing book stock which increased from 1,078,691 in 2020 to 1,167,388 in 2021.

D. Gifted and Talented Education (GATE) Policy

Having achieved the objectives of the Free SHS programme, the Ministry of Education intends to move to the next level by linking education transformation much closer to economic transformation.

In this connection, the Ministry submitted for the consideration of Cabinet a proposal for the introduction of Gifted and Talented Education (GATE) in Ghana during the period under review.

E. Social Intervention Programmes

The Capitation Grant, Feeding Grant to Special Schools and the BECE registration Fees were paid to ease the financial burden on parents and guardians.

Registration fees of a total of 438,204 registered candidates from public Junior High Schools for the 2021 Basic Education Certificate Examinations (BECE) were absorbed.

4.3. Reforms

National standardised test

One of the reforms of the Ministry was the National Standardized Test. During the period under review, a maiden standardized Test was conducted for all primary four pupils as a way to standardize the assessment of pupils' competencies at each grade level. The impact of the assessment was to Standardize pupils' competencies at each grade level. The few challenges encountered was delays in the provision of examination materials.

Under the free SHS policy, a total of 1,261,495 students had been enrolled during the 2020/2021 academic year, which continued to remove cost barriers and expanded access to secondary education. There is currently dialogue between MOF and the Ministry to identify innovative ways to finance the implementation of the policy which its major bottleneck.

4.4. Sustainable Development Goals

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

In line with SDG goal 4 on Quality Education - the proportion of children and young people: (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary in achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex was the target of the Ministry. The key indicator tracked over the medium-term to assess access to educational facilities at the various levels. This was achieved to an appreciable level during the period.

Under the same goal, proportion of schools with access to: (a) electricity; (b) the Internet for pedagogical purposes; (c) computers for pedagogical purposes; (d) adapted infrastructure and materials for students with disabilities; (e) basic drinking water; (f) single-sex basic sanitation facilities; and (g) basic handwashing facilities (as per the WASH indicator definitions) were the target of the Ministry at each level. The Ministry tracked the performance of this indicator through the annual school census.

4.5. Aftermath of Covid-19

The Ministry continued the provision of logistics such as laptops and internet bundles to its staff to work from home. The Ministry also relied on the smart working place initiative to ensure that the work process in the Ministry was not disrupted.

The Human Resource Directorate of the Ministry also created a flexible working schedule for all staff to ensure that the offices were not crowded to reduce the spread of the pandemic.

4.6. Financial Performance

S/N	SOURCE	APPROVED BUDGET	AMOUNT RELEASED	ACTUAL EXPENDITURE	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Central GoG	11,855,257,478	11,855,257,478	10,763,084,490	1,092,172,988
2	ABFA	776,180,024	776,180,024	533,000,000.00	243,180,024
3	Donor	925,433,047	925,433,047	366,078,992	559,354,055
4	IGF	2,074,767,307	2,074,767,307	1,323,421,369	751,345,938
5	GRAND TOTAL	15,631,637,856	15,631,637,856	12,985,584,851	2,646,053,005

4.7. Challenges

The Challenges encountered by the Ministry during the period under review were:

a. 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 the home initiative as a result of the Covid-19 pandemic.

b. Inadequate Logistics

This has always been a major challenge that recurs every year, EMIS offices within the Regional/ District Education Directorate across the Country are not properly developed and are not fitted with modern gadgets and this makes the EMIS data collection process very difficult. EMIS had to use innovative ways to collect data from the districts.

c. Depleting Stock of Learning Materials

The current stock of teaching and learning materials for opening new English and local language classes is inadequate for effective teaching and learning to be done because of the unavailability

of funds. It has, therefore, become imperative to replenish the stock of learning materials as a matter of urgency.

4.8. 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

b. Basic Education

- Conduct the standard test for Primary two (2) and Primary six (6).
- The Ministry will absorb the registration fees of a projected number of 411,922 candidates from public Junior High Schools, provide Capitation Grant to all public basic schools and Feeding Grants to all public Special Schools.

c. Secondary Education

- The Free SHS Programme will be expanded to all first-year students from public TVET institutes who have been aligned under the Ministry of Education with the passage of the Pre-Tertiary Education Act, 2020 (Act 1049).
- Complete all ongoing projects at the secondary levels

d. TVET

- Rehabilitation and Upgrading of Technical Universities and Technical and Vocational Training Centres,
- Upgrading and Modernization of the 34 NVTI Centres, Establishment of State-of-the-Art TVET Centres,

e. Tertiary Education

- Implement the Common Admissions Platform (CAPS)
- Implement No Guarantor Policy to Access Student Loans
- Finalise the Gifted and Talented Education (GATE) Policy
- Establishment of A National Education Leadership Training Institute

5.0. MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS

The Ministry of Employment and Labour Relations is mandated to formulate policies on employment and Labour issues and evaluate the implementation of programmes for accelerated employment creation for national development.

The political and bureaucratic Heads of the Ministry were as follows:

- Sector Minister: Hon. Ignatius Baffour Awuah, MP
- Deputy Minister: Hon. Bright Wireko-Brobby, MP
- Chief Director: Mr. Kizito Ballans

5.1. Departments and Agencies of the Ministry

Civil Service Departments:

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

Sub-vented Agencies

- 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)

5.2. Sector Achievements

A. Review of the Labour Act, 2003 (Act 651)

The Labour Act seeks to regulate employment relationships and protect the rights of workers and employers for the promotion of harmonious industrial relations in the country for national development. The Ministry initiated the process of reviewing the law to make it responsive to modern labour administration practices. In 2021, the Ministry was able to consult the key stakeholders and solicited inputs to inform the preparation of a Labour Bill for policy approval.

B. Operationalisation of the National Labour Migration Technical Working Group

The National Labour Migration Technical Working Group (TWG) was established to facilitate the implementation of the National Labour Migration Policy (2020 -2024). The Technical Working Group

held four (4) meetings to develop the 2021 Institutional Work Plans and to track implementation. The TWG also developed the 2022 Institutional Work Plans to facilitate implementation activities in the year.

C. Implementation of Employment Component of the Ghana Employment and Social Protection Project

The Ghana Employment and Social Protection (GESP) Project is an EU-sponsored technical assistance project designed to improve the capacity of the Ministry and the Labour Department to enable them implement the National Employment Policy (2015-2020) effectively. Seven (7) Public Employment Centres (PECs) were renovated and 30 motorcycles, furniture, computers and accessories were also supplied to augment the capacity of the renovated PECs.

D. Child Labour Free Zones pilot

The National Plan of Action for the Elimination of Worst Forms of Child Labour (NPA II 2017-2021) was developed to provide a coordinated framework for the implementation of interventions to eliminate child labour. In 2021, the instrument was piloted in two districts by the Ministry to assess its efficacy in child labour data collection, analysis and reporting for the declaration of districts as child labour free.

E. Enrolment of informal sector workers onto Pension Schemes

In 2019, the National Pensions Regulatory Authority (NPRA) undertook consultations with stakeholders and initiated processes for the development of pension schemes that responds to the needs of workers in the informal sectors. The consultations and technical meetings led to the establishment of pension schemes for the workers of the informal sector. The number of informal sector workers contributing to pension schemes increased from 300,000 in 2020 to 315,000 in 2021.

F. Placement of Jobseekers

As part of its mandate, the Labour Department through the Public Employment Centres (PECs) and the Private Employment Agencies (PEAs) facilitated the placement of job seekers to available employment vacancies through the National Employment Service. Job placements increased from 634 in 2020 to 3,231 in 2021.

5.3. Reforms

The Ministry embarked on the implementation of the Ghana Jobs and Skills Project in January, 2021. It is a five-year project and it is expected to be completed by 2026. Currently, all the preparatory documents (Project Implementation Manual, TORs, Workplans and Concept Notes, etc.) have been developed. In addition, an implementation team has been established to facilitate the delivery of the outputs. Challenges faced during the implementation of this reform included the poor capacity of the Labour Department. The mitigating strategy adopted is to organise training programmes to improve the capacity of the Department.

In June 2021, the Ministry also commenced the review of the Labour Act 2003 (Act 651) by holding stakeholder consultations and collated inputs of these engagements. The challenge encountered was inadequate allocation of resources to support the review of which the mitigating strategy was to mobilize financial resources from partners.

5.4. Sustainable Development Goals (SDGs)

The activities of the Ministry associated with their Sustainable Development Goals are elaborated below;

In line with SDG Goal 8, target 8.5, the Ministry initiated steps towards the implementation of the National Green Jobs Strategy which are expected to contribute to the creation of decent jobs in all the sectors of the economy. Given this, YEA flagship modules were developed in addition to the traditional youth employment modules, National Green Jobs Strategy was developed to promote green jobs and then the Jobs and Skills Project commenced to facilitate job creation for the youth.

In terms of skills development, under target 8.6, the National Vocational Training Institute (NVTI), Opportunities Industrialization Centres (OIC) and the Department of Integrated Community Centres for Employable Skills (DICCES) provided demand-driven employable vocational skills training and testing to the youth to promote full and gainful employment for the youth. The NVTI, OIC and DICCES all together trained 6,212 youth in the various trades. The Ministry adopted the incorporation of green skills training in curricula of TVET institutions as their mitigating strategy.

The Ministry also implemented activities to facilitate the implementation of the National Plan of Action II on the elimination of the worst forms of child labour. These activities were in line with SDG target 8.7, which aims at eradicating forced labour, ending modern slavery and human trafficking and securing 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. A total of 62 communities were sensitised on Child Labour related activities. Out of the sensitisation, 1,526 Child Labour cases were identified across the various sectors of the country in the year 2021.

5.5. Aftermath of COVID-19

The Ministry continued to implement the flexible working schedule instituted by the OHCS and also ensured the provision of necessary logistics to enable smooth work processes at the workplace.

The use of the corporate email addresses provided by the Ministry was encouraged to reduce the need for in-person interactions and cut down on the use of paper, while platforms such as WhatsApp, Zoom and Microsoft Teams were utilized for the hosting of virtual meetings to reduce physical contact. Availability of tools for working remotely.

Although there is no documented strategy to monitor work from home, supervisors frequently check in with their staff to ensure they are being productive. Phone calls and WhatsApp and email messages have become the de facto channels for communication with staff who work from home.

The primary way of assessing that staff were achieving their targets remained the use of the Staff Performance Appraisal Instrument. The 3 Phases of the Instrument are followed through, hence even when a staff has to work from home, he/she is not oblivious of what is expected of them. Furthermore, revisions are made to the flexible work schedules as and when the need arises to fine-tune staff performance.

5.6.Financial Performance

	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GOG	A	B	C	D=(A-B)
	Compensation of Employees	68,758,386	53,526,659	53,526,659	15,231,726.76
	Use of Goods & Services	3,739,587	2,617,711	2,365,586	1,121,876.00
	CAPEX	4,717,508	4,066,380	2,796,499	651,127.80
2	IGF	130,051,312	36,860,899	32,982,167	93,190,413.38
3	DEV'T PARTNERS				
	European Union	796,334			796,334.00
	TOTAL	208,063,127.00	97,071,649.06	91,670,911.00	110,991,477.94

5.7.Challenges

The Ministry's major obstacles in the achievement of its goals and objectives were as follows;

- **Inaccurate Labour Market Information** - As the main policy advisor to Government on employment and labour related issues, the Ministry is required to provide comprehensive and up-to-date data on all labour market dynamics. Unfortunately, the Ministry lacks an efficient mechanism for collecting, analysing, and disseminating comprehensive and up-to-date labour market information to its stakeholders. In order to facilitate evidence-based decision making and the development of effective labour market interventions, the Ministry will accelerate action on the development and operationalization of the Ghana Labour Market Information System.
- **Lack of Support for Policy Implementation** - According to the General Report of the 2021 Population and Housing Census, the unemployment rate across all the three age brackets (15-24 years, 15-35 years, and 15 years and older) is higher in urban areas than in rural areas. The Report shows that the unemployment rate among the population aged 15-35 years is 19.7 percent and is even much higher for young adults 15-24 years (32.8%).

These statistics clearly demonstrate that there are challenges in the implementation of policies such as the National Employment Policy (2015) developed by the Ministry to resolve the nation's employment problem with a focus on creating decent jobs. The Ministry as a mitigative strategy will facilitate the work of the Green Jobs Technical Working Group and track the implementation of the 2022 Workplan on the National Green Jobs Strategy

- **Weak Coordination Mechanisms** -The Ministry, through its Departments and Agencies is mandated to coordinate all employment/labour market interventions in the public and private sectors for decent work outcomes. However, there exists a lack of coordination at the policy and operational levels. To ensure the effective coordination of employment interventions across the sectors, a National Employment Coordination Committee will be established to create synergies among key stakeholders

5.8.Forward Look

In 2022, the Ministry hopes to achieve the following;

- Implementation of Jobs and Skills Project
- Labour Migration - The 2021 Labour Migration Institutional Workplans were validated and implemented. The National Labour Migration Technical Working Group which is made up of institutions with key roles to play in the implementation of the policy met regularly, every quarter, to track and discuss the progress of implementation. The review of 2021 performance showed that the country had made some modest gains towards the implementation of the policy. The Group is to develop the institutional work plans for 2022.
- Implementation of the National Green Jobs Strategy
- Elimination of Child Labour - The Ministry in collaboration with the National Steering Committee on Child Labour and the ILO's Trade for Decent Work (T4DW) project, conducted regional sensitizations and awareness creation in the Ashanti, Eastern and Western Regions. This was to enable the Ministry share information on child labour issues among the communities. In collaboration with UNICEF and International Cocoa Initiative (ICI), two consultants were recruited to assist the Ministry assess the impact of NPA II and support the Labour Department to institute a robust Monitoring and Evaluation System for effective coordination.
- The results of the assessment are expected to generate performance information that would inform review of NPA II and the development of NPA III in 2022

6.0. MINISTRY OF ENERGY

The Ministry of Energy is mandated to initiate and develop policies that would ensure an efficient, reliable and affordable supply of high-quality energy services for the Ghanaian economy and for export.

The political and bureaucratic Heads of the Ministry were as follows;

Minister	-	Hon. Dr. Matthew Opoku Prempeh
Deputy Ministers	-	Hon. Dr. Mohammed Amin Adam Hon. William Owuraku Aidoo Hon. Andrew Kofi Egyapa Mercer
Chief Director	-	Mr. Lawrence Asangongo Apaalse

6.1. Agencies of the Ministry

Below is the list of Agencies under the Ministry;

- Energy Commission
- Volta River Authority (VRA)
- Bui Power Authority (BPA)
- Ghana Grid Company (GRIDCo)
- Electricity Company of Ghana (ECG)
- Northern Electricity Distribution Company (NEDCo)
- 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)
- Petroleum Hub Development Corporation

6.2.Sector Achievements

Key achievements from the Minister's priority area are as follows;

A. Ensure Availability of Clean, Affordable and Accessible Energy

i. Power Generation

In 2021, there was adequate generation capacity to meet the demand for domestic, commercial, and industrial customers. The projected base case peak demand of the power system estimated for the year 2021 was 3,303.72MW. The envisaged power capacity additions for 2021 was 297.145MW which included the 200MW Twin City Energy project (TCE):

The target for the year 2021 was to operationalize the plant. The TCE declared achievement of Commercial Operation Date (COD) on July 30, 2021 and furnished ECG with the Commissioning Test Report documents. The plant is currently in operation and dispatching power to ECG. This has increased total installed capacity of power generation plants.

ii. Transmission System Improvement Projects

Various power transmission projects were pursued in line with government's policy to create a non-congested transmission system, with the aim of improving operational reliability, security and control among others. Key among these included:

- **The 330kV Kumasi-Bolgatanga Transmission Line Project**

The target for 2021 was to energize the 330kV Kintampo-Bolgatanga Section of the transmission line. The project was completed with the line energized as at the end of 2021.

- **Pokuase Bulk Supply Point (BSP) Project**

The objective of the project was to improve power supply to the surrounding communities and also to reduce transmission and distribution system losses. The Pokuase BSP is completed, commissioned and in service. The project helped to reduce system losses and improved operational reliability, security and control

B. Power Distribution

- **Rural Electrification Programme**

Under the National Electrification Scheme (NES), a total of 766 communities were expected to be connected to the national grid by the end of December, 2021. As at the end of the year, 279 communities had been connected to the grid with other projects at various stages of completion. This increase in access to electricity has led to the establishment of various local industries in the rural communities.

- **National Electricity Access Rate**

The target was to achieve universal access to electricity. The national electricity access rate increased from 85.17% in December 2020 to 86.63% by the end of 2021 with over 10,000 communities connected to the grid since the inception of the NES in 1990. This has led to the availability of clean, affordable and accessible energy for the Ghanaian populace.

- **Regional Capitals Street Lighting Project**

The target of this project was to install street lighting infrastructure in the newly created Regional Capitals and Ho. Installation works have commenced for the construction of street lighting infrastructure in the newly created Regional Capitals and Ho. Progress of work at Ho is 100% complete. With increased security and road safety, Ghanaians are able to carry out their socio-economic activities with less fuss.

C. Improved Financial Capacity and Sustainability of the Energy Sector

Ghana's energy sector is currently undergoing restructuring under the Energy Sector Recovery Programme (ESRP). The ESRP assesses the financial and technical challenges affecting the Energy Sector (Power and Gas) of Ghana and outlines a program to address the current issues as well as avoid future recurrence.

The ESRP has become GOG's flagship effort to bring the Energy Sector into financial balance. Since its inception in May, 2019, and notwithstanding the challenging period of COVID-19, significant progress has been made. Currently, the estimated sector gap for the period 2019-2023 has been reduced by 4.7 billion USD (from 12.6 to 7.9 billion USD), and a clear action plan to reduce the gap further, to 2.2 billion USD, is underway. The Energy Sector Task Force (ESTF) is further focused on finding a means to eliminate the final gap and have the energy sector in financial balance by 2023, as originally envisioned in the ESRP report approved by Cabinet in May, 2019.

D. Increase Renewable Energy (RE) In the National Energy Supply Mix -Improved Cook Stoves Program

The Ministry entered cooperation with the Climate Change Centre of South Korea in September 2018 to promote the distribution of the first 500,000 units of ICS in Ghana under the UN's Clean Development Mechanism (CDM) and CCC's own small-scale Programme of Activities (POA) of ICS Project. The project adopted the Jiko Ceramic Stoves popularly known in Ghana as Gyapa.

This is one of the climate change mitigation actions under the Paris Agreement. And in line with gender issues, more than 95% of the stoves are received by women which will improve their lifestyle and increase productivity.

The Ministry has been supporting the promotion and distribution of energy-efficient improved cook stoves (ICS) to rural and urban households as a measure to improve the quality of life for the people, reduce the dependency and utilization of fuelwood. Under the country's SE4ALL Action

Agenda, the Ministry of Energy has a target to distribute two million ICS (2 million) efficient biomass cook stoves by 2030.

The overall target is to distribute about 500,000 units of improved cookstoves (ICS) through a free-stove-for-carbon initiative within 10 to 12 months' period. As at December, 2021, 230,000 units of Improved Charcoal Cook Stoves have been distributed as compared to the 500, 000 distributed by the end of year 2020. This has led to efficient energy utilization and reduced dependence on wood fuels.

6.3.Reforms

The Ministry embarked on reconstructing of its Directorates in the year 2021 to Streamline the Technical Directorates along the operational chain, promote productivity and enhance effective monitoring of earmarked programmes and projects. the intervention also sought to reduce duplication of planned programmes and projects. As at end of year, the organizational restructuring had been completed with some Directorates merged and Directors also reassigned. The Ministry also developed a new organogram for smooth implementation of its planned activities for the year.

6.4.Sustainable Development Goals

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

- **Access to Electricity increased (SDG 7b) under this goal, the** percentage of connection to the National Electricity Access rate increased from 85.17 to 86.63%.
- **Electricity extended to deprived communities (Target 7.b) -** A total of 279 communities were connected to the grid in 2021 extended to deprived communities
- **Expansion of generation capacity under SDG Targets 7.1, 7.a, 7.b, the 50 Ministry added** 50MW (Bui Solar) during the year.

6.5.Aftermath of Covid-19

As part of measures to curb the spread of Covid-19, the Ministry continued to operate the flexible working schedules which allowed Officers to continue to work from home. The Ministry adopted the use of the online system and platform for the efficient performance of duties and employed online systems to monitor performance and work delivery.

With increased demand placed on home internet connections and the nation's internet infrastructure, the pandemic to a large extent exposed the inadequate number of working tools such as computers and internet connections for staff to adequately perform their duties efficiently and work effectively from home.

As a matter of urgency, an online system was adopted to monitor the progress of work from home, some online platforms like Microsoft teams zoom and WhatsApp Platform were used for meetings and other engagements. Management, Directors, Heads of Unit and Supervisors resolved to

holding meetings and relaying information to members of staff on the online platforms which was largely effective.

Online platforms were used extensively to assess targets set by various Directorates/Units for staff. From the assessment and analysis, it was observed that though there were challenges in the WFH system, the difference with regards to performance as compared to working in person from the office was not as huge as many would have anticipated. This is because staff were able to adapt to the changing situations and find more innovative ways of performing their duties and responsibilities without hinderance.

Some of the major challenges faced include the inability of some staff to adopt to the use of the online system and platform for the efficient performance of duties. Also, the limited number of computers and internet accessories for staff to use while working from home slows down the productive hours of some staff as have expressed concerns with the high cost of internet services and packages when attending to virtual meetings and other official duties.

The Ministry as well as the Office of the Head of Civil Service should incorporate Information Technology training (IT) into the Scheme of Service Training and other Competency-Based training to enhance productivity and ensure efficiency.

Also, provisions should be made for all staff to have access to laptop computers as well as remotely accessible internet for staff to use in the performance of their duties.

6.6.Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASE (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	4,410,616.00	4,079,690.67	4,079,690.67	330,925.33
	Use of Goods & Services	6,268,048.00	4,696,005.00	4,696,005.00	1,572,043.00
	CAPEX	95,673,868	57,780,693.82	57,780,693.82	37,893,174.18
2	Retained IGF (EC)	68,257,332.00	23,886,692.00	23,886,692.00	44,370,640.00
3	DP Funds	679,443,841.00	137,222,030.46	137,222,030.46	542,221,810.54
	TOTAL	854,053,705.00	227,665,111.95	227,665,111.95	626,388,593.05

6.7.Challenges

The Challenges encountered by the Ministry during the period under review were:

A. Unavailability of Materials for the Effective Implementation of Projects

The Ministry in delivering on its mandate on the implementation of the National Electrification Scheme, increased access and availability of affordable energy across the country. However, it was faced with the constraints of the unavailability of materials such as poles, stay equipment complete, accessories and conductors at sites.

To address this perennial challenge, the Ministry organized a stock taking exercise at the Materials Management Unit in order to keep an accurate track of physical stock and establish measures that will ensure regular monitoring of stock to avoid shortages which hinder project implementation.

B. Administrative Challenges

As the staff strength of the Ministry increased, the Ministry was faced with office space constraints. In the era of managing the spread of the Covid-19 virus by avoiding overcrowding in office spaces, the Ministry resorted to staff rotation schedules as a measure to address the situation. Additionally, the Ministry has initiated steps to construct an office complex to ensure that staff are guaranteed better conditions at the work place.

C. High indebtedness among Energy Sector Agencies

Debts on the books of State-Owned Enterprises (SOEs) operating within the Energy Sector continuously posed a great challenge to the Sector's financial sustainability. The accumulation of these hard-core liabilities or legacy debts impacted negatively on the ability of the SOEs to meet their short to medium-term contractual obligations to their creditor banks, suppliers, and trade creditors. This made the SOEs become technically and financially insolvent. The Ministry to mitigate this, is undergoing restructuring under the Energy Sector Recovery Programme to clear remaining liabilities and to put the sector on a surer financial footing to avoid future shortfalls and future recurrence.

6.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 are as follows:

Power Sector

- Engage a credible Joint Venture partner to undertake the repowering project with VRA
- Continue activities on the relocation of the 250MW Ameri Power Plant from Aboadze to Anwomaso
- Secure funding for the construction of the 50MVA STACOM in Kumasi to improve the network interconnection transmission system (NITS) in the Ashanti and the Northern Regions of Ghana (Siemens – Ghana collaboration)

- Complete and commission the Volta-Mallam-Achimota Transmission Line Upgrade Project 0020`
- Commence the construction of the main dam under Pwalugu Multipurpose Dam and Irrigation Project
- Commence the construction of GRIDCo Western corridor transmission upgrade project (WCTUP)
- Continue with the implementation of the Self-Help Electrification Programme and the Northern Ghana Rural Electricity Infrastructure and Access Project
- Construct 55 units of mini grids and installation of 35,000 units of solar home systems for islands and remote rural communities, and deployment of 15,000 units of solar PV net-metering scheme under the Scaling-Up Renewable Energy Project
- Complete and commission three (3) Mini-Grids Electrification/ Off-Grid Electrification Project
- Complete the distribute of the remaining 295,000 Improved Charcoal Cook stoves
- Facilitate the completion of the second phase of the 912kWp Jubilee Solar PV project
- Distribute 10,000 units of solar lanterns to rural and peri-urban communities under the Solar Lantern Promotion Programme
- Petroleum Sector
- Drill two wells and complete four wells in the Greater Jubilee field.
- Drill four wells and complete three wells in the TEN field.
- Commence the construction of Train 2 of the Atuabo Gas Processing Plant (GPP).
- Commence the construction of Tema-Atiwa-Konongo-Kumasi gas pipeline.

7.0. MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY AND INNOVATION

The Ministry of Environment, Science, Technology, and Innovation (MESTI) exists to initiate and formulate policies on Environment, Science, Technology, and Innovation, as well as coordinate, monitor and evaluate the implementation of plans, programmes, and ensure the effective performance of the sector for national development

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Dr Kwaku Afriyie
- Chief Director - Mrs. Cynthia Asare Bediako

7.1. Agencies of the Ministry

Sub-Vented Agencies

The sub-vented agencies under MESTI include:

- Council for Scientific and Industrial Research (CSIR)
- Ghana Atomic Energy Commission (GAEC)
- Environmental Protection Agency (EPA)
- Land Use and Spatial Planning Authority (LUSPA)
- National Biosafety Authority (NBA)
- Nuclear Regulatory Authority (NRA)

7.2. Sector Achievements

The sector achieved the following;

A. Establishment of Foundry and Machine Tooling Center

Under the supervision of Architectural and Engineering Services Limited (AESL), the construction of the Foundry and Machine Tooling Center (Phase I) under the GhanaCARES "Obaatampa" Programme is 95% complete. This Centre will supply the agriculture industry with over 50% of agro-processing equipment within five years, help establish industries, create jobs and boost national incomes.

B. Recycling and disposal of waste of electrical and electronic equipment in an environmentally sound way Phase I

There was a steady progress for the pilot incentive payment system for e-waste collection at Old Fadama (Agbogbloshie). As of December 2021, over **115.23** tonnes of e-waste cables, **30.93** tonnes of mixed batteries, and **0.28** tonnes of thermoplastics had been purchased. The recycling and disposal of electrical and electronic waste has helped reduce the burning of e-waste causing

hazards to the environment, increased recycling of e-waste and improved livelihoods of scrap dealers.

C. Adaptation Fund Project

To promote sustainable agriculture and strengthen capacity for adaptation to climate change, Parliament on 7th July 2021 ratified the Bilateral Cooperation Agreement between the Government of Ghana and the Swiss Government towards the implementation of Article six (6)(market mechanism) of the Paris Agreement on Internationally Transferred Mitigation Outcomes (ITMOs). This project helped address the risks associated with climate change, combat desertification and restore degraded land and soil, including land affected by desertification, drought and floods.

D. National Plastics Management Policy

The Ministry in collaboration with the Ministry of Sanitation and Water Resources (MSWR) and the Ministry of Local Government, Decentralization and Rural Development (MLGDRD) set up a Technical Committee to develop a roadmap for plastic waste management to be piloted in selected communities within specific Municipal Assemblies in the Greater Accra Metropolitan Area (GAMA). Some key outcomes of the policy were the building of capacity for sustainable plastics management and adoption of innovative technologies to deal with plastics.

E. Environmental Monitoring & Permitting

The Ministry through the Environmental Protection Agency (EPA) issued 6,790 Environmental Assessment Permits and 29,793 chemical licenses in line with L. I 1652. Again, 7,395 undertakings were also monitored to ensure compliance. In addition, air quality monitoring was undertaken at 8 regulatory and 10 non-regulatory sites, whereas 85 industries were monitored for effluent quality. Enforcement notices were issued to the non-compliant undertakings for cessation of activities. An audit was also undertaken on all Drivers Vehicle and Licensing Authority (DVLA) testing centres across the country to determine their capacity to meet the requirements of the regulations developed to address air pollution from the vehicle.

7.3. Reforms

The Ministry in 2021 implemented the *“MESTI Visibility Webinar Series”* as the major reform relating to the Ministry's core functions and mandate. This initiative, which was at the instance of the Hon. Minister, Dr Kwaku Afriyie (MP), and supervised by the Chief Director, Mrs Cynthia Asare Bediako, was consciously designed to showcase the various activities being undertaken in the sector to project the Ministry and its Agencies by positioning them in their rightful places in the transformation and development agenda of the country.

This initiative enabled the clients understand the services and activities undertaken by the Ministry. It also gave the clients the opportunity to seek clarification on the activities of the Ministry.

7.4. Sustainable Development Goals (SDGS)

The activities of the Ministry aligned to the Sustainable Development Goals are as follows:

- In line with SDG 2 target 4 and target 12.4 the Ministry during the year under review, piloted the incentive payment system for e-collection, ratified the Bilateral cooperation agreement between Ghana and the Swiss Government on the Article 6 of the Paris Agreement.
- Also, to ensure compliance in line with SDG 12.6 the EPA issued licenses and permits and undertook air quality monitoring at 8 regulatory, 10 non-regulatory sites, whereas 85 industries were monitored for effluent quality.

7.5. Aftermath of Covid-19

As part of efforts to assess the implementation of the Flexible Working Hours (FWH) schedule by the various directorates/units of the Ministry, the Human Resource Management Directorate developed and administered an evaluation questionnaire on the implementation process and impact on workplace productivity to staff. The objective was to establish the effectiveness of the FWH schedule, whether there was the need to revise the implementation strategy and its effect on overall Staff performance.

The assessment revealed some major challenges which were encountered during this period such as; difficulty in getting drivers working remotely to report to work when the need arises; most staff do not have laptops to work with at home; no clear information as to whether the schedule is still in force or has been discontinued.

In improving upon the FWH, it has been recommended that Management provides staff with the needed resources (logistics) to enable them to work effectively at home. Stipends should also be made available to staff to purchase internet data for online meetings and training.

7.6. Financial Performance

SOURCE		APPROVED BUDGET (GHC)	ACTUAL RECEIPTS (GHC)	ACTUAL EXPENDITURE (GHC)	VARIANCE
1	GOG	A	B	C	D = A-B
2	Compensation	3,176,291.00	4,164,235.88	4,164,235.88	-987,944.88
3	Goods & Services	8,125,979.00	7,339,665.35	7,339,665.35	786,313.65
4	CAPEX (GOG)	5,500,000.00	3,693,250.00	3,693,250.00	1,806,750.00
5	TOTAL (GOG)	16,802,270.00	15,197,151.23	15,197,151.23	1,605,118.77
6	IGF	0	0	0	0
	DEV'T PARTNERS	13,848,038.00	8,695,027.72	11,581,753.94	5,153,010.28
8	Others	0	6,876,273.22	2,576,609.54	-6,876,273.22
9	GRAND TOTAL	30,650,308.00	30,768,452.17	29,355,514.71	-118,144.17

7.7. Challenges

The challenges encountered by the Ministry and its sector department and agencies are noted below;

- Difficulty in acquiring land titles for CSIR and GAEC Lands led to additional loss of institutional lands to encroachment;
- Low support from Donor Funds negatively affected due to the outbreak of the COVID-19 Pandemic.
- Delay and inadequate flow of GoG funds affected the implementation of some key activities.

7.8. Forward Look

The Ministry will undertake the following in 2022:

- Complete and operationalize a Foundry and Machine Tooling Center under the "GhanaCARES" "Obaatanpa" program.
- Continue the pilot incentive payment system for e-waste collection informal e-waste collectors. Construction of an e-waste Handover Centre (HOC) at the premises of the Ghana Atomic Energy Commission is expected to be completed in 2022.
- Commence the implementation of the 10-year Bilateral Cooperation between the Government of Ghana and the Swiss Government towards the implementation of Article six (6).
- Implement a Pilot Project on plastic waste management in communities within a selected Municipal Assembly in the Greater Accra Metropolitan Area (GAMA) in collaboration with the Ministry of Sanitation and Water Resources (MSWR) and the Ministry of Local Government, Decentralization and Rural Development (MLGDRD).
- Roll out the collection of advanced eco-levy on the remaining three hundred (300) HS Codes on all Electronic/Electrical Equipment.

8.0. MINISTRY OF FINANCE

The Ministry of Finance exists to ensure effective and efficient financial management in all Government transaction. It has, as its broad function, the formulation and implementation of sound fiscal and financial policies of the Government and managing the economy generally. It also has Ministerial oversight responsibilities for the Cocoa Sector, development of programmes with multilateral institutions, such as the World Bank and the International Monetary Fund (IMF), as well as programmes with bilateral development partners.

The Ministry also serves as one of the Central Management Agencies (CMA) responsible for the central functions of Government and providing focal points in Government machinery for policy formulation.

The Ministry was headed politically and bureaucratically by the following:

- Minister - Hon. Ken Ofori-Atta
- Deputy Minister(s) - Hon. Abena Osei Asare
Dr. John Ampontuah Kumah
- Chief Director - Mr. Patrick Numo

8.1. Departments and Agencies of the Ministry

Department under the Ministry

- Controller and Accountant General's Department

Sub-vented and non-Sub-vented Agencies

- Ghana Revenue Authority (GRA)
- Securities and Exchange Commission (SEC)
- Ghana Statistical Services (GSS)
- Public Procurement Authority (PPA)
- Financial Intelligence Centre (FIC)
- Institute of Accountancy Training (IAT)
- National Lottery Authority (NLA)
- Public Service Organizations
- National Insurance Commission (NIC)
- Bank of Ghana (BoG)
- National Pension Regulatory Authority (NPRA)
- Ghana Audit Service (GAS)
- National Lottery Authority (NLA)
- National Development Planning Commission (NDPC)
- Fair Wages and Salaries Commission (FWSC)
- Ghana National Petroleum Company (GNPC)
- National Petroleum Authority (NPA)

Public Boards and Corporations

- Finance Committee of Parliament
- Internal Audit Agency

8.2. Sector Achievements

Key achievements implemented by the Ministry are outlined below:

A. Implementation of the GH¢100 Billion Ghana Cares “Obaatan Pa” Programme

Government, through the Ministry of Finance commenced implementation of the second phase of the GH¢100 billion Ghana CARES “Obaatan Pa” programme having successfully completed implementation of the first phase which spanned 1st July – 31st December 2020. The CARES programme is Government’s blueprint for economic recovery and is, therefore, aimed at returning the economy to the pre-COVID-19 pandemic levels.

The Ministry’s commitment to the successful implementation of the GHANACARES programme resulted in the following achievements in 2021.

- i. Passage of the Penalty and Interest Waiver Act, 2021 (Act 1065) which extended the waiver of penalty and interest on accumulated tax arrears up to December 2020, to reduce cash flow challenges for companies and individuals who arrange payment terms with Ghana Revenue Authority (GRA) to pay up the principal; and
- ii. Passage of the Income Tax (Amendment) Act, 2021 (Act 1066) which provided in the second, third and fourth quarters of 2021:
 - a rebate of 30 percent on the income tax due for companies in the hotel and restaurant; education; arts and entertainment; and travel and tours sectors;
 - suspension of quarterly income tax instalment payments for small businesses using the income tax stamp system; and
 - suspension of quarterly income tax instalment payments for vehicle income tax for Trotros and taxis.

In addition to the above, the Ministry further signed CARES implementation Compacts with eight implementing agencies of the GHANACARES programme. These are (i) Ministry of Food and Agriculture (MoFA); (ii) Ministry of Tourism, Arts and Culture (MoTAC); (iii) Ministry of Environment, Science, Technology and Innovation (MESTI); (iv) Ministry of Trade and Industry (MoTI); (v) Ministry of Communications and Digitalisation (MoCD); (vi) Ghana Investment Promotion Centre (GIPC); (vii) Ghana Revenue Authority (GRA); and the (viii) Financial Sector Division of the Ministry of Finance on behalf of the Ghana Incentive-Based Risk Sharing System for Agricultural Lending (GIRSAL), Ghana Commodity Exchange (GCX), and the National Housing Fund (NHF).

Also, CARES Delivery Units (CDUs) were established and operationalized in all eight participating institutions to ensure dedicated focus to the implementation of agreed commitments

while a CARES Coordinating Unit was also established at the Ministry of Finance to provide oversight and technical support to the other CARES Delivery Units established within the eight implementation agencies.

B. Implementation of the public financial management (Public Investment Management) Regulations, 2020 (L.I. 2411)

To enhance the policy and regulatory framework for the effective management of Public Investment and Assets, the Public Financial Management (Public Investment Management) Regulations, 2020 (L.I. 2411) was passed. In year 2021, a number of trainings and capacity building programs were organized to build the capacity of staff for the effective implementation of the functions of the regulations.

In line with the above the Ministry facilitated the implementation of the PFM specifically, the Public Investment Management (PIM) and Regulations, 2022 (L.I 2411), by strengthening the capacities of key staffs in 43 Ministries, Departments and Agencies (MDAs), 260 Metropolitan, Municipal and District Assemblies (MMDAs), and 16 Regional Coordinating Councils (RCCs).

In addition, a comprehensive customized training programme on project appraisal and risk analysis was organized in collaboration with the University of Ghana Business School to build the capacity of 32 public officials.

Furthermore, the Public Investment Plan (PIP) for the 2021-2024 budget was uploaded onto the Hyperion, and over 900 projects reflected in the Programme Based Budget Documents of MDAs.

C. New Tax Measures to Improve Domestic Revenue Mobilization

To improve domestic revenue mobilization and support implementation of relevant enactments on taxation of the digital economy (including online gambling) and the voluntary compliance programme, the Ghana Revenue Authority prepared practice notes, administrative manuals, and also developed an e-commerce platform to register individuals and businesses in the e-commerce sector. The Ghana Revenue Authority was also supported by Revenue Assurance and Compliance Enforcement (RACE) to enhance compliance measures to expand coverage and plug revenue leakages.

The Personal Income Tax, Pay-As-You-Earn (PAYE), Corporate Income Tax, Withholding Tax and Tax Clearance Certificate modules of the Integrated Tax Application and Preparation System (iTAPS) were deployed for the filing and payment of taxes, thereby facilitating Government's efforts to fulfil its goal of creating a cash-lite economy.

Additionally, the Ghana.Gov centralized public sector digital revenue management and payment platform, developed by a local consortium of fintech companies in collaboration with the Ministry of Finance and Ministry of Communication and Digitalization (MoCD), was launched on 14th July, 2021. As at end September 2021, a total of 38 Government Agencies (consisting of 10 MDAs and 28 MMDAs) had been enrolled unto the Ghana.Gov platform with total revenues accruing on the platform amounting to about GH¢31.41 billion.

Also, a policy and mechanism for taxing High-Net-Worth-Individuals (HNWI) was completed and 150 HNWI identified. A baseline study to identify the characteristics, size and revenue potential of the HNWI taxpayer segment in Ghana was also commenced.

D. Successful Conduct of The 2021 Population and Housing Census

The 2021 Population and Housing Census (2021 PHC) was completed on 8th August 2021 and the Preliminary Report released on 22nd September 2021. The Census Preliminary Report placed Ghana's population at a provisional figure 30,792,608.

The preliminary report marked an important milestone in the 2021 PHC. Three other reports, namely, (i) Age/Sex composition, (ii) Background Characteristics and (iii) Population by Regions and Districts were also released on 18th November, 2021.

A nationwide dissemination of the above reports is expected to promote widespread usage of census data for research, policy and planning, and to provide significant lessons and feedback for the implementation of strategies with national and international partners. Additional data collected during the census include population density, average household size, level of completion of structures and concentration of residential structures.

E. Continued Implementation of Key Financial Sector Reform Initiatives

The Ministry continued the development of Financial Sector Development Project which started in 2019. The overall aim of the Financial Sector Development Project is to achieve financial inclusion. The Ministry achieved the following in year 2021:

- **Establishment of a Domestic Credit Rating Agency**

During the period under review, work progressed steadily on the establishment of a Domestic Credit Rating Agency (DCRA) as the Business Plan and model to guide the process was developed. Also, the Regulator (Securities and Exchange Commission (SEC)), created an environment to promote a non-mandatory rating which will be re-enforced by the mandatory basic rating approach to allow institutions to be rated by more than one rating company. It is expected that the DCRA will be operational by end December 2022.

- **Capital Market Master Plan**

A 10-year Capital Market Master Plan (CMMP) was launched on 25th May, 2021 and currently being implemented. The ultimate goal of the CMMP hinges on four main pillars – (i) creating diversity of investment products and enhancing liquidity in the securities market, (ii) increasing the investor base, (iii) strengthening infrastructure and improving market services, and (iv) improving regulation, enforcement, and market confidence. It is also intended to help raise funds for key infrastructure projects in order to meet the country's economic growth agenda.

Currently, however, funding is a challenge to the implementation of the CMMP. Development partners are therefore being engaged to secure funding for the implementation of the CMMP.

The above when fully operationalized will strengthen the infrastructure and improve market services, regulations, enforcement and market confidence of the Ghanaian economy.

F. Financial Action Task Force (FATF)

In June 2021, the Financial Action Task Force (FATF) agreed that Ghana had satisfactorily completed an Action Plan to address all the identified strategic deficiencies in the Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) regime. Accordingly, Ghana was removed from the FATF list of Jurisdictions under increased monitoring (Grey List). By this decision, the FATF and the international community renewed its confidence in Ghana's AML/CFT regime.

8.3. Reforms

- **Paperless Office**

After being in existence for 2 years, the deployment of a document management and workflow system deployed and in use at the Ministry has enhanced easy access and retrieval of documents thereby improving the ICT infrastructure at the ministry in spite of intermittent network and internet connectivity challenges.

- **Access Control System**

Staff Access Cards deployed within the year and in use has increased workplace security.

- **Enterprise Risk Management**

Risk management policy, Risk Policy Guidelines and Risk Management Committee Charter developed and approved by Management. Risk Management Committee established to enhance service delivery and internal controls of the Ministry's operations.

- **Public Investment Management (PIM) Regulations, 2020 (Act 1039)**

Sensitization of staff of MDAs and MMDAS on the PIM Regulations which has resulted in the improvement of the preparation of projects appraisals for effective Public Investment management

- **Public Private Partnership (PPP) Act, 2020 (Act 1039)**

Improvement in the preparation and procurements of projects for effective Public Private Partnership. This has enhanced corporate governance reforms and resulted in the capacity building for SEs during the period under review.

8.4. Sustainable Development Goals (SDGs)

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

- **SDG: 1 End poverty in all its forms everywhere**

Indicator 1.1: Proportion of domestically generated resources allocated by the government directly to poverty reduction programmes. In 2020, fifty-seven percent (57%) of total approved budget,

was allocated to the implementation of interventions under the 17 SDGs, compared to 65 percent in 2019. This amounted to a total of GH¢55billion.

- **SDG: 8 Decent Work and Economic Growth**

- Indicator 8.1.1: Annual growth rate of real GDP per capita. Real GDP per capita was GH¢5,362 in 2020 declining from GH¢5,434 in 2019
- Indicator 8.10.2P: Number of active mobile money accounts. Registered mobile money accounts - 34.5 million as at 2020; 32.4 million in 2019. Active mobile money accounts - 17.1 million in 2020; 14.5 million in 2019. Total value of mobile money transactions - GH¢564 billion in 2020; GH¢32.8 billion in 2019

- **SDG: 9 Industry, Innovation and Infrastructure**

Indicator 9.2.1: Manufacturing Value Added as a proportion of GDP and per capita. Manufacturing Value Added (MVA) as a proportion of GDP- 11.1 percent in 2020; 10.9 percent 2019. MVA per capita – GH¢1,298 in 2020; GH¢1,196 in 2019

8.5. Aftermath Of Covid-19

In compliance with the Office of the Head of Civil Service directive on the institution of the Flexible Working Hours (FWH) initiative, the Ministry of Finance put in place the necessary strategies to ensure a seamless flow of work even as Staff work remotely.

It is worth noting that the enforcement of these measures greatly impacted on the Ministry's achievements during the year under review. Our Achievement for the year is evident of the fact that the institution of the Flexible Working Initiative positively influenced work delivery.

- **Measures taken to safeguard Staff Mental Health and Wellbeing amid COVID-19**

As part of efforts to manage the aftermath of Covid-19, the Ministry provided several support services to safeguard the mental health and wellbeing of its Staff. These included the organization of seminars on COVID-19, liaising with the Ministry of Health and some medical facilities to provide support for testing and vaccination and as well as counseling for affected Staff. Seminars on Stress Management and Mental Health were also organized during the Ministry's Health Awareness Month of October.

- **Availability of tools for working remotely**

Management procured and ensured the right logistics such as laptops, turbo net (to provide internet access) and facilities were in place for the safety and effective delivery of staff while working off-site. The Information Communication Technology (ICT) Unit also provided prompt Web Hosted Services to enable staff deliver on their work regardless of their location. The Ministry also continued to adopt virtual network platforms such as skype, zoom and video conferencing facilities for the conduct of its meetings.

- **Strategies adopted to monitor work from home**

As part of efforts to sustain Staff engagements while working remotely, Divisional Directors ensured that daily deliverables were mutually agreed and outlined for their Staff and deadlines set for assigned duties. Staff were also required to be available to answer calls and emails as well as provide their inputs for some assignments when required.

- **Assessment of targets being achieved as compared to working from the Office**

The main mode of assessing the achievement of targets is the timeliness of the response of Officers to queries in the delivery of their assignments. The Ministry has so far continued to support Officers with the necessary resources to ensure targets are met within the stipulated time frames.

- **Challenges and recommended solutions**

- **Network challenges**

Uninterrupted internet connectivity has continued to be one of the key challenges Officers encountered while working remotely. The provision of the right IT infrastructure/support could mitigate this challenge.

- **Family Interruptions**

Officers working from home may imply their availability to deal with family issues especially when their children are on school breaks. It is recommended that Officers may be encouraged to have dedicated workspaces at home and this could minimize these family interruptions.

- **Health related issues**

Getting caught up in work thereby resulting in sitting in one place for extended periods of time is one of the key challenges encountered while working from home. To ensure increased productivity and improved mental health, Officers may be encouraged to take intermittent breaks.

- **Inability of Supervisors to effectively monitor Officers**

Monitoring of Officers output while working remotely has also remained a challenge. There is therefore the need to put some technological measures in place which will ensure that Officers log in at particular times and also provide Supervisors with the needed control.

8.6.Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1 .GOG	A	B	C	D=(A-B)
Compensation of Employees	390,098,973.00	172,155,798.00	172,155,798.00	217,943,175.00
Use of Goods & Services	36,032,964.00	32,595,219.00	26,674,480.73	3,437,745.00
CAPEX	106,900,000.00	106,529,350.00	105,515,444.92	370,650.00
GOG TOTALS	533,031,937.00	311,280,367.00	304,345,723.65	221,751,570.00
IGF				
Compensation of Employees	20,392,952	12,917,244.47	12,917,244.47	7,475,707.53
Use of Goods & Services	65,613,634.00	45,364,883.37	43,166,766.37	20,248,750.63
CAPEX	7,937,098.00	5,108,136.26	4,192,262.26	2,828,961.74
IGF TOTAL	93,943,684.00	63,390,264.10	60,276,273.10	30,553,419.90
DEV'T PARTNERS e.g.				
Use of Goods & Services	764,934,242	196,074,022.00	135,786,864.00	568,860,220.00
CAPEX	33,737,348	24,000,000.00	1,515,588.00	9,737,348.00
DEV'T PART(DONOR) TOTAL	798,671,590.00	220,074,022.00	137,302,452.00	578,597,568.00
ABFA				
Use of Goods & Services	2,350,375.00	2,350,375.00	1,056,752.00	
CAPEX	20,000.00	2,000.00		18,000.00
ABFA TOTAL	2,370,375.00	2,352,375.00	1,056,752.00	18,000.00
GRAND TOTAL	1,428,017,585.00	597,097,028.10	502,981,200.75	830,920,557.90

8.7. Challenges

The Challenges encounter by the Ministry during the period under review were:

a. Disruptive effect of the COVID-19 pandemic

One of the main challenges encountered by the Ministry in 2021 is the continued existence of the COVID-19 pandemic. The resultant effect of the pandemic on households, livelihoods, businesses, and public finances continued to be felt across all sectors of the economy, although with a reduced impact. Government's aggressive vaccination programme aimed at achieving herds immunity by end December 2021 continued in earnest.

The Ministry will continue implementation of the Ghana CARES programme, in a manner that builds back the economy even better.

b. Implementation of the PIMs

Following the passage of the Public Financial Management (Public Investment Management) Regulations, 2020 (L.I. 2411), the Ministry commenced implementation of the regulations through the sensitization of covered entities to whom the regulations are applicable. In addition, the Public Investment Plan (PIP) for the 2021-2024 budget was uploaded onto the Hyperion, and over 900 projects reflected in the Programme Based Budgets of MDAs, in spite of the network connectivity challenges that continued to hamper the use of the Ghana Integrated Financial Management Information System (GIFMIS).

To strengthen implementation of the PIMs Regulations, the Ministry will continue sensitization of Covered Entities while putting in place measures to enforce compliance.

c. New Tax Measures

Unrevised fees and charges for Government services continued to affect the levels of Internally Generated Funds/Non-Tax Revenues (IGF/NTR) generated across various MDAs and MMDAs. This, coupled with the effects of the COVID-19 pandemic, continued to hinder effective service delivery by Government Agencies.

d. Population and Housing Census

The 2021 Population and Housing Census was successfully carried out in spite of the inadequate number of staff for the Ghana Statistical Service. This is because, the Census was a special exercise for which additional officers were recruited and engaged. It is expected that, the staff strength of the Service will return to normal after the census.

8.8. Forward Look

- Consolidating the Improvements in the public financial management system by strengthening commitment control, integration of PFM IT systems and deployment of the Public Investment Management System (PIMS) to rationalize public Investments.
- Revenue mobilization efforts will continue to focus on enhancing tax compliance, expanding the tax base and digitization of both Tax and Non-Tax. In furtherance of this, there will be:
 - Full operationalization of the RACE function through the Revenue Policy Division responsible for Tax Policy, Non-Tax Policy and Revenue Assurance as well as Inter-Agency Team for tax compliance and enforcement.
 - Draft overarching Non-Tax Revenue bill to resolve fragmented legal, regulatory and Institutional framework for NTR mobilization and management.
 - Review the Fees and Charges of MDAs and amend Fees and Charges (Miscellaneous Provisions) Act, 2018 (Act 983).
- Deepening financial inclusion and further enhance Financial Sector Development;
 - Development Bank Ghana (DBG) will be established and its operations will facilitate access to medium and long-term financing at more attractive rates by entrepreneurs.
 - Government intends to leverage on the Ghana Amalgamated Trust (GAT) model to create a more sustainable institution that will serve as a holding company for Government's equity investments in the financial sector, support the expansion of Medium to large companies to enable them to take advantage of the Africa Continental Free Trade Area (AfCFTA).
 - Implement the 10yrs Capital Market Master Plan to guide the development of the Capital Market.
 - Implementation of the Financial Literacy Programme.
- Finalize the preparation of the 2022-2025 Sector Medium Term Development Plan
- Prepare and implement the 2022 Annual Workplan and Budget
- Prepare the 2021 Annual Progress Report for the Ministry and
- Prepare the 2022 and 2023 Budget Statements and Economic Policy.

9.0. MINISTRY OF FISHERIES AND AQUA-CULTURE DEVELOPMENT

The Ministry of Fisheries and Aqua-Culture Development (MOFAD) exists 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 Ministry was headed politically and bureaucratic by the following;

- Minister Hon. Mrs. Mavis Hawa Koomson (MP)
- Deputy Minister Hon. Moses Anim (MP)
- Chief Director Mr. Kwesi Armo-Himbson

9.1. List of Agencies

The Ministry has the following agencies;

- Fisheries Commission
- National Premix Fuel Secretariat

9.2. Sector Achievements

A. Aquaculture for Food and Jobs (AFJ) Initiative

The Ministry continued with the implementation of the Aquaculture for Food and Jobs (AFJ) Initiative which was piloted in 2019 and fully rolled out in 2020 as a major programme to complement the Planting for Food and Jobs (PFJ) Programme of the Ministry of Food and Agriculture. In 2021, AFJ constructed Thirty (30) earthen ponds (300m² each) in the following locations; Ve-Golokwati (10), Akpafu Mempeasem (8), Osei-Tutu SHS (4) and Bono East Region (8).

The Ministry further stocked the eighteen (18) sites in different locations with tilapia and catfish and provided them with feed. In total 4.35 metric tonnes of fish (Catfish & Tilapia) were harvested. The Ministry commenced the construction of holding facilities in five (5) institutions (Adisadel SHS, Breman Asikuma SHS, Seikwa SHS, Daboase SHS and Peki Training College).

The Ministry also partnered with GIZ to rollout the AFJ in selected areas of the Western Region. Under the partnership, fifteen (15) Youth Groups and one hundred (100) distressed small scale fish farmers will be supported.

B. National Aquaculture Centre and Commercial Farm Project

The Ministry continued with the construction of the National Aquaculture Centre and Commercial Farms Project for the provision of skills training in various aspects of aquaculture including production, farm management, feed formulation and fish health for the youth take up aquaculture as a viable enterprise. The Centre located at Amrahia, when completed will contain indoor aquaculture structures, classrooms, and accommodation, pack houses and cold storage facilities.

A sod-cutting ceremony for the project was held in 2021. The project is progressing steadily and at 35% level of completion.

In 2021, the Ministry completed all civil works on the two (2) hatcheries. In addition, the existing public hatcheries at Kona Odumase in the Ashanti Region and Ashaiman in the Greater Accra Region have been upgraded.

Fish feed constitutes an average of 70% of the total cost of aquaculture production in Ghana, a situation which hinders the growth of the aquaculture industry and its contribution to domestic fish production. In line with Government strategy of providing economic incentives to stimulate private sector investment in the aquaculture industry, the Ministry distributed 17,440 bags of assorted fish feed to fish farmers particularly the youth in aquaculture and distressed fish farmers across the country during the period under review. With these interventions, aquaculture production for the year increased by 30% from 64,000 mt in 2020 to 83,150 mt by end of 2021.

C. Fisheries Resource Management Programme

Under the Fisheries Resource Management Programme, the Artisanal and Inshore Fleet, Industrial trawlers and Tuna operators' sectors observed One-month, two-month and three-month "Closed Seasons" respectively. Training programmes were organised for Forty-five (45) fisheries officers in Fisheries Data Collection Systems, oceanography and acoustics in the 4 coastal regions. The sector further developed a draft Marine Fisheries Management Plan (2022-2022) and a Software for the Inland Canoe Registration. 30 officers along the Volta Lake were trained for piloting of the Software and a validation workshop organized to orient Stakeholder on the Inland Canoe Registration Software.

Total Marine Fish production for the sector in the year under review stood at 365,831.20mt (valued at about GH¢6,212,657,929.08) as against end of year target of 347,754.11mt (representing 105.20%). Also, the total inland fish production stood at 111,353.33mt (valued at GH¢1,725,976,708.03) as against end of year target of 85,007.71mt (representing 130.99%).

D. Canoe Identification Card

The Ministry introduced the Canoe Identification Card (CIC) for the marine sector in December 2019 to enhance the regulation and access to fisheries resources, provide recognition and legitimacy to canoe owners. The Ministry therefore validated a total of ten thousand (10,000) identification cards for marine artisanal canoes for distribution to fishers in October 2021.

To ensure that the exercise is extended to cover the inland subsector, the Ministry engaged stakeholders in the subsector and the existing electronic fishing vessel register was upgraded to accommodate the inland subsector during the period.

E. New Fisheries Act

Plans are far advanced on the drafting of a new Fisheries Act to replace the existing Fisheries Act, 2002 (Act 625). As part of the legal review process, the Ministry reviewed the National Fisheries and Aquaculture Policy developed in 2008 to incorporate emerging trends in fisheries and aquaculture management during the period under review. The implementation of the reviewed Policy is expected to among others, address issues of climate change and its impact on the fisheries sector, optimize fisheries infrastructural development and promote fish post-harvest management and trade.

F. Anomabo Fisheries College

Fisheries infrastructural development is key to the modernisation and sustainability of the fisheries sector. Civil works on Administration, Classroom, Hostel and Laboratory Blocks which are key to the operationalization of the College were completed while the construction of 0.63km internal and 4km access roads from the Nsanfo Junction (Accra-Cape Coast Highway) were at 38% level of completion. The Ministry also initiated the necessary activities towards the furnishing of the blocks, as well as, equipping the laboratory.

9.3. Reforms

Reforms undertaken by the Ministry in the year under review:

The Canoe Identification System is a structural reform undertaken by the Ministry. The impact of the reform is expected to enhance regulation and access to fisheries resources. Inadequate funds to extend the initiative to the Inland Subsector has been a challenge. The mitigating strategy adopted by the Ministry is to engage MoF for Budgetary allocations with regards to Canoe Identification.

The fishing Inputs Support Scheme is a structural reform undertaken by the Ministry. The status of implementation is the distribution of 3,165 outboard motors. The impact of reforms is reduced use of unauthorized fishing inputs. The recalcitrant behaviour of fisher folks is a challenge faced in its implementation. Continuous sensitization is a mitigating strategy identified.

The truck monitoring system is also structural reform undertaken by the Ministry. The status of implementation is the participation in 2 trainings organized by NPA on the new Electronic Cargo Trucking System (ECTS). The impact of the reforms is expected to reduced Premix Fuel diversion. The old tracking device had login in challenges. The mitigating strategy is to develop skill on the new tracking device for smooth implementation of the reform.

9.4.Sustainable Development Goals (SDGs)

The Ministry implemented the following SDGs in 2021

- Goal 1: No Poverty

The indicators for Goal One are the transformation of the fisheries sub-sector and industry through science, research, technology and innovation and increased number of fish production facilities. Under this goal, the Ministry enhanced aquaculture production and post-harvest skills of 100,000

fish farmers enhanced, constructed 108 ponds/tanks/11 cages, restocked dams and dugouts and constructed 100 direct/300 indirect.

The Challenges identified in the implementation of Goal 1 was high cost of aquaculture inputs (i.e., fish feed). The mitigating strategy adopted by the Ministry were the provision of logistics for extension services delivery and implementation of Fisheries Co-Management Policy

- Goal 2: End hunger and achieve food security and promote sustainable agriculture (fisheries)

The indicator for measuring Goal 2 is End hunger and ensure access by all people to safe, nutritious food all year round. In line with this, the Ministry produced 580,334.53mt of fish as at October 2021. The Challenges of identified by the Ministry in the implementation of the Goal 2 were the Covid-19 and containment measures affected production and marketing of fish and High cost of aquaculture inputs (i.e., fish feed).

The strategy adopted to mitigate the challenge is the provision of Input support under AFJ.

- Goal 13: Action to combat climate change and its impacts

The indicator for measuring Goal 13 is to Integrate Climate Change Measures into National Policies, Strategies and Planning. The Ministry distributed 80 improved fish processing technology (Ahotor Oven) to fish processors to reduce the emission of smoke.

The Challenges encountered in the implementation of Goal 13 was the low acceptance rate by Fish Processors. The Mitigating Strategy adopted by the Ministry is the continuous Sensitization of fish processors on the “Ahotor” Oven.

9.5.Aftermath of Covid-19

Considering that the rate of spread of the CoVID-19 had reduced by end of 2020 coupled with the need to improve service delivery and the overall performance of MoFAD and its Agencies, the implementation of the flexible working arrangements did not continue in 2021. Nonetheless, measures were put in place to ensure compliance with the COVID-19 protocols.

A detailed assessment of the achievement of targets in 2020 when MoFAD implemented the flexible working arrangements and in 2021 when it did not implement the arrangements has been carried out. The outcome of the assessment was that MoFAD achieved a significant proportion of set targets for 2021 compared to 2020 where it suspended most its activities.

The conclusion is that the implementation of flexible working arrangements such as shift system, staff rotation and working from home as a response to pandemic such as the COVID-19 without provision of logistics like laptops and efficient internet system to facilitate working from home could adversely impact on organizational performance.

The following recommendations are also made:

- Adequate provision of logistics such as laptops and internet access to enable officers work from home when the need arises

- Training of officers in the usage of virtual platforms
- Motivation of Civil Servants who are made to continue to report to office to provide critical services during pandemics such as COVID-19

9.6. Financial Performance

Expenditure Item	Approved Budget	Budget Releases	Actual Payments	Variance
	A	B	C	D=(A-B)
Compensation of Employees				
o/w GoG	11,155,135.00	7,142,903.62	7,142,903.62	4,012,231.38
o/w IGF	225,000.00	84,888.11	84,888.11	140,111.89
Sub-total	11,380,135.00	7,227,791.73	7,227,791.73	4,152,343.27
Use of Goods and Services				
o/w GoG	2,142,054.00	834,722.00	567,802.00	1,307,332.00
o/w IGF	43,328,093.00	12,640,826.88	11,100,480.88	30,687,266.12
o/w ABFA & DP	0.00	0.00	0.00	0.00
Sub-total	45,470,147.00	13,475,548.88	11,668,282.88	31,994,598.12
Capital Expenditure				
o/w GoG	5,000,000.00			5,000,000.00
o/w IGF	18,277,186.00	2,415,221.12	2,077,441.12	15,861,964.88
o/w ABFA	2,000,000.00			2,000,000.00
o/w DP	292,464,735.00	0.00	0.00	292,464,735.00
Sub-total	317,741,921.00	2,415,221.12	2,077,441.12	315,326,699.88
Total	374,592,203.00	23,118,561.73	20,973,515.73	351,473,641.27

9.7. Challenges

The Challenges encountered by the Ministry during the period under review are;

a. Inadequate Funding

Inadequate funding for key projects was one of the key challenges faced by the sector in 2021. The budgetary allocation for the Ministry was inadequate to enable the sector carry out major projects

and operational activities. Though, the sector budget allocation for 2021 was GHS 128,879,094.00, 69% and 22% were to be sourced from IGF and DP respectively. While the 69% IGF projection was based on US\$200/GRT for Vessel License Fee which was revised to US\$135/GRT affected revenue mobilization, the Ministry also had no control over the usage of the 22% DP funds. There will therefore be the need for the sector to be financially resourced.

b. Hoarding and Diversion of Premix

The Premix Secretariat is still confronted with hoarding and diversion of Premix Fuel which creates artificial shortage and the use of Premix Fuel by fishermen for IUU Fishing continue to pose as a great challenge to the Ministry. However, the Ministry plans to reinforce measures put in place to resolve these problems.

c. Inadequate Fisheries Infrastructure

Inadequate fisheries infrastructure or facilities (including landing sites, hatcheries, training centres, etc.) to enhance productivity was also a major challenge. There is inadequate fisheries infrastructure or facilities to support sector programmes and policies. The infrastructure deficit has also affected the productivity of the sector. There is therefore the need for the provision of modern fisheries infrastructure for the modernization of the sector and improve productivity. It is expected that the completion of the Anomabo Fisheries College which is 93% completed, the National Aquaculture Centre and Commercial Farm Projects as well as the rehabilitation of the various public hatcheries would help address the fisheries infrastructure deficit.

9.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 outlined are;

- Ministry will continue to roll out AFJ to cover the Volta Lake, the Bui Hydro Dam zone, Irrigation zone and the continuing of Pwalugu Dam.
- Implementation of the National Aquaculture Centre and Commercial Farm Project
- Collaborate with relevant stakeholders to ensure that all fleets Closed Season is observed in 2022.
- Implement Fisheries Co-Management Policy
- Finalisation and Implementation Marine Management Plan 2021-2025
- Acquisition of Research Vessel
- Acquisition of Patrol Boat
- Institute the National Fish Festival to commemorate the celebration of Internal Fisheries Day
- Anomabo Fisheries College Project
- 7th Meeting of the Organization of African, Caribbean and Pacific States (OACPS) Ministers in charge of Fisheries and Aquaculture
- 2022 National Farmers Day Celebrations

10.0. MINISTRY OF FOOD AND AGRICULTURE

The Ministry of Food and Agriculture (MOFA) is the lead agency responsible for developing and executing policies and strategies for the development of the agriculture sector. The main policy framework and medium-term plan guiding interventions in the sector are the Food and Agriculture Sector Development Policy (FASDEP II) and Investing for Food and Jobs – Agenda for Transforming the Agriculture Sector as the Agricultural Investment Plan.

The Ministry was headed politically and bureaucratically by the following;

- | | |
|----------------------|------------------------------|
| • Minister | Hon. Dr. Owusu Afriyie Akoto |
| • Deputy Minister | Hon. Yaw Frimpong Addo |
| • Deputy Minister | Hon. Alhaji Hardi Tufeiru |
| • Ag. Chief Director | Robert Patrick Ankobiah |

10.1. List of Agencies And Department

The Ministry has the following sub-vented agencies;

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

10.2. Sector Achievements

A. Food Crop (Planting for Jobs)

Under this module, the Ministry set out to provide incentive for adoption of improved seeds and fertilizer to increase food production and productivity. In 2021, 46,498MT of improved seed and 522,080MT of fertilizers were targeted to be supplied to smallholder farmers. However, the Ministry was only able to distribute 31,797MT of certified seeds and 259,500MT of fertilizers. Despite not meeting the intended target, there was an increase in the supply of improved seeds compared to 28,282 MT and 388,113 MT of fertilizer distributed in 2020.

B. Planting for Export and Rural Development (PERD)

In the year under review, the Ministry's target was to distribute 1,200,000 improved planting materials to farmers in 10 Regions. However, a total of 1,360,589 seedlings were supplied to 7,543 farmers-exceeding the target set. The tree crops promoted under PERD in 2021 included; cashew, oil palm, coffee and coconut.

C. Rearing for Food and Jobs (RFJ)

Under the Rearing for Food and Jobs program, farmers were supported with improved breeding stock to upgrade their local stocks. The target was to distribute 531,100 improved breeds of small ruminants, pigs and poultry to farmers. As at October 2021, only 257,204 improved breeds were supplied to farmers. 246,000 of poultry birds distributed to farmers. Also 6,309 small ruminants supplied to farmers, 4,895 pigs supplied to farmers, 1,200 battery Cages supplied to 1,200 women poultry farmers and 7,700,500 vaccines produced. Furthermore, a bill on animal health was developed and memo submitted to cabinet for approval. These initiatives enhanced a competitive and efficient livestock industry and increased local meat production leading to a reduction in overall meat import. It also increased employment and income for all actors along the livestock value chain and the national economy and reduced incidence of Newcastle disease in poultry and some livestock diseases in cattle.

D. Horticulture development (3 Greenhouse villages)

The main objectives of the greenhouse module are to create employment opportunities for graduates and improve the production of high value vegetables for both local and international markets. During the year under review, the Ministry's target was to train 64 graduate youth in greenhouse vegetable production. However, as at October 2021, 61 graduates had enrolled and completed theoretical and practical training in greenhouse technology.

E. Mechanization (AMSEC)

The Ministry targeted to procure farm machinery worth USD 30.0 million from Brazil compared to €10 million worth of simple hand-held farm equipment in 2021. As at October 2021, 200 individual farmers, FBOs and service providers received farm machinery (Tractors, thresher, maize shellers, planters and boom sprayers) at 40% subsidy.

F. Irrigation Development

In 2021, the Ministry continued to invest in the development of irrigation infrastructure. The target of the Ministry was to complete Tamne phases I & II and Mprumen phase II and to relocate households within the reservoir area at Tamne. Additionally, 6,766 Ha of irrigable farm land was targeted to be redeveloped at Tono, Kpong Irrigation Schemes and Kpong Left Bank Irrigation Project. As at October 2021, Tamne Phase I was completed and Phase II at 75% completion. 31 buildings were completed and handed over to the relocated households. Redevelopment at Kpong is 93% complete, Tono Irrigation Schemes 97% complete and Kpong Left Bank Irrigation Projects at 90% completion. The outputs for 2021 showed a significant increase in the development of irrigation infrastructure compared to 2020 (Tamne phases I&II [90% & 50% respectively], Mprumen phases II [95%], rehabilitation and expansion of existing schemes at Tono [70%], Kpong Irrigation Schemes [45%] and Kpong Left Bank Irrigation Project [65%]. This resulted in Farmers engaged in all year-round production of food and horticultural crops, increased jobs as well as sustained income for the connected communities.

10.3. Reforms

- **Creation of MoFA M&E web-based portal**

The Policy Planning and Monitoring Directorate (PPMED) of MoFA with technical support from Ghana Health Service (GHS) developed a robust Web Based Monitoring and Evaluation (M&E) Portal for MoFA. The web-based development processes were very consultative and engaged experts from national, projects and decentralized levels to select key performance indicators that address sector Medium Term Plan (Investing for Food and Jobs –IFJ). The development of a web-based portal was necessitated by challenges encountered in manual data collection and analysis during the implementation of METASIP I & II. To ensure sustainability of the web-based, selected officers from MoFA were trained to develop and operationalize the Web-Based Portal. At the end of the training sessions, participants were able to enter data, create charts and dashboard therefore access to data has been shortened. Inadequate logistics such as tablets and laptops hampered the smooth running of the portal.

10.4. Sustainable Development Goals (SDGs)

The Ministry's activities in relation to the Sustainable Development Goals (SDGs) are stated below:

As part of the Ministry's SDG Goal 1 which is to end poverty in all its forms and everywhere, the Ministry set out the following indicators;

- Proportion of population below the international poverty line, by age, sex, employment status and geographical location
- Proportion of population below the national poverty line, by age, sex
- Proportion of men, women and children living in poverty by national standards

In line with SDG 2 on end hunger, achieve food security and improved nutrition and promote sustainable agriculture the Ministry pursued the following indicators:

- Prevalence of stunting among children under 5 years
- Prevalence of malnutrition among children under 5 years of age by type (wasting and overweight)
- Percentage of total FDI that flows into agriculture sector

10.5. Aftermath Of Covid-19

In 2021, the Ministry established flexible work schedules for junior and senior officers in response to the Head of Civil Service's request for flexible working hours to enhance safety and improved working conditions under COVID 19. Officers who worked from home were given official laptops and internet bundles to assist them in completing their assigned tasks. The Ministry of Health

advised all employees to get vaccinated against COVID-19 once more. The vaccination of personnel guaranteed that the majority of employees were able to return to full-time office work.

Regular meetings were held via zoom on Mondays and Fridays to assign tasks and obtain feedbacks on assigned tasks respectively by the head of divisions for officers on shift.

The performance of officers on shift compared to working from office were equally productive. In most cases office recounted that it reduced traveling hours spend in traffic which were all channelled to the work. No significant challenge was encountered at work with the shift system.

10.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of employees	87,739,028	73,813,219	73,813,219	13,925,809
	Use of Goods & Services	866,419,440	840,887,839	839,172,102	25,531,601
	CAPEX	66,083,645	58,192,078	58,050,018	7,891,567
2	IGF	4,042,434	3,333,147	1,014,572	709,287
3	Donors	559,307,684	128,547,684	126,520,000	430,760,532
	TOTAL	1,583,592,231	1,104,773,967	1,098,569,911	478,818,796

10.7. Challenges

The challenges of the Ministry in the period under review were as follows:

- **Fertilizer smuggling to neighbouring countries.**

The Ministry mitigated this challenge with the intervention of restriction in the distribution in border districts, branding of fertiliser bags ,25kg bags and the supervision of regional Ministers during the distribution of fertilizer just to mention but a few.

- **Effects of Covid- 19**

Fertilizer availability to farmers was hampered in 2021 by the COVID-19 epidemic, which resulted in lower production volumes at international market. To overcome this challenge, farmers are now being sensitized to use organic fertilizers

10.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 outlined are;

- **Planting for Food and Jobs**

In 2022, the Ministry will acquire and distribute 530, 000 MT of organic and inorganic fertilizers, 37,069 MT improved seeds (cereals and legumes), and 44 MT, 500,000 bundles, 500,000 vines of vegetables, roots and tubers of planting material through the Planting for Food and Jobs (PFJ) Program.

- **Rearing for Food and Jobs**

The Ministry under the RFJ will procure 5 million broiler day old chicks, 14,000 breeding stock of small ruminants and 8,000 grower pigs in 2022. The Ministry will also rehabilitate 14 livestock houses and 10 quarters on selected livestock breeding stations.

- **Promotion of Mechanization Services**

The Ministry will take delivery of 50 combined harvesters, 200 tractors, 100 rice mills and 30 cassava and plantain processing equipment among others. Also, 500 operators, mechanics and service unit managers will be trained.

- **Plant Protection and Regulation**

In 2022, the Ministry will procure 40,000 litres and 6,000 kg of insecticides to manage Fall armyworm. Additionally, 20 Plant Clinics will be established in Bono, Ashanti and Ahafo regions.

- **Post-Harvest Management and Storage Capacity Expansion programme**

The ministry will facilitate the completion of seven (7) warehouses under its own initiative and eight (8) warehouses under MSDI. Also, 216 seed cleaners, 216 dryers and 432 weighing scales will be procured for storage facilities.

- **Irrigation Development**

The Ministry will also work to complete Tamne Phases II, Ashaiman Irrigation Project and six Small Dams at Gilang, Duong, Tousal/ Jeyiri, Tasundo, Sunyire and Vunania. Also, Tamne phase III which includes Spillway and irrigable area will be completed. Also, the Ministry will facilitate the completion of the rehabilitation works on the Tanoso irrigation Schemes, as well as construct and complete irrigation infrastructure at Chabaa, Kataa, Sandema Nyansa, Benatabe, Sangbaa, Dole and Kachilendi. Tampala, Mettew, Konzokala, Nanton Kurugu, Jangua, Jana kpeng and Batanyili. The construction of Pwalugu Irrigation dam project to mitigate spillage from Bagre Dam will be harnessed for all year-round crop production.

11.0. MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION

The Ministry of Gender, Children and Social Protection (MoGCSP) initiates, coordinates and formulates policies to promote gender mainstreaming, child development and social protection interventions across all sectors that leads to the achievement of gender equity, promote the survival and development of children, as well as harmonize social protection interventions to better target the 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. Sarah Adwoa Safo (MP) |
| • Hon. Caretaker Minister | - | Cecilia Abena Dapaah |
| • Deputy Minister | - | Hon. Lariba Zuweira Abudu (MP) |
| • Chief Director | - | Dr. Afisah Zakariah |

11.1. Departments and Agencies of the Ministry

Civil Service Departments

- Department of Gender
- Department of Children
- Department of Social Welfare (Decentralised)

Secretariats

- Domestic Violence Secretariat
- Human Trafficking Secretariat
- Leap Management Secretariat
- Ghana School Feeding Programme
- Ghana National Household Registry
- Central Adoption Authority
- Non-Profit Organisation Secretariat

Public Service Organisation

- National Council on Persons with Disability

11.2. Sector Achievements

Key achievements implemented by the Ministry are outlined below

A. Gender Equality and Women's Development

The Policy that guides the implementation of this thematic area is the National Gender Policy (NGP). The overall goal of the NGP is to mainstream gender and women's empowerment concerns into the national development process in order to improve the social, legal, civic, political, economic and cultural conditions of the people of Ghana; particularly women and men, boys and girls in an appreciable manner and as required by National and International Frameworks.

The specific objectives of the NGP are to accelerate efforts and commitments of government in empowering women to have safe and secured livelihood, access to economic opportunities, and decent work; to speed up enforcement and domestication of ratified International Treaties, policies and strategies adopted by government to tackle violence, discrimination and promote gender equality and women's empowerment.

The expected outputs of this priority area are:

- i. The Affirmative Action Bill passed by Parliament
- ii. Women's reproductive health rights including HIV/AIDS, harmful cultural practices, child marriage FGM and adolescent pregnancy
- iii. Enhancing women's participation in the Intra-Regional trade
- iv. Commemoration of the International Women's Day

B. Affirmative Action Bill

The draft Affirmative Action Bill was prepared and submitted to Cabinet for approval in 2016 to support the passage and implementation of the Affirmative Action Law and put in place transformative measures to enable women and men participate equally in achieving at least 40% representation of women in decision making. His Excellency the President in his inaugural address in the year 2021 requested the Ministry to resubmit the document for Cabinet's consideration and approval. Inputs from the various meetings on the Bill were submitted to the Attorney General's Department for incorporation into the Bill. The Ministry received the final copy of the Bill for subsequent resubmission in April, 2021 to Cabinet for approval.

In addition to the cabinet document, a Communication and Advocacy Strategy was developed for the Bill in two parts. The first part focused on increasing awareness for the passage of the Bill as well as engaging various stakeholders who could facilitate the speedy passage of the Bill. The second part of the strategy focused on establishing national mechanisms for the implementation of the Bill. This document provides a clear vision and direction for all stakeholders involved in advocating for the passage of the Affirmative Action Bill and also identifies strategies, outlines an implementation plan and operational responsibilities for various stakeholders.

- **Women’s reproductive health rights, including HIV, harmful cultural practices, child marriage and adolescent pregnancy**

In 2021, the Ministry planned and collaborated with key stakeholders to organise sensitization programmes for one thousand (1,000) young adults in the Central, Eastern, Volta and the Ashanti Regions on gender. However, **1,262** young ladies and **185** young men in the Central, Eastern, Volta and the Ashanti Regions were sensitized on their sexual and reproductive health rights, gender-based violence, gender roles and the importance of Girl-Child Education. This helped to empower young ladies to make informed decisions on their Sexual and Reproductive Health Rights and to help reduce the incidence of Sexual and Gender Based Violence

- **Enhancing women’s participation in Intra-Regional Trade**

During the year under review, the Ministry developed an advertisement and was aired on GTV and Ministry’s Social Media handles to create more awareness on the 50million African Women Speak Platform.

this platform was launched as an initiative by the African Development Bank (AfDB) in partnership with a Common Market for Eastern and Southern Africa (COMESA), the Economic Commission on West African’s State (ECOWAS) and the East African Community (EAC) as a technological platform to reach 50 million African women. The aim is to improve women’s economic opportunities including engendering macro-economic and trade policies to transform gender relations status relative to that of men in order to achieve near gender parity in entrepreneurship and improve access to information and funding amongst others.

- **Commemoration of International Women’s Day**

For the year 2021 the Ministry planned to commemorate the day by organising outreach programmes at market centres in all the sixteen regions of the country to educate the public on Sexual and Gender Based Violence. The day was therefore observed at market centres in ten regions of the country to increase awareness on gender equality and women’s empowerment, Responsible parenting in the COVID 19 era, Sexual and Gender Based Violence and Domestic Violence.

C. The Livelihood Empowerment Against Poverty (LEAP) Program

The LEAP programme is a government social protection flagship programme that provides bi-monthly cash grant to extreme poor households to smoothen their daily consumption in all districts of the country. It also seeks to reduce poverty by promoting access to services and opportunities among the extreme poor and vulnerable households in Ghana. The programme in 2020 provided cash grant payment to 332,000 household across the country.

In 2021, the Ministry intended to increase beneficiary households from 332,000 to 350,000, however five (5) cycles of LEAP cash grants were paid to 344,023 households representing 98.3% (cumulative) of the enrolment target for the year to help smoothen their daily consumption. In order to obtain first-hand information, insights, and shortfalls on the LEAP programme the

Ministry conducted a nationwide Joint Spot Check on the five (5) Cycles of the LEAP Payment to facilitate informed decision making.

Also, capacity building programmes were organised for 259 District Social Welfare Officers (DSWs), 32 Regional Directors and Community Care Programme Heads from all 16 regions on the LEAP Operations Manual to ensure effective and efficient case management and facilitation of cash grant payments to beneficiaries.

D. Launch of a Crisis Centre with Helpline and App for Easy Reporting of Sexual and Gender Based Violence (SGBV)

The Ministry with support from the United Nations Population Fund (UNFPA), launched the Orange Support Centre in March, 2021, to complement efforts and ensure a holistic and comprehensive support of Sexual and Gender Based Violence (SGBV) victims and survivors of Domestic Violence. The centre is an intervention to create safe avenues for victims and survivors of domestic abuse, with a focus on SGBV, to receive timely, coordinated, and reliable professional support be it psychosocial, access to legal services, referral to emergency shelters and/or SGBV and Sexual and Reproductive Health and Rights (SRHR) information and to enable them to be successfully reintegrated into society. The Orange call centre with toll free number **0800 111 222**, was set up as an effort to complement the coordinated approach for survivors to receive essential support from professionals in addition to reporting issues of Sexual and Gender Based Violence (SGBV) at the premises of the DV Secretariat. The BOAME APP is also available on the Google play store for ease of case reporting and resolution.

The Orange Support Centre (OSC) provides psychosocial, legal and medical support to SGBV survivors and as well referred victims/survivors together with their immediate families to other state institutions such as the Department of Social Welfare, Legal AID, Commission on Human Rights and Administrative Justice (CHRAJ), National Council on Persons with Disabilities (NCPD), and other partner Civil Society Organizations (CSOs).

Since the launch of the center, a total of Eight hundred and Seventy-four (874) cases have been received. Out of this number, Four Hundred and Eleven (411) cases have been successfully resolved and Three Hundred and Forty-Eight (348) cases are ongoing with clients receiving different support services. Thirty-five (35) cases are yet to be examined in order to determine the specific support service needed whilst the remaining Eighty (80) are prank calls.

E. Ghana School Feeding Programme

The School Feeding Programme is a government social protection flagship programme which provides one hot nutritious meal on every school going day to primary and kindergarten (KG) pupils in public schools in deprived communities (rural and urban) with locally produced food stuff to boost school enrolment and retention. The programme also seeks to directly create jobs for caterers and cooks through caterer contracts.

In 2021 the Ghana School Feeding Programme under the Ministry provided 3,448,065 pupils in 10,832 public basic schools with one hot and nutritious meal for every school going day, this is to help with enrolment and retention of pupils in deprived communities in the country. The programme also provided employment for 32,496 caterers and cooks especially women to generate income to enable them take care of their families. Also, the programme has created a ready market for local farmers hereby boosting the local economy. The Ghana School Feeding programme collaborated with the Ghana Education Service to collate and upload public schools' data onto the Organisational network Analysis (ONA) database to assist with real time report on caterer daily performance service.

11.3. Reforms

Crisis center with helpline and APP

The Ministry during the period under review, launched Crisis center with helpline (0800 111 222) and “Boame” APP. This is a Holistic and comprehensive support systems for Sexual and Gender Based Violence (SGBV) victims and survivors of Domestic Violence. The center is an intervention to create safe avenues for victims and survivors of domestic abuse, with a focus on SGBV, to receive timely, coordinated, and reliable professional support be it psychosocial, access to legal services, referral to emergency shelters and/or SGBV and Sexual and Reproductive Health and Rights (SRHR) information and to enable them to be successfully reintegrated into society.

11.4. Sustainable Development Goals (SDGs)

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

Under SDG: 1 End poverty in all its forms everywhere. The Ministry reduced the number of extremely poor households in Ghana by enrolling 344,023 households to receive bi-monthly cash grants. Also under this goal, the Ghana National Household Registry collected and cleaned household data in these regions; Northern region has data on socio-economic status of **215,000 households**, Savannah has data on socio-economic status on **88, 284 households and** North east has data on socio-economic status on **90, 689 household**

In line with goal 2 on zero hunger especially on indicator 2.1.1 on universal access to safe and nutritious food. The Ministry increased the coverage of beneficiaries on the Ghana School Feeding Programme with 3,448,000 beneficiary pupils in 216 districts benefiting from free feeding on each school going day.

Also, under goal **5 on achieve gender equality and empower all women and girls on indicator 5.1.1: Legal frameworks to promote, enforce & monitor gender equality.** The Affirmative Action Bill during year 2021 was re-submitted to Cabinet for approval.

11.5. Aftermath of Covid-19

In compliance with the Office of the Head of Civil Service directive to Ministries, Departments and Agencies to implement flexible working hours, the Ministry and its Departments, Secretariats and Council implemented the shift system to reduce physical contact among staff and reduce overcrowding in the offices as part effort to adhere to the social distancing protocols.

Staff was entreated to work from home, virtually using Zoom, Microsoft Teams amongst other Social Media Platforms. However, tools (laptops, internet access, etc) to facilitate the smooth running of work while working remotely were unavailable for majority of the staff.

Units within the Ministry implemented weekly update meetings via Zoom, WhatsApp calls and Microsoft Teams to assess the progress of work of staff who work remotely. These weekly meetings also served as an opportunity for staff to share new ideas on how to deal with the new normal.

Although the Ministry complied with the directive to implement the flexible working hours, amidst the challenges of not having the requisite ICT equipment/support from the Ministry, targets which were set were achieved.

Staff faced several challenges with the introduction of the flexible working hours. The unavailability of ICT equipment like laptops and internet connectivity hampered the smooth flow of work. The Office of the Head of Civil Service should lead the process to engage dealers of ICT equipment to sell their products on hire purchase and further engage Internet Service Providers to curate special internet packages at affordable rate to Civil Servants to facilitate implementation of work remotely.

11.6. Financial Performance

S/N	SOURCE	APPROVED BUDGET	AMOUNT RELEASED	ACTUAL EXPENDITURE	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	36,972,448.00	40,238,523.73	40,238,523.73	- 3,266,075.73
	Use of Goods and services	202,728,958.00	141,544,113.47	141,544,113.47	61,184,844.53
	CAPEX	6,900,000.00	4,225,757.82	4,225,757.82	2,674,242.18
2	IGF	9,940,800.00	17,745.09	17,745.09	9,923,054.91
3	Development Partners	73,783,351.00	65,760,920.80	65,760,920.80	8,022,430.20
	TOTAL	330,325,557.00	251,787,060.91	251,787,060.91	78,538,496.09

11.7. Challenges

The Challenges encounter by the Ministry during the period under review were:

- **Insufficient logistics to carry out the objectives of the Ministry.**

This challenge occurs quite excessively at the Departmental level and it is jeopardizing the ability of these Departments to perform their duties more effectively. Office equipment available for use to the staff in the various departments are woefully inadequate and most of what is available are compromised, and this has affected the efficient performance of staff.

- **Insufficient and delay in release of funds**

In the area of budget allocation, the Ministry is still faced with the problem of inadequacy of funds. This budget is used to cover operations of the Ministry which includes 32 regional offices of the Department of Gender and Children, as well as institutions under the Department of Social Welfare. Budget allocated to cover these Ministry operations are usually minimal and does not sufficiently take care of operations as intended. This puts pressure on the ministry and in the end the goals of these operations are not fulfilled to the satisfaction of the Ministry.

- **Inadequate support from Development Partners for Social Protection Intervention**

Social Protection interventions demand an intensive level of technical and financial support; unfortunately, with Ghana having been classified as a middle-income country by the World Bank, quite a number of the Development Partners are gradually reducing the support they provide to the

Ministry for Social Protection interventions because they believe the Ministry can support itself now that the country has been elevated from a lower-income status.

- **Absence of legal framework to determine Programme operations and funding sources.**

The various programmes being run by the Ministry unfortunately are still not backed by any legal framework, which poses a negative effect on the success of these programmes especially in the area of securing funds. In view of this, the Ministry made efforts by working swiftly yet effectively to get the Affirmative Action, Social Protection, Ageing, Non-Profit Organisation (NPO) as well as the Ghana School Feeding Bills to Cabinet. These Bills, when passed would ensure a massive improvement in the running of these programmes.

11.8. Forward Look

The Ministry will continue to promote gender equality, welfare and protection of children and empower the vulnerable, excluded, the aged and persons with disabilities by pursuing the under listed planned programmes/activities to enable them contribute to national development.

An overview of the strategic and top priority areas that have been programmed for 2022 for the entire sector are as follows:

- Provide one hot meals for all pupils under the beneficiaries' schools of the programme on every school going day
- Build the capacity of caterers and cooks in innovative nutrition training to improve the quality of meals served to pupils.
- Advocate for the passage of a Bill to give legal backing to the operations of the programme.
- Pilot recertification in ten districts across all five regions in Northern Ghana to wean-off some existing beneficiaries
- Monitor the 3% District Assembly Common Fund for persons with disabilities
- Mainstream disabilities into the MMDAs work plan
- Hold sensitisation exercises on the Revised Persons with Disability Act, 2006 (Act 715) and Regulations
- Facilitate the passage and implementation of the Social Protection Bill
- Develop and Implement Social Protection Emergency Response Strategy
- Develop and Implement SP Coordination and Complementary Service Framework
- Implement the Adolescent Pregnancy Strategy
- Organize sensitization on harmful cultural practices for religious and traditional leaders
- Advocate for passage the Affirmative Action (Gender Equality) Bill
- Organise sensitization programmes to promote gender quality and equity
- Organise community sensitization to create awareness on issues of Human Trafficking, Migration and Child Labour

- Continue to provide trauma informed care and counselling to victims of Human Trafficking and Domestic Violence
- Finalize and implement the Human Trafficking National Plan of Action (NPA) in the areas of the four Ps (Prevention, Protection, Prosecution and Partnership
- Amend child related laws and Review of policies (Children's Act, Juvenile Justice Act, ECCD Policy etc)

12.0. MINISTRY OF HEALTH

The Ministry of Health (MoH) exists to develop and co-ordinate relevant health policies towards effective health service delivery. The broad goal of the sector is to ensure good health and well-being for all people living in Ghana under four main objectives as follows:

- Ensure Sustainable, Affordable, Equitable, Easily Accessible Healthcare Services (Universal Health Coverage)
- Reduce Morbidity and Mortality, Intensify Prevention and Control of Non-Communicable Diseases
- Enhance Efficiency in Governance and Management
- Intensify Prevention and Control of Communicable Disease and Ensure the Reduction of New HIV/AIDS and other STI, especially among the Vulnerable

The Ministry was headed politically and bureaucratically by the following:

- Minister - Hon. Kweku Agyeman Manu (MP)
- Deputy Minister(s) - Hon. Tina Mensah (MP)
Hon. Mahama Asei Seini
- Chief Director - Mr. Kwabena Boadu Oku-Afari

12.1. Agencies of the Ministry

The Ministry has the following Public Service Organizations, Public Boards and Councils:

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

Subvented Organizations

- Christian Health Association of Ghana
- Ahmadiyya Muslim Mission
- St. John's Ambulance Brigade

12.2. Sector Achievements

Key achievements implemented by the Ministry in year 2021 are outlined below

A. Policies, Strategies and Guidelines

In line with its mandate to provide strategic direction for the health sector, the Ministry developed several policies and guidelines. These were non-communicable disease policy, essential health services package, mental health policy, herbal medicines list and guidelines and national blood policy medical tourism policy. Other policy documents nearing completion include the Health Infrastructure Strategy, the referral and gatekeeper policy, and dietary and physical activity guidelines.

B. Health Infrastructure

The emergence of the Covid-19 in 2020 led to the strengthening of the health infrastructural programme which initiated as part of government's flagship programme Agenda 111 in year 2021. Specifically, the underlisted infrastructure projects are being undertaken. These projects include remodelling, refurbishing, and equipping existing health facilities to cater for COVID-19 cases. The projects undertaken and their levels of completion:

The following are a few of the health infrastructure:

- Remodelling of Old Dodowa Hospital as Treatment and Holding Centre-Overall Completion: 98%, Project is at practical completion, Equipment installed and commissioned except for CSSD and Laundry, Awaiting handing over and commissioning.
- Proposed remodelling and equipping of leased facility as Treatment and Holding Centre at Adaklu-Overall completion: 91%. Structure, roofing, and ceiling for works completed. 3rd

fix installation electrical works ongoing. Furnishing installation at kitchen ongoing, Additional works awaiting client's approval

- Refurbishment of Pantang Learning Centre as Holding and Treatment Centre-Overall Completion: 55%, Surface finishing works and ceiling ongoing. Commenced external works. Remedial works completed. Contract extended due to delay in disbursement of advance mobilization
- Construction of COVID-19 Isolation and Treatment Facilities at Korle-Bu Teaching Hospital for the Ministry of Health-Overall Completion: 68.13%. Main structure and roofing completed. Screeding and terrazzo work ongoing. Selection and approval of finishes ongoing. Contract extended due to late payment of contractor's initial request and slow pace of work on the part of the contractor
- Refurbishment and Equipping of Treatment and Holding Centre, Sewua-Overall Completion: 76%, Roofing and 2nd fix MEP works completed. external works ongoing. Permanent power and water connection to the site and treatment of embankment remains a huge challenge to the project. Contract extended due to design revisions
- Refurbishment and Re-equipping of the Korle-Bu Fevers Unit, Korle-Bu-Overall Completion: 51%, Roofing completed.
- Refurbishment of Aflao District Hospital as Treatment and Holding Centre-Overall Completion: 45%, Works are currently ongoing and at superstructure level. Works are at lintel level. Fixing of roof timber carcass ongoing.

C. NHIS Enrolment and Claims Management

The NHIS is one of the social protection schemes with the policy objective of providing financial access to health services for all Ghanaians especially the poor and vulnerable. In the year under review, the scheme enrolled a total of 16,759,158 persons, representing 55.8% of the population. Persons below the age of 18 years (41.6%) and the informal sector workers (36.4%) remain the highest proportion of the total membership. In addition, a total of 926,852 members data were linked to their Ghana Cards to enable them access healthcare using the card.

There were 34 million visits by 8.4 million out of the 16.7 million members that enrolled in the year under review. About 50% of the active members use their card during the year to access health services, indicating a sign of adverse selection (more "sick people" are enrolling in the scheme and accessing care). The average visit for those who used their NHIS card to access health services was four visits per member per year.

As of 31st December 2021, the scheme paid total claims of GHS 1.04 billion to health services providers. This payment relates to claims paid up to the month of June 2021. The proportions of the payments were public health facilities (51.11%); private health facilities (27.81%); mission health facilities (19.56%); and quasi-public health facilities (1.52%).

D. Covid-19 Response (Vaccine Rollout, National Vaccine Institute)

The MoH developed a 2020-2024 COVID-19 Emergency Preparedness Response Plan (EPRP) with support from the World Bank Group. The MoH is the lead coordinator and Ghana Health Service (GHS) is the implementing agency for the Plan. The COVID-19 EPRP has been implemented nationwide with the objective to prevent, detect, and respond to the threat posed by the pandemic and strengthen national systems for public health preparedness in the country.

In the period under review, a total of 152,729 cases were recorded with 140,504 recoveries/discharges; 1,336 deaths; and 10,886 active cases (Table 4.2). Majority of the cases were detected in the communities through the enhanced surveillance approach.

Table 4.2: Confirmed cases and treatment outcome, 30 September 21

Category	No. of Cases	Recovered/ Discharge	Dead	Active
Routine surveillance	56,764	135,782	1,336	10,886
Enhanced Contact Tracing	86,695			
International travellers (KIA)	6,270	4722		
Total	152,729	140,504	1,336	10,886

The positivity rate, which indicates the percentage of people who tested positive for the virus out of the total test conducted was low at 7.0%. Nonetheless, the rate is higher among cases detected through routine surveillance than those from the enhanced contact tracing in the communities and at the Airport (Table 4.3).

Table 4.3: Positivity rate by Surveillance type for samples tested, December 2021

Surveillance type	Total number tested	Total number positive	Positivity rate
Routine surveillance	469,953	56,764	12.1
Enhanced Contact Tracing	966,491	89,695	9.3
International travellers (KIA)	736,125	6,270	0.9
Total	2,172,569	152,729	7.0

Covid-19 Vaccination Programme (Vaccine procurement/receipt and deployment)

The MoH through the Food and Drug Authority (FDA) gave emergency use authorization of the following vaccines in Ghana: AstraZeneca, Moderna, Pfizer, Sputnik-V and Johnson & Johnson. Ghana became the first country to receive the COVID-19 vaccine through the COVAX Facility. Through this facility, a total of 600,000 doses of the Astra Zeneca vaccine from the Serum Institute of India was received on 24th February 2021. Subsequently, the country acquired other COVID-19 vaccines through the African Vaccine Acquisition Trust (AVAT), donations from African Union, UK, US, and Danish Governments and other corporations, e.g., MTN Ghana. As of December 2021, the country had received a total of **24,698,690** doses of vaccines, of which about 75.5% were AstraZeneca and Johnson & Johnson (Table 4.4).

Table 4.4: Vaccine receipt update, December 2021

Vaccine Type	Doses Received	Share (%)
AstraZeneca	10,615,970	43.0
Sputnik-V	21,000	0.1
Johnson & Johnson	8,029,250	32.5
Moderna	1,229,620	5.0
Pfizer	4,802,850	19.4
Total	24,698,690	100.0

Out of the 24,698,690 total vaccines received, 9,004,225 (36.5%) had been administered. A total of 6,682,196 persons (34.4%) had received at least one dose and 2,918,596 (14.6%) had been fully vaccinated.

The Ministry expects to receive a total of 1,555,110 vaccines comprising 565,110 doses of COVAX round 10 (Pfizer) and 990,000 doses of COVAX round 13 (AZ/SII AZ) in the coming months. Efforts are also being made to produce vaccines locally to shore up the numbers, reduce cost and improve the vaccination exercise towards herd immunity. Specifically, a Cabinet memo has been submitted for approval of the draft National Vaccine Policy and establishment of the National Vaccine Institute to coordinate production of vaccines.

12.3. Reforms

- **NHIS Card Linked to Ghana card**

Over 14 million records of NHIS members were transferred to NHIA by NIA as of June 2021. This reduced cost of producing membership cards. It also reduced travel and time cost of persons wanting to register and subsequently reduced long queues at NHIS district offices.

12.4. Sustainable Development Goals

The SDGs associated with the Ministry's activities in year 2021 were as follows:

- **SDG: 3 Ensure health lives and promote well-being at all ages**

- Indicator 3.1: Antenatal care visit (+4). There was a 70.6% coverage compared to the set annual target of 70%.
- Indicator 3.2: Proportion of deliveries attended by trained health workers. Coverage for the period 2021 was 56% compared to the target 65%.
- Indicator 3.3: Institutional Maternal Mortality Ratio (IMMR) per 100,000 Live Births. Maternal deaths reduced 106.3 per 100,000 live births compared to a target of 138/100,000 live births
- Indicator 3.4: Proportion of deliveries attended by trained health workers. Coverage for the period 2021 was 56%. Compared to a target 65%
- Indicator 3.5: Institutional under-five mortality rate. it worsened, from 9.6/1000 live births in 2020 to 10.1/1000 live births in 2021
- Indicator 3.6: Institutional Neonatal mortality rate. It declined from 7.2/1,000 live births in 2020 to 6.4/1000 live births in 2021 but fell short of the target 4.3/1000 live births

12.5. Aftermath Of Covid-19

The MoH adopted flexible working hours proposed by the OHCS in response to the COVID-19 pandemic to ensure safe and conducive work environment for staff. The directorates of the Ministry adopted different approaches for their respective staff to work from home with daily check-ins instituted to ensure that staff conform to the set standards and regulations. Timetables were prepared to rotate staff and ensured that staff signed in when they report in-person at work. These measures were frequently monitored and assessed to ensure that the Ministry achieved its intended objectives and plans set for the year. Quarterly assessment reports conducted showed satisfactory outputs by staff working from home. However, some of the staff encountered difficulties mainly due to inadequate number of laptops, data/internet challenges, and power outages. The Ministry has taken steps to procure laptops and MiFi for staff working from home and has also assured staff of continuing support to ensure all challenges are addressed.

12.6. Financial Performance

Source		Approved budget (GHS)	Amount release (GHS)	Actual expenditure (GHS)	Variance
1	GOG	5,291,740,123.00	4,530,183,253.07	4,530,183,253.07	761,556,869.93
	Compensation of Employees	5,245,369,972.00	4,500,342,435.00	4,500,342,435.00	745,027,537.00
	Use of Goods & Services	33,295,151.00	23,140,818.07	23,140,818.07	10,154,332.93
	CAPEX	13,075,000.00	6,700,000.00	6,700,000.00	6,375,000.00
2	IGF	2,328,137,112.00	1,144,406,876.02	1,144,406,876.02	1,183,730,235.98
3	ABFA	32,425,000.00	10,586,728.36	10,586,728.36	21,838,271.64
4	Donor	881,287,988.00	455,331,458.18	455,331,458.18	425,956,529.82
	Total	8,533,590,223.00	6,140,508,315.63	6,140,508,315.63	2,393,081,907.37

12.7. Challenges

The Challenges encountered by the Ministry during the period under review were:

- Impact of COVID-19 on delivery of routine health services to the population. The protocols and restrictions put in place to control the spread of the disease prevented people who needed care particularly at the outpatient department to forgo it. In addition, considerable number of the health professionals were infected with the virus and had to be quarantined. Others also got burned-out and unfortunately few others lost their lives to the pandemic. These situations affected the quantity and quality of health services delivery, including immunisation, family planning, community health outreach, testing and laboratory Services.
- Low adherence to new normal by the general population (such as wearing face masks, social distancing, etc.) put strain on the health system and continues do so.
- Inadequate allocation of funds to the sector by government over the years (less than the Abuja Declaration of 15% of total government expenditure) continued to affect delivery of health services to the population. This challenge as led to accumulation of unpaid bills resulting the COVID-19 treatment; inability to replace over-aged vehicles leading to transportation

challenges at the district and sub-district levels; uncompleted health infrastructure projects across the country; and weak monitoring of interventions.

- d. Rapid urbanization: increasing urbanization is also putting pressure on the limited health facilities in the cities. The imbalance between demand for health services and availability of infrastructure, personnel and medical commodities is affecting delivery of quality health care to the population.
- e. Inadequate number and inequitable distribution of critical health professionals remains a major challenge to health services delivery, and this could affect the overarching goal of attaining UHC by 2030.
- f. The continuous delay in NHIS reimbursement to healthcare providers affected provision of services to the members. In some instances, patients with the NHIS were asked to pay out-of-pocket for certain services.

12.8. Forward Look

The 2022-2025 Health Sector Medium Term Development Plan (HSMTDP) is drafted based on the National Health Policy and Ghana UHC roadmap 2020-2030. Six interventions as highlighted below, and three policy objectives give the strategic direction for the sector in the next four years. Other priorities in the 2018-2022 HSMTDP that were not carried out completely are also included in the new plan for 2022.

- **Essential services for the population**
 - Increase the availability of essential health service packages across the continuum of care at all levels
 - Improve EPI coverage in urban centres
 - Continue the implementation of the policy on HIV Test, Treat and Track (95-95 95); Prevention of Mother to Child Transmission (PMTCT) Option B plus and reduction of Mother-to-Child Transmission (MTCT) of HIV; Eliminate mother-to-child transmission of HIV
 - Improve school health and nutrition services
- **Management of clinical and public health emergencies**
 - Strengthen institutions to deliver responsive pre-hospital and clinical emergency services
 - Set up and strengthen institutions to deliver responsive public health emergency services
 - Establish the Ghana Centres for Disease Control (CDCs)
 - Establish the National Vaccine Institute

- **Improve quality of care and information management**
 - Institutionalize quality standards and practices in the delivery of health services
 - Strengthen the management and quality assurance of national laboratories and infectious disease centres
 - Set up and make functional health systems research and innovation framework
 - Expand the e-Health project (Electronic Health Medical Record System)
- **Enhance efficiency in human resource performance**
 - Ensure the production, equitable deployment, and retention of health workforce
 - Increase the pre-service and in-service training of healthcare workers in management of NCDs
 - Increase the national capacity for delivery of mental health services
 - Enhance human resource capacity for public health emergencies and medical emergency services
- **Health policy, financing and system strengthening**
 - Advocate for increase in GoG allocation to the health sector
 - Increase population coverage and sustainability of health insurance
 - Strengthen the capacity of MoH and its agencies to mobilize resources
 - Increase active coverage of the NHIS, particularly indigent categories
 - Develop health policies (e.g., medical oxygen policy and strategy, etc)
- **Institutionalize reforms in sector effectiveness**
 - Establish sustainable programmes for prevention, screening, and early detection of NCDs, including cancers
 - Strengthen and ensure compliance with referral processes and procedures among all levels of care
 - Increase partnerships for better access to health services through the One-Health approach
 - Strengthen the health regulatory bodies for improved efficiency
 - Improve health infrastructure at Primary, Secondary and Tertiary facilities
 - Scale up the implementation of the Supply Chain Master Plan
 - Improve and harmonize provider payment systems to increase efficiency of spending

13.0. MINISTRY OF INFORMATION

The Ministry of Information (MoI) is mandated to initiate and implement policies for the implementation by its agencies in the information sector. It also facilitates the dissemination of information on public policies, put together feedback mechanism, programmes, projects and activities to the citizenry and also put together feedback mechanism from the citizenry for policy review and refinement and implementation.

The Ministry was headed politically and bureaucratic by the following;

- | | |
|-------------------|--------------------------|
| • Minister | Hon. Kojo Oppong Nkrumah |
| • Deputy Minister | Hon. Fatima Abubakar |
| • Chief Director | Mrs. Mamle Andrews |

13.1. List of Agencies and Department

Civil Service Department

- Information Services Department (ISD)
- The Ministry has the following agencies;
- Ghana News Agency (GNA)
- Ghana Broadcasting Corporation (GBC)
- Ghana Broadcasting Corporation (GBC)
- Ghana Publishing Company Limited (GPCL)
- Graphic Communications Group Limited (GCGL)
- The New Times Corporation (NTC)

13.2. Sector Achievements

A. Government Communications (GOVCOM)

• Minister's Press Briefings

The Minister's Press Briefing is a platform to consistently keep the general public apprised of Government work. It is also to ensure that the news space is regularly filled with content that projects the work of Government as well as quick government response to developing stories.

The Ministry planned on organizing ninety-six (96) Minister's Press Briefings for the year 2021. During the period under review, the Ministry organized fifty-eight (58) briefings. Some Sector Ministers have featured on this platform to give account of projects pertaining to their respective Ministries as well as addressing issues of national concern. The platform has also been used to give updates on COVID-19 related issues.

- **Mass Media Campaigns**

The mass media campaigns allow the use of diverse array of media platforms to reach a large audience through mass communication. The channels through which this communication takes place include television, radio, as well as print media across all the 16 regions of Ghana. Other social media platforms are also employed to reach predominantly the youth who are more receptive on those platforms. These platforms include Instagram, Twitter, Facebook, YouTube, Tik Tok and Linked Inn. The platform is also used to highlight the flagship programmes of government and their impact in the lives of people.

Four (4) Mass Media Campaigns on ‘Back to school’, ‘Wear your Mask Awareness and Early Childhood Development Campaign’, ‘National COVID-19 Behavioural Change’ and ‘Dealing with misinformation on COVID-19’ were carried out during the period under review. The ‘Back-to-School’ campaign, for instance, achieved the following key outcomes:

- Awareness among the student population
- Compliance with Safety Protocols by students, teachers and non-teaching staff
- Behavioural Change.

The ultimate outcome of the campaign was to effect behavioural change among students and the school population. It is clear that this has largely been achieved and students are gradually adjusting to the new norm albeit some compliance challenges.

B. Legislation

- **Introduction of Broadcasting Bill**

During this period, the Ministry initiated processes to introduce a Broadcasting Bill in Ghana. This was to provide comprehensive legislation on broadcasting services regulated by the National Media Commission (NMC) and the National Communications Authority (NCA) in a manner consistent with the 1992 Constitution. The Bill, when passed is expected to bring some sanity and ensure standards in our media landscape.

As part of measures to introduce the Broadcasting Bill, the Ministry organized a ‘Consultative Meeting with Stakeholders on Broadcasting in Ghana on 16th April, 2021. At the meeting, stakeholders reviewed the draft bill and emerging issues in the broadcasting sector.

Also, stakeholders unanimously agreed that the broadcasting sector should be regulated in order to deal with unethical standards. In the meantime, stakeholders also have signed a Memorandum of Cooperation on content regulation.

- **Implementation of the RTI Law and Passage of the L.I**

Implementation of the Right to Information (RTI) was intensified across public institutions in the country. Currently, four hundred and seventy-eight (478) public institutions have established information units. In June 2021 a report on the implementation of the RTI Law was submitted to Parliament as required by law. Also, stakeholder consultation on the Legislative Instrument (L.I)

for RTI Law is ongoing. This will go a long way to ensure that loopholes in the mother Act are addressed accordingly to ensure a smooth implementation of the law.

C. Media Support Programmes

- **Coordinated Mechanism for the Safety of Journalists**

According to the UN Plan of action on the Safety of Journalists and issue of impunity endorsed by the UN Chief Executive Board on 12 April, 2012, crimes against journalists are multifaceted and cannot be addressed by a single organization. It requires a multi stakeholder approach, involving all the actors at the global and country level, to comprehensively address the three P's i.e., 1. Prevent violence against journalists, 2. Protect journalists in danger and 3. Prosecute the perpetrators. Also, SDG 16 requires all countries to demonstrate progress in ensuring public access to information and protecting fundamental freedoms, which include the right to freedom of expression and safety of journalists.

In furtherance of Media Freedom and ensuring the safety of Journalists and also in line with international standards, the Office of the Coordinated Mechanism on the Safety of Journalists was commissioned on 4th May 2021 to handle cases of attacks on journalists. The National Media Commission (NMC) responsible for the daily operations of the office has since its establishment handled the case involving National Security and Caleb Kudah, the CITI FM journalist. The office is located at the premises of the Office of the Head of Local Government Service.

- **Public Education Campaigns (PECs)**

Public education campaigns are carried out to educate the populace on key government policies and other pressing social issues. In the course of the year, the following five (5) PECs have taken place;

- 2021 population and housing census
- Ghana national household registry
- Nationwide tree planting exercise (Green Ghana)
- COVID-19 Protocol Adherence
- Payment of property rate in the Greater Accra

13.3. Reforms

Reforms undertaken by the Ministry in the year under review include:

- The Reorganisation of GBC is a restructuring reform undertaken by the Ministry. The Status of Implementation indicates that the Reform committee has been instituted. Its impact is expected to reposition GBC to meet the modern trends and demands of a public service broadcaster to become vibrant and productive. Financial constraints have been a major challenge. The strategy for mitigating the challenge is ensuring government provide funds for the facelift of the Corporation.

- The Recapitalization of NTC is a retooling reform undertaken by the Ministry. The status of implementation shows a Cabinet Memorandum was submitted to Cabinet on the project for consideration. The reform is expected to improve print quality and help retain income used to pay outsource printing. Financial constraints have been the challenge encountered. The mitigating strategy to overcome the challenge is the Payment of newspapers instantly via mobile money. This has limited the debts owed the Corporation.
- The Reorganisation of GNA is a transformation reform undertaken by the Ministry. The status implementation indicates preparation of a video animation of project proposal. The impact of the reform is expected to make GNA more viable within the media landscape in Ghana. Financial constraints have been the challenge encountered. The mitigating strategy to overcome the challenge is to hold a stakeholder engagement with State owned enterprises to pitch idea to them and solicit for funds.

13.4. Sustainable Development Goals (SDGs)

The Ministry implemented the following SDGs in 2021

In line with Goal 16 on the promotion of peaceful and inclusive societies for sustainable development and specifically on indicator 16.10.2 defined as the number of countries that adopt and implement constitutional, statutory and /or policy guarantees for public access to information by 2030, the Ministry ensured that the following:

- Set up the RTI implementation Secretariat
- Facilitated the circulation of transition and implementation guidelines to all Public Institutions
- Built data mapping Tool and Template for the information manual
- Designated RTI officers and set up of four hundred and seventy-eight (478) RTI units
- Established and operationalise the RTI Commission
- Prepared and submitted an Annual RTI Implementation Report to Parliament.
- Processed RTI requests - 114 requests for information were received during the period under review; 85 granted, 6 rejected, 12 referred, 6 transferred, 2 deferred and 3 reviewed.

The challenges identified in the implementation of Goal 16 was the inability to pass L.I for the RTI Act and the outbreak of COVID-19 which continued to halt the face-to-face information sharing and capacity building of stakeholders in the sector. The mitigative strategy by the Ministry is the mobilisation of resources for stakeholder consultations.

13.5. Aftermath of Covid-19

The Ministry took strides to reposition itself to play its crucial role in disseminating government policies to the general public. Key amongst strategies adapted by the Ministry was to provide resources such as laptops, internet access, transportation etc. to enable staff work at all times. Virtual meetings were adopted as part of protocols to avoid overcrowding at the workplace.

With lessons learnt from 2020, the Ministry adopted stringent measures to adhere to all COVID-19 protocols which enabled staff to work from their various offices. This enabled the Ministry to operate with full capacity to effectively deliver on its mandate. Targets were met and productivity was enhanced amidst the crisis.

However, a few challenges were encountered. Lack of office space was a problem and continues to be whiles unstable internet connectivity hindered smooth running of virtual meetings. The Ministry will therefore ensure the provision of adequate resources in year 2022 for the smooth operation of its activities.

13.6. Financial Performance

CLASSIFICATION	2021 Budget-GH¢	Released (JAN-DEC) GH¢	Actual Expenses-GH¢	Variance-GH¢
COMPENSATION	83,084,667.00	83,084,667.00	83,084,667.00	0.00
GOODS AND SERVICES (OPEX)	9,068,694.00	9,068,694.00	9,068,694.00	0.00
CAPEX (RTI)	10,000,000.00	6,946,498.30	6,946,498.30	3,053,501.70
GRAND TOTAL GH¢	102,153,361.00	99,099,859.30	99,099,859.30	3,053,501.70

13.7. Challenges

The Challenges encountered by the Ministry during the period under review are;

a. Inadequate knowledge in Research Skills

Officers in the RSIM Directorate of the Ministry have insufficient knowledge and skills in research, statistics, and information management. Therefore, there is the need for more training to equip officers to be effective and efficient in their output. The Directorate would be grateful if an Officer with the grade of Senior Research Officer is posted to the Ministry and for that matter the Directorate.

b. Lack of Adequate Office Space

The Ministry was faced with limited office space and inadequate furniture. The Ministry will be exploring other alternative office space arrangement as a mitigative measure.

c. Bad state of equipment of ISD

The most critical challenge of ISD relates to the state of its equipment. Most of the equipment are either obsolete or have broken down. Some officers have to use their personal equipment to

discharge their official duties. Maintenance, repairs and replacement of these equipment has become a daunting challenge due to lack of funds. Budgetary releases from the Ministry of Finance are usually delayed and extremely inadequate to address these problems. To mitigate these challenges, the ISD submitted a proposal to the Ministry of Finance to retain its Internally Generated Fund (IGF) to resource the income generating sections of the Department which will in turn increase the amount generated.

d. Dwindling Human Resource at ISD

A very disturbing challenge the ISD faced in the year is its dwindling human resource base. Most of the officers who are retiring from the service are not being replaced due to lack of clearance from the Ministry of Finance. Also, some officers are converting from the Information Class to other Classes while others are resigning due to poor working conditions and lack of motivation. All these contributed to the reduction of the human resource base of the Department.

e. Insufficient Monitoring and Evaluation (ISD)

The Department is also seriously handicapped when it comes to monitoring and evaluation of public education and sensitization campaigns across the country. This is because there are no vehicles at the headquarters that can be used for such purposes.

f. Lack of Training Programmes (GNA)

Training programmes designed to equip workers of the Ghana News Agency with different skills set that will improve the quality of news produced could not be undertaken due to the inadequate and delay in the release of funds and it has proven to be detrimental to the quality of work at GNA.

g. Understaffing at GBC

The issue of understaffing has become a major issue as some critical operational areas are left without the requisite personnel to man them and thereby affecting the whole operation of the corporation. However, the corporation is seeking clearance from Government to recruit.

h. High Utility Bills of GBC

High utility bills have led to the shut-down of operations in some parts of the country. The organisation is putting mechanisms in place to avoid wastage in the use of utilities.

i. Request by Government to cover programmes not budgeted for (GBC)

This issue also affected greatly the operations of GBC as it affects the calendar of the Corporation. GBC is putting in effort to operate according to planned schedules.

13.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 outlined are;

- Continue implementation of the Media Capacity Enhancement Programme

- Continue working on the introduction of a Broadcasting Bill in accordance with 1992 Constitution
- Support implementation of the framework for the Safety of Journalists in Ghana by the NMC
- Continue the implementation of the Minister's Press Briefings covering all the major policy issues
- Intensify the implementation of the RTI Law across public institutions
- Continue the re-organisation of New Times Corporation /GNA/ GPCL to make them more viable.
- Facilitate the reform of GBC
- Pursue the ISD Transformation agenda
- Broadcast videos on the Ministry's social media pages regarding "AMPLIFIED" project.
- Revamp the revenue generating functions of GNA with the view to contributing to government revenue as well as pursue retention of IGF to enhance operations of the Agency.
- Organize four (4) Nation Building Updates.

14.0. MINISTRY OF LANDS AND NATURAL RESOURCES

The Ministry of Lands and Natural Resources (MLNR) exists 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 Ministry consists of three sub-sectors; Lands, Forestry and Mining.

The Ministry was headed politically and bureaucratic by the following;

- | | |
|--------------------|---|
| • Minister | Hon. Samuel Abu Jinapor |
| • Deputy Ministers | Hon Benito Owusu-Bio
Hon George Mireku Duker |
| • Chief Director | Prof. Patrick Agbesinyale |

14.1. List of Agencies And Department

The Ministry has the following agencies;

Civil Service Departments

- 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

14.2. Sector Achievements

The following were the achievements of the Ministry during the period under review:

A. Implementation of National Forest Plantation Program

Under the National Forest Plantation Programme, in 2020, due to the COVID-19 pandemic and its negative effects on work output, the annual target of 15,000ha was reviewed to 12,000ha for the government sector. As at December 2020, 8,304ha of degraded land has been established by the government. The private sector has also established an area of 2,023 ha. As at December 2021, 13,080.70ha of degraded land had been established by both the government and the private sector. There has been an enrichment in planting of about 4,876.20ha and an area of about 39,740.30ha of forest plantation maintained as at December 2021. A total of **75,340** people were directly engaged under the forest plantation programme. These included 35,000 engaged under the Youth in Afforestation/Reforestation Project; 15,512 under the Modified Taungya System (MTS); an estimated 3,266 people engaged in seedling production; and projects (FIP, SLWMP, GCFERP, etc.) under the sub-sector also employed an estimated 7,349 people.

B. Wildlife Resource Management Bill 2021

During the year under review, the wildlife resource management bill was approved by cabinet. At its seventeenth meeting, held on Thursday October 28th 2021, Cabinet approved the new Wildlife Resource Management Bill, which seeks to revise and consolidate all laws relating to wildlife and protected areas, bringing the new legislation into conformity with existing policies in the sector and provide for the implementation of several international conventions for wildlife to which Ghana is a signatory. These include the Convention on Wetlands of International Importance, especially as Waterfowl Habitats (RAMSAR) 1971, the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) 1973, the Convention on the Conservation of Migratory Species of Wild Animals (BONN) 1979, as well as several indicators in the Sustainable Development Goals (SDGs).

The Bill will provide for a new management structure to give legal backing to local communities in wildlife management through the creation of Community Resources Management Areas (CREMAs) and ensure higher penalties and sanctions regimes for wildlife offenses, which is deterrent enough to protect the wildlife resources.

As at December 2021, the Wildlife Resource Management Bill was ready to be forwarded to Parliament for passage into law.

C. Making Small Scale Mining More Efficient Through Responsible And Safe Mining Practices

To make small-scale mining more efficient under the Mining sub-sector, the Ministry, through the Minerals Commission, conducted training on responsible mining practices for 4,500 small-scale miners at the University of Mines and Technology (UMaT) in the year 2020.

To ensure proper supervision of these trained small-scale miners, the Ministry, through the Minerals Commission, created temporary additional mining offices in some selected areas in the country. As of December 2021, four (4) permanent office buildings are under construction in Kumasi, Tamale, Oda, and Bibiani at various levels of completion. In addition, 20 pickups have been procured to enhance monitoring and inspection of small-scale mining activities across the country. Three pieces of survey equipment and ten blast monitors have also been procured.

D. Implementation of Land Administration Reforms

In line with the government's policy of private sector participation, the Ministry, through the Lands Commission, explored strategies aimed at leveraging the potential of private sector capital and expertise in the land administration reforms. In fulfilment of this, the Ministry, through the Lands Commission, in 2020, submitted a proposal to the Ministry of Finance and Attorney General's Department for the commencement of PPP in Land Administration. As at December 2021, the Ministry has received feedback from the Ministry of Finance with some concerns with regards to the financial and technical proposals. The Ministry, together with the Lands Commission and the Public Works Department, is reviewing the concerns for onwards resubmission to the Ministry of Finance.

E. Alternative Livelihood Programme (Alp) In Mining Communities

The government, through Mining Sector Agencies, rolled out the Alternative Livelihood Programmes in 2017 as part of measures to generate employment for Ghanaians within 25 mining communities in the Eastern, Central, and Western Regions. The aim of the programme is to generate economically viable non-mining jobs in mining communities as a way of stemming the menace of illegal mining and to ensure that mining towns do not become "ghost towns" after the cessation of mining.

To provide an alternative livelihood for people involved in illegal mining, 600,587 oil palm seedlings were procured, nursed and distributed to beneficiaries of the project for planting in 2019. A 10,010ha area of oil palm plantation was also established during the same period.

In 2020, the Ministry, through the Minerals Commission, procured and distributed 1,120,000 oil palm seedlings to beneficiary farmers in the Eastern and Ashanti Regions. The Ministry, through the Minerals Commission, expanded the project in 2021. As at December 2021, 2,620,000 oil palm seedlings have been distributed to beneficiary farmers. These plantations covered an area of about 13,497.5ha during the period under review.

In terms of job creation through the ALP, a total of 12,192 farmers benefited directly from the programme in 2021, which is an improvement from the 2020 beneficiaries, where 3,515 farmers benefited.

Consequently, the National Alternative Employment and Livelihood Programme (NAELP), which is anchored on six main interventions, was developed and launched by the President during the year under review. The interventions include National Land Reclamation and Re-afforestation, Agriculture and Agro-processing, Apprenticeship and Skills Training, and Entrepreneurship. The rest are responsible, viable, and sustainable community mining, mine support services, and community enhancement projects.

F. Mineral Production and Revenue Generation

The production performance of Ghana's major minerals over the years has witnessed roller-coaster trends in all the major minerals produced.

2.2 million ounces was produced in 2020, however the production increased to 2.55 million ounces in 2021. For bauxite, total production was about 500,000 metric tonnes in 2020 and 839,465 metric tonnes in 2021. In the case of manganese, production increased from 470,000 metric tonnes in 2020 to 2,970,215 metric tonnes in 2021.

This contributed significantly to Ghana's mineral revenue for its development with the total tax revenue collected as at 2020 being GHS 3.9 billion and a total of GHS 865 million as at half year 2021. Consequently, Total mineral royalties collected was GHS 1.43 billion as at December 2020 and GHS 786 million for half year 2021.

14.3. Reforms

Reforms undertaken by the Ministry in the year under review were as follows:

- **Mining Policy Reform** – as part of the Ministry's agenda to diversifying Ghana's

Mineral Base this reform was initiated in year 2020. As at December 2020, the Ghana Integrated Aluminium Development Corporation (GIADEC), which was set-up by Act, 2018 (Act 976) has made progress in the following areas: Signed an MOU with Bosai Minerals Group to expand the Awaso mine from a production capacity of **1 million metric tonnes** per annum to **5 million metric tonnes** per annum and to build a **1.6 million metric tonnes** alumina plant. As part of the execution of the MOU, GIADEC has acquired prospecting license for two bauxite deposits around Awaso. It is expected that the expansion of the Awaso mine from **1 million metric tonnes** to **5 million metric tonnes** will begin in 2021, leading to the construction of a refinery.

The investor, Rocksure international subsequently moved to site after september,2021 to commence drilling works and activities leading to a Mineral Resource Estimate (MRE) to enable GIADEC validate the quantity, quality and grade of bauxite in the resource location assigned. The MRE shall be funded by Rocksure.

As at December, 2021, GIADEC has developed a **comprehensive report on Ghana Bauxite Company (GBC) Limited** which focused on business valuation, a five-year financial review, legal review, tax review, geotechnical review and asset review following the Bosai Group's offer to sell its 80% shares in GBC to GOG. The report provides government with the pros and cons of the offer and has been presented to Government for consideration. The document was prepared in consultations with the Ministry, State Interest and Governance Authority (SIGA), Minerals Commission, the Attorney-General's department and GRA.

- **Ensuring Accountability in Mineral Exports** is an Economic Reform which was implemented by the Ministry. The Minerals Commission engaged consultants for the installation of tracking devices on earth-moving and mining equipment. Piloting is currently being undertaken in Anyinam, Atiwa East District in the Eastern Region and Gyapa, Wassa Amenfi East Municipality in the Western Region. The Commission has developed a web-based application software, Mineral Cadastre Administration System (MCAS), for online application processes and management of mineral rights. This was launched in November.

- **Digitization of Land title processes** - the Ministry introduced the Ghana Enterprise Land Information System which allows land title registration processes in Greater Accra and other regions to be done digitally instead of manual. As a result, turn-around time for title registration has been reduced to 120 working days as at December, 2020 and turn-around time for deeds registration have also been reduced to 14 working days in the other regions.

As at December, 2021 scanning of all map sheets for the Greater Accra region and Ashanti region has been completed.

Some challenges that were faced by the ministry included, inadequate resource (financial and human) militate against achieving the targeted 30 days turn-around time and lack of geographical information to compliment titling process. In dealing with these challenges, there is the need to improve stakeholder sensitization on land market. Also, the Lands Commission has secured clearance from the Ministry of Finance and is currently recruiting additional staff. The Ministry has also initiated the engagement of a firm to undertake aerial photography of the country to produce orthophoto maps to assist in the digitization process.

- **Youth in Afforestation** - As part of the Socio-Economic Reforms embarked on by the Ministry, there was the introduction of Youth in Afforestation. A total of **75,340 1** people were directly engaged under this year's Forest Plantation Programme. The Youth in Afforestation Programme has generated about 81,362 jobs. The only challenge faced by the Ministry in relation to this reform is their inability to pay the participating youths on schedule.

14.4. Sustainable Development Goals

The following are the Ministry's activities in relation to their Sustainable Development Goals.

- **In accordance with SDG Goal 1.4.2** which states that Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure, the Forestry Commission managed all forest reserves under the ownership of the communities through their traditional leaders. The Commission also only collaborated in regulating the use of the resources. In their implementation, they faced a limitation on equity in benefit-sharing from naturally occurring trees in off forest reserve areas. They drafted a policy measure which is undergoing stakeholder consultation as their mitigating strategy.
- **In line with SDG Goal 8.8** talks about frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status, the Ministry is currently compiling the 2021 data. Delay in Submission of data from companies and the adverse impact of Covid-19 on the activities of mining companies and inspection by MC were the challenges faced by the Ministry. Digital submission of statutory returns is their mitigating strategy.
- In fulfilment of **Goal 1.4.2**; Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure, the Ministry installed an operational digital system and it is yet to collate the data in 2022.

14.5. Aftermath of Covid-19

As part of measures to manage the spread of the COVID-19 pandemic in the workplace, the Office of the Head of Civil Service (OHCS) initiated flexible working hours for staff of Ministries, Departments, and Agencies.

In accordance with the initiative by OHCS, the Ministry of Lands and Natural Resources adopted an in-house strategy to manage the situation. The Chief Director issued a directive to all Directors and Heads of Departments to develop a flexible working arrangement and timetable for their staff. This was done while taking into account each staff member's skill mix and strength to ensure that work flow and delivery were not hampered.

Some of the strategies or efforts made by the Ministry to manage work processes and deliver the necessary outputs were as follows:

- **Procurement of Laptop Computers for Staff**

The Ministry procured sixty (60) laptops last year 2021 for some key officers to facilitate their work from home in line with the flexible working hours. Additionally, the IT Unit was tasked to

download the Government of Ghana smart workspace portal for all the computers as well as generate corporate emails for the users.

Staff were encouraged to use their corporate emails and the smart workspace for all official business. Although Internet data was not provided for staff, officers who made a claim for data purchased were reimbursed.

- **Training on Use of Smart Workspace Portal and Zoom**

The IT Unit of the Ministry organised training for the different categories of staff on the use of the smart workspace portal and zoom. The training was done for Directors and middle level managers to equip them with the skills to use the portal to facilitate their work remotely.

- **Virtual Meetings**

The Ministry resorted to virtual meetings to limit the physical interaction among staff and possible crowding in the conference room during meetings.

- **Strategies adopted to monitor work from home**

One of the strategies adopted to monitor work from home is that Directors assigned specific tasks to their staff with timelines and draft outputs were submitted back to the Directors for their consideration. This applied mainly to the preparation of reports, minutes and letters.

- **Assessment of Achievement of Targets compared to working from Office**

No formal assessment was done to find out how targets were achieved working online compared to working from the office. However, it can be stated that some considerable amount of work was done by staff working from home

14.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GOG	A	B	C	D=(A-B)
	Compensation of Employees	221,910,800.00	152,702,044.41	152,703,044.41	69,208,755.59
	Use of Goods & Services	143,852,356.00	135,102,897.36	135,102,897.36	8,749,458.64
	CAPEX	7,770,356.00	2,737,600.00	2,737,600.00	5,032,756.00
	SUB-TOTAL	373,533,512.00	290,542,541.77	290,543,541.77	82,990,970.23
2	IGF	330,031,680.00	264,926,087.90	228,092,729.80	65,105,592.10
	SUB-TOTAL	330,031,680.00	264,926,087.90	228,092,729.80	65,105,592.10
3	DEV'T PARTNERS e.g.				
	World Bank	121,811,440.00	17,981,864.74	10,597,714.19	103,829,575.26
	SUB-TOTAL	121,811,440.00	17,981,864.74	10,597,714.19	103,829,575.26
	TOTAL	825,376,632.00	573,450,494.41	529,233,985.76	251,926,137.59

14.7. Challenges

- **Turn-around time for Title Registration**

A major challenge that still weighs 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. Other difficulties arose, particularly with regard to land litigation, a manual working environment, indeterminate boundaries, and registration process delays. The public continue to complain about the time it takes to secure land titles. To improve land administration in the ensuing year, the Ministry continues to plan to bring on board private sector participation in the implementation of its planned activities in 2022.

- **Working from Home**

The concept of working from home is new for a lot of people. Therefore, it was quite challenging for some staff of the Ministry to get used to the idea just like any new initiative. Some officers will come to the office to work even when they were supposed to be at home.

Another challenge identified by the Ministry with regards to working from home is internet connectivity. Some officers do not have access to fast and reliable internet at home. This resulted in delays in meeting deadlines and interruptions during zoom meetings.

The proposed solution to the internet challenge is for government to support the telecom companies improve the quality of internet infrastructure nationwide.

- **Illegal Mining**

The issue of illegal mining, which has been the main challenge within the mining sub-sector, still persisted during the period under review. Other challenges also came along, especially with the additional funding for geological investigation of block out areas for small scale mining, encroachment of quarry sites, illegal sand-winning and the high cost of exploration compared to regional peers. The Ministry, through its initiatives, planned programmes and projects in the ensuing year, will help curb these challenges.

- **Sustainable Development Goals (SDGs)**

Planned programmes and activities being implemented under the SDGs are progressing as planned. However, the tracking and data collection of the indicators remains 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.

14.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 outlined are to;

- Improve land service delivery the Ministry will embark on the following:
- Commence the migration of the online portal and back office to the LC cloud.
- Regional Lands Officers and Regional Divisional Heads are being trained.
- Installation of IT infrastructure
- Geo-referencing of records
- Publicity campaigns and media engagements in the respective regions
- Official inauguration of regional offices
- The fully furnished building that houses the LC headquarters is to be handed over to the Commission by March 2022.

- Begin construction on the Western Region LC office, renovate the upper west regional office, and begin construction on the Volta Region LC office.
- Strengthen forest plantation establishment, restore degraded landscapes, and implement a robust afforestation/reforestation programme (RAP) to achieve national landscape restoration targets under the Ghana Forest Plantation Strategy (GFPS). In addition, the sector in 2022 will plant 20 million tree seedlings on Green Ghana Day as well as embark on reclamation and revegetation of mined-out sites within forest reserves.
- Promote private-sector investments in ecotourism, including the development and implementation of a Master Plan for the establishment of Regional Zoos, the rehabilitation of in 2021, the Ministry, through the Minerals Commission, commenced the construction of four (4) offices in Kumasi, Tamale, Oda, and Babiani to enhance transparency in mineral rights administration in line with the requirements of the Extractive Industry Transparency Initiative. In 2022, the Oda and Babiani offices are expected to be completed by September 2022. Three (3) additional offices will be constructed in Wa, Bolgatanga, and Koforidua in 2022.
- Commence the tracking all earth-moving equipment and machinery used for small-scale mining activities in 2022.
- Drive the full integration of the bauxite and aluminium value chains by executing the agreements that were signed in 2021 with selected investors and beginning to develop the structures to expand the mines.
- Commence production from Subri and establish a Project Delivery Team for Project One (Awaso Expansion and Refinery).
- Undertake sign-off of the project management plan for project two (2) (Development of Mine at Nyinahin-Mpasaaso and Refinery Solution) phase one (1) and hold work stream, project management, and steerco meetings to track and manage the project delivery.
- Supervise and monitor the prospecting being undertaken by the investor (Rocksure International) and support the investor to deliver feasibility for project
- Accra Zoo, and the commencement of education and implementation of the Wildlife Bill (Act).

15.0. MINISTRY OF LOCAL GOVERNMENT, DECENTRALIZATION AND RURAL DEVELOPMENT

The Ministry of Local Government and Rural Development (MLGRD) is responsible for promoting good governance, equitable and balanced development across the country. The Ministry exists to deepen decentralised governance at the sub-national level by formulating policies and plans, coordinating, monitoring and evaluating programmes towards enhanced national development.

The Ministry was headed politically and bureaucratic by the following;

Minister	Hon. Daniel Botwe (MP)
Deputy Minister (s)	Hon. Osei Bonsu Amoah (MP)
	Hon. Martin Adjei Mensah Korsah (MP)
	Hon. Augustine Collins Ntim (MP)
Chief Director	Marian W. A. Kpakpah (Ms)

15.1. List of Agencies and Department

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

15.2. Sector Achievements

A. Roll out of the District Level Revenue (dLRev) Software to Metropolitan, Municipal and District Assemblies (MMDAs)

To improve revenue generation and management at the local level, the Ministry, in collaboration with GIZ, rolled out the District Level Revenue (dLRev) Software in 114 Metropolitan, Municipal and District Assemblies (MMDAs) across the country as against the target of Eighty-Four (84). E-

billing and e-payment modules were introduced to augment the operations of dLRev. The Ministry further facilitated the completion of property valuation exercises in 49 Metropolitan, Municipal and District Assemblies (MMDAs).

In addition, the Ministry deployed a web-based data collection and Monitoring and Evaluation (M&E) System, known as the District Data Development Platform (DDDP), to all 260 MMDAs to address gaps in data collection and facilitate M&E on all Government interventions at the local level.

B. Decentralisation Programme (Transfer of Funds to qualified MMDAs)

The Ministry undertook a performance assessment of the 260 Assemblies, continuing the efforts to deepen decentralization using the District Assemblies Performance Assessment Tool (DPAT) in September 2021. An amount of GHS 226,543,546.00 was subsequently transferred to qualifying MMDAs for DPAT III (2018) as Investment and Capacity building grant allocations. An additional amount of GHS105,510,000.00 was transferred to MMDAs as investment allocation based on DPAT IV (2019) assessment results to support the implementation of their Annual Action Plans and Budget. In 2021, funds were transferred to 260 MMDAs for infrastructural development and DPAT V (2020) assessment.

C. Trained youth in vocational and technical skills in 25 Community Development Vocational and Technical Institutes (CDVTIs).

To create jobs, reduce poverty, and enhance the technical and vocational skills of the youth, the Ministry, through the Department of Community Development, trained 4,644 youth comprising 1,909 males and 2,735 females in vocational and technical skills in 25 Community Development Vocational and Technical Institutes (CDVTIs).

With the challenges of illegal mining activities, 240 individuals, including 85 males and 155 females, were trained during the period on the Alternative Livelihood Skills in the northern sector of the country. In addition, 1,256 social workforces have been trained in the use of Child Protection Tool kits on Child and family welfare issues.

D. Parks, Gardens and Recreation (Increased the production of seedlings, for maintenance of landscape sites)

The Department of Parks and Gardens has the mandate to sustain landscaped areas of all prestige areas (Jubilee House, Peduase Lodge, etc.), including Regional Coordinating Councils (RCCs) grounds and gardens, roundabouts, road medians and shoulders. As at the end of September 2021, the Department was able to maintain and beautify a total of 1,695,796m² landscaped areas across the country.

The Department further nursed 266,520 seedlings nationwide by September 2021 to maintain landscape sites for sale to the public for revenue generation and supply to first and second cycle institutions for horticultural purposes.

Additionally, the Department has lifted 120 trees during this period that are being preserved at the Department's National Headquarters to pave way for the construction of the National Cathedral's. This is to ensure environmental sustainability and maintain a history of matured trees.

The Department's "Planting for Now and the Future" project (planting of 1,000,000 trees in 2 years) was launched on 5th June 2021 at the Aburi Botanical Gardens to commemorate 2021 World Environment Day (WED). During the launch, 1,000 trees were planted in the Greater Accra Region and 3,544 trees were planted in various quantities across the country. As at the end of September 2021, 10,209 trees had been planted.

E. Labour-Intensive Public Work (LIPW) programme

The Labour-Intensive Public Work (LIPW) programme has created jobs for 33,952 extreme poor persons in 80 selected districts with a total payment of GH ₵53,432,844.00 as wage earnings to beneficiaries. The programme has created 344 sub-projects in 496 communities across the 80 districts. These sub-projects are made up of 63No. Feeder Roads of a total length of 243.4km, 74No. Small earth dams and dugouts and 207No. Climate Change interventions of 2,022 hectares of community plantations were made including 303,300 seedlings of different varieties, including cashew, oil palm, coconut, cocoa, rubber, citrus, mango.

A total of 53 sub-projects have been completed, and the remaining projects are at an average of 75% completion stage. Additionally, the LIPW programme supported the production and distribution of 11.9 million cash crop seedlings to beneficiary farmers and farmer groups under Government's Planting for Export.

15.3. Reforms

The following were some reform initiatives undertaken by the Ministry:

- a) The passage of a new regulations of births and deaths registration was a legislative reform introduced by the Ministry. Following the Implementation of Registrations of Births and Deaths Act 2021, Act 1027, the Regulations of Births and Deaths Registration has been gazetted and laid before Parliament pending maturity. This reform is expected to change the operational structure of the Births and Deaths registration system across the country. Delays in parliamentary processes has been its challenge and the mitigative strategy has been the initiation of immediate action to draft the regulations to operationalize the Act.
- b) Also, the revision of Fee Fixing Guidelines is a decentralization reform being implemented by the Ministry. The status of implementation is at the operational stage and the impact is to standardize rates and fees.
- c) The monitoring and evaluation system is a research and data use reform being undertaken by the Ministry. The status of implementation has its system deployed to all 260 MMDAs. This reform is expected to enhance data collection, monitoring and evaluation.

- d) The SMART workplace is an administrative/ICT reform being undertaken by the Ministry. The status of implementation is in the operational state. The impact of the reform is expected to digitize administrative and IT processes. Poor internet connectivity and inadequate IT equipment has been the challenges encountered. The mitigating strategy to overcome the challenges is the change management to address low commitment.

15.4. Sustainable Development Goals (SDGs)

The Ministry's operations in 2021 cantered on SDGs 1,11,16 and 17.

- a) Under Goal 1 on No Poverty specifically under the Improved livelihood Indicator, the Ministry disbursed a total of GH¢ 5.82 million as start-up grants to 9,244 beneficiaries in the selected communities as at end of September 2021. Skills training, mentoring & coaching was also provided to beneficiaries to ensure sustainability of the investment.
- b) Also, under the Labour-Intensive Public Work (LIPW) programme, the Ministry created jobs for 33,952 extreme poor persons in 80 selected districts with total payment of GH¢53,432,844.00 as wage earnings to beneficiaries. The programme has created 344 sub-projects in 496 communities across the 80 districts. The COVID-19 pandemic halted its implementation.
- c) Under Goal 17, which is Partnership to achieve the Goals, the ministry developed and rolled out the District Level Revenue (dLRev) Software to Metropolitan, Municipal and District Assemblies (MMDAs). Furthermore, the MLGDRD deployed a web-based data collection and M&E System, known as the District Data Development Platform (DDDP) to all 260 MMDAs to address gaps in data collection and facilitate M&E on all Government interventions at the local level
- d) Goal 11, the Ministry developed programmes and projects for effective implementation of the National Urban Policy and Action Plan.
- e) On Goal 16 which involves Peace and Justice Strong Institutions, the Ministry improved registration coverage of births and deaths in the country. In effect it registered 464,985 births, representing 69% of targeted births of which 236,152 were males and 228,833 females. Also, 42,064 deaths were registered representing 43% of targeted deaths. The male deaths stood at 22,943 and female deaths 19,121. The main challenge for the process was the limited registration outlets and staff, which was mitigated by the engagement of volunteer staff.

15.5. Aftermath of Covid-19

The MLDGRD adopted the following flexible working arrangement to deliver on its mandate;

- a) Various Directorates adopted mechanisms through which the Unit heads could monitor the work delivery of staff. Initially, it was a challenge for most staff to meet their targets due to low supervision in the use of virtual meetings compared to physical meetings, but the situation improved with time.

- b) The flexible work arrangement helped manage employee attendance and reduction in absenteeism, it created a better work/life balance for workers and the experience and lessons gained would be transferred to managing similar disasters in future.
- c) Despite the Ministry's effort in using the strategy mentioned above to overcome the effect of the pandemic at the workplace, some challenges were still encountered. For instance, the use of Zoom and Teams in conducting meetings, interviews, and online training organized by the Ministry were met with network connectivity difficulties. This was because the Ministry did not have a well-built IT facility and most officers were not conversant with the new technology used. The Ministry, therefore, needed to upgrade its internet facilities to facilitate a smooth flow of work and quality service delivery.
- d) Critical management discussions and decisions (management meetings) were curtailed, leading to undesirable top-bottom directives. This somewhat affected the implementation of the Ministry's planned programmes and projects.
- e) In terms of the impact of Covid-19 on staff work output, attainment of targets by some Directorates were negatively affected, especially those that required employees to be present to receive incoming documents due to the implementation of the flexible working arrangement.

15.6. Financial Performance

SOURCE	APPROVE BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	A	B	C	D=(A-B)
GOG				
Compensation of Employees	871,065,134.00	645,121,269.55	645,121,269.55	225,943,864.45
Goods and Services	52,966,351.00	28,696,866.00	26,568,531.35	24,269,485.00
CAPEX	248,970,000.00	168,403,011.52	59,120,007.35	80,566,988.48
Sub-total	1,173,001,485.00	842,221,147.07	730,809,808.25	330,780,337.93
DONOR				
Goods and Services	49,057,564.00	45,941,274.38	45,060,191.12	3,116,289.62
Capex	377,263,508.00	294,755,463.35	294,755,463.35	82,508,044.65
Subtotal	426,321,072.00	340,696,737.73	339,816,882.47	85,624,334.27
GRAND TOTAL	1,599,322,557.00	1,182,917,884.80	1,070,626,690.72	416,404,672.20

15.7. Challenges

The Challenges encountered by the Ministry during the period under review were:

- **Inadequate Financial Resources** - Inadequate budget ceilings and releases adversely affected its effective delivery of services.
- **Inadequate Logistics** - Inadequate and overused logistics such as vehicles and office equipment made the work of the Ministry very difficult.
- **Inadequate Office Space** - The Ministry was increasingly faced with inadequate space to accommodate the staff. This situation was compounded with the merger with the erstwhile Ministry of Regional Reorganisation and Development.
- **Retention of Percentage of IGF** - Request for the retention of revenue generated by Parks and Gardens and Births and Deaths was not met, thus limiting their ability to actualise their full potential to earn more revenue.
- **Staffing** - The Departments and Agencies under the Ministry faced some staffing gaps during the period under review.

15.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 will include the following;

- Responsiveness Factor Grant of District Assemblies Common Fund (RFG)DPAT
- Ghana Secondary Cities Support Program (GSCSP)
- Ghana Productive Safety Net Project (GPSNP)
- Modernising Agriculture in Ghana (MAG)
- Integrated Social Services (ISS)
- Governance for Inclusive Development (GoVID)
- Local Climate Adaptability and Living Facility (LoCAL)
- Alternative Livelihood Programme
- Greater Accra Resilient Integrated Development (GARID)
- Public Sector Reforms for Results Project (PSRRP)

16.0. MINISTRY OF PARLIAMENTARY AFFAIRS

The Ministry of Parliamentary Affairs (MoPA) was established to serve as a focal point for stakeholders and as an interface between the Executive and Legislative arms of government. The Ministry's functions are mainly to initiate and formulate policies; taking into accounts the needs and aspirations of the people; to undertake developmental planning in consultation with the National Development Planning Commission (NDPC); and to co-ordinate, monitor and evaluate the efficiency and effectiveness of the performance of the legislature. The Ministry is expected to safeguard the continuous engagement and consensus building among the three arms of Government and make them responsive to the needs and aspiration of the public.

The Ministry was headed politically and bureaucratically by the following:

Minister	-	Hon. Osei Kyei - Mensah –Bonsu
Chief Director	-	Dr. Evans Aggrey - Darko

16.1. Sector Achievements

A. Engagement with the Civil Society Organisations (CSOs)

The Ministry had a dialogue with Civil Society Organizations under the theme: 'Economic Revitalization Amid COVID-19 PANDEMIC: "The CSOs' Perspective"'. The dialogue examined how to recognize the CSOs' involvement in national responses to the pandemic and identified opportunities that emerged from the crisis and the lessons learned. Key steps were outlined to help various stakeholders and the government to chart the right path.

B. Engagement with core Leadership of Parliament

Under the Ministry's objective of Deepening Democratic Governance in the country, it engaged the Core leadership of Parliament in a meeting on the theme; "Building Consensus and Trust in Parliament to enhance both Procedural and Substantive Democracy". The meeting examined the measures needed to build and reinforce consensus and trust in Parliament and identified and discussed mechanisms to sustain public trust, confidence, and interest in the work of Parliament. The dialogue, for the most part, nurtured the relationship between the Ministry of Parliamentary Affairs and the Parliament of Ghana.

C. Meeting with Political Parties

The Ministry further organized one (1) meeting with the various political parties in year 2021 to discuss the effect of monetization on the quality governance in Ghana. It examined the growing contribution of political parties to monetization and evaluated the strategies to adopt to curb monetization of politics. The programme was under the theme "Monetization of Politics in Ghana – A Focus on Solutions". This helped to identify and discuss measures that could be instituted to address the excessive monetization of politics and its effects of monetization on the quality governance in Ghana.

D. Engagement with the Independent Governance Institutions (IGIG)

In line with efforts at supporting the strengthening of the Independent Governance Institutions in Ghana to execute their core and auxiliary functions effectively and efficiently, the Ministry organized a dialogue with various IGIG's under the theme "Reflections on Independent Governance Institutions and Democratic Consolidation in Ghana". The dialogue largely; examined the connection between Independent Government Institutions and democratic consolidation in Ghana; Identified and discussed the various factors impinging on the capacity of the Electoral Commission to execute its regulatory functions effectively and efficiently and discussed the prospects and challenges of nurturing democratic citizenship from the perspective of the normative measures necessary to secure free and responsible regulatory environment for media practice.

E. Engagement with the Expanded Leadership Of Parliament

In keeping with its good governance objectives, the Ministry facilitated a working dialogue between the Expanded Leadership of Parliament and the National Media Commission where they interrogated the performance of the National Media Commission and its challenges and assessed how best Parliament can help address those challenges. The program supported the nurturing of a healthy relationship between Parliament and the National Media Commission.

16.2. Sustainable Development Goals

In achieving SDG 16; To promote peaceful, inclusive societies, provide access to justice for all, and build an effective, accountable and inclusive institution: The Ministry held a meeting with the IGIs on "Reflections on Independent Governance Institutions and Democratic Consolidation in Ghana". The indicator for this activity is to improve the efficiency in the delivery of the mandate of the IGIs.

To achieve the reduction in the cost of doing politics in Ghana, the Ministry organized a meeting with Political Parties on the Monetization of politics in Ghana as part of its efforts to promote peace, stability, human rights, and effective governance, based on the rule of law.

To further improve trust and consensus building in parliament, the Ministry held a meeting with the Core Leadership of Parliament on Building consensus and trust in Parliament to enhance both procedural and substantive democracy.

One (1) working dialogue was also facilitated between the Expanded Leadership of Parliament and the National Media Commission **to fulfil the Improvement in the relationship between Parliament and National Media Commission.**

16.3. Aftermath of Covid-19

In response to the COVID-19 pandemic, the Ministry of Parliamentary Affairs introduced the flexible working hours as directed by the Office of the Head of Civil Service. This flexible working hours allowed the modification of working hours, days or weeks for staff. To enable the Ministry,

evaluate the outcome of the initiative, Unit Heads and supervisors were required to provide information on how their staff were performing in the face of this new initiative. There were periodic meetings by supervisors to monitor the progress of assignments. Also, assignments were submitted via the official email. Some targets were difficult to be met. Staff were however provided with the needed logistics to work from home. Some challenges encountered was the slow internet connectivity and difficulty to supervise staff working remotely which had a negative impact on some set targets. Some mitigative strategies by the Ministry is to provide internet services for staff working from home and ensure that Supervisors intensify interaction between them and staff working remotely to enhance service delivery.

16.4. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASE (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
	Compensation of Employees	2,932,635	748,189.10	748,189.10	2,184,445.90
	Use of Goods & Services	2,611,917	1,828,341.90	1,828,334.91	783,575.10
	CAPEX	9,600,000	4,000,000	3,973,203.27	5,600,000.00
	TOTAL	15,144,552	,576,531	6,549,727.28	8,568,021

16.5. Challenges

The challenges the Ministry encountered are as follows;

- Delays in appointment and inauguration of heads of the Ministry**

The delays in the appointment of the sector Minister and subsequent appointment and inauguration of the Ministry's Advisory Board and other statutory Committees such as the Audit Committee, and Procurement Committee delayed the implementation of some of the programs of the Ministry.

- Insufficient budgetary allocation and delays in the releases of the allocated fund**

Insufficient budget allocation to the Ministry and the delays in the release of allotted funds from GOG negatively impacted the implementation of the Ministry's programmes. The non-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.

- **Inadequate office**

Inadequate office space continued to prevent the Ministry from requesting for a full complement of personnel to develop the capacity of the various units.

16.6. Forward Look

In 2022, the Ministry intends to undertake the following activities:

- Deepen democratic governance and the focus will be to support the strengthening of the capacity of Parliament to improve the delivery of Government Business in Parliament.
- Support the strengthening of the Independence Governance Institutions to perform their functions effectively and efficiently.
- Support the strengthening of the implementation of electoral guidelines, rules, and regulations to reduce monetization in politics.
- Organize governance and leadership workshop for Members of Parliament and Metropolitan, Municipal, and District Chief Executives to enable them to perform their functions effectively.
- Support the improved participation of Civil Society in national development with a focus on strengthening the media to play a watchdog role and strengthen the engagement with traditional authorities in development and governance processes.
- Engage stakeholders to engender debate for the review of the 1992 Constitution.
- Strengthen the CSOs, and other stakeholders to have an interest in national issues.
- Institute mechanisms for effective inter-service/inter-sectoral collaboration and cooperation at district, regional and national levels.
- Collaborate with the office of the leader of government business in the monitoring and evaluation of the implementation of government programmes and projects.

17.0. MINISTRY OF RAILWAY DEVELOPMENT

The Ministry of Railway Development is mandated to ensure the initiation 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 leadership of the Ministry were as follows:

- | | |
|----------------------|--------------------------------|
| • Minister | Hon. John-Peter Amewu (MP) |
| • Deputy Minister | Hon. Kwaku Asante-Boateng (MP) |
| • Ag. Chief Director | Mr. Desmond Boateng |

17.1. List of Agencies of the Ministry

Sub-vented agencies;

- Ghana Railway Development Authority (GRDA)

Public Service Organizations;

- Ghana Railway Company Limited (GRCL)

17.2. Sector Achievements

The Ministry's achievement as at the year 2021 is as below:

A. Western Railway Line (Standard Gauge)

The construction of the new standard gauge section of the Western Line from Kojokrom to Manso, which is a double line and having a distance of approximately 22km was on-going during the period under review. The construction which is being undertaken by Messrs Amandi Holding Ltd. with funding by the Government of Ghana under the Consolidated Fund, as at the end of December, 2021, was 75% completed with an expected completion date by June, 2022. Although the target was to complete the construction works in 2021, the performance represents a significant progress from the 2020 status of completion of 42%.

B. Ghana – Burkina Faso Railway Interconnectivity Project

The project is in furtherance of an agreement between H.E. Nana Addo Dankwa Akufo-Addo and his counterpart in Burkina Faso, H.E. Roch Marc Christian Kaboré that rail interconnectivity between the two West African neighbours is an important factor to accelerate economic growth and development for the mutual benefit of the two nations and their people.

Further to the Agreement by the two Heads of States, a Joint Committee of Experts (JCE) was constituted to facilitate the implementation of railway project in four (4) phases: 1. feasibility studies 2. Procurement of private sector 3. Analysis of technical studies by private partner and 4. the construction and supervision.

The first phase of the project development, involving the feasibility studies for the approximately 1,200km railway line between the Port of Tema and Ouagadougou was completed in June, 2020. The second phase of the project, involving the procurement process for the private sector concessionaire also commenced concurrently with the feasibility studies in year 2021. As at 21st 7th October, 2021, the procurement processes commenced with 3 pre-qualified bidders' evaluation ongoing, which formed part of the engagement process for a strategic investor to develop the project on a Build, Operate and Transfer (BOT) basis.

C. Tema - Mpakadan Railway Line

The Tema-Mpakadan Railway Line project is part of a multimodal transport system from the Tema Port to Bupe via the Volta Lake to serve the Northern parts of Ghana and the landlocked countries of Burkina Faso, Mali and Niger. It consists of a railway line between Tema and Mpakadan to join the Volta Lake transport system. This corridor experiences major congestion because the transport of domestic and transit freight from Tema to the Northern parts of Ghana is via roads.

The construction of the 97.7km new standard gauge railway line was 90% complete as 31st December, 2021 as compared to 75% complete in year 2020. This line forms part of the Ghana – Burkina Faso Railway line and has the objective to develop a railway interconnectivity from the Port of Tema to Ouagadougou to improve the passenger and freight transport and logistics chain on the corridor to accelerate development and economic growth of both countries.

D. Procurement of New Standard Gauge Rolling Stock

It has become imperative for government to consider the urgent supply of standard gauge rolling stock in view of the need to obtain trains in time for testing and commissioning of the construction works and the subsequent operation of the new standard gauge railway lines which are currently under construction.

Government has therefore approved a Supplier's Credit facility which is being arranged by Messrs Dongfang Electric International Corporation for the supply of a total of thirty-five (35) new standard gauge locomotives and rolling stock.

Parliament, in October, 2020, approved the facility for implementation by the Ministry and in August, 2021, the Ministry of Finance completed the Value-for-Money (VfM) assessment on the contract for the supply of the rolling stock. By the end of December, 2021, discussions on the finalization of the Supplier's Credit Facility Agreement were on-going between the Ministry of Finance and the financiers. The quantities and categories of rolling stock which will be delivered are as follows: 9 Passenger Locomotives, 48 Passenger Coaches, 15 Freight Locomotives, 330 Wagons and 11 Shunting Locomotives.

A Lease Purchase Agreement was also signed in November, 2020 with Messrs. VAOB Group for the supply of two (2) sets of Diesel Multiple Unit (DMU) Trains, Equipment and accompanying Spare Parts within 8 to 12 months. The contract for the supply of the rolling stock underwent VfM assessment as at the end of December, 2021.

E. Upgrade of Railway Central Training Institute

As part of efforts to develop capacity in order to maintain and sustain the railway system in Ghana, government decided to develop the old Railway Central Training Institute located in Sekondi into a degree awarding institution to provide training in Railway Engineering and other ancillary programmes.

As at the end of December, 2020, the school, which was in a bad state due to poor maintenance had been upgraded and equipped with modern teaching and learning facilities to enhance capacity building and skills development. In partnership with the George Grant University of Mines and Technology (UMaT), in January, 2021, the first batch of students commenced the 2021/2022 academic year.

F. Modernization of Location Workshop Complex

As part of efforts to maintain locomotives, wagons, coaches and other ancillary railway equipment for efficient operation of railway services in Ghana, a Workshop Complex was constructed during the colonial era in Sekondi which had seven (7) sheds, namely; Diesel Shop, Erecting Shop, Smithy & Generator/Traction Motor Repair Cell, Boiler Shop, Machine Shop, Tender & Machine Shop, and Millwright/Foundry Shop.

The Workshop Complex is being upgraded and equipped to become a one stop workshop to serve the railway, mining, petroleum and agricultural industries in the Western Region. By the end of December, 2020, refurbishment works at two (2) of the workshops (the Diesel and Erecting Workshops) had been completed. As at the end of December, 2021, modernization works at the remaining five (5) workshops were about 65% completed.

17.3. Reforms

Reforms undertaken by the Ministry in the year under review:

- **Development of ICT Policy** - In the year under review, the Ministry developed a new policy document on ICT. The Policy document has been printed, circulated and sensitization fora held for the effective and efficient use of ICT equipment for meetings and correspondence by staff at the Ministry. During the implementation of the reform, there were constraints in the development of the policies. Provision of adequate and timely budgetary support for the implementation of recommendations is the Ministry's mitigating strategy.
- **Development of Communication Policy**- The Ministry also developed a communication policy to enhance effective communication of its Human Resource Management system. The status of implementation is on-going. The implementation of this reform reduced congestion in the offices. However, the Ministry faced limited office space to accommodate staff.

- **Human Resource Management System:** The Ministry implemented the use of a human resource management system by introducing the shift system for staff which reduced congestion at the office. As a result of the limited office space to accommodate all staff.
- **Audit Control tools:** As management control mechanism, an Audit Control document was approved by management of the Ministry in 2021 to reduce the incidence of financial irregularities. The status of implementation is on-going. The Ministry encountered some difficulties during its implementation but its mitigating strategy was to re-enforce the control measures by management.

17.4. Sustainable Development Goals

The rail sector operations were in line with SDG goal 9: build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Under indicator 9.1.2: on passenger and freight volumes by mode of transport (Rail transport) as at 2021, the number of Passengers transported by rail was 150,017 against a target of 1,200,000 passengers and also volume of freight transported by rail in 2021 was 587,000 tonnes against a target of 850,000 tonnes.

However, the Ministry faced some challenges of poor condition of track infrastructure, obsolete equipment and rolling stock, high turnaround time, limited rail services provided on the operable sections of the existing rail network, on-going construction of new standard gauge railway line which intermittently affects operations on the narrow-gauge section, particularly on the Western Line.

Some mitigative strategies the Ministry adopted was the Rehabilitation and upgrade of track infrastructure, replacement of obsolete equipment and refurbishment of rolling stock, construction of new standard gauge railway lines and the installation of modern signalling and communications equipment among others in order to reach the goal of a resilient and sustainable rail transport sector in Ghana.

17.5. Aftermath of Covid-19

The COVID-19 pandemic made working from home the new way of working around the world of which the Ghana Civil Service and for that matter, the Ministry of Railway Development was not an exception. Due to the pandemic, many workers and employers had to switch quite suddenly, to remote work for the first time.

As a result of the above, employees of the Ministry of Railway Development now telework, not because they chose to do so, but because they were obliged to, because of social distancing to avoid the spread of the virus.

Availability of tools for working remotely (laptops, internet access etc.)

Staff worked from home using laptops, desktops with recourse to internet connectivity among others to execute their assigned roles on daily basis and as and when needed.

Strategies adopted to monitor work from home

Quite a number of measures were put in place to monitor remote work including but not limited to the following:

- The Ministry created a platform for information dissemination, and also as an avenue for colleagues to get in touch;
- Workers submitted draft assignments via e-mail to their supervisors/bosses on daily basis, and as and when needed for review;
- The Ministry instituted a strategy where teleworkers occasionally had the opportunity to engage in face-to-face interactions with co-workers, directors and supervisors;

Assessment of targets being achieved as compared to working from office

Despite the fact that the Ministry had instituted work-life balance by employing the shift system, over 99% of targets set by officers for the year under review were achieved. The achievement was as a result of the strategic measures put in place to enable worker deliver on their mandate.

The Flexible working hours instituted, brought far reaching repercussions on the Ministry in the following manner:

- At home, the presence of partners and children greatly affected remote workers, especially where female workers had to contribute towards household chores.
- Workplace isolation was another important key challenge resulting in social isolation which was one of the main drawbacks of remote work. The pandemic had exposed remote workers to social confinement with no in-person contact with colleagues;
- Another peculiarity of work-life balance was that remote workers had to share their workspace with family members such as partners and school-age children engaged in distance learning and this affected service delivery
- In some rare cases and scenarios, remote workers faced challenges in the delivery of their duties especially when they needed assistance from co-workers;
- Supervisors could not monitor whether teleworkers were working or not;
- Some remote workers rode on the back of work-life balance for moonlighting;

Some of the Ministry's remedial measures put in place are to 1. strengthen the shift system so that remote workers will be in the office every other week for face-to-face interactions with supervisors and directors; and 2. To Solicit for the services of other internet providers as back up for internet connectivity challenges.

17.6. Financial Performance

NO.	SOURCE	APPROVED BUDGET (GHS)	ACTUAL RECEIPTS (GHS)	ACTUAL EXPENDITURE (GHS)	% OF BUDGET EXPENDED
	GOG	A	B	C	D=(A-B)
	Compensation of Employees	3,759,944.00	3,156,339.48	3,156,339.48	603,604.52
	Use of Goods & Services	11,879,665.00	8,702,319.47	8,702,319.47	3,177,345.53
	CAPEX	126,943,815.00	111,833,233.00	102,125,485.51	15,110,582.00
	IGF	1,584,000.00	2,048,176.00	1,582,164.41	-464,176.00
	DEV'T PARTNERS				
	Indian Exim Bank	368,408,268.00	404,958,956.57	404,958,956.57	-36,550,688.57
	TOTAL	512,575,692.00	530,699,024.52	520,525,265.44	-18,123,332.52

17.7. Challenges

The following challenges were encountered by the Ministry during the period under review:

- a. **Staffing and Accommodation** - The Ministry, upon its creation in February, 2017 has been experiencing challenges with regards to limited office space. Apart from the limited office space, the Ministry does not have the full complement of staff knowledgeable in railways.

To address this challenge is the implementation of shift policy over the past two (2) years has also helped to address the issue of accommodation and congestion to some extent. The Public Services Commission (PSC) has conveyed approval for the recruitment of some requisite staff to strengthen the capacity of GRDA and the Ministry of Finance has accordingly issued financial clearance for the engagement of the staff. The Authority has recently gone through the necessary processes.

- b. **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.

Furthermore, GRDA, the regulator is also a developer and an asset holder. This no doubts compromises its independence and potentially makes GRDA a judge in its own cause.

Since government is encouraging private sector investors to own railway assets, GRDA cannot be viewed as an impartial arbiter. The strategy to address this is the ongoing restructuring process to decouple the regulatory functions from the infrastructure ownership and management functions of GRDA.

- c. **Operational Challenges** - In recent times, the operations of GRCL have declined to an unacceptable level making it difficult to run as a business entity. Owing to poor tracks, obsolete equipment and rolling stock, passenger rail services are currently limited to sections of the Eastern Line between Accra and Tema, as well as, Accra and Nsawam. Passenger rail services on the Western Line are also only provided by GRCL between from Takoradi through Kojokrom to Sekondi and also from Takoradi to Tarkwa.

Rehabilitation works are ongoing to address this challenge.

- d. **Obsolete Rolling Stock** - Most of the rolling stock are old and have operational difficulties. All the rolling stock available are also narrow gauge.

However, efforts are being made by Government to provide funding for the acquisition of new rolling stock. This needs to be pursued to enable the delivery of the new standard-gauge rolling stock to operationalize the new standard-gauge railway lines being constructed across the country.

- e. **Finance** - Inadequate budgetary allocation and delays and/or failing to release budgetary allocation has been a serious challenge. The way forward has been to explore other alternative sources of financing for the development of the rail infrastructure and services.
- f. **Encroachment of Railway Lands and Right-of-Way** - Encroachment on railway properties is seriously affecting operations and development of the railway sector. For a long time, the neglect of the railway sector has been accompanied with a ‘free for all attitude’. The general public, as well as, others from the public sector, have taken over railway assets including lands within and outside the right-of-way and thus making the development in some areas difficult.

The Ministry intends to enhance its collaboration with major stakeholders like the Lands Commission, traditional authorities, individual property owners, District Assemblies and so on, to reclaim the railway right of way and also to protect it from further encroachments. Steps are also being taken to perfect titles to all railway landed properties across the country to ensure smooth implementation of the railway development plan.

17.8. Forward Look

The Ministry’s strategic and top priority programmes and projects for 2022 outlined are;

- Continuation of the on-going development on the Western Railway Line on standard gauge,
- Continuation of the construction works for the standard gauge railway line from Tema to Mpakadan,

- Development of the Eastern Railway Line on standard gauge,
- Pursue the on-going processes towards the engagement of a strategic investor as part of the development of the Ghana – Burkina Faso Railway Line from Mpakadan to Ouagadougou through Paga, and
- Modernization of Workshop Facilities for the maintenance of rail tracks and rolling stock.

18.0. MINISTRY OF ROADS AND HIGHWAYS

The Ministry of Roads and Highways (MRH) exists to formulate policies, coordinate sector performance, monitor and evaluate road infrastructure development, maintenance and road maintenance financing.

The Ministry was headed by the following:

- Minister - Hon. Kwasi Amoako Attah
- Deputy Minister(s) - Hon. Mavis Nkansah Boadu
Hon. Stephen Pambiin Jalulah
- Ag. Chief Director - Ing. Edmund Offei-Annor (January to September, 2021)
- Ag. Chief Director - Ing. Dr. Abass Mohammed Awolu (October to December, 2021)

18.1. Departments and Agencies under the Ministry:

The Civil Service Departments of the Ministry include:

- Department of Urban Roads
- Department of Feeder Roads

Sub-vented Agencies are:

- Ghana Highway Authority
- Ghana Road Fund Secretariat
- Koforidua Training Centre

18.2. Sector Achievements:

A. Road Rehabilitation and Maintenance Programme

The Ministry maintained its focus on routine and periodic maintenance activities, as at the end of September, 2021, routine maintenance activities had been carried on 21,165km of the trunk road network; 6,265km km of the feeder road network; and 2,937km of the urban road network.

Within the same period, periodic maintenance activities, comprising; re-gravelling/spot improvement and resealing works were carried out on 162km, 412km and 262km of the trunk, feeder and urban road networks. Rehabilitation works covering minor upgrading and construction of culverts and drainage structures were carried out on 223km of trunk roads, 173km of the feeder and 102km of the urban road networks.

As part of its asphaltic overlay program in various towns and communities, the Department of Urban Roads, completed about 243km of asphalt overlay works in year 2021.

B. Road and Bridge Construction Programme

The Pokuase Interchange under the Accra Urban Transport Project which involves the construction of a 4-tier interchange, construction of 12km of selected roads, segregated walkways, footbridges and underpasses and drainage structures were completed and commissioned on 9th July, 2021. Works on Phase 2 of the Obetsebi Lamptey Circle Interchange was at a physical progress of 16 percent. and Phase 1 of the Tema Motorway Roundabout completed.

Physical progress on the La Beach Road Project (Lot 1 & 2) was at 13% and 21% respectively. Construction of Flyover over the Accra Tema Motorway from the Flower Pot roundabout was 13% completed. In addition, development works on the Kumasi Lake Roads and Drainage Extension Project stood at 78 % as at the end of September 2021.

In year 2021, all the components of the bridges for the work on the construction of 50No. prefabricated bridges to improve connectivity within areas cut-off by waterways arrived and 45 contractors started work on the substructures with 3No. bridges fully completed.

Works have been completed on the construction of 7No. bridges in the Northern Regions with funding from DANIDA and 13No. Spanish Bridges located in Detsebu, Dayi, Tsawoea, Alabo, Osiem, Akora, Birim, Akora, Osene, Okyi, Bukam, Linkale and Mogli. Works on 5No. Belgium Bridges are nearing completion with 2No. completed, 1No. launched, 1No. Abutment works ongoing, 1No. piers construction ongoing. Overall progress is 72% as at the end of September, 2021.

Commencement certificates for the implementation of 84No. was issued by government with significant work progress. Government also signed a Master Project Support Agreement (MPSA) with Sino hydro Corporation Limited to support priority infrastructure projects in Ghana.

C. 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 has resulted in the significant decrease in the incidence of overloading which currently stands at less than 2 percent. However, some truckers, still try to avoid the permanent stations by using detours. The Ministry is working hard to install additional stations on these routes or use mobile axle weigh bridges.

D. Road Financing

The Ministry's Public Private Partnerships (PPP) programme for the financing, construction and management of road infrastructure has four (4) projects at different stages of preparation. The financing arrangement for **Accra - Tema Motorway PPP Project (31.7km)** was completed and construction will commence in 2022. Again, feasibility study for the **Accra - Cape Coast – Takoradi PPP Project (208km)** was being finalized. The final feasibility study report will provide key inputs into the Abidjan-Lagos Corridor Project. Finally, MRH and MoT were undertaking internal consultations with key stakeholders to explore available financing options to

ensure the start of the **Development of Tema Arterial Roads** in 2022. The Project involves an upgrade of the Tema hospital Road into a 3-lane dual carriage with service lanes and five (5) interchanges.

E. Monitoring and Evaluation

As at 31st December, 2021; Regional Monitoring has been conducted in 13 out of 16 regions with over 282 projects inspected.

Three Joint Monitoring Meetings were held with Agencies and their Regional Heads in August, November and December respectively to discuss the findings of the Monitoring Exercise.

49 estimates for new projects and Variation Orders were also reviewed during the reporting period. The average processing time for Interim Payment Certificate in 2021 was 43.8hrs down from 43,44hrs in 2020.

18.3. Reforms:

- **Restructuring of the Ghana Road Fund Secretariat**

The Ghana Road Fund Secretariat was restructured to become a corporate body with the Chief Director as the secretary to the Road Fund Management Board responsible for the day-to-day management. To facilitate the work of the Chief Director in the administration of the fund, a Road Fund Coordinator has been appointed by the Board to coordinate the activities of the Secretariat.

- **Intelligence Traffic Management System**

Traffic Management Centre was commissioned to coordinate all the traffic signals along the Amasaman – Central Business District (CBD) Corridor in the capital to optimize flow and manage traffic remotely from a Traffic Management Centre (TMC).

- **Correspondence Tracking Systems (SMARTRACK)**

After its initial implementation at the Ministry of Roads and Highways, the system was deployed on a local server and made accessible via intranet. It is currently being upgraded to make it accessible beyond the premises of the Ministry.

- **eBID Web Portal (eBIDS)**

The e-Bids portal is the Ministry of Roads and Highways' initiative to provide a transparent and equal opportunity procurement process to all eligible bidders located in any part of the world. The eBids Web Portal was deployed on a remote server at NITA and made accessible via intranet. Currently, basic features are implemented and there is the need to include advance features for complete solution. eBids is fully operational beyond the premises of the Ministry.

18.4. Sustainable Development Goals:

MRH purposed to develop 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 by end of December, 2021 under this SDG

9, 66.7% of the proportion of the rural population lived within 2km of an all-season road. Inadequate funding to Construct and maintain existing portfolio of roads has been the major challenge. A mitigating strategy has been identifying innovative means of funding road maintenance e.g., PPP.

18.5. Aftermath of COVID-19

The Ministry runs a skeletal staff (i.e., 50% of staff at a particular point in time). All Departments under the Ministry implemented similar reforms as the parent Ministry.

The Ministry also introduced all the safety protocols to prevent the spread of the disease as advised by the health authorities. Additionally, nursing mothers were encouraged to work from home so as not to be infected.

Staff rotation schedule was drawn to ensure that staff did not abuse the system and stay home even when they were to be on duty. Equally the measure was to ensure that staff who were to work from home actually worked. With the implementation of reforms such as the SMATRACK, staff were able to receive assignments from their superiors.

All in-person monthly site meetings were suspended. With the usage of drone technology, progress on project sites were captured and discussed during virtual site meetings. Staff were able to fully attend site meetings virtually with this technology.

However, some challenges recorded included; irregular internet connectivity, inadequate information sharing to officers at home and difficulty in checking attendance of staff.

18.6. Financial performance

No.	SOURCE	2021 APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
1	CONSOLIDATED FUND (GOG)	1,012,452,879.00	1,726,409,928.11	1,726,400,136.11	(713,957,049.11)
	Compensation of Employees	57,435,307.00	43,686,443.30	43,686,443.30	13,748,863.70
	Use of Goods and Services	2,429,891.00	570,890.66	570,890.66	1,859,000.34
	CAPEX (ABFA)	952,587,681.00	1,682,152,594.15	1,682,142,802.15	(729,564,913.15)
2	IGF	19,716,082.00	15,827,563.20	15,818,231.97	3,888,518.80
3	DEVELOPMENT PARTNERS	935,602,529.00	646,164,321.72	652,883,159.47	289,438,207.28
	TOTAL	1,967,771,490.00	2,388,401,813.03	2,395,101,527.55	(420,630,323.03)
4	ROAD FUND*	709,600,000.00	461,534,474.95	462,691,568.89	248,065,525.05
	GRAND TOTAL (Total + Road Fund)	2,677,371,490.00	2,849,936,287.98	2,857,793,096.44	(172,564,797.98)
5	ARREARS PAID				

18.7. Challenges

The Ministry encountered some challenges in the course of delivering its mandates which were but not limited to the key ones below:

- **Inadequate Financing**

The inadequacy of funding sources that the Ministry continues to rely on in undertaking road infrastructure programs live much to be desired due to the fact that road construction and maintenance are capital intensive ventures. The quantum of funds that was made available for execution of the ever-increasing road infrastructure programs and projects annually was not adequate. This situation was largely accounting for not meeting the set targets.

- **Delay and Inadequate Funds releases for Goods and services from the Consolidated Funds**

The issue of delays and inadequacy of funds released from the consolidated fund for Goods and Services was one 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 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 went through a long process. Thus, much time was spent on processing of documents from the Regions, Departments/Agencies and Head Offices for payment of work done which eventually slowed 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, wear and tear including unauthorized cutting by utility service providers.

- **Human Resource Inadequacy**

Getting the requisite human resources for carrying out supervision to ensure quality of works was a challenge in terms of numbers and skills. As a result, there was a shortfall in getting requisite officers for carrying out effective supervision to ensure that specifications were met.

18.8. Forward Look

In 2022 the Ministry will continue the maintenance of road asset to protect the huge investment made in the provision of the road infrastructure, improve road maintenance financing by implementing electronic tolling of roads to improve revenue generation into the road fund for the maintenance of the road network and Axle Load Control to reduce the overall maintenance budget for the road infrastructure.

Major pipeline projects that are expected to see works ongoing on the ground for 2022 include:

- **Roads**
 - Accra-Kumasi Dualization
 - Accra-Cape Coast-Daboase Dualization
 - Kumasi South and Western Bypass
 - Kumasi Outer Ring Road
 - Peduase-Mamfe-Koforidua
 - Oyibi-Dodowa-Somanya-Akuse Jn. Road
 - Asutwale Junction-Volvo Bridge

- Eastern Corridor Road (Gbintiri-Kulungugu)
- Sawla-Wa
- **Bridges**
 - Buipe, Yapei and Daboya Bridges
 - Adawso-Ekyi Amanfrom Bridge
 - Obuasi, Juanayilli and Nawunui Bridges
 - Construction of 5No. Interchanges in the Greater Kumasi Metropolitan Area

19.0. MINISTRY OF SANITATION AND WATER RESOURCES

The Ministry of Sanitation and Water Resources (MSWR) exists to formulate and implement policies, plans and programmes for the sustainable management of the nation's water resources, the provision of safe, adequate and affordable water; provision of environmental sanitation facilities, effective and sustainable management of liquid and solid waste for the well-being of all people living in the country.

The Ministry was politically and bureaucratically headed by the following:

Minister	-	Hon. Cecilia Abena Dapaah
Deputy Ministers	-	Hon. Amidu Issahaku Chinnia (MP)
Chief Director	-	Mr. Noah Tumfo

19.1. List of Departments, Agencies, Public Boards and Corporations

Sub-vented Agencies:

- Community Water and Sanitation Agency (CWSA)
- Water Resources Commission (WRC)

Public Boards and Corporations:

- Ghana Water Company Limited (GWCL)

Schools under the Ministry:

- Accra School of Hygiene
- Ho School of Hygiene
- Tamale School of Hygiene

19.2. Sector Achievements:

A. Upper East Water Supply Project:

Phase 1 of the project was 98% complete and scheduled for commissioning in December 2021. Phase 2 of the project which focuses on the extension of transmission and distribution lines is about 90% complete. The total Project cost is €43 Million. (Phase 1 is € 36 Million, Phase 2 is € 7 Million). The expected population to be served is 347,000.

The project when completed will improve the reliability and sustainability of water supply to Navrongo, Bolgatanga, Paga, Bongo and their surrounding communities.

B. Review of Ghana National Water Policy:

As at 2020, Scoping workshops were held to seek the views of sector stakeholders on the issues that the revised policy should address. Other activities such as Terms of Reference for the revision of the policy, Inception meeting and the engagement of a consultant were done. In 2021, several consultative workshops including a meeting with the Parliamentary Select Committee on Works and Housing have been organised. The objective of the revision is to ensure that the policy is in harmony with the current thinking in the sector and to create an enabling environment to ensure that both national and international goals and targets, e.g., the Sustainable Development Goals, are achieved.

C. Restoration Scheme:

During the year under review, the Commission restored buffer zones in selected riparian communities within the Black Volta, White, Volta, Tano, Offin, and Densu basins with a variety of activities, including procurement of equipment. There was also the training of 252 nursery attendants in seven communities and planting of 16,937 tree seedlings. The objective of the programme is to restore degraded buffer around the river bodies and reduce the negative impact of human activities on the water bodies.

D. Landfills Decommissioning and Re-engineering:

The Ministry initiated the process to decommission and re-engineer the existing landfill sites at Kpone (Tema) and Oti (Kumasi) to transform and improve the management of municipal waste and the environmental conditions of the communities where they are located. In 2020, notable feats attained under this project include the signing of the Public Procurement Act approval, the engagement of a Consultant and a Contractor, and the completion of detailed engineering designs. Currently, work done are 97% and 70% at Kpone (Tema) and Oti (Kumasi) respectively.

E. Greater Accra Metropolitan Water and Sanitation Project (Water Component):

The Water Component of the Greater Accra Metropolitan Area (GAMA) project sought to improve access to potable water within the GAMA. Its implementation has improved access to potable water to over 420,000 people (equivalent to 85,000 Households) against a target of 250,000 people living in the GAMA. The achievement is as a result of about 282km length of distribution and service pipelines laid against a target of 150 km; undertaking about 10,242 New Service Connections as against a target of 3,500 and the establishment of Low-Income Consumer Support Unit (LICSU) in Ghana Water Company Limited (GWCL) to promote and sustain water supply delivery to Urban Poor.

F. Greater Accra Metropolitan Water and Sanitation Project (Sanitation Component)

The Sanitation Component of the GAMA project sought to improve access to basic sanitation within the GAMA. As at 2020, a total of 34,496 household toilet facilities were constructed to serve over 275,968 people in low-income communities representing 34,496 households in the GAMA of which most of the beneficiaries fall within the vulnerable and marginalized bracket. In

2021, additional 406 disability friendly, fit-for-purpose, gender sensitive institutional sanitation facilities for 260 beneficiary schools have been provided benefiting over 232,000 school pupils of low-income communities in the GAMA. Construction of a 4,000-household capacity simplified sewerage system in Ashaiman New Town and 900 household capacity simplified sewerage system to benefit households in Bankuman community of Tema Metropolitan Area have also been substantially completed.

19.3. Reforms:

The Ministry continued the following reforms during the period under review:

- Sector Information System (SIS) which sought to provide real time data to the water and sanitation sector since 2018.
- Automated Expanded Sanitation Inspection Compliance Form into Expanded Sanitary Inspection Compliance Application (ESICAPPS) since 2018. This reform sought to give an in-depth evidence of WASH data on all urban dwellers and promises to support WASH Planning and sustainable development
- Introduction of end-to-end Application service chain monitoring of septage emptying (ICESSPOOL) established since 2019 to track de-sludge vehicles from service points to final disposal sites and ensuring service providers comply with industry code of conduct
- Amendment of the Community Water and Sanitation Act 1998 (Article 564) since 2020 and sought to transform CSWA into a utility service organisation and to expand the scope of their services.

19.4. Sustainable Development Goals:

The SDGs that guided the operations of the Ministry is goal 4 and 6 which the specific attainment of the indicator of these goals are as follows:

Currently the performance of the sector on the various targets or indicators are as follows:

- Goal 4.3.1: Achieve universal and equitable access to safe and affordable drinking water for all: In year 2021, 85.8% of the population had access to at least basic drinking water services.
- Goal 4.3.2: Achieve access on 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: 23.7% of the population had access to at least basic sanitation services during the year.
- Goal 4.3.3: 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, as at the end of 2021, overall ambient (water quality index) is 57.8 (which is fairly good quality).

- Goal 4.3.4: 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
- Goal 4.3.5: Implement integrated water resources management at all levels, including through trans-boundary cooperation as appropriate: About 55% of the Integrated Water Resources Management (IWRM) was implemented across the country in year 2021.
- SDG Goal 6: Indicator 6: Ensure availability and sustainable management of water and sanitation for all. The indicator for measuring is proportion of investments in financing control structures, construction and technological improvements. The Ministry, in collaboration with the Ministry of Finance (MoF) will continue to solicit and identify alternative sources of funding to finance the construction of control structures.

19.5. Aftermath of COVID-19 (Impact on work process and performance)

To ensure that work was not interrupted, officers were provided with adequate logistics such as laptops, tablets, modems and portable mini-MiFi to work remotely.

Additionally, monitoring measures and strategies were put in place to track the performance of officers on a weekly and monthly basis. For example, timelines were set for delivery of targets and outputs. Although the Ministry effectively rolled out the flexible working schedule and adopted strategies such as virtual means of working through the use of Zoom, Microsoft teams, Skype and many others, the efficient performance of officers working at the workplace cannot be overemphasize as compared to working remotely. The variation in performance can be attributed to challenges such as unstable internet services, inadequate logistics and technological/virtual deficiencies.

However, as part of measures to curb the above challenges, adequate budgetary allocation has been made to provide more ICT logistics for officers and the organization of training workshops for officers to equip officers in the use of video conferencing applications such as Zoom and Microsoft Teams.

19.6. Financial performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	15,396,647.00	10,171,622.40	10,171,622.40	5,225,024.60
	Use of Goods & Services	20,808,920.00	13,528,038.65	13,528,038.65	7,280,881.35
	CAPEX	71,626,786.00	33,126,563.00	33,126,563.00	38,500,223.00
2	IGF	30,009,126.00	22,967,984.00	22,967,984.00	7,041,142.00
3	DEV'T PARTNERS e.g.,				
	DANIDA				
	JICA				
	World Bank				
	Others (DONOR)	423,091,631.00	279,209,080.00	218,209,080.00	143,882,551.00
	TOTAL	560,933,110.00	359,003,288.05	298,549,279.05	201,929,821.95

19.7. Challenges

Challenges encountered by the Ministry during the reporting period included:

a. COVID-19

The introduction of a flexible working hours due to the COVID-19 came with numerous challenges such as inadequate logistics and basic ICT equipment for working remotely. To address this challenge, adequate budgetary allocation has been made to provide more ICT logistics for officers and the organization of training workshops for officers to equip them on the use of video conferencing applications such as Zoom and Microsoft Teams.

b. Human Resources

Despite the numerous postings of officers by the Office of the Head of the Civil Service (OHCS) the Ministry is still challenge with adequate technical officers with the requisite knowledge on Water and Sanitation (WASH). Additionally, there exist the challenge of inadequate office space to accommodate the existing and newly posted officers.

To address the challenge of lack of office space, the Ministry is currently expanding its building to provide more offices for its staff as well as a conference room.

c. Cooperation and Collaboration

The absence of effective cooperation and collaboration with other state institutions working in the sanitation and water sector continue to be a drawback of the Ministry in making giant strides in the sector. To overcome these challenges, the Ministry has revived the monthly Sector Working Group meetings which brings together key actors in the sector to the same table to discuss water and sanitation issues.

d. Negative Attitude to Sanitation

Attitude to sanitation remains a major issue that continues to hamper the efforts of the sector. In most public spaces especially in the urban areas, people continue to dump refuse indiscriminately, leaving heaps of garbage and their resultant effects such as incidence of disease and flooding when these refuse choke waterways in some areas. To address this issue, the Ministry in collaboration with other key stakeholders such as UNICEF, is considering strategies that support the incorporation of WASH behavioural change trainings into institutional training curricula, as appropriate, at the relevant levels i.e., Educational Institutions and Health Institutions.

e. Limited Financial Resources

The issue of inadequate financial resources has been one major challenge, stemming from inadequate budgetary allocations and late releases to inadequate private sector support. There is therefore the need to create an enabling environment for the private sector to actively participate, support or invest in the sector.

19.8. Forward Look

In 2022, the Ministry and its Departments and Agencies will pursue the following projects:

- Wenchí, Keta, Sunyani, Damongo Tamale and Yendi Water Projects
- The Sekondi-Takoradi Water Supply Project
- Greater Accra Metropolitan Water and Sanitation Project (Water Component)
- Greater Accra Metropolitan Water and Sanitation Project (Sanitation Component)
- Establishment of a National Sanitation Authority
- STRABAG Water Supply Project also known as the Five Districts Water Supply Project Phase III
- Tarkwa Water Supply Project

- Fanteakwa- Bergoro Water Supply Project

20.0. MINISTRY OF THE INTERIOR

The Ministry exists to ensure internal security, stable and peaceful environment for sustainable national development through the initiation, formulation, monitoring and evaluation of policies, regulations and programmes relating to the protection of life and property; disaster prevention and mitigation; immigration, crime control, prevention and detection; safe custody, reformation and rehabilitation of prisoners.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Ambrose Dery, MP
- Deputy Minister - Hon. Naana Eyiah, MP
- Chief Director - Mrs. Adelaide Anno-Kumi

20.1. Agencies of the Ministry

Sub-vented Agencies

- Gaming Commission (GC)

Public Service Organizations

- 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)
- National; Identification Authority (NIA)

Public Service Boards

- Ghana Police Service Council
- Ghana Prisons Service Council
- Ghana National Fire Service Council
- Narcotics Control Commission's Board
- Ghana Immigration Service Council
- Ghana National Commission on Small Arms Board
- Ghana Refugee Board
- Ghana Auctioneers' Registration Board
- National Peace Council
- Ghana Gaming Commission Governing Board

20.2. Sector Achievements

A. Security Service Recruitments

The Ghana Police Service recruited Five Thousand (5,000) whiles the Ghana Prisons Service, Ghana National Fire Service, and the Ghana Immigration Service each recruited Two Thousand (2,000) personnel to ease the inadequate staffing issue in the Security Services. This initiative to a large extent helped reduce the level of unemployment in the country and increased the staffing levels of the security services to achieve their mandate.

B. Narcotic Control Commission Regulations

To give effect to the implementation of the Narcotics Control Commission Act 2020, (Act 1019) which was passed in 2020, the Ministry facilitated the development of the Narcotics Control Commission Regulations, 2021. The Regulations is before Parliament for consideration. The Regulations when passed would provide into details processes of addressing Narcotics issues, conditions of service of officers and any other issues pertaining to narcotics and psychotropic substances.

C. Securiport Border Control System

With the aim of addressing the defects with the current security systems at the Kotoka International Airport as well as other Airport and Land borders, the Ministry with help from the Ghana Immigration Service and the Ministry of Finance started work on the replacement of the current Personal Identification Security Comparison and Evaluation System (PISCES) and Security Border Management System (SBMS) with the Securiport Border Control System.

D. Community Service Bill

The introduction and consideration of the Community Service Bill in Ghana is aimed at addressing the issues associated with the incarceration of juveniles into the prison system for minor offences among others which the Criminals and other offenses (Procedure) Act, 1960 (Act 30) does not make enough room for alternative sentencing, particularly community service sentence which usually results in sentencing of minor offenders to incarceration or pre-trial detention.

In addressing the above and to receive the buy in of the general public, the Ministry conducted stakeholder engagement on “The Community Service Bill” following its initial submission to the Office of the Attorney-General for advice and is in the process of finalizing the bill for re-submission.

E. Streamlining of Private Security Organization

To improve service delivery, activities within the Ministry were streamlined. The Private Security Organization (PSO) activities were streamlined and officers trained and monitored for better performance. The media front was also monitored to identify and resolve clients’ concerns and complaints.

F. Procurement of Logistics for Security Agencies

The Ministry facilitated the procurement of critical logistics such as firefighting equipment for the Ghana National Fire Service, uniforms and accessories, vehicles and motor bikes for all the security services. The Ghana Immigration Service also procured some weapons to enhance their operations and medicals and equipment for their clinic.

20.3. Reforms

As part of the digitisation drive of the government, the Ministry in 2021, designed the Dual Citizenship Management Information System (DCMIS) to move the process from a manual to an electronic system. This will result in easy accessibility and retrieval of information on clients. The main challenge was financial constraints. The mitigating strategy was to include all financial expenses into the budget.

20.4. Sustainable Development Goals (SDGS)

SDG Goal 13 related issues (including COVID-19), featured prominently on the activities of the Ministry. The indicator for this was the production and dissemination of disaster management plans and standard operating procedures. The challenge involved the incidence of natural disasters. The mitigating strategies adopted was the establishment of disaster early warning, modelling and prediction mechanisms, and priority 1, 2 and 4 of the Sendai Framework Disaster Risk Reduction (DRR).

Also, Goal 16 of the SDG aligned with the Ministry's mandate. The indicator for this was the number of officers deployed for frontline duties. The challenge highlighted was inadequate personnel. The mitigating strategy put in place involved increasing the proportion of security personnel on frontline duties.

20.5. AFTERMATH OF COVID-19

The Ministry implemented the shift system for its staff during the period under review by way of making sure there were at least two (2) or three (3) staff presence in each Directorate/Unit each day.

All staff took a mandatory COVID-19 test after three officers tested positive for COVID-19 and were isolated for treatment. The Ministry was fumigated and all COVID-19 protocols strictly adhered to by both staff and clients. Information on COVID-19 and related health materials were shared and enforced.

Meeting and training of staff were held via the virtual applications; Zoom and Microsoft Office Teams.

20.6. Financial Performance

DSOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	3,290,801,702.28	3,188,868,001.96	3,188,868,001.96	101,933,700.32
	Use of Goods & Services	47,551,035.00	15,802,649.32	15,802,649.32	31,748,385.68
	CAPEX	35,220,000.00	13,436,280.37	13,436,280.37	21,783,719.63
2	IGF	37,308,836.00	53,827,782.92	53,827,782.92	-16,518,946.92
	TOTAL	3,410,881,573.28	3,271,934,714.57	3,271,934,714.57	138,946,858.71

20.7. CHALLENGES

The fundamental challenges that hindered the performance of the sector Ministry and its Agencies during the year under review were:

- Inadequate office and residential accommodation, which remains a major challenge to the Ministry and affecting the staffing requirement.
- Inadequate operational vehicles to successfully carry out the mandate of Ministry and its Agencies.
- Non-retention of part of Internally Generated Fund (IGF) for the Ministry and some of its Agencies.
- Inadequate water hydrants and non-existence of Fire Stations newly developed communities, have hampered operations of the Ghana National Fire Service (GNFS).
- Accumulated arrears in prisoners' ration at Ghana Prisons Service with increased risk of suspension of credit supplies and legal action.
- Absence of Informant and Intelligence Gathering System for action to be taken on Illicit Arms has made the work of the National Commission on Small Arms and Light Weapons (NCSALW) very difficult.
- Inadequate budgetary allocation, late/non releases of funds to some extent slowed down and halted the performance of some programmes and projects of the Sector Ministry and also resulted in the accumulation of arrears to suppliers.

20.8. FORWARD LOOK

The Ministry and its Agencies expects that, adequate funds will be provided and released on timely basis to implement the following key priorities and critical projects:

- Acquisition of land for the Ministry's ultra-modern office complex
- Completion of Border Patrol Residential Accommodation at Elubo for GIS
- Construction of 2number, 4 Storey, 24 Unit, 1Bedroom residential accommodation at Aflao for GIS
- Construction of Camp Prisons at Nsawam, Pomposo and Damongo for the Ghana Prisons Service
- Construction of Administration Block.2No. Dormitory Block, Isolation cell, Reception
- Multipurpose Hall for the Ghana Prisons Service
- Coordinate the laying of the requisite Legislative Instruments (LI) before Parliament for the operations of the Narcotics Control Commission
- Facilitate the procurement of Firefighting Equipment, Accessories and Utility Vehicles to enhance operational efficiency for the Ghana National Fire Service.

21.0. MINISTRY OF TOURISM, ARTS AND CULTURE

The Ministry of Tourism, Arts and Culture (MOTAC) exists to provide a firm, stable policy environment for effective mainstreaming of Ghanaian arts and culture into all aspects of national life, facilitate the interface between Government, implementing bodies in Tourism, Culture, and the Creative industries as well as international civil society partners.

The Ministry was headed politically and bureaucratic by the following;

- Minister Hon. Ibrahim Mohammed Awal (Dr.)
- Deputy Minister Hon. Mark Okraku Mantey
- Chief Director Mr. John Yao Agbeko

21.1. List of Agencies and Department

The Ministry has the following agencies;

Ghana Tourism Authority (GTA)

Hotel, Catering and Tourism Training Centre (HOTCATT)

Ghana Tourist Development Company (GTDC)

National Commission on Culture (NCC)

Bureau of Ghana Languages (BGL)

Ghana Museums and Monuments Board (GMMB)

National Theatre of Ghana

Kwame Nkrumah Memorial Park

W.E.B Du Bios Memorial Centre

National Folklore Board (NFB)

Pan-African Writers Association (PAWA)

Creative Arts Agency (CAA)

21.2. Sector Achievements

A. Increase tourism contribution to the Gross Domestic Product (GDP)

As a result of the covid-19 pandemic, inbound tourism recorded its lowest level of contribution to the economy of Ghana in 2020 with an amount of \$387.1M (-88.3%). However International arrivals had increased at the last quarter of October from 200,000 to 412,000 representing a 37 percent increase. Therefore, as part of efforts to increase tourism receipts through increased arrivals at tourist sites, the Ministry of Tourism, Arts and Culture launched the Domestic Tourism Campaign dubbed #EXPERIENCEGHANA, #SHAREGHANA. The campaign is designed to accelerate the pace of tourism recovery through a renewed focus on domestic and regional markets. It will create awareness, boost domestic tourism expenditure and revive the culture of travel among Ghanaians and persons in the sub-region. As part of the campaign a customized double-decker

tourist coach branded Aunty Deede and a Mummy Truck branded Bone Shaker were commissioned to undertake city tours within Accra as part of the domestic tourism agenda.

B. National Film Authority- Development of Film Hub

As of 2020 the Ministry in collaboration with the National Film Authority (NFA) inaugurated the Film Classification Committee (FCC) to benchmark film categorization, classification, standardization and preview of content intended for viewership.

In this regard, the Ministry through the government of the Republic of Ghana launched the Presidential Film Pitch Series. The Presidential Film Pitch Series is a film activation program in Ghana aimed at creating the platform for Ghanaian film makers with projects within the Ghanaian film ecosystem to engage investors, broadcasters, distributors, sponsors and platforms around the world for potential collaborations, sponsorship, investments, sales and advertising opportunities. 100 projects in the form of documentaries feature films, short films series games film infrastructure etc were received by the National Film Authority (NFA) last year from Ghanaian Film Entrepreneurs out of which 25 have been shortlisted. The goal is for each shortlisted project to close a deal that will bring it to fruition. The National film Authority is inviting investors, broadcasters and distributors to take advantage of these opportunities in the film market space.

The Ministry also undertook steps towards the construction of the National Film Village with a 700 acreage of land donated by Kunsu chief and 300 acres donated by Sekyere chief for the said construction.

C. Beyond the Return, Ghana 2020-2030 Impacts Tourism

Following the launching of the 7 Pillars foundation christen as “Beyond the year of return,” in 2020, President Nana Addo Dankwa Akufo-Addo officially swore in the Steering Committee for the ‘Beyond the Return’ initiative. ‘Beyond the Return’ is a 10-year campaign with the theme, ‘A decade of African Renaissance’. It is the follow-up to the successful ‘Year of Return’ campaign in 2019. ‘Beyond the Return’ is built on the foundation of seven pillars which are a response to the feedback received from the diaspora and Ghanaians during the ‘Year of Return’. The appointment of the steering committee would serve with the commitment to meeting the goals of all the seven pillars which are, Experience Ghana, Celebrate Ghana, Give Back Ghana, Brand Ghana, Diaspora Pathways to Ghana, Promote Pan African Heritage and innovation and invest in Ghana. This is against the background that despite the COVID -19 pandemic, the diaspora community continues to express its commitment to return to Ghana and Africa at large and Ghana by extension has opened its arms in welcoming the diasporas to be an integral part of Ghana's Culture.

D. Building capacity of hospitality and tourism personnel and allied institutions

Forty-seven student trainees enrolled were trained in the various programs offered at HOTCATT, creating a pool of qualified hospitality and tourism personnel at the lower, middle and supervisory levels, ready to enter the job market. The skills they acquired would impact guests' satisfaction,

the safety of both guests and employees towards transforming Ghana into a competitive tourism destination. The breakdown of the programmes and the students are as follows:

- Kitchen Skills (thirteen)
- Front Office Skills (eleven)
- House Keeping Skills (three)
- Restaurant Management (two)
- Food and Beverage Skills (Six)
- Tour Guiding Skills (ten)
- Banqueting, Conference and Event Management (two)

Besides, a three days' capacity training workshop for twenty-three (23) staff of Cocoa Research Institute of Ghana at Tafo in Excellent Customer Service Delivery and Food and Beverage Services was also organized. The training assisted the employees in learning new concepts, refreshing their skills, improving their attitude and boost productivity towards achieving their organizational goal.

E. National Tourism Destination Single Window Project (NTDSW)

The Ministry has also launched the National Tourism Destination Single Window Project (NTDSW) project. It is a consolidated portal, which has relevant information to the industry, for visitors and tourists about Ghana, such as business, tourism, service providers, geo-location, social media mapping among others.

The Single Window Project (NTDSWP) is aimed at tackling the following challenges in the tourism industry; low level of professionalism, insufficient funding/Underfunding, poor/undeveloped product and lack of visibility. The Project has been introduced as part of efforts to significantly improve revenue and to put Ghana on the map as a one-stop tourism destination domestically and internationally.

The project is targeted at promoting destinations, providing real-time data, enhancing service quality and broadening the scope and depth of the collection of the tourism levy.

F. Diversification of Tourism Products

The Ministry of Tourism, Arts and Culture under component III of the project, the site upgrade grant scheme has continued the process towards upgrading some selected tourism sites. Preparatory works are being finalized on the following site whiles some sites were duly completed and in operation:

- Kwame Nkrumah Mausoleum
- Mole National Park
- Shai Resort
- Kintampo Waterfalls iconic Site Phase 1
- Slave Heritage Museum

- Bonwire
- Axim (Fort St. Antonio)
- Slave Routes Project

Completed projects include:

- Akwamufie Museum
- Construction of Benin (Nzulezu Receptive Facility)
- Construction of Receptive Facility at Ankasa Game Reserve
- Renovation of Gwollu Receptive Facility
- Construction of Gushegu Smock Village

21.3. Reforms

Reforms undertaken by the Ministry in the year under review included:

- **The development of the visit Ghana App**

The official launch of the App was held at the University of Ghana Business School. Training of Regional Liaison Officers to help Operators sign up on the App during the period under review. The reform is expected to market and promote Tourism Businesses in Ghana

The key challenge towards its implementation has been the poor compliance on the part of Operators to sign up with all the needed details and the low publicity coverage for its implementation nationwide. Plans are underway to embark on a regional tour to educate and help Operators sign up on the App and to advertise the App on Traditional Media, Billboards, etc. as a mitigative measure.

- **Automated License Regime**

This initiative will facilitate the registration and licensing process and reduce the turnaround time for its issuance of Tourism License. Regional Directors and Inspectors across the Regions in the country were trained on the use of the platform, facilities data were cleaned up and sorted and uploaded onto the platform.

21.4. Sustainable Development Goals

The Ministry implemented the following SDGs in 2021

In line with Goal 4(4) to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all particularly on global citizenship education and education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment,

The Ministry highlighted the following as Status of Implementation

- The Ghana Tourism Society constituted tourism school clubs in various schools and educational institutions and also engage thousands of Ghana youths.
- An annual youth forum meant to bring the youth folk together as they showcase talents and productive skills of varied nature have been put in place. Through the colourful exhibition of fine traditional creative arts cultural music and dance, African poetry and drama, the youth in tourism festival or acronyms, YOTOFEST will officially advertise indigenous Ghanaian cultural heritage and tourism potential to the international community
- The CNC embarked on the formation of literary clubs in the Senior High Schools in the Ahafo Region.

Some challenges of its implementation were the lack of resources to organize youth Clubs, Lack of interest in the youth to participate in Tourism-related activities. As part of its mitigative strategies, the Ghana Tourism Authority will ensure the provision of resources for the fund to organize tourism clubs in schools.

In line with Goal 8(8) on the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, the Ministry operated specifically in line with indicator 8 on Tourism direct GDP as a proportion of total GDP and in growth rate and the proportion of jobs in sustainable tourism industries out of total tourism jobs The Ministry highlighted the following as Status of Implementation

- It continued its efforts to support the private sector in the tourism sector through its Enterprise Support and Tourism Sites and Destination Development Programmes of the Ghana Tourism Development Project (GTDP) following the approval of a credit facility from the International Development Association (IDA) of the World Bank Group. The initiative is aimed at providing Small and Medium Enterprises (SMEs) operating in the sector opportunities to improve their business
- A Memorandum of Understanding (MOU) was signed between the Ministry of Tourism Arts and Culture and the Eagles Group of Hotels to develop a training school in Takoradi to reduce the skills gaps and improve service standards. This is against the backdrop of the lack of quality service standards in the tourism industry
- Under component III of the project, the site upgrade grant scheme has continued the process towards upgrading some selected tourism sites. Preparatory works are being finalized on the following tourism sites Kwame Nkrumah Mausoleum, Mole National Park, Shai Resort, Kintampo Waterfalls iconic Site Phase 1, Slave Heritage Museum, Bonwire, Axim (Fort St. Antonio) and the Slave Routes Project. Some completed projects also included the Akwamufie Museum, Construction of Benin (Nzulezu Receptive Facility), construction of Receptive Facility at Ankasa Game Reserve, renovation of Gwollu Receptive Facility construction of Gushegu Smock Village amongst others.
- In line with Goal 12 of ensuring sustainable consumption and production pattern specifically on the number of sustainable tourism strategies or policies and implemented

action plans with agreed monitoring and evaluation tools the Ministry embarked on the following conducted baseline Monitoring and Evaluation(M&E) Survey and collaborated with the National Employment and Labour Relations has put together a National Green Jobs Strategy Implementation Plan 2021-2025. The purpose of the strategy and its sub-projects is to create an enabling environment, ensure effective policy coordination and promote the creation of decent green jobs.

The main challenge was the inadequate logistics to monitor the development and Low enforcement of regulations and standards. As part of the mitigating strategy to address the challenges the Ministry will ensure tourism planning in District plans to promote tourism, culture and creative Arts products development and develop sustainable eco-tourism, culture and historical sites. It also plans on eradicating emerging threats to tourism particularly sex tourism.

21.5. Aftermath Of Covid-19

As per the directives from the Head of Civil Service, staff was divided into two in each directorate to run a shift system. Also, some staff was asked to work from their homes via emails, phones, etc and another meeting was held on zoom cloud due to the observation of the social distancing protocols.

One of the best approaches that were adopted was the virtual approach to work, meetings, conferences and seminars. The management of the pandemic instilled some confidence and reassurance for staff to discharge their responsibilities with ease devoid of anxiety. It also offered staff the opportunity to observe some rest from heavy schedules.

One will say that; the virtual approach was a successful one. Even though people had to work from home, they were able to send their work through emails and also meetings were able to hold via zoom and other platforms. The fact that people had to work remotely also was a good approach to prevent and fight the spread across the office.

Even though work was ongoing during the flexible working hours, there were some challenges the ministry faced during that period. Some staff complained of unavailability of the internet in their home and that made it difficult to send and receive emails. It also made it impossible for them to join meetings via zoom. Some staff complained of inadequate computers and accessories to work from home.

The initiative was successful as the virtual approach to work has been institutionalized and works perfectly. Once challenges on internet connectivity is properly or adequately resolved, it will lead to a shift in remote work in the Civil Service.

21.6. Financial Performance

EXPENSE ITEM	2021 APPROVED BUDGET (A)	2021 REVISED BUDGET (B)	RELEASES 30TH SEP,2021 C	ACTUALS AS AT 30TH SEP,2021 (D)	VARIANCE (B-D)
GOG	56,436,576.00	56,436,576.00	42,327,432.00	40,685,549.00	15,751,027.00
IGF	961,838.00	961,838.00	850,000.00	829,473.00	132,365.00
Sub- Total	57,398,414.00	57,398,414.00	43,177,432.00	41,515,022.00	15,883,392.00
GOG	9,638,774.00	9,638,774.00	7,503,498.41	7,503,498.41	2,135,275.59
IGF	6,730,689.00	6,730,689.00	3,801,786.25	3,636,630.32	3,094,058.68
DP	4,824,757.00	4,824,757.00	8,712,395.27	8,712,395.27	-3,887,638.27
OTHERS (Ghana Cares)	100,000,000.00	100,000,000.00	20,000,000.00	12,500,000.00	87,500,000.00
Sub- Total	21,194,220.00	21,194,220.00	20,017,679.93	19,852,524.00	5,934,639.05
GOG					
IGF	2,669,513.00	2,669,513.00	911,536.00	824,556.00	1,844,957.00
DP	17,499,027.00	17,499,027.00	6,051,059.51	6,051,059.51	11,447,967.49
OTHERS					
Sub-Total	20,168,540.00	20,168,540.00	6,962,595.51	6,875,615.51	13,292,924.49
GRAND TOTAL	98,761,174.00	98,761,174.00	70,157,707.44	68,243,161.51	30,518,012.49

21.7. Challenges

The Challenges encountered by the Ministry during the period under review are;

a. Delay payment of Goods and Services, inadequate allocations of Goods and Services and Capital Expenditure (Capex) by the Ministry of Finance (MOFA)

Strategies put in place to avoid this in the coming year are to improve IGF to supplement the GOG and also to petition MOFA to increase our GOG allocations.

b. Inadequate of vehicles to undertake monitor and evaluate tourist attractions sites, programs and projects.

This issue has led to the slow progress of programs and projects within the Region and Districts since monitoring is not done frequently. The measure put in place is to purchase additional vehicles to support the Monitoring and Evaluation department with the help of the World Bank Project.

c. Inability to undertake critical Capacity building, motivation and training programs for the staff.

The Ministry is willing to collaborate more with the Office of the Head of the Civil Service (OHCS) and Public-Private Partnership for professional courses and training for staff members to acquire the requisite skills and personal knowledge to deliver their work output effectively and efficiently. Providing mentorship programs to help mentees gain confidence and build professional networks. The ministry to practice institutional development by aligning capacity-building programmes with organizational and culture and detailed monitoring and evaluation of work progress.

d. Completion of Phase II of BGL Renovation Works to Address Drainage Problems

The Phase II renovation work would involve the construction of two manholes for the toilets in the facility. the construction of a gutter to carry away the water that sweeps through the premise after every downpour. Again, it would construction of elevated platforms to stop water from entering the offices after every downpour.

e. Staffing The Bureau with Critical Staff with Ghanaian Language Background

Most of the language professionals have retired from active service without replacement of same. A situation which has affected the language sections of the Bureau with an average of one language professional manning a section, whilst in fact, a minimum of 3 professionals should have manned a language section.

21.8. Forward Look

The Ministry's strategic and top priority programmes and projects for 2022 outlined are;

- Development of the Greenwich Meridian/Centre of the world into a state-of-the-art tourist site with recreational and amusement facilities and proper design and landscaping.
- Nation-wide transformation of two tourist sites into iconic tourism attractions
Enhancement of Domestic and Regional tourism to increase arrivals to Ghana by 250,000 tourists
- Building the Capacity of staff in a "Back to Work" programme and collation of the sector HR data.
- Organizing the United Nations World Tourism Organisation (UNWTO) Day.

- Planning and organizing special events such as Paragliding, PANAFEST / Emancipation Day celebrations in collaboration with its Agencies.
- Promote the "See Ghana, Eat Ghana, Wear Ghana, Feel Ghana" campaign
- Renovation of the regional centres of national culture.
- Improvement of feeder roads to the tourist attractions to encourage more visits to attraction sites both domestically and internationally.
- Informal Tourism Plants.
- Tourism Quality Assurance Programme
- Organizations of Physical Literary Conferences, Seminars and Workshops in different parts of the African continent.
- Establishment of PAWA's Publishing Corporation and PAWA Congress to elect leaders. Organize the 4th Edition of Sanegbaa in respect of the International Mother Tongue Day (IMLD) & Translation of Public Education Materials on Covid-19 into Ghanaian and Cross Border Languages.
- Inauguration of Two PAWA's Writers Residency one each in a Francophone Country and another in an Anglophone Country.
- Establishment of PAWA's Regional offices in the 5 African Subregions of North, East, West, Central and South.
- Major International Conference for Writers of African Descendants
- Intensify marketing and sale of BGL Publications & Develop BGL Website content to sell Ghanaian language publications online
- Organize conferences, meetings and workshops on the development of Ghanaian Languages in respect of the UNESCO International Decade of Indigenous Languages (IDIL) 2022-2032
- Organize the 4th Edition of the Ghana Reading Festival Writers
- Translate and voice-over Covid-19 Presidential Addresses /Updates into Ghanaian Languages

22.0. MINISTRY OF TRADE AND INDUSTRY

The Ministry of Trade and Industry (MOTI) is the primary Government agency with the overall mandate for formulating, developing, implementing, monitoring and evaluating trade, industry and private sector enterprise policies in Ghana. This is being discharged within the context of the overall Government economic development plan set out in the 2017-2024 Coordinated Programme of Economic and Social Development Policies.

The Ministry was headed politically and bureaucratically by the following:

Minister	-	Hon. Alan Kwadwo Kyeremanten
Deputy Minister (s)	-	Hon. Michael Okyere Baafi
	-	Hon. Herbert Krapa
	-	Hon. Dokua Asiamah-Adjei
Ag. Chief Director	-	Patrick Yaw Nimo

22.1. Agencies under the Ministry:**i. Sub-Vented Agencies**

- Ghana Export Promotion Authority (GEPA)
- Ghana Standards Authority (GSA),
- Ghana National Procurement Agency Limited (GNPA)

ii. Public Boards and Authorities

- National Board for Small Scale Industries (NBSSI)
- Ghana Free Zones Authority (GFZA)
- Ghana International Trade Commission (GITC)
- Central Region Development Commission (CEDECOM)
- Gratis Foundation of Ghana

iii. State Owned Enterprises

- Ghana Trade Fair Company Limited (GTFC),
- Ghana Heavy Equipment Limited (GHEL),
- GIHOC Distilleries Company Limited
- Volta Star Textiles Limited
- Northern Star Tomato Company Limited.

22.2. Sector Achievements:**A. One District One Factory Initiative**

The total targeted projects for the Ministry as at 2020 were 232 projects while that for 2021 was 308. Since the beginning of the Programme in 2017 to date, a total of 278 1D1F projects

are at various stages of implementation. Out of the total number, 106 companies are currently in operation, 148 are under construction and 24 are pipeline projects. The companies that are currently operational have created a total of 156,782 direct and indirect jobs, 17,451 of which were created in 2021. It is expected that the completion of 1D1F projects currently under construction and the pipeline projects will create an additional 131,817 direct and indirect jobs.

B. Strategic Anchor Industries Initiative

The Strategic Anchor Industries Initiative is 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 is designed to attract investment into new strategic industries necessary for the structural transformation of the economy from an agrarian economy to an industrialized economy. The key strategic industries under the initiative are the automobile and pharmaceutical manufacturing and the garment and textiles industry: Highlights of some of the milestones of these industries just to mention but a few are as below:

- 401 Sinotruck vehicles including *Tipper Truck, Oil Tanker Truck, Trailer Heads, Water Tanker Truck, CIMC Flatbed and Wheel Loader* have been assembled as at August 2021
- 103 **Kantanka** vehicles made up of *Nkunimdie SUV, Omama Pickup, Onantefo 4x4, Pickup/SUV, Otumfuo SUV and K71 Small SUV* have been assembled to date
- Toyota Tsusho Manufacturing Company was commissioned in June 2021 to assemble Toyota and Suzuki brands of vehicles under the Ghana Automotive Development Programme
- One (1) large scale state-of-the art WHO GMP Certified manufacturing plant near completion
- 111 Garment Companies supported under the PPE Production component of the Ministry's Garments and Textiles Development Initiative produced 23 million nose masks for the Ministry of Education

C. Industrial Parks and Special Economic Zones Development

Industrial Parks and Special Economic Zones (SEZs) are a key pillar of Government's Industrialization Agenda to improve access to land, utilities and business support services for the private sector. Under the Ghana Economic Transformation Project, the Ministry of Trade and Industry initiated the process of developing a policy framework, regulatory mechanism and institutional structure to support the establishment of Industrial Parks and Special Economic Zones in the country during the period under review. Additionally, surveys on industrial cities and lands were near completion or completed during the period.

Also, during the period, the Ghana Free Zones Authority (GFZA) continued with the implementation of the free zones programme, aimed at promoting economic development

and providing regulations for free zones and related purposes. The Special incentives under the Free Zones Act resulted in the generation of a total export revenue of **US\$424,605,405.59** as at August 2021. Furthermore, the Capital investments by Free Zone enterprises amounted to **US\$75,394,149.00 with the creation of 30,189 jobs.**

D. African Continental Free Trade Area

Trading under the African Continental Free Trade Agreement (AfCFTA) commenced on the 1st of January 2021, and Ghana was the first country in Africa to export under AfCFTA. A comprehensive National Policy and Action Plan for harnessing the benefits of AfCFTA was developed and implemented. It included an Enterprise Support Programme aimed at assisting medium-to-large scale companies in Ghana to export to the AfCFTA Market. The facilitation Programme for Companies Exporting under AfCFTA was launched (Market Expansion Programme) in March, 2021.

The implementation of the programme is being coordinated by the newly established National AfCFTA Coordination Office and the Ghana Export Promotion Authority (GEPA). 180 companies were identified to receive support to export to markets under the AfCFTA and other Preferential Trade Agreements, particularly the Interim Economic Partnership Agreement (iEPA) between EU and Ghana, and the Interim Trade Partnership Agreement (iTPA) between UK and Ghana. The implementation of both the EU-Ghana iEPA and the UK-Ghana iTPA commenced in July and October 2021 respectively.

E. Training of Graduate Apprentices and Provision of Start-up kits

Under the micro, small and medium enterprises development programme, the Ministry trained **1,230** existing GEA A2E graduate apprentices comprising 1,011 females and 219 males in entrepreneurship (Start Your Business) workshops. Out of this number, 920 were given start-up kits to start their businesses. Start-up kits provided were under vocations or trade areas such as auto electronics, baking and confectionery, dressmaking, barbering, hairdressing, leatherworks, and welding. This enhanced the skills of these apprentices and helped bridge the unemployment gap in the country.

22.3. Reforms

Business Regulatory Reforms (BRR) programme which has been in existence for the past 3 years saw the development of an interactive web-based Consultations Portal to facilitate centralized consultation between government institutions and the private sector on policies and regulations. This initiative improved the consultations between the Ministry and clients in the light of the COVID-19 pandemic.

The challenge encountered was that most often have their own activity plan which does not always fall into the planned activities of the Business Regulatory Reform (BRR) Programme. As such, it is feared that RIs may not be fully committed to implementing the BRR programme. A mitigative strategy the Ministry recommends, is the need to establish a higher authority (Steering Committee)

that will have the mandate to enforce Ministries to fully implement the programme and the development of a sustainability plan geared towards securing legal backing for the BRR.

22.4. Sustainable Development Goals (SDGs)

In line with goal 9, the Ministry during the period under review ensured that Industries were fairly distributed across the country through the implementation of the One District One Factory initiative. The target for year 2021 was 308 and till date a total of 278 1D1F projects at various stages of implementation had been implemented by the Ministry. The programs major challenge was the unavailability of Business promoters in some Districts, as a mitigative measure, the Ministry in collaboration with Government plans to mobilize resources for the establishment of factories in these Districts.

22.5. Aftermath of COVID-19

In its bid to weather the COVID-19 storm, the Ministry continued unabated to implement the Business Continuity Plan to ensure that it was on course to deliver on its mandate for the 2021 fiscal year. The implementation of the Business Continuity Plan with support from government was to curb the spread of the virus. It was premised on the Public Service Commission Human Resource Manual, section 9.3.5 which states that notwithstanding the provisions in 9.3.4, it may be operationally advantageous to implement work schedules for public servants that differ from those specified above. Any special arrangement maybe at the request of either the head of the organization or public servants and must be mutually agreed.

As part of the development of the Business Continuity Plan, the Ministry for a second year running 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 under-listed were the strategies implemented by the Ministry to mitigate the pandemic:

i. Reduction in Meetings and observance of social distancing protocols

In 2021, in view of the discovery of new variants of the virus notably that of Delta and Omicron, the Ministry resorted to the holding of solely meetings adjudged as part of the critical areas. They were organized in an environment that ensured the observance of social distancing protocols.

ii. Virtual Platforms

Management meetings took place on virtual platforms. Teams were also encouraged to hold virtual meetings. Data and other relevant equipment were provided to staff to aid in their work.

iii. Workplace Contingency Schedule

Teams developed two (2) groups/streams of staff. These teams worked for two weeks at home. The team leaders prepared staff contingency schedules and ensured their enforcement.

iv. No Visitors

The Ministry tried as much as possible to minimize personal visits while encouraging the use of virtual official communication.

v. Symptom Alert System

Staff with symptoms were mandated to immediately report to the Director HR or Director Administration. The list of phone numbers of all staff was updated to include members of staff from the erstwhile Ministry of Business Development (MOBD) of which the intent was to aid in contact tracing when necessary.

vi. Isolation Room

The Web Based Gallery has been designated as an Isolation room for the Ministry.

The Ministry's implementation of the Business Continuity Plan can be termed as a success, albeit with the tacit support of the political and administrative heads of the Ministry. The most challenging aspect of implementation had to do with engaging the various business associations on the policies the Ministry was implementing.

22.6. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D=(A-B)
Compensation of Employees	64,605,110.00	63,880,893.77	63,880,893.77	724,216.23
Use of Goods & Services	110,164,276.00	41,400,759.99	41,400,759.99	68,763,516.01
CAPEX	99,550,800.00	80,570,249.67	32,086,762.07	67,464,037.93
IGF				
Compensation of Employees	10,082,148.00	15,152,848.45	15,152,848.45	- 5,070,700.45
Use of Goods & Services	68,822,053.00	65,269,579.04	65,269,579.04	3,552,473.96
CAPEX	41,056,106.00	30,336,825.74	4,422,099.71	36,634,006.29
DEV'T PARTNERS				
Compensation of Employees	-	-	-	-
Use of Goods & Services	27,028,000.00	27,000,000.00	26,084,906.64	943,093.36
CAPEX	108,209,503.00	82,450,000.00	62,977,578.60	45,231,924.40
TOTAL	529,517,996.00	406,061,156.66	311,275,428.27	218,242,567.73

22.7. Challenges

- **Appropriation for Capital Expenditure (Capex)**

The Ministry and its implementing agencies were not allocated adequate capital expenditure for the fiscal year. 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 are in need of renovation /facelifts.

The Ministry will continue to engage with the Ministry of Finance to bridge the severe CAPEX funding gap of the Ministry and its Agencies.

- **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.

The Ministry has set up an Industrial Data Committee involving various stakeholders (both public and private) to develop an appropriate mechanism for collecting data in a more sustainable manner.

- **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.

The Ministry will continue to collaborate with the Office of the Head of Civil Service (OHCS) to ensure the recruitment of staff with the requisite expertise to support the Ministry in the delivery and coordination of high priority policy initiatives.

- **Inadequate Financing for Trade and Industrial Development Programmes**

Industrial development is capital intensive and requires long term steady financing to make industries competitive and to harness the benefits of the AfCFTA and other preferential trade agreements. However, most local financial intermediaries do not have products designed to suit industrial development. Government therefore, is required, at this level of our industrial development to provide incentives in respect of interest subsidies, exemptions, access to well-developed land, regulatory reliefs, provision of business development services, support to technology and innovation and market access facilitation.

However, there is inadequate funding for the implementation of these trade and industrial support mechanisms which are necessary for the achievement of government's Industrial Transformation Agenda. Some of the mitigating strategies are the provision of dedicated financing, to expand government support under the interest subsidy scheme for the establishment of new industries and support distressed but economically and commercially viable industries, support business promoters in deprived districts among others.

22.8. Forward Look

The Ministry envisages the following programs in year 2022:

- **One District One Factory Initiative**

The Target for 2022 is 45 new 1D1F Projects to commence implementation in 2022. This will bring the cumulative total of 1D1F projects at various stages of implementation to **323** by the end of 2022. Key activities to be undertaken include:

- Provide Interest Subsidy to 29 out of the 45 new 1D1F projects
- Provide Interest Subsidy to 66 existing 1D1F Companies
- Provide seed financing to establish 16 1D1F companies in 16 districts without active business promoters
- Provide working capital financing to operationalize 58 Enable Youth 1D1F companies Provide Working Capital financing to operationalize 5 CUF 1D1F companies
- Organise 2022 National 1D1F Forum and Exhibition (Accra and Kumasi)
- Provide Technical Support to 1D1F Initiative
- Undertake Monitoring and Evaluation, Communication and Visibility activities

- **Strategic Anchor Industries**

The Ministry in 2022 will continue to implement the Ghana Automotive Development Policy to continue efforts aimed at establishing a robust automotive manufacturing/assembling in Ghana. government will facilitate the establishment and commencement of commercial production of four (4) new assembly plants, namely Nissan, Kia, Hyundai and Renault.

Pharmaceuticals Manufacturing is a key component of the Industrial Transformation Agenda of government. In 2022, efforts will be channelled towards attracting new investments in the production of pharmaceutical products targeting especially the AfCFTA.

- **Special Economic Zones and Industrial Parks**

The investor community will be supported to access readily available industrial lands for industrial and economic activities across the country. Additionally, government will support the development of the 5,000-Acre Greater Kumasi Industrial Park and Special Economic Zone. The specific activities to be undertaken under this initiative include:

- Undertake Proprietary Studies and Survey to establish crop compensation for land owner.
- Strengthen the capacity and legal framework of the Ghana Free Zones Authority (GFZA).

- Draft a National Policy and Regulatory Framework on Industrial Parks and Special Economic Zones in line with Ghana's Industrial Transformation Agenda and international best practice.
- **SME Development**

The target for 2022 is to expand access of business development services to SMEs at the District level. This is aimed at helping SMEs to improve the managerial and technical competencies and position them to play a critical role in harnessing the benefits of AfCFTA.

The Ministry will strengthen the capacities of **67** Business Resource Centres (BRCs) and 31 Technology Solution Centres (TSCs) to support industries in the districts.

- **Implementation of the African Free Trade Area (AfCFTA) Agreement**

In 2022, support interventions will be implemented to empower the private sector to harness the benefits of the AfCFTA. Additionally, seed funding will be provided to capitalize GNPA Limited as the first Export Trade House to promote and distribute Made in Ghana products to the AfCFTA market. Preparatory and coordination activities will be conducted towards the organization of the 2023 Intra-Africa Trade Fair (IATF 2023) in Ghana.

- **Business Regulatory Reforms (BRR) programme**

The Ministry will continue to implement the BRR programme with the aim of improving the business and investment climate in the country. Consequently, partner institutions will be supported to undertake reform initiative to improve on the service delivery processes.

23.0. MINISTRY OF TRANSPORT

The Ministry of Transport has been realigned with the merger of the then Ministry of Aviation and is now responsible for maritime, inland water transport, aviation and road transport services. It exists to provide 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. It is supported by fourteen (14) Agencies that implement government's policies, programmes and projects.

The political and bureaucratic leadership of the Ministry were as follows:

- Minister - Hon. Kwaku Ofori Asiamah
- Deputy Ministers - Hon. Alhassan Suleman Tampuli
Hon Federick Obeng Adom
- Ag. Chief Director - Mrs. Mabel Sagoe

23.1. Agencies of the Ministry

The Agencies of the Ministry are as follows:

Sub-vented Agencies

- National Road Safety Authority
- Government Technical Training Centre

Public Service Organisations

- Regional Maritime University

Public Boards and Corporations

- Ghana Civil Aviation Authority
- Ghana Airports Company Limited
- Metro Mass Transit Company
- Intercity STC Coaches Limited
- Volta Lake Transport Company Limited
- Ghana Maritime Authority
- Ghana Shippers Authority
- Tema Shipyard Authority
- Drivers and Vehicle Licensing Authority

23.2. Sector Achievements

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

Expansion works on both the Kumasi and Tamale Airports were initiated in 2018 as part of efforts to upgrade and enhance aviation infrastructure and services in the country. The Kumasi Airport phase II scope of works involves the extension of the runway from the current 1,981 metres to 2,300 metres and the construction of a new terminal building with the capacity to handle 1 million (1,000,000) passengers per year. The Phase III also comprises, the expansion of the Terminal Building and construction of passenger boarding bridges and other ancillary works. Both phases as at end of December, 2021 were 92% and 37.8% completed respectively. With regards to the Tamale Airport Phase II Project, works progressed reaching approximately 72% completion. The Project consists of the construction of a Terminal building of approximately 5,000m², a multi-purpose facility which could also be used for Hajj purposes an access road, car park and other airport facilities.

B. Development of an Airport in either the Central Region, Western Region or In Between the Two Regions

As part of government's policy to establish an airport/airstrip in each of the regions to boost tourism and trade, the Ministry commenced a feasibility study to determine a suitable location for the development of an airport in Cape Coast in the Central Region, Takoradi in the Western Region or in between the two (2) regions. A draft Inception Report was submitted by the consultant and reviewed by the Ministry during the period under review.

C. Development of Coastal Fishing Land Sites

The Ministry for the period under review continued with the construction of twelve (12) landing sites and the construction of two (2) fishing harbours at Jamestown and Elmina which is aimed at ensuring safe launching and landing of artisanal fishing canoes and creating and maintaining hygienic environments. The progress of marine works at the various site at the end of December 2021 were; Axim 82.00%, Dixcove 81.00% Moree 82.00%, Mumford 80.00%, Winneba 29.00%, Senya Beraku 92.00%, Gomoa Fete 90.20%, Teshie 92.50%, Keta 6.00%, Jamestown 35.00%, Elmina 25.00%, Mfantseman 50.00%, Otum 51.00% and Osu 70.00%.

In addition, some complementary projects such as Health Posts, Multi-purpose Market facilities have been identified by the beneficiary communities to be constructed as part of the overall development of the Coastal Fish Landing Site Project. Monitoring Activities were undertaken to ascertain the progress of works at the various sites.

D. Volta Lake Transport Improvement Project

To position the Volta Lake as a major transport artery as part of the Eastern Corridor Multimodal Transport Project, the Ministry commenced two (2) feasibility studies with funding support from the World Bank under the Transport Sector Improvement Programme and Korea Exim Bank under

the Economic Development Cooperation Framework Agreement. The Korean Exim Bank support sought to assess the conditions of the cross-lake ferry services while the World Bank support considers the overall development of the Volta Lake. The World Bank supported study focused on the overall development of the Volta Lake while the Korean Exim Bank support sought to assess the conditions of the cross-lake ferry services.

Under the review year, the Inception, Survey Data, Draft Feasibility Study, Draft Final reports and the Final Report of the World Bank supported study were submitted by consultants to the Ministry. The Korean Exim Bank supported feasibility study identified a number of infrastructural projects including the development of ten (10) landing stages, accommodation, reception facilities at Yeji, Makango, Kojokrom, Kete-Krachi, Dambai, Dodoikope, Kpando Torkor, Agordeke, Akateng, Kwame Dwamena and supply of five (5) vessels. A loan request was subsequently submitted to the Ministry of Finance for onward submission to the Korean Government for consideration.

E. Road Safety

The Ministry through the National Road Safety Authority in collaboration with media houses embarked on intensive road safety campaigns aimed to reverse the rising trend in road traffic crashes in the country. With the passage of the National Road Safety Authority Act, 2019, (Act 993), regional consultative meetings on draft regulations to give effect to the Act were completed in 2020. For the period under review, key interest groups were engaged and draft regulations finalized by the Office of the Attorney General and Ministry of Justice for submission to the Parliamentary Select Committee on Subsidiary Legislations.

Additionally, the Road Traffic Act, 2004 (Act 683) and the Road Traffic Regulation, 2012, L.I.2180 are undergoing review to address some implementation challenges as well as incorporate innovations in the management of the road transport services. A Memorandum on proposed amendments to the Act 683 was prepared and submitted to Cabinet for consideration.

F. Renewal of Fleet for the Metro Mass Transit Limited (MMTL)

The Ministry pursued a programme to gradually renew the fleet of MMTL to ensure the continuous provision of mass transportation services. Contract was awarded to VDL Bus Roeselare for the supply of 45no. Intercity Buses. In addition, procurement process was completed and Contract signed for the supply of additional 55no. Intercity buses to MMTL. Value for Money Assessment also commenced on the supply of 300no and 200no. Intercity buses for the MMTL and Private Sector Operators.

23.3. Reforms

- **Systems Integration, Enforcement, Entrenchment and Data Analytics (SEED)**

As part of measures to improve service delivery in driver licensing and vehicle registration, the Ministry through the Driver and Vehicle Licensing Authority (DVLA) implemented a number of

reforms with focus on four strategic pillars namely: Systems Integration, Enforcement, Entrenchment and Data Analytics which has been dubbed “SEED”.

The model framework for the roll out of “SEED” composed of three key words known as Consolidate, Reinforce and Monitor (CRM) to guide the continuous implementation of projects and programmes under the “SEED”. Key activities undertaken under this initiative were as follows

- **Digital Vehicle Records**

The Ministry completed the digitization of vehicle records from 1995-2016 and commenced the programmed scanning and validating of vehicle records spanning 2017-2020 during the period under review. This initiative when completed will serve as Vehicle Database and would allow clients to easily access information online. It will also allow data captured to be integrated with other existing databases for service delivery.

- **New Vehicle Registration System (VRS)**

The new Vehicle Registration System (VRS) has been deployed at all DVLA vehicle registration centers. Vehicles registered through the VRS system are expected to be issued with electronic cards that are digitally readable. This system is to replace the manual registration currently being operated by the DVLA.

23.4. Sustainable Development Goals

The Ministry’s operated based on SDG 3.6, 11.2 and 13.2 during the period under review:

- **SDG 3.6: By 2020, halve the number of global deaths and injuries from road traffic accidents.** There has been enhanced road safety awareness and education at lorry terminals, radio, TV and the print media aimed at reducing death rate due to road traffic injuries. The Ministry launched both the ‘Arrive Alive’ and ‘Stay Alive’ campaigns to improve road safety awareness and education.
- **SDG 11.2: By 2030 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.**

A Contract was signed to procure a total of 100 new buses for use by the MMTL.

- **SDG 13.2: Integrate climate change measures into national policies, strategies, and planning**

Consultancy services for the development of E-Mobility Policy, incorporating implementation framework and scale up electronic vehicles in Ghana is currently ongoing.

23.5. Aftermath of Covid-19

Following directives by the Office of the Head of Civil Service for Ministries to introduce flexible working hours as a measure to combat the spread of Covid-19, the Ministry adopted the flexible work schedule system for workers of the Ministry. The system run from January to December 2021.

- **Availability of logistics**

The Ministry ensured the provision of laptops and wireless connectivity to Officers and adopted electronic means of delivering most of its mandates.

- **Strategies adopted to monitor work from home**

The main system of monitoring performance of staff who worked periodically from home was the Staff Performance Appraisal System. Under this, the documented targets set for staff was closely monitored and supervisors interacted more with their appraisees concerning the progress of work. Officers with specific challenges were readily assisted to ensure a seamless transition into remote working.

- **Assessment of targets being achieved as compared to working from the office**

The mid-year Staff Performance Appraisal Report (SPAR) gave an indication of the performance of staff under the new circumstances. As compared to the previous year which saw about a 95% achievement of targets as of mid-year of 2020, 2021 saw a slight reduction in the figure to about 90% exactly as of mid-year. This meant that some staff could not readily adjust to this new way of working. The annual report of the SPA is expected to give a conclusive report on the overall performance of staff during the reporting period

Challenges faced by the Ministry during the implementation of the workplace was that some staff flouted the schedule for remote working on the basis of requiring a conducive work environment due to the pressure of the workload at the office. Other issues that impeded the process, included poor internet connectivity and inadequate equipment for remote working.

Some mitigative strategies to be adopted by the Ministry is to enforce the maximum occupancy directive with sanctions for offenders, if possible, to ensure strict adherence to it. In addition, steps would be taken to provide laptops in place of desktop computers for other staff. The transition from desktop computers to laptop computers is therefore highly encouraged in preparation for future disruptions in normal work schedules.

Internet connectivity challenges which may seem out of control could be avoided by scheduling meetings outside the normal working hours when connectivity is faster with less “traffic” in terms of number of users. This has proven effective in other parts of the world and could be readily adopted to save the situation.

23.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	8,911,285	6,671,236.50	6,671,236.50	2,240,048.5
	Use of Goods & Services	10,845,419	7,348,300.58	1,267,744.68	3,497,118.42
	CAPEX	27,350,000.00	19,356,000.00	0	7,994,000.00
2	IGF	176,000,763.00	119,797,259.08	119,797,259.08	2,240,048.5
3	DEV'T PARTNERS e.g.,				
	Donor Pool	434,731,730.00	234,384,930.91	234,384,930.91	200,346,799.09
	TOTAL	657,839,197.00	387,557,727.07	362,121,171.17	270,281,469.9

23.7. Challenges

The Challenges encountered by the Ministry during the period under review were:

a. Inadequate office space to accommodate the increase in staff strength

There is inadequate office space to accommodate most of the Ministry's manpower needs. This has forced the Ministry to increase the number of workers working remotely to avoid over crowding

b. Absence of a functional Project Implementation Unit (PIU)

The absence of a functional Project Implementation Unit (PIU) in the Ministry to coordinate project activities in the sector affected the efficient management of sector projects. The PPME Directorate is performing the functions of the PIU in the interim now until a Project Implementation Unit is created.

c. Inadequate Office Equipment

The inadequate provision of office equipment especially computers to some staff to effectively carry out official assignments hindered efficient and effective performance and service delivery.

23.8. Forward Look

The Ministry's strategic and top priority programmes and projects outlined for 2022 are:

- Complete the feasibility study and engage a Strategic Partner to partner government in the development of an airport in either the Central or Western Region.
- Expansion of Regional Airports (KIA, Kumasi, Tamale, Sunyani)
- complete and commission the phase II of the Kumasi and Tamale airports as well as the Sunyani airport Phase I
- Continue the remaining part of the Kumasi Airport Phase I
- Commence work on the Sunyani airport phase II
- The Ministry will pursue the engagement of a Strategic Partner with the technical, financial, and managerial capacity to fully complete and operate the Oil and Gas Terminal at Takoradi.
- Ensure the completion of the consultancy assignment on the feasibility study to inform on the options to develop the Volta Lake as a major multimodal transport system.
- Seek parliamentary approval to review the Road Traffic Regulations, 2012, L.I.2180.
- Pursue the development and passage of the National Road Safety Authority Regulations into law.
- Continue to pursue the Fleet Renewal Programme to ensure the continuous provision of mass transportation services at a relatively cheaper cost to the public
- Complete the development of E-Mobility Policy framework to guide importation and use of E-Vehicles in Ghana whilst efforts are put in place to come out with a Policy document.

24.0. MINISTRY OF WORKS AND HOUSING

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 over the period were as follows;

- | | | |
|---------------------|---|--------------------------------|
| • Sector Minister | - | Hon. Francis Asenso-Boakye, MP |
| • Minister of State | - | Hon. Freda Prempeh, MP |
| • Deputy Minister | - | Hon. Abdulai Abanga, MP |
| • Chief Director | - | Mr. Solomon Asoalla |

24.1. Lists of Agencies and Departments

Civil Service Departments

The Ministry has the following Departments;

- Department of Rural Housing
- Public Works Department (PWD)
- Rent Control Department
- Hydrological Services Department

Sub – vented Agencies

The sub – vented Agencies under the Ministry are;

- Engineering Council
- Architects Registration Council

Public Service Organizations

- State Housing Company Limited
- Architectural and Engineering Services Limited
- Tema Development Company Limited

Public Boards

- Public Servants' Housing Loans Scheme Board

24.2. Sector Achievements

A. Ghana Hydrological Authority Bill, 2021

The Ghana Hydrological Authority Bill was approved by cabinet and has been submitted to Parliament for consideration. The bills are to establish the Ghana Hydrology Authority (GHA) as the state institution responsible for the planning, design, execution, operation and maintenance of flood control mechanisms, coastal engineering works, sewerage works, drainage improvement works, river development works, operational and applied hydrology in the country.

B. Building Regulations, 2021

Following the launch of the Ghana Building Code on the 31st of October, 2018, the Ministry commenced the process of amending the Building Regulations (LI 1630) of 1996 to reflect the revised Building Code. The revised Regulations was submitted to Parliament and is currently awaiting consideration.

C. Ghana Housing Authority

The Ministry submitted to Cabinet, a Memorandum for policy approval on the Bill to establish the Ghana Housing Authority (GHA) as the state institution responsible for the planning, design, execution, monitoring and evaluation of housing programmes across the country. The bill is awaiting approval from Parliament.

D. Axim Coastal Protection Work

In September 2018, the Coastal Protection Project was awarded to protect land, life and properties and further erosion of the Axim Coastal stretch, which was eroding at an alarming rate due to strong waves. As at 31st December, 2020, the project was 100% complete with calm restored along the Axim coastline.

Breakwater Structures that have Created Calm Landing Bay at Axim



The Completed Revetment Wall with Lateritic Backfilling at Amanful K



E. Amanful Kumah Coastal Protection Works

The Amanful Kumah Coastal Protection Works was also awarded in January 2018 to protect the land, prevent further erosion and protect life and property along the beach at the Dixcove Amanful Kumah in the Western Region. This protection works was necessitated because of the alarming rate of erosion at

the coastal stretch due to strong waves. The project as at end of 2021 was 100% completed.

F. Completion of Construction of 16~~N~~ Apartments under the Club House Redevelopment Project

State Housing Company Limited (SHCL) continued and completed the construction of Club House Redevelopment Project which entailed the construction of 16 units of 2-bedroom and 3-bedroom apartments to provide adequate, safe, secure, quality and affordable housing at Adenta. As at December, 2021 the project was 100 % completed.

G. Completion of the Kpone Affordable Housing Project

The Kpone Affordable Housing Project was handed over to TDC Development Company Limited in 2015 for completion. Through a partnership arrangement with a private company, the TDC Development Company initiated the construction of an additional 150 Blocks made up of approximately 3,016 housing units at the site. As at 31st December, 2020, the Company had completed a total of 312 housing units under the first phase of the Project and by the end of 2021, the project was about 30% completed.



Some of the Completed Blocks of Affordable Housing at Kpone – Phase I

24.3. Reforms

Reforms undertaken by the Ministry were centred on Capacity Building and IT initiatives. The reforms included the Public Service Integrity Programme (PSIP) under the National Anti-Corruption Action Plan, Sensitization on the Right to Information (RTI) Act, 2019 (Act 989), the Continuous Professional Development (CPD) Programme, Structured Coaching and Mentorship programmes and the Ministry of Works and Housing E-Learning Platform (MWHLP) which was created to address the training gaps of the Ministry

Additionally, the E-Feedback and E-Leave Application which are geared towards improving the services of the Ministry were also implemented.

24.4. Sustainable Development Goals

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

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

The indicators for measuring this SDG are Proportion of Investments in financing control structures, construction and technological improvements, Number of Drainage Master Plans prepared; regional and District, Kilometres of drains constructed; primary, secondary, Number of household units provided nationally (thousands); urban and rural households, proportion of people living in slum areas and number of slums/ zongo communities upgraded.

The Ministry made some progress in investments for the construction of control structures as well as the construction of primary and secondary drainage channels. However, access to funding

limited efforts at preparing drainage master plans and expanding the drainage construction programme.

24.5. Aftermath Of Covid

For the period under review, the Sector made some significant gains in integrating new procedures and processes to meet its planned targets which included the extensive use of ICT for a significant number of its daily operations such as meetings and conferences. Similarly, the Sector also adopted virtual classrooms for the implementation of its Continuous Professional Development (CPD) Programme which was crystalized with the innovation of the Ministry of Works and Housing E-Learning Platform (MWHeLP). The Ministry adopted the flexible work schedule which required all heads of Directorates, Departments and Agencies to submit a flexible work schedule based on a detailed job assessment on daily rotational or weekly rotational basis.

Specifically, the Sector managed to adopt the extensive use of ICT for a significant number of its daily operations. For instance, sector meetings such as the Advisory Board, Management and Budget Committee meetings all adopted video conferencing applications such as Zoom and Microsoft Teams for its delivery. Accordingly, work processes and performance were not adversely affected by the COVID-19 and its attendant effects.

24.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GoG	A	B	C	D=(A-B)
	Compensation of Employees	21,327,732	15,892,268	15,892,268	5,435,464
	Use of Goods & Services	3,231,310	2,088,230	2,088,230	1,143,080
	CAPEX	81,743,185	74,569,359	66,350,400	7,173,826
2	IGF	730,131	129,759	129,759	600,372
3					
	DANIDA	-	-	-	-
	JICA	-	-	-	-
	World Bank	68,014,227	10,818,339	10,818,339	57,195,888
	ABFA	-	-	-	-
	Non-Road Arrears	-	136,757,260	136,757,260	(136,757,260)
TOTAL		175,046,585	240,255,215	232,036,256	(65,208,630)

24.7. Challenges**a. Delay in issuance of commencement certificates**

There were delays in the issuance of commencement certificates by the Ministry of Finance which adversely affected the achievement of the Ministry's planned targets and results for the year. As at fourth Quarter of the year, only few commencement certificates had been issued with several others pending.

b. Unavailability of Organizational Manuals and Scheme of Services for Sector Departments

Some Departments under the Ministry did not have approved organizational manuals and schemes of service to drive their human resource management and development efforts which in turn hampered the processes of recruitment, replacement and promotions. The Ministry is looking forward to collaborating with the MSD and OHCS to develop and approve organizational manual and scheme of service for the above-mentioned Departments.

c. Inadequate Logistics

During the period under review, the Ministry as well as some of its Departments and Agencies were faced with challenges of inadequate office facilities, equipment, supplies and basic ICT equipment. This was a result of lack of funds and requisite commencement certificate to procure these items.

d. Litigation Issues

Litigation against the Ministry because of delayed and non-payment of outstanding arrears to service providers and contractors over the years has attracted numerous litigation issues for the Ministry. The Sector owes the initial depositors for the affordable housing programme which is a major threat to litigation and possible payment of judgement debt. The Ministry's total indebtedness to service providers and contractors stands at **GHC967,153,902** which poses the Ministry at risk of receiving more court suits for delayed or deferred payments.

The Ministry, however, has initiated processes for the refund of the initial deposits to its debtors.

e. Access to land

The challenge of securing land for handling and final disposal of the dredged materials contributed to the significant delay of the GARID Project. Limited access to land for the construction of detention basins also led to the delay in the implementation of consultancy service for the detailed engineering designs.

The Ministry embarked on intensive engagement with the Ministry of Lands and Natural Resources (MLNR) and the Lands Commission, towards securing lands for the project.

24.8. Forward Look

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

- Vigorously pursue the completion of affordable housing units at Koforidua, Tamale and Wa and the completion of the affordable housing units at Saglemi.
- Continue engagement with the Ministries of Finance and Lands and Natural Resources while also, strengthening investor engagements for mass affordable housing rollout under the revised affordable housing scheme.
- Continue the Security Services Housing Programme (Phase III) as well as the construction of 118N housing units under the redevelopment programme
- Continue the coastal protection projects at Dansoman, Ningo-Prampram, Elmina, Komenda, Cape Coast, Aboadze, Anomabu, Adjoa, and Dixcove in the Greater Accra, Central and Western Regions of Ghana
- Continue the implementation of the 2018 and 2020 National Flood Control Programme coupled with other priority drainage projects nationwide will be continued.

- Expand its quest for funding support and scholarships for training and capacity development initiatives from other state institutions and development partners.

25.0. MINISTRY OF YOUTH AND SPORTS

The Ministry of Youth and Sports is mandated to provide effective leadership in the formulation, coordination, implementation, monitoring and evaluation of Youth and Sports development policies and foster greater public-private sector participation with a harnessed potential of the Youth and the Values of Sports for National Development.

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

- Minister - Hon. Mustapha Ussif (MP)
- Deputy Minister - Hon. Evans Opoku Bobie
- Chief Director - Alhaji Hafiz Adam

25.1. List of Agencies

The Ministry has the following sub-vented agencies;

- National Youth Authority
- National Sports Authority
- National Sports College

25.2. Sector Achievements

The sector achieved the following;

A. Hosting and Organisation of the 13th Africa Games, Accra 2023

In 2019, a nine (9) member Ghana 2023 Project Team was inaugurated and tasked to among others design a roadmap for all activities to be pursued in respect of the hosting and organisation of the Games.

In 2021, Cabinet gave approval for the Protocol Agreement between Government of Ghana represented by the Ministry of Youth and Sports and the African Union represented by the African Union Commission (AUC) for the hosting and organisation of the 13th African Games, Accra 2023 and ratified by Parliament on 7th July, 2021. This led to the expansion of Ghana's sports infrastructure and the provision of a framework for developing all sports disciplines.

B. Hosting of YouthConnekt Africa Summit 2021

The Ministry submitted a Cabinet memorandum for consideration and received approval to host the 4th YouthConnekt Africa Summit which took place in Ghana from 20th October – 22nd October, 2021; the first to be hosted outside Rwanda.

About 2,000 youth across Africa and over 1,000,000 across the world joined the Summit physically and via the virtual space across the world to share ideas, experiences and showcase innovations to empower the youth through attitudinal, structural and cultural processes. The Summit created networks for businesses, partnership and employment opportunities for young entrepreneurs.

C. Black Stars Qualification to the 2021 AFCON in Cameroon

The Ministry during the year under review facilitated the participation of the Black Stars in the Group matches for the African Cup of Nations qualifiers, placing 1st in Group C thereby qualifying to the 2021 AFCON held in Cameroon. The Ministry during the year also facilitated the preparation of the black stars to qualify to the next stage of the 2022 Qatar World Cup.

D. Draft Legislative Instrument (LI) for the Sports Act, 2016 (ACT 934) reviewed and submitted to the Attorney General

The Ministry reviewed and submitted to the Office of the Attorney General and Ministry of Justice the draft legislative Instrument (LI) on the Sports Act, 2016 (ACT 934) after stakeholder engagements.

Two consultative meetings were held to engage stakeholders: One with Sports federations/Associations & key stakeholders (15th October, 2021) and the second one with Ministerial Advisory Board and NSA Board on 19th November, 2021. The draft LI when operationalised will give meaning to the Sports Act 2016, (Act 934) and make it functional.

E. Review of the 2010 National Youth Policy

In year 2020, an Implementation Plan to guide the implementation of strategies proposed in the policy was developed and a Technical Committee inaugurated by the Minister for Youth and Sports. To commence the review process, the committee was submitted with the draft National Youth Policy and Implementation Plan for the projected year 2021 to 2030.

During the period under review, a stakeholder consultative meeting was held on 21st December, 2021 at the Alisa Hotel to solicit for opinions and inputs from all stakeholders into the Review of the 2010 National Youth Policy. The policy when reviewed, will promote universal coverage, inclusive health service delivery, healthy lifestyles and total well-being of the youth.

25.3. Reforms

The main institutional reform undertaken by the Ministry during the period was the facilitation of the operationalization of the GLICO Insurance for Sportsmen and women. The impact of the reform is the Investment Fund for the National U20 Team, the Black Satellites and other sportsmen and women. However, convincing Sportsmen and women to make a willing contribution to the Investment fund was a challenge. As such the Ministry has adopted a policy to invest 50% of winning bonuses for sportsmen and women.

25.4. Sustainable Development Goals

The activities of the Ministry aligned to the Strategic Development Goals were as follows:

In line with **SDG Goal 4 target 7 - to promote sustainable development and global citizenship**, 4 Youth Leadership and Skills Training Institutes (YLSTI) were renovated in Sandema - Upper East Region, Abura – Western Region, Takrowase – Eastern Region and Ajumako-Afranse – Central Region. Also, the The Ministry through National Youth Authority provided 6849 deprived youth with skills training in Satellite/CCTV installation, Hairdressing, Youth in Sustainable Agric amongst others.

Under **SDG Goal 16 target 6 - to develop effective, accountable and transparent institutions**; some stadia were rehabilitated by the Ministry. The Accra and the Baba Yara Sports Stadia were 98% renovated whiles the Essipong stadium Phase 1 structural renovation was about 90% complete.

Also, the Cape Coast stadium renovation Phase 1 was 60% complete. There was the commencement of the construction of some newly constructed sports infrastructure: Work is ongoing on the construction of community stadium at New Edubiase in the Ashanti Region and Abiriw in the Eastern Region. These when completed will support complement the sports facilities in the Ghana.

25.5. Aftermath Of Covid-19

The Ministry instituted a one-week staff rotation per directive from the Office of Head of Civil Service on flexible working hours, days or weeks for staff to help curb the spread of COVID-19. Officers in the Ministry were grouped into two. One group reported to work and the other group worked from home on a weekly rotation basis.

- **Availability of tools to enhance remote working**

Officers in the Ministry do not have adequate official working tools such as laptops and internet access. In most cases, staff work from home using their laptops and internet access. However, the Ministry procured some laptops to facilitate work.

- **Strategies adopted to monitor work from home**

Supervisors ensure that their respective officers complete task assignments and submit them on time.

- **Assessment of targets being achieved as compared to working from the office**

As far as the Ministry's targets were concerned, it did not affect performance due to measures put in place to ensure that targets set for the year were achieved, but it could have been more efficient.

- **Measures put in place to achieve set targets for the year**

Heads of Directorates held monthly meetings with members of their respective directorates to monitor the status of work done on each target.

25.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	19,250,867.00	21,163,607.11	21,163,607.11	(1,912,740.11)
	Use of Goods & Services	12,410,171.00	12,410,171.00	12,410,171.00	-
	CAPEX	2,300,000.00	1,742,268.57	1,609,483.69	557,731.43
2	IGF	451,768.00			
3	DEV'T PARTNERS e.g.,				
	DANIDA				
	JICA				
	World Bank				
	TOTAL	34,412,806.00	35,316,046.68	35,183,261.80	(1,355,008.68)

25.7. Challenges

The challenges encountered by the Ministry and its sector department and agencies are noted below;

- Inadequate Personnel** as a result of lack of middle level professional staff of AD1/ Analogous and above who have work experience to help achieve its mandate. The Ministry reassigned tasks to other staff of higher grades with experience who were able to execute the targets very well hence there were no gaps in the implementation of the Ministry's programmes and projects.
- Inadequate logistics and equipment** -The sector lacks modern logistics and equipment such as vehicles and laptops. The Ministry procured some laptops for

directors and desktops computers for some staff. It also procured a heavy-duty printer to withstand the workload. Vehicles were also procured for directors and some heads of units

- c. **Inadequate Youth and Sports Infrastructure / Facilities** – The Ministry’s challenge during the period was with inadequate infrastructure such as stadia, sports halls, swimming pools, fitness facilities, amongst others which affected the development of youth and sports activities in the country.

The National Youth Authority which is under the Ministry will complete the Phase 1 of the ten Youth Resource Centres across the country and continue with Phase 2 with support from Government of Ghana. The centre will comprise an eight-lane athletic track, FIFA standard football pitch, tennis court, basketball court, handball court, fully furnished gym, counselling unit, ICT section, entrepreneurship centre and a restaurant.

- d. Also, the Ministry in its 2022 budget allocations, has made provisions for the construction of sixteen (16) astroturfs across the country to promote recreational sports and unearth the talents/ potential of the youth.

25.8. Forward Look

The Ministry’s strategic and top priority programmes and projects for 2022 outlined are;

- Continue with preparations towards the hosting of the 2023 Africa Games
- Facilitate the qualification of Black Stars to the 2022 World Cup, Qatar
- Support the Black Stars to participate in the 2022 AFCON Tournament in Cameroon
- Facilitate Ghana’s participation in the 2022 Commonwealth Games in Birmingham
- Continue construction of Abiriw and New Edubiase Sports Stadium
- Continue completion of phase 2 of the ten (10) Youth Resource Centres
- Continue the construction of nine (9) additional Youth Resource Centres in the newly created Region and some identified communities (Sunyani and Koforidua)
- The organisation of the 2022 Ghana National Games
- The organisation of the 2022 National Cross-Country Event
- Construction of sixteen (16) Astroturfs
- Operationalisation of the Legislative Instrument for the Sports Act 2016, (Act 934)
- Review the 2010 National Youth Policy

26.0. OFFICE OF THE ATTORNEY-GENERAL AND MINISTRY OF JUSTICE

The Office of the Attorney-General and Ministry of Justice (OAGMoJ) is responsible for the formulation of policies, supervision, monitoring and evaluation of the programmes, activities and performance of the Departments and Agencies under the Office and Ministry to ensure effective justice delivery.

The Office of the Attorney-General (Legal Service) also assists the Attorney-General to carry out its mandate as per article 88(1) of the 1992 Constitution, as the Principal Legal Advisor to the Government. It is also responsible for the initiation and conduct of all prosecution of criminal offences, the institution and conduct of civil litigations for and on behalf of the State. It also continues to provide legal services to Ministries, Departments and Agencies upon request.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Godfred Yeboah Dame
- Deputy Minister (s) - Hon. Alfred Tuah-Yeboah
Hon. Diana Asonaba Dapaah
- Chief Director - Mr Suleiman Ahmed

26.1. Institutions under the Ministry**Sub-Vented Agencies OAGMOJ**

The Sub-Vented Agencies, Civil Service Departments and Agencies and Public Service Organizations under OAGMOJ include:

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

Civil Service Departments and Agencies

- Registrar-General's Department

Public Service Organization

- Legal Service (Office of the Attorney-General)

26.2. Sector Achievements

The sector achieved the following;

A. Operationalisation of the Legal Service

The Office of the Attorney-General and Ministry of Justice set up a technical committee to oversee the operationalization of the Legal Service. The Committee presented a draft report on the reviewed institutional arrangements of the Legal Service to the Minister. The Committee is currently determining the Legal Service Establishment level, which will be followed by the development of the Scheme of Service for the Legal Service.

B. Completion of the Law House Project and Procurement 90 Vehicles to improve service delivery

The Law House Project has made significant progress and is now 45% complete. This when completed will help address the issues of limited accommodation space which has resulted in overcrowding of both the administrative and legal staff in some offices and congestion in the Registries. The Ministry has also commenced the procurement of 90 vehicles for distribution to regional offices, Agencies and Departments under the Ministry upon cabinet approval to facilitate effective judicial service delivery at those areas.

C. Defending all legal claims against the State and reversing the trend where huge monetary awards made against the State

The Office of the Attorney-General, successfully represented the State in 190 civil cases at the various courts, saving the country from paying sums of money to the plaintiffs as judgement debts. The Office further resolved 111 advices on various petitions and requests received from Ministries, Departments and Agencies(MDAs) and the general public. Notable of these cases were **NDK v Ahaman and Attorney-General and International Automobile vs. Attorney-General**. The Civil Division of the Office, also reviewed over 59 MDAs and Metropolitan, Municipal and District Assemblies (MMDAs) agreements, contracts, and 16 Memoranda of Understanding during the period. It also provided 65 legal opinions/advice to MDAs as well as MMDAs. This ensured the value for money on all government transactions during year 2021.

D. Promoting the Fight against Corruption and Economic Crime

In keeping with the government's commitment to fighting corruption and economic crime, the Prosecutions Division of the Office of the Attorney-General and the Economic and Organised Crime received 1,265 criminal cases dockets and commenced prosecutions in 702 cases in various courts across the country.

The Economic and Organized Crime Office recovered an amount of GH¢ 3,720,316.45 (being GH¢ 1,952,711.49 as direct recovery into the consolidated account and GH¢ 1,767,604.96 as

indirect recovery to other institutions) from proceeds of crime and secured confiscation of two properties as of the end of September 2021.

E. 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 several essential Bills. These include Energy Sector Levies (Amendment) Act, 2021 (1064), Penalty and Interest Waiver Act, 2021 (Act 1065), Income Tax (Amendment) Act, 2021 (Act 1066), Financial Sector Recovery Levy Act, 2021 (Act 1067), COVID – 19 Health Recovery Levy Act, 2021 (Act 1068), Appropriation Act, 2021 (Act 1069).

Also, the Ghana Community Network has finally handed over the complete administration and management of the e-Registrar system to the Registrar Generals' Department since April, 2021. I.T. Officers in the Department run a 24-hour shift to ensure prompt service delivery and system security at the Data Centres in Accra and Ho

Copyright Office has registered **676 copyright protected works** as of September, 2021 and organized two stakeholders' meeting to discuss issues relating to the Draft Revised **Copyright Regulations, 2010 (L.I 1962)**.

The General Legal Council (Ghana School of Law) enrolled a total of **Three Hundred and Nine (309)** Lawyers to the Bar in 2021 (32 were called at a mini call in May 2021 and 277 were enrolled at the main call in October, 2021). The **Independent Examinations Committee** of the General Legal Council conducted entrance examination for 2,824 applicants and out of these, 790 of the applicants were admitted while 499 applicants are waiting for admission in 2022.

26.3. Reforms

Reforms undertaken in the Ministry was the completion of the Integrated Information Management System (IIMS) for its operationalization. This is intended to promote service delivery in the judicial sector.

26.4. Sustainable Development Goals

The Ministry made tremendous strides in achieving the Sustainable Development Goals, particularly Goals 16 and 17 (i.e., access to justice for all and build effective, accountable and inclusive institutions at all levels) and 17 (i.e., to strengthen the means of implementation and revitalize the Global Partnership for sustainable development). The Ministry has started the prosecution process for nine (9) high profile corruption cases involving 42 accused persons. The Office is also working assiduously towards the passage of the Conduct of Public Officers Bill. While 309 lawyers were called to the bar in year 2021, the new companies Act was passed into law and gazette as companies Act, 2019(Act 992).

26.5. Aftermath of Covid-19

The implementation of the flexible working hours' initiative affected work processes at the Ministry. The untimely submission of assignments given to staff working from home was a major problem for the Ministry. The issue of insufficient monitoring on the part of supervisors for staff working remotely also affected task completion for most staff.

The lack of tools for working remotely (laptops, internet access etc.) also affected work delivery during the year under review. In terms of assessing the achievement of targets, not many targets were achieved through remote work as it was difficult to monitor work completion of staff working from home. As mitigative strategy, the Office/Ministry intends to embark on an ambitious effort to integrate and utilize ICT into work processes and improve digital skills of staff.

26.6. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	79,831,017.00	74,266,641.97	74,266,641.97	5,564,375.03
	Use of Goods & Services	6,232,378.00	3,394,839.93	3,394,839.93	2,837,736.00
	CAPEX	18,300,000.00	505,639.67	505,639.67	18,805,639.93
2	IGF	29,277,033.00	27,957,840.96	27,957,840.96	1,319,192.04
TOTAL		133,640,482.00	106,124,962.53	106,124,962.53	28,526,943.48

26.7. Challenges

The challenges encountered by the Ministry and its sector department and agencies are noted below;

- a. **Limited Office Space or Accommodation-** Office accommodation continue to pose serious challenges to effective and efficient operations. The Administrative and Legal staff are overcrowded in their various offices. The situation is not different from that of the

regional offices. The Ministry has no offices in the newly created regions. Some of the offices are in a deplorable state due to lack of renovation over the years.

- b. **High Staff Attrition** The sector is unable to retain legal staff due to poor conditions of service such as low remuneration as compared to those in the private sector leading to high attrition rate within the Sector.
- c. **Inadequate Infrastructure-** The General Legal Council (Ghana School of Law), due to absence of a Law Village relied on hired Auditoriums, lecture halls (at a huge cost) for their activities such as Mini Calls, Special Calls, Main Calls and conducting of entrance examinations.
- d. **Decreased Revenue-** Capping of IGF leaves the Office with insufficient funds to undertake its programmes and activities effectively. The Registrar General's Department (RGD) retention has been decreased from 20% to 16% due to the Earmarked Funds Capping and Realignment Act, 2017 (Act 947). The inadequate funds would negatively affect the implementation of the New Companies Act 2019 (Act 992).

26.8. Forward Look

Key activities to be undertaken by the Ministry in 2022 include but not limited to the following.

- **Office of the Attorney General-** As part of its primary obligation, the Office will continue to work assiduously to promote the rule of law in order to strengthen the country's democratic culture. The Office will continue to give legal advice to the government, represent the state in court, prosecute all criminal offenses, and provide indigent clients with access to legal services.
- **The Civil Division** projects, for the year 2022, to represent and defend the State in 400 civil suits, review 130 agreements and contracts of Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs) as well as resolve and respond to 270 petitions. The Civil Division will provide about 180 legal opinions and advice on requests received by the Office.
- **The Prosecution Division** in the year 2022, envisages to receive about 1,900 criminal cases from the various investigative bodies out of which the Division hopes to prosecute at least 1,700. The Division also intends to give 500 pieces of advice to the police on criminal cases, and as well resolve 400 out of a projected 550 petitions to be received.
- **The Legislative Drafting Division** plans to draft at least 20 pieces of substantive legislation and 200 pieces of subsidiary legislation in 2022.
- **The Council for Law Reporting** in 2022, intends to publish 700 copies of the *2016-2017 Ghana Law Report vol. 2* as well as publish 700 copies of *the 2020-2021 Ghana Law Report volume 1 and volume 2*. The CLR also intends to publish 500 copies of the *2016-2020 Review of Ghana Law*.

- **The Copyright Office** projects to organize twenty (20) public education programmes on copyright and related rights in the print and electronic media, organize fifteen (15) copyright education programmes in educational institutions, conduct five (5) anti-piracy exercises nationwide and register 1,200 copyright works
- **Management of economic and Organised Crime-** Eoco will continue to fight cybercrimes and recover all proceeds from economic crime- it anticipates to recover an amount of GH¢ 1,415,655.46 as indirect recovery and GH¢ 1,505,687.10 as direct recovery
- **Legal Education** – The General Legal Council (Ghana School of Law) expects to conduct entrance exams for 2,500 applicants, anticipate to admit 800 students into the Ghana School of Law while 700 students are envisaged to be called to the bar.
- **Management and Administration**
 - Strengthen its monitoring and evaluation exercises to ensure effective and efficient implementation of programmes and activities.
 - Facilitate the recruitment of 50 state Attorneys in order to augment the staff strength of the Office of the Attorney General.
 - conduct and publish 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 and Gender Policy in 2022

27.0. OFFICE OF THE HEAD OF CIVIL SERVICE

The Office of the Head of the Civil Service (OHCS) is a central management agency responsible for the formulation of human resource and organizational development policies and guidelines for the Civil Service to ensure that Ministries and Departments (M&Ds) are optimally structured, adequately staffed with the right skills mix and expertise to advise Government on policies and deliver appropriate services to the citizenry.

The OHCS was headed by the following;

- Head of Civil Service - Nana Kwesi Agyekum-Dwamena
- Chief Director - Ing. Godwin J. Brocke

27.1. List of Agencies and Department

The OHCS has the following Departments and Training Institutions:

Departments

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

Training Institutions

- Civil Service Training Centre (CSTC)
- Government Secretarial Schools (GSS)
- Institute of Technical Supervision (ITS)

27.2. Sector Achievements

The sector achieved the following;

A. Service-Wide Human Resource Management

i. Recruitment of Officers into the Civil Service

The Office of the Head of Civil Service (OHCS) as part of the recruitment process contracted Virtual Security Africa (IT Consultants) to manage the online registration portal to receive applications from the public. As at 31st May 2021 when the portal was closed, 49,802 candidates had applied to gain employment into the Ghana Civil Service. 34,693 were candidates with PhD, Masters, and Bachelor's degrees, and 15,109 applications were received from non- graduates.

ii. Provision of Systematic Skills Training for staff

• Scheme of Service Competency-Based Training (SoSCB)

In line with the Training and Development Policy and the need for Civil Service Staff to possess relevant knowledge, skills and attitudes for the prompt and efficient performance, 6,935 Officers in were trained in various Scheme of Service and Competency-Based trainings. Similarly, 80 Officers from the Records Class participated in training programmes delivered by the Training and Research Division. These training enhanced the capacity of beneficiaries and resulted in quality work outputs and improved service delivery.

Additionally, 75 Officers were trained to serve at the Pension Desk to resolve and facilitate issues relating to Staff Pensions and retirement benefits.

• Academic Training

30 Officers selected from Civil Service Departments were trained in Diploma in Public Administration (DPA) at the Ghana Institute of Management and Public Administration (GIMPA) from 19th April, 2021 to 9th July, 2021. 24 Senior Officers on the grade of Director, from the various Ministries and some Departments, participated in a 7-week Senior Management Development Course (SMDC) from August, to September, 2021

• Panel Training

In order to improve upon the performance assessment of Officers at interviews, the Office changed the mode of interviews to competency based for which 175 Officers were trained to serve on interview panels. This initiative helped improve the quality of questions and assessment for both the panel and the candidates.

iii. Signing of memorandum of understanding

A Memorandum of Understanding (MoU) has been signed between OHCS and Ghana Scholarship Secretariat to award scholarships to Officers in the service. These scholarships take effect in 2021 and will afford Officers in the professional cadre the opportunity to pursue Masters and PhD programmes.

iv. Virtual Promotion Interviews

The OHCS, in order to sustain the required Human Resources in the Civil Service and ensure that Staff remained motivated and rewarded for their hard work conducted virtual promotion interviews for 2,897 Officers in the year under review. This innovation was to avert the threat posed by the Covid-19 pandemic limiting in-person activities. It also reduced the risk and cost of movement of candidates and panel members to a central location for the promotion interviews.

B. PERFORMANCE MANAGEMENT

i. Strengthening the Performance Management culture in 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.

In line with this provision, the OHCS prepared and submitted the 2020 Civil Service Annual Performance Report to the Presidency by April, 2021. It subsequently disseminated copies of the report to key stakeholders and downloaded a copy unto the OHCS website. The fulfilment of this provision ensures that the Presidency annually is updated on the activities of the Civil Service and is able to know the issues of concern and help address them accordingly.

ii. Evaluation of 2021 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 ensures the signing of performance of all Chief Directors and their Ministers at the beginning of the year and further constitutes an evaluation team to assess the Performance of Chief Directors annually.

In the year under review, 32 Chief Directors signed agreement with the Head of Service and their Ministers. At the end of the evaluation process, 18 performed excellently and were recognized and commended by the Head of Civil Service.

C. STRENGTHENING OF INSTITUTIONS

i. Coordinate 2021 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 2021 Civil Service Week and Awards ceremony was organised under the theme, "Economic Transformation amid COVID-19 Pandemic; The responsibilities of an Adaptive Civil Service" from 5th – 13th August, 2021. Some of the activities undertaken were Press Launch, Public Lecture, Open Day, Health Day, Thanksgiving Service and an awards Ceremony. An average of 90- 100 staff are awarded each year. Meritorious awards ceremony organized for 116 serving and non-serving Civil Service Staff.

ii. Strengthening the Regulatory Framework of the Civil Service

The Office of the Head of the Civil Service produced the following documents during the period under review to strengthen the regulatory framework in the Civil Service. This included:

- **Workplace Safety and Health Response Strategy document** – The **Workplace Safety and Health Response Strategy document** which provides guidelines for the management of safety and health responses to emerging threats at the workplace was disseminated for implementation in the Civil Service.
- **Sexual Harassment document** - Sexual Harassment document provides guidance for managing healthy staff relationships.
- **Administrative Instructions** - Administrative Instructions provide guidelines, standards and explanatory notes for work procedures in the management of resources.
- **NACAP Focal Person's Manual** - Focal Person's Manual serves as a guide for stakeholders in the implementation of NACAP activities within the OHCS and its departments.

D. Records and Archives Management

i. Restructuring of Records Offices of Public Institutions

One key function of PRAAD is to restructure records offices of public institutions by undertaking reviews and development of classification systems for MDAs. This restructuring ensures that MDAs manage their records according to the standards and proper practices as stated by ACT 535. During the year under review, the Department was able to undertake review and develop classification systems for two (2) MDAs.

ii. Management of Archival Documents

In order to ensure that the Nation has reliable archival documents for research and policy formulation, PRAAD undertook various activities in line with management of archival documents during the period under review. 20 volumes of newspapers were bonded and 80% of already bonded newspapers were accessioned and classified.

E. Human Resource Management Consultancies and Operational Audits

In the period under review, the Office through its Management Services Department undertook Five (5) Management Reviews for Five (5) MDs, developed / reviewed Fourteen (14) Organizational Manuals for Fourteen (14) MDs, developed draft eighteen (18) Schemes of Service for Eighteen (18) occupational classes, Four (4) client Service Charters for Four (4) MDs, and Five (5) Establishment Schedules for Five (5) MDs. This promoted institutional human resource efficiency and effectiveness.

27.3. Reforms

Reforms undertaken by OHCS in the year under review:

- The OHCS, implemented the e-recruitment which is an ICT reform. The impact of the reform is that it brought about a paperless system and increased application for applicants all over the country. Even though the reform was successful, the OHCS was challenged with unstable internet which made the process a little slow. Applicants were therefore advised to look for a favourable location with stable internet connectivity.
- Online Induction training, was another reform implemented by the OHCS. The status of implementation is progressive. The reform increased participation of new recruits across the country. Challenges that came with the reform is poor internet connectivity.
- The OHCS again implemented virtual Knowledge Sharing exercises. The reform allowed staff who had embarked on sponsored training programs to share their research papers with staff service wide.
- Implementation of the Electronic Staff performance Appraisal System: This reform was initiated to facilitate the ease in the performance appraisal process, provide data for analysis and decision making and ensure data accessibility and security in the performance management process. The reform helped improve efficiency in the performance appraisal process.

27.4. Sustainable Development Goals

- In line with SDG Goal 16 which has to do with peace, justice and strong institutions, the OHCS, implemented NACAP activities to sensitise staff on promoting a corruption free work environment, it also monitored and evaluated performance of Chief Directors, Directors and Heads of Department through the signing of Annual Performance Agreements.

Other programs performed in line with this SDG was the implementation of competency-based Scheme of Service training programs for all staff of the various categories in the Civil Service, enhanced digitalized promotion processes, digitalization of recruitment application into the Civil Service, held the Civil Service Week Celebration to recognize hard working staff amongst others.

- In line with SDG Goal 4 on quality education, the OHCS, embarked on training Secretaries in the Civil Service and other Public Service and also training SSSCE/WASSCE graduates in Secretaryship during the period under review. Lack of adequate computers is one of the challenges that was faced during the implementation of this goal, however, the mitigating strategy is that procurement of Computers has been included in the 2022 budget.

27.5. Aftermath Of Covid-19

The emergence of COVID-19 had a great impact on activities of both public and private organizations, of which the office of the Head of Civil Service was no exception. In order to mitigate the effects of the pandemic, the Head of Civil Service instituted the Flexible Working Hours policy. All Ministries and Departments were as a matter of necessity instructed to implement this initiative.

The OHCS however could not provide working tools for vast majority of the staff as they worked from home. On the contrary most members of staff had to rely on their personal working equipment to execute their assignments from home.

There was continuous communication (via team leads platform, telephone) between management and supervisors/staff regarding the progress of work to ensure accountability of planned work activities for the period under review.

No significant difference was observed, regarding targets achieved when staff worked from home as compared to working from the office since staff appraisal instruments indicated that most targets were duly met.

It is recommended that adequate working tools like laptops, be made available to staff to continue to work remotely.

27.6. Financial Performance

DESCRIPTION	APPROVED BUDGET (GHs)	RELEASED AMOUNT (GHs)	VARIANCE
Compensation of Employees	21,357,785.23	21,472,759.73	-114,974.50
Use of Goods & Services	7,490,934.66	6,443,654.76	1,047,279.90
Capital Expenditure (CAPEX)	1,150,000.00	1,149,952.89	47.11
GRAND TOTAL	29,998,719.89	29,066,367.38	932,352.51

27.7. Challenges

The challenges encountered in the period under review were as follows:

- **Late submission of names of officers due for promotion**

The late submission of names of officers for promotions by some MDs delayed the entire promotion process thereby affecting other MDs and staff. To solve this, the OHCS has developed and is piloting an online service for its HR facilities. The pilot will commence in 2022.

- **Lack of effective internet connection**

The challenge with internet connectivity affected work progress in OHCS and its Departments. The CSTC encountered some difficulties in getting the full participation of most Officers due to technical difficulties, internet connectivity, late release of officers to fully participate in programmes, also some participants under the guise of poor internet did not participate in the programmes at all. To solve this there is the need to ensure that staff due for training have the requisite logistics such as reliable internet connectivity for the program

- **Inadequate Logistics and infrastructure:**

The Government Secretarial School lacks Official Vehicle for the Principal and five (5) vehicles for the Assistant Principals in the Regions including buses to convey students during field/education trips. PRAAD is also faced with Aging and rickety fleet of official vehicles that makes it impossible to access transport services when needed. As a mitigative measure the procurement of these logistics have been budgeted for in the 2022 budget.

- **Inadequate budget allocation or Lack of Funding for some projects:**

The inadequate and lack of funding for some projects caused some delays in some deliverables. For instance I.T.S was faced with the delay in payment of course fees due to delay in Government releases to Ministries and Department of participants.

PRAAD on the other hand was faced with a myriad of challenges including inadequate Budget allocation, slowness of government business due to transition from the adverse effect of the Covid-19 Pandemic. MSD encountered inadequate funding which resulted in the limited training of staff. The OHCS also lacked funds to continue with redevelopment works on the Ministerial Enclave. To solve this, the Office plans to collaborate with other stakeholders for others sources of income.

27.8. Forward Look

a. OHCS

In 2022, the OHCS intends to undertake the following activities:

- Complete Refurbishment works on the OHCS conference room
- Institute by-monthly aerobics for all staff in pursuit of its Health and Wellness programme and in relation to Covid-19 management strategies.
- Ensure that all staff are vaccinated.

- Replace fixtures and fittings in Offices.
- Organise Civil Service Week Celebration.
- Train Officers in Scheme of Service and Competency-Based Programmes
- Promote professionalism and participation in professional associations
- Pursue Competency-Based Interviews
- Ensure Value-For-Money Procurement

b. Government Secretarial School

In the year 2022, the Government Secretarial School would undertake the following Programmes and Projects.

- Admission of qualified candidates for secretaryship training.
- Training and Development of Professional Secretaries.
- Career Development of Professional Secretaries.
- Scheme of Service Training
- Procurement of Computers and Accessories
- Procurement of Office Furniture, Student Desks and Chairs
- Procurement of Student Beds and Mattresses
- Procurement of a Pick-Up Vehicle
- Maintenance of office building
- Construction of walls

c. Management Services Department

In projecting for 2022, MSD would undertake the following activities and projects:

- Develop, review and finalize Schemes of Service
- Review Service Charters
- Conduct Job Inspection, Management Reviews and develop Establishment Schedule for organizations
- Support fifteen (15) MSD staff to attend Schemes of Service and other competency-based training by December 2022
- Publicize the role of MSD in Public Sector improvement and expansion
- Conduct Mid and End of Year Review Exercises
- Provide Logistics for the Smooth Running of the Office

28.0. OFFICE OF THE PRESIDENT

The Office of the President (OOP) exists to provide accountable, transparent, quality, technical and administrative services to the Presidency and its stakeholders for the attainment of the Government's development agenda. It seeks to improve the quality of life of Ghanaians through rigorous policy formulation and effective programme implementation.

The office is headed politically and bureaucratically by the following:

- | | |
|-------------------------|---|
| • Chief of Staff | Hon. Akosua Frema Opare |
| • Deputy Chief of Staff | Hon. Mr. Emmanuel Adumua-Bossman |
| • Deputy Chief of Staff | Hon. Fawaz Aliu |
| • Chief Director OOP | Mr. H. M. Woode |
| • Chief Director | Ms. Christina Edmunds (Public Enterprises Sec.) |

28.1. List of Agencies and Department

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)
- Public Sector Reform Secretariat (PSRS)
- Monitoring and Evaluation Secretariat (M&E Sec)
- NABCO

28.2. Sector Achievements

A. Ghana Beyond Aid (GBA)

The Ghana Beyond Aid Committee held a meeting in September 2021 for members to chart the way forward towards the adoption and implementation of the Ghana Beyond Aid Charter and Strategy Document. The Secretariat also participated in the orientation programme for

Metropolitan, Municipal and District Chief Executives (MMDCEs) at the Accra International Conference Centre in October 2021. The purpose was to heighten awareness of the concept of Ghana's Beyond Aid among MMDAs to decentralize the agenda. Copies of the GBA Charter and Strategy Document were made available to all MMDCEs.

B. Citizen Assessment Survey (Listening to Ghana)

The specific programme pursued and evaluated under the broad policy is the: Government Flagship programmes and front-line services i.e., IDIF IVID; Zongo Development Fund; IPEP; Regional Reorganization Development; Free SHS; LEAP; School Feeding; Water and Sanitation; Ghana Card; DVLA; Birth and Death; Passport Office; and Environmental Protection Agency (EPA).

The Monitoring and Evaluation Secretariat met its target of conducting a Listening to Survey across all the 16 regions of Ghana. The report was presented to the MDs to help incorporate and fine-tune the findings into their programmes.

C. Conducted Monitoring/Spot Checks of Government Flagship Programmes

The specific programme pursued under the implementation of the broad policy was spot-checking of Government Flagship Programmes such as One District One Factory (1D1F), One Village One Dam (1VID), GET FUND projects, Zongo Development Fund projects, among others after which a comprehensive report was generated for further action.

D. The agenda 111 Hospital Projects

The AGENDA 111 Hospital Projects began with advance mobilization for contractors who are to undertake the projects in the period under review. A total of Sixty-Nine (69) advanced mobilization letters were processed to the Ministry of Finance for payment to contractors. The Office climax its achievements by leading the preparation and defence of the Office of Government Machinery Sector Programme Based Budget Estimates at the Finance Committee of Parliament. All Twenty-Nine (29) Agencies and Cost Centres under the OGM Sector had their budgets approved by the Finance Committee of Parliament.

28.3. Sustainable Development Goals (SDGS)

The Office adoption of the Ghana Beyond Aid Chapter is aligned with SDG Goal 1.2.2, with arrangements to present the GBA Strategy Document to Parliament. However, indicators and baseline and targets in the GBA Strategy needs to be revised and rewritten due to the distortions created by the COVID-19 pandemic. As a mitigation measure, the GBA Strategy document will be revised with current economic figures presented by the Ministry of Finance.

The Office development and launch of the Country Structural Vulnerability and Resilience Assessment (CSVRA) and Country Structural Vulnerability Mitigation Strategy (CSVMS) is aligned to SDG Goal 9.1. A Secretariat and Technical Advisory Team (TAM) has been established

to implement CSVMS/CSVRA, through collaboration with lead MDAs on proposals that can mitigate economic vulnerabilities. The main implementation challenge is inadequate funds. As a mitigation strategy, deepen collaboration to urge implementing agencies to incorporate strategies in their work plan.

The Office CSVRA and CSVMS is further aligned to SDG Goal 16.1. A Secretariat with a Technical Advisory Team has been established to collaborate with lead MDAs to identify key priority areas for enhancing security for mitigating political extremism and crime. Inadequate funds hamper implementation. As a mitigating strategy, collaboration with lead MDAs is being urged to incorporate mitigation strategies in their yearly work plan.

In line with SDG16.4 the office developed and launched the CSVRA and CSVMS by establishing the Secretariat with a Technical Advisory Team to collaborate with lead MDAs to identify key priority areas for enhancing security for mitigating political extremism, human and drug trafficking, the proliferation of small arms and cybercrimes. Unavailability of funds hampers implementation. As a mitigative measure, the Office will work with relevant and lead agencies to start the implementation of the new Anti-money Laundering Act, 2020 (Act 1044) and provide support to the Office of Special Prosecutor.

SDG 16.6 is further supported by the Office's Open Government Partnership National Action Plan (OGP-NAP) and the Ghana Beyond Aid Charter. There were activities such as public sensitization and accessibility on GBA, and finalization and stakeholder sensitization on OGP-NAP. Activities hampered by inadequate budgetary allocation and COVID-19 pandemic. The GBA Communication sub-committee was tasked to develop new publicity and communication plan, and to seek funding from Development Partners.

28.4. Aftermath of Covid-19

The aftermath of the Covid-19 saw the management of the Secretariat, Office of the President re-introduce a weekly Staff Rotation Plan to help minimize contact among staff, Officers were put into two (2) groups which alternated every week.

Laptops and internet access were made available to staff to work from home, but they were not enough. Some equipment was provided to the Project Management Unit members, Heads of Directorates/Units and staff under the PSRRP to facilitate their work processes and minimal equipment was installed in the Conference room of the Secretariat to facilitate virtual meetings.

Several strategies such as the use of virtual platforms; Zoom and Microsoft Teams, the use of telephone calls, WhatsApp and emails were employed by various Directorates to monitor work from home.

Assessment of targets being achieved as compared to working from the office saw no drastic change. Most targets were achieved, however, some delays in meeting timelines were encountered because of challenges of poor internet connectivity, and power outages.

Intermittent internet disruptions and reluctance to report for duty on the part of schedule officers were the challenges encountered with the flexible working hours.

28.5. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D= (A - B)
Compenastion of Employees	823,880,668	403,253,778.64	403,253,779.64	420,626,889.36
Use of Goods & Services	975,128,542	716,796,357.00	711,880,425.00	258,332,185.0
CAPEX	472,088,693	201,411,329.46	189,401,309.30	270,677,363.54
IGF	43,788,970	39,456,217.00	39,456,217.00	4,332,753.00
DEV'T PARTNERS				
i. DANIDA	0	0.00	0.00	0
ii. JICA	0	0.00	0.00	0
iii. World Bank	39,290,031	7,002,050.75	7,002,050.75	32,287,980.25
TOTAL	2,354,176,904	1,367,919,732.85	1,350,993,781.69	986,257,171.15

28.6. Challenges

The following were some of the challenges the Ministry faced during the period under review:

- Uncoordinated Implementation and Lack of a Permanent Home for Public Sector Reforms. It has also been observed that some reform initiatives and programmes being implemented in the Public Sector are highly uncoordinated leading to duplication of reform efforts. To address this anomaly, a comprehensive National Public Sector Reform Strategy to put all reforms in the public sector under one umbrella has been developed to improve coordination and various committees are to be constituted under the strategy to ensure effective reforms coordination.
- Inadequate Capacity for Implementation of reforms- Although most staff of the office are skilled in other areas, critical skills such as Monitoring and Evaluation, Procurement, Change Management, and Project Management to enable effective implementation of reforms are inadequate. In the short to medium term, the Office is relying on consultants

to assist with reforms implementation while in the long term, plans are far advanced to train staff in the above-mentioned critical areas to spearhead reforms implementation.

- Lack of a permanent office accommodation- A permanent office accommodation for the PSRS remains a challenge. The Secretariat is housed and operates in two separate buildings, one on the first floor of the Public Services Commission building and the other at the Office of the President Annex. This arrangement adversely affects the smooth running of the Secretariat.

28.7. Forward Look

Planned programmes for the Sector to be implemented by its Agencies/Secretariats for the year 2022 will include:

- Under the Oversight and Coordination functions, the Senior Presidential Advisor will continue to chair several standing and Ad-Hoc Committees
- Pursue action towards the implementation of the National Public Sector Reform Strategy (NPSRS), 2018-2023 and the Public Sector Reform for Results Project (PSRRP)
- Facilitate the sourcing of funds for the proposed e-Records Management Project in collaboration with the Ministry of Finance
- The Ghana Beyond Aid Committee will continue to coordinate its programmes through the pursuit of the adoption of the Ghana Beyond Aid Charter in Parliament
- Commence implementation of the Country Structural Vulnerability Mitigation Strategy (CSVMS)
- Continue to coordinate the Open Government Partnership (OGP) Initiative through the coordination and supervision of the implementation of the 4th Open Government Partnership National Action Plan
- Develop the Government Results Framework for High Priorities (2021-2024)
- Organize Citizen's Assessment Survey (Listening to Ghana)
- Organize Results Fairs
- Develop Ghana Performance Portal to monitor and evaluate Government flagship programmes.
- Conduct physical monitoring and spot checks of Government flagships
- Strengthen the capacity of Monitoring and evaluation focal persons and staff of the Secretariat

29.0. PUBLIC SECTOR REFORM SECRETARIAT

The Public Sector Reform Secretariat (PSRS) is mandated to provide the needed stability, policy and reform coordination and strategic direction in the Government. It also exists to ensure that Government's agenda to improve the quality of life of the average citizen is achieved through enhanced private sector participation in the economy; by exploring and utilizing human capital to provide policy alternatives, improving policy coordination, and implementing robust public sector reform initiatives.

The Political and Administrative Heads of the Ministry were as below:

- Senior Presidential Advisor - Hon. Yaw Osafo-Mafo
- Chief Director - Mrs. Halima S. Yakubu
- Chief Executive Officer - Mr. Thomas Kusi Bofo

29.1. SECTOR ACHIEVEMENTS

A. Oversight and Coordination

The Office successfully facilitated and coordinated the distribution of logistics and other COVID-19 protective equipment for the nation-wide reopening of educational institutions to help prevent interruptions in the academic calendar. In all, about Eleven Million, Five Hundred Thousand (11,500,000.00) teaching, non-teaching staff and students in these institutions benefited. The total number of schools were also Eighteen Thousand, Eight Hundred and Forty (18,840).

As part of Government's set up to deliver its mandate, the Senior Presidential Advisor played the coordinating role by serving as chair of the Nationwide Coordination of Re-opening of Schools and Educational Institutions Committee; Cabinet Committee on the Economy; Committee to review the conditions of service of Civil and Local Government Staff; Inter-ministerial Committee on the implementation of the Country Structural Vulnerability and Resilience Assessment and Country Structural Vulnerability Mitigation Strategy (CSVRA & CSVMS); Open Government Partnership National Steering Committee; and the Public Sector Reform for Results Project Steering Committee.

B. Public Sector Reforms

The Office continued the implementation of the World Bank sponsored Public Sector Reform for Results Project (PSRRP) under the programme, Good Governance, Corruption and Public Accountability and aimed at improving efficiency and accountability in the delivery of selected services by selected front-line service delivery agencies.

In August 2021, the Office of the Senior Presidential Advisor and the World Bank team initiated the restructuring of the PSRRP. The restructuring is to strengthen the Project's development impact, modify the disbursement-linked indicators, improve performance, address risks and problems that have arisen during implementation, make appropriate use of undisbursed financing

and respond to changed circumstances. In line with this, the implementation of the 2021 Work Plans were put on hold except for activities for which commitments had been made. In all, thirteen (13) organizations are currently participating in the project.

C. Country Structural Vulnerability and Resilience Assessment (CSVRA) and Country Structural Vulnerability Mitigation Strategy (CSVMS)

A Secretariat was set up under the auspices of the Senior Presidential Advisor and a Technical Advisory Team was established as part of the implementation arrangements of the CSVRA and CSVMS. Two (2) CSVRA and CSVMS Inter-Ministerial Coordinating Body meetings were also held.

The Inter-Ministerial Committee, AU and ECOWAS held a consultative meeting in October 2021 as part of efforts to foster coordination of the CSVMS implementation. Five (5) mitigating strategies have been identified and prioritized under the four (4) CSVRA and CSVMS thematic areas for implementation within three (3) to four (4) years.

D. Open Government Partnership

Under this priority area, activities towards the finalization of the 4th Open Government Partnership (OGP) National Action Plan (NAP) were undertaken.

The target was to organize National Stakeholder Consultative and validation meetings to solicit for inputs into the development of a fourth (4th) Open Government Partnership National Action Plan, organize National OGP Steering Committee meetings all geared towards completion, submission and implementation of the 4th OGP NAP for the promotion of Good Governance and Accountability.

Two (2) National Stakeholder Consultative Meetings were organized to solicit for inputs towards the development of the 4th OGP NAP. Two (2) National OGP Steering Committee meetings were also held as part of efforts towards the completion and submission of the 4th NAP. Work was finalized on the Open Government Partnership 4th National Action Plan (NAP-4) through a National Stakeholder Validation meeting. The 4th OGP NAP has been approved by the OGP Steering Committee for implementation and submitted to the Global OGP Office.

29.2. Reforms

In the year 2021, the Secretariat initiated a digitalized Annual Action Plan to improve work processes, monitoring and tracking implementation of project and activities, start dates, deadlines and assignment of tasks. This was piloted by some staff. However, the main implementation challenge was change in the domain name used for uniform email addresses which is the prerequisite for migrating all officers unto the platform. The mitigating strategy was to submit application to NITA for domain name registration and creation of uniform email system.

29.3. Sustainable Development Goals (SDGS)

The activities of the Secretariat aligned to the Sustainable Development Goals are as follows:

- As part of indicator 1.2.2 to reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions, a poverty reduction strategy under the Ghana Beyond Aid (GBA) Strategy has been developed for presentation to Parliament. The main challenge was that the baseline indicators and targets set in the GBA Strategy was distorted by the impact of COVID-19 on the economy. The mitigating strategy undertaken was the revision of the GBA Strategy Document.
- In line with target 9.1 of the SDGs to develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, targets 16.1 of reducing all forms of violence and related death rates everywhere and 16.4 of reducing illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime, the Secretariat facilitated the development and launch of The Country Structural Vulnerability and Resilience Assessment (CSVRA) and Country Structural Vulnerability Strategy (CSVMS). Also, a secretariat for the CSVRA/CSVMS was established, with key priority areas for socio-economic development been identified for collaboration with identified MDA. The key challenges were inadequate funds for identified activities. The mitigating strategy undertaken was collaborating with implementing agencies to incorporate mitigating strategies in their work plan for the year.
- The Secretariat further operated in line with SDG target 16.6 of developing effective, accountable and transparent institutions at all levels by increasing education and accessibility for the public on the Ghana Beyond Aid (GBA) document, finalization of the 4th Open Government Partnership (OGP) National Action Plan and sensitization meetings with lead MDAs. The key challenge was the revision of documented targets because of distortions created by the COVID-19 pandemic. As a mitigation strategy, the Communication sub-committee has been tasked to develop a new publicity and communication plan.
- Under SDGs 17.1 and 17.3 to Strengthen domestic resource mobilization, including through international support to developing countries to improve domestic capacity for tax and other revenue collection and mobilize additional financial resources for developing countries from multiple sources respectively, the GBA charter was adopted and ongoing arrangements to boost publicity still ongoing.

29.4. Aftermath of Covid-19

The aftermath of the Covid-19 saw management of the Secretariat, Office of the President re-introduced a weekly Staff Rotation Plan to help minimize contact among staff, Officers were put into two (2) groups which alternated on a weekly basis.

Laptops and internet access were made available to staff to work from home, but they were not enough. Some equipment were provided to the Project Management Unit members, Heads of

Directorates/Units and staff under the PSRRP to facilitate their work processes and minimal equipment was installed in the Conference room of the Secretariat to facilitate virtual meetings.

Several strategies such as the use of virtual platforms; Zoom and Microsoft Teams, the use of telephone calls, WhatsApp and emails were employed by various Directorates to monitor work from home.

Assessment of targets being achieved as compared to working from the office saw no drastic change. Most targets were achieved, however, some delays in meeting timelines were encountered because of challenges of poor internet connectivity, and power outages.

Intermittent internet disruptions and reluctance to report for duty on the part of schedule officers were the challenges encountered with the flexible working hours.

29.5. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	1,297,472.00	1,713,772.07	1,713,772.07	-416,300.07
	Use of Goods & Services	1,992,857.00	1,837,207.17	1,837,207.17	155,649.83
	CAPEX	0	0	0	0
2	IGF	-	-	-	-
3	DEV'T PARTNERS e.g.,				
	World Bank	16,924,992.00	8,656,768.30	7,002,050.75	8,268,223.70
	TOTAL	20,215,321.00	12,207,747.54	10,553,029.99	8,007,573.46

29.6. Challenges

Among the challenges encountered during the year under review were:

- Uncoordinated implementation and lack of a permanent home for Public Sector Reforms
- Inadequate staff capacity in the area of monitoring and evaluation, change and project management, procurement for the effective Implementation of Reforms
- Lack of a permanent Office accommodation. Currently the secretariat is housed at two separate locations.

29.7. Forward Look

In 2022, the Public Sector Reform Secretariat will pursue the following projects:

- Implementation of the National Public Sector Reform Strategy (NPSRS), 2018-2023 and the Public Sector Reform for Results Project (PSRRP).
- Facilitate the sourcing of funds for the proposed e-Records Management Project in collaboration with the Ministry of Finance.
- The Ghana Beyond Aid Committee will continue to coordinate its programmes through the pursuit of the adoption of Ghana Beyond Aid Charter in Parliament, facilitate the establishment of the Ghana Beyond Aid Implementation Council and create awareness on the Ghana Beyond Aid Charter Strategy document.
- Commence the implementation of the Country Structural Vulnerability Mitigation Strategy (CSVMS).
- Continue to coordinate the Open Government Partnership (OGP) Initiative through the coordination and supervision of the implementation of the 4th Open Government Partnership National Action Plan.

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Annex 2: Ministry Age Distribution

Sn	Institutions	20-29		30-39		40-49		50-59		60+	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
1.	Ministry of Fisheries and Aquaculture Development	4	5	15	15	16	9	10	4	1	0
2.	Ministry of Food and Agriculture	136	69	844	224	390	102	326	93	37	9
3.	Ministry of Energy	11	9	30	18	27	22	27	11	1	0
4.	Ministry of Gender, Children and Social Protection	24	14	38	44	26	21	9	6	0	0
5.	Ministry of Youth and Sports	6	9	19	13	15	15	9	8	0	0
6.	Ministry of Youth and Sports	15	18	60	71	46	46	47	24	0	0
7.	Ministry of Defence	3	2	13	19	7	9	8	10	0	0
8.	Ministry of Local Government, Decentralisation and Rural Development	8	4	26	20	25	31	20	21	0	0
9.	Ministry of Transport	4	10	17	29	12	11	12	8	0	0
10.	Ministry of Environment, Science, Technology and Innovation	3	3	20	12	15	12	16	15	0	1
11.	Ministry of Health	18	21	74	72	60	51	64	26	7	0
12.	Ministry of Works and Housing	7	9	28	27	15	12	15	11	1	0
13.	Ministry of Lands and Natural Resources	7	9	22	28	17	14	18	14	6	1
14.	Ministry of Sanitation and Water Resources	11	8	11	17	12	11	11	2	0	0

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15.	Ministry of Education	18	12	32	34	21	19	18	12	0
16.	Ministry of Chieftaincy and Religious Affairs	31	19	133	102	85	63	78	65	2
17.	Ministry of Roads and Highways	5	6	25	17	16	18	28	13	0
18.	Ministry of Information	2	7	8	15	8	7	1	3	0
19.	Ministry of Finance	28	26	116	94	141	83	96	40	4
20.	Ministry of Railways Development	3	0	12	10	6	11	10	2	0
21.	Ministry of Tourism, Arts and Culture	10	13	17	31	12	11	4	10	0
22.	Office of the Attorney General and Ministry of Justice	10	4	36	35	35	20	21	22	1
23.	Ministry of Employment and Labour Relations	6	9	29	18	18	14	5	16	2
24.	Ministry of Parliamentary Affairs	1	0	7	4	2	0	4	3	0
25.	Ministry of the Interior	2	5	13	26	12	17	10	9	45
										1



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Annex 3: Age Distribution For Extra Ministerial Organisations

Sn	Institutions	20-29		30-39		40-49		50-59		60+	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
1.	Public Sector Reform Secretariat	1	5	16	8	4	10	8	2	0	0
2.	Office of the President	4	6	57	37	55	54	113	51	1	0
3.	Office of the Head of the Civil Service	15	14	33	28	22	23	18	6	2	0



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Annex 4: Age Distribution For Departments and other Civil Service Institutions

Sn	Institutions						20-29		30-39		40-49		50-59		60+	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
1.	Department of Gender	5	11	20	28	8	10	8	10	17	7	3	4	0	0	0
2.	Department of Children	12	14	16	14	14	17	7	2	0	0	0	0	0	0	0
3.	Department of Social Welfare	13	18	125	175	126	192	99	120	0	0	0	0	0	0	0
4.	Government Secretarial School	2	19	20	30	10	7	4	0	0	0	0	0	0	0	0
5.	Civil Service Training Centre	2	4	12	7	8	4	9	4	0	0	0	0	0	0	0
6.	Public Records and Archives Administration Department	14	10	49	34	29	7	13	14	1	0	0	0	0	0	0
7.	Institute of Technical Supervision	0	0	4	3	5	1	4	0	0	0	0	0	0	0	0
8.	Management Services Department	0	1	9	12	13	10	6	2	0	0	0	0	0	0	0
9.	Births and Deaths Registry	78	32	97	73	64	33	49	22	0	0	0	0	0	0	0
10.	Department of Community Development	132	116	227	201	86	84	44	42	0	0	0	0	0	0	0
11.	Public Servants Housing Loans Board	0	1	0	4	2	1	3	5	0	0	0	0	0	0	0
12.	Department of Rent Control	8	16	62	39	18	16	8	11	0	0	0	0	0	0	0
13.	Public Works Department	6	2	46	20	78	10	40	5	0	0	0	0	0	0	0
14.	Department of Rural Housing	3	4	12	1	3	3	2	0	0	0	0	0	0	0	0
15.	Hydrological Services Department	10	1	12	5	15	2	12	2	1	0	0	0	0	0	0
16.	Office of the Administrator of Stool Lands	1	3	38	35	64	33	41	9	1	0	0	0	0	0	0
17.	Department of Feeder Roads	5	2	14	8	18	12	23	6	0	0	0	0	0	0	0



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18.	Department of Urban Roads	41	14	72	23	60	20	36	8	0	1
19.	Koforidua Training Centre	1	1	16	10	8	2	11	6	0	0
20.	Information Services Department	37	51	196	237	275	112	138	24	0	0
21.	Controller and Accountant General's Department	52	62	619	465	768	428	782	488	6	3
22.	Registrar General's Department	9	15	43	55	18	32	11	14	0	0
23.	Ministry of Tourism, Arts and Culture	10	13	17	31	12	11	4	10	0	0
24.	Du Bois Centre	1	1	1	5	3	2	2	0	0	0
25.	Bureau of Ghana Languages	8	6	20	10	8	8	10	2	0	0
26.	Hotel, Tourism and Catering Training Institute	2	1	3	6	6	3	1	2	0	0
27.	Registrar General's Department	9	15	43	55	18	32	11	14	0	0
28.	Labour Department	7	6	59	49	60	18	84	18	5	0
29.	Department of Factories Inspectorate	15	7	31	25	18	7	8	4	0	0
30.	Department of Co-operatives	19	23	83	87	28	26	46	15	0	0
31.	Department of Integrated Community Centres for Employable Skills	0	2	71	77	104	92	37	21	1	0
32.	Department of Parks and Gardens	4	0	44	36	67	33	43	21	0	0



Annex 5: Recruitment Distribution by Ministries

MINISTRIES		
NO.	INSTITUTION	NUMBER RECRUITED
1	Ministry Of Employment And Labour Relations	11
2	Ministry of Foreign Affairs	37
3	Ministry of Finance	13
4	Ministry Of Food & Agriculture	46
5	Ministry Of Youth & Sports	2
6	Ministry Of Chieftaincy And Religious Affairs	39
7	Ministry Of Tourism, Arts And Culture	13
8	Ministry Of Works And Housing	17
9	Ministry Of Communications And Digitalisation	18
10	Ministry Of Gender, Children And Social Protection	20
11	Ministry of Trade And Industry	12
12	Ministry of Education	11
13	Ministry of Sanitation And Water Resources	9
14	Ministry of the Interior	8
15	Office of The Attorney-General And Ministry Of Justice	10
16	Ministry of Fisheries And Aquaculture Development	11
17	Ministry of Environment, Science, Technology, And Innovation	2
18	Ministry of Information	2
19	Ministry of Health	1
20	Ministry of Energy	2
21	Ministry of Roads And Highways	7
22	Ministry of Local Government, Decentralisation & Rural Development	14
23	Ministry of Railways Development	1
24	Ministry of Transport	1

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25	Ministry of Public Enterprises	6
TOTAL		313

Annex 6: Recruitment Distribution by Departments

DEPARTMENT		
26	Bureau Of Ghana Languages	13
27	Procurement & Supply Chain Management Department	8
28	Department Of Integrated Community Centre For Employable Skills	13
29	Department Of Gender	5
30	Department Of Children	11
31	Department Of Rural Housing	8
32	Public Works Department	15
33	Ghana Scholarship Secretariat	13
34	Department Of Co-Operatives	47
35	Department Of Factories Inspectorate	8
36	Office Of The Administrator Of Stool Lands	21
37	Births & Deaths Registry	128
38	Department Of Community Development	12
39	Rent Control Department	10
40	Registrar General's Department	75
41	Department Of Urban Roads	28
42	Department Of Social Welfare	2
43	Hydrological Services Department	10
44	Labour Department	17
45	State Protocol Department	2
46	Department Of Feeder Roads	2
47	Information Services Department	9
48	Public Records And Archives Administration	3



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49	Civil and Local Government Staff Association (CLOGSAG)	8
50	Veterinary Services Directorate (MOFA)	30
51	Department Of Parks And Gardens	10
TOTAL		508

Annex 7: Recruitment Distribution by Extra-Ministerial Organisation

EXTRA MINISTERIAL ORGANISATION		
53	Office of the President	48
54	Office Of The Head Of The Civil Service(OHCS)	23
TOTAL		68





**OFFICE OF THE HEAD
OF THE CIVIL SERVICE**