



**OFFICE OF THE
HEAD OF THE CIVIL SERVICE**



**2023
CIVIL SERVICE
ANNUAL PERFORMANCE
REPORT**

MARCH 2024

CONTENTS

LIST OF FIGURES AND TABLES.....	vi
LIST OF ACRONYMS.....	vii
FOREWORD.....	xxvii
EXECUTIVE SUMMARY	xxix
CHAPTER ONE	1
1.0. OVERVIEW OF THE CIVIL SERVICE.....	1
1.1. Introduction.....	1
1.2. Strategic Framework of the Civil Service	1
1.3. Functions of the Civil Service	2
1.4. Core Values.....	2
1.5. Structure of the Civil Service.....	3
1.6. Members of the Civil Service Council.....	3
1.7. Composition of the Civil Service.....	4
1.8. Organisation of the Report.....	5
CHAPTER TWO	6
2.0. POLICY FRAMEWORK	6
2.1. Coordinated Program of Economic and Social Development Policies (CPESDP) 2017-2024	6
2.2. Medium-Term National Development Framework (MTNDF) (2022-2025)	6
Harmonisation of the Sustainable Development Goals (SDGs) and Agenda 2063	6
2.3. 2023 Budget Statement	7
2.4. Excerpts from the State of the Nation’s Address for Sector Consideration	8
2.5. Civil Service Performance Management Strategy	8
CHAPTER THREE	10
3.0. HUMAN RESOURCE ANALYSIS	10
3.1. Staff Analysis.....	10
3.1.1. Staff Strength	10
3.1.2. Sex Disaggregation.....	10
3.1.3. Occupational Groupings.....	11
3.1.4. Age Categorization.....	16
3.1.5. Senior and Junior Staff Categorization	17
3.2. Training and Development.....	18
3.2.1. Scheme of Service Training.....	18

3.2.2.	Academic Training.....	19
3.2.3.	Study Leave Applications.....	20
3.2.4.	Notification	22
3.2.5.	Workshops, Seminars and Conferences.....	23
3.3.	Recruitment.....	23
3.4.	Career Management	24
3.4.1.	Promotions.....	24
3.4.2.	Upgrading	25
3.4.3.	Conversion	26
3.4.4.	Change of Date of Birth.....	27
3.4.5.	Change of Name	28
3.4.6.	Secondment.....	29
3.4.7.	Leave of Absence.....	29
3.4.8.	Transfer of Service.....	30
3.4.9.	Posting.....	31
3.4.10.	Exits from the Service.....	31
3.5.	Emerging issues.....	32
CHAPTER FOUR.....		34
4.0.	REFORMS IMPLEMENTATION IN THE CIVIL SERVICE	34
4.1.	Reforms initiated and implemented Service-wide	34
4.2.	Reforms Implemented by Sector Ministries.....	35
4.3.	Reforms For Mainstreaming.....	39
4.4.	Observations.....	41
4.5.	Reform Challenges.....	41
4.6.	Recommendations	42
CHAPTER FIVE		43
5.0.	THE ROLE OF GHANA CIVIL SERVICE IN SDG ATTAINMENT.....	43
CHAPTER SIX		49
6.0.	KEY SECTOR ACHIEVEMENTS	49
CHAPTER SEVEN.....		58
7.0.	CHALLENGES AND RECOMMENDATIONS	58
7.1.	Challenges.....	58

7.2. Recommendations	60
CHAPTER EIGHT	63
8.0. PROJECTIONS FOR 2024.....	63
CHAPTER NINE	66
9.0. CONCLUSION	66
APPENDICES	67
APPENDIX ONE (1): BRIEF SECTOR PROGRAMS AND ACHIEVEMENTS	67
1.0. MINISTRY OF CHIEFTAINCY AND RELIGIOUS AFFAIRS (MCRA)	68
2.0. MINISTRY OF COMMUNICATIONS AND DIGITALISATION (MOCD)	74
3.0. MINISTRY OF DEFENCE (MoD).....	81
4.0. MINISTRY OF EDUCATION (MoE)	86
5.0. MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS (MELR)	93
6.0. MINISTRY OF ENERGY (MoEn).....	98
7.0. MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY, AND INNOVATION (MESTI).....	107
8.0. MINISTRY OF FINANCE (MoF)	112
9.0. MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT (MOFAD)	117
10.0. MINISTRY OF FOOD AND AGRICULTURE (MOFA)	122
11.0. MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION (MoFARI)	126
12.0. MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION (MoGCSP).....	133
13.0. MINISTRY OF HEALTH (MoH).....	138
14.0. MINISTRY OF INFORMATION (MOI).....	145
15.0. MINISTRY OF THE INTERIOR (MINTER)	151
16.0. MINISTRY OF LANDS AND NATURAL RESOURCES (MLNR).....	156
17.0. MINISTRY OF LOCAL GOVERNMENT, DECENTRALISATION AND RURAL DEVELOPMENT (MLGDRD)	161
18.0. MINISTRY OF PARLIAMENTARY AFFAIRS (MoPA).....	169
19.0. MINISTRY OF RAILWAY DEVELOPMENT (MoRD)	172
20.0. MINISTRY OF ROADS AND HIGHWAYS (MRH)	176
21.0. MINISTRY OF SANITATION AND WATER RESOURCES (MSWR).....	181
22.0. MINISTRY OF TOURISM, ARTS, AND CULTURE (MOTAC).....	185
23.0. MINISTRY OF TRADE AND INDUSTRY (MoTI).....	190

24.0.	MINISTRY OF TRANSPORT (MOT).....	195
25.0.	MINISTRY OF WORKS AND HOUSING (MWH)	199
26.0.	MINISTRY OF YOUTH AND SPORTS (MoYS)	204
27.0.	OFFICE OF THE ATTORNEY-GENERAL AND MINISTRY OF JUSTICE (OAGMoJ)	207
28.0.	OFFICE OF THE HEAD OF THE CIVIL SERVICE (OHCS).....	214
29.0.	OFFICE OF THE PRESIDENT (OOP).....	219
	APPENDIX TWO (2): AGE DISTRIBUTION FOR MINISTRIES, OHCS AND OOP	225
	APPENDIX THREE (3): AGE DISTRIBUTION FOR DEPARTMENTS	227
	APPENDIX FOUR (4): REFORMS IN THE CIVIL SERVICE	229
	APPENDIX FIVE (5): SUSTAINABLE DEVELOPMENT GOALS (SDGS).....	244
	APPENDIX SIX (6): 2023 RECRUITMENT DISTRIBUTION	299
	APPENDIX SEVEN (7): SCHEME OF SERVICE TRAINING	301

LIST OF FIGURES AND TABLES

<i>FIGURE 1 1: ORGANOGRAM OF THE CIVIL SERVICE</i>	<i>3</i>
<i>FIGURE 3. 1: CIVIL SERVICE STAFF STRENGTH CATEGORISED BY SEX</i>	<i>10</i>
<i>FIGURE 3. 2: STAFF CATEGORY BY AGE - CHIEF DIRECTORS AND PROFESSIONAL CATEGORIES ..</i>	<i>16</i>
<i>FIGURE 3. 3: STAFF CATEGORY BY AGE – SUB PROFESSIONALS</i>	<i>16</i>
<i>FIGURE 3. 4: SENIOR/JUNIOR STAFF CATEGORY</i>	<i>17</i>
<i>FIGURE 3. 5: SCHEME OF SERVICE TRAINING IMPLEMENTED BY THE INSTITUTIONS</i>	<i>19</i>
<i>FIGURE 3. 6: DISTRIBUTION OF ACADEMIC TRAININGS.....</i>	<i>19</i>
<i>FIGURE 3. 7: STUDY LEAVE APPLICATION BY SEX.....</i>	<i>20</i>
<i>FIGURE 3. 8: STUDY LEAVE DISTRIBUTION BY GRADE</i>	<i>21</i>
<i>FIGURE 3. 9: STATUS OF STUDY LEAVE IMPLEMENTATION</i>	<i>21</i>
<i>FIGURE 3. 10: GENDER DISAGGREGATION ON NOTIFICATION</i>	<i>22</i>
<i>FIGURE 3. 11: RECRUITMENT DISAGGREGATION BY MALE AND FEMALE</i>	<i>23</i>
<i>FIGURE 3. 12: PROMOTIONS FOR PROFESSIONAL CADRE</i>	<i>24</i>
<i>FIGURE 3. 13: PROMOTIONS FOR SUB-PROFESSIONAL CADRE</i>	<i>25</i>
<i>FIGURE 3. 14: UPGRADING REQUESTS RECEIVED AND APPROVALS.....</i>	<i>26</i>
<i>FIGURE 3. 15: CONVERSION DISAGGREGATED BY CLASS</i>	<i>27</i>
<i>FIGURE 3. 16: TRENDS FOR CHANGE OF NAME</i>	<i>28</i>
<i>FIGURE 3. 17: TREND OF LEAVE OF ABSENCE</i>	<i>29</i>
<i>FIGURE 3. 18: TRENDS FOR TRANSFER OF SERVICE</i>	<i>30</i>
<i>FIGURE 3. 19: NUMBER OF POSTINGS BY GRADE CATEGORY</i>	<i>31</i>
<i>FIGURE 3. 20: EXITS FROM THE SERVICE.....</i>	<i>32</i>
<i>FIGURE 4. 1: CATEGORIES OF REFORMS</i>	<i>34</i>
<i>FIGURE 4. 2: NUMBER OF REFORMS IMPLEMENTED IN SECTOR MINISTRIES.....</i>	<i>35</i>
<i>FIGURE 4. 3: TYPES OF REFORMS IMPLEMENTED BY SECTOR MINISTRIES</i>	<i>35</i>
<i>TABLE 3. 1: CIVIL SERVICE STAFF STRENGTH</i>	<i>10</i>
<i>TABLE 3. 2: BREAKDOWN OF OCCUPATIONAL GROUPINGS</i>	<i>12</i>

LIST OF ACRONYMS

A2E	Apprentice to Entrepreneurship
ABFA	Annual Budget Funding Amount
ABFA	Annual Budget Fund Allocation
ACET	Africa Center for Economic Transformation
ACR	Architecture Compliance Review
ACRWC	African Charter on the Rights and Welfare of the Child
AD	Audit Directorate
AD	Assistant Director
ADR	Alternative Dispute Resolution
AEAs	Agriculture Extension Agents
AESD	Agricultural Engineering Services Directorate
AESL	Architectural and Engineering Services Limited
AFCON	African Cup of Nations
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AG	Attorney-General
AGD	Attorney General's Department
AGD	Agricultural Gross Domestic Product
AGRA	Alliance for a Green Revolution in Africa
AIB	Aircraft Accident Investigation and Prevention Bureau
AICC	Accra International Conference Centre
AIDS	Acquired Immune Deficiency Syndrome
ALP	Alternative Livelihood Program
ALS	Alternative Legal Status
AMA	Accra Metropolitan Assembly
AMB	Ambassador
AML/CFT	Anti-Money Laundering / Combating the Financing of Terrorism
AMLA	Anti-Money Laundering Act
AMR	Anti-Microbial Resistance
APC	Armoured Personnel Carrier
APR	Annual Performance Report

APR	Annual Progress Report
APRM	African Peer Review Mechanism
ARC	Architects Registration Council
ARIB	Africa and Regional Integration Bureau
ARVs	Anti-Retroviral Therapy
ASRHR	Adolescent Sexual and Reproductive Health Rights
AU	African Union
AUC	African Union Commission
AWD	African Women's Decade
AWS	Amazon Web Services
BDR	Births and Deaths Registry
BGL	Bureau of Ghana Languages
BILT	Boankra Inland Logistics Terminal
BMU	Bridge Maintenance Unit
BoG	Bank of Ghana
BOPD	Barrels of Oil Per Day
BOST	Bulk Oil Storage and Transportation Company
BOT	Build Operate Transfer
BPA	Bui Power Authority
BRC	Business Resource Centres
BRP	Barracks Regeneration Program
CAs	Certificate Authorities
CAA	Central Adoption Authority
CAGD	Controller and Accountant-General's Department
CAP	Coronavirus Alleviation Program
CAPBuSS	Coronavirus Alleviation Program Business Support Scheme
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
CBT	Competency-Based Training
CD	Chief Directors

CDC	Centres for Disease Control
CDF	Chieftaincy Declaration Forms
CDI	Central Destitute Infirmary
CDM	Clean Development Mechanism
CDS	Chief of the Defence Staff
CDU	CARES Delivery Unit
CED	Compact End Date
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEDECOM	Central Region Development Commission
CEIR	Centralised Equipment Identity Register
CEO	Chief Executive Officer.
CFWP	Child and Family Welfare Policy
CHPS	Community Health Planning and Services
CHRAJ	Commission for Human Rights and Administrative Justice
CICs	Community Information Centres
CID	Criminal Investigative Department
CIF	Climate Investment Fund
CIF	Compact Implementation Funding
C-in-C	Commander-in-Chief
CLASS	Complementary Livelihood Asset Support Scheme
CLR	Council for Law Reporting
CMA	Central Management Agency
CMD	Career Management Directorate
CMMP	Capital Market Mater Plan
CMO	Carbon Market Office
CNS	Chief of Naval Staff
CO2	Carbo Dioxide
COAS	Chief of Army Staff
COD	Coordinating Director
COP	Conference of Parties
COP	Chief of Protocol
CoS	Chief of Staff

CoS	Council of State
CPC	Cocoa Processing Company
CPCFT	Child Protection Community Facilitation toolkit
CPD	Continuous Professional Development
CPESDP	Coordinated Program of Economic and Social Development Policies
CRC	Convention on the Right of the Child
CRC	Committee Review of Ghana
CREMA	Community Resource Management Area
CRO	Chief Rent Officer
CSA	Cyber Security Authority
CSAUs	Client Service and Access Units
CSD	Crops Services Directorate
CSIR	Council for Scientific and Industrial Research
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
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
CTVET	Commission for Technical and Vocational Education and Training
CUPIA	Customs Unipass International Agency
CWSA	Community Water and Sanitation Agency
1D1F	One District One Factory
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
DDDP	District Development Data Platform
DevCom	Development Communication
DFI	Department of Factories Inspectorate
DFR	Department of Feeder Roads
DMCs	District Mining Committees
DoC	Department of Children
DOC	Department of Co-operatives
DoG	Department of Gender
DOVSSU	Domestic Violence and Victims Support Unit
DPC	Data Protection Commission
DPR	Detailed Project Report
DPs	Development Partners
DRH	Department of Rural Housing
DRR	Disaster Risk Reduction
DSDP	Debt Swap Development Program
DSW	Department of Social Welfare
DUR	Department of Urban Roads
DV	Domestic Violence
DVA	Domestic Violence Act
DVLA	Driver and Vehicle Licensing Authority
DVS	Domestic Violence Secretariat
EC	Engineering Council
EC	Energy Commission
ECCD	Early Childhood Care and Development
ECG	Electricity Company of Ghana
ECOWAS	Economic Community of West African States
ECTIB	Economic Trade and Investment Bureau
EGSB	Estates and General Services Bureau
EI	Executive Instrument
EMIS	Education Management Information System
EO	Executive Officer

EOCO	Economic and Organised Crime Office
EPA	Environmental Protection Agency
EPI	Expanded program on Immunisation
ERMERD	External Resource Mobilization and Economic Relations Division
ESLM	Executive Strategic Leadership and Management
ESLMC	Executive Strategic Leadership and Management Course
ESRD	Economic Strategy and Research Division
ESRP	Energy Sector Recovery Program
ESTF	Energy Sector Task Force
EU	European Union
F&A	Finance and Administration
F&A	Finance and Accounts Bureau
FASDEP	Food and Agriculture Sector Development Policy
FATF	Financial Action Task Force
FBI	Federal Bureau of Investigation
FBOs	Faith Based Organizations
FC	Forestry Commission
FD	Finance Directorate
FDA	Food and Drugs Authority
FIC	Financial Intelligence Centre
FOB	Forward Operating Base
FP & CMS	Fire Permit and Certification Management System
FSD	Financial Sector Division
FSHS	Free Senior High School
FSO	Foreign Service Officer
FSR	Foreign Service Regulations
FWH	Flexible Working Hours
FWSC	Fair Wages and Salaries Commission
GA	General Administration
GAC	Ghana AIDS Commission
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
GAMS	Gaming Administration and Monitoring Systems
GAPTE	Greater Accra Passenger Transport Executives
GARID	Greater Accra Resilience and Integrated Development Project
GAS	Ghana Audit Service
GASSLIP	Greater Accra Sustainable Sanitation and Livelihoods Improvement Project
GAT	Ghana Amalgamated Trust
GBA	Ghana Beyond Aid
GBC	Ghana Boundary Commission
GBC	Ghana Broadcasting Corporation
GC	Gaming Commission
GCAA	Ghana Civil Aviation Authority
GCC	Ghana Co-operative Council
GCCo	Ghana Co-operative College
GCM	Ghana Chamber of Commerce
GCMC	Ghana Cylinder Manufacturing Company
GCPC	Ghana Power Compact Program
GDCL	Ghana Digital Centers Limited
GDNR	Ghana Domain Name Registry (GDNR)
GDP	Gross Domestic Product
GEDAP	Ghana Energy Development and Access Project
GEPA	Ghana Export Promotion Authority
GFMIS	Government Financial Management Information System
GFSDP	Ghana Financial Sector Development Program
GFZA	Ghana Free Zones Authority
GGSA	Ghana Geological Survey Authority
GHA	Ghana Hydrological Authority
GhAIP	Ghana Agricultural Investment Program
GHEL	Ghana Heavy Equipment Limited

GhIPSS	Ghana Interbank Payment and Settlement Systems
GHQ	General Headquarters
GHS	Ghana Health Service
GIADEC	Ghana Integrated Aluminium Development Corporation
GIBA	Ghana Independent Broadcasters Association
GIDA	Ghana Irrigation Development Authority
GIFEC	Ghana Investment for Electronic Communication
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	Ghana Immigration Service
GITC	Ghana International Trade Commission
GJA	Ghana Journalists Association
GJSP	Ghana Jobs and Skills Project
GKMA	Greater Kumasi Metropolitan Area
GLDB	Grains and Legumes Development Board
GLR	Ghana Law Reports
GLRSSM	Ghana Landscape Restoration and Small-Scale Mining
GMA	Ghana Maritime Authority
GMet	Ghana Meteorological Agency
GMMB	Ghana Museums and Monuments Board
GNA	Ghana News Agency
GNFS	Ghana National Fire Service
GNFS	Ghana National Fire Service
GNGC	Ghana National Gas Company
GNHR	Ghana National Household Registry
GNPA	Ghana National Procurement Agency
GNPC	Ghana National Petroleum Corporation
GNRA	Ghana National Roads Authority
GNT	Government Negotiation Team

GoG	Government of Ghana
GOG	Government of Constitutional Review
GPC	Ghana Publishing Corporation
GPC	Ghana Power Compact
GPCL	Ghana Publishing Corporation Limited
GPCL	Ghana Post Company Limited
GPHA	Ghana Ports and Harbours Authority
GPNSNP	Ghana Productive Safety Net Project
GPS	Ghana Police Service
GPS	Ghana Prisons Service
GPSNP	Ghana Productive Safety Net Project
GRA	Ghana Revenue Authority
GRATIS	Ghana Regional Appropriate Technology Industrial Service
GRB	Ghana Refugee Board
GRFHP	Government Result Framework for High Priorities
GRFS	Ghana Road Fund Secretariat
GRIDCo	Ghana Grid Company
GSA	Ghana Shippers' Authority
GSA	Ghana Standards Authority
GSCSP	Ghana Secondary Cities Support Program
GSFP	Ghana School Feeding Program
GSS	Ghana Statistical Service
GSS	Government Secretarial School
GTA	Ghana Tourism Authority
GTDP	Ghana Tourism Development Project
GTER	Gross Tertiary Enrolment Ratio
GTFC	Ghana Trade Fair Company Limited
GUMAP	Ghana Urban Mobility and Accessibility Project
GUTA	Ghana Union of Trade Association
GWCL	Ghana Water Company Limited
HCGAD	Human Capital and General Administration Division
HCS	Head of Civil Service

HEO	Higher Executive Officer
HiG	Hospital Infrastructure Group
HNWI	High-Net-Worth-Individuals
HOTTCATT	Hotel Catering Tourism Training Institute
HQ	Headquarters
HR	Human Resources
HRHD	Human Resource for Health Development Directorate
HRIMS	Human Resource and Information Management System
HRM	Human Resource Management
HRMD	Human Resources Management Department
HSMTDP	Health Sector Medium Term Development Plan
HT	Human Trafficking
HTS	Human Trafficking Secretariat
I&IAB	Inspectorate and Internal Audit Bureau
IAA	Internal Audit Agency
IALS	Institute of Advanced Legal Studies
IALS	Institute of Advanced Legal Studies
IAT	Institute of Accountancy Training
IAU	Internal Audit Unit
ICOUR	Irrigation Company of Upper Region
ICS	Improved Cook Stoves
ICT	Information Communication Technology
ICUMS	Integrated Customs Management Systems
IDB	Israel Discount Bank
IFPIM	International Fund for Public Interest Media
IGF	Internally Generated Fund
ILO	International Labour Organization
IMF	International Monetary Fund
IMLD	International Mother Language Day
INDC	Intended Nationally Determined Contributions
ING.	Engineer
IOPS	International Organization of Pension Supervisors

IPAU	Information and Public Affairs Unit
IPC	Interim Payment Certificates
IPSAS	International Public Sector Accounting Standards
ISD	Information Services Department
ISTC	Intercity STC Coaches Limited
IT	Information Technology
ITS	Institutes of Technical Supervision
IWD	International Women's Day
IWRM	Integrated Water Resources Management
IYCF	Infant and Young Child Feeding
JAG	Judge Advocate General
KAIPTC	Kofi Annan International Peacekeeping Training Centre
KNMP	Kwame Nkrumah Memorial Park
KPIs	Key Performance Indicators
KTC	Koforidua Training Center
LAC	Legal Aid Commission
LBSS	Land Border Security Strategy
LC	Lands Commission
LD	Labour Department
LDS	Church of Jesus Christ of Latter-day Saints (LDS)
LEAP	Livelihood Empowerment Against Poverty
LED	Local Economic Development
LETB	Legal and Treaties Bureau
LGS	Local Government Service
LGS	Local Government Secretariat
LI	Legislative Instrument
LIPW	Labour Intensive Public Works
LISA	Local-Based Information System in Climate Adaptation
LMS	Leap Management Secretariat
LOC	Local Organising Committee
LPG	Liquified Petroleum Gas
LPG	LPG for Development

LRC	Law Reform Commission
LUPMIS	Planning and Management Information System
LUSPA	Land Use and Spatial Planning Authority
LUSPDF	Land Use and Spatial Planning Development Fund
M & E	Monitoring and Evaluation
M&Ds	Ministries and Departments
MAF	Millennium Accelerated Framework for Maternal Mortality
MATS	Military Academy and Training Schools
MC	Minerals Commission
MCEP	Media Capacity Enhancement Program
MD	Managing Director
MDA	Ministries Departments Agencies
MDAs	Ministries Departments and Agencies
MDF	Minerals Development Fund
MDGs	Millennium Development Goals
MDPI	Management Development Productivity Institute
MES	Monitoring and Evaluation Secretariat
MESTI	Ministry of Environment, Science, Technology and Innovation
MFARI	Ministry of Foreign Affairs and Regional Integration
MFWA	Media foundation for West Africa
MiDA	Millennium Development Authority
MINTER	Ministry of the Interior
MLGDRD	Ministry of Local Government, Decentralisation and Rural Development
MLNR	Ministry of Lands and Natural Resources
MMC	Millennium Challenge Corporation
MMDAs	Metropolitan Municipal District Assemblies
MME	Ministry of Monitoring and Evaluation
MMSCF	Million Standard Cubic Feet
MMTL	Metro Mass Transit Limited
MMU	Mobile Maintenance Unit
MOD	Ministry of Defence
MoEn	Ministry of Energy

MoF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MOFAD	Ministry of Fisheries and Aquaculture Development
MOGCSP	Ministry of Gender, Children and Social Protection
MoH	Ministry of Health
MoME	Ministry of Monitoring and Evaluation
MOT	Ministry of Transport
MoTAC	Ministry of Tourism, Arts and Culture
MoTI	Ministry of Trade and Industry
MOWAC	Ministry of Women and Children
MP	Member of Parliament
MRB	Multilateral Relations Bureau
MRH	Ministry of Roads and Highways
MSD	Management Services Department
MSMESs	Micro, Small and Medium Enterprises
MSWR	Ministry of Sanitation and Water Resources
MT	Metric Tonne
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
MTNDPF	Medium-Term National Development Framework
MU	Migration Unit
MW	Megawatts
NACAP	National Anti-Corruption Action Plan
NACOB	Narcotics Control Board
NACOC	Narcotics Control Commission
NADMO	National Disaster Management Organization
NAFCO	National Food Buffer Stock Company
NAP	National Action Plan
NBA	National Biosafety Authority
NBSSA	National Board for Small Scale Industries
NCA	National Communications Authority
NCC	National Commission on Culture

NCD	National Children's Day
NCD	Non-Communicable Disease
NCPD	National Council on Persons with Disability
NCPP	National Child Protection Policy
NCSALW	National Commission on Small Arms and Light Weapons
NDCMP	National Drug Control Master Plan
NDMW	National Daily Minimum Wage
NDPC	National Development Planning Commission
NECC	National Early Childhood Care and Development Coordinating Committee
NEDCo	Northern Electricity Distribution Company
NES	National Electrification Scheme
NFB	National Folklore Board
NFPP	National Forest Plantation Program
NGO	Non-Governmental Organisation
NGP	National Gender Policy
NHIS	National Health Insurance Scheme
NIA	National Identification Authority
NIC	National Insurance Commission
NITA	National Information Technology Agency
NLA	National Lottery Authority
NLC	National Labour Commission
NMTDPF	National Medium-Term Development Plan Framework
NoP	Network of Practice
NPA	National Plan of Action
NPA	National Petroleum Authority
NPC	National Peace Council
NPFMB	National Plantation Fund Management Board
NPFS	National Premix Fuel Secretariat
NPG	Nuclear Power Ghana
NPO	Non-Profit Organization
NPOS	Non-Profit Organisations Secretariat
NPRA	National Pensions Regulatory Authority

NPSRS	National Public Sector Reform Strategy
NR	National Roaming
NRA	Nuclear Regulatory Authority
NRAS	National Rental Assistance Scheme
NRSA	National Road Safety Authority
NSA	National Sports Authority
NSC	National Sports College
NSDI	National Spatial Data Information
NSP	National Strategic Plan
NST	National Standardized Test
NTC	National Teaching Council
NTC	National Tripartite Committee
NTE's	Non-Taxable Exports
NTVETQF	National TVET Qualifications Framework
NYA	National Youth Authority
OACPS	Organization of African, Caribbean and Pacific States
OAG	Office of the Attorney-General
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 the Local Government Service
OoP	Office of the President
OPV	Offshore Patrol Vessel
ORF	Onshore Receiving Facility
OSC	Orange Support Centre
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
PAC	Passport Application Centre

PAP	Project Affected Persons
PAWA	Pan-African Writers Association
PBB	Program Based Budget
PBMED	Planning, Budgeting, Monitoring and Evaluation Directorate
PC	Petroleum Commission
PC	Political Consultation
PCMED	Policy Coordination Monitoring and Evaluation Division
PCSRC	Postal and Courier Services Regulatory Commission
PCN	Project Concept Note
PDD	Public Defenders' Division
PDSL	Power Distribution Services Limited
PECs	Public Employment Centres
PEER	Professional Ethical Efficient and Responsive
PEO	Principal Executive Officer
PERD	Planting for Export and Rural Development
PFI	Participating Financial Institution
PFJ	Planting for Food and Jobs
PFM	Public Financial Management
PGSO	Principal General Staff Officer
PHC	Population and Housing Census
PHC	Primary Health Care
PHDC	Petroleum Hub Development Corporation
PIAD	Public Investment and Asset Division
PIM	Public Investment Management
PIP	Public Investment Plan
PISCES	Personal Identification Security Comparison and Evaluation System
PIU	Project Implementation Unit
PJCC	Permanent Joint Commission for Cooperation
PKI	Public Key Infrastructure
PLC	Professional Law Course
PMMC	Precious Minerals Marketing Company
PMU	Project Management Unit

PNDC	Provisional National Defence Council
PNDCL	Provisional National Defence Council Law
PPA	Public Procurement Authority
PPBME	Policy Planning, Budgeting, Monitoring and Evaluation
PPD	Public-Private Dialogue
PPEs	Personal Protective Equipment
PPME	Policy, Planning, Monitoring and Evaluation
PPMEB	Policy Planning, Monitoring and Evaluation Bureau
PPMED	Policy, Planning, Monitoring and Evaluation Directorate
PPP	Public Private Partnership
PPRSD	Plant Protection and Regulatory Services
PRAAD	Public Records and Archives Administration Department
PRO	Principal Rent Officer
PSC	Public Services Commission
PSCMD	Procurement & Supply Chain Management Department
PSHLSB	Public Servants' Housing Loans Scheme Board
PSIP	Public Service Integrity Program
PSJSNC	Public Services Joint Standing Negotiating Committee
PSRRP	Public Sector Reform for Results Project
PSRS	Public Sector Reform Secretariat
PVTS	Private Vehicle Testing Stations
PWD	Public Works Department
PWDs	Persons with Disability
QR-code	Quick Response Code
R&DC	Research and Defence Cooperation
RADs	Regional Agricultural Departments
RAMS	Road Asset Management System (RAMS)
RAOs	Regional Agricultural Officers
RCC	Regional Coordinating Council
RCD	Rent Control Department
RCSTWSP	Rural Communities and Small Towns Water Supply Project
RFJ	Rearing for Food and Jobs

RGD	Registrar-General's Department
RHC	Residential Homes for Children
RICs	Regional Innovation Centers
RM	Rent Manager
RMU	Regional Maritime University
RO	Rent Officer
RPD	Revenue Policy Division
RSIM	Research, Statistics and Information Management
RTDD	Recruitment, Training and Development Directorate
RTI	Right to Information
SAS	School of Advanced Study
SCGLR	Supreme Court of Ghana Law Reports
SD	Supervising Director
SDGs	Sustainable Development Goals
SDS	Service Delivery Standards
SEA	Strategic Environmental Assessment
SEC	Security and Exchange Commission
SEED	Self-Employed Enrolment Drive
SEO	Senior Executive Officer
SGBV	Sexual and Gender-Based Violence
SGN	Sankofa-Gye-Nyame
SHCL	State Housing Company Limited
SIF	Social Investment Fund
SIGA	State Interest and Governance Authority
SMEs	Small and Medium-Sized Enterprises
SMTDP	Sector Medium Term Development Plan
SOP	Standard Operating Procedures'
SP	Social Protection
SPAR	Staff Performance Appraisal Report
SPCs	Spatial Planning Committees
SREP	Scaling Up Renewable Energy Program
SRHR	Sexual and Reproductive Health Rights

SRID	Statistics Research and Information Directorate
SRM	Senior Rent Manager
SRO	Senior Rent Officer
SSNIT	Social Security and National Insurance Trust
STEM	Science, Technology, Engineering, and Mathematics
STRABAG	Five Districts Water Supply Project Phase III
TAT	Turn Around Time
TDCL	TDC Development Company Ltd
TDMD	Treasury and Debt Management Division
TEN	Tweneboa-Enyenra-Ntomme
TIP	Trafficking in Persons
TOR	Tema Oil Refinery
TOR	Terms of Reference
TOT	Training of Trainers
TSP	Transport Sector Project
TVET	Technical and Vocational Education and Training
U.S. A	United States of America
UHC	Universal Health Care
UMaT	University of Mines and Technology
UN	United Nations
UNCITRAL	United Nations Commission on International Trade Law
UNCRPD	United Nations Convention on the Rights of Persons with Disability
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development
VAC	Violence Against Children
VAT	Value-Added Tax
VfM	Value for Money
VLTC	Volta Lake Transport Company Limited
VRA	Volta River Authority
VRA-RTF	VRA Resettlement Trust Fund
VSD	Veterinary Service Directorate
WAFU	West African Football Union

WASH	Water Sanitation and Hygiene
WIAD	Women in Agricultural Development
WIPO	World Intellectual Property Organisation
WRC	Water Resources Commission
WSIP	Water Supply Improvement Project
WTP	Water Treatment Plant
YEA	Youth Employment Agency
YRC	Youth Resource Centres

FOREWORD

The 2023 Civil Service Annual Performance Report is prepared in accordance with Section 85 of the Civil Service Act 1993, Act 327, which mandates the Head of the Civil Service to prepare a comprehensive report on the administration of the Civil Service.

The report describes the effectiveness and efficiency with which the Civil Service has evolved and carried out government policies and programs aimed at promoting national development over the last twelve (12) months. It focuses on the accomplishments and the challenges encountered during the period under review.

The overarching theme for this report is; “Combating threats to Sub-Regional Peace and Security: Perspectives of the Civil Service”. As part of its responsibility, the Civil Service ensures that there is good governance (through support for the sound management of the affairs of the state). Additionally, it provides critical technical backstopping, assists the state's efforts at fulfilling its purpose and offers the necessary public goods to guarantee that all citizens live in dignity. When this charge is effectively administered, citizens view the government and the state in a positive light and makes them less susceptible to manipulation and influence thereby promoting peace and security.

The Government of Ghana has been very supportive in ensuring the growth and progress of the Civil Service in diverse ways. Some government interventions have been the digitalization of work processes across the Service such as the digitalization of the performance appraisal process, the use of Smart workplace software, digitization of records in all Ministries and almost all departments just to mention but a few.

During the year under review, a draft proposal on the amendment of the Civil Service Act, PNDCL 1993, Act 327, was submitted to Cabinet. It is the expectation of the Civil Service that Cabinet would favorably consider the proposals and subsequently present same to Parliament for its passage.

As part of the 2022 Awards Ceremony and 2023 Civil Service Week Celebration, 160 Civil Service Employees received awards for their selfless contributions to the Service's expansion, demonstrating the Service's continued commitment to rewarding its devoted workforce. Chief Directors, Department Heads, Directors, and other officers (Deputy Directors and below) were among the officers who received rewards.

It is worth mentioning that the psychological well-being of the Civil Service Staff is of priority to the Service, hence the commencement of establishment of a Counselling Unit for Staff of the Service in 2023. It is expected that the Counselling Unit will be fully functional and meet the psychological needs of all Civil Service Staff in the discharge of their duties.

One unique development in 2023 was the retirement of Nana Kwasi Agyekum-Dwamena as the Head of the Civil Service, and the appointment of Dr. Evans Aggrey-Darkoh as his replacement. It is instructive to note that the transition was smooth and seamless.

Notwithstanding the challenges faced in 2023, Civil Service Staff worked tremendously well to enhance service delivery and address the needs of the citizenry through the support to Government and other development partners.

I express my sincerest appreciation to H.E the President Nana Addo Dankwa Akufo-Addo, the Government of Ghana, the World Bank, the Korean Government, Japanese Government and

other Development Partners for their immense support and contribution in building the capacity of officers in the Civil Service in 2023.

I also thank the Civil Service Council and all key stakeholders for their dedication and support in ensuring that the Civil Service continues to deliver on its mandate and meet the aspiration of the Ghanaian people.

I am confident that this report gives a comprehensive assessment of the Civil Service's performance in 2023 and would be relevant to all its stakeholders in assessing the Service's contribution to the advancement of bureaucratic accountability and good governance in Ghana.

May God bless the Ghana Civil Service.

EVANS AGGREY-DARKOH, Ph.D.
HEAD OF THE CIVIL SERVICE

EXECUTIVE SUMMARY

Chapter one highlights the crucial role the Civil Service plays in the formulation of government's policy and implementation, as mandated by the Civil Service Act, 1993 (Act 327). The Civil Service consists of twenty-eight (28) Ministries, the Office of the Head of the Civil Service, the Office of the President, and twenty-three (23) Departments. The Civil Service is undergoing continuous reforms to enhance service delivery, including digitalization, improved performance management, enhanced capacity development, and reviewed regulatory frameworks.

The Strategic Framework of the Civil Service focuses on supporting government policies for national development through efficient resource management, information management, organizational development, and cost-effective procurement. Its functions, as outlined in the Civil Service Act, include policy formulation, research, implementation, review, and monitoring of government policies.

The Civil Service's core values include integrity, accountability, impartiality, political neutrality, dedication, and professionalism. The structure of the Civil Service comprises the Presidency, the Civil Service Council, Ministries, and Departments, each with specific roles and responsibilities. The Office of the Head of the Civil Service and the Office of the President provide leadership and administrative support, while Ministries formulate policies and Departments implement them.

The Civil Service Council, appointed by the President, oversees the governance of the Civil Service.

Chapter Two brings out the Civil Service Policy Framework for the formulation of policies and programs implemented across the various Ministries and Departments. The Policy Framework includes:

Coordinated Program of Economic and Social Development Policies (CPESDP) 2017-2024: The CPESDP is aligned with the government's vision for national development and provides a structured framework for implementing, monitoring, and evaluating strategies and initiatives.

Medium-Term National Development Framework (MTNDF) (2022-2025): This framework aims to create prosperity and equal opportunity for all by leveraging human and natural resources within a democratic and fair society. It aligns with the Sustainable Development Goals (SDGs) and Agenda 2063.

2023 Budget Statement: The 2023 budget focused on restoring macroeconomic stability, with allocations for employee compensation, goods and services, and capital expenditures. It also outlined revenue projections and expenditure plans.

The State of the Nation's Address: The address highlighted legislative measures, infrastructure development, education initiatives, support for youth and women entrepreneurs, and employment in the health sector.

Civil Service Performance Management Strategy: The strategy includes revised performance management tools to enhance target setting, research, information management,

and client service delivery. The implementation involves performance agreements and appraisal instruments, with efforts to digitize the appraisal system for efficiency and compliance. Challenges in implementation, such as web-based application issues and internet connectivity, are being addressed for smoother operations.

Chapter Three details the human resource statistics of the Civil Service. In 2021, the Civil Service staff count was 17,121, which increased by 2.02% to 17,468 in 2022 but then slightly decreased by 0.18% to 17,437 in 2023. Overall, there was a total staff increase of 1.84% from 2021 to 2023. This change is attributed to factors like officers leaving the Service due to resignation and retirement.

Sex disaggregation

The Office of the Head of Civil Service (OHCS) is concerned with generating and analysing sex-disaggregated data to understand gender dynamics among staff. The analysis shows a marginal growth in both male and female populations. Specifically, the male population increased by 1.64% from 2021 to 2022 and decreased slightly by -0.02% from 2022 to 2023. On the other hand, the female staff population saw increments of 2.63% and -0.43% for the same periods. The cumulative percentage increase in male staff from 2021 to 2023 was 1.62%, while female staff witnessed a higher increase of 2.20%.

Occupational grouping

The Occupational grouping in the Civil Service is divided into seventy-two distinct categories. The top categories in terms of staff count include Accounting Class, Foreign Service Officers Class, Agric Officers Class, and Technical Officers/Assistant Class. The IT/IM Class is also notable, aligning with the government's digitalization commitment.

Age categorization,

Regarding age categorization, Chief Directors has an average age of 57.7 years, with a maximum age of 64 years. There's a concentration of officers in the middle-age ranges, highlighting the need for succession planning and talent development initiatives.

Category of Senior and Junior staff

The Senior staff category experienced a notable increase, while Junior staff decreased. This trend reflects efforts to build the capacity of staff for higher roles and the introduction of capacity development interventions like the 'Notification facility.' Despite the decline in Junior staff, Senior staff continue to dominate, maintaining a significant lead over Junior staff within the Civil Service structure.

Training and development

The Civil Service in Ghana focuses on training and development to enhance staff competence and adaptability to changing organizational demands. The Training and Development Policy ensures systematic skills acquisition and encourages continuous learning. Training programs cover various areas such as Scheme of Service Training, Academic Training, and Workshops/Seminars/Conferences.

Scheme of Service training which is mainly conducted by Civil Service Training Institutions, prepares staff for promotion and enhances their capacities in different occupational groups. It emphasizes professional knowledge and skills development, particularly for higher-level performance. However, budget constraints have led to alternative training methods like in-house and virtual programs such as the 'Knowledge sharing' platform initiated.

Academic training involves personal development programs spanning from six months to several years, leading to diplomas, degrees, or higher certificates. Officers pursue studies in fields like Accounting, Finance, Public Administration, Business Administration, and more. The Civil Service advocates for increased academic training to improve officers' knowledge and performance, especially in digital skills due to the government's digitalization agenda.

Officers with at least four years of service can apply for study leave, sponsored by their organizations or external agencies. The number of male officers utilizing the Study Leave facility has been higher than females, indicating a gender gap that needs addressing. Officers pursuing education outside working hours must notify the Civil Service for approval. In 2023, 212 officers received approval for further studies.

Workshops/Seminars/Conferences are sponsored by both governmental and non-governmental institutions to enhance officers' functional effectiveness and efficiency, covering essential but non-core aspects of the Scheme of Service.

Recruitment

The Civil Service recruit personnel to address staffing needs. While efforts are made to bridge the gender gap, more males are recruited due to higher male applicant numbers. The Service is developing an onboarding policy for seamless integration of new officers.

Promotions

Promotion is crucial for career development within the Civil Service, involving staff progression to higher positions within the same occupational group. In 2023, there were 4,379 promotion considerations, with 55% from Departments, 42% from Ministries, and 3% from OHCS/OoP. The promotion process assesses officers' abilities for higher responsibilities and succession planning.

Upgrading

Upgrading refers to movement of officers from a sub-professional cadre to a professional cadre within the same occupational group. This is based on acquiring higher academic or professional qualifications. In 2023, 180 upgrading requests were received, with a balanced participation of male (46%) and female (54%) officers. About 86% of the requests were approved, contributing to staff professional development.

Conversion

Conversion involves moving officers from one occupational group to another based on higher qualifications or skills. There were 71 approved conversions from sub-professional to

professional classes, with a notable gender balance in requests. The Administrative, Procurement, and Information classes had the highest conversion rates.

Change of date of birth, name, secondments, leave of absence, transfers, and postings

The Civil Service actively manages career aspects like change of date of birth, name, secondments, leave of absence, transfers, and postings. Notable trends include a decrease in leave of absence requests in 2023 and a preference for transfers into the Civil Service. The Service also monitors exits, primarily due to retirement and resignation, highlighting the importance of succession planning and employee satisfaction initiatives.

Chapter Four outlines various aspects of reforms implementation in the Civil Service, focusing on structural changes, sector-specific reforms, and challenges faced in the process. Reforms in the Civil Service involve structural changes like unit mergers and process changes such as redesigning systems and establishing quality standards. These changes aim to enhance productivity and service delivery, driven by shifts in citizen needs, technological advancements, and evolving government business. Mandated by law, Civil Service Committee on Administrative Reforms plays a key role in monitoring and guiding administrative reforms in the Civil Service, recommending corrective actions, and initiating additional reform measures.

Various reforms were implemented across sector Ministries, categorized into administrative and sector-specific reforms. Sector-specific reforms align with government priorities and address unique challenges within specific sectors. Examples of implemented activities include Information Communication Technology (ICT) development, institutional development, educational reforms, capacity development, social protection, legal/regulatory/policy reforms, and socio-economic reforms.

It was observed that there is a significant achievement in ICT advancements and improved service delivery. Challenges such as financial constraints, slow implementation, and poor digital infrastructure were noted. Recommendations included addressing financial constraints, expediting reform activities, providing necessary digital infrastructure, fostering a culture of innovation and collaboration, and engaging stakeholders in the reform process.

Chapter Five elaborates the Civil Service role in advancing the nation's progress towards achieving the Sustainable Development Goals (SDGs). These include:

Goal 1: No Poverty: The Ministry of Fisheries and Aquaculture Development's Aquaculture Development program has trained students and beneficiaries in fish farming, contributing to poverty eradication efforts.

Goal 2: Zero Hunger: The Ministry of Food and Agriculture's initiatives like Planting for Food and Jobs (PFJ) have led to food self-sufficiency and increased crop yields, supporting efforts to end hunger and improve nutrition.

Goal 4: Quality Education: The Ministry of Education's programs aim to enhance education outcomes, including right-age enrolment drives and learning grants for low-performing schools, aligning with SDG 4.

Goal 5: Gender Equality: The Ministry of Gender, Children and Social Protection's initiatives, such as the Affirmative Action Bill, aim to promote women's participation in decision-making and eliminate harmful practices.

Goal 7: Affordable and Clean Energy: The Ministry of Energy's efforts include installing mini-grids using renewable energy and increasing electricity access, contributing to SDG 7 targets.

Goal 8: Decent Work and Economic Growth: The Ministry of Tourism, Arts and Culture supports small-scale enterprises, promoting economic growth and decent work opportunities.

Goal 9: Industry, Innovation, and Infrastructure. The Ministry of Railway Development's efforts in rail transport and infrastructure upgrades align with SDG 9, fostering innovation and resilient infrastructure.

Goal 11: Sustainable Cities and Communities: The Ministry of Transport's initiatives promotes inclusive public transport and sustainable urbanization.

Goal 13: Climate Action: The Ministry of Environment, Science, Technology and Innovation's frameworks and policies address climate change, although challenges like funding and awareness persist.

Goal 14: Life Below Water: The Ministry of Fisheries and Aquaculture Development's measures aim to protect marine resources and ecosystems, although challenges like budgetary constraints exist.

Goal 15: Life on Land: Efforts to combat illegal poaching and promote conservation are ongoing, with recommendations for improved monitoring and collaboration.

Goal 16: Peace, Justice, and Strong Institutions: The Ministry of Defense and other institutions contribute to peace and security, although sustained budgetary support is necessary for continued success.

The Civil Service's commitment to implementing the SDGs is evident, but challenges such as funding constraints and awareness gaps require ongoing efforts and collaboration with the government and development partners.

Chapter Six highlights key sector achievements of the Civil Service and their expected impact on Ghana's development. Some key achievements underscored are summarized below:

- **Capacity Development of Staff:** The Civil Service focused on enhancing the skills and knowledge of its staff through various training programs, including the Senior Management Development Course (SMDC) and leadership training in collaboration with external institutions.
- **Management of Performance Management System:** Efforts were made to ensure accountability and improve performance through the signing of Performance Agreements and the implementation of the Staff Performance Appraisal Report (SPAR) system.
- **Compliance Reporting of Client Service Charters:** The Civil Service worked on enhancing compliance with client service standards, including training Client Service Officers and developing frameworks for compliance reporting.

- **Organization of 2023 Civil Service Week:** The Civil Service celebrated its achievements with various activities and recognized outstanding staff members and dignitaries during the Awards Ceremony.
- **Promotion of Ghana's Political and Economic Interests Abroad:** The Civil Service played a role in promoting Ghana's interests at regional and international levels through engagements and participation in various summits and meetings.
- **Enhancement of Economic Diplomacy:** Efforts were made to promote Ghana's economic interests abroad through trade and investment activities, participation in international events, and fostering cooperation with other nations.
- **Integration of Ghanaian Diaspora in National Development:** Policies and initiatives were implemented to engage the Ghanaian diaspora and leverage their contributions to national development.
- **Hosting of International Conferences:** The Civil Service successfully hosted various international events and conferences, contributing to Ghana's visibility and diplomatic engagements.
- **Enhancing positions of Ghanaians in International Organizations:** Ghanaian officials were appointed to key positions in international organizations, reflecting the country's influence and participation in global affairs.
- **Legislative Initiatives:** Legislative efforts were made, such as the passage of the Narcotics Control Commission (Amendment) Bill and the Copyright (Amendment) Regulations, to address important issues and adapt legal frameworks.

Chapter seven highlights the significant challenges that hinder the operational efficiency and effectiveness of the Civil Service. These challenges include delayed funding, logistical inadequacies, slow legal/regulatory processes, uncompetitive conditions of service, limited office space, inadequate residential accommodation, and land encroachment.

To address these challenges, several key recommendations proposed included implementing measures for expeditious fund release and seek support from Development Partners; prioritizing funding for procurement and maintenance of vehicles and equipment, exploring public-private partnerships; utilizing digital platforms and invest in capacity-building for legislative drafters; applying recommendations for upward review of remuneration to attract and retain skilled staff; refurbishing existing facilities; evaluate new projects; simplify housing allocation; formulating housing policies; implementing robust security measures; streamlining land title acquisition; and allocating resources for enhanced security.

Chapter Eight enumerates key Areas of Focus for Ghana Civil Service in 2024. These included.

Administration/Policy/Legal/Regulations:

- Review and enact legislation such as the Community Sentencing Bill, National Control List for dual-use goods, and Gaming Bill Regulation.
- Implement digital technologies across Ministries and institutions, enhancing efficiency and compliance.

- Establish policies for On-Shore petroleum exploration and production, debt management, and early childhood care.
- Continue bilateral cooperation agreements and legal representation for the state.

Economic Development:

- Support SMEs in the plastics industry and promote green job strategies.
- Implement systems for gaming administration, enterprise resource planning, and economic development at local levels.
- Enhance financial sector development, manufacturing support, and export product transformation.
- Invest in infrastructure for forest restoration, afforestation, and financial sector development.

Social Initiatives:

- Conduct refugee verification and enhance services for refugees.
- Advocate for peace education and counter violent extremism.
- Improve education with pre-engineering programs and learning grants.
- Strengthen healthcare services, HIV prevention, and emergency response capabilities.
- Support media safety, political dialogue, and national unity initiatives.

Infrastructure Development:

- Complete projects for foundry centres, fire stations, road infrastructure, and STEM schools.
- Rehabilitate technical institutions, airports, fishing ports, and sports stadia.
- Expand railway lines, housing projects, and routine road maintenance activities.
- The Civil Service's forward look in 2024 emphasizes comprehensive development across legal, economic, social, and infrastructure sectors to promote national progress and sustainable growth.

Detail reports on the performance of all the 28 sector Ministries and the extra Ministerial organizations providing a comprehensive overview of their activities and achievements can be assessed in the appendix of this report.

CHAPTER ONE

1.0. OVERVIEW OF THE CIVIL SERVICE

1.1.Introduction

The Ghana Civil Service is an integral part of the Executive arm of Government for the formulation and implementation of policies and programs of government for the development of the nation. The Civil Service Act, 1993 (Act 327) mandates the Service to initiate, develop, monitor, evaluate and coordinate the implementation of government policies and programs in pursuit of national development.

The Civil Service is currently composed of twenty-eight (28) Ministries, the Office of the Head of the Civil Service, the Office of the President, and twenty-three (23) Departments. Collectively, these institutions are responsible for policymaking, administration, and oversight of service delivery and the implementation of policies and programs.

Notably, the Civil Service is committed to a continuous process of reform aimed at enhancing service delivery and evolving into a modernized Public Service institution. This commitment is evident in the ongoing reforms which encompass digitalization of work processes, improvement in performance management systems, strengthening institutional culture, enhancing capacity building, strengthening regulatory and administrative frameworks, promoting institutional development, among other initiatives. These reforms are designed to increase productivity in the Civil Service.

Section 85 (1) of the Civil Service Act 1993 Act 327 mandates the Head of Civil Service to prepare an Annual Report on the administration of the Service during the preceding twelve (12) months within the first three (3) months of each year. The 2023 Annual Performance Report provides a comprehensive overview of the Civil Service's work outputs. It details the accomplishments of the Civil Service and highlights the areas that require government intervention to ensure efficient service delivery.

1.2. Strategic Framework of the Civil Service

Object: The Civil Service exists to support Government in formulating and implementing policies for the country's development. This is achieved by managing its human and other resources, promoting efficient information management, fostering organizational development, and facilitating cost-effective procurement for results-oriented service.

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

Vision: Motivated professional Civil Service for delighted clients in a developed Ghana.

Mission: The Civil Service exists to provide policy advice and facilitate implementation through innovative research and resource mobilisation for the development of the state.

1.3. Functions of the Civil Service

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

- Initiate and formulate policy options for consideration of government,
- Initiate and advise on government plans,
- Undertake the necessary research for the effective implementation of government policies,
- Implement government policies,
- Review government policies and plans, and
- Monitor, coordinate and evaluate government policies and plans.

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

1.4. Core Values

The core values of the Civil Service are:

Integrity- Civil Service staff should not place themselves under any financial or other obligation of any individuals or organizations that might influence them in the performance of their official duties.

Accountability- Civil service staff shall be responsible to both the government (employer) and the public (customer) for their decisions and actions and must submit themselves to whatever scrutiny or audit is appropriate to their office.

Impartiality- In carrying out public business, choices should be based solely on merit and should not discriminate.

Political Neutrality - The Civil Service staff shall serve the government of the day loyally, maintain the confidence of any future Administration and shall not engage in activities which are likely to involve him/her in political controversy.

Dedication- Civil Service staff are to be committed to the task assigned and the achievement of organisational goals.

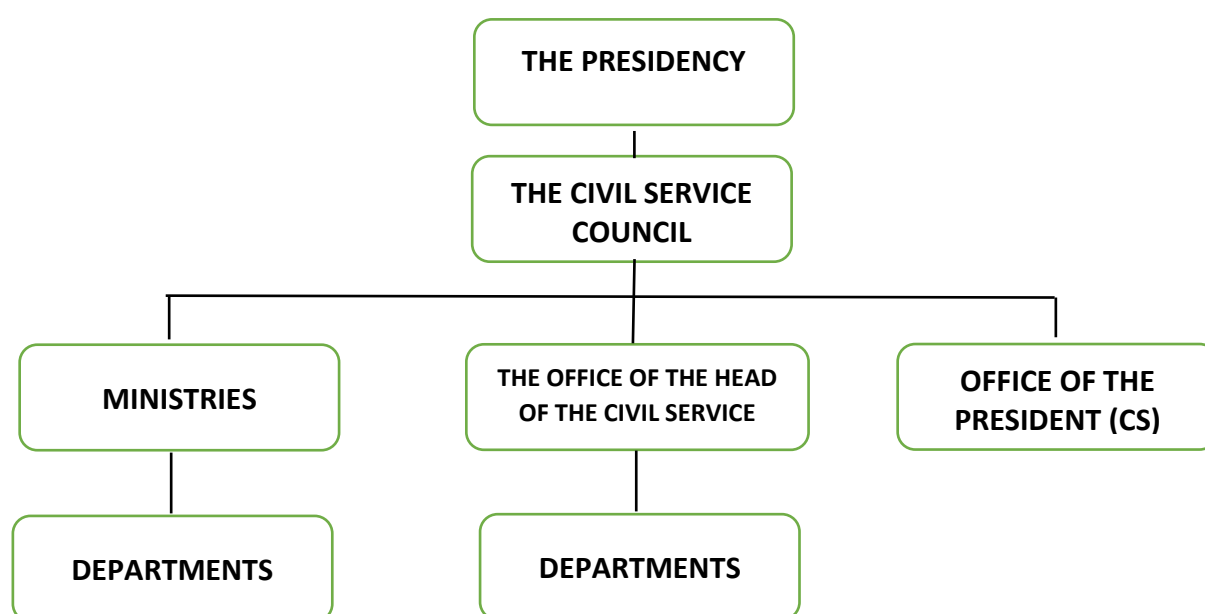
Professionalism- The Civil Service is committed to the pursuit of excellence and the highest professional standards in all aspects of its work. It maintains skilled, qualified and highly competent officers whose continued professional and personal development are ensured through training and development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

1.5. Structure of the Civil Service

The apex of the Civil Service hierarchy is the Presidency, which provides strategic and political direction for the management and functioning 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 members appointed by the President. The current Civil Service Council was sworn into office by His Excellency the Vice President of the Republic of Ghana on 12th November 2021.

Figure 1 1: Organogram of the Civil Service



Note: The Office of the President refers to the composition of the non – political structures

1.6.Members of the Civil Service Council

The members of the Civil Service Council are as follows:

- | | |
|--|---------------|
| 1. Ms. Justice Rose C. Owusu (Rtd.) | - Chairperson |
| 2. Evans Aggrey - Darkoh, Ph.D (Head of Civil Service) | - Member |
| 3. Mr. Edwin P. D. Barnes (Retired Civil Service Staff) | - Member |
| 4. Dr. Kodjo .E. Mensah-Abrampa (Representative NDPC) | - Member |
| 5. Mrs. Justice Henrietta A. Abban (Retired Justice of the Superior Court) | - Member |
| 6. Mrs. Dina Hammond | - Member |
| 7. Mr. Isaac T. Adjovu | - Member |
| 8. Mr. Isaac Bampoe Addo (Representative CLOGSAG) | - Member |

1.7.Composition of the Civil Service

The Ghana Civil Service comprises the following:

- The Office of the Head of the Civil Service,
- The Office of the President (non-political),
- Ministries, and
- Departments.

a) Office of the Head of the Civil Service

The Office of the Head of the Civil Service (OHCS) supports the Head of the Civil Service in providing the administrative leadership and management of the Civil Service.

The OHCS performs the following functions:

- Develops and promote human resource and capacity development policies and systems for improved career and performance management,
- Undertakes management reviews and organizational development exercises in the Civil Service,
- Develops effective records management system in public institutions,
- Undertakes research and data analysis for productivity improvement in the Civil Service, and
- Designs and institutionalize structures and systems to facilitate delivery of value for money procurement and audit.

b) Office of the President

The Office of the President (OoP) is responsible for providing administrative, managerial, and technical services to the presidency of Ghana, leading to improvement in social, economic, and political direction of the nation in the best interest of all Ghanaians.

c) Ministries

A Ministry shall be the highest organization for the respective sector and comprises Departments and Divisions. The Ministry is responsible for the sector, determined by the President or as provided for by any enactment.

A Ministry performs the following functions:

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

A Minister oversees a Ministry and offers political and strategic leadership for the achievement of the mandate of the sector.

d) Departments

A Civil Service Department is mandated to undertake the implementation 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 Civil Service Act include:

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

Special Departments in the Ghana Civil Service are also established under Section 15 of the Civil Service Act 1993 Act 327.

1.8. Organisation of the Report

The report is organised in seven (7) chapters. Chapter one presents the Strategic framework of the Civil Service while chapter two (2) highlights Civil Service Policy Framework for the formulation of policies and programs. Chapters three and four detail the Civil Service reforms and the implementation of the Sustainable Development Goals (SDGs) respectively.

Chapter five provides a comprehensive analysis on the human resource management and capacity development of staff and the implications for government decision, while chapter six discusses the key sector achievements of the Civil Service and their expected impact on Ghana's development. The final chapter enumerates the challenges faced by the Civil Service in the performance of its duties during the performance year and provides recommendations for government's consideration.

CHAPTER TWO

2.0. POLICY FRAMEWORK

The following documents provided guidance for policy formulation and implementation for the Civil Service in 2023:

- 1 Coordinated Program of Economic and Social Development Policies (CPESDP) 2017-2024,
- 2 Medium-Term National Development Framework (MTNDF) (2022-2025),
- 3 2023 Annual Budget Statement,
- 4 State of the Nation Address, and
- 5 Civil Service Performance Management Strategy.

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

The Coordinated Program of Economic and Social Development Policies is derived from the Government's vision, "Change: An Agenda for Job-Creation, Prosperity and Equal Opportunity for All". The CPESDP (2017-2024) recognizes the supportive role of the public service to achieve the stated vision for national development. It provides a structured framework for implementing, monitoring, and evaluating strategies and initiatives outlined in the Coordinated Program.

2.2.Medium-Term National Development Framework (MTNDF) (2022-2025)

The Agenda for Jobs II (2022-2025): Creating Prosperity and Equal Opportunity for All (2022-2025) is informed by the Long-Term National Development Policy Framework (LTNDPF), 2018-2057. The vision of the Agenda for Jobs II (2022-2025) is to: “create an optimistic, self-confident and prosperous nation, through the creative exploitation of Ghana’s human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all”. Sector Ministries were provided with guidelines to develop and implement a four-year medium-term development plan based on the Agenda for Jobs II (2022-2025). These were translated into Sector Medium-Term Development Plans (SMTDP) from which annual budgets were prepared for the sectors. In order to achieve the Agenda for Jobs II, the Civil Service institutions implement policies and programs that are in line with the Medium-Term National Development Policy Framework.

Harmonisation of the Sustainable Development Goals (SDGs) and Agenda 2063

The SDGs and Agenda 2063 have been integrated and harmonised into the Medium-Term National Development Policy Framework (MTNDPF) 2022-2025, with correspondent mechanisms for monitoring and evaluation. At the heart of the SDG is the principle of equity, which promotes the inclusion of marginalized, disempowered and excluded groups to ensure that no one is left behind.

The four (4) pillars of sustainable development are – Economic, Social, Environmental and Institutional development. Achieving these four (4) priorities is the joint responsibility of the Government, Private Entities, Civil Service Institutions, Development Partners, Traditional and Religious Bodies, and Citizens.

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 the comprehensive targets of the SDGs.

The Ministry of Finance has put in place a mechanism/framework to help with 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.

2.3.2023 Budget Statement

The government's 2023 Budget Statement was premised on the theme; "Restoring and Sustaining Macroeconomic Stability and Resilience through Inclusive Growth and Value Addition". The 2023 Budget provided a comprehensive breakdown of MDs budgetary allocations in total employee Compensations, Goods and Services and CAPEX from Government of Ghana (GoG), Internally Generated Funds (IGF), Donors and Other fund sources. A total of GHS 81,619,875,110 was allocated to Civil Service institutions (Sector Ministries). The Compensation of Employees accounted for 39,486,043,825, Goods and Services accounted for GHS 21,489,856,107 and CAPEX accounted for GHS 20,643,975,178.

Resource Mobilized and Allocated

Total Revenue and Grants was projected at GH¢143,956 million (18.0% of GDP) and is underpinned by permanent revenue measures - largely Tax revenue measures - amounting to 1.35 percent of GDP as outlined in the revenue measures. Out of the Total Revenue and Grants amount of GH¢143,956 million, Domestic Revenue from Tax, Oil and Gas receipts, non-tax receipts and Other Revenue, was estimated at GH¢141,552 million and represents an annual growth of 46.6 percent over the projected out-turn for 2022.

The total expenditure (including clearance of Arrears) for 2023 was projected at GH¢205,431 million (25.6% of GDP). This estimate shows a contraction of 0.3 percentage points of GDP in primary expenditures (commitment basis) compared to the projected out-turn in 2022 and a demonstration of Government's resolve to consolidate its public finances in a credible and sustainable manner. This leads to low-income generation affecting the implementation of sector policies and programs for desired outcome.

Budget Balances and Financing Operations for 2023

Based on the estimates for total Revenue and Grants and total Expenditure (including arrears clearance), the overall Budget balance to be financed was a fiscal deficit of GH¢61,475 million,

equivalent to 7.7 percent of GDP. The corresponding Primary balance was a deficit of GH¢8,925 million, equivalent to 1.1 percent of GDP.

2.4.Excerpts from the State of the Nation’s Address for Sector Consideration

In the 2023 message on the State of the Nation, the government outlined plans to tackle immediate economic challenges with a focus on improving sector performance. The outlined activities span across education, tourism, agriculture, health, energy, mining, infrastructure, and security. The subsequent excerpts spotlight noteworthy initiatives and progress across various sectors:

- **Outstanding Legislative Measures:**

The Income Tax (Amendment) Bill, Excise Duty & Excise Tax Stamp (Amendment) Bills, and the Growth and Sustainability Levy Bill await passage into law. The passage of these Bills is pivotal for enhancing Ghana’s domestic revenue mobilization efforts.

- **Infrastructure Development in the Legal Sector:**

The Ministry of Local Government Decentralisation and Rural Development and the District Assembly Common Fund have spearheaded the construction of 120 courthouses nationwide. Notably, 60 courthouses have been completed, while others are at different stages of completion.

- **Focus on TVET and STEM in Education:**

The Technical and Vocational Education and Training (TVET) and STEM (Science, Technology, Engineering, and Mathematics) school enrolment has surged from 13,000 in 2021 to 47,000 in 2023. In 2022, the TVET Service recruited a record 3,400 staff, marking a significant milestone in building the human capital base for the Service.

- **YouStart Program for Youth and Women:**

The innovative YouStart program is tailored to address the needs of youth and women, providing support for young entrepreneurs. The successful 2022 pilot assisted 70 youth-led businesses with an initial GH¢1.98 million. Currently, the Ghana Enterprise Agency is processing 288,800 applications for full operationalization.

- **Health Sector Employment and Support:**

In response to workforce demands, 58,041 health workers were employed to reinforce the existing health sector workforce. All these personnel have transitioned into permanent positions within the health sector. Additionally, frontline health workers were granted a 50% tax relief for a specified period.

2.5.Civil Service Performance Management Strategy

In 2019, the OHCS revised and tailored the Performance Management tools (Chief Directors, Directors/Analogous grades Agreement, and Staff Appraisal Instrument) to sharpen focus on

target setting, bolster research and information management services, and fortify client service delivery within the Civil Service.

The implementation of the performance management strategy in the Civil Service utilizes specific signing arrangements among different actors within a Ministry or Department. Four (4) principal instruments are employed to carry out the performance management process.

- Chief Directors' Performance Agreement,
- Coordinating Directors' Performance Agreement,
- Directors/Analogous grades and Heads of Departments' Performance Agreement,
- Staff Performance Appraisal Instrument.

The appraisal system provides a more objective and participatory means of assessing performance and thereby strengthening accountability and responsiveness in managing government business.

In line with the government's Digitalization Agenda, the OHCS, in 2021, initiated steps to digitize the Staff Performance Appraisal component of the tools. The Electronic Staff Performance Appraisal system (e-SPA) is a web-based application aimed at the following:

- enhancing the efficiency and effectiveness of the performance management system in the Civil Service, and
- ensuring increased compliance and improved performance reporting.

In 2023, the e-appraisal system was enrolled in 53 Civil Service Institutions for the planning and mid-year phases. 16,378 officers were covered, with 15,598 officers eligible to complete the assessment. However, 10,673 of the eligible officers completed the E-SPAR at the mid-year review phase. There were some peculiar difficulties with completing the E-SPAR on the web-based application; particularly for those who were posted in and out after the planning phase had been completed. There were also difficulties in accessing dashboards, coding errors and poor internet connectivity across Ministries and Departments. OHCS in consultation with the developer has taken steps to resolve "all system- related" challenges to enhance the smooth running of the process.

CHAPTER THREE

3.0.HUMAN RESOURCE ANALYSIS

This section of the report details an analysis of the human resource management and capacity interventions of the Civil Service and provides relevant data for decision-making by Civil Service and government.

3.1.Staff Analysis

The staff analysis includes staff strength, sex, age, educational qualification, and occupational groupings.

3.1.1. Staff Strength

The comprehensive data on the overall staff count was extracted from the Civil Service database, focusing on the years 2021, 2022, and 2023. Throughout this period, the recorded staff strength was 17,121, 17,468, and 17,437 for 2021, 2022 and 2023 respectively. The analysis reveals a 2.02% increase in the Civil Service staff from 2021 to 2022, followed by a slight decrease of 0.18% from 2022 to 2023. In aggregate, there is a total staff increase of 1.84% observed from 2021 to 2023. The decline in staff numbers is attributed to factors such as officers departing the Service for reasons including resignation and retirement without corresponding.

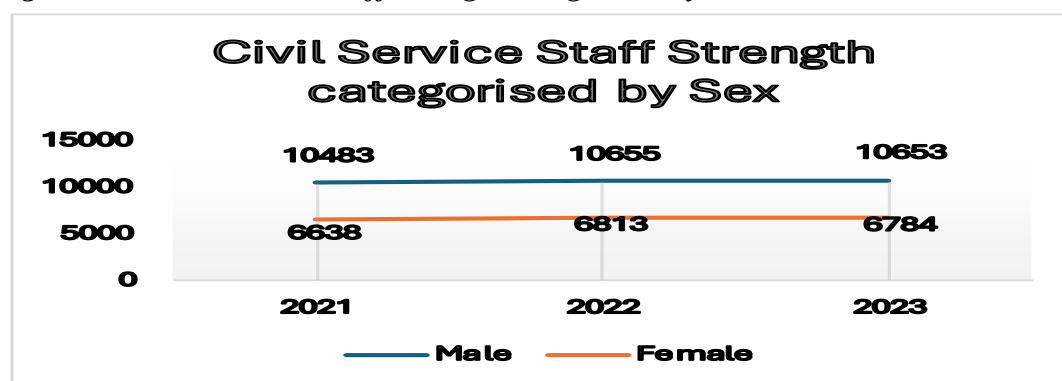
Table 3. 1: Civil Service Staff Strength

Source: Civil Service Data Base

YEAR	MINISTRIES			DEPARTMENTS			OOP and OHCS			GRAND TOTAL
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
2021	4,146	2,740	6,886	5,793	3,495	9,288	544	403	947	17,121
2022	4,243	2,816	7,059	5,823	3,558	9,381	589	439	1,028	17,468
2023	4,092	2,699	6,791	5,828	3,579	9,407	733	506	1,239	17,437

3.1.2. Sex Disaggregation

Figure 3. 1: Civil Service staff strength categorised by sex



generation and analysis of sex-

Source: Database from sector Ministries

disaggregated data is one of the main concerns of every organisation to understand the gender dynamics of its staff. This kind of understanding provides insight into gender gaps that may exist in the institution. The OHCS undertakes periodic analysis of the Civil Service Human Resource to examine the gender dynamics of its staff, and to make policy recommendations to address gender variances. The trend analysis of the gender distribution among Civil Service staff depicts a marginal growth in both the male and female population. Specifically, there was an increase of 1.64% in the male population from 2021 to 2022 and a minor decrease of -0.02% from 2022 to 2023. Concurrently, the female staff population saw increments of 2.63% and -0.43% for the same periods.

The cumulative percentage increase in male staff from 2021 to 2023 stands at 1.62%, while the female staff witnessed a higher increase of 2.20%. This slight gender imbalance is a deliberate strategy employed by the Office of the Head of Civil Service (OHCS) to promote gender parity within the Civil Service. This purposeful initiative aligns with the overarching vision of reducing the gender gap by 2025.

3.1.3. Occupational Groupings

Table 3.2. illustrates the distribution of occupational groupings within the Civil Service, revealing a total of seventy-two distinct categories. Notably, the Accounting Class boasts the highest staff count at 3,478 (20%), followed by the *Foreign Service Officers* class with 1,162 (7%), *Agric Officers* class with 946 (5%), and the *Technical Officers/Assistant Class* with 860 (5%).

Ranking as the fifth, sixth, and seventh highest Classes in terms of staff count are the *Driver Class* (818 or 5%), *Records Class* (771 or 4%), and *Administrative Class* (644 or 4%), respectively.

The *IT/IM Class* holds the tenth position with 446 (3%) members, aligning with the government's commitment to digitalization by consciously increasing the number of IT officers in the Civil Service.

Furthermore, certain Classes within the Service exhibit staff counts below 10, including *Architect* (8), *Radio Operators* (7), *Caretakers* (6), *Seamstress* (4), and others, as indicated in the table 3.2

The table also sheds light on the gender dynamics across various occupational groupings. Out of the seventy-two (54) Class categories, eighteen (18) are female dominated. Noteworthy examples of Classes dominated by females include *administrative class*, *Budget Analyst Class*, *Catering Class*, *Childcare Class*, *Company Inspector Class*, *Program Class*, *Protocol Class*, *Secretarial Class* etc as seen in the table overleaf.

Table 3. 2: Breakdown of occupational groupings

Occupation Groupings Breakdown												
Occupation Groupings	MINISTRIES			DEPTS			OOP & OHCS			Total		
	M	F	Total	M	F	Total	M	F	Total	M	F	Total
Accountant	90	85	175	1882	1116	2998	12	10	22	1984	1211	3195
Accounts Technician	1	8	9	165	108	273	0	1	1	166	117	283
Administrative	215	273	488	26	24	50	45	61	106	286	358	644
Agricultural	757	188	945	0	1	1	0	0	0	757	189	946
Architect	1	0	1	3	2	5	1	1	2	5	3	8
Artisan/ Tradesman	24	1	25	253	11	264	44	0	44	321	12	333
Budget Officers/Analysts	58	39	97	1	26	27	4	5	9	63	70	133
Caretakers	3	0	3	1	0	1	2	0	2	6	0	6
Catering	0	19	19	3	0	3	3	33	36	6	52	58
Child Care	0	13	13	1	71	72	0	0	0	1	84	85
Co-operative	3	3	6	124	107	231	1	0	1	128	110	238
Commercial	45	33	78	0	1	1	0	0	0	45	34	79
Community	6	3	9	42	40	82	1	1	2	49	44	93
Company Inspectors	0	1	1	66	66	132	1	0	1	67	67	134
Drivers	502	2	504	205	2	207	105	2	107	812	6	818
Economic	139	79	218	1	1	2	2	0	2	142	80	222
Engineer	46	9	55	147	13	160	2	1	3	195	23	218
Environmental Health and Sanitation	2	2	4	15	9	24	0	0	0	17	11	28
Environmental	3	1	4	104	103	207	0	0	0	107	104	211
Estate Officers	8	3	11	41	10	51	5	0	5	54	13	67

Occupation Groupings	MINISTRIES			DEPTS			OOP & OHCS			Total		
	M	F	Total	M	F	Total	M	F	Total	M	F	Total
Executive	141	105	246	3	8	11	32	28	60	176	141	317
Factory Inspectorate	2	1	3	25	6	31	1	1	2	28	8	36
Foreign Service	218	259	477	381	303	684	0	1	1	599	563	1162
Geologist	1	1	2	5	4	9	0	0	0	6	5	11
Industrial	26	24	50	26	23	49	1	0	1	53	47	100
Information	48	34	82	95	31	126	6	2	8	149	67	216
Instructor	5	1	6	11	7	18	2	2	4	18	10	28
Internal Auditors	147	102	249	112	48	160	47	33	80	306	183	489
IT/IM	111	33	144	144	116	260	31	11	42	286	160	446
Labour	6	7	13	21	14	35	1	1	2	28	22	50
Labourers	121	113	234	24	17	41	43	32	75	188	162	350
Lands Inspector	0	1	1	40	15	55	1	0	1	41	16	57
Librarian	1	0	1	180	7	187	1	0	1	182	7	189
Local Government	0	3	3	1	0	1	0	0	0	1	3	4
Messengers	35	3	38	19	7	26	5	0	5	59	10	69
Mobile Cinema Operator	3	0	3	1	2	3	0	0	0	4	2	6
Horticulture	1	0	1	16	1	17	0	0	0	17	1	18
Personnel	0	0	0	0	0	0	1	1	2	1	1	2
Planning	88	63	151	47	57	104	3	9	12	138	129	267
Procurement and Supply Chain	88	54	142	32	56	88	32	32	64	152	142	294
Program	100	188	288	10	10	20	22	19	41	132	217	349
Protocol	17	35	52	12	6	18	1	13	14	30	54	84

Occupation Groupings	MINISTRIES			DEPTS			OOP & OHCS			Total		
	M	F	Total	M	F	Total	M	F	Total	M	F	Total
Publication	0	0	0	0	0	0	1	0	1	1	0	1
Quantity Surveyors	13	1	14	85	24	109	1	0	1	99	25	124
Radio Operator	1	1	2	0	5	5	0	0	0	1	6	7
Receptionist/ Telephonist	0	19	19	91	90	181	0	6	6	91	115	206
Records	57	77	134	341	254	595	21	21	42	419	352	771
Registrar	166	147	313	46	18	64	0	3	3	212	168	380
Rent	4	0	4	10	3	13	0	0	0	14	3	17
Research	56	28	84	1	0	1	9	6	15	66	34	100
Revenue Inspectors / Superintendents	4	4	8	16	324	340	44	21	65	64	349	413
Secretarial	15	402	417	78	1	79	4	61	65	97	464	561
Security	62	4	66	1	1	2	17	0	17	80	5	85
Social Development	11	14	25	95	123	218	1	2	3	107	139	246
Steward	4	5	9	0	1	1	22	4	26	26	10	36
Stool Lands	1	2	3	3	0	3	87	39	126	91	41	132
Stores	12	0	12	6	5	11	2	0	2	20	5	25
Survey Technician	0	1	1	2	0	2	0	0	0	2	1	3
Sweeper	3	32	35	8	68	76	8	24	32	19	124	143
Tech. Instructor	12	6	18	126	103	229	0	1	1	138	110	248
Technical Officers/Asst.	358	105	463	321	72	393	3	1	4	682	178	860
Technician	40	4	44	3	0	3	1	1	2	44	5	49
Tourism	10	13	23	144	7	151	0	1	1	154	21	175

Training Instructor	1	0	1	28	16	44	0	0	0	29	16	45
Seamstress	0	0	0	0	0	0	1	3	4	1	3	4
Management Analysts	0	0	0	20	13	33	1	1	2	21	14	35
Training Management	0	0	0	0	0	0	12	5	17	12	5	17
Usher	0	0	0	0	0	0	1	1	2	1	1	2
Training Officers.	2	2	4	1	0	1	13	5	18	16	7	23
Watchman	126	3	129	114	1	115	26	0	26	266	4	270
Others	72	40	112	3	1	8	0	0	0	75	41	116
TOTAL	4092	2699	6791	5828	3579	9407	733	506	1239	10653	6784	17437

Source: Civil Service Data Base

3.1.4. Age Categorization

Figure 3. 2: Staff category by Age - Chief Directors and Professional categories

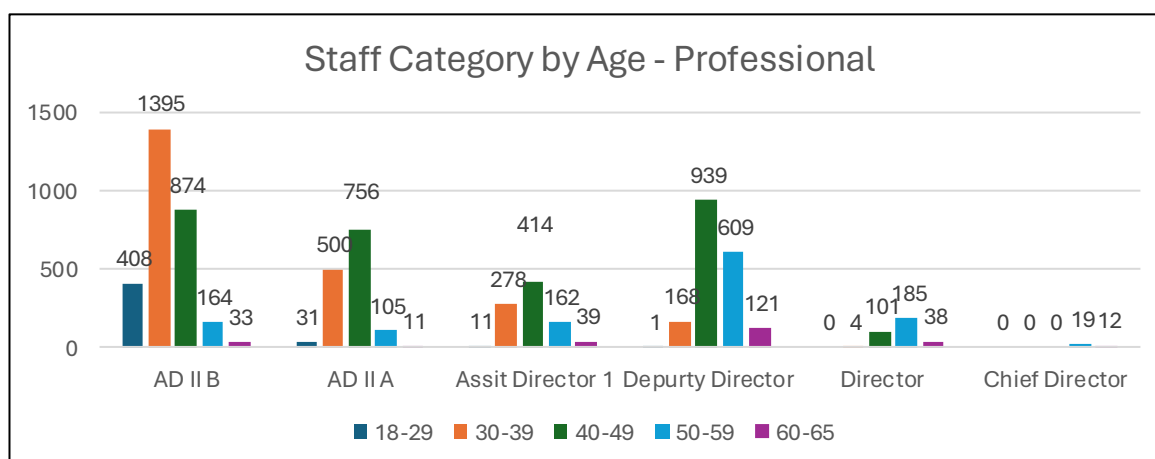
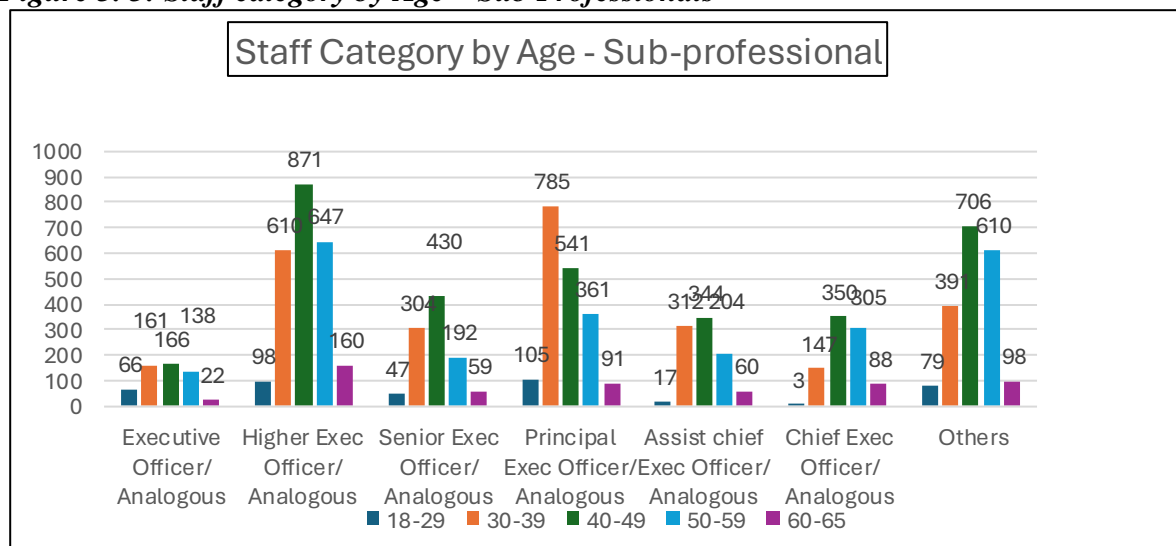


Figure 3. 3: Staff category by Age – Sub Professionals



The Chief Directors are described as the bureaucratic heads of sector Ministries. The Professional category of the Civil Service is from Deputy Director to Assistant Director IIB and analogous grades. The average age of a Chief Director in the Civil Service stands at 57.7 years. Notably, the maximum age recorded is 64 years, while the minimum age is 53 years. This average implies that, in the upcoming three-year period (2023 – 2026), a significant proportion of Chief Directors will enter the compulsory retirement age bracket.

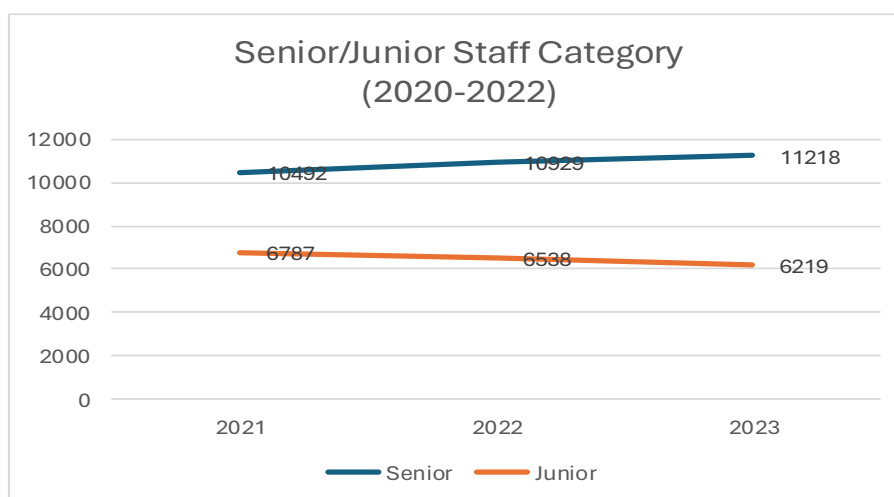
It is noteworthy that the maximum age of 64 years for a Chief Director indicates a deliberate retention strategy, where selected individuals continue to contribute their rare skills and build capacity for efficient continuity. Specifically, 19% of Chief Directors are currently serving under contractual arrangements, while the remaining 81% fall within the active staff category, operating within the working age of the Civil Service.

The data reveals variations in the age distribution across both professional and sub-professional categories at different levels, indicating potential challenges in terms of succession planning.

There is a concentration of officers in the middle-age ranges (30 to 39 and 40 to 49), suggesting a need for targeted development programs to prepare individuals for leadership roles. In view of this, the Civil Service has intensified its succession planning and talent development initiatives to ensure a seamless transition and sustained effectiveness for officers. These initiatives include development of mentoring and coaching guidelines for identifying and grooming younger talents; and a framework for continuous organizational learning and development for leadership positions, especially at the middle levels, to ensure a balanced age distribution in the long term. The Training and development and recruitment policies are currently being reviewed to address the age dynamics to help maintain a healthy and diverse workforce.

3.1.5. Senior and Junior Staff Categorization

Figure 3. 4: Senior/Junior Staff category



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

activities within their various organizations.

The data indicates a dynamic landscape within the Civil Service with 64.4% senior staff and 35.6% junior staff. In comparison to the preceding year, there was a notable increase in the total number of Senior staff, rising from 10,929 in 2022 to 11,218 in 2023, reflecting a 2.65% growth. Conversely, the Junior staff category experienced a decrease, declining from 6,539 in 2022 to 6,219 in 2023, representing a 4.89% reduction.

The increase in the number of senior staff could be attributed to the deliberate efforts by the Civil Service to build the capacity of staff to equip them for higher roles. The introduction of the 'Notification Facility' as a capacity development intervention has been warmly received by staff, especially those in the junior staff category.

Despite the decline in Junior staff, the Senior staff category continued to exert dominance, maintaining a considerable 28% lead over Junior staff by the close of 2023. This suggests a persistent trend of Senior staff prevalence within the Civil Service, reinforcing their significant role in the organizational structure. A careful study of the 2023 data underscores the importance

of understanding the shifts in staff distribution, providing valuable insights into the evolving dynamics and priorities of the Civil Service during this period.

3.2.Training and Development

The Civil Service has an objective of shaping the professional competence of staff to keep up with the rapidly changing demands of the contemporary organizational environment. This involves not only equipping staff with the necessary skills and knowledge but also instilling a culture of continuous learning and development.

The Civil Service Training and Development Policy serves as a roadmap for systematic skills acquisition and continuous professional development of staff. In adherence to this policy, the Civil Service initiates training programs that cover diverse aspects of skill acquisition, ensuring a well-rounded development of its workforce.

The Training and Development Policy of the Civil Service encourages Chief Directors and Heads of Department to ensure that each employee receives at least forty (40) hours of formal and functional training each year. Government has therefore recognised this effort by continuously providing the necessary budgetary allocation to improve the capacity of staff.

The forms of training include but not limited to Scheme of Service (Competency) Training; Academic Training; and Workshops, Seminars and Conferences.

3.2.1. Scheme of Service Training

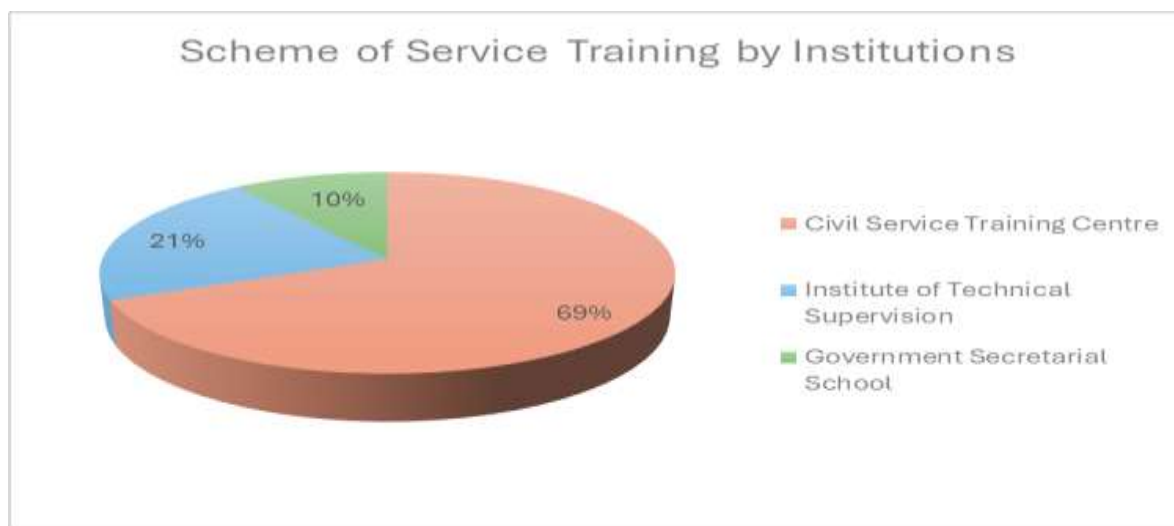
The Scheme of Service training, organized mainly by the Civil Service Training Institutions, forms preparatory grounds for promotion and enhancement of capacities of staff in the various occupational groups. The training programs are designed to equip and sharpen the professional knowledge of officers and develop their capacity in their current grades and improve their ability to perform at higher levels.

The Scheme of Service and competency-based training form a greater percentage of training undertaken in the Civil Service. However, Sector Ministries (including Office of the Head of the Civil Service and Office of the President) were unable to sponsor Officers to participate in some of the training due to budgetary constraints. The concentration was on those who were due for promotion. Sector Ministries/Institutions therefore sought other less expensive means of training such as in-house and virtual training programs. Sector Ministries/Institutions also took advantage of sponsored programs from OHCS, as well as the monthly knowledge-sharing sessions to gain knowledge to improve work processes and service delivery.

It is instructive to know that 6,219 Officers comprising 3,226 males and 2,993 females participated in the Scheme of Service (competency-based) Training over the period. The current statistics of the Civil Service depicts that there are more male than female staff in the Service; this could be attributed to the higher number of male officers who participated in the Scheme of Service training.

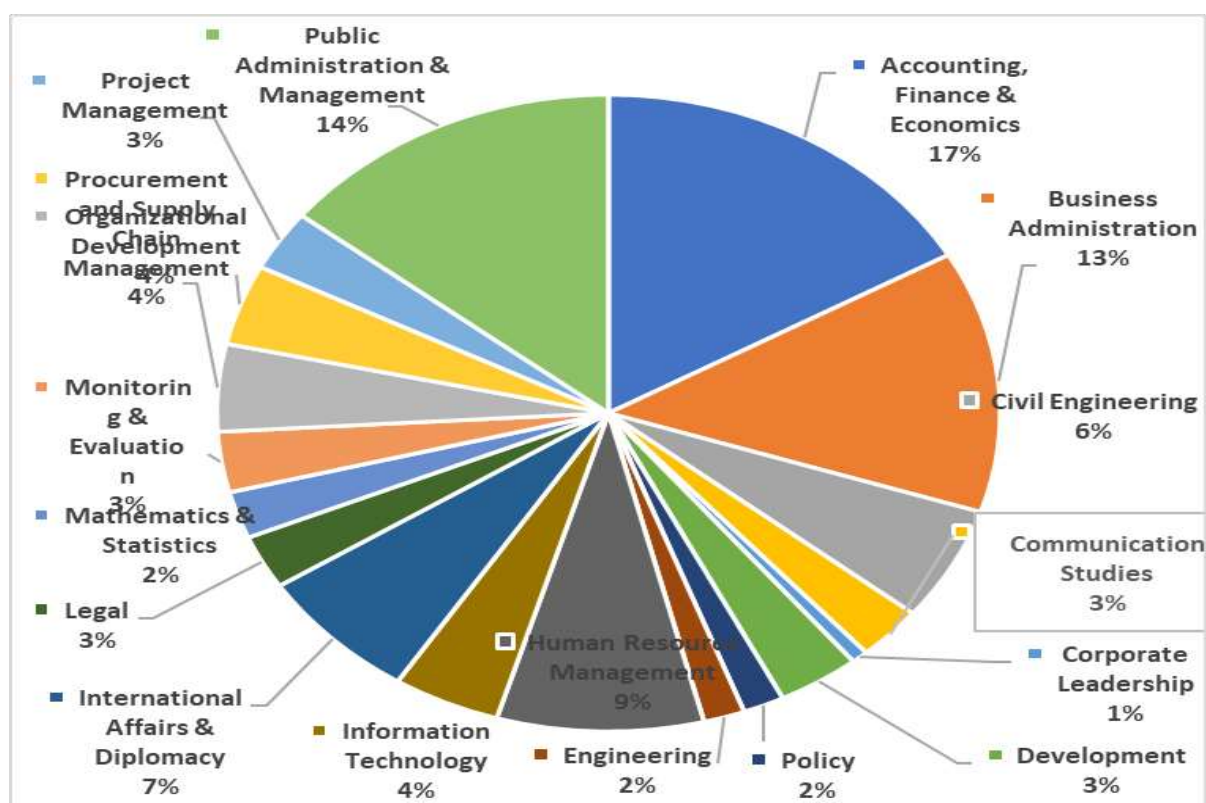
It is worth noting that 4,264 Officers representing 69% participated in training programs at the Civil Service Training Centre (CSTC); 1,330 Officers representing 21% participated in training at the Institute of Technical Supervision (ITS); and 625 Officers representing 10% also participated in training offered by the Government Secretarial School (GSS).

Figure 3. 5: Scheme of Service Training Implemented by the Institutions



3.2.2. Academic Training

Figure 3. 6: Distribution of Academic Trainings



Academic Training refers to personal development programs that equip staff with knowledge and introduce them to modern problem-solving skills. Academic training programs usually span between 6 months to 4 years or above to enable officers to further their education to acquire Diplomas, Bachelors, Masters and PhD certificates.

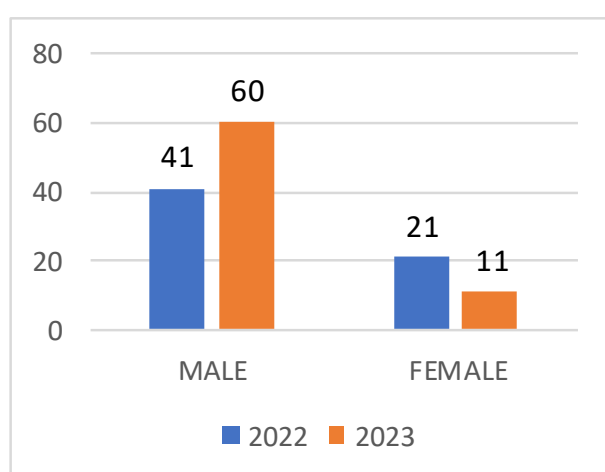
In 2023, a number of officers pursued further studies in Accounting, Finance and Economics; followed by Public Administration and Management; Business Administration; International Affairs and Diplomacy, Human Resource Management; Organizational Development among others.

There was an increase in academic training for 2023 compared to 2022, an affirmation that the Civil Service continues to advocate and encourage more Officers to pursue higher studies to enhance their knowledge and enable staff to better perform their core functions. Despite the low percentages recorded for leadership and policy programs, the Civil Service training institutions continue to offer competency-based training in these areas to enhance the capabilities of staff. According to the 2023 Civil Service Mid-Year Monitoring Report, there has been commendable progress in the adoption and utilization of Information Technology within sector Ministries. The 4% recorded for ICT programs signifies a greater need for Civil Service staff to pursue courses in ICT to adapt to the evolving demand of the digital age. Again, increased capacity development interventions by government in digital skills is critical to enable the Civil Service to fully embrace and operationalize the digitalization agenda of government.

Academic Training is categorized into Study Leave with or without pay and Notifications.

3.2.3. Study Leave Applications

Figure 3. 7: Study Leave Application by sex



The study leave facility is intended for Officers who have served four years and above in the Service and are sponsored under training schemes either by their organisations or self-sponsorship for courses usually at the post-graduate level in local or overseas educational Institutions. Institutions such as Ghana Scholarship Secretariat, Korea International Cooperation Agency (KOICA), Japan International Cooperation Agency (JICA), and the Government of the

People's Republic of China, sponsor Civil Service staff to pursue both long-term and short-term academic programs.

Gender disaggregation of applications for Study Leave with or without pay indicated that male Officers were 60 and female Officers were 11 representing 85% and 15% respectively. In 2022, 41 males and 21 female Officers received approval to pursue further education. Comparatively the year 2023 saw an increase of about 16% in requests compared to that of 2022.

In spite of the percentage increase in the 2023, the total numbers of females decreased by 91%; thus, there is the need for more females to make use of the facility to attain knowledge to enhance their skills. Majority of the applications were from Officers in the Assistant Director

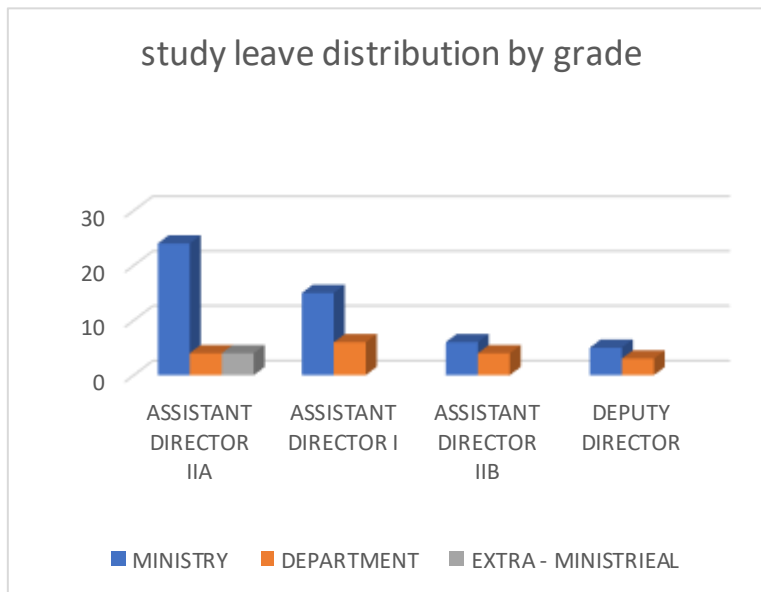
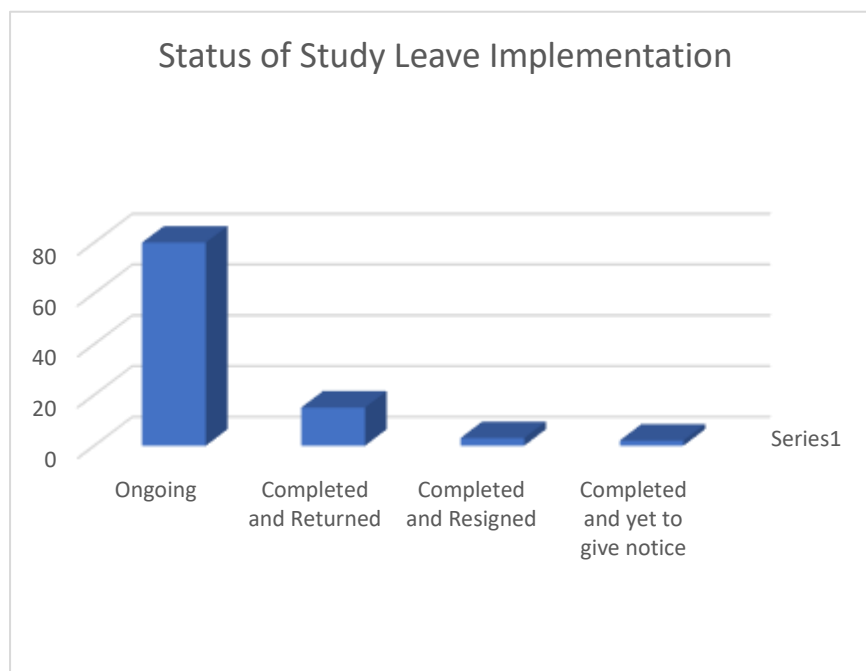


Figure 3. 8: Study Leave distribution by grade

II^A and analogous grades. The Civil Service Training and Development Policy of the Civil Service indicates that for applicants to be eligible, they must hold permanent appointments in the Service; have been confirmed in their appointments; served not less than four (4) continuous years' service; and undergone the required training as prescribed by the Scheme of Service of their Occupational Classes.

Figure 3. 9: Status of Study Leave Implementation



In an assessment on the level of compliance to study leave applications, 15% of officers completed their programs, reported back to office and assumed duty. However, 3% have resigned and given a payment schedule to commence refunding the sponsorship amount and the remaining 2% have been asked to either resume duty or

repay the expenses incurred during the study period. The remaining 80% are yet to complete their studies.

The overall compliance by Officers is commendable. Officers failing to resume duty after completing their study programs have been considered for punitive measures to avert future occurrences.

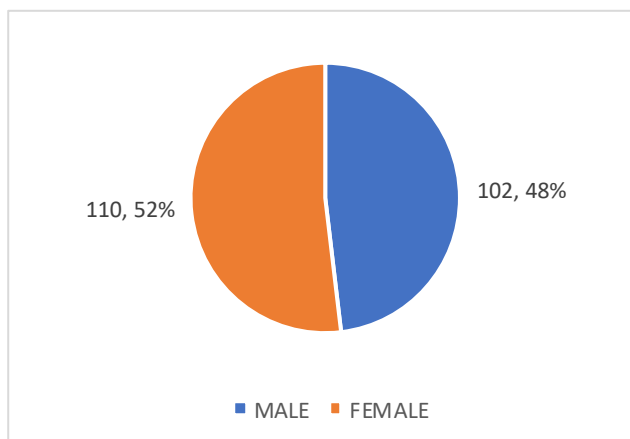
The Service continues to ensure that benefits of Government investment in enhancing work processes is maximized. This is done through the initiation of monitoring mechanisms and creation of supportive and motivating environments to ensure that Officers from study leave are re-integrated seamlessly. One of such intervention is the virtual knowledge-sharing programs which provide opportunities to Civil Service staff who have benefitted from further studies particularly academic training, to share the knowledge acquired with staff of the Service.

3.2.4. 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 skills-set towards improving their work and the institution's goals and objectives.

As officers perform their normal duties, some gain admission into institutions of higher learning to pursue further programs that run outside the normal working hours of the Service. Such officers are mandated to notify the Office of the Head of the Civil Service through their Ministries or Departments, and subsequently approval is granted before the commencement of their studies. In all, approval was issued to 212 officers from the various Ministries and Departments to pursue courses relating to the category above.

Figure 3. 10: Gender Disaggregation on Notification



Over the years, the Service has seen more male Officers acquire higher qualifications than their female counterparts. In order to decrease the gender gap, female officers are encouraged to pursue higher education to prepare them for future tasks through awareness creation and issuance of circulars about scholarship opportunities provided by the Civil Service and development partners encouraging female

Officers to apply.

The data indicated that 110 female Officers and 102 male Officers applied for the facility representing 52% and 48% respectively.

Out of the total of 212 applications received, 48 % were in the Professional Cadre to build their competencies or as a requirement for promotion to the next grade. Further, 52% of Officers in the Sub-professional cadre pursued higher education as a means to upgrade their knowledge; it also serves as a means of meeting the requirement for conversion or upgrading into the

professional Class. The total number of Officers in the various Classes who applied, indicates the desire of Officers to gain knowledge to keep abreast with current trends.

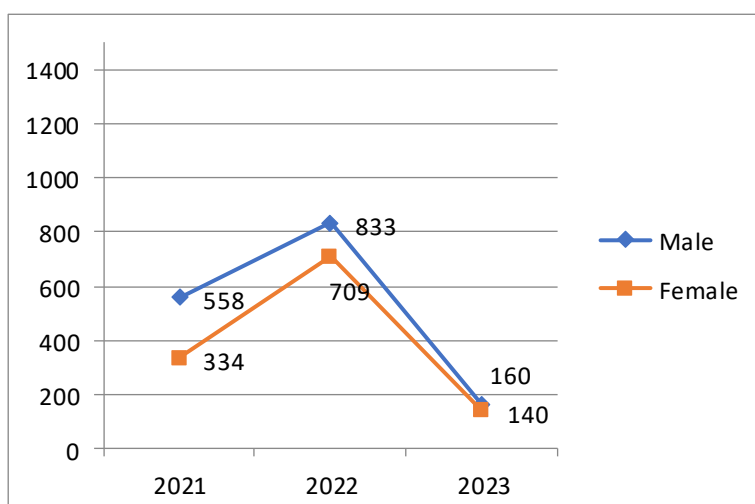
3.2.5. Workshops, Seminars and Conferences

Workshops, seminars, and conferences are usually sponsored by various non-governmental institutions to augment government support. The contents of the courses offered during such training are usually non-core of the Scheme of Service but nonetheless very essential for the functional effectiveness and efficiency of personnel.

3.3.Recruitment

To ensure that the Ghana Civil Service is equipped with the requisite human capital to enhance service delivery and productivity, the Ministry of Finance granted the OHCS financial clearance to engage the services of 300 personnel to address the staffing needs of the Ministries and Departments.

Figure 3. 11: Recruitment Disaggregation by male and female



A breakdown of the recruitment data shows that 53% male and 47% female Officers were recruited into the Service. Although the Service advocates for inclusion of more female to bridge the gender gap in the Service, the population of male candidates who qualified for the recruitment far outweighed the female candidates. According to the 2021 Population and Housing Census conducted by

the Ghana Statistical Service, the literacy rate in the country is at about 70%. This number includes 74.1% of the male and 65.4% of the relevant female population. respectively. This explains the higher percentage of males recruited than females. It is also noted that over the period, the number of males who apply for jobs in the Service has increased. The OHCS must be intentional in targeting the female to also apply.

In 2023, out of the 300 Officers recruited, 155 representing 52% were posted to the Departments; 139 representing 46% were posted to the Ministries; 6 Officers representing 2% were posted to other Civil Service Institutions (Office of the President and Office of the Head of the Civil Service). The gap analysis with reference to the institution's establishment levels determined the distribution of staff to the Ministries and Departments.

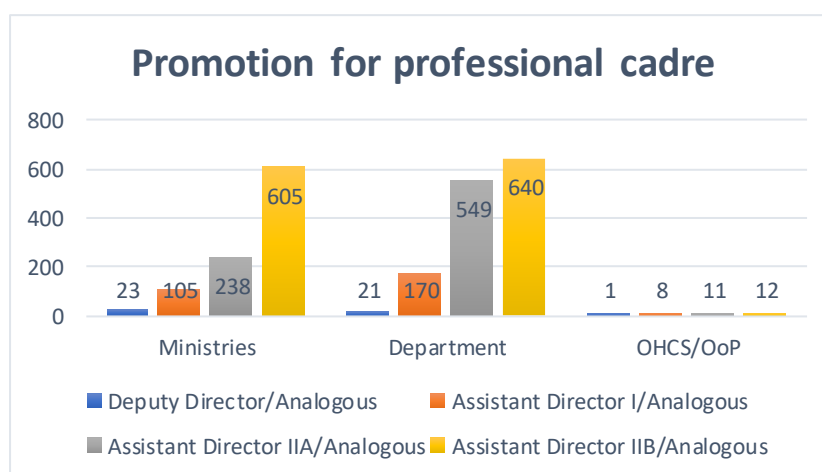
The Civil Service is currently developing an onboarding policy to ensure that new officers are seamlessly integrated into the Service.

3.4. Career Management

The OHCS plays a pivotal role in managing various human resource facilities, including postings, transfers, secondments, promotions, conversions and upgrading.

3.4.1. Promotions

Figure 3. 12: Promotions for Professional Cadre



Promotion within the Civil Service is an essential aspect of career development, involving the progression of staff to higher positions within the same occupational group. This process is often accompanied by increased responsibility and compensation. The promotion assessment process serves as a Human

Resource Management tool, evaluating officers' abilities to determine their potential for higher responsibilities and succession planning.

The data for the year 2023 reveals a total of 4,379 promotion considerations, with 55% from Departments, 42% from Ministries, and 3% from Office of the Head of the Civil Service (OHCS) and /Office of the President (OoP). This distribution aligns with the institution's size, as Departments have a larger workforce, leading to a higher number of promotions.

Out of the 2,383 promotions at the professional cadre level the highest number (1,266) were from the Assistant Director IIB/Analogous category and the lowest (45) in the Deputy Director and Analogous category. Ministries lead in promotions for Assistant Director I/Analogous. Departments show a significant number of promotions for Assistant Director IIA/Analogous. Ministries and Departments have a relatively equal number of promotions for Assistant Director IIB/Analogous.

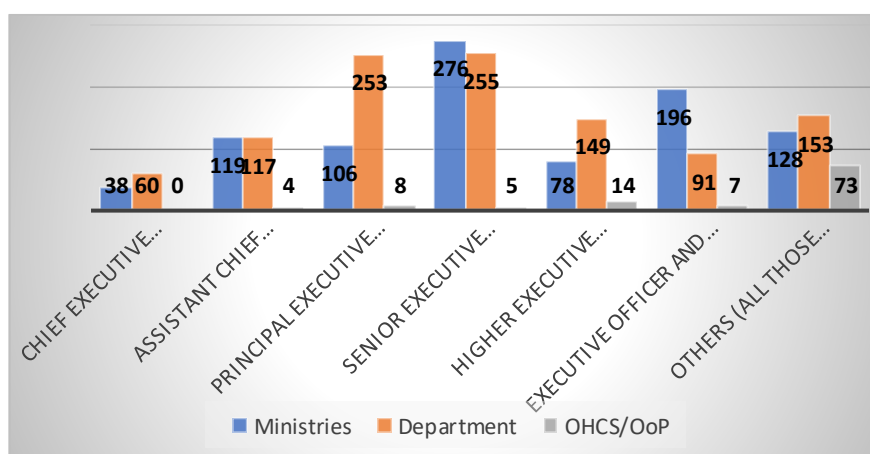
The sub-professional category recorded 1,996 promotions service-wide. The Assistant Chief Executive Officer and analogous roles reveals a varied distribution of promotions across sectors. The Ministries recorded 38 promotions, while the Departments surpassed this with a higher count of 117 promotions. In contrast, the OHCS/OoP reported the lowest with only 4 promotions.

The Principal Executive Officers and analogous positions also displayed varying numbers of promotions. The Departments recorded the highest with 253 promotions. Followed by the Ministries with 119 promotions. The OHCS/OoP only recorded 8 promotions.

Senior Executive Officers and analogous grades demonstrated a well-distributed pattern of promotions across sectors. The Department recorded 255 promotions, while the Ministry reported 106 promotions, signifying a substantial emphasis on this level.

Turning to Higher Executive Officers and analogous grades, the Ministries led with 276 promotions, the Departments followed closely with 149 promotions and the OHCS/OoP recorded 14 promotions. At Executive Officer and analogous level, the Ministry recorded 78 promotions. Department and OHCS/OoP recorded 91 and 7 promotions respectively.

On average, 95% of officers were successful in the promotion assessment process. While the failure rate was relatively low, the issues identified were primarily related to documentation and incomplete appraisals.



The Civil Service acknowledges the positive impact of government support in clearing promotion backlogs. Government's continuous support remains instrumental in fostering a motivated and high-performing workforce.

Figure 3. 13: Promotions for Sub-Professional Cadre

3.4.2. Upgrading

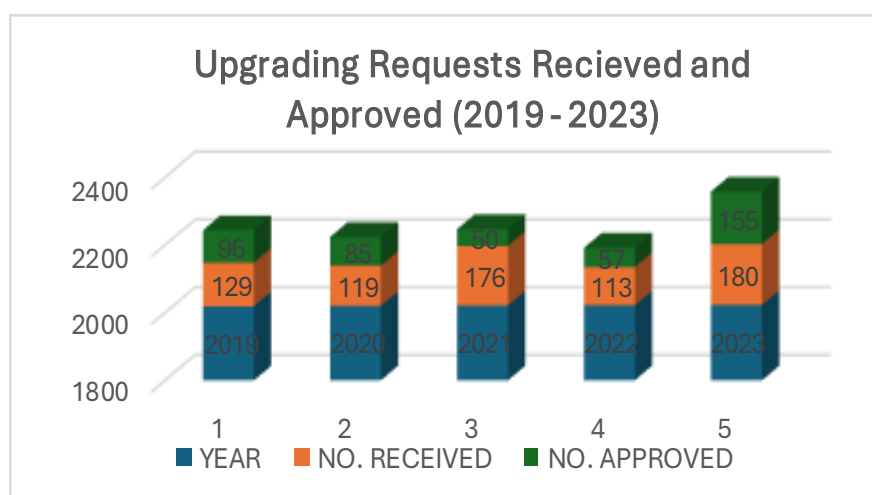
Upgrading refers to the progression of an Officer from a sub-professional cadre to a professional cadre within the same occupational group. This advancement is contingent on Officers acquiring higher academic or professional qualifications. Upgrading requests mainly come from Officers in the Departmental Classes and a few of the general Classes with sub-professional categories.

In 2023, one hundred and eighty (180) upgrading requests were received from Ministries and Departments. Eighty-two (82) were from male Officers, constituting 46%, while ninety-eight (98) were from female officers, representing 54%. Out of the total requests, one hundred and fifty-five (155) representing 80% of all requests were approved. Thirteen (13) accounting for 7% requests were declined due to lack of vacancies as per the establishment levels of the respective Ministries/Departments. Twelve (12) representing 7% requests are pending due to the late /non-submission of requisite documents, including establishment levels and certified true copies of academic certificates.

There is notable variation in the yearly numbers of received and approved requests. The year 2021 witnessed a substantial increase in requests (176), but a drastic drop in approvals (50), resulting in a significantly lower approval rate of 28%. However, 2022 showed an improvement with 113 requests, 57 approvals, and a 50% approval rate.

The data suggest a fluctuating trend in the number of received and approved upgrading requests. The factors contributing to the variations in approval rates include changes in organizational priorities, shifts in workforce needs, lack of vacancies, modifications, and enhanced sensitization on the requirements for approving upgrading requests.

The substantial increase in approvals in 2023 is noteworthy and demonstrates the Civil Service's commitment to facilitating the career growth of its staff. While individual yearly variations exist, the cumulative impact over the five-year period reflects an approval rate of 62%. This indicates a substantial portion of upgrading requests being granted, contributing to the professional development of Civil Service staff. The gender distribution of upgrading requests indicate a balanced participation, emphasizing inclusivity in career development initiatives.



Government support to the Civil Service in advancing and fostering a more skilled, qualified, and diverse workforce is crucial for enhancing the skills and qualifications of officers to contribute effectively to national development.

Figure 3. 14: Upgrading Requests received and approvals

3.4.3. Conversion

Conversion is the movement of officers from one occupational group to another based on higher academic qualifications or newly acquired skills. Requests for conversion were categorized into three main types: from one sub-professional class to another, sub-professional to professional, and one professional class to another. Notably, there is a current moratorium on conversion from one professional cadre to another, except for cases with specific justifications.

The data provided outlines the requests for conversion, both assessed and unassessed, and sheds light on the approval outcome. During the period under review, seventy-one (71) officers who underwent an assessment for conversion from sub-professional Classes into various

professional Classes received approval by October 2023. This highlights the effectiveness of the official conversion examination process in evaluating qualifications and competencies of staff. Thirty-nine (39) requests for unassessed conversion were recorded. The distribution includes 10 requests from sub-professionals to sub-professionals, 12 from sub-professionals to professionals, and 17 from professionals to professionals.

There were Thirteen (13) conversion requests from male officers and Twenty-six (26) from female officers. The higher number of requests from female officers is attributed to the prevalence of requests from the Secretarial and Executive Classes, where female officers outnumber their male counterparts. Out of the Thirty-nine (39) requests for unassessed conversion, eighteen (18) were approved, and Twenty-One (21) were declined. Notably, 50% of the approved requests were from officers in the Secretarial Class.

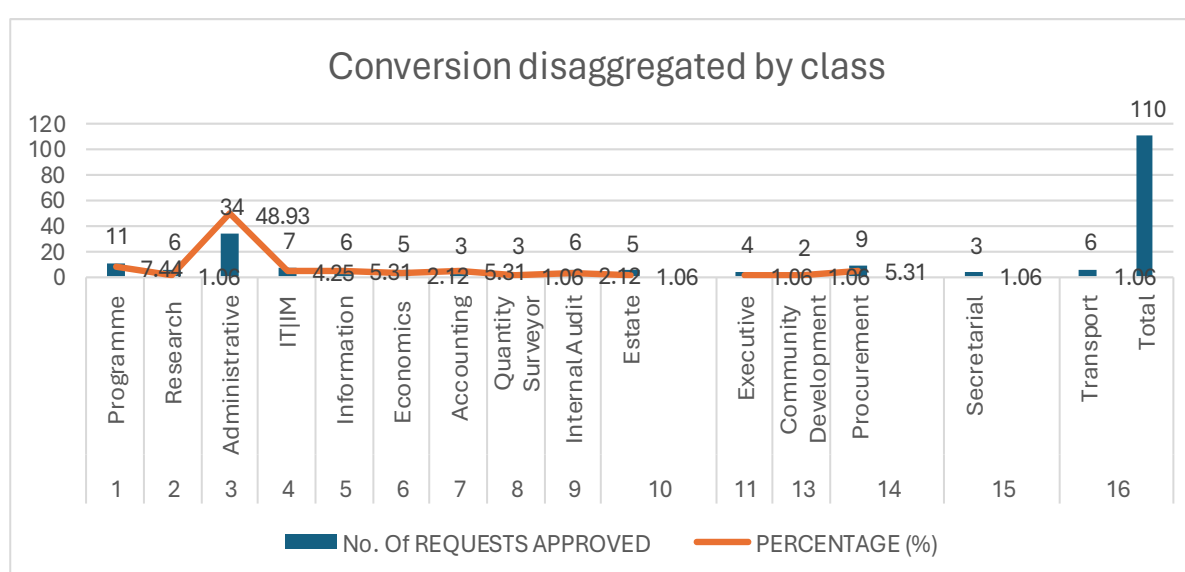


Figure 3. 15: Conversion Disaggregated by Class

Administrative, Procurement, and Information Classes emerged as the top three categories with the highest percentage of total approvals. On the contrary, Research, Quantity Surveyor, Estate, Executive, Community Development, Secretarial, and Transport had lower percentages, each at 1.06% of total approvals.

Government continuous support for capacity development interventions and incentives is pivotal to maintaining staff motivation across all classes, ensuring a well-rounded and effective workforce.

3.4.4. Change of Date of Birth

During the period under review, twenty (20) requests with regards to correction of date of birth were received. The requests came from Thirteen (13) male and Seven (7) female officers. Eleven (11) requests were approved while nine (9) were declined due to lack of requisite documents to support the requests.

The primary reasons cited for these requests included administrative errors and data entry mistakes that might have occurred during the data entry process, leading to inaccuracies in the recorded date of birth. Correcting such errors is deemed a valid reason for requesting a change. The request for a change in the date of birth is supposed to be accompanied by appropriate supporting documentation and adherence to the policies and procedures established by the Civil Service. Additionally, such requests are often subjected to thorough scrutiny to ensure the integrity and accuracy of the Civil service records.

In order to proactively address this issue, the Civil Service is committed to guiding recruits to ensure the provision of accurate date of birth information when completing Civil Service input forms during the recruitment process. This initiative aims to minimize the occurrence of errors and maintain the precision of personnel records within the Civil Service.

3.4.5. Change of Name

Fifty-four (54) applications for change of name were received. Fifteen (15) were males and Thirty-Nine (39) were females. Fifty-one requests were approved while three (3) were declined, two (2) were due to non-submission of Gazette and one (1) came from Non-Civil Service Organizations.

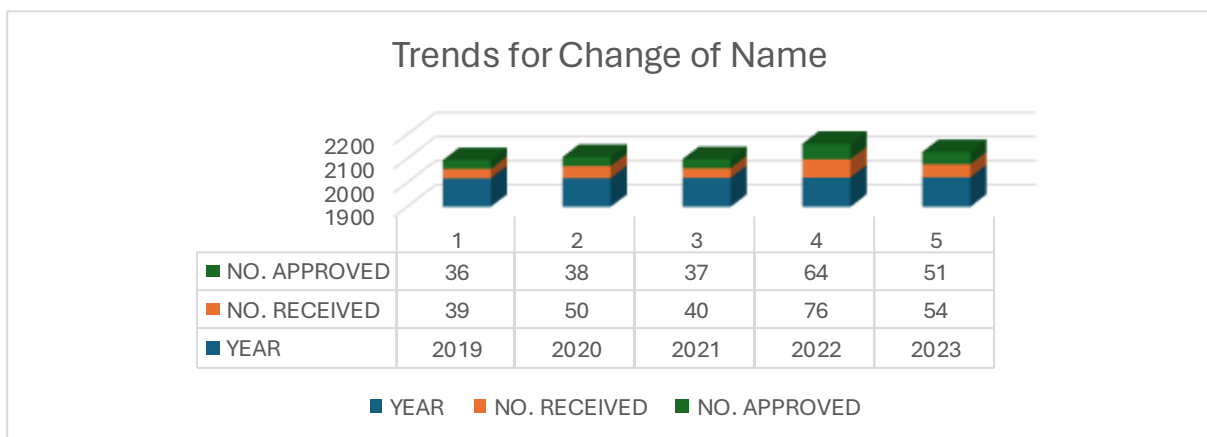


Figure 3. 16: Trends for Change of Name

There was an increase in the number of requests received for the change of name from 2019 to 2022, with a peak in 2022. However, there was a slight decrease in the number of requests received in 2023. The percentage of approved requests out of the total requests received is consistent, showing efficient processing and consideration. The significant increase from 2019 to 2020 (39 to 50 requests) includes the change of name by females due to change in marital status. The numbers remained relatively stable from 2020 to 2021. The consistently high approval rate (ranging from 92% to 94%) indicates an improvement on the awareness creation on the provision of requisite documentation for change of name requests in the Civil Service.

3.4.6. Secondment

Secondment involves the temporary transfer of an officer in the Civil Service to another Public Service Institution, usually for an initial period of two years, with the possibility of an extension for one additional year. After three years, the officer is expected to return to the Civil Service, or steps may be taken to regularize their movement onto the receiving institution's payroll.

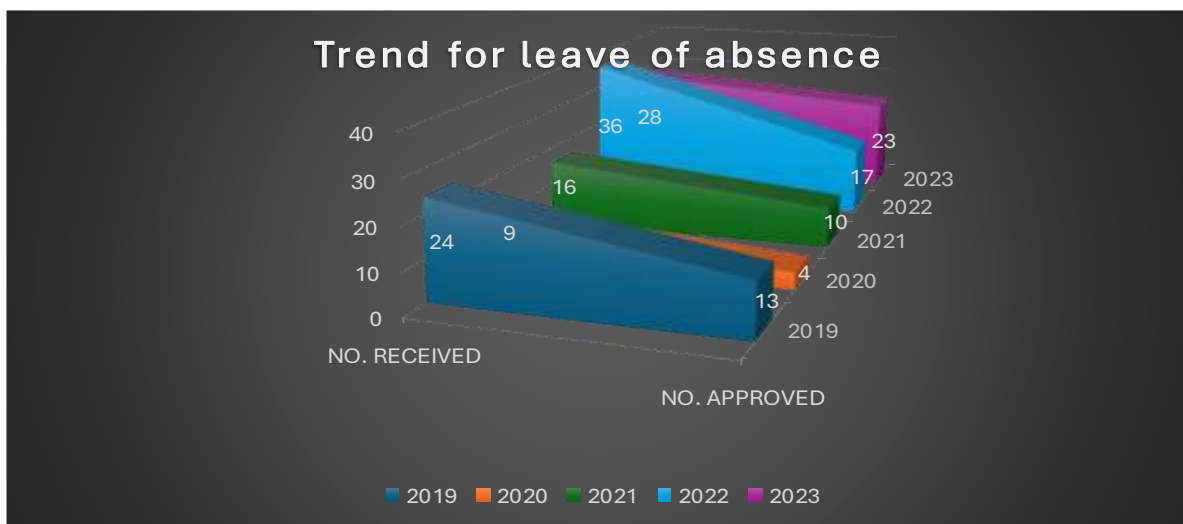
Twenty-three (23) requests for secondment were received, indicating a significant demand for the specific calibre of officers to meet staffing needs in other institutions. Out of these, 20 requests were approved, showcasing the Civil Service's willingness to facilitate inter-organizational collaboration and share expertise. Among the approved requests, 13 were males and 7 were females, highlighting a gender-diverse group of officers requesting for secondment. Despite the overall positive trend, 3 requests were pending approval from Departmental Heads.

Considering applications requesting Departmental grade officers, a collaborative approach is taken. Heads of Classes are notified, and suitable officers are nominated before approval is granted by the OHCS. This approach ensures that the selection process involves input from relevant authorities and considers the specific requirements of each Department.

In the interest of maintaining organizational flexibility and workforce mobility, 2 officers have been recalled to the Civil Service. This recall mechanism ensures a balance between meeting external demands and addressing internal workforce needs.

3.4.7. Leave of Absence

Figure 3. 17: Trend of Leave of absence



Leave of absence is when an officer is excused from duty due to ill-health of close relative (parent/spouse/child), family related issues that need urgent attention or to join spouse on foreign postings. An Officer can also be granted leave of absence to engage in a consultancy service in an inter-governmental organisation such as United Nations, World Bank etc for a period of one (1) to three (3) years which is normally termed as leave of absence on grounds of public policy. Unlike casual and annual leave, leave of absence comes with the suspension of payment of salary to the Officer when approval is granted.

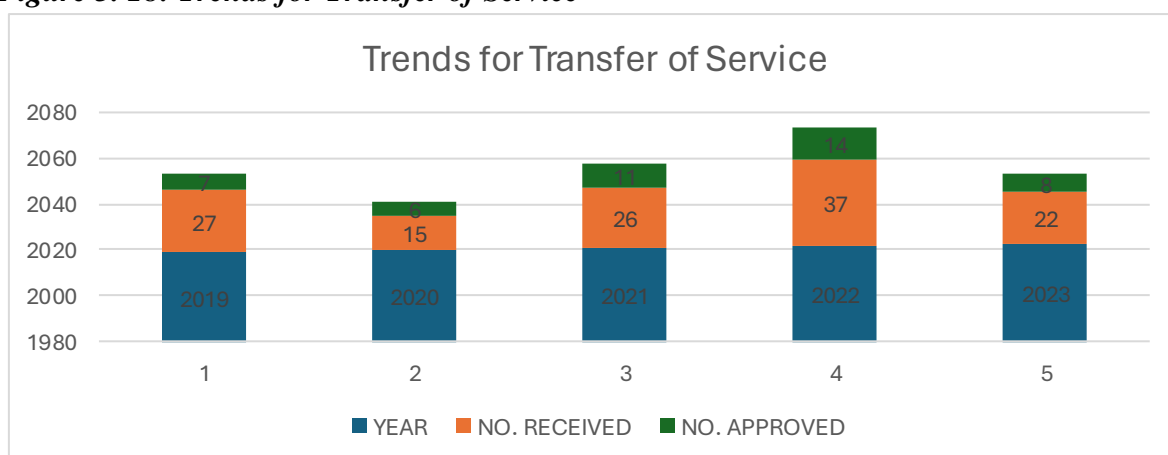
The pattern of Leave of Absence requests shows variability throughout the years. 2022 had the highest of 36 requests and slightly decreasing to 28 requests in 2023. Despite variations, the approval rate remains consistently high, indicating a responsive and considerate approach to Civil Service staff needs. Only four (4) requests were pending submission of additional documentation.

An interesting gender-related aspect emerges from the data, revealing that most of the Leave of Absence requests came from female officers, constituting 20 out of 28 requests in 2023. Circumstances such as ill-health of close relatives, family-related issues, and joining a spouse on foreign postings more frequently affect female officers than their male counterparts.

The OHCS regularly monitors the Leave of Absence requests to understand the specific reasons for such requests to help in tailoring policies and support systems to address the unique needs of female officers.

3.4.8. Transfer of Service

Figure 3. 18: Trends for Transfer of Service



Transfer is the movement of an officer from one Public Service Institution to the Civil Service and vice versa. The highest number of requests occurred in 2022, with 37, and 14 approved. In 2023, there was a decrease to 22 requests. Most transfer requests historically emanate from officers in the Local Government Service, with a few from the Ghana Health Service and other Public Service Institutions. This pattern suggests a consistent interest or need for officers to move between these sectors. Among the approved requests, 15 officers transferred into the Civil Service, while 7 transferred out. In terms of gender distribution, 12 transfer requests came from males and 10 from females. It is worth pointing out that eight (8) requests were approved, five (5) requests were declined, and nine requests were pending, awaiting vacancy information and comments from Heads of Institution/Class, as well as further documentation.

The balance of transfers into the Civil Service indicates a preference or need for officers to align their careers with the Civil Service.

3.4.9. Posting

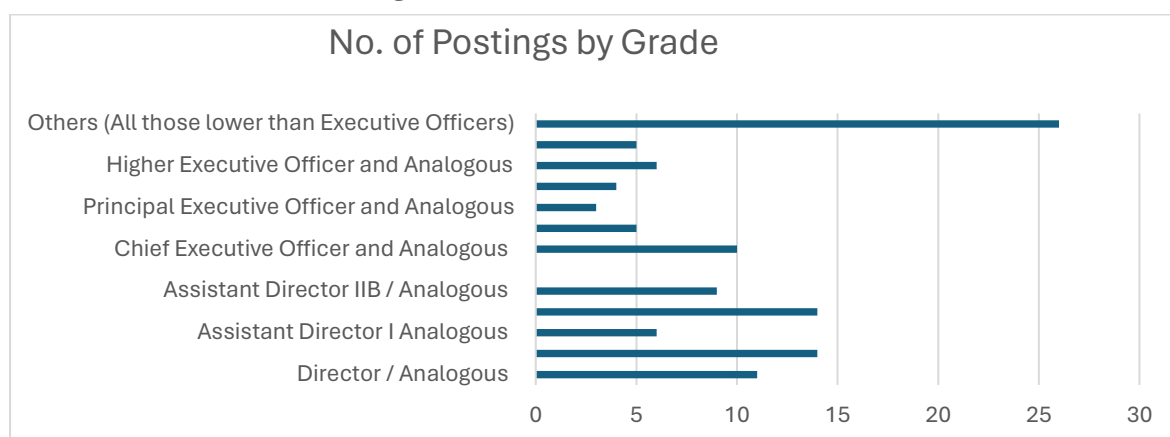


Figure 3. 19: Number of Postings by grade category

Posting is the movement of an officer from one Civil Service institution to another Civil Service institution. The OHCS as part of its mandate is to ensure rational and even distribution of skills across the Service. To this end, a proposal on officers who have served in their current Ministries for more than six (6) years was developed for approval and subsequent reassignment to other organizations. As of December 2023, a total number of one hundred and thirteen (113) officers in the General Classes i.e. Administrative, Planning, Program, Secretarial, Protocol, Executive, and Transport Classes just to mention a few were posted across the Civil Service. The rationale is to build the capacity of officers as they progress in the Service and to meet the exigencies of the times.

3.4.10. Exits from the Service

Four Hundred and Thirty-One (431) exits were recorded in the Civil Service. These were mainly due to Deaths, Resignations, Retirement, Transfers, Vacation of Post and Dismissal. At the Chief Director level, two (2) exits were recorded, the Director and Analogous grades recorded twenty-Six (26), Deputy Director and Analogous grades, Assistant Director 1, Assistant Director IIA, and Assistant Director IIB experienced 74, 32, 13, 48 and 76 respectively.

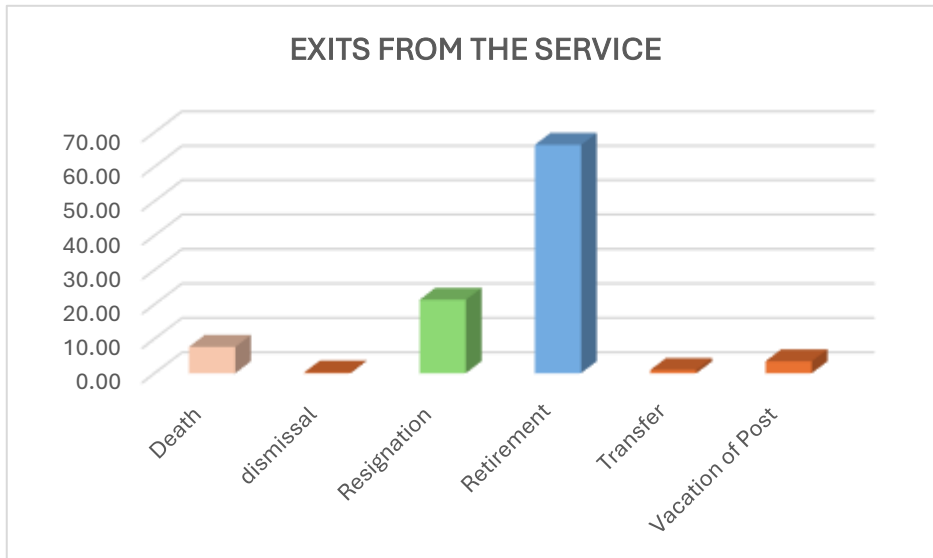


Figure 3. 20: Exits from the Service

Retirement constituted the highest number of exits with 66.36% followed by resignation with 21.35% and death with 7.66%. This was followed by vacation of post, transfer and dismissal with 3.48%, 0.93 and 0.23 respectively. 40% of the exits were from the sub-professional category with the majority exiting through retirement.

The predominance of retirement and resignation as exit modes underscores the importance of strategic human resource management. To address the implications of an aging workforce due to retirement, the Civil Service should focus on succession planning, knowledge transfer initiatives, and targeted recruitment strategies. Additionally, efforts to enhance employee satisfaction, career development, and work-life balance can contribute to reducing resignations and promoting a more stable workforce.

3.5. Emerging issues

The following key issues emerged from the analysis of the Human Resource Data.

a) Age Categorisation:

The concentration of officers in the middle-age ranges (30 to 39 and 40 to 49) indicates the need for targeted development programs to prepare individuals for leadership roles. In view of this, the Civil Service has intensified its succession planning and talent development initiatives to ensure a seamless transition and sustained effectiveness for officers. The Service also continues to invest in developing skills sets to ensure employees navigate the rapidly changing public administration landscape for improved service delivery. The Civil Service is in the process of reviewing the training, development, and recruitment policies to address the age dynamics and maintain a healthy and diverse workforce.

b) Sex Distribution

The Civil Service did not achieve much in bridging the gender gap in 2023. Though deliberate efforts were instituted in the recruitment process to bridge the gap, the principle of merit was prominent in the selection process. However, the OHCS continues to intensify the development and operationalization of the Gender Action Plan by Civil Service institutions to ensure gender parity and inclusion.

c) ICT Training to support Government Digitisation Agenda

The Civil Service has embraced the digitisation agenda of government and has taken steps to digitalise most of its work processes and services. The modern demands of the evolving workspaces and workforce demands the need to foster collaboration and engagement, leverage technology and invest in learning and development. There is therefore the need for government to invest in the provision of logistics and training in Information Technology especially at the Civil Service Departments. This will provide the necessary tools to improve work processes through digitization for efficient and effective service delivery.

d) 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. OHCS has therefore taken steps to digitize Human Resource Facilities to expedite the processing/response time, reduce paperwork and ensure that only Officers with the requisite documentation will 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 are underway to add on all other services.

e) Database Management

The availability and utilisation of efficient Human resource data is important for the management and effective delivery of the Civil Service. Database management in the Civil Service continues to be a challenge as there is currently no effective database system for the management of the Human Resource facilities in the Civil Service.

There is the need for support for the establishment of an improved database system for effective forecasting and decision making to better position the Ministries and Departments to achieve their mandate.

CHAPTER FOUR

4.0.REFORMS IMPLEMENTATION IN THE CIVIL SERVICE

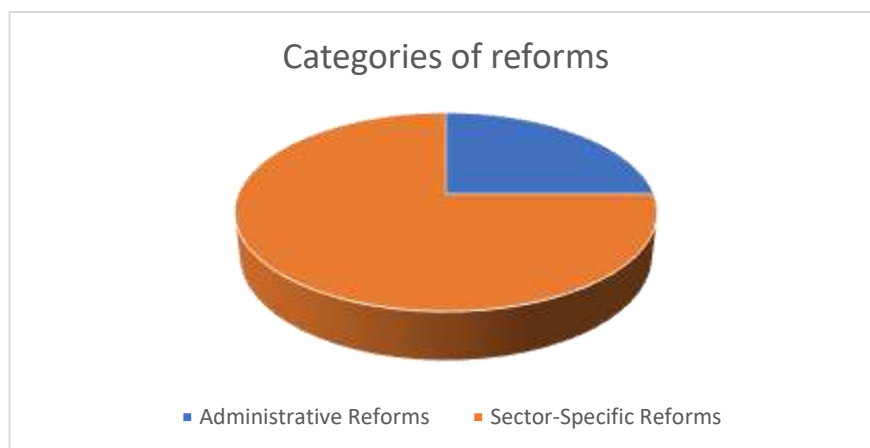
Reforming the public sector involves intentional changes to institutional structures and work processes to enhance productivity and service delivery. These structural changes may include changes, such as unit mergers and realignments; process changes, which involve redesigning systems, establishing quality standards, and prioritizing capacity-building initiatives aimed at enhancing the efficiency and effectiveness of organizations.

The transformation of public service delivery in recent decades has been spurred by shifts in citizen needs, technological advancements, the evolution of government business, and the demands of a more efficient public administration system. In response to these dynamics, the Ghana Civil Service is currently engaged in reforms aimed at enhancing human resource performance and elevating service delivery standards.

Mandated by Section 47 of the Civil Service Act 1993 (Act 327), the Civil Service Committee on Administrative Reforms plays a pivotal role in monitoring, providing guidance, and sustaining administrative reforms in the Civil Service. The Committee is also tasked with monitoring reform progress, recommending corrective actions, and initiating additional reform measures for the Civil Service.

4.1.Reforms initiated and implemented Service-wide

Figure 4. 1: Categories of Reforms



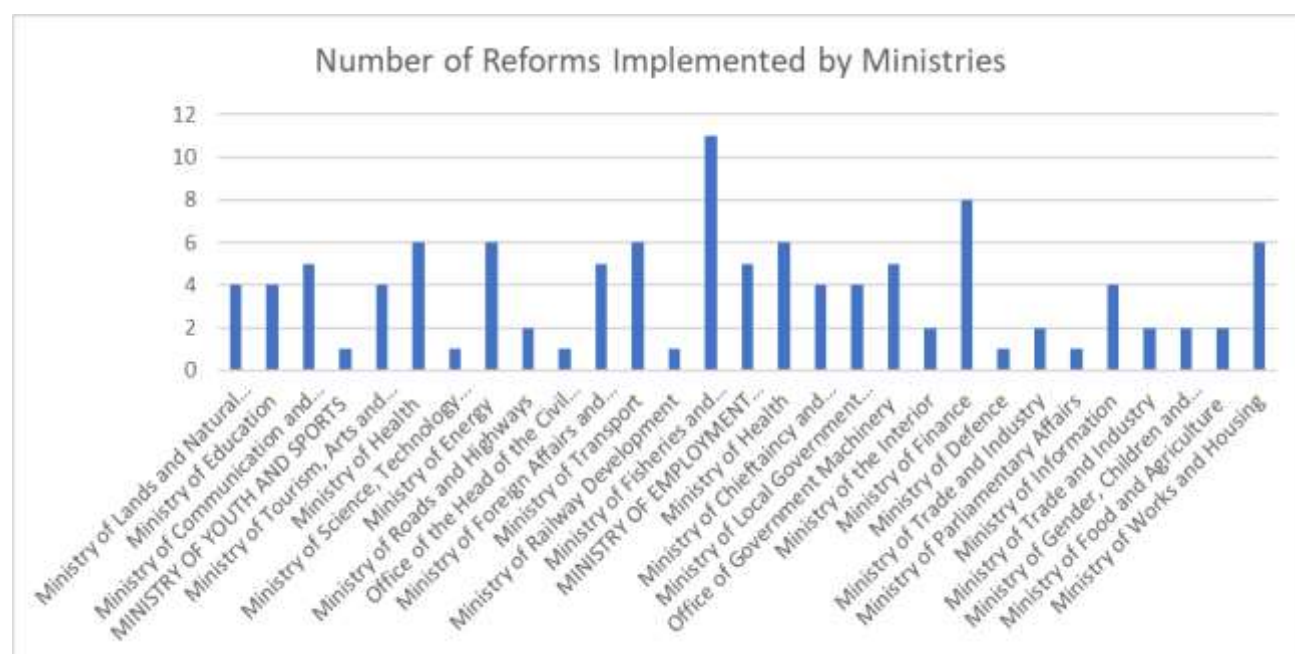
During the period under review, various reforms were implemented across sector Ministries, broadly falling into two categories: administrative and sector-specific reforms. Administrative reforms focus on improving

work processes and service delivery, aiming for integration throughout the Service. On the other hand, sector-specific reforms are tailored initiatives addressing unique needs and challenges within specific sectors, aligning with stakeholders' expectations. Generally, 104 reforms were executed, with 78 being sector specific.

Public sector institutions often prioritize sector-specific reforms, given the distinct challenges faced by different sectors. Most sector Ministries align their reforms with government priority objectives, facilitating a targeted and strategic approach to broader national or organizational goals.

Balancing sector-specific and cross-cutting reforms necessitates government support in prioritizing budget allocations for administrative reforms. This support is essential to complement the role of administrative and general work process reforms, contributing to the achievement of comprehensive and sustainable improvements in public service delivery.

Figure 4. 2: Number of reforms implemented in sector Ministries



4.2. Reforms Implemented by Sector Ministries

The reforms implemented by the institutions were grouped into seven (7) categories as indicated below. Details are however presented in Appendix 4.:

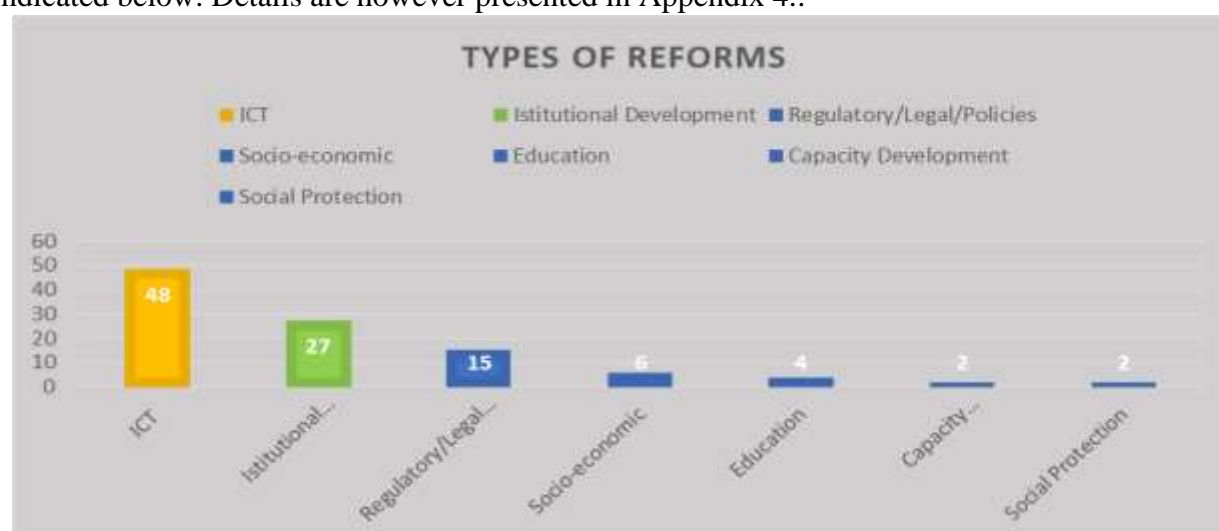


Figure 4. 3: Types of reforms implemented by sector Ministries

a. Information Communication Technology (ICT) Development

Information and Communication Technology (ICT) reforms refer to policy changes, strategies, and initiatives implemented by Sector Ministries to effectively leverage Information and Communication Technology solutions and innovations to achieve set objectives. ICT reforms are operationalized to enhance work processes, service delivery, and foster a digitally enabled environment to improve the overall performance of an organization. 48 ICT reforms were implemented within the Civil Service.

The Ministry of Science, Technology, and Innovation implemented a suite of software applications aimed at enhancing efficiency and modernizing administrative processes. The Correspondence Management System is a significant advancement, digitizing and streamlining the labour-intensive tasks of the Registry unit. This not only expedites workflows but also serves as a safeguard against the loss of crucial official information. Complementing this, the E-Memo application marks a departure from traditional paper-based memos, introducing a digital platform for seamless communication.

Additionally, the E-Leave application transforms the leave request procedure, introducing a digital process that not only simplifies how leave is requested but also eliminates the need for paper-based leave requests. The IT Helpdesk software establishes an efficient channel for requesting IT support, incorporating a queue system to streamline access to technical assistance. Lastly, the E-Stores Requisition system brings digitization to the requisition of store items, eliminating the reliance on traditional requisition books and introducing a more streamlined and eco-friendly approach to managing inventory requests. Collectively, these applications represent a concerted effort by the Ministry to embrace digital transformation and usher in a new era of efficiency and convenience in its operations.

The Ministry of Youth and Sports is currently implementing the e-ticketing in all national stadia to improve efficiency and effectiveness, transparency and accountability of sales of tickets for matches.

Digitalizing assets using asset tags with barcodes is an efficient method used by the Ministry of Energy to manage and track their physical assets.

The Ministry of Food and Agriculture has digitalized its manual data collection and analysis of the implementation of Medium-Term Agriculture Sector Investment Plan (METASIP I & II) to make its web-based portal more responsive to users. The web-based portal was used by Budget Officers at the decentralized levels for budget preparation and reports within a short time frame.

b. Institutional Development

Institutional development reforms focus on implementing changes within Sector Ministries/Institutions to strengthen their capacity, effectiveness, and adaptability. These reforms involve the review of work practices and organisational structures to better align them

to the desired objectives and to address inefficiencies. 27 Institutional development related reforms were undertaken within the period.

Specifically, the Ministry of Local Government, Decentralisation and Rural Development (MLGDRD) is restructuring its Department of Community Development (DCD) to strengthen the Technical, Vocational, Education and Training (TVET) service to maximise the impact of DCD on community development practice.

The Ministry of Finance has formed thematic working groups to bolster monitoring and facilitate the efficient implementation of the IMF Extended Credit Facility (ECF) Program. This initiative has reinforced fiscal discipline, encouraged structural transformation, elevated monitoring and evaluation processes, and facilitated Ghana's access to the US\$3 billion Extended Credit Facility (ECF) arrangement. This financial support is crucial for addressing prevailing economic challenges.

c. Educational Reforms

Educational reforms are strategic measures undertaken by Sector Ministries/Institutions to bring about substantive changes in the educational landscape. These reforms involve the systematic analysis and identification of areas that require improvement or modernisation within the education sector. The process includes policy formulation, stakeholder engagement, and the implementation of evidence-based interventions. Educational reforms often address issues related to educational equity, teacher effectiveness, governance, school infrastructure, and curriculum development.

The Ministry of Education's introduction of the Basic Education Curriculum aims to elevate the existing objective-based curriculum to a standard-based curriculum. This transformation focuses on strengthening the acquisition of the 4Rs—Reading, writing, arithmetic, and creativity—as foundational skills for lifelong learning and national development.

As a result of the secondary education reforms, there has been a notable increase in total first-year student enrolment, rising from 422,043 to 448,652. This contributes to a total enrolment of 1,320,976 for SHS 1-3 in 2023. This surge aligns with the Ministry's efforts to eliminate cost barriers and broaden access to secondary education, a commitment demonstrated through the implementation of the Free Senior High Education policy.

d. Capacity Development

The Ministry of Works and Housing has implemented a Structured Mentorship and Coaching Program, enhancing the knowledge of staff through training in relevant areas and refining the administrative writing skills of National Service Personnel to support officers in the Ministry. In the year 2023, a total of 106 officers actively engaged in eleven (11) well-organized coaching and mentorship sessions.

e. Social Protection

Social protection encompasses a set of programs, policies, and initiatives designed to safeguard individuals and families from poverty, vulnerability and social risks. These reforms aim to enhance the efficiency, effectiveness, and inclusivity of social protection measures by addressing identified gaps, challenges and changing social and economic conditions.

The Ministry of Gender, Children and Social Protection's adoption of a training manual for prospective adoptive parents is expected to promote the wellbeing and interest of children in Ghana, which is a first of its kind globally.

f. Legal/Regulatory/Policy

Legal/Regulatory/Policy reform refers to a deliberate and systematic process of reviewing, modifying and updating existing laws, regulations and policies within a specific legal framework or sector. These reforms aim to improve the effectiveness, efficiency, fairness and relevance of the legal and regulatory environment to address emerging challenges and strengthen existing legal regimes.

The Ministry of Employment and Labour Relations has initiated the process of reviewing the Labour Act, 2003 (Act 651) to improve labour regulation and administration. This endeavour seeks to address emerging labour issues and foster harmonious industrial relations within Ghana's labour sector. Similarly, the Ministry of Chieftaincy and Religious Affairs has proposed revisions to the Chieftaincy Act, 2008 (Act 759), submitting these proposals to the National House of Chiefs for consideration, as part of an initiative to strengthen chieftaincy administration in the country.

The Office of the Head of the Civil Service has submitted a draft Bill on the Review of the Civil Service Act, 2003 (Act 327) to Cabinet for consideration and approval. The reviewed act will improve compliance with the administrative and governance structures in the Civil Service for effective service delivery.

The Ministry of Finance introduced an indexation mechanism for the benefits under the Livelihood Empowerment Against Poverty (LEAP), approved by Cabinet and effective by the end of September 2023. This reform aims to safeguard the value of LEAP benefits against inflation, ensuring that the level of benefits remains commensurate with the cost of living.

Additionally, the Ministry of Finance conducted a comprehensive review of its Earmarked Funds to enhance the operations of these funds, ensuring relevance, efficiency, and value for money, under the Earmarked Funds Capping and Realignment Act, 2017 (Act 947). A strategy paper detailing the reforms aimed at streamlining earmarked funds (statutory funds) was prepared and published on the Ministry's website, leading to improved operational efficiency and substantial fiscal savings for the Government.

Consistent with the policy of instilling an interest in tree planting among Ghanaians, the Ministry of Lands and Natural Resources has introduced the Green Ghana Day Initiative. This

initiative involved the distribution and supply of 11.5 million seedlings, with 10.7 million seedlings verified as successfully planted.

g. Socio-Economic Reforms

Socio-economic reforms are a deliberate set of policy changes, strategies, and measures aimed at addressing social and economic issues within a country. These reforms seek to achieve equitable and sustainable development by promoting social progress, reducing inequalities, creation of new jobs, increase workforce participation, improve the quality and stability of employment and fostering economic growth and stability.

The development and operationalization of Ghana Labour Market Information System by the Ministry of Employment and Labour Relations is expected to provide accurate and timely Labour market information for evidence-based decision making by government.

4.3.Reforms For Mainstreaming

The following reforms have been identified for mainstreaming across the Civil Service.

a. Suite of software applications by the Ministry of Environment, Science, Technology, and Innovation

A suit of software applications such as IT Helpdesk software that establishes an efficient channel for requesting IT support, the E-Stores Requisition system for digitization to the requisition of store items, Correspondence Management System for digitizing and streamlining the labour-intensive tasks of the Registry/Records unit, the E-Memo for seamless communication and the E-Leave application expedites workflows and also serve as a safeguard against the loss of crucial official information. Collectively, these applications mark a transformative step for the Ministry, ushering in a new era of efficiency, convenience, and modernization. Mainstreaming of these applications would catalyse positive change in Civil Service operations and reinforce our commitment to embracing the digital age.

Effective implementation of these applications would depend on the availability of uninterrupted internet connectivity.

b. Knowledge Sharing Session - Office of the Head of the Civil Service (OHCS)

Knowledge sharing is the process of transferring knowledge, skills and experiences acquired through training from one person to another. In an organisation, knowledge sharing does not only increase productivity but also empowers employees to do their jobs effectively and efficiently.

OHCS continues to implement its virtual knowledge-sharing platform for Civil Service Staff to enable Officers who have benefitted from the Civil Service study leave with pay facility, to share the knowledge and skills acquired from the training with colleagues, management and sponsors of the Service. The knowledge sharing sessions have enlightened staff on the knowledge acquired as well as current trends.

As part of the mainstreaming process, it is recommended that this knowledge sharing sessions should be held at various Directorates and Units and be made part of the Director's/Heads of Department's assessment.

A key challenge was the low participation by staff. The OHCS is continually devising strategies to encourage as many officers as possible to participate. Below were some strategies for Management consideration.

- Use of various Human Resource managers' WhatsApp platforms to share virtual training links;
- Increased involvement of Chief Directors; and
- Distribution of letters to staff through the Chief Directors.

c. Digitising Assets using Assets tags with bar Codes-Ministry of Energy

Digitising assets using asset tags with barcodes is an efficient method used by the Ministry to manage and track their physical assets. The process involves assigning a unique barcode label to each asset, which is then scanned and recorded in a digital asset management system. The process involves asset tagging with a unique tag (an alphanumeric code), barcode scanning, digital asset management system, data entry and update and real-time tracking.

The digitisation of the assets tags will provide the opportunity for Sector Ministries/Institutions to enhance assets management, improve accountability, ensure maintenance and auditing, save cost and time and provide data insight for Sector Ministries/Institutions to manage and track their assets.

d. Setup Call Centre-Ministry of Energy

A call centre is a centralised facility or office equipped with the necessary technology, infrastructure and personnel to handle incoming and outgoing phone calls on behalf of the Ministry. Its primary purpose is to manage and facilitate communication with customers, clients, stakeholders, or the public efficiently and effectively especially Sector Ministries/Institutions with high client traffic.

The setup of the call centre for Sector Ministries/Institutions will improve access and convenience for clients, enhance customer service experience, disseminate information efficiently, streamline compliant resolution, reduce workload for frontline offices and provide avenues for data collection and feedback mechanism.

e. Electronic Document Management and Workflow System (Paperless Office) - Ministry of Finance

A paperless office is a workplace that has minimal paper-based processes and relies on digitised documents. Reducing the use of paper helps to accelerate an organisation's digital work process which is also in line with the Government's digital transformation agenda. This reform typically involves transitioning to an electronic document management system that digitises files and stores them in a central repository.

The objective of this reform is to reduce the use of paper for printing and strengthen the use of the electronic system of document management and workflow systems, specifically for general administration and budget purposes. It is also meant to enhance easy access and retrieval of documents at the Ministry.

A key challenge to the smooth implementation of this reform initiative is the slow retrieval and upload of documents on the system due to erratic internet connectivity.

4.4.Observations

The following observations were made to highlight both achievements and areas that require attention for further improvement.

a) ICT Advancements in work processes

A commendable advancement has been noted in the adoption and utilisation of Information and Communication Technology (ICT) within Sector Ministries/Institutions. This progress has significantly contributed to enhancing the standards of service delivery. The integration of ICT tools and solutions has streamlined processes, improved communication and facilitated interactions between Government agencies and citizens. ICT reforms has directly impacted service delivery by enabling online services, reducing paperwork, and enhancing the accessibility of government services to citizens. These align with the broader goal of improving citizen satisfaction and engagement.

b) Budgetary Allocation

The majority of implemented reforms have been funded by the Government of Ghana. This underscores the importance for Ministries /Departments (MDs) to consider seeking support from private institutions/donor partners to bolster the implementation of reform initiatives.

Given the presence of limited resources, including budgetary constraints and personnel, the prioritization of administrative reforms becomes a complex decision-making process. Sector-specific reforms are often perceived as a more efficient utilization of resources, addressing critical needs within specific areas of government responsibility. Exploring partnerships with private institutions can potentially diversify funding sources and contribute to the successful execution of reform initiatives across sectors.

4.5.Reform Challenges

The reform implementation across sector Ministries has been accompanied by a number of challenges. It includes but not limited to the following:

- The lack of adequate financial resources has stalled a number of initiatives that have the potential to enhance performance and service delivery.
- The slow implementation of planned actions has hindered the timely progress of reforms, affecting their overall effectiveness.

- Poor digital infrastructure, including network and internet connectivity, posed difficulties in fully leveraging ICT systems. The lack of robust digital resources impacted the seamless integration and utilisation of technology-based reforms.

4.6.Recommendations

The following recommendations are highlighted for management consideration.

- It is imperative to address the financial constraints where Sector Ministries/Institutions are encouraged to explore other funding sources to implement reform initiatives.
- Additionally, efforts must be focused on expediting the operationalization of defined reform activities. Timely execution is crucial to ensure that the momentum for change is maintained and that reforms deliver the intended benefits to citizens and stakeholders.
- Furthermore, Government should provide necessary digital infrastructure to enhance seamless integration and digital solutions for improved service delivery and governance.
- The success of Civil Service reforms also depends on fostering a culture of innovation, collaboration, and adaptability within the Civil Service itself. Engaging Civil Service staff and stakeholders in the reform process, offering capacity-building initiatives, and creating a conducive environment for feedback and learning are essential for sustained progress.

The Civil Service, serving as a fundamental pillar of governance and service delivery, must continually evolve to meet the changing needs and expectations of citizens, incorporate technological advancements, and address the dynamic challenges faced by governments. Notably, substantial progress has been achieved through the implementation of numerous reforms across Ministries, aimed at enhancing service delivery.

Consistent with the principle of sustaining this positive momentum, it is crucial for government to consider providing incentives and recognition to public service institutions who initiate and successfully implement reforms. This recognition can take various forms, including awards or other acknowledgments. Such measures serve to motivate and sustain the commitment of public service staff, fostering a culture of dedication and excellence in the pursuit of effective governance and service delivery. Recognizing the contributions of individuals within the Civil Service is an impactful way to reinforce their importance and encourage continued dedication to the advancement of government transformation agenda.

CHAPTER FIVE

5.0. THE ROLE OF GHANA CIVIL SERVICE IN SDG ATTAINMENT

The Ghana Civil Service plays a pivotal role in driving the nation towards the achievement of the Sustainable Development Goals. This section of the report provides an overview of the progress made with notable achievements across various targets in selected SDGs, including: End poverty (SDG1), End Hunger (SDG2), quality education (SDG 4), gender equality (SDG 5), affordable and clean energy (SDG 7), Sustainable Cities and Communities (SDG 11), Climate Action (SDG 12), Life Below Water (SDG 14), environmental sustainability (SDG 15), peace, justice, and strong institutions (SDG 16).

Goal 1: No Poverty: End poverty in all its forms everywhere.

Target: Eradicate extreme poverty, ensure equal access to resources, and implement social protection systems.

The Aquaculture Development program by the Ministry of Fisheries and Aquaculture Development has successfully trained 72 students (degree holders) and 96 beneficiaries in fish farming practices. This Development program exemplifies the Ministry's commitment to eradicating extreme poverty. By broadening training scopes to include HND and SSCE holders and advocating for increased budgetary allocations, the Ministry can attain the program's full potential, contributing significantly to Goal 1.

Goal 2: Zero Hunger: End hunger, achieve food security and improve nutrition.

Target 2.2 End all forms of malnutrition.

Ghana has seen positive changes in the nutritional status of children under 5 years. Stunting rates have declined steadily from 33% to 18% between 1993 and 2022. Similarly, wasting rates, decreased from 14% to 6% over the same period. However, the prevalence of overweight among children under 5 years has remained relatively stable, ranging from 2% to 5%. While progress has been made, ongoing efforts are needed to address remaining challenges, particularly in promoting healthy lifestyles to prevent childhood overweight.

Target 2.3 Double the productivity and incomes of small-scale food producers.

Under the Ministry of Food and Agriculture's initiative of Planting for Food and Jobs (PFJ), Ghana has attained food self-sufficiency in major food staples—maize, cassava, and plantains from 2017 to 2022. Crop yields in Ghana have also increased (yields of maize, rice, and soybean by 135%, 67%, and 18%, respectively, from 2016 to 2022.). The fertilizer application rate has also been increased from 8 kg/ha in 2016 to 25 kg/ha in 2022, Certified seeds distribution has also increased from 2,000 metric tonnes (MT) in 2016 to 36,000MT in 2022. Increased access to mechanization services (67 agricultural mechanization service centres (AMSECs) in 2016 to 176 in 2022).

Total land under irrigation has increased from 221,776 ha in 2016 to 231,009 ha in 2022. This increased the value of nontraditional agriculture exports from \$371 million in 2016 to \$515 million in 2022. Through the Modernizing Agriculture in Ghana (MAG) program, The Ministry of Food and Agriculture supported 51 women Farmer Based Organisation (FBO)

groups comprising 2,546 members with agricultural machinery. This assistance aims to enhance the value addition of commodities such as rice, shea butter, oil palm, palm kernel, fish, cassava, and more by the women groups.

Goal 4: Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Target: Ensure all boys and girls have access to free primary and secondary education and promote technical and vocational training.

Target 4.1 (Ensure quality primary and secondary education for all)

The Ministry of Education has implemented a right-age enrolment drive, standardized tests, and mainstreamed out-of-school children's programs to enhance education outcomes. Learning grants for low-performing schools aim to address challenges like low net enrolment and gross enrolment ratios. The launch of a program for out-of-school children and engagement with donor partners for support in school census activities have helped address challenges in data accuracy and availability. The Ministry's initiatives showcase a dedication to inclusive education, aligning with SDG 4.

Goal 5: Gender Equality: Achieve gender equality and empower all women and girls.

Target: End discrimination, violence, and harmful practices; ensure equal opportunities in leadership and decision-making.

Target 5.5.1: Women's Participation in Decision-Making: The Ministry of Gender, Children and Social Protection has received Cabinet approval for the Affirmative Action Bill, reflecting a commitment to women's participation in political life. The Ministry is embarking on public awareness and advocacy efforts to address the limited knowledge about the bill.

Target 5.3: Eliminate Harmful Practices Efforts to eliminate harmful practices include successful sensitization programs, reaching over 12,000 individuals by the Ministry of Gender, Children and Social Protection. However, inadequate funding hinders reaching remote communities, necessitating proposals to donor agencies.

Following the passage of the Land Act 2020 (Act 1036), The Ministry of Lands and Natural Resources through the Lands Commission has commenced the preparation of Legislative Instruments for the Land Act 2020 (Act 1036). This is progressing steadily and is anticipated to be completed by the end of the first quarter of 2024. The Sector has also developed a Gender Policy which seeks to help streamline gender issues in land administration in the country.

The Ministry of Communications and Digitalization's commitment to gender equality through ICT projects is a commendable stride. The Ministry dedicated 40% of training allocation to women and girls in ICT projects during the period. The challenges stemming from traditional views call for sustained efforts and heightened awareness. The government's continued support can propel Ghana towards achieving SDG 5.

Goal 7: Affordable and Clean Energy: Ensure access to affordable, reliable, sustainable, and modern energy for all.

Target: Increase the share of renewable energy, improve energy efficiency, and ensure universal access to electricity.

Target 7.a: Mini-grid Electrification: Through the efforts of the Ministry of Energy, Ghana is making progress in installing mini-grids using renewable energy technologies in island and lakeside communities. Challenges like delays in providing counterpart funding and slow production by manufacturers are mitigated through continuous collaboration, budget allocation, and liaison with District Assemblies.

Target 7.b: Increase Access to Electricity

The National Electricity Access rate increased from 88.75% to 88.85% in 2023. Challenges such as unavailability of key materials necessitate periodic stock-taking exercises to maintain an accurate tracking of physical stock. The extension of electricity to deprived communities showcases positive progress, with 189 communities connected in 2023. Delays in procurement processes and commitment of funds highlight the need for proactive measures by the Ministry of Energy.

Target 7 Low reliance on wood fuels

Efforts by the Ministry of Energy to reduce reliance on wood fuels included the distribution of 97,253 units of improved charcoal stoves in 2023. Challenges related to slow production by manufacturers are being addressed through liaison and communication strategies.

SDG 8: Decent Work and Economic Growth: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

Target: Achieve higher levels of economic productivity, eradicate forced labour, and promote fair and secure working environments.

Target 8.9: Tourism as a Driver of Economic Growth.

The Ministry of Tourism, Arts and Culture's support for small-scale enterprises exemplifies its dedication to economic growth. Maximizing the sector's potential necessitates strategic partnerships and effective promotion strategies. Government support is crucial for realizing SDG 8.

Goal 9: Industry, Innovation, and Infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

Target: Upgrade infrastructure, support technological advancements, and enhance research and development.

Target 9.1.2: Passenger and Freight Volumes (Rail Transport) Challenges in rail transport, including poor infrastructure and obsolete equipment, are being addressed through rehabilitation, equipment replacement, and the construction of standard gauge railway lines. Adequate funding and ongoing efforts are essential for these improvements. The Ministry of Railway Development's efforts in rail transport underscores commitment to resilient infrastructure. Sustained funding and ongoing efforts by the government are essential for realizing SDG 9, promoting inclusive and sustainable industrialization and fostering innovation.

Goal 11: Sustainable Cities and Communities: Reduce inequality within and among countries.

Target: Empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status.

Target 11.2: Access to Safe and Sustainable Transport

The Ministry of Transport has initiated innovative approaches, such as seeking insurance bonds, to overcome financial obstacles. The Ministry's innovative approach to public transport access through the delivery of “van der Leegte (VDL)” buses signify the Ministry's commitment to inclusive communities. Government support is crucial for overcoming financial obstacles and ensuring sustainable urbanization, aligning with SDG 11.

Goal 13: Climate Action: Take urgent action to combat climate change and its impacts.

Target: Strengthen resilience, implement policies to reduce greenhouse gas emissions, and promote climate change awareness.

Climate Change Master Plan, National Adaptation Strategy

Ghana has made substantial progress in addressing climate change, as reflected in the development of a robust framework, including the Climate Change Master Plan, National Adaption Strategy, Nationally Determined Contributions (NDCs), and the Renewable Energy Master Plan by the Ministry of Environment, Science, Technology and Innovation. The issue of insufficient funds, low institutional capacity, poor collaboration and low awareness affected the implementation of these frameworks. Mitigating measures by the Ministry include fostering public-private partnerships, providing tax incentives, and implementing training programs to enhance capacity.

Combat Climate Change (Co-Management Policy & Pause on New Entrants)

Efforts to combat climate change through the Co-Management Policy and the pause on new entrants have resulted in the establishment of four Co-Management Committees and stakeholder sensitization by the Ministry of Fisheries and Aquaculture. However, inadequate budgetary allocation for monitoring poses a threat. The Ministry is focused on sustained stakeholder engagement and allocation of sufficient funds for effective monitoring of established committees.

Target 13.2: Integrate Climate Change Measures Ghana's development of a National Electric Vehicle Policy demonstrates progress in climate change measures. Public sensitization is identified as a priority for improved awareness.

Goal 14: Life Below Water: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.

Target: Prevent marine pollution, protect marine and coastal ecosystems, and regulate overfishing

Target 14.2: Protect and Restore Ecosystems

Conserve and Sustainably Use Oceans (Close Season Implementation)

In the implementation of the Close Season, the Ministry of Fisheries and Aquaculture Development engaged stakeholders, implemented closed seasons for various fleets, and distributed relief items. Yet, challenges arose from fisherfolk agitation and inadequate budgetary allocations. The Ministry will intensify stakeholder engagement, enforce the

Fisheries Co-Management Policy, and seek support from Development Partners to overcome these challenges.

Goal 15: 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.

Target: Combat illegal poaching, protect endangered species, and promote conservation.

Target 15.1.1 Significant progress has been made in maintaining forest area with 42.04% of total land covered. Challenges include illegal activities, lack of modern tools, and encroachment. Recommendations include the utilization of remote sensing techniques, implementing effective monitoring systems, and enhancing collaborative community resource management.

Goal 16: Peace, Justice, and Strong Institutions: Promote peaceful and inclusive societies, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.

Target: Reduce violence, end abuse, and ensure equal access to justice.

Target 16.1 (Significantly reduce violence and related death rates): The Ministry of Defense commitment to global peace is evident through its contribution of 2,660 troops to international peace efforts. The Ghana Armed Forces (GAF) is actively involved in various missions, deploying troops, and procuring essential equipment to address security threats. The successful implementation of the "Earned Dollar Payment Policy" and efforts to curb violent skirmishes in Bawku showcase the Ministry's dedication to peace. Financial constraints, however, highlight the need for sustained budgetary support.

Target 16.a: Strengthen National Institutions The procurement of essential equipment, construction of Forward Operating Bases, and the ongoing "Operation Conquered Fist" by the Ministry of Defense have demonstrated efforts to strengthen national security. However, financial constraints remain, requiring sustained budgetary support to enhance the country's defence capabilities.

Target 16.a (Strengthen relevant national institutions to prevent violence and combat terrorism and crime): GAF continues to strengthen national institutions and enhance capacity through the procurement of essential equipment, construction of Forward Operating Bases (FOBs), and proactive measures against terrorism under Operation Conquered Fist. While facing financial constraints, timely budgetary support remains crucial to sustaining these efforts.

Target 16.3: In the pursuit of inclusive decision-making, the Ministry of Chieftaincy and Religious Affairs has inaugurated four Traditional Councils, yet challenges persist in terms of inadequate funds and staff. Recommendations involve collaborating with development partners for additional funding and enhancing stakeholder engagement. Additionally, under Sub-goal 16.4, progress has been made in public service satisfaction, with 600 Chieftaincy Declaration forms entered into the National Register of Chiefs. Challenges, such as pending cases, are addressed through effective research and robust monitoring mechanisms. The proposed National Policy on Religion (Sub-goal 16.7) highlights stakeholder engagement across all regions, with challenges of inadequate funding and resistance from religious organizations.

Collaborating with development partners and engaging the National House of Chiefs are essential recommendations.

The Civil Service commitment to the implementation of the Sustainable Development Goals (SDGs) is evident, and the success of its initiatives hinges significantly on the support and collaboration from the government. Increased budgetary allocations, policy reviews, and strategic collaboration are essential elements that will amplify the impact of the Civil Service's endeavours. A more collaborated approach, involving both the Civil Service and the government, is crucial for achieving sustainable development and addressing the diverse challenges associated with the implementation of the SDGs.

CHAPTER SIX

6.0. KEY SECTOR ACHIEVEMENTS

In 2023, the Civil Service continued to deliver on its mandate to support government deliver on its strategic goals and promote national development. This chapter of the Report summarises the key achievements of the Civil Service in the year under review.

A. Capacity Development of Staff

The OHCS organized Senior Management Development Course (SMDC) training for Officers in the Director/ Analogous Grades at the Ghana Institute of Management and Public Administration (GIMPA) from 7th August – 20th September 2023. The Program was in line with the Training and Development Policy of the Ghana Civil Service, based on the principles of continuing professional development of staff, particularly, at the strategic levels of the Service, to enhance their competencies and knowledge base for effective service delivery.

The Office collaborated with the Ghana Scholarship Secretariat and RITNAK Training Institute to provide leadership and management training for selected Officers in the professional and sub-professional cadre across the Civil Service, from 29th March to 5th April 2023. About 1,800 Officers participated in the training via Zoom and in-person respectively and certificates were issued.

As at end of December 2023, a total of Five thousand eight hundred and seventy-nine (5,879) Civil Service staff of the Ministries and Departments had received Scheme of Service/Competency-based Service Wide training from the three training Institutions – Civil Service Training Centre (CSTC), Government Secretarial School (GSS), Institute for Technical Supervision (ITS) In addition, four (4) Officers across the Service, received training on Policy at other local and international institutions.

B. Management of Performance Management System in the Civil Service.

At the beginning of the year 2023, the Office received and reviewed composite signing reports from twenty-eight (28) out of thirty (30) Chief Directors. A total of two-hundred and twenty-one (221) representing 98% of Officers out of two hundred and twenty-five (225) eligible Directors/ Analogous Grades signed Performance Agreements with their respective Chief Directors.

As part of efforts to hold Chief Directors accountable for their stewardship for the year 2023 and improve their performance, OHCS carried out a review of the 2023 Chief Directors Performance Agreement Template, which was uploaded on the OHCS website to facilitate the signing of Chief Directors 2023 Performance Agreements. Thirty-one (31) Ministries and Extra Ministerial Institutions submitted their signed Chief Directors' Performance Agreements to OHCS except Ministry of National Security due to the absence of a substantive Chief Director.

OHCS received Staff Performance Appraisal Report (SPAR) reports from twenty-seven (27) Ministries and nine (9) Departments. The reports revealed seven thousand five hundred and

ninety-nine (7,599) Officers representing 76% out of nine thousand nine hundred and seventy-three (9,973) Officers participated in the Planning Phase of the E-SPAR.

C. Ensuring Compliance Reporting of Client Service Charters

As a beneficiary institution of the Public Sector Reform for Results Project, the OHCS enhanced the compliance of Client Service standards in the Civil Service. The Office reviewed the template for developing client service charters and developed a framework for its compliance. The Client Service Officers were trained, and the tools were piloted in selected institutions. Following the successful implementation at the pilot stage, the tools have been mainstreamed and expected to be fully operationalized in the Civil Service in 2024.

D. Organisation of 2023 Civil Service Week

The Celebration took place between **24th May and 2nd June 2023** with the theme ‘**Enhanced Service Delivery and Economic Transformation in Ghana**’: **The Civil Service in focus**. Activities for the celebration included an Inter-Ministerial lawn/table Tennis Competition, Men and Women’s Football Tournament, Press Launch, Clean-Up Exercise, and Thanksgiving Service, among others. The Speaker of Parliament of the Republic of Ghana – The Rt. Hon. Alban Sumana Kingsford Bagbin, was the Special Guest of Honour for the awards ceremony. Other dignitaries for the celebration included the Majority Leader of Parliament – Hon. Osei Kyei Mensah-Bonsu, Sector Ministers, Chairman and Members of the Civil Service Council.

The climax of the Celebration, which was the Awards Ceremony, recognized one hundred and sixty (160) Civil Service Staff and other dignitaries from academia and public sector. Specifically, eighty-seven (87) Civil Service Staff from the Professional and Sub-professional categories, Sixteen (16) Chief Directors, fifteen (15) Directors, four (4) Heads of Department and other Special and Honorary Officials were awarded.

E. Promotion of Ghana’s Political and Economic Interests Abroad

The Ministry coordinated Ghana’s contributions with respect to regional development policies with a view to accelerating the integration process in the sub regional and continental level.

Again, the Ministry undertook engagements in the African Union. These included participation in the Sixty-third (63rd) Ordinary Session of the Authority of Heads of State and Government of the ECOWAS; 42nd Session of the Executive Council of the African Union from 15th to 16th February, 2023 in Addis Ababa, Ethiopia; 1149th AU Peace and Security Council (PSC) Meeting - Briefing on the situation in Sudan - 16th April 2023; 1156th Meeting of the PSC, held at the level of Heads of State and Government, on the Situation in Sudan. -27th May 2023; 1158th Meeting of the PSC, held virtually at Ministerial level on 15th June 2023; and the Extraordinary Summit of Heads of State and Government on the political situation in Niger.

F. Enhancement of Economic Diplomacy

Ghana's economic diplomacy agenda focuses on diversifying and increasing Ghana's export base as well as the diversification and expansion of the tourism industry for job creation and revenue generation by marketing Ghana abroad as a competitive tourist destination and attracting investment into the hospitality industry. The Ministry of Trade and Industry in collaboration with partner MDAs organised trade and investment activities to aggressively promote "Made-in-Ghana" goods and services, as well as attract the needed Foreign Direct Investments (FDIs) for Ghana's industrialization agenda. In fulfillment of this objective, the Ministry participated in Trade and Exhibitions and trained Officers in Trade and Investments promotion. Some key events the Ministry participated in are listed below:

- Implementation of Phase Two of the AfCFTA from 8th to 10th March 2023 aimed at sensitizing the general public on the successful implementation of the second phase.
- Participation in ELECRAMA 2023, from 18th to 22nd February 2023 in Frankfurt, Germany with more than 1500 energy exhibitors.
- The President of the Republic of Ghana, Nana Addo Dankwa Akufo-Addo as Chairman of the Bloc, hosted the 3rd Extraordinary Session of the Assembly of Heads of State and Governments of the Gulf of Guinea Commission on 25th April 2023.
- The President of the Republic of Ghana, and the President of the Portuguese Republic, witnessed the signing of the MoU between AICEP and GIPC on investments which aims at leveraging emerging and existing opportunities in both Ghana and Portugal, fostering greater cooperation between the two nations.
- Hosted the 53rd General Assembly (GA 2023) of the World Trade Centres Association (WTCA) in Accra from 23rd to 28th April, 2023.

G. Integration of Ghanaian Diaspora in National Development

In recognition of the immense contributions of the Ghanaian Diaspora to the country's national development, the Government has, over the years, pursued policy initiatives to support Diaspora investment, skills and knowledge transfer and other strategic partnerships. In that respect, the Ministry of Foreign Affairs and Regional Integration in partnership with other stakeholders, particularly the Office of the President, launched the Diaspora Engagement Policy to facilitate a mutually beneficial relationship between Ghana and its diaspora population. Other initiatives which the Ministry has supported include "the Year of Return and "Beyond the Return", programs.

H. Hosting of International Conferences

The Ministry of Foreign Affairs and Regional Integration through the Accra International Conference Centre (AICC) successfully hosted various events and conferences. These included the 53rd General Assembly (GA 2023) of the World Trade Centre's Association (WTCA) in Accra from 23rd to 28th April 2023; Extraordinary Session of the Assembly of Heads of State

and Government of the Gulf of Guinea Commission in Accra in April 2023; Accra Reparations Conference held from 14th to 17th November 2023 which facilitated dialogue, knowledge sharing and the formulation of actionable strategies among diverse stakeholders to specifically address historical injustices; and the United Nations Peacekeeping Ministerial Meeting from 5th to 6th December 2023.

I. Enhancing positions of Ghanaians in International Organizations

The Ministry, during the year under review, facilitated Ghana's candidature and appointments to the following international organisations. These included the following:

- The election of Mr. Edem Senanu as a member of the African Union Board on Anti-corruption in February 2023 in Addis Ababa, Ethiopia;
- The re-election of Mr. Isaac Bonney as a member of the Audit Committee of the International Institute for Democracy and Electoral Assistance (IDEA) in June 2023, in Denmark;
- The election of Ghana to the Executive Council of the United Nations World Tourism Organisation, for the term 2023-2027, in August, 2023 in Mauritius;
- The election of Dr. Nana Ama Browne Klutse as Vice Chair of Working Group I of the Intergovernmental Panel on Climate Change (IPCC), in July, 2023 in Nairobi;
- Ghana's election to serve as a member of the United Nations Human Rights Council for the term 2024-2026 in October, 2023 in New York.

J. Promulgation of the Narcotics Control Commission (Amendment) Bill, 2023

To give effect to the implementation of the Narcotics Control Commission Act 2020, (Act 1019) which was passed in 2020, the Ministry of the Interior facilitated the Narcotics Control Commission (Amendment) Act, 2020 (Act 1019) to substitute section 43, which seeks to empower the Minister to grant a license for the cultivation of cannabis which has not more than 0.3% THC content on a dry weight basis for industrial purposes and for obtaining fibre or seed or medical purposes. The Ministry is currently in the process of writing to Cabinet which will be laid under a certificate of urgency.

K. Passage of the Copyright (Amendment) Regulations, 2023

The Copyright Office, under the Office of the Attorney-General and the Ministry of Justice (OAGMOJ) collaborated with stakeholders for the successful passage of the Copyright (Amendment) Regulations, 2023, which has been entered into force. This reflects a proactive approach to adapting legal frameworks to the evolving landscape of copyright.

The Copyright Office achieved the successful registration of 642 copyright-protected works. While this represents a decrease from the previous year's figure of 899 registered works, the focus on continuous registration underscores the commitment to preserving and recognizing intellectual property.

L. Development of a National Electric Vehicle Policy

As part of efforts to create an enabling environment for the uptake of electric vehicles to reduce emissions in Ghana, the Ministry of Transport developed a National Electric Vehicle Policy which was successfully launched by H.E. the President of the Republic of Ghana during the COP 28 held in December 2023 in Dubai. Following development of the Policy, the Ministry in 2024 will embark on a national dissemination exercise to sensitize the general public.

M. Harmonization of Government Visual Identity

The Ministry of Information rolled out the visual identity project to harmonise and create consensus in our national identity. Key documents such as letterheads, call cards, logos, templates for PowerPoint, memorandum and press releases are being harmonised, printed and distributed to MDAs and RCCs for use. The Ministry has commenced activities with the implementation process of Phase II targeting five hundred and thirty-three (533) institutions comprising 219 Departments/Agencies, 53 Foreign Missions/Embassies and 261 Metropolitan, Municipal and District Assemblies.

N. National Government Cloud Infrastructure

The Ministry of Communications and Digitalization deployed a private cloud infrastructure for the Government of Ghana to provide computer and storage services to Government Agencies to hasten the digitalization agenda. The infrastructure provided a primary cloud infrastructure in Accra (216 cores, 2.3TB RAM, and 276TB of storage) and a secondary site in Kumasi (180 cores, 1.9TB RAM, and 230TB of storage). The platform is currently providing services for critical Government Agencies like ECG and PPA. Many government institutions are migrating their systems onto the platform. Procurement processes have also been advanced to provide additional storage for the Government Cloud.

O. Road Rehabilitation and Maintenance Program

The Ministry of Roads and Highways focused on routine and periodic maintenance activities to protect the huge investment made by Government in the provision of road infrastructure. In 2023, routine maintenance activities comprising grading, pothole patching, shoulder maintenance, and vegetation control were carried out on 5,533 km of the trunk road network; 8,984km of the feeder road network; and 2,318 km of the urban road network. Periodic maintenance activities, comprising; re-gravelling/spot improvement and resealing works were carried out on 49 km, 327 km and 148 km of the trunk, feeder and urban road networks respectively. The Department of Urban Roads completed 56km of Asphaltic Overlay by December 2023.

P. Rehabilitation and Modernization of Kwame Nkrumah Memorial Park (KNMP)

In line with the Government's plan to make the Park one of the best tourist and heritage attractions in West Africa, the park was redeveloped, modernized and commissioned by His Excellency Nana Addo Dankwa Akufo-Addo on 4th July 2023. The facilities that have been added to the park include:

- Receptive facility which houses the Presidential Library and provides visitors with an extensive collection of historical materials and documents related to Dr. Kwame Nkrumah's life and legacy.
- Gift Shop where visitors can find unique memorabilia.
- A restaurant that offers a diverse culinary experience.
- Toilet facilities to ensure convenience and comfort for visitors.
- An audio-visual fountain incorporating captivating visuals and synchronizes music which creates a memorable experience for all visitors.
- Museum expansion with increased gallery space and state-of-the-art audio-visual capabilities which offers an immersive and educational experience.
- Upgraded car park, road and drainage network.

The Park, which attracted about ninety thousand visitors annually before the renovation, is now expected to attract over one million domestic and international tourists' visitations annually through effective marketing and promotional strategies by the Ministry of Tourism, Arts and Culture.

Q. Provision of Infrastructure for Solid Waste Management

The Ministry of Sanitation and Water Resources together with the private sector has commissioned five Integrated Recycling Composite Plants (IRECOPs) in five regions namely; Oti (Dambai), Ahafo (Goaso), Western North (Sefwi Wiawso), Savannah (Damango), Greater Accra (James Town) and three Wastewater Treatment Plants in Ashanti (Kumasi), Northern (Tamale) and Western (Takoradi) Regions.

The plants will process plastics, metals, paper and organic compost among others. This is part of government's efforts to ensure efficiency in the collection, transportation and processing of solid waste into useful raw materials.

R. Livestock Development

The Ministry of Food and Agriculture instituted a multifaceted program with specific key activities and targets. The endeavor commenced to provide 5,500,000 Day-Old Chicks (DOCs), feed, and vaccines as input credit to poultry farmers. The initial target encompassed 16 anchor farmers and 500 out-grower farmers. As of November, an impressive achievement of 2.0 million DOCs had been delivered, with the delivery process ongoing. This effort is expected to boost poultry meat production significantly. In connection with this initiative, support has been extended to 11,000 women poultry farmers through the provision of battery cages and 1.32 million-layer pullets. Although the procurement process for this support is still ongoing, the expected outcomes include an increase in income for women involved in poultry farming and a subsequent rise in poultry meat production. The program extends its reach to the

rehabilitation of 300 out-grower poultry farms, with the procurement process currently in progress. This rehabilitation initiative aims to further amplify poultry meat production.

The POMADZE Poultry Farm is set for revamping, with feasibility studies already completed, and a consultant has been procured to propel the rejuvenation process. To fortify the overall health and hygiene within the sector, veterinary clinics are being equipped with vaccines and laboratory equipment. The procurement process for these vital resources has been successfully completed, marking a substantial step towards the improvement of animal and public health standards.

S. Implementation of the Economic Enclaves Project (MIDA)

The Office of the President through the Millennium Development Authority facilitated the implementation of the Economic Enclaves Project with its main objective to “de-risk agriculture through strategic public investments to provide access to secure land and functional infrastructure such as irrigation systems, storage and warehousing, roads, energy, mechanization, among others”. The major achievements are as follows:

- **Land Development**
 - A total of 1,300 acres of land has been cleared, out of which 650 acres have been fully developed and under rice production since April 2023.
 - The construction of two main canals to irrigate cleared land not under irrigation is 75% complete.
- **Infrastructure**
 - Construction of six buildings for accommodation to house 180 Youth Farmers has been completed.
 - Construction of a 600-capacity Training Centre is progressing steadily, expected to be completed by the end of December.
- **Recruitment of Youth Farmers**
 - Processes to recruit 1,000 youth for training have been carried out jointly with the Ministry of Food and Agriculture (MoFA) and the National Entrepreneurial and Innovative Program (NEIP).
 - Coordinated the development of the curriculum for Good Agronomic Practices (GAPs) and Agribusiness Training

T. Plastic Disposal Management

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. Cumulatively, over 437.88 tons of e-waste were collected for the period 2020-2023. 378.73 tons of cables, 36.23 tons of mixed batteries, 22.86 tons of thermoplastics and 120 sets of CRTs have been retrieved to prevent their indiscriminate disposal into the environment. 60 tons of the collected e-waste cables have been tendered to a formal recycler to recycle the cables in an

environmentally sustainable manner. The remaining 318.73 tons of e-waste cables will also be tendered for recycling. Construction of the Handover Centre (HOC) for electrical and electronic waste at the Ghana Atomic Energy Commission (GAEC) premises was completed and awaits handing over and commissioning.

U. Support for Disaster Management

The Ministry of the Interior through the Ministry of Finance provided logistics for the National Disaster Management Organization (NADMO) which conducted 5,809 Public Education and Sensitization campaigns nationwide, focusing on good sanitation practices, flood prevention, earthquakes, and other disaster-related topics. Additionally, NADMO engaged in 4,398 community discussions and outreach to promote disaster risk reduction and facilitate information sharing within the context of Disaster Risk Management.

The Organization in collaboration with the Volta River Authority (VRA) and other stakeholders, conducted full-scale simulation exercises in areas like Asuogyaman, North Tongu, and Ada East. These exercises aimed at testing VRA's Emergency Preparedness Plan, particularly in vulnerable districts downstream of the Akosombo Dam before its spillage.

V. Improving Access of the Disadvantaged to Justice

The Office of the Attorney-General and the Ministry of Justice launched the **Public Defenders' Division (PDD) of the Legal Aid Commission in 2023**. The PDD provides free legal services to the less privileged and the poor, accused of criminal offences in the country. The creation of the PDD is to further give effect to Articles 14, 17, and 19 of the 1992 Constitution, which respectively protects personal liberties, promotes equality and freedom, and makes fair trial a cardinal part of the justice system, as well as Article 294, which enjoins the State to promote access to justice by providing legal services for the poor.

W. Coordinated Mechanism for the Safety of Journalists

The Ministry of Information in collaboration with the National Media Commission has advanced the operations of the Coordinated Mechanism on the Safety of Journalists' office, inaugurated in May 2021. Data collected from 2020 to 2023 revealed a concerning total of 28 incidents involving attacks on journalists. Subsequently, in August 2023, the Ministry transmitted this data through an official letter to the Criminal Investigative Department of the Ghana Police Service.

In an inaugural event titled the Accountability Forum, held on December 22, 2023, and organized by the NMC, the Director-General of the CID was invited to present the current status of investigations and validations pertaining to the 28 reported cases. Surprisingly, it was disclosed during the forum that a substantial number of these attacks (18 out of 28) had not been formally reported. Of the 10 cases that were reported, investigations were conducted, resulting in the resolution or closure of 5 cases, while the remaining five were still actively being monitored by the CID.

X. Operationalization of STEM Schools

As of 31st December, 2023, the construction of 10 STEM Schools and 10 STEM Centres had commenced across the country by the Ministry of Education. Five (5) STEM Schools and two (2) STEM Centres have been completed and operationalised for the 2023/2024 academic year and the remaining is at various stages of completion. The operationalised schools include Kwadaso Creative Arts Senior High School, Dabaa J. A. Kuffuor Senior High Technical School, Akrodie Science Senior High School, Weija STEM School and the Diaso Community Senior High School

Y. Expansion of Rural Electrification Program

Under the National Electrification Scheme (NES) by the Ministry of Energy, a total of 400 communities were expected to be connected to the national grid by the end of December 2023. As at the end of the year, 189 communities had been connected to the grid with 211 other communities at various stages of completion. This increase in access to electricity has led to the establishment of various local industries in rural communities. This is part of the government's strategy to extend electricity to deprived communities.

Z. Improving Passport application process

The Passport Application Centres, currently thirteen (13) of them, as well as the Online Passport Application System Policy have bridged the gap for applicants having to travel long distances to capture their biometric details. In 2023, the Client Service Unit was better streamlined to address customer complaints and challenges and eliminate the backlog of passports. The Missions Abroad introduced Outreach Consular Services, town hall meetings and diaspora engagements. The Ministry of Foreign Affairs and Regional Integration **has** also provided all its Sixty-eight (68) Missions and Consulates with the capacity to capture the biometric details of applicants and further equipped Fourteen (14) Missions to independently print biometric passports.

CHAPTER SEVEN

7.0. CHALLENGES AND RECOMMENDATIONS

7.1.Challenges

This section of the report highlights critical challenges currently impeding the effective operations of the Civil Service. As an essential component of the government machinery, the Civil Service plays a pivotal role in ensuring the successful implementation of government programs and policies. Though the Civil Service continues to deliver on its mandate, several pressing challenges affect its ability to successfully achieve its optimum targets.

The key challenges are enumerated below:

A. Funding

The late release of funds has emerged as a significant obstacle, depriving Sector Ministries of the necessary resources to execute their planned programs and activities for the year. These funds, allocated for critical functions such as procurement, capacity building, and payment of utility bills, are vital for sustaining the day-to-day operations of the Ministries. The recurring delays and occasional non-release of funds have resulted in project stalls and, in some instances, the partial or non-implementation of planned programs and activities within the review period.

The insufficient funds allocated for essential capacity development in areas such as competency/ skills improvement has impeded the execution of competency-based training, with many Sector Ministries prioritizing Scheme of Service Training for promotions, thereby neglecting the broader need for skill enhancement in specialized areas.

B. Logistical challenge

The inadequate and sometimes overused, and malfunctioning logistics, including vehicles and office equipment, stand out as significant impediments to the seamless operationalization of Sector Ministries. The worn-out state of these assets adversely impacts the overall effectiveness and efficiency of the Ministries' functions.

The scarcity of functional vehicles has been particularly detrimental to essential activities such as monitoring and fieldwork. Similarly, the state of office equipment within some Sector Ministries is a cause for concern. Overused and sometimes malfunctioning equipment adversely affects the efficiency of routine administrative tasks.

C. Legal/regulatory framework

The slow pace of government intervention in passing proposed amendments or bills, coupled with the absence of robust legal frameworks governing program operations and funding sources, poses a severe hindrance to the success of programs and activities within Sector

Ministries. This challenge makes it arduous for sector Ministries to achieve their objectives outlined for the implementation of planned programs, policies, and projects.

D. Conditions of Service of Civil Service Staff

The uncompetitive conditions of service, primarily reflected in low remuneration, have contributed to a growing attrition rate in the Civil Service. Officers, seeking better opportunities elsewhere, are resigning from the Service, leading to a loss of valuable human capital. Additionally, a noticeable trend has emerged where officers are seeking conversion from one class to another, indicative of an underlying dissatisfaction with their current roles and responsibilities.

The findings of the 2022 Graduate on-boarding Cohort study identified uncompetitive Conditions of Service as the weak link, serving as a critical factor contributing to the exits of officers from the Civil Service. These dynamics suggest a quest for improvement in the Conditions of Service of the Civil Service.

E. Inadequate Office Space

The issue of inadequate office space has been a longstanding and ongoing challenge within the Civil Service, significantly impacting the operational efficiency and productivity of Sector Ministries. This challenge presents in various ways, including overcrowded workspaces and deteriorating office structures. The limited capacity to accommodate personnel, hampers the recruitment and retention of skilled professionals, thereby hindering the overall capability of the service. The deteriorating state of office structures, coupled with overcrowded workspaces, adversely affects the productivity of Civil Service employees. These unfavourable working conditions usually lead to a decline in staff morale, hinder collaborative efforts, and impede the successful execution of planned programs and projects.

F. Inadequate Residential Accommodation

The ongoing efforts by government, particularly the Legacy Court Housing Project comprising 37 housing units at Adenta, signify a positive step towards providing residential accommodation for Civil Service staff. While these achievements are commendable, challenges persist in the overall accessibility and conditions of the available facilities, affecting a substantial portion of the workforce. This situation demands a comprehensive approach to address the existing gaps and ensure that staff can reside conveniently and comfortably. Many of the available accommodations have not been adequately renovated, compromising their suitability for occupancy. Furthermore, the complexities associated with obtaining these facilities contribute to delays in addressing the housing needs of the Civil Service workforce. A significant number of Civil Service staff are compelled to live in self-rented apartments, often in remote areas far from the Ministries precinct. This situation has not only posed logistical challenges but also negatively impacted employee well-being, job satisfaction and stress levels.

G. Land Encroachment.

The continued encroachment on landed property results in the loss of valuable resources for Sector Ministries. This compromises the ability of sector Ministries to execute development projects and implement programs effectively. The bureaucratic hurdles associated with obtaining land titles for lands belonging to Sector Ministries has led to additional losses through encroachment. The insufficient financial resources for fencing these properties have also exacerbated the encroachment problem.

7.2.Recommendations

The following recommendations are proffered for government consideration:

A. Facilitation of Adequate and Timely Release of Budgetary Allocation

Government should promptly implement measures that ensure the expeditious release of funds to Sector Ministries. This is critical for the smooth execution of planned activities. Simultaneously, Ministries and Departments are urged to explore avenues for support, including financial, material, and technical assistance, from Development Partners to address budgetary deficits.

Moreover, it is strongly recommended that government allocates sufficient resources for capacity development initiatives. Priority areas for such initiatives include statistics and data analytics, advanced Excel proficiency, and policy development and analysis to bolster the capacity of staff to enhance service delivery standards.

B. Provision of Logistics

The Civil Service advocates for a strategic budget allocation that prioritizes funding for the procurement and maintenance of vehicles and office equipment to address the long-term logistics needs of Sector Ministries. Government in collaboration with relevant sector Ministries to implement a comprehensive and regular maintenance program for existing vehicles and office equipment. This proactive approach will prolong the lifespan of assets, reduce the frequency of breakdowns, and ensure sustained operational efficiency.

Sector Ministries are urged to explore potential public-private partnerships for logistics support for vehicle and equipment provision to alleviate the financial burden on Sector Ministries and ensure access to well-maintained assets.

C. Expedite Actions for the Development and Review of Legal/Regulatory Framework.

Government should establish a more agile, responsive, and effective legal and regulatory framework by leveraging technology to streamline legislative processes. The use of digital

platforms for drafting, reviewing, and approving legal documents can significantly reduce the time required for government intervention in passing crucial legislation.

Furthermore, government is encouraged to invest in capacity-building programs for legislative drafters within Sector Ministries. This will enhance the skills of personnel involved in drafting legislation and ensure the production of well-crafted, effective, and legally sound frameworks.

D. Improvement in Remuneration and Conditions of Service

The goal of the Single Spine Pay Policy (SSPP) is to ensure equity, fairness, and transparency in Public Service Salary Administration as well as to enhance performance and productivity (section 3.3 of the government white paper on the SSPP). The salary disparity between the Ghana Civil Service and other Public Service Organizations continues to widen, contrary to the above. Despite recent upward adjustments of the base pay of public sector workers by 23% across board, bridging the gap is still far from realizing the goal of the SSPP and it is recommended that the government need to consider and apply the recommendations of the white paper on an upward review of the remuneration and Conditions of Service for staff of the Service. This when achieved, will help the Service to attract and retain staff with high expertise in the various sectors.

There is a need for the government to provide better conditions of service and motivation for its employees based on the current global economic trends to prevent government employees with high expertise from joining the private sector or traveling abroad for better conditions of service.

E. Provision of Improved Office Facilities and Accommodation for Staff

The government ought to give precedence to the refurbishment of existing residential facilities within the Civil Service, ensuring their alignment with modern living standards and fostering a conducive environment for staff well-being.

Furthermore, a re-evaluation of the 17-storey office building facility within the Marine Drive Tourism Investment Project for the Civil Service is recommended. Adequate funds should be allocated to guarantee the timely completion of this project.

To expedite the allocation of housing units to Civil Service staff, the government and the Ministry of Works and Housing should collaborate on simplifying and streamlining the process for acquiring residential accommodations. Additionally, the formulation and implementation of employee housing policies are essential by offering affordable housing options, addressing commuting challenges, and creating a conducive living environment. A more efficient and transparent residential accommodation system is pivotal in mitigating the current hurdles associated with obtaining suitable housing for Civil Service staff.

Government should consider initiating additional housing projects in strategic locations to expand the scope of residential projects to accommodate a larger portion of the workforce. This would provide a diverse range of options for Civil Service staff, thereby enhancing the accessibility and availability of suitable housing.

F. Secure Lands of Ministries and Departments

Addressing the issue of land encroachment requires a comprehensive and collaborative approach involving government bodies, local communities, and law enforcement agencies. By implementing robust security measures, streamlining land title acquisition processes, and engaging with local stakeholders, the Civil Service can protect its institutional lands and ensure the successful implementation of development projects and programs.

Government is encouraged to allocate resources for enhanced security measures to protect institutional lands. This includes funding for fencing, surveillance, and patrols to deter and address encroachment issues effectively.

The Ministry of Lands and Natural Resources should advocate for streamlined and expedited processes/policies that will reduce the bureaucratic barrier in acquiring land titles for institutional lands. This would enhance the ability of Sector Ministries to secure legal ownership of their properties.

CHAPTER EIGHT

8.0. PROJECTIONS FOR 2024

The Civil Service is committed to supporting and executing its mandate to ensure the seamless continuity of government business. In 2024, the Civil Service will focus on implementing various sector policies to drive the successful execution of programs and projects. These include, but not limited to, the following key areas:

A. Administration/Policy/legal /Regulations

- Review the Community Sentencing Bill, National Control List for goods of dual-use and Gaming Bill Regulation.
- Complete the review of the Road Traffic Act, 2004, (Act683) and Road Traffic Regulations, 2012 (L.I.2180) to address implementation challenges and to take on board new and emerging practices in the road transport industry.
- ensure coherent use of digital technologies across MDAs, NITA will implement an Architecture Compliance Review (ACR) process and enrol 17 MDAs, 2 MMDAs, and 50 tertiary institutions (i.e. Public Universities, Technical Universities, Teacher and Health Training Colleges etc.) onto the Smart Workplace platform.
- Ensure that On-Shore petroleum policy and regulations are established to guide the development of On-Shore exploration and production in the petroleum sector.
- Prepare and update the 2024-2027 Medium-Term Debt Management Strategy and submit the 2023 Annual Public Debt Report to Parliament.
- Finalise and launch the Revised Early Childhood Care and Development Policy framework.
- Continue with 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.
- Pursue and ensure the Broadcasting Bill is laid before Parliament and passed and the subsidiary legislation for the RTI Act is laid before Parliament.
- Represent and defend the State in 600 civil suits, review 135 agreements and contracts of MDAs MMDAs as well as resolve and respond to 270 petitions and provide about 180 legal opinions and advice on requests received by the Office.
- Receive and review 2023 end-of-year E-SPA Report and prepare service-wide report for further action.

B. Economic

- Continue to provide both technical and financial support to the twelve (12) SMEs in the plastics value chain to produce biodegradable plastics from alternative feedstock.
- Operationalize the labour market information system, enhance managerial and productivity skills, revamp cooperatives systems and implement a green job strategy.

- Acquire and implement the Gaming Administration and Monitoring Systems (GAMS), and Enterprise Resource Planning (ERP) for the integration and consolidation of key business processes and procedures.
- Launch the Local Economic Development (LED) Policy and Implementation Plan (2024 – 2029) and carry out Zonal dissemination and sensitization workshops for stakeholders at the District and Regional level.
- Strengthen forest plantation establishment, restore degraded landscapes, and implement a robust afforestation/reforestation program (RAP) to achieve national landscape restoration targets under the Ghana Forest Plantation Strategy (GFPS).
- Enhance Financial Sector Development through the implementation of the Ghana Inter-Bank Payment System (GhIPSS) across all Covered Entities.
- Intensify support to existing and new manufacturing enterprises with technical assistance, credit facilitation, and access to electricity and other infrastructure.
- Promote opportunities for local Ghanaian businessmen and investors to invest in export product transformation and value addition at the district level in partnership with the Ministry of Local Government, Decentralisation and Rural Development under the Local Economic Development (LED) initiative.

C. Social

- Conduct a verification exercise for Togolese refugees, expedite a review of the Refugee Law to enhance service delivery and also expedite the Alternative Legal Status (ALS) process for Ivorians who opted to stay in Ghana.
- Continue Peace Education and Advocacy against the threat of violent extremism, Terrorism & vigilantes in all 275 constituencies, targeting political actors, the youth, religious & traditional leaders at the constituency level.
- Enrol an additional 10 MMDAs under the ISS Program and disburse an estimated GHC 5,799,000.00 to support the implementation of their Annual Action Plans.
- Increase the number of Tertiary institutions implementing the Pre-engineering program to improve the Science to Humanities ratio.
- Disburse 10,597 learning grant to low performing basic schools in the country.
- Undertake improvement and expansion of ECG Distribution Networks in selected Districts across the country at an estimated cost of US\$100 million.
- Continue the implementation of the policy on HIV Test, Treat and Track (90 90 90), Prevention of Mother to Child Transmission (PMTCT) Option and B plus and reduction of Mother to Child Transmission (MTCT) of HIV Eliminate mother-to-child transmission of HIV.
- Strengthen institutions to deliver responsive pre-hospital and clinical emergency services.
- Provide support for the implementation of the Framework for the Safety of Journalists in Ghana by the National Media Commission (NMC).
- Organize a working dialogue with the Political Parties on the strategy to curb monetization of politics and hold a meeting with the Traditional Authorities and the

Faith Based Organizations (FBOs) Peace Council on the need to engage or advocate for citizens to accept divergent views to promote national unity.

- Successfully host and organise the 13th African Games, Accra 2023.

D. Infrastructure

- Complete and operationalize construction works for the establishment of a Foundry and Machine Tooling Centre under the GhanaCARES “Obaatanpa” program.
- Liaise with MMDAs for the construction of Fire Stations in Districts without Fire Stations and collaborate with Ghana Water Limited (GWL) to ensure constant supply of water through Fire Hydrants.
- Transfer an amount GHS 520,000.00 to 13 Municipal and Districts Assemblies to implement 28 sub-projects (construction of road culverts and reshaping of roads, mechanized boreholes, market pavements etc).
- Complete and Operationalize uncompleted STEM Senior High Schools.
- Rehabilitate and Upgrade Technical Universities and Technical and Vocational Training Centers.
- Commission the Ameri Plant relocated to Anwomaso in Kumasi to improve the power stability within the middle and northern parts of Ghana.
- Complete the construction works on the 6km sub-urban railway line in Kumasi, between Adum and Kaase and the 97.7km standard gauge railway line between the Port of Tema and Mpakadan in the Asuogyaman District of the Eastern Region.
- Complete and commission the on-going expansion of the Kumasi Airport project and also complete and operationalize the on-going construction of the Jamestown fishing Port.
- Rehabilitate Baba Yara, Essipong and New Edubiase sports stadia.
- Undertake 17,695km, 5,000km and 3,500km of routine maintenance activities on trunk, feeder and urban road networks.
- Expedite action on the construction works at Pokuase/Amasaman, as part of the affordable housing program, in the Greater Accra Region in partnership with the private developers engaged for the project.

Details of activities to be undertaken by the Sector Ministries for 2024 are provided in Appendix 1

CHAPTER NINE

9.0. CONCLUSION

The development of the nation is anchored on a vibrant Public bureaucracy with the Civil Service performing a pivotal role. The Civil Service Act, 1993 (Act 327) mandates the Service to assist Governments in the formulation and implementation of policies in the country. The Civil Service in 2023 ensured that major successes were accomplished through the efforts and strong support of the Civil Service Council, management at all levels, staff and relevant stakeholders.

This notwithstanding, there is the need for government and relevant stakeholders to give attention to the outlined in this report. A careful consideration and resolution of the challenges outlined will be an additional boost to enable the Civil Service effectively and efficiently deliver on its mandate of assisting government in the formulation and implementation of public policies and programs consistent with the Civil Service Act 1993 (Act 327).

APPENDICES

APPENDIX ONE (1): BRIEF SECTOR PROGRAMS AND ACHIEVEMENTS

Sector Ministries derive their mandate from sections 11 and 13 of the Civil Service Act 1993, (Act 327) and Executive Instrument (E.I. 28, 2021), that established Civil Service Ministries to initiate, formulate and implement Government policies and programs.

This section of the report provides a summary of the achievements, reforms, financial performance, challenges, and projections for the ensuing year (2024) of the sector Ministries.

1.0. MINISTRY OF CHIEFTAINCY AND RELIGIOUS AFFAIRS (MCRA)

The Ministry of Chieftaincy and Religious Affairs is mandated to have oversight responsibilities over Chieftaincy and Religious institutions for peaceful co-existence and national development.

The following were the political and bureaucratic head of the Ministry:

Minister	-	Hon. Stephen Asamoah Boateng
Bureaucratic Head	-	Ms. Halima S. Yakubu

1.1. Sector Achievements

Below are the achievements of the Ministry for the reporting year:

A. Development of a Draft National Policy on Religion

The Ministry engaged key stakeholders and religious bodies in all 16 Regions in the development of a draft National Policy on Religion, which sought to provide guidelines, protocols, and operational procedures for religious organizations. The essence of the proposed National Policy on Religion was to encourage religious organizations to partner government to achieve socio-cultural and economic development while creating enabling environment for religious organizations to meet their full potential.



Stakeholders in Oti Region



Stakeholders in Volta Region



Stakeholder Engagements in the Eastern
Region



Hon. Minister Launches Stakeholder
Engagements

B. Review Of the Chieftaincy Act, 2008 (Act 759)

The Ministry undertook the review of the Chieftaincy Act, 2008 (Act 759) with the aim of improving the legislative framework for the chieftaincy institution, as well as amending sections of the law to reflect current trends and address specific gaps. The recommendations were submitted to the Legal Affairs Committee of the National House of Chiefs for consideration.

C. Inauguration of Four Traditional Councils

As part of strengthening and enhancing chieftaincy administration at the grass roots level to promote good governance, the Ministry of Chieftaincy and Religious Affairs inaugurated four **Traditional** Councils in Bole, Busunu, Wasipe, and Buipe in the Savannah Region. The activities were carried out to augment the number of traditional councils in the country to 234. Additional six Traditional areas in the Oti Region were inspected to ascertain their readiness to be inaugurated as traditional councils.



D. Settlement of Chieftaincy Cases

The Ministry, through the National and Regional Houses of Chiefs, resolved 38 chieftaincy cases through the Judicial Committees during the reporting period. The Ministry of Chieftaincy and Religious Affairs also met with Chiefs and elders of Nalerigu, Bimbilla, Yendi, Bawku, and Aowin as part of series of engagements with traditional authorities. The aim was to appeal to the Chiefs to support the Government's agenda to bring lasting peace to the conflict areas.



Hon. Minister joined the 3rd Annual Aowin Community Durbar



H.E the President and Hon. Minister at the Odwira Festival in Akuapem Akropon



Meeting with Northern Regional House of Chiefs



Hon. Minister calls on Asantehene



Hon. Minister attends Greater Accra Regional House meeting

E. Construction of Office Facilities for The Newly Created Six Regional Houses of Chiefs

The Ministry, finalized feasibility studies which received the seal of quality from the Ministry of Finance, on the construction of office facilities for the newly created six Regional Houses of Chiefs in North East, Savannah, Oti, Western North, Ahafo and Bono East. Efforts were underway to ensure that construction works continued as planned in 2024, to improve the involvement of Traditional Authorities in the governance process.

F. Alternative Dispute Resolution

The Ministry also began to take steps toward developing guidelines for Alternative Dispute Resolution (ADR) mechanisms for dispute resolutions. That was expected to complement the current judicial processes in adjudication of chieftaincy disputes and reduce the unnecessary protraction of disputes.

G. Entries in the National Register of Chiefs (Chieftaincy Declaration (Cd) Forms)

The Ministry made a total of 600 out of the target of 800 Chieftaincy Declaration forms entries during the year under review. This considerably enhanced chieftaincy administration.

1.2. Reforms

The Ministry, in close collaboration with the Ministry of Communications and Digitalization, initiated a digital transformation exercise aimed at automating the Judicial Processes of the Houses of Chiefs and Traditional Councils to minimize the manual processes of judicial cases.

This would be achieved using automated software and IT infrastructure, with Ghana Investment for Electronic Communication (GIFEC) expected to supply IT Equipment, while Kofi Annan ICT Centre was expected to train Officers of the Judicial Committees. In 2023, MCRA undertook a needs assessment of 10 Houses of Chiefs to ascertain their capacity to automate the Judicial Processes. The automation process was scheduled to be piloted at the National House of Chiefs as well as the following Regions: Ahafo, Ashanti, Bono, Central, Northeast, Northern, Savanna, Western North, and Western in 2024.

1.3. Sustainable Development Goals

Below are the SDGs associated with the Ministry's activities:

- SDG 16. Ensure responsive, inclusive, participatory, and representative decision-making at all levels.
 - Four Traditional Councils were inaugurated to augment the current total to 234 Traditional Councils nation-wide out of 393.
- SDG 16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all.
 - During the year under review, 7.4% (38 out of 515) of chieftaincy cases were resolved by the Judicial Committees of the National and Regional Houses of Chiefs.
- SDG 16.6: Develop effective, accountable, and transparent institutions at all levels.
 - Again, 600 Chieftaincy Declaration (CD) forms were entered into National Register of Chiefs.
- SDG 16.7: Ensure responsive, inclusive, participatory, and representative decision-making at all levels.
 - Stakeholders in all 16 Regions on a proposed National Policy on Religion
 - Recommendations for amendment submitted to National House of Chiefs for consideration.

1.4.Financial Performance

APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE	
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	37,013,080.00	48,013,080.00	42,737,601.00	42,737,601.00	5,275,479.00
Use of Goods & Services	2,830,400.00	8,184,008.00	7,022,879.00	7,022,879.00	1,161,129.00
CAPEX	5,136,600.00	5,136,600.00	2,817,272.00	2,817,272.00	2,319,328.00
IGF	0.00	0.00	0.00	0.00	0.00
DEV'T PARTNERS e.g.					
DANIDA	0.00	0.00	0.00	0.00	0.00
JICA	0.00	0.00	0.00	0.00	0.00
World Bank	0.00	0.00	0.00	0.00	0.00
Others	0.00	0.00	0.00	0.00	0.00
TOTA L	44,980,080.00	61,333,688.00	52,577,752.00	52,577,752.00	8,755,936.00

1.5.Challenges

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

- **Inadequate Office Accommodation**

Offices were overcrowded with Directors and key staff sharing limited space. Similarly, most Traditional Councils under Houses of Chiefs were in Chiefs' palaces, posing risks in areas with chieftaincy-related unrest. The Ministry in its efforts to curb these challenges obtained approval to commence construction of additional facilities to promote ease at the workplace and engaged with the Leadership of the Church of Jesus Christ of Latter-Day Saints (LDS) in Ghana on the possibility of acquiring temporary office facilities for the staff.

- **Inadequate Funding for Programs**

Aside funds from Government of Ghana, the Ministry did not have Internally Generated Funds (IGF) to support its activities and operations, which stalled several key policy initiatives such as National Policy on Religion, Review of Chieftaincy Act, codification of lines of successions to stools/skins, automation of the judicial processes, and provision of equipment and logistics for effective service delivery.

To help mitigate the challenge, the Ministry in 2023 developed a concept note for support from Development Partners including UNFPA, USAID, US Embassy among others. It fortunately succeeded in obtaining funds for the development of the National Policy on Religion.

- **Increasing number of Pending Chieftaincy Cases**

Chieftaincy-related issues, constitute 70% of all National Security issues in the country. Along with numerous unresolved cases, they spark criticism from sections of the population regarding the relevance of the chieftaincy institution. Additionally, countless unreported cases in certain traditional areas give rise to unrest, volatile situations, and clashes, culminating in security flashpoints.

To mitigate these challenges, the Ministry met with Chiefs and elders of some sections of the Northern side of Ghana as part of a series of special visits. Courtesy calls were also paid to some Chiefs where the Ministry appealed to them to support the Government's agenda to bring lasting peace to the conflict areas.

- **Outmoded legal provisions on adjudication of chieftaincy disputes**

The Chieftaincy Act, 2008 (Act 759) was passed to give legislative backing to the Chieftaincy institution. The coming into force of Act 759 brought some sense of peace and stability to the chieftaincy front. Despite these, there were calls on the Ministry of Chieftaincy and Religious Affairs to review and amend sections of the law to reflect current trends and address specific gaps.

The Ministry constituted a team to review the Act and make recommendations. The recommendations were submitted to the National House of Chiefs and the Attorney-General's Office for further action.

1.6. Forward Look

Below are the Ministry's strategic and top priority programs and projects for 2024.

- The Ministry would hold national validation workshops to finalize the draft National Policy on Religion for submission to Cabinet for approval;
- Follow up on the review of the Chieftaincy Act, 2008 (Act 759) pending at the National House of Chiefs, specifically Aspects relating to the establishment of the Chieftaincy Endowment and the institutionalization of Alternative Dispute Resolution (ADR) mechanisms;
- Undertake research into the codification of lines of successions to stools/skins in at least one Traditional Area to minimize chieftaincy succession disputes in conflict prone areas;
- Pilot the automation of judicial processes in 10 Houses of Chiefs in collaboration with the Ministry of Communications and Digitalization to improve upon the current manual adjudication process and
- Commence the construction of the six offices for the newly created Regional Houses of Chiefs which would include the finalization and award of contract to contractors to commence construction works.

2.0. MINISTRY OF COMMUNICATIONS AND DIGITALISATION (MOCD)

The Ministry of Communications and Digitalisation is charged with the mandate to initiate and develop national policies to provide digital infrastructure and services, for the enhancement and promotion of economic competitiveness.

The Ministry was headed politically and bureaucratically by the following officials:

- Minister - Hon. Ursula Owusu - Ekuful
- Deputy Minister - Hon. Ama Pomaa Boateng
- Chief Director - Mr. Alexander Yaw Arphul

2.1. Agencies under the Ministry

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);
- Ghana Domain Name Registry (GDNR)
- Cyber Security Authority (CSA)

Public Service Organisations

- National Communications Authority (NCA)
- Ghana Post Company Limited (GPCL)
- Ghana Investment Fund for Electronic Communications (GIFEC);
- Data Protection Commission (DPC)
- Ghana Digital Center Limited (GDCL)

2.2. Sector Achievements

The achievements for the Ministry for the reporting year:

A. Girls-In-ICT Initiative

The girl child deserves to enjoy the full benefits of ICT, hence, the Ministry of Communications and Digitalisation instituted the Girls-In-ICT program to help bridge the digital gender divide. In the year under review, 3,000 girls and 300 teachers were trained in the Savanna, Northern and Eastern regions. An Open-Day Celebration was held for the best 100 girls selected from the 2022 Girls-in-ICT initiative held in the Bono, Bono East and Ahafo Regions with each presenting an average of 30 girls.

B. SIM Card Registration

As at June 2023, a total of **30,636,899** SIM cards had completed stage 1 of the SIM registration process and **22,145,729** had completed stage 2, thus, the Biometric Capture, and **4,424,607** new registrations. By the end of November 2023, **1,809,238 SIMs** had been reconnected after completing the Stage 2 phase of the registration, leaving a total of **6,949,852** SIMs barred.

C. Construction of Community Information Centres

The Ministry pursued its universal access programs through the construction of Community Information Centres (CICs) to address challenges of low connectivity especially in rural areas, interconnection, high cost of access, and availability of ICTs. In furtherance of this, Ghana Investment for Electronic Communication (GIFEC) commissioned 19 completed new model CICs. Nine new CICs were constructed and a comprehensive assessment of existing 251 CICs was carried out in 2023.

D. Migration of MDAS/ MMDAS onto the Smart Workplace Platform

The National Information Technology Agency (NITA) continued to migrate MDAs and MMDAs onto the Smart Workplace platform. This ensured the integration of emails, skype for business, and online storage, using collaborative tools. As at September 2023, the total of MDAs, and MMDAs enrolled onto the Smart Workplace was 545.

E. National Government Cloud Infrastructure

The phase 1 of the project deployed a private cloud infrastructure for the Government of Ghana. This infrastructure was to provide computer and storage services to Government Agencies to hasten the digitalization agenda. The infrastructure provided a primary cloud infrastructure in Accra (216 cores, 2.3TB RAM, and 276TB of storage) and secondary site in Kumasi (180 cores, 1.9TB RAM, and 230TB of storage). The platform provided services for critical Government Agencies like ECG and PPA with many government institutions migrating their systems onto the platform. Procurement processes were also advanced during the period, to provide additional storage for the Government Cloud.

2.3.Reforms

• Installation of the Boom Barrier/Gate

The installation of a Boom Barrier/Gate at the main entrance of the premises of the Ministry of Communications and Digitalisation was a key reform initiative undertaken during the year under review. The Boom Barrier/Gate was installed to among others, provide maximum protection and security to staff and property of the Ministry from unauthorised persons. It was also to regulate and track movement and identity of vehicles/visitors to the premises of the Ministry at any time. Additionally, it was to ensure smooth and orderly entry by all vehicles to the Ministry.

• ICT Innovative Challenge

The Ministry also introduced an innovative challenge instituted for the National Service Personnel (NSP) of the Ministry dubbed the “National Service Innovative Challenge” which aimed to harness the skills and creativity of National Service Personnel posted to the Ministry for the 2023-2024 calendar year. The skills and creativity to be harnessed were in the field of Information and Communication Technology (ICT) geared toward addressing identified challenges in society and aligned with any of the UN Sustainable Development Goals (SDGs).

The Personnel were put in groups of five to develop a comprehensive project plan/proposal taking into consideration innovation, feasibility and scalability of selected issue aligned with a specific SDG chosen by the group.

The initiative which would span for a period of three months was to inspire the innovation drive culture of the youth by using ICT-based solutions to address national issues; boost their project development and management skills; problem-solving skills, as well as teamwork and collaboration among themselves.

2.4. Sustainable Development Goals

The SDGs associated with the Ministry's activities:

- **SDG 1. No Poverty**

- In line with bridging the digital divide through capacity building, GIFEC in partnership with ITU, CISCO and the Norwegian Government, launched the Digital Transformation Center (DTC) program. This program sought to expand the digital capacities and benefits of ICTs to the marginalized population in Ghana, strengthen the capacity of current and potential women entrepreneurs on utilizing ICTs, and increase ICT support for teachers and students in deprived communities.

- **SDG 4 Quality Education**

- The Ministry tracks this indicator through The School Connectivity Project which helps to provide quality education by providing high speed computers, projectors and servers to educational institutions. Under this project the schools are connected to the internet for at least two years. This helps to support the students to participate in a digitized community.

- **SDG 5 Gender Equality**

- The Women in Tech projects as well as other projects such as Girls-in-ICT were undertaken to provide access to girls to the same online resources and opportunities as boys to empower them through digital inclusiveness.
- ICT skills for entrepreneurship and Women Empowerment (ISEWE) which seeks to equip women and girls with the requisite ICT skills in order to cause them to expand their entrepreneurial skills, was also undertaken in various communities.

- **SDG 10 Reduced Inequalities**

SDG indicator is the Growth rate of household expenditure or income per capita among the bottom 40 % of the population and the total population.

- Under the School Disability Project, Akropong, WA and Wenchi disability schools were supplied with the different forms of equipment such as computers, scanners, projectors, etc. and 50 teachers were trained in ICT under the Blind Union Capacity Building Program.

- **SDG 11 Sustainable Cities and Communities**

- GIFEC helps to contribute to sustainable cities and communities by implementing systems in the community to make cities inclusive, safe, resilient, and sustainable. It provides communities with prompt and effective access to emergency response agencies such as Police, Fire, and Ambulance Services. The number '112' has been designed to be accessed on any telephone.

2.5. Financial Performance

<i>SOURCE</i>	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	4,425,183.00	17,062,808.00	7,169,085.00	4,168,354.00	9,893,723.00
Use of Goods & Services	5,543,967.00	15,070,017.00	11,698,857.00	8,407,732.00	3,371,160.00
CAPEX	223,099.00	10,223,099.00			10,223,099.00
SUB-TOTAL	10,192,249.00	42,355,924.00	18,867,942.00	12,576,086.00	23,487,982.00
DEV'T PARTNERS e.g.					
World Bank	304,940,000.00	304,940,000.00	330,000,000.00	330,000,000.00	-25,060,000.00
Others					
TOTAL	315,132,249.00	347,295,924.00	348,867,942.00	342,576,086.00	-33,735,693.00

2.6. Challenges

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

- **Inadequate funding**

The Ministry was confronted with the issue of inadequate funds for capacity development in relevant areas such as Statistics & Data Analytics, Advanced Excel, Policy Development and Analysis, Mandated Scheme-of-Service training course, Budget Preparation and the operationalization of activities under the Cybersecurity Act, 2020 (Act 1038). The Ministry would however focus a bit more on in-house training to cover larger numbers at a lesser cost and explore options for diversifying funding sources, such as public-private partnerships, grants, and industry contributions in the ensuing year.

- **Inadequate Training Opportunities**

IT/IM and Research Officers in the Ministry were unable to receive the needed Scheme of Service training during the reporting year. To curb this, the Ministry would liaise with the OHCS to enrol Officers on the required Scheme of Service training.

2.7. Forward Look

The Strategic and top Priority Areas of the Ministry in 2024:

National Information Technology Agency (NITA)

- Increase the computer and storage capacity of the national cloud infrastructure;
- Integrate a Citizens' App onto the platform to improve citizen-to-government engagement in governance. This would also deploy technology to enable persons with disability to use the platform;

- Implement fully the Enterprise Architecture and eGovernment Interoperability Framework to ensure coherent implementation of all IT projects according to standards and best practices;
- Carry out trainer of trainers' workshops for selected MDAs to ensure success of the framework implementation regime. This activity would enhance subsequent training of staff at the various institutions;
- Enrol four Certificate Authorities (CAs) and some private sector players who would be licensed and certified to provide service to citizens and businesses;
- Automate Workflows of Agencies on the Smart workplace platform: Government backend processes such as memos, requisitions, leave, correspondence, help desk etc. would be automated;
- Enrol 17 MDAs, 2 MMDAs, and 50 tertiary institutions (i.e. Public Universities, Technical Universities, Teacher and Health Training Colleges etc.) onto the Smart Workplace platform;
- Develop a framework for adopting new and emerging technologies in the country. The framework would ensure a structured, seamless, and scientific approach in identifying, evaluating, and adopting new and emerging technologies into our digital ecosystem. The framework would further ensure that any technology that was adopted came with the necessary regulation and support environment for a sustainable implementation;
- Embark on a nationwide assessment to ascertain the state of Government IT infrastructure where NITA would assess six critical Government infrastructure on digitalization involving the Ghana Health Service, Ministry of Health, Ghana Water Company, National Identification Authority, Electricity Company of Ghana, and National Disaster Management Organisation;
- Roll on board all Government Agencies involved in revenue collection onto the Ghana. Gov Platform;
- Introduce the Integrated Registration and Regulatory Platform project to improve ease of doing business in Ghana, harmonize and re-use data across Government and push the effort of Green ICT;and
- Partner the Kofi Annan ICT Center of Excellence to roll out a Software Testing Lab for the Public Sector. The objective of this initiative was to test software applications developed in Ghana to meet international standards.

The Kofi Annan ICT Center of Excellence :

- Organize 10 ICT advocacy events and workshops with target participants of 1700;
- Provide courses in digital skills including foundation, intermediate, advanced and professional Certificate levels with target participants of 4300;
- Provide IT project management service to roll out the World Bank GDAP project;
- Roll-out of the SADA digital skills training program to train 10,800 participants through Amazon Web Services (AWS) and award certifications; and
- Develop and implement four e-governance solutions research and develop a dynamic spectrum using TV White Space technology.

The Postal and Courier Services Regulatory Commission

- Commence the amendment of the Postal and Courier Services Regulatory Commission Act, (Act 649) 2003. The amendment of the Act would expand both the physical space and cyberspace to meet current world standards for postal and courier service;
- Continue to work on its Scheme of Service, revise conditions of service, and strategic plan for the sector;

- Continue its effort to engage strategic partners such as AFCFTA and Afro champions in the digitization/digitalization of its operations;
- Extend operations to 2 regional capitals-Tamale and Sekondi-Takoradi;
- Intensify public education to advise the public on the Postal and Courier Services Regulations and the need for license registration and renewal; and
- Continue to carry out clampdown exercises on illegal operations.

The Data Protection Commission

- Conduct data protection supervisor's training for 400 personnel;
- Register 2079 data controllers' institutions;
- Renew the licenses of 1306 data controllers' institutions;
- Conduct Data Protection Impact Assessment for 20 projects;
- Create general awareness for 600 individuals; and
- Collect registration and renewal arrears from 507 institutions.

The Ghana Digital Center Limited

- Replicate the ADC model in Kumasi, Takoradi, Sunyani and Tamale. This project would involve the renovation of Regional Innovation Centers (RICs), as well as installation and management of cutting-edge technology equipment and the provision of knowledge resources that would facilitate training and innovation;
- Build Regional Innovation Centres (RICs) in the remaining seven regions to promote digital innovation in Ghana through local and international partnerships;
- Continue to engage local partners and international organizations to deploy programs in both basic and advanced digital skills aimed at building capabilities of the youth for research and development;
- Unlock more investment capital for Technology-based SMEs in Ghana, need for a catalytic fund that would provide initial investments ranging from Proof-of-Concept grants to seed investment in convertible debts and other instrument;;and
- Set up language labs in the various centers starting with the Accra Digital Center to promote and facilitate the learning of the French language by IT professionals and entrepreneurs to break down the language barrier in the West African Sub-region.

Ghana Investment Fund for Electronic Communications (GIFIC)

- Build the remaining 1,006 sites, integrate, and activate all 2,016 sites;
- Build 5 additional CICs;
- Build 200 new Cyber Labs in selected locations;
- Train 2,000 more citizens including the visually impaired in ICBVI under the DTC program; and and
- Renew its partnership with ITU, NORAD and Cisco to train another 20,000 citizens and 2,000 Coding Club Students.

The National Communication Authority (NCA)

- Commence a process to amend Regulation 119 of the Electronic Communications Regulations, 2001, to give operators a timeframe of 10 working days to resolve complaints instead of the existing 30 days;
- Establish a Centralised Equipment Identity Register (CEIR) in accordance with the Establishment of Emergency Communications System Instrument, 2020, E.I. 63 to promote consumer confidence as well as the quality of experience of users since counterfeit mobile devices contribute to the poor quality of mobile services;

- Develop an online “DO NOT TEXT OR CALL REGISTER (DNTCR)” to enable consumers register their telephone numbers to avoid receiving unwanted sales and marketing calls and text messages to mitigate the rampant abuse of Unsolicited Electronic Communications; and
- Pursue the passage of the Type Approval Regulations aimed at curtailing counterfeit ICT equipment on the market and safety use by Parliament.

3.0.MINISTRY OF DEFENCE (MoD)

The Ministry of Defence (MoD) is responsible for initiating, formulating, and implementing, monitoring and evaluating policies aimed at safeguarding the sovereignty and territorial integrity of the nation, as well as ensuring the protection of life and property.

The political and bureaucratic heads of the ministry were:

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

3.1.Agencies of the Ministry

The following organisations/ agencies operate under the Ministry:

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

A. Military Housing Project

The Ministry in 2018 had initiated the Military Housing Project to address the GAF Housing deficit and the reconstruction of the Ghana Military Academy at Teshie to improve the living conditions and standards of the Armed Forces as a way of motivation and ensuring combat readiness in times of emergencies. The work done as at 31st December 2022 for both projects in 2022 was 92% complete. The target for 2023 was to undertake site monitoring exercises, process payments for work done, review monitoring reports and complete the project. The project was 99% complete with nearly all the units expected to be completed and commissioned by 31st December 2023. This would provide 832 accommodation units to troops and personnel.

B. Construction of Army Headquarters (HQ)

With the changing dynamics in internal and external operations coupled with advances in military technology and material, it had become necessary to expand the existing structures of the Ghana Army and its training schools to ensure combat readiness. For this reason, the Ministry, through the Ghana Armed Forces, commenced the construction of the new Army Headquarters in 2019 to enhance security service delivery. Work done as at 31st December 2022, was 55% complete. The planned targets for 2023, were to undertake site monitoring

exercises and review monitoring reports. Accordingly, monitoring visits were conducted in the period. The status of completion as at 31st December, 2023 was 60% with work progressing steadily.

C. Construction of Forward Operating Base (FOB), Western Region

The Ministry, in 2019, had commenced the construction of a Forward Operating Base (FOB) and procured equipment (boats, guns and vehicles among others) for the Navy's operations in Ezinlibo in the Jomoro Municipality close to the Western border as part of the national strategic program to protect the country's oil, gas and other natural resources. The Navy, in 2023 operated from the Sekondi Naval Base which is about six hours from our oil fields. In line with the government's plans to improve the protection of our oil fields, the Ministry of Defence initiated the movement of the Ghana Navy to Enzilinbo. The Project would greatly reduce the Navy's reaction time to threats on the oil fields. The construction component of the project comprised; a 1.2-kilometre breakwater; a jetty; construction of 10 units of accommodation for 200 troops; and construction of a dual carriage road. The planned target for the year 2023 was to conduct site monitoring tours. Site visits were undertaken to assess the progress of work, with payments being made to the contractors to ensure project continuity. The project as at 31st December, 2023 was 55% complete from the 45% in 2022.

D. Provision of Security/Defence Equipment

As part of efforts to retool the GAF and boost its operational capabilities, the Ministry of Defence had embarked on a drive to improve GAF's equipment base. Accordingly, in 2022, the Ministry acquired four (River Class Boats and four Zodiac Boats to ensure the Navy protected the Exclusive Economic Zone (EEZ) of the country. Consequently, in February 2023, the Ministry facilitated the commissioning of 70 Kamaz Utility Troop Carrying Vehicles, 52 High Mobility Light Tactical Vehicles, 20 Bronetransporter (BTR-70) Armoured Personnel Carriers (APC), 30 Husky Armoured Vehicles, assorted weapons, communication equipment, engineering, and other logistics equipment. The vehicles and equipment were delivered to the various units and gave good service. Also, to augment GAF's existing fleet, the Ghana Navy received a lease of four River Class boats for the patrol of oil rigs and the western boundary. The Ghana Navy further received two Boundary Class Ships from the Government of the United States of America (USA) in the period under review.

E. Defence Health Initiative

The Defence Health Initiative is geared toward ensuring that all Officers, Men and Women in uniform have access to good health care services wherever they are posted to serve. Projects such as the 500-bed military hospital continued unabated. The construction of the 500-bed Military Hospital in Kumasi, Afari had been initiated on 20th August 2008 and commenced on 23rd April 2014 as a measure to improve health service delivery for personnel and their families as well as civilians. The US\$180 million facility comprised 17 Specialist clinics, 54-flat staff accommodation, Pharmacy Units theatres, Laboratories, kitchen, Laundry etc. The project as at 31st December 2022 was 92 % complete. The Ministry in 2023 undertook infrastructure and installation work to ensure completion of the project which was about 98% complete.

3.3.Sustainable Development Goals

- **SDG GOAL 14 (Life Below Water): Conserve and sustainably use the oceans, seas and marine resources for sustainable development.**

The Ministry, as part of the national strategic program to protect the country's oil and gas resources and to safeguard the nation's Exclusive Economic Zone (EEZ) through the Ghana Navy, adopted the **Sustainable Development Goal (14): Life Below Water** to *“Conserve and sustainably use the oceans, seas and marine resources for sustainable development”*. Consequently, it sought to achieve the **SDG target 14.2** to help *(Protect and Restore Ecosystems)* in the medium-term with the indicator being **14.2.1** *“Number of countries using ecosystem-based approaches to managing marine areas”*.

- **SDG GOAL 16 (Peace, Justice and Strong Institutions): Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.**

In an effort to fulfil the **SDG Target 16.1** of *“Significantly reducing all forms of violence and related death rates everywhere”* with the corresponding SDG Indicators (*SDG Indicator 16.1.2 “reduce Conflict-related deaths per 100,000 population, by sex, age and cause” & 16.1.1 Number of victims of intentional homicide per 100,000 population, by sex and age*), the Ministry through the Ghana Armed Forces contributed about 2,660 troops with equipment toward International Peace efforts. The GAF participated in the following peacekeeping missions: United Nations Interim Force in Lebanon (UNIFIL), United Nations Mission in South Sudan (UNMISS), ECOWAS Stabilization Support Mission in Guinea-Bissau (ESSMGB), United Nations Interim Security Force for ABYEI (UNISFA) among others. The Ministry continued with the successful implementation of the “Earned Dollar Payment Policy” for deployed troops to serve as motivation for their exploits.

3.4.Financial Performance

<i>SOURCE</i>	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D=(A-B)
Compensation of Employees	3,014,166,833.00	2,098,946,932.98	2,098,946,932.98	915,219,900.02
Use of Goods & Services	33,067,250.00	33,067,250.00	33,067,250.00	-
CAPEX	51,837,905.00	51,837,905.00	25,633,925.97	-
IGF	28,841,498.00	-	21,434,612.08	5,888,605.58
DEV'T PARTNERS e.g.				
DP FUNDS	395,000,000.00	-	-	-
DANIDA	-	-	-	-
JICA	-	-	-	-
World Bank	-	-	-	-
Others (ABFA)	220,000,000.00	86,000,000.00	86,000,000.00	-
TOTAL	3,742,913,486.00	2,269,852,087.98	2,265,082,721.03	-

3.5.Challenges

- **Financial Constraints/ Procurement Inadequacies**

The untimely release and inadequacy of funds from the Ministry of Finance affected payments to suppliers and contractors, thereby, affecting procurement and other services rendered. The challenges that hindered the smooth implementation of planned procurement activities were the poor preparations toward seeking approval for the Restricted Tendering procurement method. It resulted in delay in payment of suppliers, leading to undue pressure from suppliers demanding payments due them.

- **Logistical Constraints**

The inadequacy of office stationery, vehicles and fuel for carrying out official duties slowed down the execution of staff duties which in turn affected the delivery of service. The Ministry looked forward to maintaining its program of periodic maintenance of its equipment base with the hope to acquiring new ones where necessary. Moreover, available logistics would be used efficiently to achieve the needed results.

- **Limited/ Inadequate Training of Staff/ Inadequate Technical Staffing**

The inadequate technical staffing within some categories of classes proved a major challenge to the Ministry. In addressing this issue, attempts were made to provide relevant technical training to staff. However, the training received were focused on general practice as sponsored courses usually are not directed toward addressing technical needs and gaps of staff.

Additionally, the Ministry was challenged by inadequacy of funds to sponsor tailored training that address these gaps.

3.6.Forward Look

- **Completion of Housing for GAF Officer/ Men**
 - Barracks Regeneration Project.
 - Military Housing Project.
 - SSNIT Housing Project.
 - Renovation of MoD Headquarters.
- **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, Navy ships and patrol boats, procure vehicles.
 - Procure military hardware (ammunitions, guns and vehicles).
 - Procure computers and hardware for MoD Headquarters.
- **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).
- **Operation Peace Trail (General Elections)**
- **Secure GAF Lands**
 - Construct Teshie waterfront community.
 - Acquire over 10,000 acres plot at Aburi for GAF.

4.0.MINISTRY OF EDUCATION (MoE)

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

The following officials politically and bureaucratically headed the Ministry: :

Minister	-	Hon. Dr. Yaw Osei Adutwum
Deputy Ministers	-	Hon. Gifty Twum Ampofo Hon. Rev John Ntim Fordjour
Chief Director	-	Mrs. Mamle Andrews

4.1.Agencies under the Ministry

The Ministry has oversight responsibility over three Public Service Organisations, 16 Public Boards and Corporations

Public Service Organisations

- Ghana Education Service (GES)
- National Service Scheme (NSS)
- Complementary Education Agency (CEA)

Public Boards and Corporations

- Ghana Tertiary Education Commission (GTEC)
- Ghana Technical Vocation Education and Training Service (TVET Service)
- West African Examinations Council-National Office (WAEC)
- Encyclopedia Africana Project (EA)
- Students Loan Trust Fund (SLTF)
- Ghana Academy of Arts and Sciences (GAAS)
- Ghana Education Trust Fund (GETFund)
- National Schools Inspectorate Authority (NaSIA)
- National Council for Curriculum and Assessment (NaCCA)
- Ghana National Commission for UNESCO
- National Teaching Council (NTC)
- Ghana Book Development Council (GBDC)
- Center for Distance Learning and Open Schooling (CENDLOS)
- Commission for Technical Vocational Education and Training (CTVET)
- Ghana Library Authority (GhLA)
- Funds and Procurement Management Unit (FPMU)

4.2. Sector Achievements

The following are achievements for the Ministry for the reporting year:

A. Conversion of Akrodie Stem School to the University of Engineering and Applied Science

The Ministry as of 31st December, 2022 had commenced engagements with various stakeholders on the conversion of the Akrodie Science Technology Engineering and Mathematics (STEM) School to the University of Engineering and Applied Sciences in the Ahafo Region. In the reporting year, the Ministry obtained approval from the President. This intervention at the tertiary level was to provide prospects to absorb students from Second Cycle STEM schools and provide an alternative pathway to higher education.

B. Establishment of the University of Health, Agriculture and Life Sciences

In line with the Education Strategic Plan (ESP 2013-2023) set target to achieve a 40 percent Gross Tertiary Enrolment Ratio (GTER) as well as a 60:40 Sciences to Humanities ratio by 2030, the Ministry in 2022 had commenced engagements with key stakeholders on the establishment of a university at Kintampo through the merger and upgrading of the Kintampo College of Health and Wellbeing and the Kintampo Health Research Centre. As at the end of 2023, the Ministry had concluded all Stakeholder engagements and obtained Executive Approval for the establishment of the university.

C. Pre-Engineering Program

In line with The STEM agenda of the Ministry, the Pre-engineering program had been introduced in 2022 to train and orient students from the non-science background (Business, General Arts, Visual Arts, Home Economics) in order to prepare them to read engineering program in tertiary institutions. By the end of 2023, Kumasi Technical University had joined University of Mines and Technology (UMaT) and Pentecost University to roll out the pre-engineering program.



Figure 1: Kpasenkpe STEM School



Figure 2: Awaso STEM School

Figure 3: Bosomtwe Girls STEM School



D. Teacher Professional Development

The Ministry under the year of review issued 16,457 in-service teachers with full licenses and inducted 28, 791 newly qualified teachers who completed College of Education and University.

Additionally, 72,341 teachers who underwent National Teaching Council (NTC) - approved Continuous Professional Development (CPD) were credited with points. Further, 70,000 teachers from 10,579 basic schools were trained in Differentiated Learning; over 10, 000 teachers given support in coaching and mentoring; 250 Upper Primary teachers trained in challenging topics under STEM; 950 teachers trained in promotion of safe school; and 115 officers (50 heads, 50 school-based health coordinators, 10 SISOs and 5 District SHEP Coordinators) trained in prevention of rabies.

E. Technical and Vocational Education and Training (TVET)

At the end of the year of review, over 152,537 students had been placed on 39 Programs in the 213 TVET Institutions with 120,799 being males representing 79% and 31,738 females representing 21%. Again, 213 TVET Institutions were implementing the Government's Flagship program, "FREE TVET for ALL". The Commission for Technical and Vocational Education and Training (CTVET) organized one Zonal and one National World Skills Ghana Competition. In addition, 23 TVET Institutes were accredited to implement Competency-based Training (CBT), following which 1,861 Competency-based Training (CBT) Learners were issued certificates on the National TVET Qualifications Framework (NTVETQF).

4.3.Reforms

The Ministry continued with the coordination of key government reforms in the education sector and the implementation of the Education Sector Plan (ESP 2018 – 2030). Specifically, the Free Senior High School (FSHS) and the Basic Education Curriculum Reform were pursued for the period under review.

Under the Free Senior High School (FSHS), 448,652 first-year students were enrolled bringing the total enrolment for SHS 1-3 to 1,320,976. This significantly removed the cost barriers and expanded access to secondary education in Ghana. The key challenge in the implementation of this reform centered on the funding gap in the Ministry's allocation. Accordingly, the Ministry was in dialogue with Ministry of Finance (MoF) to identify innovative ways to finance the implementation of the policy.

Under the Basic Education Curriculum Reform, a total of 9.5million Basic School Textbooks and 273,075 Teachers Guide were supplied to basic schools in line with the revised curriculum for basic education. This ultimately provided for a standard for learning and assessment in public basic schools across the country. The key challenge included the inadequacy of the textbook for all schools across the country. The Ministry consequently engaged the publisher toward addressing this challenge.

4.4. Sustainable Development Goals

The following are SDGs associated with the Ministry's activities:

- **SDG 4. Target 4.1: By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.**
- Right age enrolment drive to ensure that pupil are enrolled early at the right age.

- National Standardized Test conducted for Primary 2 and Primary 4 to roll differentiated learning.
 - A total of 17,340 out of school children mainstreamed into formal education.
 - Learning grants provided for selected low-performing basic schools while enhancing equity and accountability within the education sector.
- **SDG 4 Target 4.1: By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.**
 - The Ministry tracks this indicator through the annual school census. The 2023 Schools Census was completed with data collation and cleaning ongoing.

4.5.Financial Performance

<i>SOURCE</i>	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	14,990,121,703.00	17,790,121,703.00	14,625,600,373.96	14,625,600,373.96	3,164,521,329.04
Use of Goods & Services	106,337,158.00	136,337,158.00	84,631,140.19	40,359,900.00	51,706,017.81
CAPEX	2,206,000.00	2,206,000.00	1,856,439.79	220,000.00	349,560.21
IGF	3,109,945,800.00	3,109,945,800.00	2,521,239,351.64	2,521,239,351.64	588,706,448.36
DEV'T PARTNERS e.g.					
DANIDA					
JICA					
World Bank					
Others	1,706,400,000.00	1,706,400,000.00	308,056,240.57	308,056,240.57	1,398,343,759.43
ABFA	2,987,590,092.00	2,987,590,092.00	1,769,353,224.42	1,007,043,864.32	1,218,236,867.58
TOTAL	22,902,600,753.00	25,732,600,753.00	19,310,736,770.57	18,502,519,730.49	6,421,863,982.43

4.6. Challenges

Below are the challenges encountered by the Ministry during the period under review:

- **Funding Gap**

The irregular release of approved budget coupled with limited funds for the implementation of key sector initiatives contributed to growing outstanding bills for the Ministry. To mitigate these challenges in the ensuing year, the Ministry would continue to engage the Ministry of Finance (MoF) for increased budgetary allocation and timely release of funds for the programs and projects of the Ministry, while exploring the opportunities for alternative funding to finance the programs and projects.

- **Inadequate Logistics**

Inadequate logistics over the years has been a major challenge impacting the effective and efficient operations of the Sector. Education Management Information System (EMIS) offices within the Regional/ District Education Directorates across the Country are not properly resourced: some are not fitted with modern equipment to enable them to effectively discharge their duties.

To address this challenge, the Ministry would explore the opportunity to get some logistical support from the project management component of the approved projects of the Sector. Additionally, efforts would be made to secure support from Development Partners while continuous engagements were strengthened toward rationalizing the procurement of priority logistics under the approved 2024 Budget.

- **Depleting Stock of Learning Materials**

The stock of teaching and learning materials for English and local language classes was inadequate for effective teaching and learning to be done. A key contributing factor was the inadequacy of funds disbursed to the sector for the acquisition of the learning materials.

To address this challenge, the Ministry would continue to engage MoF for increased allocation to replenish the stock of learning materials as a matter of urgency while engaging other development partners and alternative funding sources for the acquisition of the learning materials.

4.7. Forward Look

The Strategic and top Priority Areas of the Ministry in 2024 are as follows:

- Strengthen Sector Monitoring and Evaluation systems;
- Enhance teacher development / training and deployment;
- Increase infrastructural development at all levels;
- National Education and Leadership Institute;
- Disburse learning grant to 10,597 low performing basic schools in the country;
- Continue absorbing the registration fees of candidates from public Junior High Schools; provide Capitation Grant to all public basic schools and Feeding Grants to all public Special Schools;
- Consolidate the gains of Free SHS/TVET by absorbing fees of all Senior High School Students;
- Complete all ongoing projects at the secondary levels;

- Complete and Operationalize uncompleted STEM Senior High Schools;
- Rehabilitate and Upgrade Technical Universities and Technical and Vocational Training Centers;
- Upgrade and modernize the 34 NVTI Centers and Establish State-of-the Art TVET Centers;
- Retool TVET Institutes, and construct a 21st Century TVET Institute;
- Increase the number of Tertiary institutions implementing the Pre-engineering program to improve the Science to Humanities ratio; and
- Organize Higher/Tertiary Education Conferences.

5.0. MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS (MELR)

The Ministry of Employment and Labour Relations (MELR) was established to formulate policies on employment and labour issues; develop sector plans; coordinate sector specific interventions; promote harmonious labour relations and workplace safety; promote the elimination of child labour; and monitor and evaluate the implementation of policies, programs and projects, for accelerated employment creation for national development.

The following were the political and bureaucratic heads of the Ministry:

Minister	-	Hon. Ignatius Baffour Awuah (MP)
Deputy Minister	-	Hon. Bright Wireko-Brobby (MP)
Chief Director	-	Mr. Kizito Ballans

5.1. Agencies of the Ministry

The Ministry has oversight responsibility over seven Sub-vented Agencies and three Civil Service Departments:

Sub-vented Agencies

- Management Development and Productivity Institute (MDPI)
- 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)

Civil Service Department

- Labour Department (LD)
- Department of Co-operatives (DOC)
- Department of Factories Inspectorate (DFI)

5.2. Sector Achievements

The following are achievements of the Ministry for the reporting year:

A. Sustained Peace and Harmonious Industrial Relations

The year 2023 was characterized by relative peace and stability on the labour front. This was mainly attributed to effective social dialogue and consensus building between representatives of Government, Workers, and Employers' Organisations. That notwithstanding, Organized Labour continued to press home their demands over improved conditions of services in view of the prevailing global economic situation. The Ministry, over the past months worked tirelessly to maintain industrial peace and harmony on the labour front.

B. Strengthening Coordination for Job Creation and Employment

Government continued to reform and position the Youth Employment Agency (YEA) as a facilitator of jobs for the teeming youth. The year under review witnessed collaborations between Government and its numerous partners in the organization of annual Job Fairs to sensitize and facilitate the placement of the youth into decent job opportunities in the world of work.

C. Daily Minimum Wage and Base Pay Determination

In January 2023, Government concluded negotiations with Organized Labour on the 2023 Base Pay and Pay Point Relativity for Public Sector Workers. Following a series of consultations and consensus building among the Public Services Joint Standing Negotiating Committee (PSJSNC), the Base Pay on the Single Spine Salary Structure was increased by 30% over the 2022 figure, effective 1st January 2023, the highest since the introduction of the Single Spine Salary Structure in 2010.

In November 2023, the PSJSNC increased the 2024 Base Pay by 23% covering January to June 2024 and by 25% covering July to December 2024. Prior to this, the National Tripartite Committee in accordance with section 113 (1) (a) of the Labour Act, 2003 (Act 651) determined the National Daily Minimum Wage (NDMW) for 2024 at GH¢18.15. The 2024 NDMW represented an increase of 22% over the 2023 NDMW.

D. Review of Labour related Acts for Effective Regulation of the Sector

The Ministry was reviewing a few legislative frameworks of the sector to make them more effective and result oriented. The legislation being reviewed included the Labour Act, 2003 (Act 651), the Cooperatives Societies Act, 1968 (N.L.C.D 252), and the Factories, Offices and Shops Act, 1970 (Act 328). Specifically, the Minister for Employment, and Labour Relations, Hon. Ignatius Baffour Awuah (MP), on 30th June 2023, inaugurated a Labour Legislation Review Technical Committee to undertake the review of Act 651. As at 30th November, a draft Labour Bill had been developed and disseminated nationwide to solicit the inputs of stakeholders. Government was hopeful that the new Labour Bill would be passed into law by end of 1st quarter 2024.

E. Ratification of ILO Violence and Harassment Convention, 2019 (C190)

The Ministry coordinated the necessary processes for Ghana to become one of the countries in Africa to ratify the ILO Violence and Harassment Convention, 2019 (C 190). The Convention seeks to eliminate violence and harassment in the world of work The Document, was before Cabinet for consideration and approval; upon ratification, Ghana would achieve legal and policy convergence in the elimination of violence and harassment and increased gender participation in the labour market in general and in gender-dominated workplaces, sectors and organizations which hitherto were affected by gender-stereotyping.

F. Bilateral Labour Agreements

The Ministry as part of strengthening Labour Migration governance drafted eight bilateral labour agreements between Ghana and other destination countries namely Italy, Kuwait, Libya, Malta, Mauritius, Saudi Arabia, and Egypt and submitted to the Ministry of Foreign Affairs

and Regional Integration for onwards transmission to the missions. The Ministry also received request and worked on drafts for Taiwan and Lebanon.

G. Construction of Ultra-Modern Head Office and Deployment of New Software for the NPRA.

The Ministry facilitated the approval for the National Pensions Regulatory Authority (NPRA) to construct a permanent head office and regional offices to enhance visibility and bring its services closer to the people. The NPRA commenced the construction of a multi-storey Head Office Building on the N1 Stretch opposite 335 Place at Dzorwulu, Accra. The construction of the Head Office Complex would bring in significant savings for the Government as opposed to the payment of high rental costs.

The Ministry secured Cabinet and Parliament approval for the NPRA to deploy new software to fully automate its internal and external operations. The deployment of the new software would enable the NPRA to migrate from compliance-based supervision to risk-based supervision in accordance with global supervisory standards of International Organization of Pension Supervisors (IOPS).

H. Strengthened Management of Pensions

The Ministry facilitated the increase of Social Security and National Insurance Trust (SSNIT) monthly pensions by 25% effective 1st January 2023. The 25% indexation of monthly pensions (SSNIT) was a significant improvement over the 2022 indexation rate of 10%. In May 2023, SSNIT launched the Self-Employed Enrolment Drive (SEED), an initiative which sought to improve coverage and increase the contributor base of the SSNIT Scheme. After the launch of the SEED initiative, over 600,000 self-employed persons were enrolled onto the program and had some form of social security cover.

I. Construction of Four-Storey Head Office Building for the Labour Department Head Office and Construction of 16 Public Employment Centres (PECs)

Government commenced the construction of a four-storey ultra-modern Head Office Building for the Labour Department as part of the Ghana Jobs and Skill Project (GJSP). The construction sought to reposition the Labour Department to host the Ghana Labour Market Information System (GLMIS) at the national level. Additionally, 16 new Public Employment Centres (PECs) were constructed across each region of the country to enable the Labour Department to regulate the labour market effectively. Work progressed steadily on all the 16 PECs located in Yendi, Damongo, Wa, Bolgatanda, Akim Oda, Odumase, Twifo Hemang, Konongo, Tarkwa, Atebubu, Walewale, Dambai, Hohoe, Bibiani, Kenyasi, and Amasaman.

5.3.Sustainable Development Goals (SDGs)

SDG 8

- YEA flagship modules were developed in addition to the traditional youth employment modules;
- Sixteen Public Employment Centres were selected to be revamped under the Jobs and Skills Project;
- National Plan of Action II for the elimination of the Worst Forms of Child Labour was reviewed with Draft plan for 2023-2027 developed;
- Three Regional, three District and 120 Community sensitizations and awareness creation were organized on child labour;
- Labour Department conducted 696 workplace/establishment inspections; and
- The Department of Factories Inspectorate conducted 4006 workplace inspections.

Gender mainstream in the implementation of the SDG 8

Further to the creation of the gender desk at the Ministry to handle gender issues, there were several stakeholder engagements to sensitize staff on the Violence and Harassment Convention, 2019 (No. 190). There was also the preparation of a cabinet memorandum on the Violence and Harassment Convention, 2019 (No. 190). The Cabinet memorandum was presented to Parliament for consideration for ratification. In compliance with the ILO's recommendation of ensuring at least 30% women participation in the Annual International Labour Conference,,, 75.3% of the participants were men while the remaining 24.7% were women during the 11th Session held.

The Ministry also took conscious efforts to ensure active participation of both males and females in all its activities including training programs.

5.4. Financial Performance

<i>SOURCE</i>	<i>APPROVED BUDGET (GH¢)</i>	<i>REVISED BUDGET (GH¢)</i>	<i>AMOUNT RELEASED (GH¢)</i>	<i>ACTUAL EXPENDITURE (GH¢)</i>	<i>VARIANCE</i>
<i>GOG</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E=(B-C)</i>
<i>Compensation of Employees</i>	21,673,972.00	24,861,355.60	23,814,438.72	23,814,438.72	1,046,916.88
<i>Use of Goods & Services</i>	988,635.00	988,635.00	494,170.19	475,170.39	494,464.81
<i>CAPEX</i>					
<i>IGF</i>	2,826,221.00	952,391.00	7,159,993.24	6,341,656.66	(6,207,602.24)
<i>DEV'T PARTNERS.</i>					
<i>World Bank</i>			45,515,498.66	53,591,822.07	(45,515,498.66)
<i>TOTAL</i>	25,488,828.00	26,802,381.60	76,984,100.81	84,223,087.84	(50,181,719.21)

5.5. Challenges

The Ministry encountered the following major challenges during the period under review::

- **Non-Automation of Regulatory Processes:**

The Ministry encountered challenges stemming from the non-automation of regulatory processes. This hindered efficiency and responsiveness in regulatory functions.

- **Lack of Common Platform for Pension Administration:**

The absence of a common platform for pension administration emerged as a notable challenge within the sector. This deficiency posed significant hurdles in terms of efficiency and coordination. The sector grappled with disparate systems and processes, hindering seamless pension administration. Additionally, stakeholders faced challenges in accessing and managing pension-related data, contributing to a less-than-optimal operational environment.

- **Resource Insufficiency:**

There were insufficient resources for Departments and Agencies, particularly affecting labour administration institutions. Additionally, the capping of funds for the Youth Employment Agency (YEA) affected the Agency's operational capacity.

5.6. Forward Look

The Ministry had a comprehensive plan to improve the labour environment in the country. These include the following activities:

- Engage social partners to promote harmony in the workplace.
- Intensify inspections to protect workers and ensure compliance with labour standards eliminating all forms of child labour;
- Strengthen labour migration governance;
- Improve pension administration and coverage and expand employment creation opportunities;
- Operationalize the labour market information system;
- Enhance managerial and productivity skills; and
- Revamp cooperatives systems and implement a green job strategy.

6.0. MINISTRY OF ENERGY (MoEn)

The Ministry of Energy (MoEn) was established to initiate and develop policies that would ensure an efficient, reliable, and affordable supply of high-quality energy services for the Ghanaian economy and export with a vision to be self-sufficient in the provision of sustainable energy in an environmentally- friendly manner.

The political and bureaucratic heads of the Ministry:

Minister	-	Dr. Mathew Opoku Prempeh
Deputy Minister 1	-	Hon. William Owuraku Aidoo
Deputy Minister 2	-	Hon. Andrew Kofi Egyapa Mercer
Deputy Minister 3	-	Hon. Herbert Krapa
Chief Director	-	Mrs. Wilhelmina Asamoah

6.1. Agencies of the Ministry

The Ministry has oversight responsibility over 12 Sub-vented Agencies, and four Public Boards and Corporations:

Sub-vented Agencies

- Tema Oil Refinery (TOR)
- Bulk Oil Storage and Transportation (BOST)
- Ghana National Gas Company (GNGC)
- Ghana Cylinder Manufacturing Company (GCMC)
- National Petroleum Authority (NPA)
- Nuclear Power Ghana (NPG)
- Northern Electricity Distribution Company (NEDCo)
- Electricity Company of Ghana (ECG)
- Ghana Grid Company (GRIDCO)
- Bui Power Authority (BPA)
- Volta River Authority (VRA)

Public Boards and Corporations

- Energy Commission
- Petroleum Hub Development Corporation (PHDC)
- Ghana National Petroleum Corporation (GNPC)
- Petroleum Commission (PC)

6.2.Sector Achievements

The following were the achievements of the Ministry for the reporting year

A. Achieving Cost-Competitive Power Generation.

Ghana has a total installed generation capacity which consists of 3,757.9MW thermal plants, 1,584MW hydro plants, and 1112.1MW renewable plants. As part of the Government's commitment to ensure increased availability of power to the nation and its neighboring countries, there was adequate generation capacity to meet the 2023 projected base case peak of domestic, commercial, and industrial customer demand of 3,987.9MW including neighboring countries.

B. Development of an Improved Power Transmission System.

In line with the government's policy to create a non-congested transmission system aimed at improving operational reliability, security, and control, the Ministry was able to **relocate 6 units of the Ameri Plant** successfully from Aboadze, Takoradi to Anwomaso in Kumasi to meet its 2023 target of relocating the Plant from the Western Region to the Ashanti Region. Also completed, was the construction of phase 1 of the **400MW Early Power Project**, a combined cycle plant with a net output of 200MW aimed at adding up to the generation capacity to ensure a constant supply of power to industries for socioeconomic development.

C. Achievement of Universal Access to Electricity in the Country

The Ministry under the **National Electrification Scheme (NES)** was able to achieve about 50% completion rate of its expected target to connect a total of 400 communities to the national grid by December 2023. This led to the establishment of local industries in rural communities as part of the government's strategy to extend electricity to deprived communities. The remaining 200 communities were at various stages of completion. This resulted in the increment of the **national electricity access rate** from 88.75% to 88.85% between December 2022 and December 2023. The Ministry undertook a project to **reduce emergency outages** and consequential national security threats by employing three key sub-components, namely, a) Voltage Current and Time (VIT) Feeder Automation, b) Supervisory Control and Data Acquisition (SCADA) system for primary substations and c) Express 33kV feeders between Kpando and Hohoe Kadjebi and Hohoe. The VIT feeder automation stood at 85% completion, while work done on the other two components was at 35% completion. Engineering and consultancy services/electricity extension under the One District One Factory (1D1F) project, were provided to 41 no. **1D1F** facilities across the country at a cost of **GH¢11, 447, 571.23**. Engineering assessments were also ongoing for 11 more 1D1F applications to determine the scope of work/support to be provided, aimed at creating jobs for Ghanaians through the setting up of factories and industries.

The Ministry under the government's Agenda 111 hospital program, provided electricity supply to the Sunyani West Hospital and the Serwuah Ashanti Regional Hospital at a cost of **GH¢110,735, 798.71** aimed at providing uninterrupted power supply to these health facilities to ensure access to quality health care among the populace.

D. Improvement of Financial Capacity & Sustainability of Utility Companies

The Ministry under the Energy Sector Recovery Program (ESRP) which has become GOG's flagship effort to bring the Energy Sector into fiscal balance has since 2019 – 2023 been able to reduce the sector gap by 4.3 billion USD (from 12.6 to 8.275 billion USD). To further reduce the gap to 5.35 billion USD, the ESRP upon approval by Cabinet, extended the recovery period to 2025. A combination of the extended ESRP activities and transfers from the Government allocations are expected to bring the Sector to fiscal balance by 2025 as envisaged in the extended ESRP.

E. Increment of Renewable Energy Contribution in the Overall Energy Production Mix

To reduce the incidences and effects of climate change and lessen the burden of electricity costs on the nation, the government through the Ministry of Energy introduced the **Government Goes Solar** project and the Ministry facilitated the signing of the implementation agreement with KfW. The pre-qualification bidding document was also approved and when completed Government's expenditure on electricity consumption in public buildings would be reduced energy efficiency improved.

The Ministry under the **Mini-grid Electrification program** aimed at constructing 55 units of mini-grids in Island and Lakeside communities. Under the Scaling-up Renewable Energy Project (SREP) The Ministry delivered equipment and materials to the project sites for the Ada mini-grids project (located at Azizakpe, Aflive, and Alorkpem) and the rehabilitation of the 5 pilot Mini-grids (located at Pediatorkope, Aglakope, Atigagome, Wayokope, and Kudorkope). Three mini-grids for Island communities in the Ada East District were initiated which were at 80% completion. This formed part of the strategy to electrify Island communities and hard-to-reach areas with renewable energy technologies.

The Ministry sold 11,692 solar lanterns out of a targeted 15,000 solar lanterns under the **Solar Lantern Distribution Program** to rural and peri-urban areas at 70% subsidy in the year under review as compared to the 2022 baseline of 9,233. The objective was to provide an alternative source of energy for hard-to-reach areas.

The Ministry of Energy in collaboration with the Climate Change Center (CCC) of South Korea under the United Nation's (UN) Clean Development Mechanism (CDM) was able to distribute 97, 253 units of Improved Charcoal Cook Stoves popularly known as Gyapa in Ghana to rural and urban households during the year under review as compared to 92, 552 in 2022 under the **Improved Cook Stoves Program**. The overall target was to distribute about 500, 000 units of stoves through a free-stove-for-carbon initiative as a measure to improve the quality of life for the people and reduce the dependency and utilization of fuelwood. Also, in line with gender issues, more than 95% of the stoves were received by women which would improve their lifestyle and increase productivity.

F. Ensuring Transparent and Sustainable Management of Petroleum Resources

The **Petroleum Hub Implementation (PHI)** program sought ought to promote Ghana as an attractive destination for investment and technology, and a hub for refined petroleum products in the West African sub-region. The Corporation organized two investor sessions to pitch the Hub Project to prospective investors and discuss possible ways of partnering with international companies to invest in Ghana's Hub project.

Development of the Artisan Data Repository Platform and Graduate Placement & Training Program was 50% complete. The system would allow investors to have a pool of local artisans and graduates for job placement in the petroleum Hub.

G. LPG for Development (LPG4D) Program

The Ministry of Energy under the LPG Promotion Program (HLPGPP), aimed at ensuring that at least 50% of Ghanaians accessed safe, clean, and environmentally friendly LPG for increased domestic, commercial, and industrial usage by 2030. The Ministry also ensured that additional 4,000 households benefitted from the distribution of LPG cook stoves and related accessories, resulting in a cumulative total of 20,000 beneficiaries since the launch of the Program in September 2022. Five thousand more households were to benefit from the program before the end of 2023.

H. Jubilee Field And Ten Field Operations

A committee was constituted to expedite the approval of the proposed amendments to the Plan of Development (PoD) covering the TEN field and to negotiate a Jubilee Post Foundation Gas Sales Agreement to ensure the continuous flow of natural gas from the Jubilee and TEN fields to meet the country's power generation and other industrial needs.

The Jubilee Southeast project was completed following the successful drilling of wells and installation of subsea infrastructure in the Mahogany area within the Greater Jubilee Field. About 30,000 barrels of oil were added to the existing daily Jubilee production to ensure a sustained target production above 100,000 barrels per day.

6.3. Sustainable Development Goals (SDGs)

The following were achieved as regard Goal 7 of the Sustainable Development Goals: :

- **SDG 7.1 Ensure universal access to affordable, reliable, and modern energy services by 2030.**
 - a) Access to electricity increased from 88.75% in 2022 to 88.85 in 2023
 - b) In all, 189 communities were connected to the national grid with the remaining 211 communities at various stages of completion.
- **SDG 7.2 Increase substantially the share of renewable energy in the global energy mix By 2030**
 - a) Renewable energy addition to the national grid increased from 2% in 2022 to 3% in 2023.
 - b) Aerial survey and mapping completed. Engagement for site plan development to begin to diversify the energy mix with nuclear power.
- **SDG 7.B Expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programs of support, by 2030.**

The construction of 3 units' mini grids in Azizakpe, Aflive, and Alorkpem islands in the Ada East District of the Greater Accra Region was 80% complete.

- **SDG 7.A Enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency, and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology, by 2030.**

A total of 97,253 units of improved charcoal cook stoves were manufactured and distributed to ensure low reliance on wood fuels.

6.4. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
GOG	A	B	C	D	E=(B-C)
COE	199,538,969.29	199,538,969.29	140,784,249.73	140,784,249.73	58,754,719.56
G& S	359,152,376.90	359,152,376.90	207,683,775.19	207,683,775.19	151,468,601.71
Capex	443,816,125.35	443,816,125.35	286,923,817.22	286,923,817.22	156,892,308.13
IGF					
DP (others)			6,455,209,265.08	6,455,209,265.08	
TOTAL	1,002,507,471.54	1,002,507,471.54	7,090,601,107.22	7,090,601,107.22	6,088,093,635.68

6.5. Challenges

Some challenges encountered by the Ministry during the year under review:

- **High Indebtedness Among Energy Sector Agencies**

The debt on the books of State-Owned Enterprises operating within the Energy Sector continues to pose a great challenge to the Sector's financial sustainability, making it difficult for these SOEs to meet their medium to long-term contractual obligations. The Ministry of Energy under the Energy Sector Recovery Program underwent restructuring to clear these liabilities to ensure that the Sector gained financial sustainability to avoid future recurrence of shortfalls. The Ministry would also continue to enforce the implementation of the Cash Waterfall Mechanism to mitigate the challenges above.

- **Delays in the Submission of Reports by Sector Agencies**

The unavailability of timely and accurate figures from field technicians and or bureaucracy in obtaining accurate and confidential data for reporting provides the grounds for late submission of reports by Sector Agencies.

The Ministry of Energy created a more enabling environment to ensure that inputs for reporting were submitted early whereas focal persons on the field were tasked to handle such crucial and confidential matters with decorum during the year under review to mitigate these challenges.

- **Delays in the Procurement of Contracts and Completion of Projects/Programs**

Improper assessment and analysis in the procurement and project execution processes were also contributing factors. The Ministry would liaise with its Agencies to strategize to prevent the recurrence of the above phenomenon and ensure prompt procurement of contracts and completion of projects/programs.

- **Unavailability of Materials for the Effective Implementation of Projects**

The most dominant challenge that usually hinders the connection of targeted communities to the Grid has been the unavailability of materials such as poles, conductors, transformers, and various electrical accessories at sites. The Ministry would continue to organize periodical stock-taking exercises at the Material Management Unit (MMU), ensure regular monitoring of stock to avoid shortages that hinder project implementation, and liaise with its Agencies to ensure adequate allocation of materials for projects and programs.

- **Inadequate Budgetary Allocation for the Implementation of the Ministry's Projects and Programs.**

The Ministry of Energy was constrained in terms of funds to implement its planned projects and programs. It therefore continued to collaborate with the Ministry of Finance and the Controller and Accountant-General's Department to ensure adequate and prompt release of funds. This would mitigate this challenge, so the Ministry would continue to provide engineering and consultancy services to support the government's flagship program of One District One Factory which the Sector had already spent the sum of GH¢10, 297, 808.71 on.

6.6. Forward Look

Based on the 2022-2025 Sector Medium Term Development Plan, the outlook for 2024 highlights strategic and priority projects and programs to enable the Ministry of Energy to deliver on its mandate.

a) Power Sector Development Generation and Transmission

- Commission the Ameri Plant relocated to Anwomaso in Kumasi to improve power stability within the middle and northern parts of Ghana;
- Ensure Volta River Authority (VRA)'s sending of the remaining Ameri Plant to Kumasi as directed to fully install all 10 Units in Kumasi which would generate additional power to the grid, prevent balance of plant becoming idle, and award T3 restoration with new engines;
- Obtain Commercial Operation Date (COD) of phase 1 (200MW) of the 400MW Early Power Project by the end of Q1 of 2024;
- Commence the construction of the Ghana-Siemens priority transmission line project;
- Commence GRIDCo's Western Corridor Transmission Upgrade Project (WCTUP);**
- Commence preparatory activities of GRIDCo's development of the 161kV Coastal Corridor & Middle Corridor transmission line reinforcement; and

- Commence the Accra-Kumasi transmission line project and the implementation of the Government Goes Solar project under the financial cooperation agreement signed between the Federal Government of Germany and the Government of Ghana. Procure Engineering, Procurement, and Construction (EPC) contractor and obtain approvals to repower the 132 MW Takoradi (T3) Thermal Power Plant.

b) Power Distribution

Self Help Electrification Program (SHEP)

- Additional 400 towns were to be connected under the SHEP- 4, SHEP- 5, and Turnkey Projects in 2024. Other Turnkey electrification projects that would commence in 2024 include the following activities:
- Electrification in the Upper East Region by Thengashep (Pty) Limited;
- Electrification in the Ashanti, Bono East, and Ahafo Regions by EBID/India-Exim Bank;
- Electrification in the Ashanti and Bono Regions by Wilkins Engineering Ltd;
- Electrification in Northern, Savanna, and Upper West Regions by Tropical Cable and Conductor Ltd;
- Undertake improvement and expansion of ECG Distribution Networks in selected Districts across the country at an estimated cost of US\$100 million which would improve quality and reliable electricity supply to the beneficiary areas.

Smart all-in-one Solar Streetlights

- As part of the Government's measures to reduce the cost of electricity consumed by public streetlights, the Ministry of Energy would commence the installation of solar street lighting in MMDAs across the country at an outstanding amount of GH¢ 26, 418, 048.00.

c) Government Flagship Projects

- The Ministry would continue to provide support to the 1D1F GoG Flagship program with the provision of adequate funding by the Ministry of Finance (MoF), estimated to be about GH¢ 20million.
- The Ministry of Energy would also provide power to sites that may require same to support the GoG Agenda 111 Hospital program under the Ministry of Health subject to the provision of adequate funds by the Ministry of Finance, estimated at GH¢ 82.7 million.

d) Renewable and Alternative Energy Development

Solar Lantern Distribution Program

- The Ministry of Energy intended to distribute 80,000 units of solar lanterns to rural and peri-urban areas at subsidized prices as part of efforts to promote clean lighting sources.
- The Ministry would aggressively pursue the deployment of renewable energy and transmission upgrades to support and increase RE percentage in the energy mix.

Scaling-up Renewable Energy Project (SREP)

- The Ministry intended to continue the (SREP) project by providing mini-grids and net metering with solar PV estimated at US\$ 85.88 million with Government counterpart funding of US\$ 16 million. The projected disbursement for 2024 was US\$ 24 million with a Ghana Government contribution of GH¢ 24 million (US\$ 2.0 million).

e) Nuclear Power

- The Ministry would continue with the site acquisition process under the Nuclear Power Development Program; engagements for contracting and support with vendor selected by the government would also commence.

f) Petroleum Development (Upstream)

- The Ministry anticipates the drilling of at least one well in the Voltaian Basin to ascertain the presence and volume of expected reserves;
- Commence Phase 2 of the OCTP Onshore Receiving Facility (ORF) upgrade;
- The Ministry expected a conclusion to the gas agreement of the Jubilee Post Foundation to ensure continuous delivery of natural gas from the Jubilee and TEN fields.
- It also intended to conduct a Front-End Engineering Design (FEED) for the Natural Gas Distribution pipeline network in Tema;
- Continue the G40 policy to enable Ghanaians to benefit from affordable petrol product prices;
- Support Senuo Refinery to produce petroleum products that meet national standards for local consumption;
- Ensure that On-Shore Petroleum Policy and regulations were established to guide the development of On-Shore exploration and production;
- Ensure model petroleum agreements were established by regulations for the Shallow, Deep, and Ultra Deep E&P; and
- Ensure Decommissioning policy and regulations are established and published.

g) Petroleum Development (Downstream)

National LPG Promotion Program (NLPGPP)

- The Ministry anticipated that the World Bank support under the PforR module would enable the Ministry to scale up the distribution of cook stoves for the benefit of 150,000 households.
- The Ministry of Energy under the commercial module of the NLPGPP, anticipated that 2,500 commercial caterers would benefit from the program in 2024.

Redistribution Hub

- A downstream Infrastructure Master plan would be developed by leveraging the audit report, as well as the tariff, policy, and regulatory reports. The Hub project was expected to optimize existing infrastructure and streamline their development and operations in the petroleum downstream sector.

Petroleum Hub Development Corporation

- The Ministry intended to establish protective buffers (live walls) along the boundary of the Hub.
- Phase 1 of the Petroleum Hub Development project would be commenced which included the completion of feasibility studies, clearing of sites, commencement of civil works including drainage systems, waste treatment, construction of a refinery, storage tanks, jetties, and port infrastructure as well as roads and railway network.

h) Implementation of National Climate Change-Smart Energy Action Plan

The Ministry would continue to implement this program in collaboration with its Agencies by collating updated reports on climate change interventions, review same, and make them available on the Ministry's website.

7.0.MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY, AND INNOVATION (MESTI)

The Ministry of Environment, Science, Technology, and Innovation is mandated to initiate and formulate policies on Environment, Science, Technology, and Innovation, as well as coordinate, monitor and evaluate the implementation of plans, programs, and performance of the Sector for national development.

The following were the political and bureaucratic heads of the Ministry:

Minister	-	Dr. Kwaku Afriyie
Deputy Minister	-	N/A
Chief Director	-	Mr. Patrick Nomo

7.1.Agencies of the Ministry

The Ministry of Environment, Science, Technology, and Innovation has oversight responsibility over the following Agencies:

- The Council for Scientific and Industrial Research (CSIR),
- Ghana Atomic Energy Commission (GAEC),
- Environmental Protection Agency (EPA),
- The National Biosafety Authority (NBA),
- The Nuclear Regulatory Authority (NRA) and
- E-Waste Fund Secretariat (E-Waste Fund)

7.2.Sector Achievements

The achievements for the Ministry in the reporting year include the following activities:

A. Plastics Management Project

The Ministry, partnered with NOTPLA, a sustainable packaging start-up located in London, UK, and the University of Ghana to launch a pilot project on edible and compostable packaging as a means of reducing the use of single-use plastic packaging in the Food Sector. This was to demonstrate its economic, social, and environmental feasibility and allow for scaling up and replication of the use of compostable packaging.

The Ministry also implemented the plastics free school pilot project at the St. John Bosco Basic School and Accra Technical Training Centre. The project was aimed at creating awareness among students, teachers and parents on the problems associated with plastic waste and increasing knowledge on plastic waste prevention and management strategies. To ensure the sustainability of the project, Eco-Committees with teachers, students and staff of the schools were formed. Action plans for effective plastics management initiatives were developed and representatives from various classes who would encourage their colleagues to come up with ideas on how best they could make their school plastic free, were appointed as Eco Ambassador (Earth Champions) in both schools.

B. Promoting Sound Recycling and Disposal of Waste of Electrical and Electronic Equipment

The Ministry 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. Cumulatively, over 437.88 tons of e-waste were collected for the period 2020-2023. In addition, 378.73 tons of cables; 36.23 tons of mixed batteries; 22.86 tons of thermoplastics; and 120 sets of CRTs were retrieved to prevent their indiscriminate disposal into the environment. Again, 60 tons of the collected e-waste cables were tendered to a formal recycler to recycle the cables in an environmentally sustainable manner. The remaining 318.73 tons of e-waste cables would also be tendered for recycling. Construction of the Handover Centre (HOC) for electrical and electronic waste at the Ghana Atomic Energy Commission (GAEC) premises was completed, awaiting handing over and commissioning.

C. National Climate Change Policy

The Ministry together with its Agency, EPA, developed a Carbon Market Framework document to guide engagements in the carbon market. Subsequently, 24 million tons of carbon dioxide (CO₂) equivalent in Ghana's Nationally Determined Contributions (NDCs) would be used in carbon trading expected to generate an estimated 800 million US Dollars (Direct Investment plus Fees and Charge) by 2030. The initiative aligned with the objectives of the Paris Agreement.

MESTI supported energy efficiency improvement in the artisanal palm oil industry by installing 47 new improved cookstoves with chimneys, steamers, and clarification tanks to replace traditional cooking stoves in eight communities in the Eastern Region. These interventions would contribute to reduction in air pollution, improved health and sanitation, quality palm oil, innovation, and responsible production (SGD, 3, 7, 9, 12 & 13). Additionally, 700 Artisan/Palm oil processors were trained in sustainable oil production processes in the eight communities.

D. Establishment of Foundry and Machine Tooling Centre

The Foundry and Machine Tooling Centre was an initiative to produce agro-processing machines and equipment, farming implements, and spare parts for maintenance and repairs. Phase I, which involved the physical construction of the Foundry was 95% complete, while Phase II, consisting of the physical construction of a Machine Tooling Centre, a Patterns Development Shop, and a Staff Canteen was at 25%, 70%, and 70% completion stage respectively. In addition, all the equipment for Phase 1 comprising the procurement of equipment for the project was procured and delivered to the site. The Phase II of the procurement of equipment received approval from the Public Procurement Authority (PPA), however, the contract was yet to be signed.

7.3.Reforms

The Ministry continued additional phases of the implementation of the Smart Workplace Management System to create a smart working environment where staff could communicate, work, and share files remotely leveraging on Smart devices and the internet. The initiative was

to reduce operational cost drastically by avoiding paperwork. The following were modules implemented:

- **Correspondence Management System:** This software application streamlined and digitized the manual and laborious work of the Registry unit and prevented the loss of official information.
- **E-Memo:** This software application eliminated paper memos and allowed the use of e-memos.
- **E-Leave:** This software application streamlined means of leave request. and would also eliminate paper leave requests and streamline the process.
- **IT Helpdesk:** This allowed the request for IT support and established a queue system for accessing IT support.
- **E-Stores Requisition:** Requisition for store items was digitized to avoid the use of the requisition books.

7.4.Sustainable development Goals (SDGs)

SDG 9

Construct Foundry and Machine Tooling Centre to produce agriculture implements. Phase I, involving the physical construction of the Foundry was 95% complete, while Phase II, consisting of the physical construction of a Machine Tooling Centre, a Patterns Development Shop, and a Staff Canteen was at 25%, 70%, and 70% completion stage respectively.

SDG 12

Under the Paris Climate Change Agreement, the Ministry revised Ghana's Nationally Determined Contributions (GH_NDCs). Carbon market office (CMO) at the EPA and a Carbon Registry for emission transactions between Ghana and other countries were developed.

SDG 13

A total of 11,3939 companies were in the process of being issued with Environmental Assessment (EA) and Environmental Management Plan (EMP) permits.

Gender Mainstreaming in MESTI's SDGs Implementation

A climate change and gender Action plan and mainstreaming toolkit was developed. This material served as a reference for training officers in 37 regional and Metropolitan Municipal and District Assemblies (MMDAs) offices nationwide, including gender desk officers, planning officers, and budget officers.

7.5.Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D	E=(B-C)
<i>Compensation of Employees</i>	4249983	4249983	4,932,172.26	4,932,172.26	-682,189.26
<i>Use of Goods & Services</i>	1429486	1429486	1,044,486.00	1,044,486.00	385,000.00
<i>CAPEX</i>	8,816,000.00	8,816,000.00	49,063.70	49,063.70	8,766,936.30
IGF					
DEV'T PARTNERS e					
<i>Plastic Waste Recycling Project</i>			1,982,173.00	1,775,207.00	1,982,173.00
<i>MESTI-Cares Foundry Project</i>			1,487,770.22	1,799,626.00	1,487,770.22
<i>Additional funding from MOF allocated to support various activities (HQ)</i>			3,083,963.00	3,083,963.00	3,083,963.00
<i>Additional DPs funds (HQ)</i>			16,031,540.65	8,354,282.07	16,031,540.65
TOTAL	14,495,469.00	14,495,469.00	28,611,168.83	21,038,800.03	31,055,193.91

7.6.Challenges

- **Inadequate scientists**

Inadequacy of scientists (NRA, GAEC, CSIR) posed a significant challenge to driving the Science, Technology, and Innovation agenda for national development.

- **Insufficient financial support**

Insufficient financial support from the Government of Ghana (GoG) for research and development (R&D) further aggravated the existing challenges.

- **Difficulty in obtaining land titles**

Difficulty in obtaining land titles for CSIR and GAEC lands resulted in additional loss of institutional lands to encroachment.

- **Inefficient Operation**

Critical national nuclear installations, such as the Nuclear Reactor, operated inefficiently due to high electricity costs and the Agencies' inability to ensure continuous supply. The exorbitant cost of electricity made it exceptionally challenging to operate GAEC's laboratories, especially cold rooms used for storing samples, specimens, reagents, and other items..

7.7.Forward Look

Interventions slated for 2024 include, but not limited to the following activities:

- Continue the incentive payment system and collect more e-waste from the environment.
- Continue to provide both technical and financial support to the 12 SMEs in the plastics value chain to produce biodegradable plastics from alternative feedstock and design packaging materials from non-fossil sources such as cassava-based biodegradable and other water-soluble fiber;
- Continue the implementation of the 10-year Bilateral Cooperation Agreement between the Government of Ghana and the Swiss Government toward the implementation of Article 6 of the Paris Agreement.
- Complete and operationalize construction works for the establishment of a Foundry and Machine Tooling Centre under the GhanaCARES "Obaatanpa" program and
- Implement the activities in the proposal submitted by Korle Klottey Municipal Assembly (KOKMA) for plastic waste management. Incentives would be provided for the waste pickers only when plastics, including those termed as "orphan" plastics (Olonka rubber, bread, banku, kenkey and koko rubbers etc.) are not found in specified segments after monitoring.

8.0. MINISTRY OF FINANCE (MoF)

The Ministry of Finance (MoF) exists to promote macro-economic stability and fiscal prudence to support economic growth and development through: (i) the formulation, implementation, monitoring and evaluation of macroeconomic, fiscal and financial policies for sustainable development; (ii) efficient and effective mobilization of domestic and external resources, allocation and prudent management of resources; and (iii) development of an efficient financial sector that supports structural transformation of the economy, promotes financial inclusion and is well integrated into the global financial system.

The following were the political and bureaucratic heads of the Ministry:

Minister	-	Hon. Ken Ofori-Atta
Minister of State	-	Hon. Dr. Mohammed Amin Adam (MP)
Deputy Ministers	-	Hon. Abena Osei-Asare (MP) Dr. John Ampontuah Kumah (MP)
Chief Director	-	Ms. Eva Esselba Mends

8.1. Departments and Agencies of the Ministry

The Ministry has oversight responsibility over one Civil Service Department and nine Sub-vented Agencies:

Civil Service Departments

- Controller and Accountant-General's Department

Sub-vented Agencies

- Ghana Revenue Authority (GRA)
- Public Procurement Authority (PPA)
- Financial Intelligence Centre (FIC)
- Institute of Accountancy Training (IAT)
- Bank of Ghana (BoG)
- Securities and Exchange Commission (SEC)
- Ghana Statistical Services (GSS)
- National Lottery Authority (NLA)
- Minerals Income Investment Funds

8.2. Sector Achievements

The achievements for the Ministry for the reporting year:

A. Implementation of the Gh¢100 billion Ghana Cares “Obaatanpa” Program

The Ghana CARES “Obaatanpa” Program launched in 2020 aims to mitigate the impact of COVID-19 pandemic on the lives and livelihoods of Ghanaians, and to ensure the economy emerges out of the pandemic stronger and more resilient. The CARES program was phased into two, a stabilisation phase (July to December 2020) and a medium-term revitalization and transformation phase (beginning from January 2021).

Phase II of the program commenced in January 2021 and aimed to support the private sector in targeted sectors to accelerate competitive import substitution and export expansion. As part of effort to implement the CARES Program, an Economic Enclave Project (EEP) anchored on commercial farming, was undertaken to significantly expand the nation's productive capacity in rice, tomato, maize, vegetables, and poultry. The Economic Enclave Project was a new effort at expanding agricultural production and productivity with focus on providing support for cultivation of up to 110,000 acres of land in the Ashanti, Central, Greater Accra, Oti, and Savannah Regions. As at end December 2023, three Economic Enclave Projects were operational in Kasunya (Greater Accra Region), Kumawu (Ashanti Region), and Banda (Oti Region). Five other enclaves were planned for 2024 to promote value addition, integration, and aggregation to serve as economic growth poles.

The strategic nature of the EEP attracted interest from domestic and international private sector actors. Consequently, 10 private sector actors responded to the expression of interest to predominantly act as anchor farmers on the developed lands.

B. National Unemployment Insurance Scheme

The National Unemployment Insurance Scheme (NUIS) is designed to focus on skills upgrading, work ethics, productivity; and attitudinal change to boost workers' prospects for re-entry into the labour market at higher levels of productivity or performance. The National Training and Retraining Program, under the Scheme, an initiative under the Ghana CARES 'Obaatanpa' program designed to assist workers in the private education, hospitality, and tourism sectors among others whose jobs were severely impacted by COVID-19, commenced after its launch in 2022. The first cohort of 8,865 beneficiaries completed the program, comprising 3,325 from the private education sector and 5,540 from the hospitality and tourism sector.

C. YouStart Program

To address the high rate of youth unemployment in the country, the YouStart initiative was designed with the aim of creating 1 million jobs for the youth within a 5-year period of its implementation. Through this initiative, the youth, between the ages of 18-40 years received training, funding, access to market, and technological support to assist them to start, build, and grow their own businesses. The program was anchored on three sub-programss namely: the YouStart District Entrepreneurship Program (DEP), YouStart Commercial Program(CP) and the YouStart Grace Program. The DEP, CP, and the YouStart Grace Programs targeted micro and small-skill businesses, medium-size companies, individuals, and vocational skills trainees. The District Entrepreneurship Program was jointly implemented by the Ghana Enterprises Agency (GEA) and the National Entrepreneurship and Innovation Program (NEIP).

As at the reporting period, GEA undertook training of a total of 23,695 beneficiaries under the YouStart Jobs and Skills project. The NEIP also trained a total of 2,000 beneficiaries in the following areas: Entrepreneurship; Practical skills in Yoghurt preparation, fruit juices, bleaches, liquid soap, and other detergents. Two hundred of these beneficiaries were provided with startup capital ranging from GH¢10,000.00 to GH¢50,000.00.

D. Improving Domestic Revenue Mobilization

Government during the period under review introduced and continued the implementation of measures and initiatives aimed at improving domestic revenue mobilisation to support economic growth and development in the country. Critical among them was the passage of amendments to the following relevant revenue laws to bring effect to a number of these measures

- Excise Duty (Amendment) Act, 2023 (Act 1093)
- Income Tax (Amendment) Act, 2023 (Act 1094)
- Growth and Sustainability Levy Act, 2023 (Act 1095)
- Ghana Revenue Authority (Amendment) Act, 2023 (Act 1096)
- Excise Tax Stamp (Amendment) Act, 2023 (Act 1098)
- Standard for Automatic Exchange of Financial Account Information (Amendment) Act, 2023 (Act 1099)

8.3.Reforms

The Ministry introduced the Review of the Earmarked Funds to streamline the operations of the funds for relevance, efficiency, and value for money, in accordance with the Earmarked Funds Capping and Realignment Act, 2017 (Act 947). This reform improved the operational efficiency of the Earmarked Funds and led to substantial fiscal savings to the Government.

The Ministry established thematic working groups to strengthen monitoring and ensure effective implementation of the IMF Extended Credit Facility (ECF) Program. The working groups convened weekly meetings throughout the year to monitor implementation progress of the IMF-ECF Program. Comprehensive minutes and reports were prepared for each meeting held.

8.4.Sustainable Development Goals

The following are SDGs associated with the Ministry's activities:

- **8.1.1: Annual growth rate of real GDP per capita**

Real GDP growth averaged 3.2 percent in first half of 2023 compared to 2.9 percent for the same period in 2022, signaling a strong rebound. Robust growth in the Services (avg. 6.3 percent) and Agriculture (avg. 6.2 percent) sectors were the key drivers. In 2022, GDP per capita growth for Ghana was 1.3 %.

- **16.6.1: Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)**

Government Expenditure as a proportion of original approved budget was 86.3% in 2022; 84.7 in 2021 in comparison to 98.8 in 2020 and 86.1 in 2019.

- **17.1.2: Proportion of domestic budget funded domestic taxes**

The country made significant efforts to improve domestic funding of its national budget. The share of domestic budget funded by domestic taxes was 83.2 percent in 2022; 82.0 in 2021; and 82.4 percent in 2020. For 2018 and 2019, the share of domestic budget funded by domestic taxes posted figures of 81.3 percent and 81.6 percent respectively.

8.5.Financial Performance

<i>SOURCE</i>	APPROVED BUDGET GHS	REVISED BUDGET	AMOUNT RELEASED GHS	ACTUAL EXPENDITURE GHS	VARIANCE GHS
1. GOG	A	B	C	D	E=(B-C)
<i>COMPENSATION OF EMPLOYEES</i>	566,177,682.00	566,177,682.00	525,680,000.00	525,680,000.00	40,497,682.00
<i>USE OF GOODS & SERVICES</i>	41,131,150.00	41,131,150.00	37,782,444.54	36,203,864.00	3,348,705.46
<i>CAPEX</i>	16,800,299.00	46,800,299.00	35,498,871.70	35,498,871.70	11,301,427.30
GOG TOTAL	624,109,131.00	654,109,131.00	598,961,316.24	597,382,735.70	55,147,814.76
2. IGF					
<i>COMPENSATION OF EMPLOYEES</i>	29,385,081.00	29,385,081.00	26,195,577.07	26,195,577.07	3,189,503.93
<i>USE OF GOODS & SERVICES</i>	116,330,995.00	116,330,995.00	110,060,429.00	110,048,393.00	6,270,566.00
<i>CAPEX</i>	31,475,440.00	31,475,440.00	25,377,989.00	25,377,989.00	6,097,451.00
IGF TOTAL	177,191,516.00	177,191,516.00	161,633,995.07	161,621,959.07	15,557,520.93
3. DEVT, PARTNERS	*****				
<i>USE OF GOODS & SERVICES</i>	1,599,039,000.00	1,599,039,000.00	1,144,780,000.00	1,144,780,000.00	454,259,000.00
DONOR TOTAL					
<i>ABFA</i>	5,190,300.00	5,190,300.00	5,045,359	4,637,845.00	
GRAND TOTAL	2,405,529,947.00	2,435,529,947.00	1,910,420,670.31	1,908,422,539.77	524,964,335.69

8.6.Challenges

The following challenges were encountered by the Ministry during the period under review:

- **Access to Data on Fiscal and Compensation of Employees (CoE) to Complete Allotment on Time and for Reporting.**

The Ministry had difficulty in accessing quality data to inform decision making and timely reporting.

- **Failure of National Lottery Authority and Private Lotto Operators to Begin Implementation of the Withholding Tax on Winnings.**

The delay impacted on the expected revenue from the entire Lottery Industry in the country. The Ministry was to engage the Director General of National Lottery Authority (NLA) to discuss modalities for getting all Private Lotto Operators to fully comply with all the taxes

applicable to the lottery operations in Ghana to improve revenue mobilisation from this revenue handle.

8.7. Forward Look

The following include priorities of the Ministry for 2024: :

- a. **Building the necessary capacity and skills of staff to deliver on the mandate of the sector as well as the digitizing processes would underpin the activities of the Ministry.**
- b. **Revenue mobilization efforts would continue to focus on enhancing tax compliance, expanding the tax base and digitization of both Tax and Non-Tax. In furtherance of this, there would be the following activities:**
 - Review of the Petroleum Revenue Management Act 2011 (Act 815); and
 - The conduct of an analysis and performance review of tax handles.
- c. **Enhance Financial Sector Development through the following initiatives:**
 - Implementation of the Ghana Inter-Bank Payment System (GhIPSS) across all Covered Entities;
 - Development of the Insurance Sector Master Plan;
 - Coordination of Mutual Prosperity Dialogues; and
 - Implementation of the Ghana Financial Stability Fund.
- d. **Public Debt Management**
 - Conduct 2024 Debt Sustainability Analysis;
 - Prepare and update the 2024-2027 Medium-Term Debt Management Strategy;
 - Prepare and submit the 2023 Annual Public Debt Report to Parliament;
 - Conduct Credit Risk Assessments; and
 - Complete Debt Exchange program.

9.0.MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT (MOFAD)

The Ministry of Fisheries and Aquaculture Development is responsible for increasing domestic fish production to offset the importation of fish and fishery product and to develop and transform the fisheries and aquaculture sector into a viable economic segment to contribute to National Development.

The following were the political and bureaucratic heads of the ministry:

Minister	- Hon. Mrs. Mavis Hawa Koomson (MP)
Deputy Ministers	- Hon. Moses Anim (MP)
Chief Director	- Mr. Kwesi Armo-Himbson (January – April 2023)
	- Mad. Miriam W.A. Kpakpah (April to December 2023)

9.1.Agencies of the Ministry

There are two (2) Implementing Agencies under the Ministry

Sub-vented Agencies

- The Fisheries Commission
- The National Premix Fuel Secretariat

9.2.Sector Achievements

The following are achievements of the Ministry for the reporting year:

A. Electronic Records Management System

The Ministry of Fisheries and Aquaculture Development rolled out an Electronic Records Management System (ERMS) in January 2023 after a successful pilot from September to December 2022 to complement the existing Manual Records Management System. The objective of introducing the ERMS was to improve service delivery to clients and the public through enhanced records storage and retrieval at the Ministry. With the introduction of the ERMS, details of correspondence were entered using the appropriate fields provided on the ERMS interface presented in Figure 1. Additionally, scanned copies of correspondence were uploaded onto the system for easy access and retrieval. The ERMS also allowed entry of minutes and notes on correspondence, and this enabled the Registry to monitor and track the movement of records.

The Ministry also developed a Standard Operating Procedure (SOP) for Records Management to complement the ERMS and streamline records management at the Ministry. The SOP provided guidance on the creation, keeping, management, retrieval, archiving, and destroying of records including those held electronically.

B. 2023 National Fish Festival Celebration

The 2023 National Fish Festival was held at the Independence Square, Accra from 20th to 21st November 2023. The event was marked with a durbar; panel discussions on topical issues in the fisheries and aquaculture sector; exhibition of fishing and aquaculture inputs; fish markets; and display of various fish delicacies. The festival provided a platform for showcasing the

works of fishers and aquaculture operators, as well as various products developed from fish. Additionally, the Festival offered opportunity for the Ministry and its Agencies to educate the public on various policies, projects, and programs being implemented and to interact with stakeholders to provide feedback on services provided during the year for improved performance. The panel discussions provided the platform for Regulators, Industry, Civil Society Organizations, Development Partners, and Academia to discuss emerging issues in fisheries management and aquaculture development. The following were topics discussed during the occasion:

C. Construction of National Aquaculture Centre and Commercial Farms

For the reporting year, the Ministry completed the construction of the National Aquaculture Centre and Commercial Farms for commissioning by His Excellency the President of the Republic on 8th June 2023. The Centre contained indoor aquaculture structures, classrooms, accommodation, pack houses, and cold storage facilities to provide skills training in various aspects of aquaculture including production, farm management, fish health, feed formulation and processing for the youth. The first batch of 24 trainees comprising 12 males and 12 females graduated on 15th August 2023 while the second batch of 24 trainees also graduated in December 2023 after 13 weeks intensive training in aquaculture production. The trainees were being supported with inputs to start production.

D. Implementation of Premix Fuel Automation Project

The Ministry with the approval of Cabinet had commenced the implementation of the Premix Fuel Automation Project in July 2022 as part of the Government digitalization agenda. The project sought to install automated premix fuel dispensing outlets at all 300 landing beaches across both marine and inland fishing communities in Ghana. For the reporting year, the target was to complete 50 automated outlets under the pilot phase. All the 50 outlets under the pilot phase with capacities ranging between 15,000 litres and 30,000 litres were completed across six regions. Five out of the 50 outlets at Elmina, Chorkor and Nungua were operational while plans were on course to operationalise all the completed automated outlets by the first quarter of 2024. His Excellency the Vice President, Alhaji Dr. Mahamudu Bawumia, commissioned the first three of the Automated outlets at Elmina on 5th September 2023.

E. Development of Regulations to Implement the Port State Measures Agreement

The Ministry, with the support of the Food and Agriculture Organisation (FAO) under the “EC-funded project GCP/GLO/447/EC “Fourth PSMA Global Capacity Development Program Support Project” had commenced processes in 2022 for the drafting of Regulations to implement the Port State Measures Agreement to prevent, deter and eliminate IUU fishing. For the reporting year, the Ministry and the FAO team worked to complete the drafting of the Regulations. The drafting process was participatory and involved consultations and engagement of relevant stakeholders including fisheries associations, Ghana Maritime Authority (GMA), Ghana Navy, Marine Police, Ghana Ports and Harbours Authority (GPHA), and Shippers Authority. The draft Regulations was validated by stakeholders at a workshop held at the Coconut Groove Hotel, Accra on 28th and 29th November 2023.

9.3.Reforms

- Fishing Inputs Support Scheme was established to address recalcitrant behaviour of fishers and the proliferation of unauthorised input (nets) on the market. Electronic Records Management System was established to remedy inadequate logistics such as scanners.
- Standard Operating Procedure for Records Management was established to resolve inadequate sensitisation of officers on the SOP and the ERMS. It was also set to address lack of high-speed data to view video, continuous infiltration of water into cameras and risks involved in working with cameras, especially for constant maintenance.
- Aquaculture for Food and Job (AFJ) was established to resolve high cost of fish feed (60 -70% of production cost), disease outbreak, and low utilization of quality fingerlings.

9.4.Sustainable Development Goals

The Ministry implemented several projects and programs all geared toward the attainment of the Sustainable Development Goals (SDGs), particularly, Goals 1 and 2.

- **SDG 1**

The fisheries and aquaculture sector plays a significant role in the socioeconomic development of Ghana, particularly, in the areas of job and wealth creation, as well as poverty reduction. Fishing and related activities are the major sources of economic activities and income for artisanal fishing communities in Ghana; therefore, they play a critical role in reducing poverty in these areas. The sector employs and generates income for an estimated 3million of the Ghanaian population which includes fishermen, canoe owners, aquaculture operators, fishing input suppliers, processors, and traders. The objectives of the above interventions were to improve income levels and enhance their livelihoods.

- **SDG 2**

Regarding Goal 2, relating to ending hunger, the Ministry made significant efforts to increase domestic fish production to ensure that the country met its national food and nutrition security requirements. Accordingly, total domestic fish production in September 2023 was 441,800.19mt comprising 236,353.19mt from marine, 100,042.75mt from aquaculture and 105,404.25mt from inland fisheries. The production figure ensured that fish was available for consumption by Ghanaians to meet their protein requirements.

9.5.Financial Performance

NO.	FUNDING SOURCE	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
		A	B	C	E=(A-B)
1	GOG	23,369,873.00	27,309,021.30	27,263,275.95	(3,939,148.30)
	CoE	19,219,853.00	24,951,039.09	24,951,039.09	(5,731,186.09)
	G&S	674,850.00	355,981.80	310,236.45	318,868.20
	CAPEX	3,475,170.00	2,002,000.41	2,002,000.41	1,473,169.59
2	IGF	130,338,941.00	67,690,378.85	63,524,842.98	62,648,562.15
	G&S	40,621,075.00	40,614,412.17	36,695,324.86	6,662.83
	CAPEX	89,717,866.00	27,075,966.68	26,829,518.12	62,641,899.32
3	ABFA	28,000,000.00	8,685,315.81	8,685,315.81	19,314,684.19
	CAPEX	28,000,000.00	8,685,315.81	8,685,315.81	19,314,684.19
4	DPF	31,600,000.00	-	-	31,600,000.00
	Others	31,600,000.00	-	-	31,600,000.00
5	TOTAL	213,308,814.00	103,684,715.96	99,473,434.74	109,624,098.04

9.6.Challenges

- **Inadequate Funds**

The budgetary allocation for the Ministry has not been adequate over years to enable the Ministry to carry out its operations and major projects. For instance, the approved budget for the Ministry and its agencies in 2023 was **GHS¢213,308,814.53**, however, only GH¢103,684,715.96 was released in the year from all sources including Compensation of Employees, Government of Ghana, and Internally Generated Funds except Development Partners.

- **Poor Logistical Support**

Weak extension service delivery and monitoring due to poor logistical support also proved to be a weak link toward ensuring that aquaculture contributes more meaningfully to job creation, food, and nutrition security. In spite of that, there were 229 staff implementing the aquaculture and fish health at the FC Head Office, 16 Regional Offices and 52 Zonal Offices. However, there was inadequate resources such as vehicles, motor bikes, fuel, laboratory facilities, equipment, and fish health experts to offer the requisite extension services and monitoring to ensure improved farm management and biosecurity practices.

- **Inadequate Number and Limited Technical Capacity of Extension Officers**

Extension service is also weakened by inadequate number and limited technical capacity of extension officers. The Ministry would support FC to develop and implement to improve the skills of FC at the national and subnational levels to provide the requisite extension services.

- **Inadequate Inputs such as Fingerlings, Fish feed and Quality Water**

Fish farming requires inputs such as fingerlings, fish feed and quality water to ensure quality and improved harvest, however, the cost of these inputs are very expensive especially fish feed, which constitutes 70% of cost of production. The high cost of aquaculture inputs therefore renders aquaculture very expensive and unprofitable, especially, when the farmer is unable to effectively market the mature fish. This has distressed many farmers, leading them to abandon their cages, ponds, and other holding facilities.

The Ministry would collaborate with the private sector to set up input-manufacturing companies; liaise with academic and research institutions to develop and popularize alternatives for the component ingredients for fish feed; and liaise with the Ministry of Agriculture and its stakeholders to supply fish feed inputs such as wheat, maize and soya bean meal in the right quality and quantities.

9.7.Forward Look

- **Management and Administration**
 - Fish Festival
 - The Anomabo Fisheries College Project
 - 2024 National Farmers Day Celebrations
- **Fisheries Resource Management**
 - Implementation of Closed Season for all Fleets
 - Automation of Premixed Fuel Outlets
- **Aquaculture Development**
 - Aquaculture for Food and Jobs (AFJ) Initiative
 - National Aquaculture Centre and Commercial Farm Project
- **Fisheries Law Enforcement**
 - Fisheries Legal Review

10.0. MINISTRY OF FOOD AND AGRICULTURE (MOFA)

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 culminating in a structurally transformed economy and evident in food security, employment opportunities and reduced poverty.

The Political and bureaucratic heads of the Ministry during the year:

Minister	- Hon. Bryan Acheampong (PhD) MP
Deputy Minister	- Hon. Yaw Frimpong Addo (MP) - Hon. Alhaji Hardi Tufeiru (MP)
Chief Director	- Robert Patrick Ankobiah (1 st January to 4 th December 2023) Paul Saimeh (4 th December 2023 to date)

10.1. Agencies of the Ministry

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); and Veterinary Council.

10.2. Sector Achievements

The achievements of the Ministry for the reporting year:

A. Design and Roll Out of PFJ 2.0

The second phase of the Planting for Food and Jobs (PFJ 2.0) was meticulously crafted, acknowledging the challenges identified during the initial phase. These challenges encompassed restricted access to agricultural credit, minimal adoption and application of the value chain approach, and fiscal pressures on the government. The conceptualization and design of PFJ 2.0 aimed to systematically tackle these issues, leading to the deliberate prioritization of 11 key commodities during the implementation phase. The evolved program signified a departure from the conventional input subsidy model, transitioning instead to a more sophisticated smart input credit system.

B. Land Access for Commercial Farming:

Following Presidential engagement with Chiefs and Traditional Rulers, over 60,000 hectares of land were secured for the establishment of agricultural zones in the Eastern and Ashanti Regions.

C. Facilitate Access to Quality Inputs

A comprehensive program was implemented, focusing on providing vital input credit to farmers. The first key activity targeted the procurement of 9,827.5 metric tons (MT) of seeds, encompassing a diverse range of crops such as Maize, Rice, Sorghum, Soya, Pepper, Tomato,

and Onions. The successful delivery of these seeds signified a proactive approach to fulfilling the input credit commitment to farmers to elevate production and yields across the spectrum of targeted crops. The program addressed the importance of inorganic fertilizers, aiming to procure 365,165MT, including Nitrogen, Phosphorus and Potassium (NPK), Urea, and Sulphate of Amonia (SOA).

Notably, the achievement of delivering the targeted quantity of fertilizers underscored a strategic commitment to supporting farmers in enhancing their yields. The expected outcome revolved around a significant boost in crop productivity, aligning with the broader objective of improving agricultural yields. The program delved into the procurement of pesticides, totalling 7,296,729 liters including herbicides, insecticides, and fungicides. Again, the successful delivery of these crucial pest control measures reflected a commitment to plant health. Further, the anticipated outcome revolved around effective control of plant pests and diseases, thus emphasizing the importance of a resilient and robust crop yield.

D. Increase Area under Crop Production through Mechanisation

The strategic initiative to boost agricultural productivity under PFJ 2.0 program focused on expanding the cultivation area for rice, soya, and maize, setting a target of 50,000 hectares. The progress in the procurement process underscored a dedicated effort toward realizing the ambitious goal. The anticipated outcome would be a substantial surge in maize, rice, and soya production, making a significant contribution to bolstering food security and ensuring economic sustainability.

Another important aspect of the program involved providing a 40% subsidy on agricultural machinery and equipment under the Brazilian Facility. The targets included the procurement of 188 tractors with matching implements, 150 power tillers with accessories, 96 maize shellers and 23 combine harvesters, benefiting 120 farmers, processors and mechanized service providers.

E. Livestock Development

A multifaceted program was instituted with specific key activities and targets. The endeavor commenced with the goal of providing 5,500,000 Day-Old Chicks (DOCs), feed, and vaccines as input credit to poultry farmers. The initial target encompassed 16 anchor farmers and 500 out grower farmers. As of November, an impressive achievement of 2.0 million DOCs was delivered, with the delivery process ongoing. The effort was expected to boost poultry meat production significantly. In connection with this initiative, support was extended to 11,000 women poultry farmers through the provision of battery cages and 1.320-million-layer pullets. The expected outcomes included an increase in income for women involved in poultry farming and a subsequent rise in poultry meat production. The program extended its reach to the rehabilitation of 300 out-grower poultry farms, with the procurement process in progress. This rehabilitation initiative aimed to further amplify poultry meat production.

The POMADZE Poultry Farm was set for revamping, with feasibility studies already completed, and a consultant procured to propel the rejuvenation process. To fortify the overall health and hygiene within the sector, veterinary clinics were being equipped with vaccines and laboratory equipment. The procurement process for these vital resources was successfully completed, marking a substantial step toward the improvement of animal and public health standards.

F. Implementation of Cocoa Strategy

The COCOBOD Strategy was designed to fortify institutional resilience, enhance efficiency, ensure sustained increases in producer prices, and position COCOBOD on a trajectory of recovery and long-term sustainability. The key components of this strategy included Paradigm Shift in Producer Price Mechanism, Cost Rationalization and Reduction of Quasi-fiscal Expenditures.

10.3. Reforms

Creation of PFJ 2.0

The PFJ 2.0 program was a shift from direct input subsidy to a smart agricultural Input Credit System, linked to structured market arrangements. The program would be implemented over a period of five years and would adopt an integrated and comprehensive approach to increase the availability and access to improved inputs, mechanization, and extension services as well as output markets. The program was anchored on the principles of value chains, private sector focus, Market driven and Inclusivity.

Under PFJ 2.0, eleven commodities were prioritized for promotion and development of the agricultural sector. The commodities: grains (maize, rice, soybean, sorghum); vegetables (tomato, pepper, onion); and roots and tubers (cassava, yam, plantain); and poultry.

Creation of Ghana Agriculture and Agribusiness Platform (GhAAP)

The Ghana Agriculture and Agribusiness Platform (GAAP) was an integrated digital solutions platform for coordinating and monitoring the PFJ 2.0 Program. This Platform would incorporate several interoperable and integrated modules into sub-applications that cater for the various actors or stakeholders in the value chain: Farmer Registration module; Inputs Dealers module; Macro Agriculture intelligence modules - climate-smart, traceability, soil maps, food balance sheet, etc.; aggregator modules; warehouse/collateral management module; financial services and payments modules; and Off taker/ Commodity trading module.

10.4. Financial Performance

<i>Funding Source</i>	Approved 2023 Budget	Revised Budget	Amount Released	Actual expenditure	Variance
	A	B	C	D	E=(B-C)
GoG	566,486,464	566,486,464	436,874,322	368,723,769	129,612,142
ABFA	578,850,000	578,850,000	429,442,948	423,181,268	149,407,052
IGF	17,965,760	17,965,760	4,056,604	4,056,604	13,909,156
DONOR	872,002,001	872,002,001	799,335,414	799,335,414	72,666,587
TOTAL	2,035,304,225	2,035,304,225	1,669,709,288	1,595,297,055	365,594,937

10.5. Challenges

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

- Acute office accommodation problem due to displacement of 11 Directorates resulting from the Marine Drive Project. There was the urgent need for an expansion of MOFA head office building infrastructure to accommodate displaced and floating staff;
- Limited Budgetary Resources to scale up interventions and reach more farmers, which called for MoFA exploring other sources of funding from development agencies e.g. IFAD, AfDB, and the World Bank;
- Limited production of improved seeds (hybrid maize, sorghum, groundnut) necessitating temporary importation of improved seeds from ECOWAS region and development of local capacity; and
- Climate Change-erratic rainfall patterns. The mitigating strategies included rehabilitation and construction of irrigation facilities, promotion of conservation agriculture and strengthening early warning systems.

10.6. Forward Look

Below are the Ministry's key priority projects and critical activities for implementation in the year 2024:

Production and Productivity Enhancement Program

- Provide access to quality agro-inputs (Improved seeds, fertilizer, Agro-chemicals);
- Increase domestic meat production-Livestock Development (Supply of day-old chicks);
- Increase area under crop production through mechanization (Provision of subsidized equipment); and
- Increase area under **irrigation** (rehabilitation and expansion of irrigation infrastructure, boreholes, and use of submersible pumps).

Post-production Program

- Facilitate the construction of storage Infrastructure.

11.0. MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION (MoFARI)

The Ministry of Foreign Affairs and Regional Integration is responsible for the initiation, management, coordination, and implementation of Ghana's foreign policy for the enhancement of Ghana's economic integration with other States for a sustained accelerated growth and poverty reduction.

The political and bureaucratic heads of the Ministry:

Minister	-	Hon. Shirley Ayorkor Botchwey
Deputy Minister	-	Hon. Kwaku Ampratwum-Sarpong
	-	Hon. Mavis Nkansah Boadu
Chief Director	-	Amb. Ramses J. Cleland

11.1. Agencies of the Ministry

The Ministry has oversight responsibility over three Sub-vented Agencies and two Civil Service Institutions.

Sub-vented Agencies

- Legon Centre for International Affairs and Diplomacy (LECIAD)
- National African Peer Review Mechanism Governing Council (NAPRM-GC)
- All African Students Union (AASU).

Civil Service Organizations

- Passport Office
- Accra International Conference Centre (AICC)

11.2. Sector Achievements

The following are achievements of the Ministry for the reporting year: .

A. Promotion of Ghana's Political and Economic Interests Abroad

The Ministry coordinated Ghana's contributions with respect to regional development policies with a view to accelerating the integration process in the sub regional and continental level.

Again, the Ministry undertook engagements in the African Union. These included participation in the 63rd Ordinary Session of the Authority of Heads of State and Government of the ECOWAS; 42nd Session of the Executive Council of the African Union from 15th to 16th February 2023 in Addis Ababa, Ethiopia; 1149th AU Peace and Security Council Meeting - Briefing on the situation in Sudan - 16th April 2023; 1156th Meeting of the PSC, held at the level of Heads of State and Government on the Situation in Sudan -27th May 2023; 1158th Meeting of the PSC, held virtually at Ministerial level on 15th June 2023; and the Extraordinary Summit of Heads of State and Government on the political situation in Niger.

B. Enhancement of Economic Diplomacy

Ghana's economic diplomacy agenda focuses on diversifying and increasing Ghana's export base as well as the diversification and expansion of the tourism industry for job creation and revenue generation by marketing Ghana abroad as a competitive tourist destination and attracting investment into the hospitality industry. The Ministry in collaboration with partner MDAs organised trade and investment activities to aggressively promote "Made-in-Ghana" goods and services, as well as attract the needed foreign direct investments (FDIs) for Ghana's industrialization agenda. In fulfilment of this objective, the Ministry participated in Trade and Exhibitions and trained Officers in Trade and Investments promotion. Some key events the Ministry participated in are listed below:

- Implementation of Phase Two of the AfCFTA from 8th to 10th March 2023 aimed at synthesizing the public on the successful implementation of the second Phase;
- Participation in ELECRAMA 2023, from 18th to 22nd February 2023 in Frankfurt, Germany with more than 1500 energy exhibitors;
- The President of the Republic of Ghana, Nana Addo Dankwa Akufo-Addo, as Chairman of the Bloc, hosted the 3rd Extraordinary Session of the Assembly of Heads of State and Governments of the Gulf of Guinea Commission on 25th April 2023;
- The President of the Republic of Ghana, and the President of the Portuguese Republic, witnessed the signing of the MoU between AICEP and GIPC on investments which aimed at leveraging emerging and existing opportunities in both Ghana and Portugal, fostering greater cooperation between the two nations; and
- Hosted the 53rd General Assembly (GA 2023) of the World Trade Centres Association (WTCA) in Accra from 23rd to 28th April 2023.

C. Permanent Joint Commission for Cooperation (PJCCs)

The Ministry also held Permanent Joint Commissions for Cooperation (PJCC) and Political Dialogues with several countries, which culminated in the signing of beneficial Agreements and Memorandum of Understanding (MoUs). Subsequently, the Ministry initiated several projects in various sectors of the economy, boosting strategic investments, and strengthening the role of the private sector. They included:

- MoU) between the Ministry of National Education of the Republic of Colombia and the Ministry of Education of the Republic of Ghana with a view to strengthening cooperation between the two countries in the field of higher education;
- MOU on Political and Economic Consultations between the Ministry of Foreign Affairs and Regional Integration of the Republic of Ghana and the Federal Ministry of European and International Affairs of the Republic of Austria;
- MOU between the Government of the Republic of Malta and the Government of the Republic of Ghana on Cooperation in the Field of Youth and Sports Development, Fisheries and Aquaculture, and Academic Studies;
- Joint Declaration on Cooperation in the field of Environmental Protection between the Ministry of Environment, Science, Technology and Innovation of the Republic of Ghana and Ministry of Environmental Protection of the State of Israel;
- Renewal of MOU between the Republic of Ghana and the Ministry of Foreign Affairs and Trade of Hungary;
- Ghana-Mozambique Political Joint Commission on Cooperation; and
- Ghana-Zambia Political Joint Commission on Cooperation.

D. Multilateral Relations

The year under review witnessed the end of Ghana's 2-year term as a Non-Permanent Member of the United Nations Security Council (UNSC) (from January 2022 to December 2023). Ghana, , thus built a presence within the multilateral field, creating the avenue for the pursuit of the nation's priorities. These included being appointed chair of two UN Security Council Sanctions Committees as well as co-sponsoring the resolution on piracy in the Gulf of Guinea with Norway. These undoubtedly led to Ghana's successful candidature to the seat of the United Nations Human Rights Council (HRC) for a two-year term (2024-2026), during elections held in October 2023.

Other multilateral engagements Ghana participated in included the following activities:

- Led the African Group on the issue of providing funding for African-led Peace Support Operations (PSOs). Ghana is President of the Climate Vulnerable Forum (2022-2024);
- Served as a member of the United Nations Human Right Council for the term 2024-2026;
- Convened the Ghana-EU Political Dialogue on 8th March 2023. It was co-chaired by His Excellency, Alhaji Dr. Mahamudu Bawumia, Vice President of the Republic and His Excellency Irchad Razaaly, the Head of the European Union Delegation to Ghana. It afforded both Ghana and the EU the opportunity to address issues of mutual concerns aimed to strengthening further the existing relations between Ghana and the European Union for mutual benefit of both parties.
- H. E. the President participated in the Summit for a New Global Financial Pact from the 22nd to 23rd June 2023 in Paris, France;
- Coordinated Ghana's second CVF mission from 14th to 19th April 2023;
- Convened a Multilateral Dialogue between Ghana and the United Kingdom on Friday, 28th April 2023;
- Participated in the 52nd Regular Session of Human Rights from 27th February to 4th April 2023 at the UN Office in Geneva.
- Participated at the 58th Session of the United Nations Framework Convention on Climate Change (UNFCCC) from 5th to 15th June 2023 in Bonn, Germany;
- Participated at the 78th UNGA meeting in September 2023; and
- Convened the United Nations Peacekeeping Ministerial Meeting from 5th to 6th December 2023.

E. Integration of Ghanaian Diaspora in National Development

In recognition of the immense contributions of the Ghanaian Diaspora to the country's national development, the Government has, over the years, pursued policy initiatives to support Diaspora investment, skills and knowledge transfer and other strategic partnerships. In that respect, the Ministry in partnership with other stakeholders, particularly the Office of the President, launched the Diaspora Engagement Policy to provide the necessary framework within which the Diaspora can be constructively engaged in political, social, economic, and cultural discourse toward effective mobilization and coordination of the national development process. Other initiatives which the Ministry supported include "The Year of Return and "Beyond the Return", Programs.

F. Consular Services

In the promotion of consular growth and development which sought to bridge the gap between the Diaspora abroad and the Government, the Ministry undertook the following activities:

- Facilitate evacuation exercise of 85 Ghanaians from Sudan following the outbreak of war between the two warring factions;
- The Ministry, in collaboration with the International Organization for Migration, repatriated 162 Ghanaians from Libya; and
- The Missions Abroad enhanced Outreach Consular Services, town hall meetings and diaspora engagements.

G. Renovation and Construction of Properties

As part of measures to enhance Ghana's international image and influence, the Ministry of Foreign Affairs and Regional Integration gave a facelift and maintenance to landed properties in our Missions abroad by renovating projects in the Chancery in Rome (Renovation), Chancery in Nairobi Mission (Renovation), Residency in Nairobi Mission (Renovation) and Chancery Building of the Ghana Embassy in Seoul (Final Phase of completion).

H. Hosting of International Conferences

The Ministry, through the Accra International Conference Centre (AICC) successfully hosted various events and conferences. These included the 53rd General Assembly (GA 2023) of the World Trade Centres Association (WTCA) in Accra from 23rd to 28th April 2023; Extraordinary Session of the Assembly of Heads of State and Government of the Gulf of Guinea Commission in Accra in April 2023; Accra Reparations Conference held from 14th to 17th November 2023 which facilitated dialogue, knowledge sharing and the formulation of actionable strategies among diverse stakeholders to specifically address historical injustices; and the United Nations Peacekeeping Ministerial Meeting from 5th to 6th December 2023.

I. Enhancing Positions of Ghanaians in International Organizations

The Ministry, during the year under review, facilitated Ghana's candidature and appointments to the following international organisations:

- The election of Mr. Edem Senanu as a member of the African Union Board on Anti-corruption in February 2023 in Addis Ababa, Ethiopia;
- The re-election of Mr. Isaac Bonney as a member of the Audit Committee of the International Institute for Democracy and Electoral Assistance (IDEA) in June, 2023, in Denmark;
- The election of Ghana to the Executive Council of the United Nations World Tourism Organisation, for the term 2023-2027, in August 2023 in Mauritius;
- The election of Dr. Nana Ama Browne Klutse as Vice Chair of Working Group I of the Intergovernmental Panel on Climate Change (IPCC), in July 2023 in Nairobi; and
- Ghana's election to serve as a member of the United Nations Human Right Council for the term 2024-2026 in October 2023 in New York.

J. Passport Administration

The 13 Passport Application Centres available, as well as the Online Passport Application System Policy, bridged the gap for applicants having to travel long distances to capture their biometric details.

The Client Service Unit was better streamlined to address customer complaints and challenges to eliminate backlog of passports. The Missions Abroad introduced Outreach Consular Services, town hall meetings and diaspora engagements. The Ministry also provided all its 68 Missions and Consulates with the capacity to capture the biometric details of applicants and further equipped 14 Missions to independently print biometric passports.

The Ministry commenced roll-out of a Machine-Readable application system in 14 of Ghana's Missions abroad namely: London, Berlin, Berne, Copenhagen, New York, Washington, Ottawa, Toronto, Paris, The Hague, Tokyo, Seoul, Brussels, and Hamburg.

11.3. Reforms

As part of measures to monitor and improve the attendance time of Staff, the Ministry introduced and installed an electronic logging device.

Further, to prevent applicants from having to travel long distances to capture their biometric details to acquire a passport, the Ministry provided 68 Missions and Consulates with the capacity to capture the biometric details of applicants and further equipped 14 Missions to print biometric passports.

The Ministry introduced and deployed Machine-Readable Electronic Visas to 20 of its Missions abroad to upgrade the standard of visas in the passports of applicants.

To reduce disruptions in the Ministry's Network system, the Ministry upgraded its ICT infrastructure to enhance service delivery in passport and visa application processes.

The Ministry developed and started operating a Fixed Assets Registry web application system to have an account of all the fixed asset items owned by the Ministry from all its Missions abroad as well as the Ministry.

The Ministry also undertook the piloting of a web application with both the Controller and Accountant-General's Department (CAGD) and the Audit Service aimed at digitalizing the returns of accounting documents to be able to receive Mission returns more efficiently and to streamline the processes of generating payment vouchers.

11.4. 1.4. Sustainable Development Goals (SDGs)

- **SDG 10.2 Empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or others.**

The Ministry in partnership with stakeholders, particularly the Office of the President, launched the Diaspora Engagement Policy which provided the framework within which the Diaspora can be engaged in political, social, economic, and cultural discourse toward effective mobilization and coordination of the national development process.

- **SDG 16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance.**

- The Ministry participated in Regional Integration Conferences, Meetings, and Workshops of the African Union (AU) and the ECOWAS and contributed toward the development of policies to accelerate the integration process at the sub-regional and continental levels.
- **SDG 17.8 Fully operationalize the technology bank and science, technology, and innovation capacity-building mechanism for least developed countries and enhance the use of technology, in particular Information and Communication Technology.**
- The Ministry upgraded its ICT infrastructure to enhance service delivery in passport and visa application processes. It also provided 68 Missions and Consulates with the capacity to capture the biometric details of applicants and further equipped 14 Missions to print biometric passports.

11.5. Financial Performance

<i>SOURCE</i>	APPROVED BUDGET (GHC)	REVISED BUDGET (GHC)	AMOUNT RELEASED (GHC)	ACTUAL EXPENDITURE (GHC)	VARIANCE (GHC)
<i>GOG</i>	A	B	C	D	E=(B-C)
<i>COE</i>	655,515,809.00	655,515,809.00	502,142,367.36	502,142,367.36	153,373,441.64
<i>G&S</i>	12,033,950.00	12,033,950.00	7,395,263.42	4,726,562.16	4,638,686.58
<i>CAPEX</i>	420,000.00	420,000.00	420,000.00	-	-
<i>IGF</i>	148,784,755.00	148,784,755.00	117,534,683.69	117,534,683.69	31,250,071.31
<i>TOTAL</i>	816,754,514.00	816,754,514.00	627,492,314.47	624,403,613.21	189,262,199.53

11.6. Challenges

During the year under review, the Ministry encountered the following challenges :

- **Inadequate Releases of Goods and Services, as well as Capital Expenditure**

The delay and inadequate releases made it difficult for the Ministry to meet its financial obligations.

- **Exchange Rate Losses**

Fluctuations in exchange rates worldwide led to substantial exchange rate losses in the execution of the Ministry's budget.

- **Delay in the Release of Ghana's Assessed Contribution to International Organizations**

Delays by MDAs to compile lists of International Organizations for which they are responsible, indicating their annual subscriptions to the Ministry of Foreign Affairs for onward transmission to the Ministry of Finance for the release of funds, led to late payment of subscription fees.

- **Procurement & Estate Related Issues**

Due to the Ministry's role as the lead Office for procurement in terms of goods, works, and services for both the Ministry and affiliated Missions abroad per the amended Public

Procurement Act, Act 663 of Ghana, the uniqueness of the operations and legal framework within the various countries in which Ghana Missions operate created inconsistencies in the application of Act 663 as amended.

- **Allocation for Ghanaians in Distress**

The delay in the Ministry's quest to provide an Emergency Fund to support distressed and stranded Ghanaians abroad was a major challenge to the Ministry. However, the Ministry was in consultation with the Ministry of Finance to create an Emergency Fund of US\$2 million for that purpose.

11.7. Forward Look

The following are some programs and projects earmarked by the Ministry for 2024:

- Creation of a Consular Fund with the amount of **Two Million Dollars** by the Ministry;
- Financial Proposals to construct properties for Missions abroad to reduce high rentals (Mortgage system);
- Request approval of waiver of import duty on vehicles for Foreign Service Officers and Analogous appointees from other MDAs;
- Recruitment of 100 Officers to support operations;
- The proposed opening of Missions to support the Ministry's global operations;
- Real Estates issues: Acquisition of land for AASU, Renovation of Facility for LECIAD, and Office accommodation for NAPRM;
- Participate in all statutory meetings of the United Nations, African Union, ECOWAS, Commonwealth, and other International Organizations to enhance Ghana's international image and influence; and
- The Ministry's Economic Diplomacy agenda would be focused on the objective of diversifying and increasing Ghana's export base by actively seeking markets for Ghanaian products abroad, diversifying and expanding the tourism industry, as well as taking advantage of preferential arrangements and multilateral agreements.

12.0. MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION (MoGCSP)

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 lead to the achievement of gender equity, promote the survival and development of children, the vulnerable, and persons living with disability.

The following were political and bureaucratic heads of the Ministry during the period:

Minister	-	Lariba Zuweira Abudu (MP)
Deputy Minister	-	Francisca Oteng Mensah (MP)
Chief Director	-	Dr. Afisah Zakariah

12.1. Departments and Agencies of the Ministry

The Ministry has oversight responsibility over three Civil Service Departments and eight Public Service Organizations:

Civil Service Departments

- Department of Gender
- Department of Social Welfare
- Department of Children

Public Service Organisations

- Domestic Violence Secretariat
- Human Trafficking Secretariat
- Livelihood Empowerment Against Poverty (LEAP) Management Secretariat
- Ghana School Feeding Program
- Ghana National Household Registry
- Non-Profit Organisation Secretariat
- Central Adoption Authority (CAA)
- National Council on Persons with Disability

12.2. Sector Achievements

Below are the achievements for the Ministry for the reporting year:

A. Gender Equality and Equity (Women Empowerment)

In line with the Ministry's commitment to gender equality, the Ministry submitted the revised National Gender Policy and the Affirmative Action Bill for consideration and approval by the Cabinet. The Ministry received Cabinet approval for the Affirmative Action Bill on 29th October 2023, which was subsequently forwarded to Parliament for deliberation and passage.

The Ministry observed and celebrated International Women's Day in 2023, intending to raise awareness about gender equality and the empowerment of women. The occasion was marked by a series of activities held under the theme "***DigitALL: Innovation and Technology for Gender Equality.***" Among the activities was an event dubbed "***National Equity Walk,***" which involved a walk through the main streets of Accra.

B. Children's Rights Promotion, Protection, and Development

The Ministry submitted the revised Early Childhood Care and Development (ECCD) Policy to the Cabinet for deliberation and approval. The policy when approved would ensure the improvement of service delivery through effective coordination by the Ministry of its stakeholders to promote survival, development, and protection for children from birth to age eight.

The Ministry undertook a comprehensive child protection awareness campaign and successfully reached out to a total of 1,727,353 individuals. Additionally, 284,025 individuals were engaged through various social media platforms to raise awareness among the Ghanaian populace regarding the promotion and safeguarding of children's rights across the country. A total of 519,669 stakeholders were sensitized on their role in child rights promotion with Community Child Protection Tool Kit.

Under the Ministry in 2023, Ghana's 6th and 7th Combined Report to the United Nation's Committee on the Rights of the Child, was disseminated and shared with 528 people across the 16 regions to guide child rights implementation across the country. Care and protection services were provided to 280 Children in the four government Residential Homes for Children. Again, 360 Family Welfare Cases were managed, while 22 Juveniles were cared for at the Correctional Centres. Ten Probationers were supervised who wrote 328 Social Enquiry Reports for the Family Tribunal and Juvenile Courts to assist in the adjudication of cases for children in their best interest. Additionally, 218 Religious/Traditional Leaders were engaged to mainstream child protection into their activities in eight regions.

C. Social Protection

To enhance coordination and delivery of social protection interventions in the country, the Ministry developed and submitted the Social Protection (SP) Bill to the cabinet for consideration and approval. The document received approval from the Cabinet and was subsequently submitted to Parliament for consideration and passage.

The Ministry continued to strengthen its grievance redress mechanism for the Social Protection sector and beyond. In 2023, , a total of 682 cases related to Government's flagship programs were received, out of which 602 were resolved, representing 88.3%.

To effectively monitor social protection programs in the country, the Ministry developed a Social Protection MEMIS Dashboard interoperable with Management Information Systems for other Social Protection Agencies in the country.

D. Social Services

The Ministry issued licenses for a total of 1,962 Day Care Centres, which include 528 new licenses and 1,434 renewals. Further, 48 destitute and elderly individuals received care and support at the Central Destitute Infirmary (CDI) in Bekwai.

The Ministry provided care and counselling to 22 children in Correctional and Remand centres. Moreover, Hospital Welfare services were extended to 2,289 patients across various health centres throughout the country.

The draft Non-Profit Organisation Bill was finalized for submission to Cabinet for consideration and approval.

E. Ghana School Feeding Program

In the year 2023, the Ministry provided one hot and nutritious meal to 3,801,491 pupils in 10,832 public basic schools on every school-going day. The Ministry continued to advocate for the use of locally produced foodstuff, thereby creating a ready market for local farmers and boosting the local economy. The program also engaged 34,350 caterers and cooks mostly women. This enabled the caterers and cooks to generate income and take care of their families. Again, the program made payment to caterers for the first and second term of 2022/2023 academic year. Preparations were also made for the payment of third term feeding fee for the same academic year.

F. The Livelihood Empowerment Against Poverty (LEAP) Program

The Ministry paid six cycles of LEAP cash grants to 350,551 households to achieve the objective of smoothening the daily consumption and nutritional level of extremely poor households. The Ministry undertook a pilot exercise in 10 districts of the Northern Regions to reassess beneficiary households of the LEAP program. The primary objective of the exercise was to identify and facilitate the graduation or exit of beneficiary households whose economic conditions had improved. The field enumeration process was successfully concluded, with the Ministry in the process of analysing the data to determine the households that met the criteria for graduation or program exit.

12.3. Reforms

• Payment of LEAP Beneficiaries Using Mobile Money Services

The LEAP management secretariat had since 2015 used the electronic payment platform provided by GhIPSS as mode of payment to beneficiaries. However, limiting beneficiaries to one mode of payment restricts their chances of enjoying financial inclusion. In this regard, the Ministry commenced discussions with the Development Partners (World Bank, UNICEF, WFP FCDO)) to include MOMO payment as another mode of payment.

12.4. Sustainable Development Goals

Below are the SDGs associated with the Ministry's activities:

- **Goal 1: No Poverty**
 - Reduce the number of extremely poor household in Ghana.

During the year, 350,551 households were enrolled to receive bimonthly cash grants.

Cash grant size was doubled to help meet economic challenges.

The Ministry in collaboration with the Ministry of Finance developed an indexation mechanism to help cushion the cash grant.

- **Goal 2: Zero Hunger**
 - Increased the coverage of beneficiaries on the Ghana School Feeding Program.

In the year under review, 3,801,491 beneficiary pupils out of 10,832 in 216 districts were benefiting from free feeding on each school going day.

- **Goal 5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic, and public life.**

- Indicator 5.5.1 Proportion of seats held by women in National Parliaments and Local Governments.

In line with the Ministry's commitment to gender equality, the Ministry submitted the revised National Gender Policy and the Affirmative Action Bill for consideration and approval by the Cabinet. The Ministry received Cabinet approval for the Affirmative Action Bill on 29th October 2023, which was subsequently forwarded to Parliament for deliberation and passage.

12.5. Financial Performance

SOURCE	APPROVED BUDGET GHS	REVISED BUDGET	AMOUNT RELEASED GHS	ACTUAL EXPENDITURE GHS	VARIANCE GHS
1. GOG					
COMPENSATION OF EMPLOYEES	34,869,501.00	76,139,230.00	68,082,650.62	68,082,650.62	8,056,579.38
USE OF GOODS & SERVICES	1,369,502,900.00	1,475,431,648.00	1,382,197,488.52	878,640,423.57	93,234,159.48
CAPEX	1,079,600.00	1,079,600.00	1,079,600.00	1,000,000.00	
IGF	496,695.00	496,695.00	496,695.00	496,695.00	
2. \DEVT, PARTNERS					
DONORS	80,580,000.00	80,580,000.00	39,859,243.15	39,859,243.15	40,720,756.85
GRAND TOTAL	1,486,528,696.00	1,633,727,173.00	1,491,715,677.29	988,079,012.34	142,011,495.71

12.6. Challenges

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

a) Insufficient and Delay in Release of Funds

The Ministry grappled with insufficient funds and delays in their release, particularly in budget allocation. These funds were meant to sustain the Ministry's operations, covering 32 regional offices of the Department of Gender and Children, along with institutions under the Department of Social Welfare. However, the allocated budget was often minimal, falling short of adequately supporting the intended operations. That placed undue pressure on the Ministry, thereby hindering the fulfilment of operational goals to its satisfaction.

b) Insufficient Logistics to Carry Out the Objectives of the Ministry.

Inadequate resources hindered the Ministry's objectives, particularly at the Departmental level. The issue prevailed, and significantly undermined the Departments' capacity to execute their duties efficiently. The office equipment provided to departmental staff was notably insufficient, with the available ones lacking functionality, thereby, impairing the effective performance of the staff.

c) Absence of Legal Framework to Determine Program Operations and Funding Sources.

The Ministry faces challenges as there is no legal framework to govern Program operations and funding sources. The absence of such a framework adversely impacts the success of the programs, particularly in securing funds. In response, the Ministry took proactive measures by swiftly and effectively advancing bills related to Affirmative Action, Social Protection, Ageing, NPO, and Ghana School Feeding to Cabinet. The passage of these bills would significantly enhance the execution of these programs. The Ministry together with the Ministry of Finance initiated the process to develop a 5-year strategic plan and budget to effectively implement the Affirmative Action Bill when passed by Parliament.

d) Inadequate Support from Development Partners for Social Protection Intervention

The demand for technical and financial support for Social Protection interventions is high. However, Ghana's classification as a middle-income country by the World Bank has led several Development Partners to gradually decrease their support to the Ministry. This reduction is based on the perception that the Ministry can now sustain itself with the country's elevated economic status, resulting in a challenge for adequate external assistance.

12.7. Forward Look

The Ministry's 2024 priorities include the following activities:

- Monitoring of the management and disbursement of the 3% District Assembly Common Fund allocation for Persons with Disabilities;
- Development of framework for the inclusion of Sign Language in the public and private sector;
- Facilitate the passage and implementation of the Social Protection (SP) Bill;
- Implement Social Protection Emergency Response Strategy;
- Advocate for passage the Affirmative Action (Gender Equality) Bill;
- Community sensitization to create awareness on issues of Human Trafficking, Migration and Child Labour;
- Commemorate the world day against Human Trafficking;
- Implement the Strategic Framework on Ending Child Marriage in Ghana;
- Compile and submit Ghana's response to concluding observations of UN Committee on the Rights of the child; and
- Engage Stakeholders on Child Protection issues (including Reporting and Referral of CP cases).

13.0. MINISTRY OF HEALTH (MoH)

The Ministry of Health (MoH) was established to develop and coordinate relevant health policies toward effective health service delivery. The sector has a broader goal of ensuring good health and well-being for all people living in Ghana.

Below were the political and bureaucratic heads of the Ministry:

Minister	-	Hon. Kwaku Agyeman Manu (MP)
Deputy Minister	-	Hon. Tina Mensah (MP)
Deputy Minister	-	Hon. Mahama Asei Seini (MP)
Chief Director	-	Mr Alhaji Hafiz Adam

13.1. Agencies of the Ministry

The Ministry has 25 Agencies through which its vision and goal are realized.

Public Service Organizations

- Ghana Health Service (GHS)
- Korle-Bu Teaching Hospital (KBTH)
- Komfo Anokye Teaching Hospital (KATH)
- Tamale Teaching Hospital (TTH)
- Cape Coast Teaching Hospital (CCTH)
- Ho Teaching Hospital (HTH)
- National Blood Service Ghana (NBSG)
- National Ambulance Service (NAS)
- Sunyani Teaching Hospital (STH)

Public Boards and Councils

- Medical and Dental Council (MDC)
- Nursing and Midwifery Council (NMC)
- Pharmacy Council (PC)
- Traditional Medicine Practice Council (TMPC)
- Allied Health Professions Council (AHPC)
- Food and Drugs Authority (FDA)
- Health Facilities Regulatory Agency (HeFRA)
- Mortuaries and Funeral Facilities Agency (MOFFA)
- Ghana Psychology Council (GPC)
- National Health Insurance Authority (NHIA)
- Mental Health Authority

Others

- Centre for Plant Medicine Research (CPMR)
- Ghana College of Physicians and Surgeons
- Ghana College of Pharmacists (GCPharm)
- Ghana College of Nursing and Midwives (GCNM)
- National Vaccine Institute (NVI)

Subverted Organizations

- Christian Health Association of Ghana (CHAG)
- Ghana Association of Quasi Health Institutions (GAQHI)

- Ahmadiyya Muslim Mission Ghana
- St. John's Ambulance Brigade

13.2. Sector Achievements

The following are achievements of the Ministry for the reporting year:

A. Health Policies, Strategies, and Guidelines

The Ministry developed and disseminated several policies, strategies, and guidelines. These initiatives, developed in the year under review included National Referral Policy, Health Infrastructure Strategy, Medical Equipment Policy, Essential Health Services Package (EHSP), and the National Policy for Medical Oxygen in Ghana. Others were the Renewal and Implementation of Cuban Medical Brigade Agreement; Revision of National Strategy for Cancer Control; The National Guidelines for Covid-19 Test and Treat Model; National Infection Prevention and Control Strategy; National Genomics Surveillance Strategy; and the Inclusion of the Recommended Herbal Medicines List (RHML) in the National Health Insurance (NHI) Medicines List.

The development process for the Health Research Policy and Agenda and the Medical Tourism Policy were also initiated in the year under review.

B. Health infrastructure

The following were projects completed by December 2023:

- **Turnkey Projects completed.**

Modernization and equipping of four selected facilities at Tetteh Quarshie Memorial Hospital, Kibi District Hospital, Presbyterian Hospital, Kom – Aburi and Attibie District Hospital – Projects were completed - Presbyterian Hospital, Kom Aburi and Tetteh Quarshie Memorial Hospital were commissioned on 23rd November and 30th November, respectively.

- Construction of seven District Hospitals & Integrated IT System in Ghana

These were undertaken at **Dodowa, Fomena, and Kumawu, completed and handed over.**

- Construction of Regional Hospital at Sewua: The Hospital facility was completed. However, it was **to be handed over as soon as power and road issues were resolved.**
- **Comprehensive Treatment and Holding Centres**

Ten Treatment and holding Centres at Dodowa, Pantang, Elubo, Kumasi South, Keta, Aflao, Sewua, Cape Coast, and Korle Bu were constructed.

- **Community Health Planning and Services (CHPS) Compounds**

The CHPS Compound at Gbawe was constructed and handed over, awaiting commissioning.

C. Recruitment and Human Resource for Health Development

The Ministry through the Ministry of Finance also secured financial approval for the recruitment of 730 Medical Officers; 458 House Officers; 6387 Nurses (Certificate, Diploma & Degree) 350 Support Staff (Administrative, Managers, Cooks, Executive Officers, etc.);

13943 Rotation Nurses; 2616 Allied Health Interns; and four Specialist (Contract) in the year 2023.

D. National Health Insurance Scheme (NHIS) Enrolment and Claims Management

The scheme enrolled a total of 14.4 million (45%) as at June 2023, compared to 17.16 million (55%) of the population in the previous year. Persons enrolled as indigent (the poor and vulnerable) were 1.7 million (12%) as against a target of 2.3 million for the year under review. Persons below the age of 18 years (41%) and the informal sector workers (34%) remained the highest proportion of the total membership. In addition, data of 926,852 members were linked to their Ghana Cards to enable them access healthcare using the card.

Management of the NHIS introduced four Childhood Cancers (Acute Lymphoblastic Leukemia, Burkitt Lymphoma, Retinoblastoma, and Wilms Tumor) onto the benefits package to reduce the burden of such patients and their caregivers. In addition, some aspect of family planning services, medicines for breast cancer and sickle cell patients were included in the package. The government was considering adding Mental Health, Dialysis and Prostate Cancer to the package.

The National Health Insurance Authority (NHIA) embarked on a process of digitizing its entire claims generation process. During the year, claims were managed at the four established Claims Processing Centers (CPC) in Accra, Cape Coast, Kumasi, and Tamale. In 2023, 99% of submissions of all medical claims were managed electronically.

E. COVID-19 Response (Covid-19 Situation and Vaccine Rollout)

During the year under review, 171,838 cases were recorded with 170,374 recoveries/discharges; 1,462 deaths; and two active cases. Majority of the cases were detected in the communities through the enhanced surveillance approach. The positivity rate, which indicates the percentage of people who tested positive for the virus out of the total test conducted was low (6.8%). Nonetheless, the rate is higher among cases detected through routine surveillance (12.4%) than those from the enhanced contact tracing in the communities and at the Airport.

F. Covid-19 Vaccination Program (Vaccine Procurement, Supply, and Deployment)

As at September 2023, the country had received 35,098,798 doses of vaccines, of which about 37% were AstraZeneca and 31.1% were Pfizer-BioNTech. In addition, the number of persons receiving at least 1 dose of vaccine was 14,403,562, thus, 69.3% of the target population of 20.7 million and 44.9% of the total population. The number of persons fully vaccinated was 11,319,159, representing 54.5 % of the target population of 20.7 million and 35.3% of the total population. Moreover, the number of persons who received booster dose was 5,908,712.

G. Primary Healthcare Provider Network

The program was developed by the Government of Ghana through the MoH with financial and technical support from the World Bank, building on experiences from the Primary Healthcare Provider Network piloted in the Volta region. The intervention was being rolled out across the country. Disbursement of funds would be made to the implementing institutions (MoH, GHS and NHIA) based on delivery of agreed deliverable-linked indicators (DLIs).

13.3. Reforms

NHIS APP

The NHIS APP was fully rolled out to enable online self-enrollment for membership subscription and to enhance e-renewal needed to improved premium collection and accountability.

GHS E-learning Platform

This platform was housing over 6000 users taking courses to upgrade competencies in service provision needed to improve competency in service delivery.

Primary Healthcare Provider Network

Guidelines for the Network of Practice's operation was developed. Again, stakeholder consultation was ongoing as part of the Universal Health Coverage Roadmap target of strengthening primary health care services at the lower levels.

13.4. Sustainable Development Goals (SDGs)

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

SDG 3

3.1- Reduce the global maternal mortality ratio to less than 70 per 100,000 live births.

The Ministry recorded 102.6 deaths per 100,000 live births.

3.2 - End preventable deaths of newborns and children under 5 years of age.

The Ministry recorded 40 deaths per 100,000 live births (2022 Ghana Demographic and Health Survey)

3.3 - Achieve universal health coverage, including financial risk protection; access to quality essential health-care services; and access to safe, effective, quality, and affordable essential medicines and vaccines for all.

The Ministry scored 47.79 on the scale of 100.

3.4 - Provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health.

By national schedule, 56% of children aged 12-23 months and 44% of children aged 24-35 months were fully vaccinated. They comprised 95% BCG (or Bacille Calmette-Guerin), 89% Pentavalent vaccine dose (Penta3), 83% OPV (3 doses of oral polio vaccines), and 87% MCV1 (malaria vaccine).

13.5. Financial Performance

SOURCE GOG	APPROVED BUDGET (GHC)	REVISED BUDGET (GHC)	AMOUNT RELEASED (GHC)	ACTUAL EXPENDITURE (GHC)	VARIANCE (GHC)
	A	B	C	D	E=(B-C)
GOG	8,270,974,958	9,000,023,677	6,755,395,240	6,755,395,240	2,244,628,437
Compensation of Employees	8,240,574,381	8,900,715,972	6,740,479,141	6,740,479,141	2,160,236,831
Use of Goods & Services	26,373,510	23,853,476	13,862,868.64	13,862,868.64	9,990,607
CAPEX	4,027,067	75,454,229	1,053,230	1,053,230	74,400,999
IGF	3,886,926,154	3,886,926,154	2,280,864,743	2,280,864,743	1,606,061,411
DONOR	2,996,539,520	2,996,539,520	489,610,488	489,610,488	2,506,929,032
TOTAL	15,284,915,255	15,944,536,813	9,563,099,647	9,563,099,647	6,381,437,166

13.6. Challenges

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

- Inequitable distribution of critical health professionals to health facilities across the country due to factors including lack of social amenities in rural and hard-to-reach areas of the country;
- Inadequate budgetary allocation led to accumulation of unpaid bills, resulting from government allocation for health spending in previous years. This compounded the existing financial and logistical constraints facing the health sector, such as, overage vehicles, leading to transportation challenges at the district and sub-district levels; some uncompleted projects across the country; limited resources to support monitoring and evaluation activities; and occasional delays in the procurement, supply, and distribution of essential commodities; and
- Poor health information management system resulting in delays in generating reports to meet quality criteria for decision making. This was due to several reasons including but not limited to proliferation of data repositories and administrative and technical challenges in compiling reports at all levels.

13.7. Forward Look

Below are the Ministry's key priority projects and critical activities for implementation in the year 2024.

Essential services for the population

- Increase the availability of essential health service packages across the continuum of care at all levels;
- Improve Expanded Program on Immunisation (EPI) coverage in urban centres;

- Continue the implementation of the policy on HIV Test, Treat, and Track (90 90 90); Prevention of Mother to Child Transmission (PMTCT) Option and B plus; reduction of Mother to Child Transmission (MTCT) of HIV; and Eliminate mother-to-child transmission of HIV;
- Improve school health and nutrition services;
- Establish the Ghana Centres for Disease Control (CDC);
- Establish the Vaccine Manufacturing Institute; and
- Strengthen Primary Health Care (PHC) Systems at the lower level through the Network of Practice concept

Management of clinical and public health emergencies

- Strengthen institutions to deliver responsive pre-hospital and clinical emergency services; and
- Set up and strengthen institutions to deliver responsive public health emergency services.

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 centers; and
- Set up and make functional health systems research and innovation framework.

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 Non-Communicable Diseases (NCDs);
- Increase the national capacity in delivery of mental health services; and
- Enhance human resource capacity for public health emergencies and medical emergency services.

Health policy, financing, and system strengthening.

- Increase GoG revenue collection and allocation to the health sector;
- Increase population coverage and sustainability of health insurance;
- Strengthen the capacity of MoH and its agencies to mobilize resources; and
- Increase active coverage of the NHIS, particularly indigent categories.

Institutionalize reforms in sector effectiveness.

- Establish sustainable programs for prevention, screening, and early detection of NCDs, including cancers;
- Strengthen and ensure compliance with referral processes and procedures between 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;

- Improving health infrastructure at Primary, Secondary, and Tertiary facilities;
- Continue the implementation of the Supply Chain Master Plan; and
- Improve and harmonize provider payment systems to increase the efficiency of spending.

14.0. MINISTRY OF INFORMATION (MOI)

The Ministry was established to formulate policies and programs, engage the citizenry, and ensure that development communications play a critical and positive role in our national development agenda. It represents a major shift in Government's policy to make information easily accessible and usable to the public.

The Political and bureaucratic heads of the Ministry:

Minister	-	Hon. Kojo Oppong Nkrumah (MP)
Deputy Minister	-	Hon. Fatima Abubakar
Chief Director	-	Mrs. Charlotte Morgan – Asiedu

14.1. Agencies and Departments of the Ministry

The Civil Service Departments and Agencies under the Ministry comprise: the following entities:

Civil Service Departments

- Information Services Department (ISD)

Other non-sub vented Agencies

- Ghana Publishing Corporation Limited (GPCL);
- Graphic Communications Group Ltd; and
- The New Times Corporation
- Ghana News Agency (GNA)
- Ghana Broadcasting Corporation (GBC)

14.2. Sector Achievements

The achievements of the Ministry for the reporting year:

A. Minister's Press Briefings

Thirty – four Minister's Press Briefings were organized. during the period under review. The briefings focused on State of Agencies' Report and updates by various Ministries. The briefings also focused among others, on STEM Roadshow and update on Agenda 111 progress.

B. Mass Media Campaigns

During the period under review, mass media campaigns held include the following areas.

- ***Combating misinformation and disinformation***
The Ministry of Information started a campaign to reduce the spread of fake news by providing extensive information to the public on what constitutes disinformation and misinformation and armed them with ample knowledge on how to identify and disengage wrongful information. The hashtag for the campaign was **#verifyitfirst**.
- ***STEM Roadshow***

Two STEM Roadshows took place on 22nd June 2023 at the Accra High School and at the Abomosu Senior High in the Eastern Region on 2nd October 2023. STEM education is a curriculum-based interdisciplinary and integrated approach to teaching and learning based on four specific areas: Science, Technology, Engineering, and Mathematics (STEM).

- ***Update on Agenda 111***

Update on the Agenda 111 progress of work was held on 29th June 2023 at Trede, Ashanti Region and Kpassa, Oti Region. The project is the single largest investment in Ghana's healthcare.

C. Media Capacity Enhancement Program (MCEP)

The 2nd edition of the Capacity training was held from 18th to 22nd December 2023 at the University of Media, Arts and Culture (UNiMAC) campus for 50 journalists. To secure funds for future phases of the MCEP, the Ministry successfully approached development partners including the Ghana Commission for UNESCO, Volta River Authority (VRA), the Chinese Embassy and MTN Ghana for sponsorship.

D. Coordinated Mechanism for the Safety of Journalists

The Ministry in collaboration with the National Media Commission (NMC), advanced the operations of the Coordinated Mechanism on the Safety of Journalists' office, inaugurated in May 2021. Data collected from 2020 to 2023 revealed a concerning total of 28 incidents involving attacks on journalists. Subsequently, in August 2023, the Ministry transmitted this data through an official letter to the Criminal Investigative Department (CID) of the Ghana Police Service.

In a noteworthy inaugural event titled the Accountability Forum, held on December 22, 2023, and organized by the NMC, the Director General of the CID was invited to present the status of investigations and validations pertaining to the 28 reported cases. Surprisingly, it was disclosed during the forum that a substantial number of these attacks (18 out of 28) had not been formally reported. Of the 10 cases that were reported, investigations were conducted, resulting in the resolution or closure of 5 cases, while the remaining five were still actively being monitored by the CID.

E. Collaboration with Stakeholders to Contain Egregious Media Content

The Ministry supported the National Media Commission (NMC) and the National Communications Authority (NCA) to launch a Broadcast Content Complaint Center with toll-free number 0800 419 666 on 31st October 2023 to enable the public to report egregious media content found within the media space. The call center does not only facilitate complaints but also signifies a joint commitment to responsible journalism, addressing concerns and enhancing the quality of information dissemination. The event saw the participation of key stakeholders such as the Media foundation for West Africa (MFWA), International Fund for Public Interest Media (IFPIM), Ghana Journalists Association (GJA), and Ghana Independent Broadcasters Association (GIBA) among others. Most importantly, the Ministry as part of the launch of the call center facilitated the establishment of a joint Code of Conduct and Ethical Guidelines from the NMCGJA and GIBA.

F. Harmonisation of Government Visual Identity

The purpose of this project was to harmonise and create consensus in our national identity. Key documents such as letterheads, call cards, logos, templates for PowerPoint, memorandum and press releases were harmonised, printed and distributed to Ministries, Departments and Agencies (MDAs) and Regional Coordinating Councils (RCCs) for use. The Ministry commenced activities with the implementation process of Phase II targeting 533 institutions comprising 219 Department/Agencies, 53 Foreign Missions/Embassies and 261 Metropolitan, Municipal and District Assemblies (MMDAs).

G. Sector Indicator Matrix

The Ministry recognized the necessity for a reliable data source for the Information Sector, therefore, began collating data for the Sector; this initiative was spearheaded by the Research, Statistics, and Information Management (RSIM) Directorate of the Ministry. Indicator areas were developed, and templates were designed and populated with data for each relevant institution based on their mandate. The RSIM Directorate collected, collated, analyzed and interpreted the data gathered. The data was subsequently used to generate a statistical report to assist the Ministry in decision making. During the period under review, questionnaires were administered to gather data for additional sections introduced in the report.

14.3. Reforms

To maintain effectiveness and efficiency in the delivery of service by the Sector, the Ministry embarked on the following reforms:

a. Intranet Communication System

This initiative was introduced to serve the following purposes:

- Encourage a paperless system of communication.
- Enhance efficiency.
- Ensure accurate record-keeping of documents and
- Reduce stress and inconvenience of carrying correspondence around.

A concept note was drafted and approved in this regard and some selected directorates were piloted on the system. The existing internet challenges in the Ministry affected the implementation of the project.

b. Introduction of the Subscription Portal (GNA)

The GNA introduced a subscription portal which enabled real time access to news files by subscribers. Previously, the Agency had shared information to its news subscribers via email.

14.4. Sustainable Development Goals (SDGs)

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

The Right to Information (RTI) Bill was passed into law in 2019, (Act 989.) The Act 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 included the following activities:

- During the year, 16 RCCs, 260 MMDAs and 229 MDAs had administrative structures to support RTI implementation;
- Again, 505 Information Units were set up in various Public Institutions;
- There were 350 Information Officers assigned and trained from the Ministry of Information;
- Online Records Management System ready to be deployed;
- An Annual Implementation Report on the RTI has been submitted to Parliament; and
- Under the Ministry, 247 requests for information were received during the period under review: 159 approved, 7 rejected, 21 referred/transferred, and 7 reviewed.

9

14.5. Financial Performance

SOURCE	APPROVED BUDGET (GHc)	REVISED BUDGET	AMOUNT RELEASED (GHc)	ACTUAL EXPENDITURE (GHc)	VARIANCE
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	111,158,131.00	111,158,131.00	111,158,131.00	111,158,131.00	0.00
Use of Goods & Services	2,782,200.00	2,782,200.00	1,207,928.00	1,207,928.00	1,574,272.00
CAPEX	840,000.00	840,000.00	436,566.80	436,566.80	403,433.20
IGF	26,683,997.00	26,683,997.00	15,993,297.00	15,196,547.00	11,487,450.00
TOTAL	141,464,328.00	141,464,328.00	128,795,922.80	127,999,172.80	13,465,155.20

14.6. Challenges

The challenges which confronted the sector during the period under review are listed below:

- **Inadequate Funding/Delay in Release of Funds**

There was inadequate funding to support the implementation of projects, programs and activities planned to help the Sector deliver on its mandate. In most cases, budget releases were delayed and in worst cases, not realised at all. This affected the smooth and timely implementation of projects, programs and activities set to be achieved by the Sector.

- **Deteriorating Equipment of Information Services Department**

Most of the equipment were either obsolete or had broken down. Some officers used their personal equipment to discharge their official duties. Maintenance, repairs and replacement of these equipment become a daunting challenge due to lack of funds. Budgetary releases from

the Ministry of Finance were usually delayed and extremely inadequate to address these problems.

- **Dwindling Human Resource**

The Information Services Department (ISD) faced a dwindling human resource base. Some officers converted from the Information Class to other classes while others resigned due to poor conditions of service and lack of motivation.

Some critical operational areas at GBC were left without the requisite personnel to man them, thereby, affecting the whole operations of the corporation.

- **Poor State of Infrastructure and Lack of Logistics**

The GNA's fleet of vehicles for its nationwide news gathering activities is overaged, therefore, driving up costs of servicing and maintenance. Ten pickup trucks had been supplied to the Agency in 2007 by the sector Ministry. Since then, no new vehicles had been provided to augment the fleet or as replacement. The head office was served by two old vehicles, one a donation by an international organization meant for the General Manager, but which was added to the pool.

GNA's office buildings in Accra, Tema, Tamale and Bolgatanga were badly in need of repairs. The head office building was in a deplorable state with a leaking roof and worn-out structures because of lack of funds for maintenance over the years.

14.7. Forward Look

At the Ministry level, the following activities under **Government Communication** are expected to be carried out:

1. Minister's Press Briefings;
2. Mass Media Campaigns; and
3. Nation Building Updates;

Legislation

In 2024, the Ministry hopes to pursue and ensure the following activities:

1. the Broadcasting Bill is laid before Parliament and passed; and
2. lay the subsidiary legislation for the RTI Act before Parliament.

Media Support Programs

1. Provide support for the implementation of the Framework for the Safety of Journalists in Ghana by the National Media Commission (NMC).

The **Information Services Department** will undertake the following in 2024:

1. ISD Retooling Program;
2. Public Education Campaigns;
3. Public Relations Activities;
4. ISD Newsroom – continued operationalization;
5. RTI Activities; and
6. Research/feedback reports.

Ghana News Agency has outlined the following as its top priority areas of interest in 2024:

1. Roll out of GNA Digital Transformation;

2. Expand generation of both local and foreign news;
3. Special coverage of Elections 2024;
4. Procurement of modern news processing equipment;
5. Studio set-up for production of multimedia content;
6. Multimedia capacity building for staff;
7. Photo bank service for subscribers; and
8. Renovation of GNA office buildings.

Ghana Broadcasting Corporation (GBC) will focus on the following in 2024:

1. Social media to be key source of IGF;
2. Regional Presence in three (3) out of the six (6) created regions in collaboration with NCA;
3. Upgrade the current DTT T1;
4. Two (2) OB Vans to cover National programs and assignments;
5. Improvement in general content to reflect the diversity of Ghanaian culture and values;
6. Disposal of Analogue Transmitters;
7. Completion of Modernisation of TV and Radio Studios; and
8. Replacement of Regional FM transmission (8 for 2024).

15.0. MINISTRY OF THE INTERIOR (MINTER)

The Ministry of the Interior is mandated to provide policy direction and supervise its Agencies to ensure internal security and maintenance of law and order in the country.

The following were the Political and Bureaucratic heads of the Ministry:

- Minister - Hon Ambrose Dery (MP)
- Deputy Minister - Hon. Naana Eyiah (MP)
- Chief Director - Mrs. Adelaide Annor Kumi (1st Jan. to 20th Dec. 2023)
- Mrs. Doreen Panyin Annan (20th – 31st December 2023)

15.1. Agencies of the Ministry

The Ministry has oversight responsibility over one Sub-vented Agency, 10 Public Service Organizations and 10 Public Service Boards:

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

15.2. Sector Achievements

The achievements for the Ministry for the reporting year:

A. Narcotics Control Commission (Amendment) Bill, 2023

To give effect to the implementation of the Narcotics Control Commission Act 2020, (Act 1019) which was passed in 2020, the Ministry facilitated the Narcotics Control Commission (Amendment) Act, 2020 (Act 1019) to substitute section 43 to empower the Minister to grant a license for the cultivation of cannabis which has not more than 0.3% THC content on a dry weight basis, for industrial purposes and for obtaining fibre or seed or medical purposes. The Ministry was in the process of writing to Cabinet which would be laid under a certificate of urgency.

B. Community Sentencing Bill

The Ministry of the Interior, together with the Ghana Prisons Service and other relevant stakeholders including the Office of the Attorney-General, developed a draft Community Sentencing Bill. The Bill formed part of the Ministry's new policy direction of decongesting the prisons and providing alternative sentencing to minor offences in line with international best standards and practices. The objective of the Community Sentencing Bill was to reduce prison congestion and help control prison overcrowding by minimizing the large inflow of convicts charged with misdemeanour/petty crimes. The policy would promote Human Rights and bring Ghana in line with International and UN regulations for the rights of Prisoners as well as strengthen the Criminal Justice Delivery in Ghana and help reduce the rate of recidivism (re-offending).

C. Sustain and Enhance Peacebuilding Efforts

The Ministry through the Ghana Police Service deployed additional personnel and logistics to Operation Calm Life, Conquered Fist, Peace Tray, Motherland etc. and established Formed Police Unit (FPU) in all the 25 Police Regions to serve as Rapid Response Teams. The Police continued the deployment of personnel and logistics to the Police Mounted Squadron and the Canine (K-9) Unit to enhance Horses and Dogs patrols currently being piloted in the Greater Accra Region. The 28 Police Recruits (Professionals), being the last batch of the 5,000 persons enlisted in 2022, completed their 6 months Basic Police Training at the National Police Training School, Accra. They formed part of deployed personnel to combat violent crimes across the country including the major highways. The Ghana Prisons Service undertook various initiatives to promote the education and skill development of inmates, fostering their successful reintegration into society.

D. Disaster Risk Management

The Ministry through the Ministry of Finance provided logistics for the National Disaster Management Organization (NADMO) which conducted 5,809 Public Education and Sensitization campaigns nationwide, focusing on good sanitation practices, flood prevention, earthquakes, and other disaster-related topics. Additionally, NADMO engaged in 4,398 community discussions and outreach programs to promote disaster risk reduction and facilitate information sharing within the context of Disaster Risk Management.

The Organization in collaboration with the Volta River Authority (VRA) and other stakeholders, conducted full-scale simulation exercises in areas like Asuogyaman, North Tongu, and Ada East. These exercises aimed at testing VRA's Emergency Preparedness Plan, particularly in vulnerable districts downstream of the Akosombo Dam before its spillage.

E. Conflicts Management

The Ministry assisted the National Peace Council in making significant strides in promoting peace and resolving conflicts in Ghana. In recent developments, the Council inaugurated four new Regional Peace Councils in Bono East, North-East, Oti, and Western North Regions, establishing Peace Councils in all 16 regions of the country. To address the challenge of violent extremism, the National Peace Council inaugurated and trained 40 Ambassadors to build resilience in communities prone to violent extremism.

15.3. Reforms

As part of the ongoing conversation about Public Sector Organisations (PSOs) improving, streamlining, optimising and automating processes spearheaded by the Office of the Head of the Civil Service under the Public Sector Reform for Results Project (PSRRP), the Ministry of the Interior adopted the Business Process Review (BPR) model for the development of an online Migration Portal to enhance service delivery with regard to reducing the turnaround time and enabling easy access to Migration services. The project which commenced in February 2023 was being implemented in two phases:

- Business Process Review
- Development of Online Portal

The Business Process Review which entails the adoption of the BPR model to review Standard Operations Procedures was completed. The development of the online portal was scheduled to be completed by December 2024.

15.4. Sustainable Development Goals (SDGs)

Ministry of The Interior's Gender Mainstreaming aligned with SDG Goal 5

Ghana completed the implementation of its United Nations Security Council Resolution (UNSCR 1325) (National Action Plan 1) NAP 1 and was in the process of validating its NAP 2, an improvement of NAP 1. The Ministry of the Interior superintends over 11 agencies. Prominent amongst some of these agencies are the Ghana Police Service and the Ghana Immigration Service which incorporated gender mainstreaming strategies in the implementation of SDG 5.

The Ghana Police Service (GPS) under the auspices of the United Nations Population Fund (UNFPA) established a Domestic Violence Secretariat to coordinate the full implementation of the Domestic Violence Act 2007 (Act 732). Parliament also passed the Domestic Violence Regulations, 2016 (L.I. 2237) to fully implement the Law. A Domestic Violence Information Portal was also developed to provide and enhance data sharing amongst all stakeholders in the fight against Domestic/Sexual and Gender-Based Violence and Child Marriage by the Domestic Violence and Victims Support Unit (DOVSSU). The Unit also established a 'One-stop – Shop' for domestic violence cases. The Centre is equipped with a clinic, shelter, social

welfare office and a psychologist to provide psycho-social counselling for victims and survivors.

The Ghana Immigration Service (GIS) in collaboration with the International Centre for Migration and Policy Development (ICMPD), successfully developed a Gender Policy to Promote Gender Parity in the Service.

The Policy was developed to achieve gender equality by integrating gender interests and needs into programs and policies at various levels within the Service.

15.5. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	5,491,883,474.00	5,491,883,474.00	4,964,551,575.12	4,964,551,575.12	527,331,898.88
Use of Goods & Services	78,265,643.00	78,265,643.00	50,834,656.24	50,284,656.24	27,430,986.76
CAPEX	49,417,224.00	49,417,224.00	24,216,128.00	24,216,128.00	25,201,096.00
IGF	-	-			-
TOTAL	5,619,566,341.00	5,619,566,341.00	5,039,602,359.36	5,039,052,359.36	579,963,981.64

15.6. Challenges

The following challenges were encountered by the Ministry during the period under review:

- **Inadequate Office Accommodation**

Inadequate office and residential accommodation remained a major challenge to the Ministry and some of its Agencies which affected staffing requirements.

- **Inadequate Budgetary Allocation and Logistics**

The inadequate budgetary allocation and late/non-releases of funds largely slowed down and halted the performance of some programs and projects of the Sector Ministry and resulted in the accumulation of arrears to suppliers. The Ministry and its agencies also lacked adequate operational vehicles to carry out its mandate successfully.

- **Inadequate Water Hydrants**

The operation of the Ghana National Fire Service (GNFS) is hampered by inadequate Water Hydrants/Water Sources for firefighting operations and the non-existence of Fire Stations in newly developed communities.

- **Accumulation of Prisoners' Ration Arrears**

The Ghana Prisons Service faces a herculean task due to the accumulation of prisoners' ration arrears since creditors are unwilling to offer more credit to the Service while some threaten to take the Service to court.

- **Proliferation of Small Arms and Trafficking of Illicit Weapons.**

The absence of an Informant and Intelligence Gathering System for action to be taken on illicit arms makes the work of the National Commission on Small Arms and Light Weapons (NCSALW) very difficult.

15.7. Forward Look

Below are the Ministry's key priority projects and critical activities for implementation in the year 2024.

- Review Laws and Regulatory Frameworks as well as prepare Cabinet Memoranda. The following Bills would be the Ministry's priority - Community Sentencing Bill – Ghana Prisons Service, National Control List for goods of dual-use – NACSA and Gaming Bill Regulation – Gaming Commission;
- Conduct a nationwide monitoring exercise on Services rendered by the Ministry and operations of explosive companies, procure vehicles for operations and administrative duties;
- The Ghana Refugee Board (GRB) would conduct a verification exercise for Togolese refugees, expedite a review of the Refugee Law to enhance service delivery and expedite the Alternative Legal Status (ALS) process for Ivorians who opted to stay in Ghana;
- The Gaming Commission would acquire and implement the Gaming Administration and Monitoring Systems (GAMS) and Enterprise Resource Planning (ERP) for the integration and consolidation of key business processes and procedures;
- The Ghana Immigration Service would continue to provide logistics for Border Patrolling to prevent Terrorism (Mobile and static patrols, election-focused) and procure uniforms and accessories for the newly recruited Officers;
- The Ghana National Fire Service would liaise with MMDAs for the construction of Fire Stations in Districts without Fire Stations and collaborate with Ghana Water Limited (GWL) to ensure constant supply of water through Fire Hydrants;
- Narcotics Control Commission will intensify its Drug Demand Reduction Activities (preventive education, counselling, rehabilitation, and social re-integration);
- The National Disaster Management Organization would continue to play its coordinating role and engage all stakeholders in the disaster risk reduction drive in accordance with Act 927;
- The National Peace Council would continue its Peace Education and Advocacy against the threat of violent extremism, Terrorism & vigilantes in all 275 constituencies, targeting political actors, the youth, religious & traditional leaders at the constituency level; and
- To enhance its operations the Council would purchase Operational Vehicles, particularly for the 6 new RPCs, reconstitution, inauguration, and training of the Governing Board and two (2) Regional Peace Councils (Ahafo & Savannah).

16.0. MINISTRY OF LANDS AND NATURAL RESOURCES (MLNR)

The Ministry of Lands and Natural Resources (MLNR) is mandated to ensure the sustainable management and utilization of the nation's lands, forests, and wildlife resources as well as the efficient management of the mineral resources for socio-economic growth and development. The Ministry consists of three sub-sectors: Lands, Forestry and Mining.

The political and bureaucratic heads of the Ministry were:

Minister	-	Hon. Samuel Abu Jinapor (MP)
Deputy Ministers	-	Hon Benito Owusu-Bio (MP) Hon George Mireku Duker (MP)
Chief Director	-	Prof. Patrick Agbesinyale

16.1. Departments and Agencies of the Ministry

The Ministry has oversight responsibility over one (1) Civil Service Departments, seven (7) Sub-vented Agencies, and ten (10) Public Boards:

Civil Service Departments

- Office of the Administrator of Stool Lands.

Sub-vented Agencies

- Lands Commission
- Forestry Commission
- Minerals Commission
- Ghana Geological Survey Authority
- Ghana Integrated Aluminium Development Corporation
- Ghana Integrated Iron and Steel Development Corporation
- Ghana Boundary Commission

Public Boards

- 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 Board
- Ghana Integrated Iron and Steel Development Corporation Board

16.2. Sector Achievements

The achievements of the Ministry for the reporting year:

A. Implementation of the National Forest Plantation Development Strategy

In 2023, 5 million seedlings were targeted to be procured and distributed under the National Forest Plantation Development Strategy, based on which 5.8 million seedlings were raised and planted from Forest Service Division (FSD) of the Forestry Commission (FC). This achievement represents 116% of the annual target. A total of 25,000ha of Forest plantation was targeted to be established under the National Forest Plantation Development Strategy for both Government and the Private sector for the year under review. As at December 2023, 5,685 ha of forest plantations had been established, of which 5,077 and 608 represented Forest Plantations and enrichment planting respectively.

B. Implementation of the Green Ghana Day and Green Street Project

The 2023 Green Ghana Day was officially launched on 17th May 2023 by His Royal Majesty, Asantehene Otumfour Osei Tutu II. The 2023 edition of the Green Ghana Day (GGD) was held on Friday 9th June 2023, with a commitment to plant 10 million seedlings. Based on the 10 million target, a total of 11.5 million seedlings were distributed and supplied across all the 16 regions of the Country. In all 10.7 million seedlings were verified as planted. The target for 2023 planting exercise was revised downwards to devote adequate resources and attention to nurturing the over 23 million tree seedlings surviving from previous editions of the GGD.

C. Improving Service Delivery in the Mining Sub-Sector

To ensure proper supervision of trained small-scale miners, the Ministry, through the Minerals Commission (MC), had created temporary additional mining offices in some selected areas in the country in 2021. As of December 2023, the Ministry through the MC continued to implement ongoing reforms to improve service delivery. These reforms yielded significant results including the activities below:

- Fully digital and various applications including payments and all operational reports/returns are filed online.
- 2nd phase under WB project commenced to upgrade system and connect EPA, GGSA & Water resources Commission.
- Construction of offices to enhance monitoring and inspection across Ghana (Oda, Bibiani, Kumasi, Tamale, Bole, Damang, Bolga and Wa).
- Upgrade of Tarkwa, Wa, Savannah to the status of regional offices.
- Construction of Wa & Bolga Regional offices commenced.
- Renovation of Takoradi Laboratory completed and generating revenue.
- Control room to operationalise L.I. 2404 of 2020 functional with 70 devices for tracking of earth moving equipment installed.
- Following PPA approval, additional trackers were procured.
- Ten drones were received and where to be deployed after training of Mine inspectors.

D. Timber Trade and Industry Development

Ghana's timber export statistics from 2017 to 2019 had shown a minimal reduction in export volumes of timber and timber products and values. In 2019, the export trade had recorded a volume of 300,000m³ valued at €151 million. The situation had been made worse in 2020 with the outbreak of the COVID-19 pandemic. In 2023, the Ministry, through the Forestry Commission, facilitated the export of a total wood volume of about 90,000m³ that yielded a value of €45 million. The COVID-19 pandemic affected the production, supply, and export of legal wood and wood products. Again, 227,318m³ valued at €118.75 million had been recorded by September 2023 representing 66 % and 77% of the performance in 2022.

16.3. Reforms

In 2021, the Ministry had introduced the Green Ghana Day Initiative. Consequently, in 2023, 11.5 million seedlings were distributed and supplied, out of which 10.7 million seedlings were verified as planted. Delay in the release of funds and non-payment of seedlings suppliers (individuals and communities) were the main challenges.

16.4. Sustainable Development Goals

The following are SDGs associated with the Ministry's activities:

Goal 15: Life on Land

15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type. Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas also called for attention. . Increasing rate of illegalities within the Protected Areas (logging, mining, farming, sand wining etc.) was one of the challenges.

16.5. Financial Performance

SOURCE	APPROVED BUDGET GHS	AMOUNT RELEASED GHS	ACTUAL EXPENDITUR E GHS	VARIANCE GHS
1. GOG	A	D	E	F= (C- D)
COMPENSATION OF EMPLOYEES	353,549,586	296,345,701.08	296,345,701.08	57,203,884.92
USE OF GOODS & SERVICES	135,049,522	85,626,453	57,626,453	49,423,069
CAPEX	10,004,294	0	0	10,004,294
ABFA				
USES OF GOOS AND SERVICES	7,044,678	2,825,361	2,825,361	4,219,317
CAPEX	7,809,134	0	0	7,809,134
2. IGF	695,307,367	589,980,159.70	568,821,183.34	105,327,207.30
3. DEVT, PARTNERS				
WORLD BANK	142,200,000	69,863,643	61,307,278	72,336,357
GRAND TOTAL	1,350,964,581	1,044,641,318	986,925,976.42	306,323,263

16.6. Challenges

- **Non-payment of Allowances of Youth in Afforestation Program**

The key flagship Program within the forestry sub-sector is Plantation Development. Although the planned target for this activity was achieved, there were problems associated with its implementation, key among which is the delayed release of funds by the YEA for payment of beneficiary allowances. YEA Staff as at December 2023 had 14 months outstanding allowance yet to be paid.

- **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 regarding land litigation, a manual working environment, indeterminate boundaries, and registration process delays. The public continues to complain about the time it takes to secure land titles. The negotiation between the Ministry and the Ministry of Finance to bring on board a PPP arrangement for large scale digitization in the Land administration had not been concluded as at December 2023.

- **Illegal Mining**

The issue of illegal mining, which has been the main challenge within the mining sub-sector, 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 programs and projects in the ensuing year, would help curb these challenges.

16.7. Forward Look

The Ministry's 2024 priorities include the following areas:

a. Forestry Sub-Sector

- Strengthen forest plantation establishment, restore degraded landscapes, and implement a robust afforestation/reforestation program;
- Promote private-sector investments in ecotourism; and
- Conversion of Extant Timber Leases and Permits to Timber Utilization Contracts (TUCs)

b. Mining Sub-Sector

- Fully decentralize its operations in order to bring services to the doorstep of its esteemed clients.

c. Land Sub-Sector

- In 2024, the LC would decentralize its operations in Tema Office to significantly reduce pressure in Accra and further reduce turn-around-time for service delivery.
- The LC would also complete automation of Estate Management and Improve Ground Rent Mobilization and commence the Reform Project in 2024.

17.0. MINISTRY OF LOCAL GOVERNMENT, DECENTRALISATION AND RURAL DEVELOPMENT (MLGDRD)

The Ministry of Local Government, Decentralisation and Rural Development (MLGDRD) is mandated to formulate policies on local governance, rural and urban development, decentralisation and the design and delivery of appropriate systems to monitor the performance of Metropolitan, Municipal and District Assemblies (MMDAs).

The Ministry was headed politically and bureaucratically by the following individuals:

Minister	-	Hon. Daniel Botwe
Minister of State	-	Hon. Osei Bonsu Amoah (MP)
Deputy Ministers	-	Hon. Augustine Collins Ntim (MP) Hon. Martin Adjei Mensah Korsah (MP)
Chief Director	-	Mr. Amin Abdul-Rahaman

17.1. Agencies under the Ministry

The Ministry has the following Civil Service Departments, Sub-Vented Agencies, Public Service Organisations, and Public Boards and Cooperations.

Civil Service Departments

- Births and Deaths Registry (BDR)
- Department of Parks and Gardens (DPG)
- Department of Community Development (DoCD)

Sub- Vented Agencies

- Social Investment Fund (SIF)
- District Assemblies Common Fund (DACF)

Public Service Organisations

- Office of the Head of the Local Government Service (OHLGS)
- Land Use and Spatial Planning Authority (LUSPA)

Public Boards and Cooperations

- Institute of Local Government Studies Council
- Local Government Service Council
- Land Use and Spatial Planning Authority Board

17.2. Sector Achievements

The achievements for the Ministry for the reporting year:

A. Integration Of DPAT And Other Programs and Projects into The District Data Development Platform (DDDP)

To deepen decentralization and enhance the District Performance Assessment processes, the Ministry in 2023 completed the integration of the District Performance Assessment Tool (DPAT), District Centre for Agriculture, Commerce and Technology (DCACT) and the Local-Based Information System in Climate Adaptation (LISA) into the District Development Data

Platform (DDDP) for data collection, tracking and reporting by MMDAs and conducted a User Acceptance Test (UAT) for DPAT and DCACT on the DDDP. The DDDP was successfully deployed in all 261 Metropolitan, Municipal, and District Assemblies (MMDAs) as part of the District Performance Assessment Tool for the seventh edition (DPAT VII) implementation. This improved data on all Government interventions at the local level.

B. Ghana Secondary Cities Support Program (GSCSP)

During the reporting period, the Ghana Secondary Cities Support Program (GSCSP) transferred a total of USD 44,313,736.18 to 16 Regional Coordinating Councils (RCCs) and 35 Metropolitan, Municipal and District Assemblies (MMDAs) to support the implementation of their Annual Action Plans and Budgets.

As at the end of the year, 136 Works contracts (comprising the construction of Markets, Transport Terminals, Industrial Parks, Business Advisory Centers, Roads, Storm Drains and Sanitation Facilities) costing GHS432,497,682 had been awarded by 35 participating MAs at the third quarter, 2023 under the Urban Development Grant (UDG). Out of these, 89 contracts were substantially completed (above 95% completion); 14 were between 75% - 95% completion; 15 were also between 50% - 75% completion while 18 were below 50% completion.

Completed sub-projects included 10 Urban Markets, 13.03km of Stormwater Drain, three Urban Transport Terminals, 34.02km of Urban Roads, 7.71km of Pedestrian Walkway, one Industrial Park, one Business Advisory Centre, one Urban Park, 196 Streetlights (lamps) installed, and 1012 refuse collection equipment provided.

C. Ghana Productive Safety –Net Project (GPSNP)

The Ghana Productive Safety Net Project (GPSNP) selected a total of 8,803 beneficiaries to benefit from CLASS of which 3,681 commenced skills training in 56 communities across 29 northern DAs. Skills training was concluded for 3,572 beneficiaries. Grant disbursement for CLASS beneficiaries under GPSNP 2 commenced within the quarter under review including disbursement of residual grants for beneficiaries from the predecessor project, GPSNP. Mentoring and coaching support for 11,074 beneficiaries enrolled under GPSNP was concluded. The development of training manuals and toolkits for the urban CLASS was also completed.

In addition, 611 subprojects comprising 424 (3,773.11ha) plantations; 107 (455.09Km) feeder roads; and 80 small earth dams were prepared for implementation. Further, 509 out of 611 subprojects comprising 424 (3,773.11ha) plantations; 62 (252.89Km) feeder roads; and 23 small earth dams were committed to implementation. The remaining 102 subprojects 57 small earth dams and 45 (202.2km) feeder roads were at various stages of the procurement process.

There were 26,746 poor and extremely poor persons (68.5% females) targeted and enrolled to work at the LIPW sites by the end of September 2023. Within the period 3,756 new beneficiaries were paid bringing the total number of beneficiaries paid to 7,800 as at 30th September, 2023. Payment to beneficiaries within the quarter came to GHS2.84M, bringing the cumulative wage payment to GHS6.99M.

Total person days of employment generated as at the end of the quarter was 467,831. Upward adjustment of the Labour-Intensive Public Works (LIPW) wage rate from GHS15.00 to GHS20.00 became effective on August 1, 2023. Production of 6 million cashew, coconut, oil

palm and other seedlings progressed with seedling distribution starting in 25 MDAs. The Ministry also completed training of 115 Client Supervisors from 100 M/DAs on LIPW execution and supervision.

D. Local Climate Adaptive Living Facility (Local) Project and Boosting Green Employment And Enterprise Opportunities (Green) Project

During the period under review, out of targeted 34 sub-project interventions, 15 subprojects constituting 44%, were completed and handed over to the beneficiary communities. The infrastructural interventions included Boreholes, Footbridges, Culverts and Road-shaping and Market Pavement. The delivery of the sub-projects created short-term direct jobs for about 1,700 beneficiaries under the Cash for Work by the end of the year 2023.

E. Horticultural Sensitization Programs

During the reporting year, the Department of Parks and Gardens planted 8,885 trees across the country as part of horticultural sensitization program in line with climate change mitigation. Trees were planted at Nyankpala Primary School and Northern Military Command Barracks in the Northern Region; from Sunyani Technical University to GRA road median in the Bono Region; and from the Airport Hills roundabout to the Tse Addo roundabout road median in the Greater Accra Region among others. In addition, the Department propagated 289,200 seedlings for sale and as generation of IGF. Second cycle and tertiary institutions were supplied with seedlings for greenery projects.

A total area of 8,452m² was landscaped across the country. This included the road median from Sunyani Technical University to Penkwase traffic light and Atronie road median in the Bono Region.

The Aburi Botanic Gardens recorded 62,354 visits to the Gardens which resulted in the increase in Internally Generated Funds (IGF). The Gardens also planted 150 coconut seedlings as part of its activities. The Department's collaboration with Ghana Tourism Authority on the redevelopment of the Gardens continued with the plastering, tiling and roofing of the 12-seater toilet facility.

F. Approved District Assemblies Common Fund – Responsiveness Factor Grant (DACF-RFG) Funds for Qualified DPAT VI (2021) MMDAs.

As part of efforts to increase funding to implement activities in MMDAs Annual Actions Plans, and build capacities of MMDAs to deliver on their mandates, the Ministry approved funds for the qualified DPAT VI and initiated the process of transferring the DPAT VI funds to MMDAs for infrastructural development projects.

G. Improved Births and Deaths Registration

Registration coverage during the year was 158,506 births representing 86.8% and 13,383 deaths representing 38.9% of target set. The Registry also with the assistance of UNICEF, and other key stakeholders validated the final draft of the Standard Operating Procedures (SOP) for its operations, following the introduction of the Registration of Births and Deaths Regulations, 2021 (L.I. 2436).

H. Takoradi Market Redevelopment

The redevelopment of the Takoradi Market was undertaken to create a modern and safer environment for the traders and visitors to the market. The exercise commenced with the identification and preparation of three temporary sites with a combined capacity of 5,000 traders. As at the end of August 2023, the project completion was 81.62%, engineering 100%, procurement 88.85% and construction 62.31%.

17.3. Reforms

The Ministry completed the digitalization of all its landed properties during the reporting year. A Project Coordinating Unit was also created to improve harmonization of projects information.

17.4. Sustainable Development Goals (SDGs)

The SDGs associated with the Ministry's activities:

- **SDG 1. No Poverty**
 - To realize the goal, GHS16.5M was disbursed as grants to the beneficiaries to engage in income generating activities including beekeeping/ honey production, dry season vegetable farming, Malt processing, Groundnut Processing (oil, snacks, paste) etc.
 - Also, an amount of GHS11.1M was paid as unskilled labour wages to 4,044 Labour Intensive Public Works (LIPW) beneficiaries.
- **SDG 3. Good Health and Wellbeing**
 - The Ministry disbursed funds to the 17 beneficiary MMDAs and 4 RCCs to implement activities such as training health staff on lactation management, Infant and Young Child Feeding (IYCF) and Anaemia.
 - Some MMDAs purchased and distributed portable/digital blood pressure machines to health facilities, toward improving quality of health care.
- **SDG 5. Gender Equality**
 - Females 68.5% and males 31.5% were employed under the Ghana Productive Safety Net Project (GPSNP) which gave opportunity to both females and males to be selected for employment in both the LIPW and Productive Inclusion (PI) works.
- **SDG 8. Decent Jobs and Economic Growth**
 - In all, 27,858 beneficiaries were provided jobs under LIPW component.
- **SDG 9. Industry, Innovation and Infrastructure**
 - A total of 529 subprojects comprising community plantations, feeder roads and small earth dams were prepared and at various stages of implementation.
 - About 6 million cashews and other assorted seedlings were produced and distributed to interested farmers (with priority to the poor) to enable them to establish their plantations.
- **SDG 11. Sustainable Cities and Communities**
 - Under the GARID (Greater Accra Resilience and Integrated Development Project) Project, a government intervention aimed at improving flood risk management and solid waste management in the Odaw River Basin of the Greater Accra Region, an

amount of GHS7,156,507.00 was disbursed to the 17 beneficiary Metropolitan and Municipal Assemblies (MMAs) to support their operations and maintenance of drainage infrastructure.

- The Ministry organised four training sessions on mobility planning, traffic management, and safety for selected officers from the beneficiary institutions under the GUMAP (Ghana Urban Mobility and Accessibility Project).
- The 7th cycle of the performance assessment using DPAT for all 261 MMDAs was conducted with scores for MMDAs approved by the Steering Committee.
- LUSPA revised the National Zoning Regulations and Planning Standards and the Manual for the Preparation of Spatial Plans.
- In the year, 75 public sensitization activities were held across the country to enlighten the public on spatial planning; permitting and development control; planning and management; and the need for MMDAs to enforce land use laws for a sustainable human settlements' development.
- The Department developed a total area of 8,452m² of road median from Sunyani Technical University roundabout to Penkwase traffic light and Atronie road median (an addition of 750m²) in the Bono Region with grasses and ornamental plants for beautification. The Department also, maintained a landscaped area of 1,154,500m², planted 8,885 trees in schools (eg Wa Secondary) for the promotion of greenery, and propagated 289,200 seedlings for sale and supply to institutions.

- **SDG 13. Climate Action**

- About 6 million cashews and other assorted seedlings were produced for distribution to interested farmers (with priority to the poor) to enable them to establish their plantations under the GPNSP 2.
- Further, 100,000 trees were planted under the Green Ghana Project.

- **SDG 16. Peace and Justice Strong Institutions**

- The Births and Deaths Registry registered 470,423 births representing 64% out of the expected 730,537 and 39,148 deaths representing 28% out of the expected 137,720.

- **SDG 17. Partnership To Achieve the Goals**

- The Ministry organised a stakeholder forum on the amendment of the LUSPA Act and Regional Development fora.

17.5. Financial Performance

SOURCE	APPROVED BUDGET	REVISED BUDGET	AMOUNT RELEASED	ACTUAL EXPENDITURE	VARIANCE
---------------	----------------------------	---------------------------	----------------------------	-------------------------------	-----------------

GOG	A	B	C	D	E =(B-C)
Compensation of Employee	951,732,024.00	1,858,225,822.00	1,379,641,942.21	1,379,641,942.21	478,583,879.79
Goods and Services	28,690,337.00	28,690,337.00	21,728,224.15	20,625,863.06	6,962,112.85
CAPEX	158,354,600.00	158,354,600.00	58,507,544.00	30,149,624.84	99,847,056.00
IGF	9,178,252.00	12,476,252.00	8,170,295.08	8,170,295.08	4,305,956.92
DEV'T PARTNERS					-
WORLD BANK	837,613,723.95	837,613,723.95	398,119,489.30	263,276,475.40	439,494,234.65
UNICEF	500,000.00	500,000.00	4,572,008.00	4,572,008.00	4,072,008.00
USAID	2,676,000.00	2,676,000.00	149,650.00	347,591.50	2,526,350.00
UNCDF	5,752,736.00	5,752,736.00	1,787,971.52	2,450,489.96	3,964,764.48
SECO	13,700,000.00	13,700,000.00	990,031.00	1,568,293.00	12,709,969.00
DACF RFG	8,271,775.05	8,271,775.05	4,082,036.18	4,082,036.18	4,189,738.87
GLOBAL AFFAIRS CANADA	500,000.00	500,000.00	155,478.00	637,698.00	344,522.00
TOTAL	2,016,969,448.00	2,926,761,246.00	1,877,904,669.44	1,715,522,317.23	1,048,856,576.56

17.6. Challenges

The Challenge encountered by the Ministry during the period under review:

- **Inadequate Financial Resources and Untimely Release of Funds**

Inadequate budget ceilings and releases adversely affected its effective delivery of services. The Ministry in the short term engaged the Ministry of Finance to increase the ceiling and as well leverage the project funds for internal operations in the long term. Again, funds were not released on time to enable the Ministry to undertake its work plans and programs on schedule.

- **Inadequate Logistics and Office Space**

Inadequate and overused logistics such as vehicles and office equipment made the work of the Ministry very challenging. Again, the Ministry was faced with inadequate space to accommodate the staff. In a short term, the Ministry procured workstations for some offices while taking steps to construct an Office Block in the long term.

- **Inadequate Capacity Building for Staff**

Capacity building (technical and professional skills) for Staff is not prioritised to equip them with the necessary skill for effective work delivery in relation to modern trends. To mitigate this challenge, the Ministry through the HRMD initiated an Internal Knowledge Sharing

Platform for staff of all levels. In the long term, the Ministry negotiated with DP's to sponsor training and workshops.

17.7. Forward Look

The Strategic and top Priority Areas of the Ministry in 2024:

- Launch the National Urban Policy and Implementation Plan at the scheduled Ghana Urban Forum.
- Conduct Regional Dissemination Workshops across the country, involving stakeholders from 216 District Assemblies, 16 Regional Coordinating Councils, Traditional Authorities, Non-Governmental Organizations, Civil Society Organizations, and other interest groups.
- Conduct the Annual Performance Assessment of all 53No participating agencies under the Program in the first quarter, the outcome of which would inform the last disbursements to be made to these agencies. The Ministry would also complete the implementation of all urban infrastructure projects including markets, transport terminals, industrial parks, roads, storm drains, etc. at the local level by the last quarter of the year.
- The Ministry, under the MAG Bridge Program, would operationalize the DCACT to promote private investment into agriculture and technology development through sustainable agricultural value chains to produce the best quality products and services to meet exports standards.
- Enrol an additional 10 MMDAs under the ISS Program and disburse an estimated GH¢ 5,799,000.00 to support the implementation of their Annual Action Plans. The Ministry wouldalso conduct a joint monitoring exercise in 30 selected MMDAs as well as support capacity building exercises under the Program.
- Distribute19 Drones to all the beneficiary MMAs, GARCC, and LUSPA to facilitate the real-time monitoring of spatial development activities and ground situations in addressing challenges facing identified flood hotspots to ensure prompt emergency response.
- Implement six Junction Improvement Works in the Tema and Accra Metropolis, Ga East, Ga West, La-Nkwantang Madina and Ga Central Municipalities. The Ministry would also procure 15 Automatic Traffic Counters to support the collection and analysis of traffic data within the Greater Accra Metropolitan Area.
- Continue the implementation of the SOCO Project through the disbursement of an amount of USD\$ 47,771,249.96 to implement Component 1 subprojects in prioritised clusters and communities. It was expected that an estimated 12,713 jobs would be created in the 2nd cycle of Project implementation.
- The Department of Community Development
 - Train 300 Community Educators in Social Protection and Community Development at the Rural Development College and 1336 frontline officers and key stakeholders in the use of the Child Protection Community Facilitation toolkit (CPCFT). Continue the development of 10 non-farm business modules to promote local economic development (LED) in communities and train 100 people on the module.
 - Collaborate with SIDOS Foundation, Alliance for a Green Revolution in Africa (AGRA), and other Development Partners (DP) to train 311,634 vulnerable people on community-level skills for employment generation leading to poverty reduction.
 - Collaborate with SIDOS Foundation to coordinate the provision of financial support for 430 brilliant but needy students in 43 districts in five Regions (Greater Accra, Eastern, Volta, Central and Western); rehabilitate 43 dilapidated school buildings to ensure access to quality education in Ghanaian communities; and facilitate the

construction of 15 Community Health Planning and Services (CHPS) compounds in selected deprived communities.

- The Department of Parks and Gardens
 - Maintain a landscaped area of 2,300,000m²; propagate 550,000 seedlings for sale and supply to institutions; plant 20,000 trees and landscape 13,000m² of land space nationwide; and Aburi Botanic Gardens expecting to record 150,000 visits.
 - Restock its nurseries with 450,000 more and new plant seedlings for sale to the public and supply to institutions for beautification in 2024.
 - Continue to facilitate ongoing processes for the redevelopment of the children's playground, construction of existing car parks and washrooms, create an events ground and rehabilitate the existing lover's walkway at the Aburi Botanic Gardens in collaboration with Ghana Tourism Authority (GTA).
- The Birth and Death Registry
 - Register 657,383 births out of an expected 730,426 and 63,255 deaths out of an expected 140,566 deaths.
 - Continue with the digitization of manual records under the PSRRP to aid in expediting extractions and ensure correspondence of all manual registration data onto the electronic system.

18.0. MINISTRY OF PARLIAMENTARY AFFAIRS (MoPA)

The Ministry of Parliamentary Affairs is mandated to initiate strategies/policies to coordinate, facilitate, and evaluate the effective and efficient management of government business in Parliament, and report on same for accountability, checks and balances.

The political and bureaucratic heads of the Ministry:

Political Head	-	Hon. Osei Kyei-Mensah-Bonsu
Chief Director	-	Dr. Evans Aggrey-Darkoh – April 2018 to August 2023
		Mrs. Gifty Joyce Oteng Bosomprah
		(Ag. Chief Director) – October 2023 to December, 2023

18.1. Sector Achievements

Below were the achievements of the Ministry for the reporting year.

A. Review of Bills to Parliament

Consistent with the Ministry's cardinal principle of achieving more with less, the Ministry through its Technical Unit considered the following Bills:

- Budget Bill, 2023
- Wildlife Resources Management Bill, 2023.
- Ghana Hydrological Authority Bill, 2021.
- Office of the Special Prosecutor Amendment Act, 2021
- Criminal and other offenses Bill, 2021.
- Citizenship Bill, 2021

The Ministry also collaborated with the Africa Centre for Economic Transformation (ACET) and organized two consultative meetings with constitution experts, Former Presidents, the Council of State, and some elderly statesmen on the possible review of the 1992 Constitution.

B. Meetings With Former Heads of State and Constitutional Experts

The Ministry in collaboration with the Africa Center for Economic Transformation (ACET), successfully organised meetings with constitution experts, former Presidents, Members of the Council of State, and other elderly statesmen on the possible review of the 1992 Constitution. As at the end of the reporting year, two meetings had been successfully held and a committee instituted and given specific terms of reference relating to the harmonization of various views, reports, proposals, and the Constitutional Review Committee (CRC) Report of 2011 and its accompanying white paper.

C. Facilitation of Property Right of Spouses Bill

The Ministry facilitated a dialogue with the core leadership of Parliament on the Property Right of Spouses Bill, which aims to ensure equity in the distribution of spousal property among spouses going through a divorce or separation. The Bill was to direct the distribution of spousal property and protect spousal rights to property, as enshrined in Article 22(2) of the Constitution.

18.2. Reforms

The Ministry installed an electronic access device to check the attendance of staff. It also promoted the extensive use of QR-code during most of the Ministry's programs, which ultimately helped to reduce the usage of paper.

18.3. Sustainable Development Goals

- **SDG 16; Promote just, peaceful and inclusive societies:**
 - The Ministry engaged the Core Leadership of Parliament and other stakeholders, allowing for the harvesting of ideas to enable the Ministry to identify the factors that hindered the passage of the Spousal Rights of Property Bill.

18.4. Financial Performance

EXPENDITURE ITEM	Approved Budget	Revised Budget	Budget Released	Actual Expenditure	Variance
Compensation of Employees	3,564,780.00	3,564,780.00	2,364,766.00	2,364,766.00	1,200,014.00
Goods and Services	2,444,200.00	2,444,200.00	1,449,551.00	1,449,551.00	994,649.00
Capital Expenditure	446,400.00	446,400.00	333,664.00	333,664.00	112,736.00
Total	6,455,389.00	6,455,389.00	4,147,981.00	4,147,981.00	2,307,399.00

18.5. Challenges

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

- **Inadequate Office Space**

Inadequate Office Space prevented the Ministry from requesting personnel to develop full capacity of the various units. Officers had to undertake multiple tasks to ensure full achievement of targets.
- **Insufficient Budgetary Allocation**

Insufficient budgetary allocation coupled with the delays in the release of allocated funds from GOG hindered the successful implementation of most of the Ministry's planned activities for the year.

18.6. Forward Look

The Strategic and top Priority Areas of the Ministry in 2024:

- Engage the Core Leadership of Parliament on the need to promote effective collaboration among members of Parliament;
- Facilitate a meeting with the expanded leadership of parliament to promote free and fair elections;

- Facilitate a meeting with the heads of security agencies and the expanded leadership of Parliament;
- Organize a working dialogue with the Political Parties on the strategy to curb monetization of politics;
- Support the National Media Commission to regulate the media space to promote national cohesion;
- Support the strengthening of the Independent Governance Institutions to perform their functions effectively and efficiently;
- Hold a meeting with the Traditional Authorities, Faith Based Organizations (FBOs), and Peace Council on the need to engage or advocate for citizens to accept divergent views to promote national unity.

19.0. MINISTRY OF RAILWAY DEVELOPMENT (MoRD)

The Ministry of Railway Development (MoRD) was established to ensure the development and formulation of policies, plans, and programs to guide the development of the rail transport sector for movement of passengers and goods, facilitate trade, industrial development and stimulate economic growth.

The political and bureaucratic heads of the Ministry:

Minister	-	Hon. John-Peter Amewu (MP)
Deputy Minister	-	Hon. Kwaku Asante-Boateng (MP)
Chief Director	-	Mr. Desmond Boateng

19.1. Agencies of the Ministry

The Ministry has oversight responsibility over two public sector agencies of the Railway Sector:

- i. **Sub-vented Agency**
 - Ghana Railway Development Authority (GRDA)
- ii. **Public Service Organization**
 - Ghana Railway Company Limited (GRCL)

19.2. Sector Achievement

The achievements of the Ministry for the reporting year:

A. Kojokrom to Manso Section

The construction of the new standard gauge section of the Western Line from Kojokrom to Manso, double line having approximately 22km was in progress. The overall progress of the construction works on this section was about 90% as at the end of December 2022 and 93% by end of 2023. It was estimated that the project would be completed and handed over to Government in the first quarter of 2024 subject to availability of funding.

B. Takoradi Port, Manso to Huni Valley Section

The construction works on the Western Line continued on the 78km section from Manso to Huni Valley, including the extension of the line into the Takoradi Port. The project progressed steadily and was expected to be completed within the second quarter of 2026. The project had officially commenced in November 2022 with physical progress of 16% by the end of December 2023.

C. Tema - Mpakadan Railway Line

The 97.97km Tema-Mpakadan new standard gauge railway line was about 98.6% complete by end of 2023 from the 95% in 2022. The project was scheduled to be fully completed before the end of the first quarter of 2024 depending on the availability of funds. Some of the major components of the project completed include: An Operation Control Centre (OCC), Maintenance Facility, eight Railway Stations at Tema Harbour, Tema Industrial Area, Ashaiman, Afienny, Shai Hills, Doryumu-Kordiabe, Kpong, and Juapong.

D. Upgrade of Railway Central Training Institute

Following the upgrade of the old Railway Training School in Sekondi, known as the UMaT School of Railways and Infrastructure Development, the facility as of the 2021 academic year provided training for over 1,000 youth in various engineering and other auxiliary programs. The school awarded degrees and certificates to successful graduates through collaborative efforts by the Ministry of Railway Development and the George Grant University of Mines & Technology. The academic and annual summer school programs offered by the University were purposefully structured to ensure that the students went through practical and hands-on engineering training to augment the theoretical knowledge acquired in the classroom.

E. Modernization of Location Workshop Complex

The infrastructure of two out of seven workshops at the old Railway Workshop Complex at Sekondi had undergone rehabilitation in 2019 with funding provided by Government. The remaining five also underwent refurbishment and were completed in 2023. Also ongoing was the rehabilitation of Store Houses, located at the Location Workshop Complex in Sekondi.

19.3. Reforms

The Ministry of Railway Development (MoRD) developed an Electronic Leave System which replaced the old traditional method of applying for leave, to expedite the process of applying for leave, which saved resources such as paper.

19.4. Sustainable Development Goals (SDGs)

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. During the year 400,000 passengers were estimated to have been transported across the rail network in 2023. By the end of December 2023, a total of 167,122 passengers had been transported between Accra-Tema and Takoradi-Sekondi via Kojokrom. Again, 400,000 metric tonnes of manganese freight were estimated to be hauled from the Nsuta Mines to the Takoradi Port for export.

19.5. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D	E=(B-C)
Compensation	5,608,460.00	5,608,460.00	5,654,520.58	5,654,520.58	(46,060.58)
Goods & Services	3,079,977.00	3,079,977.00	1,379,943.61	1,379,806.42	1,700,033.39
CAPEX	161,999,872.00	161,999,872.00	149,221,465.12	149,221,465.12	12,778,406.88
IGF	3,170,379.00	5,150,379.00	5,150,379.00	2,363,313.64	-
DEV'T PARTNERS					
India EXIM / Deutsche Bank	417,616,000.00	442,400,000.00	-	-	442,400,000.00
TOTAL	591,474,688.00	618,238,688.00	161,406,308.31	158,619,105.76	456,832,379.69

19.6. Challenges

The following challenges were faced by the Ministry in the reporting year:

- **Finance**

Inadequate budgetary allocation and delays and/ non release of budgetary allocation were serious challenges which affected implementation timelines for the on-going railway construction works. For instance, the completion timeline for the Kojokrom to Manso section of the Western Railway Line which was set for December 2023 was not met. Out of the 27 IPCs submitted, amounting to about US\$165.73million, 21 amounting to US\$125.15 million were honoured leaving a balance of about US\$40 million to be paid to the Contractor for works already executed.

- **Obsolete Rolling Stock**

Most of the rolling stock used for passenger and freight operations were old and with operational difficulties. All the rolling stock available were also narrow gauge and would soon phase out once the operations on the new standard gauge railway lines commenced.

- **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 limited to the section of the Eastern Line between Accra and Tema. Passenger rail services on the Western Line are also only provided by GRCL from Takoradi through Kojokrom to Sekondi. The haulage of bauxite from Awaso to the Takoradi Port and other bulk commodities, except for haulage of manganese from Nsuta on the Western Railway Line have ceased since May 2011 due to the poor condition of the tracks.

- **Encroachment of Railway Lands and Right-of-Way**

Encroachment on railway properties seriously affect operations and development of the railway sector. The neglect of the railway sector has been accompanied with a ‘free for all attitude’. The public have taken over railway assets including lands within and outside the right-of-way, thus, making the development in some areas difficult.

- **Impacts of Illegal Mining Activities Along the Railway Corridors**

In order to separate minerals from sediment, illegal miners use the wet sieving technique. Consequently, the operations need to be accompanied by huge amount of water, usually taken from rivers and streams. ‘Galamseyers’ change, divert and block the natural superficial and sub-superficial waters (at least within the first 2m of depth) flowing within the areas where they operate. The constant sieving of sediments deeply impacts the natural ground within the right of way or in its proximity. Material is continuously excavated or reworked during these operations. Obviously, since railway construction works are set on a survey model representing the natural ground prior to the commencement of the galamsey activities, the continuous change in the morphology, causes continuous changes in the design.

19.7. Forward Look

It is expected that in 2024, major high priority railway projects that have been under implementation under the Railway Sector since 2017 would be completed and operationalized. The following are among the modern railway infrastructure projects:

- The 22km standard gauge railway line between Kojokrom and Manso and the continuation from Manso to Huni Valley by an additional 78km.
- Complete the construction works on the 6km sub-urban railway line in Kumasi, specifically between Adum and Kaase.

- Complete the 97.7km standard gauge railway line between the Port of Tema and Mpakadan in the Asuogyaman District of the Eastern Region.
- Take delivery of two new Diesel Multiple Unit (DMU) Trains in 2024 to commence passenger operations between the Tema to Kpong section of the Tema to Mpakadan Railway Line.
- Collaborate with the Ministry of Finance to prepare and package various railway projects on the Western and Eastern Corridors for prospective investors who may be willing to partner Government to develop these projects on Public-Private Partnership (PPP) basis.
- Complete the update of Feasibility Studies being carried out by independent Consulting Firms on the Western and Eastern Railway Lines.

20.0. MINISTRY OF ROADS AND HIGHWAYS (MRH)

The Ministry of Roads and Highways (MRH) is responsible for the formulation of policies, coordination of sector performance, monitoring and evaluation of road infrastructure development, maintenance, and road maintenance financing.

The following were the political and bureaucratic heads of the Ministry:

Minister	-	Hon. Kwasi Amoako-Attah (MP)
Deputy Ministers	-	Hon. Mavis Nkansah Boadu (MP) Hon. Thomas Mbomba (MP) Hon. Stephen Pambiin Jalulah (MP)
Chief Director	-	Ing. Dr. Abass Mohammed Awolu (Chief Director)

20.1. Agencies and Departments of the Ministry

Civil Service Departments

- Department of Urban Roads (DUR)
- Department of Feeder Roads (DFR)

Sub-vented Agencies

- Ghana Highway Authority (GHA)
- Ghana Road Fund Secretariat (GRFS)
- Koforidua Training Centre (KTC)

20.2. Sector Achievements

The achievements of the Ministry for the reporting year:

A. Road Rehabilitation Maintenance Program

The Ministry maintained its focus on routine and periodic maintenance activities to protect the huge investment made by Government in the provision of road infrastructure. As at the end of the reporting period, routine maintenance activities comprising grading, pothole patching, shoulder maintenance, and vegetation control had been carried out on 5,533km of the trunk road network; 8,984km of the feeder road network; and 2,318km of the urban road network.

Within the same period, periodic maintenance activities, comprising re-gravelling/spot improvement and resealing works were carried out on 49km, 327km and 148km of the trunk, feeder and urban road networks respectively. The Department of Urban Roads (DUR) was undertaking 56km Asphaltic Overlay program over eight regions. Again, minor rehabilitation works covering; minor upgrading and the construction of culverts and drainage structures were carried out on 268km of trunk roads, 415km of the feeder and 53km of the urban road networks.

B. Road, Interchange and Bridge Construction Program

Progress on Lot 1 and Lot 2 on the La Beach Project was 79% and 89% respectively as at December 2023. Works on the interchange stood at 81%. Development works on the Kumasi Lake Roads and Drainage Extension project was completed in December 2023. Construction

of Selected Roads in Sekondi-Takoradi was ongoing with progress at 28% as at December 2023.

Works on phase II of the Obetsebi Lamptey Circle Interchange and other ancillary also stalled for major parts of the year and at 86% completion as at December 2023. Additionally, with Phase 1 of the Tema Motorway Roundabout completed, Phase 2, which involved the construction of the 3rd tier of the interchange, took off. Construction of the Flyover over the Accra Tema Motorway from the Flowerpot roundabout was 60% complete. Works commenced on the Suame Interchange Project Phase 2; clearing was done, and utility relocation work was also ongoing.

C. Road Safety and Environment Program

The Ministry pursued the implementation of the law on Axle Load Limit as stipulated in the Road Traffic Regulation L.I. 2180. The implementation of the axle load program over the years resulted in a significant decrease in the incidence of overloading, which stood at less than 2.7%. Some truck drivers, however, still tried to avoid the permanent stations by using detours. Owing to that, efforts were being made to install additional stations on specific routes and the use of mobile axle weighbridges.

D. Traffic Light Restoration Program

The Department of Urban Roads (DUR) managed a total of 404 traffic lights nationwide. Within the year, 35% of the traffic lights were non-functioning due to various reasons such as theft and vandalism. About 5% of the traffic lights were also decommissioned by the Department. The DUR commenced a restoration program nationwide to operationalize the nonfunctioning traffic lights. As at the reporting period, the functioning traffic lights moved from 60% to 67%. The Department took steps to further reduce the number of non-functioning traffic lights.

20.3. Reforms

The Ministry initiated the establishment of a single unified dedicated entity responsible for planning, developing, maintaining, controlling, and managing the country's road infrastructure. A new authority which the sector proposed to be called the Ghana National Roads Authority (GNRA) aimed at consolidating the three existing entities (GHA, DFR and DUR) into a unified and streamlined organization. By bringing these agencies together, the MRH sought to enhance coordination and collaboration among them, reducing duplication of efforts and improving overall effectiveness.

The Mobile Maintenance Unit (MMU), which was established to address the maintenance gap across the country had two units in the Middle Sector and the Northern Sector based in Suhum and Techiman respectively. A third MMU was being established in Tamale to remedy most of the priority road maintenance works in the selected regions in the Northern sector. This was due to increased deterioration on national road networks and the need to expand the maintenance activities to address the maintenance issues.

20.4. Sustainable Development Goals

The Sustainable Development Goals (SDGs) associated with the Ministry is to **build resilient infrastructure, promote sustainable industrialization and foster innovation.**

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 2023. The progress of work done in 2023 was at 66.7%. Inadequate funding to Construct and maintain existing portfolio of roads was the challenge. Identification of innovative means of funding road maintenance e.g. Public Private Partnership (PPP) would solve the challenge.

20.5. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
GoG	A	B	C	D	E= B-C
COMPENSATION	74,681,220.00	74,681,220.00	65,295,360.46	65,295,360.46	9,385,859.54
Goods and Services	1,247,249.00	1,247,249.00	859,633.00	338,470.00	387,616.00
CAPEX					-
IGF	17,210,398.62	17,210,398.62	10,532,483.00	10,532,483.00	6,677,915.62
GoG	433,090,082.00	433,090,082.00	433,090,082.00	433,090,082.00	-
ABFA	2,206,383,898.00	2,206,383,898.00	1,003,533,138.00	821,814,630.00	1,202,850,760.00
IGF	11,046,775.06	11,046,775.06	6,613,168.96	6,613,168.96	4,433,606.10
DP FUNDS	2,551,700,000.00	2,551,700,000.00	2,341,657,550.33	2,341,657,550.33	210,042,449.67
TOTAL	5,295,359,622.68	5,295,359,622.68	3,861,581,415.75	3,679,341,744.75	1,433,778,206.93
ROAD FUND	1,084,137,918.00	1,084,137,918.00	556,068,637.37	556,068,637.37	528,069,280.63
GRAND TOTAL	6,379,497,540.68	6,379,497,540.68	4,417,650,053.12	4,235,410,382.12	1,961,847,487.56

20.6. Challenges

The following challenges were encountered by the Ministry during the period under review:

a. Debt Restructuring

The road sector continued to enjoy support from the government through the release of funds for the execution of its programs and projects. However, the debt restructuring under the IMF program led to the suspension of several Development Partner funded projects which were progressing smoothly and had achieved significant advancement. The MoF and MRH discussed how to resolve the issue and ensure that the contractors returned to the site as soon as possible.

b. Inadequate Financing

The inadequacy of funding sources that the Ministry continues to rely on in undertaking road infrastructure programs leaves much to be desired since road construction and maintenance are capital intensive ventures. The continuous over reliance on the three primary traditional sources of financing road infrastructure namely - the Consolidated Fund, Ghana Road Fund and funds from Development Partners remains a big concern which partly accounts for a critical setback to achieving substantial landmark besides the creation of a huge road infrastructure gap.

Mitigating measures to address the inadequate funding sources: The preparation of procurement plans by Sector Agencies according to approved budget, PPP initiatives for funding project and GOG's negotiation for 100% financing from Development Partners (DPs).

c. Theft, Vandalism and Reckless Use of Road Infrastructure

Several road users misuse road infrastructure, which accounts for rapid deterioration of road networks. Some activities of road users put undue pressure on the road infrastructure, which causes degradation, wear and tear. Unauthorized cutting of road furniture by individuals and utility service providers is also a major problem for the road infrastructure.

Mitigating strategies: To leverage Road Safety Campaigns to create awareness on sustainable road usage.

d. Inadequate Funds for the Payment of Contractors

The financial outlay for provision of new roads and maintenance of existing ones has been rising over the years, partly owing to increasing road network size, inability to undertake timely maintenance and demand from the citizenry for provision of road infrastructure. The government has however not been able to provide adequate funds to meet the increasing cost and demand for the provision of the infrastructure. The situation has therefore resulted in commitments and indebtedness to contractors over the years.

As a mitigation measure, the Ministry initiated steps to rationalize the portfolio of existing road projects to levels that could be contained within available budgets. Additionally, the approval requirements for award of contracts were strengthened to control funds commitment within the industry.

20.7. Forward Look

For 2024, the Ministry would continue the maintenance of road assets to protect the huge investment made in the provision of road infrastructure. The Ministry would undertake 17,695km, 5,000km and 3,500km of routine maintenance activities on trunk, feeder and urban road networks respectively. Additionally, periodic maintenance activities would be undertaken on 50km, 500km and 300km of trunk, feeder, and urban roads respectively. Also, 272km of trunk road, 500 km of feeder roads and 30km of urban roads were earmarked for minor rehabilitation works.

Major projects that were commenced and expected to see significant progress by the year 2024:

- Accra - Kumasi Road: Osino South Bound Carriage
- Accra - Kumasi Road: Osino North Bound Carriage
- Accra – Kumasi Road: Anyinam South Bound Carriage

- Accra – Kumasi Road: Anyinam North Bound Carriage
- Accra – Kumasi Road: Enyiresi South Bound Carriage
- Accra – Kumasi Road: Enyiresi North Bound Carriage
- Accra – Kumasi Road: Konongo South Bound Carriage
- Accra – Kumasi Road: Konongo North Bound Carriage

21.0. MINISTRY OF SANITATION AND WATER RESOURCES (MSWR)

The Ministry of Sanitation and Water Resources (MSWR) was established to lead in the national, regional, and global efforts to provide the needed support to environmental sanitation and water sub-sectors to enhance efficiency and productive use of resources.

The political and bureaucratic heads of the Ministry:

Minister	-	Hon. Dr. Freda Akosua Prempeh (MP)
Minister of State	-	Hon. Amidu Chinnia Issahaku (MP)
Chief Director	-	Mr. Noah Tumfo

21.1. Departments and Agencies of the Ministry

The Ministry has oversight responsibility over two Sub-vented Agencies, a Public Cooperation and an Institution.

Sub-vented Agencies

- Community Water and Sanitation Agency (CWSA)
- Water Resources Commission (WRC)

Public Boards and Cooperation Institutions

- Ghana Water Limited (GWL)
- Schools of Hygiene (Accra, Ho, Tamale)

21.2. Sector Achievements

The achievements of the Ministry for the reporting year:

A. Development and Implementation of Water Safety Plan (WSP)

Following the development of the Water Safety Plan with the CWSA, the Ministry through the Water Directorate facilitated a training of some MMDAs on the Water Safety Plan implementation with the Fanteakwa North and South and 16 other MMDAs in the Northern Region. Moreover, the implementation of the roadmap for the development of WSP for 15 Ghana Water Limited Regions were monitored. Training sessions were also organized for all stakeholders to support the development of WSP for GWL water supply systems.

The WSP was mainstreamed into the training manual for School Health Education Project (SHEP) Coordinators to enhance water safety education within basic schools. A Guidance document was developed to enhance the implementation of water safety plans for the various water systems.

B. Greater Accra Metropolitan Water and Sanitation Project (Water Component) – Additional Funding

In the year, US\$51.5 million was secured to complete works regarding the laying of water distribution lines in low-income communities within the Greater Accra Metropolitan Area (GAMA) and replicate the project within the Greater Kumasi Metropolitan Area (GKMA). The emphasis was to increase potable water supply through the laying of distribution and service pipelines in low-income communities within the GKMA. By December 2023, consulting

services for the update of Urban Water Supply Master Plan for GKMA including the preparation of a calibrated hydraulic network model and integrated water distribution network had been at 100% completion and the preparation of baseline studies/ base maps for selected low-income communities also at 100% completion.

C. Yendi Water Project

The Project involved the construction of a new water treatment plant with a capacity of 15,000m³/day (3.3MGD) with the Oti River as the raw water source. The cost of the project was US\$ 30 million. The project when completed would benefit about 133,000 people within the following communities; Yendi Town, Kuga Gundogu, Zang, Zangbang No.1, No.2, and No.3 (all at Wasado), Satumbu, Kpalgigbini, Yinjirido, Tamambido, Kalipando, and Gnani. Others were Tindang, Yareni, Bisindori, Tingbajador, Nasa Yendi, Ghani (Ngani), Sambu, Adobo, Sokoli, Nakpachei, Gbungbalaga and Kuga. By the end of the reporting year, the Contractor had been procured with GWL awaiting the Indian Exim Bank for approval of the draft contract for the commencement of project implementation phase.

D. Review of Ghana National Water Policy

The Ministry completed the process of reviewing the 2007 National Water Policy which was ready and awaiting Cabinet approval. The policy provided strategies and programs aimed at enabling Ghana to achieve the targets under the Sustainable Development Goal Six (6). Going forward, the National Water Policy would be launched and disseminated. The Ministry also organized two Water and Sanitation Sector Working Group meetings to enhance coordination of sector programs and activities as well as the celebration of the Annual World Water Day.

E. Provision of Infrastructure for Solid Waste Management

The Ministry collaborated with the Private Sector to provide the necessary infrastructure for solid waste management in the country. Construction of 16 Integrated Recycling and Compost Plants within all the regions were at various stages of completion. The Ministry, together with the private sector commissioned five Integrated Recycling Composite Plants (IRECOPs) in five regions namely: Oti (Dambai), Ahafo (Goaso), Western North (Sefwi Wiaso), Savannah (Damango), and Greater Accra (James Town) together with three Wastewater Treatment Plants in Ashanti (Kumasi), Northern (Tamale) and Western (Takoradi) Regions.

The plants would process plastics, metals, paper and organic compost among others. This was part of the government's efforts to ensure efficiency in the collection, transportation, and processing of solid waste into useful raw materials.

F. Greater Accra Resilient and Integrated Development Project (GARID) Project

An Engineered Sanitary Landfill and a Materials Recovery Facility were under construction under the Greater Accra Resilient and Integrated Development (GARID) Project in the Ga East Municipality. The first phase of construction of the fence wall around the proposed Transfer Station at GAEC was also completed. The outdated Environmental and Social Impact Assessment report for the capping of the Abloradjei dumpsite was reviewed to align with the Detailed Engineering Design (DED).

In addition, walling of the land for the construction of a Transfer Station at the Ga East Municipality was ongoing and at 80% completion A contractor would be selected to undertake the capping of the dumpsite at Abloradjei also within the Ga East Municipality. Engineered Landfill and a Materials Recovery Facility would be constructed in the Ga West Municipality, in addition to evacuation of unauthorised and age-old refuse dumps within the Odaw basin.

21.3. Reforms

Policy Reforms in the Community Water and Sanitation Sub-Sector

The Community Water and Sanitation Agency (CWSA) initiated policy reforms in the Rural and Small Towns Water, Sanitation and Hygiene (WASH) Sub-sector to redefine its role and other partners to sustain WASH provision. CWSA WASH activities cover 17,441 out of 27,570 communities in the 16 regions. As at June 2023, water infrastructure available to rural communities and small towns provided by state institutions (CWSA and MMDAs), NGOs and Religious bodies were the below infrastructure:

- Boreholes fitted with handpumps - 31,388;
- Small towns pipe water systems – 616;
- Limited mechanized water systems - 1,308; and
- CWSA managing 177 pipe water systems in 150 districts in the 16 regions.

21.4. Financial Performance

SOURCE	APPROVE D BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDIT URE (GH¢)	VARIANCE
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	24,241,794.0 0	24,241,794.0 0	24,241,794.0 0	24,241,794.0 0	0
Goods & Services	6,042,082.00	6,042,082.00	3,003,586.32	3,003,586.32	3,038,495.68
CAPEX	69,938,432.0 0	69,938,432.0 0	28,652,980.0 0	28,652,980.0 0	41,285,452.0 0
IGF	50,034,323.0 0	50,034,323.0 0	55,020,521.9 0	55,020,521.9 0	4,986,198.90
DEV'T PARTNERS e.g.					
Donor	1,703,240,00 0.00	1,703,240,00 0.00	4,350,593.48	4,350,593.4 8	1,698,889,40 6.52
TOTAL	1,853,496,63 1.00	150,256,631. 00	115,269,475. 70	115,269,475 .70	1,738,227,15 5.30

21.5. Challenges

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

- Limited financial resources caused by delay in the release of funds by the Ministry of Finance. This affected the implementation of programs and projects of the Ministry. The

Ministry liaised with the Ministry of Finance and relied on support from Donor Agencies to implement a few of the estimated projects.

- Negative attitude to sanitation remains a critical challenge that stifles the efforts of the Ministry. The Ghanaian attitude to sanitation leaves much to be desired; this makes the efforts of the Ministry much more challenging.

21.6. Forward Look

The Ministry's 2024 priorities include the following projects:

- a. Greater Accra Metropolitan Water and Sanitation Project (Water Component) – Additional Funding
- b. Tamale Water Project
- c. Damongo Water Project
- d. Yendi Water Project
- e. Wenchi Water Project
- f. Keta Water Project
- g. Sunyani Water Project
- h. The Sekondi-Takoradi Water Supply Project
- i. Sogakope-Lome Transboundary Water Supply Project

22.0. MINISTRY OF TOURISM, ARTS, AND CULTURE (MOTAC)

The Ministry of Tourism, Arts, and Culture was established to provide a firm, stable policy environment for effective mainstreaming of Ghanaian Culture into all aspects of national life.

The following were the political and bureaucratic heads of the Ministry:

Minister	-	Hon. Dr. Ibrahim Mohammed Awal
Deputy Minister	-	Hon. Mark Okraku Mantey
Chief Director	-	Mr. John Yao Agbeko

22.1. Agencies and Departments of the Ministry

The Ministry has oversight responsibility over 10 agencies and three Civil Service Departments:

Public Service Organizations

- Ghana Tourism Authority (GTA)
- National Commission on Culture (NCC) and 10 Regional Centres for National Culture
- Ghana Museums and Monuments Board (GMMB)
- National Theatre of Ghana (NTG) and its three resident groups
- Kwame Nkrumah Memorial Park (KNMP)
- National Folklore Board (NFB)
- Pan African Writers Association (PAWA)
- National Film Authority (NFA)
- Ghana Tourist Development Company (GTDC)
- Creative Arts Agency

Civil Service Departments

- Bureau of Ghana Languages (BGL)
- W.E.B. DU BOIS Mémorial Centre
- Hotel, Tourism and Catering Training Institute (HOTCATT)

22.2. Sector Achievements

The following are the achievements of the Ministry for the reporting year:

A. Development of National Tourism and Cultural Policies

The Ministry held a stakeholder consultation at Coconut Grove Regency Hotel on Tuesday, November 21, 2023, to discuss the draft culture policy that had been developed by a twenty-member committee. The development of the tourism policy had commenced in 2022 and from 25th to 26th October 2023 the Ministry held a stakeholder consultative workshop in the northern sector to discuss the objectives. This included positioning tourism as a major engine of economic growth; tourism as employment generation, economic development, and motivation for rural tourism; making use of our product (Domestic Tourism); and placing Ghana as a Regional and global brand to take advantage of inbound travel trade. It was also to acknowledge the critical role of all actors including the private sector, public sector, government etc; develop a new, value-driven leisure market which would encompass culture, heritage, and eco-tourism

for the enhancement of existing products and formulate a disaster management strategy to ward off possible outbreaks of epidemics such as the COVID-19 pandemic.

B. Presidential Summit on Tourism

The Summit was held from 30th – 31st May 2023 at the Peduase Lodge under the theme, “Rethinking Tourism for Economic Growth and Job Creation”. The Summit brought together tourism stakeholders to explore new approaches to the tourism industry which prioritized job creation and sustainable tourism in the national development agenda.

The following outcomes were realized from the summit:

- Preservation, Promotion, Policy Leadership, and Partnership Approach;
- Government-Private Sector Collaboration;
- Sustainable Growth and Inclusivity;
- Role of International Support and Funding;
- Economic Strategies and Data Utilization;
- Arts, Culture, and Creative Sector Integration; and
- Regional Forums for Ongoing Efforts.

C. Rehabilitation and Modernization of Kwame Nkrumah Memorial Park (KNMP)

In line with the Government’s plan to make the Park one of the best tourist and heritage attractions in West Africa, the park was redeveloped, modernized, and commissioned by His Excellency Nana Addo Dankwa Akufo-Addo on 4th July 2023. The facilities which were added to the park included the receptive facility which housed the Presidential Library with an extensive collection of historical materials and documents related to Dr. Kwame Nkrumah’s life and legacy and gift shop where visitors could find unique memorabilia. In addition, there was the audio-visual fountain which incorporated captivating visuals and synchronized music, creating a memorable experience for all visitors. There was also the museum expansion with increased gallery space and state-of-the-art audio-visual capabilities which offered an immersive and educational experience; and upgraded car park, road and drainage network.

The Park, which had attracted about 90, 000 visitors annually before the renovation, would attract over 1 million domestic and international tourists’ visitations annually through effective marketing and promotional strategies.

D. Construction of an Ultra-Modern Open-Air Amphitheater

The Ministry on Wednesday, April 26, 2023, cut sod for the construction of an ultra-modern open-air Amphitheatre at the Centre for National Culture in Kumasi. The amphitheater when completed would serve as an avenue for performances and other forms of entertainment and aid industry players to plan for events and create jobs to boost the industry’s economy. The project forms part of government’s plans to build five Amphitheaters across the country.

E. Capacity Building Training and Publicity of Tourism Programs and Activities

The Ministry organized a capacity-building training for the media to improve their knowledge on the activities, programs, and projects of the Ministry and to recognize the role of the media in achieving government's policy objectives, particularly those of the Ministry. The first capacity-building training took place in Kumasi from 23-24 August 2023 for journalists from the middle zone which included Ashanti, Bono East, Ahafo and Bono Regions. Areas explored included:

- Understanding linkages between Tourism, Arts and Culture;
- Advocacy Reporting;
- Tourism, Data Interpretation;
- Understanding the Creative Arts Industry; and
- Understanding the Culture Sector

The second session for the southern zone, which included Greater Accra, Volta, Oti, and Eastern Regions took place at Koforidua from 15-16 November 2023. The two remaining zones, Northern and Western would take place in January 2024.

The Ministry on August 14, 2023, had a stakeholder meeting with editors of various media houses to discuss and collaborate in promoting the tourism, Arts, and culture sector to make it one of the pillars for the economic growth of the country.

22.3. Reforms

• Introduction of Turnstile

The introduction of a turnstile system for constant supervision of the movement of people in the park has yielded positive monitoring of activities that go on in the park.

• Automated Stores and Books Management System

To track and keep stock levels in check and solve the problem of book publication shortage, the Bureau of Ghana Languages (BGL) introduced a stock and sales management software. This software helped to fight against piracy and made available the BGL publications to all.

• Introduction of online sale of BGL Publication

Books published by the Bureau of Ghana Languages were uploaded online for sale, to serve a wider clientele.

22.4. Sustainable Development Goals (SDGs)

• (SDG 8 Targets 9)

By 2030: The Ministry intended to devise and implement policies to promote sustainable tourism that would create jobs and promote local culture and products, by giving grants to small-scale enterprises and upgrading tourist sites which would increase visitation to help create employment.

• (SDG Target 17)

The Ministry encouraged and promoted Public-Private and civil society partnerships and built on the experience and resource strategies of partnerships, by organizing Public-Private Partnership Forums.

22.5. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	62,215,640.00	78,832,188.00	65,046,982.68	65,046,982.68	13,785,205.32
Use of Goods & Services	2,012,050.00	1,947,471.00	1,477,983.00	1,477,983.00	469,488.00
CAPEX	440,000.00	440,000.00	440,000.00	440,000.00	-
IGF	21,481,271.00	21,481,271.00	16,003,552.00	14,206,000.00	5,477,719.00
World Bank	94,800,000.00	94,800,000.00	94,800,000.00	94,781,739.55	-
TOTAL	180,948,961.00	197,500,930.00	177,768,517.68	175,952,705.23	19,732,412.32

22.6. Challenges

The following challenges were encountered by the Ministry:

- **Completion of Phase II of BGL Renovation Works**

Due to the cessation of CAPEX allocation to the agencies, BGL was unable to complete Phase II of the renovation works to address drainage problems confronting the Bureau and to a greater extent, this development affected service delivery.

- **Inadequate Logistics and Office Space**

The internet facility at the Ministry was unreliable. Contemporary tourism demands a fast and reliable internet to be competitive. In addition, the Ministry needed to implement the Government Smart Workplace to help backup files in the cloud.

The Bureau of Ghana Languages lacked the needed logistics to produce over 400 publications in 11 languages to support the E-Library Services on the BGL website. That led to piracy of BGL publications leading to reduced sales to the organization.

The expanded scope of work of the sector, accompanied by the increase in staff strength within the Ministry and its Agencies put great pressure on the limited office space. This greatly affected work output as most officers had no places to sit and work.

- **Inadequate Staff for the Bureau of Ghana Languages**

The Bureau of Ghana Languages had inadequate staff with Ghanaian language backgrounds. The 12 Language sections were manned by an average of two critical staff with most sections having no experts to man them.

- **Inadequate and Delayed Release of Budget Allocation**

The tourism industry is not only large, but also a capital-intensive sector which needs sufficient funds for the implementation of its programs, activities, and projects. However, the untimely release of inadequate funds to take care of Goods and Services as well as CAPEX is a major obstacle to the development of the sector.

22.7. Forward Look

Below are the Ministry's top priority programs and projects outlined for 2024:

- Tourism Policy Document and cultural Policy Document development;
- Multi-stakeholder heritage strategic framework;
- Upgrade and rehabilitation of tourist sites;
- Promotion of cocoa-based products;
- Promotion of domestic tourism and made-in-Ghana products;
- Increase research activities within the sector;
- Improved quality and standards of tourism establishments;
- Black History Month Celebration;
- School Outreach Program
- AU Week Celebration;
- Participate in International Writers Day celebration;
- Re-enactment of the Declaration of Independence;
- International Mother Language Day celebration; and
- Heritage Month Commemoration.

23.0. MINISTRY OF TRADE AND INDUSTRY (MoTI)

The Ministry of Trade and Industry is mandated to formulate and develop trade and industry policies, supervise its implementation, monitoring, and evaluation in Ghana.

The Ministry was headed politically and bureaucratically by the following individuals:

Minister	-	Kobina Tahir Hammond
Deputy Ministers	-	Michael Okyere Baafi Dokua Asiamah-Adjei Stephen Amoah (Dr)
Chief Director	-	Mr. Patrick Yaw Nimo

23.1. Agencies under the Ministry

The Ministry has the following Sub-vented agencies, Public Services Organisations, and State-Owned Enterprises.

Sub- Vented Agencies

- Ghana Export Promotion Authority (GEPA)
- Ghana Standards Authority (GSA)
- Ghana National Procurement Agency Limited (GNPA)

Public Service Organisations

- 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.

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.

23.2. Sector Achievements

The achievements of the Ministry for the reporting year:

A. Establishment of Strategic Anchor Industries

Rana Motors and Metal Works Eng. commissioned its assembly plant in Amasaman, under the Ghana Automotive Development Program which brought to six the number of vehicle assembly plants established in Ghana and in operation: Volkswagen, Toyota Tusho, Japan Motors, Rana Motors, Honda, Automobile industries, Foton, and Sinotruk. The vehicle financing scheme commenced with selected financial institutions with outstanding provisions under the Customs Amendment Act 2020, Act 1014 fully implemented in line with the Ghana Automotive Development Policy.

Additionally, the Components Manufacturing Policy was operationalized to attract investment into the local production of components, spare parts and accessories for the repair and maintenance, as well as the auto assembly.

B. Industrial Parks and Special Economic Zones

During the period under review, the Ministry focused on the development of the Greater Kumasi Industrial City Project, funded by the World Bank as a component of the Ghana Economic Transformation Project. In this regard, the Ministry completed the Project Concept Note (PCN) template for the project, consistent with the approved PCN template as required under Regulation 23 (1) of the Public Financial Management (Public Investment Management) Regulations 2020 (L.I 2411).

C. Export Development

Under the year of review, Volume of Non- Traditional Exports (NTE's) was \$4.8 billion with a volume of 4.2mMT. Additionally, 100 graduates were trained under the Youth in Export Program (YiEP) organized by GEPA with 100 companies receiving coverage under the 10-100-200 hand holding export support project.

Market access for Ghana increased with 51 companies supported to access the African Markets under the AfCFTA Agreement. The companies covered 300 product lines (including cosmetics, food and beverages, coconut oil, and garments supported to obtain AfCFTA Rules of Origin Certification. In addition, 63 Ghanaian Companies were supported to undertake market expansion expeditions to East Africa.

Furthermore, Free Zones enterprises generated total export revenue of **\$2.047 billion** from 207 licensed Free Zone Companies. Capital investments by Free Zone enterprises during the period amounted to **US\$137,706,756.73** with a total of **36,231** jobs created by Free Zone enterprises.

D. Small And Medium- Scale Enterprise Development

As part of support measures to strengthen institutional support for Micro, Small and Medium Enterprises (MSMEs), the Ministry completed and handed over 19 Business Resource Centres (BRCs) with 11 BRCs at various stages of completion.

During the reporting year, GRATIS trained 492 Master Craftsmen while 387 participants in Technical Apprentices were trained in Motor Technology, Electrical Engineering, Dressmaking, Metal Machining, and Welding and Fabrication. Additionally, 955 equipment (agro-processing sector – 212; non-agro-processing sector – 743) and 4892 mechanical spares, repair and maintenance activities were provided to MSMEs.

Under the GEA/Mastercard Foundation Young Africa Works Projects, 568 Beneficiaries received support in the form of Start-up Kits under the Apprenticeship to Entrepreneurship (A2E) and MSME Business Acceleration (MBA) Components of the GEA/Mastercard Foundation Young Africa Works Project. Two Thousand and Eleven Beneficiaries were supported to access regulatory support from the Food and Drugs Authority (FDA) under the Progressive Licensing Scheme during the period under review.

Two hundred and twenty-one service recipients from Offinso South and North commenced their Internship Programs in various trade areas including beading, soap making, and organic fertilizer production under the GEA/SNV Green Project while 298 women in project districts

(Kumbungu, Tolon, Duayaw Nkwanta, Techiman and Sunyani) received training in Marketing, Packaging, and Customer Care Service under the GEA/Plan Ghana WISE Project.

Finally, various training and assistance were granted to numerous beneficiaries under the GEA/Eni Ghana Economic Diversification - Building Business Project, the GEA Business Integrity Project, GEA/Mondelez Cocoa Life Youth as Farm Service, the GIZ Technical Assistance for Growth-Oriented Women MSMEs, the Ghana Jobs and Skills Projects, the Coronavirus Alleviation Program Business Support Scheme (CAPBuSS), the GEA/Mastercard Foundation COVID-19 Recovery and Resilience Program for MSME and the GIZ WIDU Project to support participants with skills development and job creation in Ghana.

E. Business Regulatory Reforms

The key components of the BRR Program were designed to improve the quality of regulations in Ghana and create a predictable business environment conducive for private sector development and investment aimed at making Ghana the most business-friendly country in Africa. Under the reporting year, BRR supported automation of District Courts is a transition from paper-based judicial approach to digitized processes to promote efficient, accessible, and fair justice delivery at the lower courts, expected to lead to significant reduction in the turnaround time for the adjudication of cases, particularly commercial cases.

The Ghana Business Regulatory Reform Portal (GBRRP) comprising of (i) an Electronic Registry of Business Regulations, which provides free access to business-related Laws, Legislative Instruments, Regulatory Notices, Administrative Directives, Procedures, Forms and Fees; and (ii) a Public Consultations Portal which serves an online platform for receiving contributions and ensuring inclusive feedback from the private sector and citizens during the process of policy making and legal reform was also implemented.

In addition, Government deployed an automated Fire Permit and Certification Management System (FP&CMS) to enable the Ghana National Fire Service (GNFS) to reduce the turnaround time for obtaining fire opinion report and certificates which are necessary requirements for obtaining development permits and launched a permanent Public-Private Dialogue (PPD) mechanism as a platform for structured dialogue and consultations between the Government and private sector operators.

F. Passage of Ghana Accreditation Service Act, 2023

During the reporting year, the Ministry facilitated the passage of the Ghana Accreditation Service Act, 2023 (Act 1102) and updated fixed assets register to facilitate the role-out and implementation of the International Public Sector Accounting Standards (IPSAS) by the Controller and Accountant Generals' Department.

23.3. Sustainable Development Goals (SDGs)

The SDGs associated with the Ministry's activities:

- **SDG 9. Target 9.2: Promote inclusive and sustainable industrialization and, by 2030 significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.**
- 25, 318 direct jobs and 144,552 indirect jobs were created by the IDIF companies
- 36231 jobs were created by companies in the Free Zones Enclave

- **SDG 9. Target 9.3: Increase the access of small-scale industrial and other enterprises, in developing countries, to financial services, including affordable credit, and their integration into value chains and markets]**
- During the period 169 IDIF companies were in operation;
- Again, 321 number of IDIF companies were at various stages of completion (cumulative);
- Twelve Bona-fide assemblers were registered under the Ghana Automotive Development Program;
- Ten Garments and textiles companies and 19 Pharmaceutical companies were supported;
- Additionally, 1015 locally manufactured products were certified;
- Furthermore, 198678 weighing and measuring devices were verified with 166 Weighing and Measuring Instruments Pattern approved.
- In the year, 22, 304 Weighing and Measuring instruments were calibrated while 4162 Weighing and Measuring devices were randomly inspected; and
- Fifty companies were assisted to access new markets (AfCFTA).

23.4. Financial Performance

SOURCE	APPROVED BUDGET (GH¢'000)	REVISED BUDGET (GH¢'000)	AMOUNT RELEASED (GH¢'000)	ACTUAL EXPENDITURE (GH¢'000)	VARIANCE (GH¢'000)
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	80,811	90,015	69,623	69,623	20,391
Use of Goods & Services	39,102	20,702,	15,957	15,754	4,744
CAPEX	197,375	477,808	3,112	3,112	474,695
IGF	190,925	190,925	99,753	57,864	91,171
DEV'T PARTNERS e.g.					
Others (IFAD/AfDB)	79,000	79,000	45,814.15	45,814.15	33,185
TOTAL	587,214	858,451	234,261	192,168	624,189

23.5. Challenges

The Challenge encountered by the Ministry during the period under review was:

- **Inadequate Financial Resources**

Adequate funding for program and project implementation hindered the Ministry and its Agencies' ability to attain all the development objectives it set out to achieve at the beginning of 2023. As a way of addressing the inadequate funding challenge, the Ministry prioritized the planned work programs and projects. Additionally, it engaged several development partners in the implementation of its programs.

23.6. Forward Look

The Strategic and top Priority Areas of the Ministry in 2024:

- Intensify support to existing and new manufacturing enterprises with technical assistance, credit facilitation, and access to electricity and other infrastructure;
- Launch and commence implementation of the Components Manufacturing Policy which seeks to support the production and supply of components and spare parts for the automotive industry;
- Continue to develop and implement policies geared toward attracting investment into strategic manufacturing sectors and use the network of missions and representational offices on the continent to pursue market access opportunities for Ghanaian products;
- Strengthen export-finance institutions to deliver tailor-made support for exports under AfCFTA.
- Leverage on the opportunities AfCFTA provides to pursue aggressive market entry programs in selected African markets;
- GEPA would establish Export Trade Houses (ETHs) in selected markets to promote made-in-Ghana product;
- GEPA would promote opportunities for local Ghanaian businessmen and investors to invest in export product transformation and value addition at the district level in partnership with the Ministry of Local Government, Decentralisation and Rural Development under the Local Economic Development (LED) initiative.

24.0. MINISTRY OF TRANSPORT (MOT)

The Ministry of Transport is **mandated with the responsibility for formulating policies and works closely with 13 agencies to implement these policies together with programs across the transport sector.**

The following were the political and bureaucratic heads of the Ministry:

- Minister - Hon. Kwaku Ofori Asiamah
- Deputy Minister 1 - Hon. Alhassan Sulemana Tampuli
- Deputy Minister 2 - Hon. Frederick Obeng Adom
- Chief Director - Mrs. Mabel Sagoe

24.1. Agencies of the Ministry

The Ministry has oversight responsibility over three Sub-vented Agencies, one Public Service Organization, and 10 Public Boards and Corporations

Sub-vented Agencies

- National Road Safety Authority (NRSA)
- Driver and Vehicle Licensing Authority (DVLA)
- Aircraft Accident and Incident Investigation and Prevention Bureau (AIB)

Public Service Organizations

- Regional Maritime University (RMU)

Public Boards and Corporations

- Ghana Civil Aviation Authority (GCAA)
- Ghana Airports Company Limited (GCAL)
- Metro Mass Transit Company Limited (MMTL)
- Intercity STC Coaches Limited (ISTC)
- Volta Lake Transport Company Limited (VLTC)yy
- Ghana Ports and Harbours Authority (GPHA)
- Ghana Maritime Authority (GMA)
- Ghana Shippers Authority (GSA)
- PSC Tema Shipyard and Drydock
- Drivers and Vehicle Licensing Authority (DVLA)

24.2. Sector Achievements

The following were the achievements of the Ministry for the reporting year:

A. Development of a National Electric Vehicle Policy

The Ministry developed a National Electric Vehicle Policy to create an enabling environment to reduce carbon emissions in Ghana, which was successfully launched by H.E. The President of the Republic of Ghana during the 28th meeting of the Conference of the Parties (COP 28) held in December 2023 in Dubai.

B. Expansion of Tamale (Phase II) Airport Project

The Tamale Airport was fully completed and commissioned by H.E. the Vice President, making the Terminal operational. The airport was to open the country to efficient movement of people, goods, and services and promote tourism.

C. Road Safety

Following Phase II of a successful Road Safety campaign dubbed “STAY ALIVE” which combined education, advocacy, and enforcement to fight the menace of road crashes, there was a reduction in road crashes, injuries, and deaths by 6.58%, 1.08%, and 7.38% respectively according to the 2022 statistics.

D. Renewal of Fleet for the Metro Mass Transit Limited (MMTL)

As part of measures to improve mass transportation, 35 No. Van Der Leegte (VDL) buses and spare parts had been delivered and commissioned as at December 2023 and expected to be deployed and operationalized in 2024.

24.3. Reforms

As part of measures to improve service delivery, the Ministry through the Driver, and Vehicle Licensing Authority (DVLA) developed a Mobile Application to reduce the number of people who continually visit their offices at all stages in their service request.

To revolutionize workflow in its offices, the Authority started implementing a queue management system which was ongoing in five of its major operational offices in Accra, Weija, Takoradi, Tema, and Kumasi to complement the effort of optimizing and expediting service delivery across board.

To enhance service delivery and customer satisfaction, the DVLA in June 2023 launched a partnership with Ghana Post for the delivery of driver's licenses to its customers upon request in the comfort of their homes or offices.

24.4. Sustainable Development Goals (SDGs)

- **SDG 3.6 Halve the number of global deaths and injuries from road traffic accidents.**
 - The Ministry through the National Road Safety Authority embarked on a series of road safety education and enforcement activities as part of its contribution to realizing the above SDG Target.
- **SDG 11.2 Provide access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities, and older persons.**
 - The Ministry facilitated the supply of 35 No. VDL buses to the Metro Mass Transit Limited (MMTL) as part of measures to improve mass transportation and contribute to the realization of the above SDG Target.
- **SDG 13.2 Integrate climate change measures into national policies, strategies, and planning.**
 - To integrate climate change measures into National Policies, Strategies, and Planning, the Ministry developed a National Electric Vehicle Policy as part of its contribution toward realizing this SDG Target.

24.5. Financial Performance

SOURCE	APPROVED BUDGET (GHC)	REVISED BUDGET (GHC)	AMOUNT RELEASED (GHC)	ACTUAL EXPENDITURE (GHC)	VARIANCE (GHC)
GOG	A	B	C	D	E=(B-C)
COE	9,973,161.00	9,973,161.00	11,719,651.64	11,719,651.64	-1,746,490.64
G& S	3,442,000.00	3,442,000.00	2,253,043.00	1,621,949.16	1,188,957.00
Capex	26,037,280.00	26,037,280.00	24,300,042.29	7,671,444.49	1,737,237.71
ABFA	20,352,000.00	20,352,000.00	7,035,200.00	151,794.00	13,316,800.00
IGF	345,214,626.00	345,214,626.00	221,593,012.22	221,593,012.22	123,621,613.78
DP	821,600,000.00	821,600,000.00	31,400,544.17	31,400,544.17	790,199,455.83
TOTAL	1,226,619,067.00	1,226,619,067.00	298,301,493.32	272,536,446.52	928,317,573.68

24.6. Challenges

The following were some challenges encountered by the Ministry during the year under review:

- **Inadequate Training for Staff**

Due to inadequate funds, some officers were unable to undertake certain training programs scheduled in their Training Plan.

- **Inadequate Office Accommodation**

The Ministry did not have adequate office space to accommodate its current staff, as a result, some Directorates had to implement flexible working arrangements to curb the situation.

- **Inadequate Funds to Undertake Research Activities**

Officers were unable to undertake research into transport-related matters due to inadequate budget allocation.

24.7. Forward Look

The following are Strategic and top-priority programs and projects to be implemented in 2024. The Ministry would undertake the following activities:

- undertake nationwide dissemination and implementation of the electric vehicles policy to reduce carbon emissions in Ghana;
- complete the review of the Road Traffic Act, 2004, (Act683) and Road Traffic Regulations, 2012 (L.I.2180) and facilitate the passage of regulations for the operationalization of the National Road Safety Authority Act, 2019 (Act 993);
- pursue the fleet renewal program and facilitate the delivery of 10 No. VDL buses to ensure continuous provision of a public mass transportation system;
- seek to complete and commission the ongoing expansion of the Kumasi Airport project to improve air connectivity and boost trade and tourism;
- seek to complete and operationalize the ongoing construction of the Jamestown Fishing Port and other complementary projects such as Markets, a Police Station, etc;
- commence procurement processes to engage a Consultant and Contractor to execute the Volta Lake Transport Improvement Project upon Cabinet and Parliamentary approval;and
- complete Phase I of the Boankra Integrated Logistics Terminal Project, which had been commenced in 2020 to help decongest the Tema Port.

25.0. MINISTRY OF WORKS AND HOUSING (MWH)

The Ministry of Works and Housing (MWH) is responsible for formulating and implementing policies and programs for the Works and Housing sub-sectors of the economy.

The following were the political and bureaucratic heads of the Ministry:

Minister	-	Hon. Francis Asenso-Boakye, (MP)
Deputy Ministers	-	Hon. Abdulai Abanga, (MP)
Chief Director	-	Rev. Stephen Osei Yaw

25.1. Departments and Agencies of the Ministry

The Ministry has oversight responsibility over three Civil Service Departments, four Sub-vented Agencies, three Public Service Organizations and One Public Board:

Civil Service Departments

- Department of Rural Housing (DRH)
- Public Works Department (PWD)
- Rent Control Department (RCD)

Sub-vented Agencies

- Engineering Council (EC)
- Architects Registration Council (ARC)
- Real Estate Agency Council (REAC)
- Ghana Hydrological Authority (GHA)

Public Service Organizations

- State Housing Company Limited (SHC)
- Architectural and Engineering Services Limited (AESL)
- Tema Development Company Limited (TDCL)

Public Boards

- Public Servants' Housing Loans Scheme Board (PSHLSB)

25.2. Sector Achievements

The achievements of the Ministry for the reporting year:

A. New Takoradi Emergency Sea Defence Project Phase III (Elmina)

The third phase of the New Takoradi Emergency Sea Defence Project at Elmina which commenced in May 2019 was meant to give protection to the marine beach road linking Elmina town to Cape Coast Takoradi road and the Elmina Beach resort facility. The intensity of the tidal wave erosion along the coastal stretch of Elmina impacted negatively on tourism and fishing activities, the main livelihood of the inhabitants. The New Takoradi Sea Defence Project Phase III, a 5km coastal protection project, would be implemented over a period of 36 calendar months. The project had been at 96% completion by December 2023 as compared to the 80% preceding year.

B. The Komenda Emergency Coastal Protection Project

The Komenda Emergency Coastal Protection Project which had been awarded in November, 2018 was located along the shoreline of Komenda in the Komenda/Edina/Eguafo/Abirem Municipality of the Central Region of Ghana. The project entailed the construction of armour rock groynes, riverbank and outlet protection and the construction of a river bridge to protect a coastal stretch of 3km. The contract duration was two years and was expected to have been completed by November, 2020. As at 31st December, 2023, the project was 99% complete as compared to 90% in 2022.

C. National Rental Assistance Scheme (NRAS)

In line with the government's policy to increase access to various affordable housing options, the government committed to establishing a National Rental Assistance Scheme. As at 31st December, 2022 the proposal for the implementation of the Scheme had been developed and approved by Cabinet for implementation. The target for the year under review was to launch the Scheme and pilot same in six regions across the country for a period of two years. The National Rental Assistance Scheme (NRAS) was duly launched in January 2023 to increase accessibility and affordability toward addressing the unfair burden of multi-year rent advance payments while satisfying the interest of landlords and tenants. As at October and November 2023, the Scheme had successfully enrolled a total of 1,247 Ghanaians within the six selected regions for the pilot scheme.

D. Completion of the Kpone Affordable Housing Project

The Kpone Affordable Housing Project was handed over to TDC Development Company Limited in 2015 for completion. As of 31st December 2022, the Company had completed a total of 1052 housing units under the first phase of the Project and achieved 50% completion on the second phase which entailed the construction of 3,016 housing units at the project site. The target for the year under review was to achieve 70% completion. However, the project was about 60% complete while work progressed to meet the target of the project.

E. Security Services Housing Program (Phase III)

As part of efforts to increase access to safe, secure, and adequate affordable housing for the security services, Government in August 2018 commenced the construction of 320 housing units at Tesano for the Ghana Police Service under the third phase of the Security Services Housing Program. The project as at 31st December, 2022 was about 85% complete. The target for the year 2023 was to achieve 100% completion, but was approximately 95%, and expected to be completed in 2024.

F. Legacy Court Housing Project

State Housing Company Limited (SHCL) also continued the construction of the Legacy Court Housing Project which entailed the construction of 37 housing units to provide adequate, safe, secure, quality and affordable housing at Adenta. As at 31st December 2022, the project was about 85% complete. The target for the year 2023 was to achieve 100% completion, which was realized.

25.3. Reforms

The key reforms that had been implemented in the Sector over the previous three years had centered on capacity building and ICT initiatives, specifically, the Structured Coaching and Mentorship programs and the Ministry of Works and Housing E-Learning Platform (MWHLP) geared toward addressing the training gaps of the Sector. Others include the E-Leave Application, E-feedback, E-application and E-reporting geared toward improving services at the Ministry.

25.4. Sustainable Development Goals

The SDGs associated with the Ministry's activities:

- **Goal 11: Make cities and human settlements inclusive, safe, resilient, and sustainable.**
 - Indicator 11.1.1 Proportion of urban population living in slums, informal settlements, or inadequate housing.
 - Indicator 11.5.1/1.5.1/13.1.2 Number of deaths, missing persons and persons affected by disaster per 100,000 people.

In line with the above, sector specific performance interventions were implemented in accordance with the National Medium-Term Development Planning framework toward realising the planned targets under the SDGs.

25.5. Financial Performance

SOURCE	APPROVED BUDGET (GHC)	AMOUNT RELEASED (GHC)	ACTUAL EXPENDITURE(GHC)	VARIANCE
	A	C	D	E=(A-C)
GOG				
Compensation of Employees	23,511,860.00	23,186,453.00	23,186,453.00	325,407.00
Use of Goods & Services	1,190,850.00	893,100.00	893,100.00	297,750.00
CAPEX	34,831,403.00	146,277,395.62	127,632,876.12	111,445,992.62
ABFA				-
CAPEX	326,756,174.00	108,525,714.38	94,006,035.79	218,230,459.62
IGF	8,982,331.00	1,920,985.15	1,920,985.15	7,061,345.85
World Bank	79,000,000.00	51,943,198.06	51,943,198.06	27,056,801.94
Others	-	-	-	-
TOTAL	474,272,618.00	332,746,846.21	299,582,648.12	141,525,771.79

25.6. Challenges

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

a) Financial

Delay in the issuance of commencement certificates tends to disrupt the achievement of planned targets and results for the budget year. For the period under review, the release of approved budgetary funds was also unreliable and fell short of program cash plan for the year. Similarly, commencement certificates for program works were issued in the third quarter of the year, limiting efforts to complete the procurement process and planned works for the period.

To mitigate these challenges in the ensuing year, the Ministry would continue to engage the Ministry of Finance (MoF) for the timely issuance of commencement certificates and release of funds for the programs and projects of the Ministry.

b) Inadequate Funds for Training

The budgetary allocation for capacity building efforts remains a challenge, so the Ministry has inadequate funds for training of staff. Accordingly, the Ministry was unable to address key capacity and skills gaps that were identified under the performance management system.

To mitigate this challenge, the Ministry would explore the opportunity to augment its training efforts with in-house training programs as well as the structured mentoring and coaching initiative. Furthermore, the Ministry would expand its engagement with the Development Partners to explore additional opportunities to address the training gaps.

c) Logistics

During the period under review, the Ministry as well as some of its Departments and Agencies had inadequate logistics, in-office facilities, equipment, supplies, and basic ICT equipment due to lack of funds and the requisite commencement certificate to procure these items. This adversely impacted on service delivery.

To address this challenge, the Ministry would explore the opportunity to get some logistical support from the project management component of the approved projects of the Sector. Additionally, efforts would be made to secure support from Development Partners while strengthening continuous engagements toward rationalizing the procurement of priority logistics under the approved 2024 Budget.

25.7. Forward Look

- a) For the 2024 financial year, the Ministry would vigorously pursue the completion of affordable housing units at Kpone, and other ongoing redevelopment projects. Similarly, TDCL and SHCL would continue to work on all ongoing housing developments toward increasing access to various housing options.
- b) In a bid to advance the affordable housing delivery program, the Ministry would expedite action on the construction works at Pokuase/Amasaman in the Greater Accra Region in partnership with the private developers engaged for the project.
- c) The Ministry would also explore the opportunity provided under the 2024 approved budget to implement a slum upgrading program in selected slum communities in the country.
- d) Also, the coastal protection projects at Dansoman, Ningo-Prampram, Anomabu, Elmina, Cape Coast, Komenda, Aboadze, and Dixcove in the Greater Accra, Central and Western

Regions of Ghana would be continued. The Ministry would also explore the opportunity to receive the requisite approvals to enable it to commence works on the Blekusu Coastal Protection Project (Phase II), Apam, Cape Coast, and Shama. In the same vein, the construction of critical drainage channels under the 2018 and 2020 National Flood Control Program (NFCP) coupled with other priority drainage projects nationwide would be continued while exploring the opportunity to commence additional works under the 2024 NFCP.

- e) While the budgetary allocation for capacity building efforts continued to remain a challenge, the Ministry would expand its quest for support and scholarships for training and other capacity development initiatives from other state institutions and Development Partners toward the development of its human capital for effective and efficient service delivery.

26.0. MINISTRY OF YOUTH AND SPORTS (MoYS)

The Ministry of Youth and Sports is mandated to initiate and formulate Youth and Sports policies as well as coordinate and evaluate the efficiency and effectiveness of the performance of the Sector to achieve national integration and international recognition.

The political and bureaucratic heads of the Ministry:

- Minister - Hon. Mustapha Ussif
- Deputy Minister - Hon. Evans Opoku Bobie
- Chief Director - William Kartey

26.1. Agencies of the Ministry

The Agencies operating under the Ministry:

- National Youth Authority
- National Sports Authority
- National Sports College

26.2. Sector Achievements

The Ministry's achievements for the reporting year:

A. Hosting and Organization of the 13th African Games, Accra 2023

In preparation for the 13th African Games, the Ministry in 2023 completed an average of 96% of sporting facilities. Existing facilities were refurbished, and additional ones constructed to increase capacity of sporting facilities. An official 100 day countdown for the 13th African Games was launched on 29th November, 2023 and all participating countries replicated the 100-days countdown and intensified their preparation for the African Games.

B. Development of Legislative Instrument for the Sports Act, 2016 (ACT 934)

The draft Legislative Instrument was finalized, submitted, pre-laid and laid in Parliament awaiting maturity in the year under review. The Legislative Instrument when operationalized would give meaning to the Sports Act 2016, (Act 934) and make it functional.

C. 2023 African Para Games

The Ministry of Youth and Sports coordinated the hosting of the first ever African Para Games from 3rd to 12th September 2023. In all, 16 countries participated, and a good number of athletes qualified for the 13th African Games. Ghana won a gold medal in the amputee football.

D. WAFU Zone B Tournament

The Ministry of Youth and Sports coordinated the organization of the West African Football Union (WAFU) Games in Kumasi with seven countries including Ghana participating. The Ghana Black Princesses emerged champions of the tournament.

E. Sports Stadia with Auxiliary facilities

Five Centres were selected, and contractors remobilized to site. The Koforidua Centre was commissioned on 27th December 2023 while work on the other five progressed steadily.

26.3. Reforms

Operationalization of the SMART Workplace

All staff were trained and enrolled on the smart workplace platform to enable them work remotely and reduce the use of paper in the workplace.

26.4. Sustainable Development Goals

SDG 4.7 - Here, 955 deprived and out of school youth were provided with training in diverse skills (soap, dress making, IT training, and digital marketing) to build their capacity. More, 240 youth were deployed as volunteers to communities and 21,764 youth benefitted from health, environmental and other social programs.

SDG 9.1 - Two stadia were rehabilitated, and two stadia were at 90% completion status.

SDG 16 - Twenty-five Sports Associations were equipped.

SDG 10.2 - Forty-five international sports competitions were attended.

26.5. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D	E (B-C)
Compensation	28,104,840.00	28,104,840.00	34,434,775.74	34,434,775.74	(6,329,935.74)
Use of Goods & Services	14,704,575.00	14,704,575.00	7,806,331.85	7,806,331.85	6,898,243.15
CAPEX	1,679,747.00	1,679,747.00	855,828.04	855,828.04	823,918.96
IGF	3,634,099.00	3,634,099.00		2,947,316.10	
DEV'T PARTNERS					
DANIDA					
JICA					
World Bank					
Others	347,600,000.00	347,600,000.00	230,621,043.53	230,621,043.53	116,978,956.47
TOTAL	395,723,261.00	395,723,261.00	273,717,979.16	276,665,295.26	118,371,182.84

26.6. Challenges

During the reporting year, the Ministry encountered the following challenges:

Inadequate Logistics and Equipment

The Sector was faced with inadequate logistics and equipment such as vehicles, computers and its accessories to enable it to undertake its planned activities. Staff of the Ministry and its Agencies sometimes had to resort to their meagre personal resources to undertake their task and achieve their targets.

Inadequate Youth and Sports Infrastructure / Facilities

The Ministry is challenged with inadequate Youth and Sports infrastructure, such as stadia, sports halls, swimming pools, fitness facilities, golf courses, and youth resource facilities among others. The absence of these standardized youth and sports infrastructure at the National, Regional and District levels affect the development of youth and sports activities in the country. This invariably curtails the nation's ability to perform competitively at international levels.

26.7. Forward Look

Below are the Ministry's strategic and top priority programs and projects outlined for 2024:

- i. Successful hosting and organising of the 13th African Games, Accra 2023;
- ii. Facilitation of all foreign travels and bilateral meetings/ engagements;
- iii. Facilitate the participation and organization of all national team competitions both local and international (AFCON, AWCON, Olympics & World Cup Qualifiers);
- iv. Operationalize the Ministry's e-records system;
- v. Rehabilitate Baba Yara, Essipong and New Edubiase sports stadia;
- vi. Facilitate finalization of the National Sports Policy and Anti-doping Bill;
- vii. Completion of four Youth and Resource Centers and Head Office building;
- viii. Construction of four Astro turfs;
- ix. Organization of capacity building training programs for youth development;
- x. Commencement of activities for NYA @ 50 celebrations;
- xi. Development of a National Action Plan on Youth, Peace and Security;
- xii. Sports Promotion (International competitions):
 - a. Support national sports teams to qualify, prepare and participate in the Olympic and Paralympic Games in Paris, France;
 - b. Support and collaborate with national sports associations/teams to participate in association-specific international competitions; and
 - c. Preparation of team Ghana in collaboration with various national sports associations to participate in the 13th Africa Games.

27.0. OFFICE OF THE ATTORNEY-GENERAL AND MINISTRY OF JUSTICE (OAGMoJ)

The Office of the Attorney-General and Ministry of Justice (OAGMoJ) was established to formulate and coordinate policies, set standards, monitor and evaluate the implementation of the policies and performance of the sector.

The political and bureaucratic heads of the Ministry:

Minister	-	Hon. Godfred Yeboah Dame (MP)
Deputy Minister	-	Hon. Alfred Tuah-Yeboah (MP)
Deputy Minister	-	Hon. Diana Asonaba Dapaah (MP)
Chief Director	-	Ms. Suweibatu Adam

27.1. Agencies of the Ministry

The Office of the Attorney-General and Ministry of Justice has oversight responsibility over seven Sub-vented Agencies, one Public Service Organization and one Civil Service Department.

i. Sub-vented Agencies

- Legal Aid Commission
- Council for Law Reporting
- Law Reform Commission
- General Legal Council (Ghana School of Law)
- Economic and Organized Crime Office (EOCO)
- Copyright Office
- Office of the Registrar of Companies

ii. Civil Service Department

- Registrar-General's Department

iii. Public Service Organizations

- Legal Service (Office of the Attorney-General)

27.2. Sector Achievements

The following are achievements of the Ministry for the reporting year;

A. Operationalization of the Legal Service

Following the successful validation of draft reports in 2023, final reports were submitted to the Hon. Attorney-General and Minister for Justice for further directive. These include the reports:

- **Institutional Arrangements of the Legal Service** (i.e., vision, mission, core values, goal, objectives, functions, organizational structure / organogram, etc.).
- **Establishment Levels for the Legal Service** (i.e. staffing requirements, numbers, skills-mix etc.).
- **Scheme of Service for the Legal Service** (i.e., job title, grading hierarchy, duties & responsibilities, entry requirements, skills & competencies required for the job, progression, etc.).

B. Completion of the Law House Project

The target was to complete the project in 2023. However, as at December, 2023, the completion level was at 80% from 75% in 2022. When completed, the dire accommodation challenge confronting staff would be addressed.

C. Improving Access of the Disadvantaged to Justice

The Minister launched the **Public Defenders' Division (PDD) of the Legal Aid Commission in 2023**. The PDD provided free legal services to the less privileged and the poor accused of criminal offences in the country. The creation of the PDD was to further give effect to Articles 14, 17, and 19 of the 1992 Constitution, which respectively protects personal liberties, promotes equality and freedom, and makes fair trial a cardinal part of the justice system; included also was Article 294, which enjoins the State to promote access to justice by providing legal services for the poor.

D. Defending All Legal Claims Against the State and Reversing the Trend Where Huge Monetary Awards are Made Against the State

In fulfilment of its constitutional duties, the Office of the Attorney-General and the Ministry of Justice actively represented the State in 871 civil cases, compared to 811 cases in the previous year. These cases, if had not been diligently handled, could have led to substantial financial liabilities for the State in the form of judgment debts. Below are noteworthy instances:

- Safetack India Pvt. Ltd. (The Claimant) and Government of Ghana Represented by the Ministry of Trade and Industry;
- Munck Civil Engineering A/S (Denmark) Vs. The Government of Ghana Acting Through the Ministry of Roads and Highways Represented by the Ghana Highway Authority;
- Caasius Mining Limited vs. Government of the Republic of Ghana; and
- Beijing Everyway Traffic & Lighting Vs Government of Ghana.

E. Promoting the Fight Against Corruption and Economic Crime

The Public Prosecutions Division of the Office of the Attorney-General and the Economic and Organized Crime Office (EOCO) pursued several cases involving corruption and economic crime in order to demonstrate the government's commitment to combating corruption and economic crime. The Public Prosecutions Division of the Office of the Attorney-General had received 1,295 dockets, initiated prosecutions in various courts across the country, and dealt with 948 cases as at September 2023. There were 347 pending cases awaiting further action. This represents a significant increase from September 2022 when the division received 710 dockets cases and commenced prosecutions in 521 of them in various courts across the country. The heightened caseload reflects the division's continuous commitment to addressing legal matters and upholding justice within the judicial system.

By the end of September 2023, EOCO had successfully recovered a substantial total amount of GH¢214,640,175.87. This recovery comprises GH¢ 35,346,277.13 as direct retrieval into the consolidated fund and GH¢ 179,293,898.74 as indirect recovery directed to other institutions. This marks a significant advancement compared to the GH¢ 30,180,209.34 recovered by the end of September 2022, where GH¢ 11,135,941.57 constituted direct recovery into the consolidated fund and GH¢ 19,044,267.77 represented indirect recovery to other

institutions. EOCO conducted investigations into a total of 570 cases. Out of these, 19 cases were undergoing prosecution in various courts.

The Office in collaboration with the US Federal Bureau of Investigation (FBI), investigated 123 cases of stolen vehicles from abroad with the cases at various stages of investigations. A total of 65 cars were recovered with support of the FBI, 41 of which came from Canada and the rest, the United States.

F. Promoting Access and Efficiency in Delivery of Justice, Legal Education, and Justice Administration

The Ministry initiated, drafted, and facilitated the passage of Bills to further the government's commitment to promoting access and efficiency in justice delivery, as well as legal education and speedy administration of justice, resulting in 373 pieces of legislation made up of 17 Substantive Legislation and 356 Subsidiary Legislation. The legislation for the period under review includes the following: 12 Substantive Legislation, two Legislative Instruments (LIs), three Constitutional Instrument (CIs), and 356 Executive Instruments (EIs).

G. The Registrar General's Department (RGD)

The Department has improved on its commitment to formalizing marriages, successfully registering 1,343 marriages. This represents a slight decrease from the previous year's figure of 1,589 marriages, suggesting potential variations in marriage registration trends.

In the jurisdiction of intellectual property, the Department processed a substantial volume of trademark filings, totaling 2,200. Out of these filings, impressive 2,179 trademarks were successfully registered. The Department actively supported creativity and innovation by registering 406 industrial designs. In contrast, the previous year saw 37 industrial designs being registered.

The Department also initiated the processing of Geographical Indications at the regional level with 800 applications received. In terms of revenue generation, a significant amount of GHS 37,257,719.61 had been accumulated through estate administration as at October, 2023. The turnaround time for Madrid applications significantly reduced from 18 months to 12 months, and Industrial design applications within four months to meet international timelines. Turnaround time for trademarks decreased significantly from one year as stipulated by law to three months.

H. The Office of the Registrar of Companies (ORC)

The ORC successfully registered a total of 119,317 businesses/companies. The total generated by the ORC reached GHS 81,406,674.32 in 2023. This represented a considerable growth compared to the previous year's revenue of GHS 70,665,861.32. The ORC successfully registered 258 Insolvency Practitioners, indicating a proactive approach to ensuring a competent and qualified pool of professionals in the field. The receipt of 55 applications for Dissolution without winding up, with a successful dissolution of 45 cases, underscored the efficiency of the Office in managing dissolution processes. The high success rate reflects streamlined procedures and effective resolution of dissolution matters. The successful migration of 90.2% of existing infrastructure to the Government Cloud demonstrated a commitment to leveraging modern technology for improved service delivery. The establishment of a Prestige Center (VVIP) also reflected the Office's dedication to providing express services to clients.

As part of the national decentralization processes aimed at making Government services more accessible to the general populace, the Office launched the Ashanti Regional Office of the Registrar of Companies (ORC) on Monday 17th July 2023.

27.3. Sustainable Development Goals (SDGs)

The Office of the Attorney-General and the Ministry of Justice are critical to achieving the Sustainable Development Goals (AGENDA 2030), particularly Goals 16 and 17. Goal 16 (access to justice for all and the establishment of effective, accountable, and inclusive institutions at all levels) and Goal 17 (strengthening implementation and revitalizing the Global Partnership for Sustainable Development) must be met by the Ministry and its sector departments and agencies by 2030:

SDG 16

Eight high profile corruption cases involving 39 accused persons on trial. Judgement was secured for one of the accused persons to pay the state **GHC 90,000,000 Cedis** and recovered **GHC 38,808,074.14** from two accused persons charged with causing financial loss to the State.

SDG 17

New Companies Act passed and implemented. The Company's Act was passed into law and recorded in gazette as Companies Act, 2019 (Act 992).

27.4. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	185,685,924.00	185,685,924.00	181,326,792.96	133,204,382.20	4,359,131.04
Use of Goods & Services	6,854,450.00	6,854,450.00	5,657,550.79	3,659,491.32	1,196,899.21
CAPEX	45,187,288.00	45,187,288.00	44,452,271.31	22,851,307.17	735,016.69
IGF					
Compensation of Employees	9,738,381.00	9,738,381.00	8,301,080.00	8,301,080.00	1,437,301.00
Use of Goods & Services	112,918,554.00	112,918,554.00	51,189,071.43	51,189,071.43	61,729,482.57
CAPEX	70,015,869.00	70,015,869.00	59,325,512.24	59,325,512.24	10,690,356.76
TOTAL	430,400,466.00	430,400,466.00	350,252,278.73	278,530,844.36	80,148,187.27

27.5. Challenges

The underlisted are the challenges encountered by the Ministry and its Departments and Agencies:

a) Inadequate Budgetary (Goods & Services) Allocation and Lack of Operational Funds

Allocation of Goods and Services was inadequate which immensely affected the operations and projects of the Sector. It was very difficult to purchase essential logistics like toners, stationery and electricity for the running of the offices which resulted in sluggish implementation of work plans in the sector. Likewise, the EOCO was unable to undertake special operations due to lack of operational funds.

b) Limited Office Space

The sector was struggling with limited office space which resulted in overcrowding of both administrative and legal staff in some of the offices and congestion in the registries. The situation was not different from the regional offices. The inadequate Office accommodation continued to pose serious challenge to effective and efficient operations.

c) Lack of Software for the Registration of Intellectual Property, Marriages, and Administration of Estates

The RGD had no software for the Registration of Marriages and Administration of Estates. The Department was unable to acquire or purchase the needed software to maintain the E-Registrar and data security infrastructure to protect the electronic system from being compromised. Similarly, the Copyright Office had no software for the Registration of Intellectual Property.

d) High Staff Attrition

The sector was unable to retain legal and administrative staff due to poor conditions of service such as low remuneration leading to high attrition rate within the Sector. For instance, low remuneration hampered retention of officers leading to high attrition rate at EOCO. The persistence of the situation resulted in inadequate number of staff to match workload in the sector and this slowed down the deliveries of the sector.

27.6. Forward Look

The following are strategic and key priority areas covered in budgeted programs for the Ministry and its Agencies in 2024:

Office of the Attorney-General

- Continue to promote the rule of law to strengthen the country's democratic culture as part of its primary obligations;
- Continue to provide legal advice to the government, represent the state in court, prosecute all criminal offenses, and provide legal services to indigent clients;
- Organize a workshop to disseminate the findings of the assessment of Knowledge and Perceptions of the Public on the Plea-Bargaining arrangement in the administration of criminal justice in Ghana;
- Provide training opportunities for 50 officers by the end of 2024.
- Anticipate to furnishing and finally relocating its staff to the Law House Complex by the first quarter;
- The Civil Division projected to represent and defend the State in 600 civil suits, review 135 agreements and contracts of MDAs and MMDAs as well as resolve and respond to 270 petitions;
- The Division would provide about 180 legal opinions and advice on requests received by the Office. The Prosecutions Division envisages receiving 1,900 criminal cases from

the various investigative bodies out of which the Division was expected to prosecute at least 1,500;

- Draft at least 15 pieces of Substantive Legislation and 250 pieces of Subsidiary legislation by the end of the year 2024; and
- Give 500 pieces of advice to the Police on criminal cases, and as well resolve 150 out of a projected 200 petitions to be received from the public and other institutions.

Copyright and Entity Administration (Registrar-General's Department)

- The Registrar-General's Department anticipated to achieve its target set in the registration of 2, 400 marriages;
- To administer 640 estates;
- The Intellectual Property (IP) Unit of RGD envisaged to file 3,850 and register 3,500 Trademarks as well as organize public awareness programs on Intellectual Property laws, the National IP policy and strategy in Ghana;
- To increase sensitization on two new legislations that were ripe to receive applications—the Geographical Indications Act, and the Plant Variety Protection Act;
- To develop new software for the registration of IP, Marriages, and Estate Administration;
- To develop Regulations for trademark and patents Acts and review Administration of Estate Act to boost the registration processes and revenue generation;
- To establish and implement technology and innovation support centers in universities and research institutions across the country to encourage innovativeness and increase the usage of ARIPO online tools;
- To engage associations for the registration of four Geographical Indications (Shea butter, Bolga Baskets, Sugar loaf pineapple and kente) to protect handicrafts and agricultural products across the country; and
- To increase revenue through increased awareness and strengthened IP policies.

The Office of Registrar of Companies

- Register 160,000 business and 200 Insolvency Practitioners;
- Begin the Construction of ORC Offices as the office occupied by the ORC belonged to the Registrar General's Department; and
- Establish and operationalize service centers and a 24/7 helpline; and
- Build the capacity of 450 staff on the operationalization of the ORC to enable it deliver on its core mandate.

Management of Economic and Organized Crime

- Carry out vigorous investigations that would lead to recovery of unpaid taxes and prosecutions of criminal activities;
- Investigate 400 cases, with 30 cases set to be prosecuted;
- EOCO would strive to enhance the prosecution of offenders as well as secure more convictions;

- Conduct 50 sensitization programs on Cybercrimes, Gaming, Human Trafficking, and Irregular Migration. The programs will continue to raise awareness, educate the public and deter individuals from engaging in criminal activities;
- Carry out about 150 outreach programs specifically targeting Human Trafficking and Irregular Migration;
- Combat the heinous crimes and protect potential victims; and
- Enhance the skill set and capacity of its officers and would provide training opportunities for 350 officers, both locally and internationally.

Legal Education

Outlook for the Council through the Independent Examination Council

- conduct entrance exams for 3,000 candidates and admit about 1,500 students into 2024/2025 Academic Year in October 2024; and
- Through the school, conduct non-statutory course in Criminal Prosecution for 100 officers from the Ghana Police Service, Immigration Service, and Fire Service among others.

28.0. OFFICE OF THE HEAD OF THE CIVIL SERVICE (OHCS)

The Office of the Head of the Civil Service (OHCS) is responsible for developing human resource and organizational development policies and guidelines for the Civil Service. The capabilities and performance of M&Ds in the discharge of their duties are monitored, evaluated, and continually reviewed to ensure the best possible achievement of the national goals in pursuit of their respective mandates.

The Office was headed by the following individuals:

Head of Civil Service -	Nana Agyekum Dwamena (January – September, 2023)
	Evans Aggrey-Darkoh (Ph.D) (October – December, 2023)
Chief Director -	Ing. Godwin Brocke (January – July, 2023)
	Eunice Osae (August – December, 2023)

28.1. Departments and Agencies of the Ministry

The Office has oversight responsibility over four Civil Service Departments and three Training Institutions.

Civil Service Departments

- Management Services Department
- Public Records and Archival Administration Department
- Procurement and Supply Management Department
- Internal Audit Department

Training Institutions

- Civil Service Training Center
- Government Secretarial School
- Institute of Technical Supervision

28.2. Sector Achievements

The achievements for the Ministry for the reporting year:

A. Management of Performance Management System in the Civil Service.

At the beginning of the year 2023, the Office received and reviewed composite signing reports from 28 out of 30 Chief Directors. A total of 221 representing 98% of Officers out of 225) eligible Directors/ Analogous Grades signed Performance Agreements with their respective Chief Directors.

To hold Chief Directors accountable for their stewardship and improve their performance, for the year 2023, the OHCS carried out a review of the 2023 Chief Directors' Performance Agreement Template, which was uploaded on the OHCS website to facilitate the signing of Chief Directors' 2023 Performance Agreements. Again, 31 Ministries and Extra-ministerial Institutions submitted their signed Chief Directors' Performance Agreements to OHCS except Ministry of National Security due to the absence of a substantive Chief Director.

OHCS received Staff Performance Appraisal Report (SPAR) reports from 27 Ministries and nine Departments. The reports showed that 7,599 Officers representing 76% out of 9,973 Officers participated in the Planning Phase of the E-SPAR.

B. Ensuring Compliance Reporting of Client Service Charters

As a beneficiary institution of the Public Sector Reform for Results Project, the OHCS enhanced the compliance of Client Service standards in the Civil Service. The Office reviewed the template for developing client service charters and developed a framework for its compliance. The Client Service Officers were trained, and the tools were piloted in selected institutions. Following the successful implementation at the pilot stage, the tools were mainstreamed and expected to be fully operationalized in the Civil Service in 2024.

C. Service wide Virtual Promotions

As part of Government's Digitalization Agenda, the Office of the Head of the Civil Service had commenced the implementation of the virtual promotion process in 2020. This initiative provided the Office the opportunity to further clear the backlog of delayed promotions of some officers, address associated cost, and risk of travelling, thereby, reducing the human interface and allowing flexibility in the promotion process for the panel members.

In 2023, the Office of the Head of the Civil Service assessed and vetted the documents of 5,350 Officers for promotion out of which 3,740 officers were virtually interviewed. The Civil Service has over the years cleared the backlog of promotions spanning 7 to 10 years which has led to some level of job satisfaction and decreased the incidence of employee grievances.

D. Capacity Development of Staff

The OHCS organized Senior Management Development Course (SMDC) training for Officers in the Director/ Analogous Grades at the Ghana Institute of Management and Public Administration (GIMPA) from 7th August – 20th September 2023. The Program was in line with the Training and Development Policy of the Ghana Civil Service, based on the principles of continuing professional development of staff, particularly, at the strategic levels of the Service, to enhance their competencies and knowledge base for effective service delivery.

The Office, collaborated with the Ghana Scholarship Secretariat and Ritnak Training Institute to provide leadership and management training for selected Officers in the professional and sub-professional cadres across the Civil Service, from 29th March to 5th April 2023. About 1,800 Officers participated in the training via Zoom and in-person after which certificates were issued.

As at end of December 2023 a total of 5,879 Civil Service staff of the Ministries and Departments had received Scheme of Service/Competency-based Service-wide training from the three training Institutions (CSTC, GSS, ITS). In addition, four Officers across the Service, received training in Policy at other local and international institutions.

E. Organisation of 2023 Civil Service Week

The Celebration took place between **24th May and 2nd June 2023** with the theme ‘**Enhanced Service Delivery and Economic Transformation in Ghana**’: **The Civil Service in focus.**’ Activities for the celebration included an Inter-ministerial lawn/table Tennis Competition, Women’s Football Tournament, Press Launch, Clean-up Exercise, and Thanksgiving Service, among others. The Speaker of Parliament of the Republic of Ghana – The Rt. Hon. Alban Sumana Kingsford Bagbin, was the Special Guest of Honour for the awards ceremony. Other dignitaries for the celebration included the Majority Leader of Parliament – Hon. Osei Kyei Mensah-Bonsu, Sector Ministers, Chairperson and Members of the Civil Service Council.

The climax of the Celebration, which was the Awards Ceremony, recognized 160 Civil Service Staff and other dignitaries from academia and the public sector. Specifically, 87 Civil Service Staff from the Professional and Sub-professional categories, 16 Chief Directors, 15 Directors, four Heads of Department and other Special and Honorary Officials were awarded.

28.3. Reforms

Service Wide Virtual Promotions and Recruitment

The Office of the Head of the Civil Service continued the service-wide promotions and recruitment in 2023. This reform provided the Office the opportunity to address associated cost, risk of travelling, reducing the human interface and allowing flexibility in the promotion and recruitment process.

28.4. Sustainable Development Goals

The following are SDGs associated with the Institution:

- **Goal 4: Quality Education**
 - Number of trained Secretaries from the Civil Service and the Public.

The Government Secretariat School of the OHCS built capacity of secretaries from the Civil Service and Public Institutions.

- **Goal 5: Gender Equality**
 - Proportion of women in managerial positions

The commitment of the Office extends beyond gender equality to empowering female employees and other vulnerable groups and creating an inclusive and diverse workplace. The Civil Service Training Centre is dedicated to incorporating social inclusion and gender equality principles into all aspects of its operations. Gender was integrated into the training programs and procedures of the Centre during the period under review.

The OHCS facilitated the improvement in the number of female Chief Directors from less than 20% in the preceding year to about 40% in 2023.

28.5. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	73,441,785.00	73,441,785.00	77,930,925.96	77,930,925.96	-4,489,140.96
Use of Goods & Services	7,667,434.00	7,667,434.00	5,633,916.00	5,778,738.00	2,033,518.00
CAPEX	1,265,634.93	1,265,634.93	96,727.08	96,727.08	1,168,907.85
IGF	3,225,889.00	3,225,889.00	1,660,709.88	1,705,615.98	1,565,179.12
DEV'T PARTNERS e.g.					
DANIDA	0.00	0.00	0.00	0.00	0.00
JICA	0.00	0.00	0.00	0.00	0.00
World Bank	100,000.00	100,000.00	100,000.00	100,000.00	0.00
Others	31,500.00	31,500.00	31,500.00	31,500.00	
TOTAL	85,732,242.93	85,732,242.93	85,453,778.92	85,643,507.02	278,464.01

28.6. Challenges

• Awards

The delay in the procurement of award items for the 2022 Civil Service awardees by the Public Sector Reform for Results Project (PSRRP) extending the delivery date into late September 2023.

• Promotions

- The vetting exercise was confronted with failure on the part of some Ministries and Departments to submit the full complements (of documents); and
- Similarly, concerning processing requests for upgrading and conversions, Ministries and Departments failed to attach the approved Establishment Levels as well as the evidence of notification of study and approval from OHCS.

• Training

- Active commitment of participants during virtual training sessions at the Civil Service Training Centre was hindered by factors such as poor internet connectivity, demands of office work, and a lack of concentration; and
- Late submission of lists of participants and payment of course fees by institutions also affected training and learning.

• Transport

- The Office of the Head of Civil Service lacked errand vehicles; and
- Low useful lifespan of nine vehicles at the OHCS.

• Finance

- Inadequate budgetary allocation to the OHCS hampered productivity.
- Interruptions with the use of the Ghana Integrated Financial Management and Information System (GIFMIS) and the infrequent delayed responses from the GIFMIS Secretariat and the national accounts directorate of CAGD affected processing of transactions and related disclosures/records.

28.7. Forward Look

The following include 2024 priorities of the Ministry:

Office of the Head of Civil Service

- Facilitate the institutionalization and review of the Performance Agreement System for the leadership of the Civil Service;
- Liaise with the MSD/MDPI to develop appropriate benchmarks/frameworks for assessing and improving standards of service delivery;
- Develop, integrate and/or implement social development policies (HIV/AIDS, gender and physically challenged) into the career planning and development schemes of the Civil Service;
- Undertake Surveys for the Civil Service and produce draft reports (Graduate On-boarding study and Impact of Awards on performance);
- Conduct monitoring of Sector Ministries and Extra-ministerial Institutions and produce Reports;
- Facilitate Service-wide Annual training of Staff in Leadership, Change Management and Project Management; and
- Service-wide Sensitisation exercise on the new Schemes of Service.

Civil Service Training Centre (CSTC)

- maintain its training modules by providing opportunities for training through Zoom, in-person sessions, and the Learning Management System;
- conduct the Graduate Entrance Examination as well as the Mandatory Assessment to strengthen the recruitment and promotion processes of the Ghana Civil Service; and
- Ongoing collaboration with JICA would persist through the approval and implementation of "The third country training project.

Management Service Department (MSD)

- Develop, review, and finalize Schemes of Service and Review Service Charters;
- Conduct Job Inspection, Management Reviews and develop Establishment Schedule for organizations; and
- Publicize the role of MSD in Public Sector improvement and expansion.

Government Secretarial School (GSS)

- Training and Development of Professional Secretaries;
- Career Development of Professional Secretaries; and
- Scheme of Service Training

Institute of Technical Supervision (ITS)

- Organize 40 Proficiency based programs for Technical Officers across MMDA's and MDA's.
- Conduct Scheme of Service Training for 1,000 Technical Officers in the Civil Service.

29.0. OFFICE OF THE PRESIDENT (OOP)

The Office of the President (OoP) was established by Article 57 of the 1992 Constitution of the Republic of Ghana and Section 2 of the Presidential Office Act, 1993 (Act 463). The OoP has oversight responsibility for the Office of Government Machinery which comprises Civil Service Organizations, Departments and Agencies including Councils and Commissions.

The political and bureaucratic heads of the Office of the President:

Chief of Staff	-	Hon. Akosua Frema Osei-Opare
Deputy Chief of Staff	-	Mr. Emmanuel Adumua-Bossman
Deputy Chief of Staff	-	Mr. Fawaz Aliu
Chief Director	-	Mr. H. M. Wood

29.1. Agencies of the Ministry

Civil Service Department

- Scholarship Secretariat (SS)
- State Protocol Department (SPD)
- Council of State (CoS)
- Office of the Administrator- General (OA-G)

Sub-vented Agencies

- Ghana Investment Promotion Center (GIPC)
- Micro Finance and Small Loans Center (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

29.2. Sector Achievements

Below are key achievements by the Office:

A. Implementation of the Ghana Priority Health Infrastructure Projects (Agenda 111)

Construction of 86 District Hospitals and two Regional Psychiatric Hospitals and the Western Regional Hospital were ongoing, and at various levels of completion. The average completion rate of the 89 ongoing projects were between 52% and 80% completion.

B. Support for Public Sector Reforms

The Office through the Public Sector Reform Secretariat (PSRS) successfully carried out the procurement of license printing machines, fingerprint scanners, and consumables for the Driver and Vehicle Licensing Authority (DVLA). The supply, installation, training, and

commissioning of Queue Management Systems in three DVLA offices were financed by the Secretariat. Consultancy services were financed for the development of an electronic reporting tool and a mobile application for the DVLA.

The Secretariat also financed consultancy services to strengthen compliance reporting on the client service charter for entities under PSC and OHCS. Institutional gender action plans were prepared for selected entities under PSC and OHCS, and funding was provided for these activities to be undertaken.

C. Implementation of the Economic Enclaves Project (MIDA)

The OoP through the Millennium Development Authority facilitated the implementation of the Economic Enclaves Project with its main objective to “de-risk agriculture through strategic public investments to provide access to secure land and functional infrastructure such as irrigation systems, storage and warehousing, roads, energy, and mechanization, among others”. Below are the major achievements:

- **Land Development -**
 - A total of 1,300 acres of land were cleared, out of which 650 acres were fully developed and under rice production since April 2023.
 - The construction of two main canals to irrigate cleared land not under irrigation was 75% complete.
- **Infrastructure**
 - Construction of the six buildings for accommodation to house 180 Youth Farmers was completed.
 - Construction of a 600-capacity Training Centre progressed steadily and expected to be completed by the end of December.
- **Recruitment of Youth Farmers**
 - Processes to recruit 1,000 youth for training were carried out jointly with the Ministry of Food and Agriculture (MoFA) and the National Entrepreneurial and Innovative Program (NEIP).
 - The Office coordinated the development of the curriculum for Good Agronomic Practices (GAPs) and Agribusiness Training.

D. National HIV & AIDS Strategic Plan Agenda

• Global AIDS Monitoring (GAM) Report

Ghana AIDS Commission (GAC) commenced the process to provide the annual progress report through the 2023 GAM which covered HIV and AIDS activities implemented in 2022. A Stakeholder’s Consultative Meeting was held on 23rd March 2022 to complete the National Commitments and Policy Instruments (NCPI) which is an integral component of GAM and aims at measuring progress in developing and implementing policies, strategies, and laws related to the HIV response. A Stakeholders Validation Meeting was held on the 31st March 2023, to validate the findings of the compiled GAM narrative report for onward submission to UNAIDS.

- **National and Sub National HIV and AIDS Estimates and Projections**

The National Estimates Team met from 30th January – 3rd February 2023 as part of its mandate to produce the 2022 HIV estimates and projections. The NET assembled and reviewed the data inputs for the estimation process and subsequently produced the national SPECTRUM and the Shiny 90 files for the national HIV estimates and produced the Naomi Digest files for the sub-national HIV estimates after several runs of the application. The reviewed results were uploaded onto the AIDS Data Repository (ADR) to be accessed by the Ghana and the UNAIDS reference group.

E. Performance Compact Agreement with SEs

The State Interest and Governance Authority (SIGA) successfully negotiated, signed, and monitored the Annual Performance Contract Agreement with 73 Specified Entities in line with the Public Financial Management Regulation, 2019 (L.I 2378) and SIGA Act, 2019 (Act 990). The process saw an increase in the number of signed contracts, reaching 73 in 2023, a notable improvement from the previous year of 63. Efforts were directed toward expanding coverage, aiming for 100 specified entities in the 2024 contracts, fostering transparency and accountability through new indicators, including those related to the Right to Information (RTI).

F. Education Enhancement

The Scholarship Secretariat Under the District Level Decentralization Scheme, disbursed tuition fee of GH ₵ 54,015,423.96 for eligible students for the 2022/2023 academic year in tertiary universities across the country. This figure included beneficiaries on the Thesis and Bursary Scholarships, Long Stay Allowance and Disability Grant.

Outstanding stipends, book, and medical allowances owed to students in various countries, including Morocco, Algeria, Spain, France, Cuba, Ukraine, Switzerland, and the United Kingdom, were paid for the 2021/2022 academic year. The Secretariat further disbursed tuition and six months allowances to students in Morocco, Algeria, Russia, Spain, France, Cuba, Serbia, China, and Hungary for the 2022/2023 academic year, amounting to Gh₵163,263,065.00.

The Secretariat made payments of Tuition and Three months allowance to University of Ghana, Ghana Institute of Languages and Kwame Nkrumah University of Science and Technology students undertaking the language proficiency course in Benin, Tanzania, Russia, Spain, and Togo. A total of Gh₵3,500,016.00 was spent on the year abroad program.

29.3. Reforms

- **Computerization and Digitization of Scholarship Application**

100% roll out of online scholarship application on the web portal had increased access to scholarship opportunities by 70% as at December 2023 and transparency in scholarship awards.

- **Implementation of Investor Tracking System (CRM)**

The vendor (Financial Times: FT) was in the process of preparing the system. The system when rolled out would promote effective investment promotion, monitoring, facilitation, and aftercare.

29.4. Sustainable Development Goals (SDGs)

- The Ghana priority Health Infrastructure Project sought to achieve Universal Health Coverage for all Ghanaians and attain the SDG 3 even before the 2030 target by the UN. Ghana would achieve SDG 3 by 2028 if the agenda 111 was successfully implemented.
- The PSRS had most of its top leadership as women. There were two female Directors and a Deputy Directors which depicted inclusiveness in positions of influence. The Office of the Senior Presidential Advisor (OSPA) / Public Sector Reform Secretariat (PSRS) took up the gender mainstreaming agenda and integrated it into all policies and activities that had been put in place where possible to ensure inclusiveness and equal access for all to a large extent. This was to achieve SDG 5.
- Under SDG 16 which seeks to develop effective, accountable, and transparent institutions, the Office of the Senior Presidential Advisor (OSPA) / Public Sector Reform Secretariat (PSRS) coordinated and supervised the Open Government Partnership (OGP) which is a global initiative that aims at promoting transparency, empowering citizens, fighting corruption, and encouraging use of new technologies to improve governance. Efforts to mainstream gender inclusiveness were evident in the implementation of the OGP.

29.5. Financial Performance

29.6. Challenges

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D	E= (B - C)
Compensation of Employees	251,326,642	251,326,642	190,140,389.00	188,494,981.50	61,186,253.00
Use of Goods & Services	503,765,457	503,765,457	337,119,977.00	120,647,252.84	166,645,480.0
CAPEX	509,029,127	509,029,127	256,844,376.00	31,371.824.90	252,184,751.00
IGF	87,580,055	509,029,127	39,686,564.00	25,604,902.00	47,893,491.00
DEV'T PARTNERS					
i. DANIDA	0	0	0.00	0.00	0
ii. JICA	0	0	0.00	0.00	0
iii. WB	31,600,000	31,600,000	73,980,947.72	47,453,615.10	-42,380,947.72
TOTAL	1,383,301,281	1,383,301,281	897,772,253.72	382,200,751.44	485,529,027.28

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

- **Inadequate Funding**

Donor funding for the HIV response dwindled and the government was required to pay for anti-retroviral drugs to treat two-thirds of persons living with HIV in the country. In addition, the government was to bear the cost of all rapid diagnostic test kits, condoms, and laboratory services for viral load testing. Government counterpart funding was inadequate and far in-between. Until the funding challenges were quickly addressed, the country faced a potential rebound in the growth of the epidemic. Delay and insufficient release of government of Ghana funding also stifled a lot of interventions in the national response. The process to activate direct CSO involvement, launch and inaugurate some Regional and District Committees of the Commission as well as some routine activities, were delayed excessively due to funding challenges.

- **Lack of Permanent Office Accommodation**

A permanent office accommodation for the PSRS remained a challenge. The Secretariat was housed and operated 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 affected the smooth running of the Secretariat.

- **Inadequate Capacity for Implementation of Reforms**

Although most staff of the office were skilled in some areas, critical skills such as effective and result-based Monitoring and Evaluation, Procurement, Change Management, Institutional Reforms and Project Management to enable effective implementation of reforms were inadequate.

29.7. Forward Look

The Office of the President would coordinate the implementation of the following priority areas in the ensuing year:

Program 1

- Harmonize Service Schemes of the Office and other Cost Centres/Agencies under the OGM.
- Organize preliminary budget hearings for OGM Agencies.
- Organize Cabinet Retreats and Ministerial Workshops annually.
- Organize 24 Cabinet Meetings annually.

Program 2

- Award Government of Ghana's Scholarships to qualified Ghanaian Students in local tertiary institutions.
- Pay Bursary, Thesis and Long Stay Allowance for Postgraduate and Medical Students in the Public Universities.
- Award Bilateral Agreements scholarships and non-bilateral Scholarships for tertiary training in Foreign Countries.

Program 3

- Signing of Performance Contract Negotiations with Specified Entities.
- Support the Strengthening of the Performance Monitoring Unit of Ministry of Energy (MoEn).

- Nurturing and grooming of MASLOC CREDIT UNION (Customers).
- Creation of Districts Offices and Renovation of MASLOC offices.

Program 4

- Organize National Mass and Continuous Registration and Ghana Card Issuance Activities.
- Harmonize and integrate all public sector institutions' identity data requirements into a single National Identification System.

Program 5

- Follow up on implementation of Audit recommendations.
- Follow up on risk management activities at Covered Entities.
- Quality Assurance reviews of MDAs and MMDAs.

Program 6

- Co-ordination and Management of decentralized multi-sectoral response to HIV and AIDS annually.
- Engage and provide sub-grants to 20 Civil Society Organizations to implement community-based HIV interventions.
- Establish and operationalize six new Technical Support Units (TSU) in newly created regions.

APPENDIX TWO (2): AGE DISTRIBUTION FOR MINISTRIES, OHCS AND OOP

S/N	Institutions	19-29		30-39		40-49		50-59		60-65		Total	
		Male	Fem	Male	Fem	Male	Fem	Male	Female	Male	Fem	Male	Fem
1.	MINISTRY OF CHIEFTAINCY AND RELIGIOUS AFFAIRS	21	18	135	99	93	73	77	58			326	248
2.	MINISTRY OF COMMUNICATIONS AND DIGITALIZATION	12	11	15	22	11	21	18	8			56	62
3.	MINISTRY OF DEFENCE	2	2	8	16		9	7	10	1		18	37
4.	MINISTRY OF EDUCATION	9	7	25	42	28	28	20	20			82	97
5.	MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS	11	7	21	23	28	17	4	18	1		65	65
6.	MINISTRY OF ENERGY	9	9	38	22	32	21	24	12	1		104	64
7.	MINISTRY OF ENVIRONMENT SCIENCE TECHNOLOGY AND INNOVATION	1	4	18	14	18	10	18	10			55	38
8.	MINISTRY OF FINANCE	43	44	112	78	149	112	96	38	2	1	402	273
9.	MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT	4	7	13	17	22	10	11	4			50	38
10.	MINISTRY OF FOOD AND AGRICULTURE	84	199	350	1087	142	471	78	264	10	58	664	2079
11.	MINISTRY OF FOREIGN AFFAIRS & REGIONAL INTEGRATION	92	207	383	1,124	190	504	114	292	2		781	2127
12.	MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION	22	12	49	52	33	30	6	4			110	98
13.	MINISTRY OF HEALTH	2	4	30	34	34	35	30	22			96	95
14.	MINISTRY OF INFORMATION	6	9	11	15	7	13	4	2			28	39
15.	MINISTRY OF THE INTERIOR	1	11	16	23	12	17	7	9			36	60
16.	MINISTRY OF LANDS AND NATURAL RESOURCES	8	9	16	30	22	17	19	14	1		66	70

S/N	Institutions	19-29		30-39		40-49		50-59		60-65		Total	
		Male	Fem	Male	Fem	Male	Fem	Male	Female	Male	Fem	Male	Fem
17.	MINISTRY OF LOCAL GOVERNMENT, DECENTRALIZATION AND RURAL DEVELOPMENT	8	8	33	37	48	33	36	28	3	2	128	108
18.	MINISTRY OF PARLIAMENTARY AFFAIRS		2	6	9	5	5		3			11	19
19.	MINISTRY OF RAILWAYS DEVELOPMENT	3		11	6	5	10	11	5			30	21
20.	MINISTRY OF ROADS AND HIGHWAYS	5	5	25	25	28	17	20	7	1		79	54
21.	MINISTRY OF SANITATION AND WATER RESOURCES	9	21	20	20	13	11	11	4			53	56
22.	MINISTRY OF TOURISM, ARTS AND CULTURE	11	23	21	41	17	10	6	7			55	81
23.	MINISTRY OF TRADE & INDUSTRY	9	12	60	57	58	59	43	29	1		171	157
24.	MINISTRY OF TRANSPORT	2	5	15	29	14	19	9	8			40	61
25.	MINISTRY OF WORKS AND HOUSING	5	10	28	29	23	12	11	8			67	59
26.	MINISTRY OF YOUTH AND SPORTS	4	10	23	16	23	19	9	6			59	51
27.	OFFICE OF THE ATTORNEY GENERAL AND MINISTRY OF JUSTICE	10	4	36	37	39	23	21	23			106	87
28.	OFFICE OF THE HEAD OF THE CIVIL SERVICE	19	34	70	80	75	31	40	18	1	3	205	166
29.	OFFICE OF THE PRESIDENT	15	10	58	47	60	48	93	46	2		228	151

Note: Details of the Ministry of National Security was excluded.

APPENDIX THREE (3): AGE DISTRIBUTION FOR DEPARTMENTS

S/N	Institutions	19-29		30-39		40-49		50-59		60-65		Total	
		Male	Fem	Male	Fem	Male	Fem	Male	Female	Male	Fem	Male	Fem
1.	REGISTRAR GENERAL'S DEPARTMENT	18	33	90	78	20	67	23	22		1	151	201
2.	BIRTHS AND DEATHS REGISTRY	9	9	49	21	42	19	17	8			117	57
3.	CONTROLLER AND ACCOUNTANT GENERAL'S DEPARTMENT	86	83	614	513	706	601	616	531	13	4	2035	1732
4.	DEPARTMENT OF CHILDREN	9	15	14	17	13	20	8	5			44	57
5.	DEPARTMENT OF CO-OPRATIVES	11	8	79	83	33	38	21	20			144	149
6.	DEPARTMENT OF COMMUNITY DEVELOPMENT		4	26	24	24	20	6	4			56	52
7.	DEPARTMENT OF FACTORIES INSPCTORATES	5	4	41	29	19	7	12	5			77	45
8.	DEPARTMENT OF FEEDER ROADS	10	5	12	8	29	21	22	2			73	36
9.	DEPARTMENT OF GENDER	3	4	18	32	11	19	4	4	1	2	37	61
10.	DEPARTMENT OF LABOUR	4	4	60	47	62	23	74	19			200	93
11.	DEPARTMENT OF PARKS AND GARDENS	3	1	21	13	67	49	52	25	6	1	149	89
12.	DEPARTMENT OF RURAL HOUSING	5	1	14	3	4	2	1				24	6
13.	DEPARTMENT OF SOCIAL WELFARE	25	21	106	189	102	197	71	99			304	506
14.	DEPARMENT OF URBAN ROADS	36	12	78	30	66	19	36	11			216	72
15.	MANAGEMENT SERVICES DEPARTMENT	2		9	14	11	8	7				29	22
16.	PUBLIC RECORDS AND ARCHIVES ADMINISTRATION DEPARTMENT N	11	4	45	32	38	16	15	9			109	61

S/N	Institutions	19-29		30-39		40-49		50-59		60-65		Total	
		Male	Fem	Male	Fem	Male	Fem	Male	Female	Male	Fem	Male	Fem
17.	PUBLIC WORKS DEPARTMENT	6	1	40	21	87	17	41	5			174	44
18.	RENT CONTROL DEPARTMENT	3	9	60	47	21	19	13	5			97	80
19.	INFORMATION SERVICES DEPARTMENT	54	79	249	218	296	193	155	30			754	520
20.	BUREAU OF GHANA LANGUAGES	3	2	13	11	8	5	6	7	1		31	25
21.	LABOUR DEPARTMENT	4	4	60	47	62	23	74	19			200	93
22.	STATE PROTOCOL DEPARTMENT	3	7	9	7	20	9	15	7	3		50	30
23.	PROCUREMENT AND SUPPLY CHAIN MANAGEMENT DEPARTMENT		2	5	7			1				6	9
	*** OFFICE OF ADMINISTRATOR OF STOOL LANDS	1	3	37	35	64	33	41	9	1	1	144	81

APPENDIX FOUR (4): REFORMS IN THE CIVIL SERVICE

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
MESTI	Implementation of five (5) modules under the Smart Workplace portal Process optimization, Digital transformation	ICT	<ul style="list-style-type: none"> •Number of staff trained. •Number of trainings held •Number of active participants on the portal 		<ul style="list-style-type: none"> • 30 core Staff trained on E-leave, E-memo, IT Help Desk, Correspondence Management System and stores requisition implemented. • 2 training workshops held for ICT unit, Records unit and HRMD Directorate. • 90 active participants on the portal 	Financial constraints
MCRA	Review of Chieftaincy Act, 2008 (Act 759)	Legal	No. of Stakeholders engaged. No. of amendments made to the Act	Gaps identified in the legal regime	Proposed recommendations submitted to the National House of Chiefs for consideration	Strengthened Chieftaincy administration
	Automation of the Judicial process of the Houses of Chiefs	ICT	No. of Houses Assessed No. of Houses with automated processes No. of cases adjudicated using the automated system	Initial meeting held with Ministry of Communication	Assessment conducted for 10 Houses of Chiefs	Adjudication processes at the Houses of Chiefs improved
	Directives on Pilgrimage	Social/Religious	No. of Pilgrims screened. No. of pilgrimages held	2 screening exercises were held. No pilgrimage was held due to covid-19 restrictions	2screening exercises were held for 49 pilgrims. Pilgrimage cancelled due to Israel-Hamas conflict	Faith deepened

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
MINTER	<i>Development of Online portal for Migration Services</i>	ICT	Reduced turnaround time and easy access to Migration services	Standard Operating Procedures for Migration Services	Business process reengineering of Naturalization Service's undertaken	Speedy processing of permits
Ministry of Lands and Natural Resources	<i>Diversification of Ghana's Mineral Base</i>	Mining Policy Reform	Management Plan operational	As at December 2022, the Corporation has Developed an Action Management Plan to guide the mining activities that will be undertaken in the Nyinahin area. Negotiations with a partner for Project 3, Nyinahini Block C, and Kyebi Mine with a refinery almost complete	Mining lease approved for the operation of Ghana Bauxite Company Rocksure International completed and submitted the Mineral Resource Estimate Report (MRE) for the block	No studies have been undertaken to evaluate the impact of the reform
	Digitization of Land title processes	ICT	30 days turnaround time for title registration 14 days turnaround time for deeds registration	Turn-around time for title registration 120 working days Turn-around time for deeds 30 working days.	Land title- 120 working days Deeds registration- 30 working days	Reduced turn-around time for several days for deeds registration from 120 days to 30 days
	Introduction of Green Ghana Day Initiative		26 million trees were distributed nationwide	11.5 million seedlings were distributed and supplied, and 10.7 million seedlings were verified as planted	It has inculcated an interest in tree planting in Ghanaians Number of forest estates (number of trees) increased	Field report on trees planted Feedback
Ministry of Communications and	Boom Barrier/Gate	Operations	Manual entry system	The necessary procurement process commenced and was	Provide maximum protection and security to staff and property. Ensure quick and regulated movement and access to the Ministry. Robust management system measures adopted to optimize security.	Time spent verifying vehicles accessing the Ministry was reduced drastically by the

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
Digitalization				<p>completed. Contract awarded.</p> <p>Data on both staff and official vehicles was collated for two hundred and twenty-one (221) vehicles.</p> <p>Awaiting the delivery of Radio Frequency Identification (RFID) stickers by vendor.</p>		<p>radio-frequency identification (RFID) sticker.</p> <p>Working electronic Boom Barrier/Gate installed at the Ministry.</p>
	National Service Personnel Innovative Challenge Initiative	ICT	New initiative	<p>Concept Paper on initiative submitted to Management.</p> <p>Putting NSP into groups.</p> <p>Selected topics submitted by various groups.</p>	<p>Innovative ICT Solutions: The initiative will encourage the adoption of innovative ICT solutions to address identified challenges aligned with selected SDGs.</p> <p>Skills Enhancement/Development: The NSP will boost their project management, problem-solving, teamwork, and ICT application skills.</p> <p>Creativity and Impact: The initiative will inspire a culture of creativity, critical thinking, and proactive collaboration among them while contributing towards societal development.</p>	<p>Measurable impact on the targeted communities or areas of focus.</p> <p>Plans or strategies for the sustainability and scalability of the implemented solutions.</p>

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
Ministry of Education	Free Senior High School (FSHS)	Social Intervention	Number of students enrolled in Senior High Schools	A total of 422,043 first-year students has been enrolled	A total of 448,652 first-year students has been enrolled bringing the total enrolment for SHS 1-3 to 1,320,976.	Removed cost barriers and expanded access to secondary education.
	Basic Education Curriculum Reform	Education Outcomes Improvements	Proficiency level in English and Maths.	Curriculum for JHS developed and rolled out.	9.5m Basic School Textbooks and 273,075 Teachers Guide have been supplied to basic schools in line the revised curriculum for basic education.	Standard Assessments in Public Basic Schools.
Ministry of Finance	Domestic Debt Exchange Program (DDEP). This program was necessitated by a combination of domestic and international factors creating a challenging environment.	Policy (Debt Management Reform)	I. Completion of first leg of Government of Ghana bonds, ESLA and Daakye by end February 2023 and achieve not less than 80 percent participation. II. Completion of alternative offer for Pension Funds by September 2023 and achieve not less than 80 percent participation rate. III. Completion of Cocoa bills exchange by September 2023. IV. Completion of US Dollar local bills by September 2023 and	I. Debt to GDP ratio of 106 percent as of December 2022. II. Cost of debt was 21.2 percent. III. Average Time to Maturity was 2.7 years.	Completed Specific Activities I. Phase 1- Exchange of domestic notes and bonds issued by the Government of Ghana (GoG), ESLA Plc., and Daakye Trust Plc. II. Phase 2- Exchange of locally issued US Dollar Bonds, Pension Funds, Cocoa Bills and Bank of Ghana Non-marketable bonds. III. Meetings with Financial and Legal Advisors on the program, IV. Meetings with International Monetary Fund missions, V. Conducting Debt Sustainability Analysis to assess the effect of the DDEP, VI. Meetings with Bondholder Groups.	I. Completing the DDEP has resulted in the reduction of Debt to GDP ratio to 71 percent whereas without the exchange program would have been 109 percent at the time of completion. II. Cost and risk indicators from the MTDS. The Average Time to Maturity have improved from 2.7 years (as at end December 2022) to 6.2 years (as at end September 2023), Weighted Average Interest Rate have improved from 21.2 (end December 2023) to 6.2 years. On total Debt portfolio, Average Time to Maturity of domestic debt stock have improved from 8.4 years (end December 2022) to 9.3 years (end September 2023).

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
			<p>achieve not less than 80 percent participation rate.</p> <p>V. Completion of Bank of Ghana marketable and non-marketable GoG securities by September 2023 and achieve not less than 80 percent participation rate.</p>		V. In all, there was 95 percent participation in the exchange program	<p>These improvements have helped to avert a possible domestic market crisis.</p> <p>III. The Government successfully honoured the first coupon payment of 5.68 billion Ghana cedis under the restructured bonds, demonstrating its commitment to the Program.</p> <p>IV. The restructuring has also complemented efforts at restoring debt sustainability in line with the Government's PC-PEG.</p> <p>V. Government has so far honoured coupons and maturities due individuals on individual holdout bonds.</p>
	External Debt Restructuring	Policy (Debt Management Reform)	Agreement in Principle to be reached by the Government and the Official Creditor Committee to restructure bilateral debt by end November 2023.	External Debt Suspension on bilateral, Export Credit Agreements and other Commercial debts including Eurobonds.	<p>Ongoing Specific Activities</p> <p>1. Government have had an investor engagement with Eurobond bondholder Groups in London.</p>	Yet to be completed to assess its full impact on Cost and Risk Indicators of Public Debt Portfolio as well as impact on investments.

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
	Review of the Earmarked Funds to streamline the operations of the earmarked funds for relevance, efficiency, and value for money, by the Earmarked Funds Capping and Realignment Act, 2017 (Act 947)	Structural/Exp enditure Reform	Assessment of the performance and relevance of the 16 Earmarked Funds in Ghana and proposing recommendations for streamlining them on the proposed governance structure, the formula for allocation resources to the earmarked funds, reducing budget rigidities in relation to earmarked funds, reducing fiscal risks on central government, and merger of some of the earmarked funds.	N/A	<p>1. PricewaterhouseCoopers (PwC) was contracted on 14th June 2023 to conduct an independent review of the funds. PwC completed and submitted the Review with key findings and recommendations to MoF in September 2023.</p> <p>2. A strategy paper on the review of all the earmarked funds, informed by PwC's review, was prepared and published by the Ministry on its website on 29th September 2023. The paper details reforms aimed at streamlining the earmarked funds (statutory funds) regarding relevance, efficiency, risk reduction, and fiscal optimization over the medium term.</p>	Improve the operational efficiency of the Earmarked Funds and lead to substantial fiscal savings to the Government
	Implementation of the Energy Sector Recovery Program (ESRP) to restore financial viability and sustainability to the Ghana's energy sector. The overall goal of the ESRP is to bring	Structural/Exp enditure Reform	Thirty reform actions or Action Items (AIs) to be implemented in three phases to bring the sector into financial equilibrium by the end of 2023. Phase I AIs were to be implemented immediately, and	Progress made in the energy sector that resulted in the reduction of the sector shortfall and improvement in the institutional and operational environment of the sector. The energy sector shortfall was	<p>The ESRP has been extended by 2.5 years until 2025 to account for changed circumstances and uncompleted action items.</p> <p>12 new action items were added to the extended ESRP to be implemented during this period in addition to uncompleted action items.</p>	Reduce the energy sector shortfall, which is the difference between the revenues and costs in the power and gas sectors, by implementing various reform actions. The ESRP aims to bring the sector into financial balance and improve the

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
	the energy sector back into balance through strategic interventions and sector stabilization payments.		Phase II AIs were to be implemented in the next twelve months following the approval of the program. Together, Phase I and II AIs were expected to reduce the cumulative sector shortfall by USD 5,540 million (from USD 12,564 million to USD 7,024 million) and prevent future imbalances, subsequently minimizing the required increase in sector stabilization payments by the GoG. Additional AIs in Phase III, were to be implemented over the remaining period of the program expected to further reduce the shortfall to USD 2,907 million by the end of 2023.	reduced by USD 4,878 million over the ESRP period. The projected shortfall/financing gap in energy sector stood at USD8,275 million.	<p>Out of the 30 original action items, 17 were completed, 12 were still under implementation, and one was dropped.</p> <p>The ESRP reduced the sector shortfall by USD 4,878 million from 2019 to 2023. The sector shortfall still projected to be USD 8,275 million by the end of 2023 due to exchange rate fluctuations and worse than expected SOE performance.</p>	operational efficiency and performance of the sector SOEs, and ensure private sector participation in electricity distribution as well as enhance the transparency, accountability, and governance of the energy sector.

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
	Introduction of an indexation mechanism of the benefits under the Livelihood Empowerment Against Poverty (LEAP), approved by Cabinet, to ensure the benefits value is not eroded by inflation, (by End September, 2023).	Structural Reform	<p>1. Reporting: MoGCSP is to submit quarterly performance report on the implementation of the LEAP Program to the Ministry of Finance with a lag of two months</p> <p>2. M&E: MoGCSP in collaboration with MoF will establish systems to facilitate the conduct of periodic assessments of the program's beneficiary composition.</p> <p>3. Sensitization: MoGCSP will engage in public education and sensitization on the introduced mechanism for beneficiaries and their communities</p> <p>4. Legislation: The LEAP indexation mechanism will be</p>	<p>1. As at End 2022, the LEAP Grant amount per month: 1B/HH - 32 2B/HH - 38 3B/HH - 44 4B/HH - 53 Coverage - 344,389 HH</p> <p>2. Government doubled benefits in 2023 (Actual Baseline for LEAP Indexation): 1B/HH - 64 2B/HH - 76 3B/HH - 88 4B/HH - 106 Coverage - 350,551 HH</p>	<p>1. MoF Sort for Technical Assistance from the World Bank Group in the design of the indexation mechanism for LEAP</p> <p>2. A Strategy Paper on "Indexation Mechanism of Benefits Under the LEAP Cash Transfer Program" has been prepared and Published on the MoF Website (26 Sept 23).</p> <p>3. A Cabinet Memo on "Indexation Mechanism of Benefits Under the LEAP Cash Transfer Program" was presented to Cabinet and approved (26Sept23)</p> <p>4. Leap Benefits were doubled in 2023. LEAP benefits were again doubled for 2024 comprising the application of the indexation mechanism and a none-time increment.</p>	To ensure the level of LEAP benefits remain commensurate with the cost of living.

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
			backed by legislation through the proposed Social Protection Bill to be presented to parliament by MoGCSP			
	Establishment of thematic working groups to strengthen monitoring and ensure effective implementation of the IMF Extended Credit Facility (ECF) Program	Structural Reform	Reporting and Monitoring: Weekly meetings of the various working groups. Timely submission of minutes/reports by thematic working groups	None	The thematic working groups convened weekly meetings throughout the year to monitor the implementation progress of the IMF-ECF Program. Comprehensive minutes and reports were prepared for each meeting held.	Enhanced fiscal discipline, promoted structural transformation, improved monitoring and evaluation, and paved the way for Ghana to access the full US\$3 billion ECF arrangement, providing much-needed financial support to address economic challenges.
MoFA	Planting for Food and Jobs Phase II (PFJ 2.0)	Policy	Crop Production	None	Strategic document developed and launched Crop	Increased Crop and poultry production
MoGCSP	Adoption Manual for prospective adoptive parents	Child Protection	i. Accredited Adoption Agencies ii. Database of Adoptive parents iii. Trained regional Directors of DSW	None	Trained Accredited Adoption Agencies	Equip Prospective Adoptive Parents with the needed knowledge and skills in adoption issues, prevention of child rights violations, child upbringing and child development issues, etc.
	Reassessment of the LEAP Program	Social Protection	i. LEAP households below the extreme poverty threshold will remain on LEAP. ii. LEAP households	None	The reassessment Program has been piloted in 10 districts in the 5 Northern Regions	i. Ensured that cash grants went to eligible people, by updating the LEAP beneficiary list based on changes in

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
			slightly/marginally above the extreme poverty threshold will be eligible to exit the program			poverty levels, household composition, and program requirements.
	Payment of LEAP beneficiaries using mobile money platforms	ICT	Number of beneficiaries receiving cash grants via mobile money platforms	None	Piloted during the 81st and 82nd LEAP cycle's Payment	<p>i. Ensured that all LEAP households receive their bi-monthly cash grant at the nearest Momo agent convenient to them at no cost to the household.</p> <p>ii. To reduce program operation expenses by drastically reducing or eliminating cost associated with field level cash out.</p> <p>iii. Deepening financial inclusion among LEAP households by promoting alternative electronic financial payment.</p> <p>iv. Reduce high non-cash out issues among LEAP beneficiaries cumulating from caregiver replacement due to</p>

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
						death, old age, incapacitation, travel among others. v. Avoid high cost associated with re-enrolment because of the expiration of E-zwich cards which will eventually lead to a reduction in operational costs.
Ministry of Railway Development	Electronic Leave (E-Leave) System	I.C. T	Number of leave applied within a month by staff of the Ministry	Traditional Method	Electronic leave commenced implementation	Erased the old traditional method of applying for leave. Speed up applying for leave. Saved resources such as waste of papers
Ministry of Transport	Development of Driver and Vehicle Licensing Authority Mobile Application	Digital transformation (ICT)	No. of customers using the App to access DVLA services	Manual access of DVLA services	Partial implementation	Improve customer service delivery and revenue.
	Implementation of Queue Management System in all offices	Process optimization. and service delivery enhancement (ICT)	Customer Turnaround time (hours)	Physical queuing at DVLA offices	Partial implementation	Improve customer service delivery and turnaround time
	DVLA and Ghana Post Delivery of Driving Licenses to Applicants	Service delivery enhancement	No. of licenses delivered through Ghana Post	Customers walk in take license	Mainstreamed	Improve customer service delivery and revenue
MOTAC	Turnstile System	ICT	-	Ongoing	Positive	Constant Supervision

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
	Automated stores and books management system	Stock and sales management Software		30,400 bestseller publications reprinted	BGL publication available to help fight piracy	Track and keep stock levels in check and solved the problem of publication shortage by 30%
Ministry of Health	NHIS APP	ICT/Social Protection	Number of registered members using the application to renew their membership.	Office-based registration and renewal	Fully rolled out to enable online self-enrolment for membership subscription and enhance e-renewal.	Improved premium collection and accountability. Improved membership renewal and population coverage of the scheme. Reduced long queues at NHIS district offices
	Primary Healthcare Provider Network				So far, guidelines for the Network of Practice's operation have been developed, and stakeholder consultation is ongoing	As part of the Universal Health Coverage Roadmap target of strengthening primary health care services at the lower levels
	GHS e-learning Platform	IT innovation	Number of users taking upgrade course on the platform		Houses over 6000 users taking courses to upgrade competencies in service provision	Improves competency in service delivery
	You Must Know (YMK) Mobile App	IT innovation	Number of adolescents referred on the platform for specialized care		Rolled out in 2022 for facilitating referrals by service providers for Adolescents who need further or specialized care.	Improved adolescents specialized care referral system.
	FHMAApp	IT innovation	Number of service providers using the FHMAApp		Rolled out in 2022 to improve access to new knowledge on RMNCAH and nutrition for service providers	Improved knowledge of service providers on RMNCAH and nutrition.

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
			Number of RMNCAH facilities on the platform.			
Ministry of Works and Housing	Structured Mentorship and Coaching Programm	Capacity Building	• Number of people mentored and coached. • Number of formal mentorship sessions organize	A total of Seventy-Seven (77) officers participated in thirteen (13) Structured Coaching and Mentorship programs in various fields and specialization s. • Proposal submitted and approved on the structuring of the coaching and mentorship program. • Manual for the structuring of the mentorship and coaching program drafted and under consideration	A total of 106 officers participated in eleven (11) structured coaching and mentorship sessions organized in 2023	Improved knowledge of staff training in related areas. Improved administrative writing skill of National Service Personnel to assist officers in the Ministry
	E-leave application	ICT	Number of E-leave application processed.	A total of 102 leave applications received through the E-Leave portal	A total of one hundred and ten (110) leave applicants received through the e-leave portal in 2023.	Ease in processing of leave application • Reduced paper wastage in processing of leave for staff
	E-Feedback	ICT	Number of E-Feedback received	Eighteen (18) Feedback messages have been received from both staff and non-staff.	No feedback messages have been received.	Improved feedback on the services and operations of the Ministry
	Ministry of Works and Housing E-learning platform	Capacity Building / ICT	Number of training sessions organized. Number of	A total of one hundred and sixty-four (164) staff participated in thirteen	A total of one hundred and forty-six (146) staff participated in six (6)	Improved knowledge and awareness on various learning area

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
			participants on the MWHelp page.	(13) training sessions on various learning areas via WhatsApp	training sessions on various learning areas via WhatsApp	
	E-Application	ICT	Number of responses sent to interns and their individual institutions	Not Applicable	A total of thirty-two (32) internship application received and responses sent to interns via the HRMD corporate email in 2023	Ease in processing of internship application or requests. Reduced paper wastage in processing of leave for staff
	E-Reporting	ICT	Number of reports receive	Not applicable	A total of one hundred and twenty-eight (128) reports received through the HRMD corporate email in 2023.	Reduced paper wastage in processing of leave for staff
MLGDRD	Review of the Client Service Charter of the Ministry	Administrative	Revised Client Service Charter	Existing Client Service Charter	Printed and disseminated	Enhance information Dissemination
	Digitalization of Ministry's Landed Properties	Administrative	Number of secured landed properties	Processes initiated	Digitalisation of Landed Properties Completed	Properties Secured
	Creation of the Project Coordinating Unit	Administrative	Unharmonized coordination, monitoring and reporting of implementation of all Projects/Program	N/A	Unit established	Improve harmonization of projects information
	Review of the Organisational Manual of the Ministry	Administrative	Revised Organizational Manual	Existing Organisational Manual	Upgraded Procurement Unit to a Directorate Validation of the organizational manual for approval	Provide guidance for the execution of the Ministry's mandate

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
MRH	Ghana National Roads Authority	Institutional / Operational	Law passed	Conceptual Stage	Bill in Parliament	
	Expansion of Bridge Maintenance Unit (Construction of Mabey Bridges)	Operational	Completed Bridges	12No. Bridges completed	45 No. Bridges Completed	
	Expansion of Mobile Maintenance Unit (MMU)	Operational	Completed MMU 3	2 MMUs available (Techiman and Suhum)	Setup of MMU 3 (Tamale) ongoing	
	Road Design Guide	Operational/ ICT	Final Road Design Guide launched and disseminated	Draft Road Design Guide available	Final Road Design Guide available	
	Road Maintenance Manual	Operational/ ICT	Final Road Maintenance Manual launched and disseminated	Draft Road Maintenance Manual available	Final Road Maintenance Manual available	
	Bridge Maintenance Guide	Operational/ ICT	Final Bridge Maintenance Guide launched and disseminated	Draft Bridge Maintenance Guide available	Final Bridge Maintenance Guide available	
	Road Asset Management System (RAMS)	Operational/ ICT	Realtime data collection	Data collection on 1000km of selected roads completed	Final stage of operationalisation	

SECTOR	REFORM	TYPE OF REFORM	INDICATORS TO MONITOR THE REFORMS	BASELINE (As at end of Dec. 2022)	STATUS OF IMPLEMENTATION (Specific activities undertaken in 2023)	IMPACT OF REFORMS
	Smartphone-Based Dynamic Response Intelligence Monitoring System (iDRIMS) for Road Data Collection	Operational/ ICT	Draft report submitted for review and comment.	Training of counterpart staff is completed.	Smartphone-Based Dynamic Response Intelligence Monitoring System (iDRIMS) for Road Data Collection	

APPENDIX FIVE (5): SUSTAINABLE DEVELOPMENT GOALS (SDGS)

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
Ministry of Employment and Labour Relations (MELR)	Goal 8: Target 8.5	1. Number of jobs created. 2. Number of PECs revamped. 3. Percentage change in the National Daily Minimum Wage (NDMW) and the Base-pay and Pay Point Relativity (BPPPR).	1a. YEA flagship modules have been developed in addition to the traditional youth employment modules. 1b. Jobs and Skills Project is set to commence in 2021 to facilitate job creation for the youth. 2. 16 PECs selected to be revamped under the Jobs and Skills Project 3. The NDMW increased from 13.53 to 14.88.	1. Lack of up-to-date labour market data. 2. Limited jobs opportunities available in the economy.	Fully operationalize the Ghana Labour Market Information System. Implement employment promotion interventions in collaboration with other MDAs and MMDAs.

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
			Discussions on the BPPPR are ongoing		
Ministry of Employment and Labour Relations (MELR)	Target 8.7	4. Incidence of child labour.	1. National Plan of Action II for the elimination of the Worst Forms of Child Labour reviewed. Draft plan for 2023-2027 developed 2. Three (3) Regional, Three (3) District and 120 Community sensitizations and awareness creation organized on child labour	1. Inadequate community level child labour interventions. 2. Trafficking and Smuggling of Migrants activities to commence in 2021.	1. Fully operationalize the Ghana Child Labour Monitoring System. Secure closer collaboration with all partners
	Target 8.8	6. Number of workplaces inspected. 7. No. of OSH victims whose Workmen Compensation have been facilitated.	1. Labour Department conducted 696 workplace/establishment inspections. 2. Department of Factories inspected 4006 workplaces inspections. 3. Facilitated payment of workmen compensation for 244 affected persons and	1. Inadequate logistics (vehicles) for inspection. 2. Non-approval of OSH Bill	1. Procure more vehicles for inspection. 2. Re-submit cooperative bill for approval
MINISTRY OF ENVIRONMENT SCIENCE,	Target 9.4: By 2030, upgrade infrastructure and retrofit industries to	CO2 emission per unit of value-added	2016 to date Ghana through the Ministry recorded a reduction in	Despite efforts to reduce carbon dioxide emissions, there is still a need to further	Government can continue to invest in renewable energy

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
TECHNOLOGY AND INNOVATION (MESTI)	make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.		carbon dioxide emissions by 2.2 million tonnes per annum of carbon dioxide as part of the implementation of various climate change adaptation and mitigation.	decrease emissions in order to meet international climate change goals.	sources such as solar, wind, and hydropower to further reduce carbon dioxide emissions. Additionally, promoting energy efficiency measures and implementing policies to reduce deforestation and promote reforestation can help mitigate carbon dioxide emissions. Furthermore, encouraging the use of public transportation and promoting sustainable agricultural practices can also contribute to further reductions in carbon dioxide emissions.
	Target 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	National recycling rate, tons of material recycled	So far over 437.88 tons of e-waste have been retrieved for the period of 2020-2023 These consist of 378.73 tonnes of cables, 36.23 tonnes of mixed	Proximity to the collection centre. Incentives given to the scrape dealers are of the lower side. Establish more collection centre closer to the other scrap yard.	Institute pricing review mechanism

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
			batteries, 22.86 tonnes of thermoplastics and 120 sets of CRTs have been retrieved.		
MINISTRY OF ENVIRONMENT SCIENCE, TECHNOLOGY AND INNOVATION (MESTI)	Target 13.2: Integrate climate change measures into national policies, strategies and planning	Total greenhouse gas emissions per year	Ghana through MESTI has developed a Climate Change Master Plan, National Adaption Strategy, Nationally Determined Contributions (NDCs,) Renewable Energy Master Plan	Lack of funds, Lack of institutional capacity, Weak institutional collaboration, Lack of technology, Lack of awareness	Collaborate with public-private partnerships to attract investment in renewable energy projects. Tax incentives and subsidies for renewable energy initiatives. Training and capacity-building programs for relevant institutions and personnel to enhance their ability to implement and manage climate change mitigation projects effectively. Establishing inter-agency coordination mechanisms and multi-stakeholder platforms can facilitate better

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
					collaboration among institutions. Promote technology transfer and collaboration with developed countries to access advanced clean energy technologies. Implementing public awareness campaigns and educational programs to inform citizens about the impact of carbon dioxide emissions and the benefits of renewable energy.
Ministry of Chieftaincy & Religious Affairs	16.7 Ensure responsive, inclusive, participatory, and representative decision-making at all levels.	Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group	Four (4) Traditional Councils have been inaugurated to augment the current total to 234 Traditional Councils nationwide out of 393	<ul style="list-style-type: none"> Inadequate funds Inadequate staff to man the Traditional Councils 	Collaboration with Development Partners
	16.3: Promote the rule of law at the national and international levels and	Proportion of the population who have experienced a dispute in the past two years and who accessed a formal or informal	7.4% (38 out of 515) of chieftaincy cases resolved by the Judicial Committees	Inadequate funds to support judicial committees	Engagement with Ministry of Finance for special funding

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	ensure equal access to justice for all	dispute resolution mechanism, by type of mechanism	of the National and Regional Houses of Chiefs		
	16.6: Develop effective, accountable and transparent institutions at all levels	Proportion of population satisfied with their last experience of public services	600 Chieftaincy Declaration (CD) forms entered into National Register of Chiefs	Pending chieftaincy cases and succession disputes	Effective research
Ministry of Chieftaincy & Religious Affairs	16.7 Ensure responsive, inclusive, participatory, and representative decision-making at all levels.	Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group	Stakeholders in all Sixteen (16) Regions on a proposed National Policy on Religion Recommendations for amendment submitted to National House of Chiefs for consideration	<ul style="list-style-type: none"> Inadequate funding to hold engagements/stakeholder consultations Resistance from religious organizations Delays in responses from Houses of chiefs	<ul style="list-style-type: none"> Collaboration with Development Partners Engagement with the National House of Chiefs
Ministry of the Interior	16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime	16.4.2 Proportion of seized, found or surrendered arms whose illicit origin or context has been traced or established by a competent authority in line with international instruments	<ul style="list-style-type: none"> Traced the sources of 3 AK 47 Rifles, a Pump Action Gun and 3 pistols to four (4) Countries namely Turkey, Mali, Niger and Benin. Retrieved from crime scenes by the Police Anti-Armed Robbery Unit in collaboration with external partners. Facilitated the destruction of 30 tons of obsolete and 	Lack of retained Internally Generated Funds (IGF) to complement GOG allocated budget	Allow the Commission to retain IGF in order to retrieve and mark more arms in the Country

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
			surplus ammunition and munitions of the Ghana Armed Forces, which posed danger to inhabitants, through the support of the Mines Action Group (MAG).		
Ministry of Lands and Natural Resources	1.4.2 End poverty in all its forms everywhere	Proportion of total adult population with secure tenure rights to land; (a) with legally recognized documentation and (b) who perceive rights to land as secure by sex (c) Who perceive their rights to land as secure, by Type of tenure	20,338 land transactions registered in 2022 Male = 12,270 Female = 5,345 Joint = 1,589 Institution = 1,134 Customary Land = 16,270 Public Lands = 4,068	<ul style="list-style-type: none"> Inadequate office accommodation Manual Records Inadequate Logistics	<p>1. So far, the digitization exercise has successfully been initiated in the Greater Accra, Ashanti and Central Regional Lands Commission offices. This would be scaled up to the other Regional Offices as part of the proposed Land Administration Reforms.</p> <p>2. There is a continuous improvement of the Enterprise Land Information System to enhance its functionability.</p> <p>2.1 Establishment of a Complaints and Advisory</p>

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
					<p>Center: It seeks to provide an effective means to address clients' complaints, concerns and enquiries. It would provide information and advice to clients on land related and other matters.</p> <p>2.2 Roll out of Corporate Online Portal: This has been purposely developed to facilitate engagements between the Commission and the Financial Institutions as well as other corporate entities who access the services of the Commission</p>
	Goal 5 Target 5.a.2 Achieve gender equality and empower all women and girls	Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control	1.Following the passage of the Land Act 2020 (Act 1036), The Commission has commenced the preparation of Legislative Instruments for the Land Act 2020 (Act 1036): This is	Inadequate knowledge on the land Act	<p>1. There is an ongoing stakeholder engagement on awareness creation on the Land Act, 2020 (Act 1036)</p> <p>2. Section 47:</p>

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
			<p>progressing steadily and is anticipated to be completed by the end of the first quarter of 2024. The Lands Commission organized numerous engagements with diverse stakeholders to raise awareness about the Land Act 2020 (Act 1036) and related fundamental land management issues. These engagements sought to increased awareness and understanding of the Land Act 2020 (Act 1036) especially Sections 38 and 47 which provide restrictions and guidelines on transfer of land by a spouse.</p> <p>3. The LC has developed a Gender Policy which seeks to help streamline gender issues in land administration.</p> <p>4. A daycare centre has been established at the</p>		<p>A spouse shall not enter into any other transaction in relation to Land which was acquired during the marriage life, without the written consent of the spouse, and this shall not be unreasonably withheld</p>

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
			Greater Accra Regional Office to provide support for nursing mothers.		
	Goal 15. Life on Land 15.1.1:	<p>Forest area as a proportion of total land area</p> <p>Percentage of land that is degraded over total protected area</p> <p>Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type</p>	<p>The Forest Area as a Proportion of Total Land Area is 42.04</p> <p>Percentage of Degraded Areas within Forest Areas under Protection is 33.73%</p> <p>Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas represents 15.17</p>	<p>Using remote sensing techniques to segregate tree crops from natural forest</p> <p>Illegalities such as mining, sand winning etc. with protected areas</p> <p>Absence of modern tools to access degraded areas within off reserves</p> <p>Encroachment by forest fringe communities.</p> <p>Inadequate logistics for effective monitoring</p> <p>Increasing rate of illegalities within the Protected Areas (logging, mining, farming, sand winning etc.)</p>	<p>Access and utilization of python and target detection algorithm</p> <p>Implementation of illegality prevention mechanisms through effective monitoring strategies</p> <p>use of Rapid Response Teams and the national task force)</p> <p>Enhanced collaborative Community Resource management measures to be adopted and practiced</p> <p>Development and implementation of effective monitoring systems to check illegalities.</p>

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
		Red List Index	The Red List index for Animals and Plants that are critically endangered represent 0.965 and 0.993 respectively. Per IUCN report 0.989 and 0.954 of plants and animals are near threatened	Absence of up-to-date information on assessment of plants and animal species	<p>Institution and rigid enforcement of laws protecting the resources</p> <p>1. Adaptation of Research and training</p> <p>2. Implementation of a robust systems for monitoring and evaluation of wildlife status and trends.</p> <p>3. Institute effective and independent national biodiversity governance structure</p>
	Goal 8. Decent work and economic growth.	Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status	Protect labour rights and promote safe and secure working environments for all workers including migrant workers, in particular women migrants	Delay in data submission by Mining Companies.	Database for periodic reporting.
Ministry of Communications and Digitalization	NO POVERTY (SDG 1)	Proportion of the population living below the international poverty line by sex, age, employment status and	The Smart Community Project continues to aid in combating poverty through internet access. When	Lack of maintenance of ICT equipment being deployed for sustainable results.	Increased public awareness for adequate maintenance which GIFEC addresses through

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
		geographic location (urban/rural).	there is affordable / free Wi-Fi service available in unserved and underserved communities, the citizens are able to access free internet to transact their businesses from their communities without having to travel elsewhere.		Capacity Building programs.
	QUALITY EDUCATION (SDG 4)	Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex. Proportion of youth and adults with information and communications technology (ICT) skills, by type of skills	The School Connectivity Project helps to provide quality education by providing high speed computers, projectors and servers to educational institutions. Under this project the schools are connected to the internet for at least two years. This helps to support the students to participate in a digitized community.	Traditional views on educational policy could be a challenge with implementing capacity building programs to advance ICT skills and eLearning in educational curriculum, Poor maintenance of ICT equipment deployed to educational institutions	Increased awareness of the need for ICT education to be expanded in order for disadvantaged citizens to participate in the digital economy.
Ministry of Defence	14.2 (Protect and Restore Ecosystems): By 2020, sustainably manage and protect marine and coastal	14.2.1 Number of countries using ecosystem-based approaches to managing marine areas	Construction of Forward Operating Base (FOB) at Ezinlibo in the Western Region for protection of oil and gas and other natural	Financial Constraints	Provision of adequate and timely budgetary support

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans		resources (EEZ). 55% complete (as at 31 st December, 2023). -Regular patrols have been undertaken by the Ghana Navy to secure the Country's Exclusive Economic Zone (EEZ). -Lease of four (4) River Class boats and received two (2) Boundary Class ships received from the Government of the United States of America (USA) for the patrol of the Exclusive Economic Zone (EEZ) of the country.		
		16.1 Significantly reduce all forms of violence and related death rates everywhere	16.1.2 Conflict-related deaths per 100,000 population, by sex, age and cause 16.1.1 Number of victims of intentional homicide per 100,000 population, by sex and age	-Contribution of about 2,660 troops with equipment towards International Peace efforts -GAF currently involved in the following missions; United Nations Interim Force in Lebanon (UNIFIL), United Nations Mission in South	

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
			16.1.4 Proportion of population that feel safe walking alone around the area they live	<p>Sudan (UNMISS), ECOWAS Stabilization Support Mission in Guinea-Bissau (ESSMGB), United Nations Interim Security Force for ABYEI (UNISFA) among others.</p> <p>-“Earned Dollar Payment Policy” successfully implemented</p> <p>-GAF contingent deployed to Bawku to curb violent skirmishes and restore peace</p> <p>-Procurement of the following equipment to help contain security threats and support peacekeeping efforts; 70 Kamaz Utility Troop Carrying vehicles, 52 High Mobility Light Tactical Vehicles, 20 Bronetransporter (BTR-70) Armoured Personnel Carriers (APC), 30 Husky Armoured vehicles, assorted weapons, communication equipment, engineering and other logistical equipment</p>	

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime	16.a.1 Existence of independent national human rights institutions in compliance with the Paris Principles	Procurement of the following equipment to help contain security threats and support peacekeeping efforts; 70 Kamaz Utility Troop Carrying vehicles, 52 High Mobility Light Tactical vehicles, twenty 20 Bronetransporter (BTR-70) Armoured Personnel Carriers (APC), 30 Husky Armoured vehicles, Assorted weapons, communication equipment, engineering and other logistics equipment onstruction of 12 FOBs, 2 Forward Logistics Base (FLBs) and 1 Main Logistics Base (MLB) and procurement of assorted vehicles to proactively protect citizens and defend the territorial integrity of the nation Operation Conquered Fist ongoing to thwart the	Financial Constraints	Provision of adequate and timely budgetary support

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
			occurrence of possible terrorist attacks. Improvement of 10 Mechanized Battalion in Wa, 11 Mechanized Battalion in Bawku, 3 Field Workshop and 3 Mechanical Transport Company under operation CONQUERED FIST have enhanced security and neutralized threats of terrorism from the Northern Border		
Ministry of Education	Target 4.1: By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.	4.1.1 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 achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex	1. Right age enrolment drive to ensure that pupil are enrolled early at the right age. 2. National Standardized Test conducted for Primary 2 and Primary 4 to roll differentiated learning. 3. Additionally, a total of 17,340 out of school children have been mainstreamed into formal education.	Low Net Enrolment Ration and Gross Enrolment Ratio.	Launched a program targeted at out of school children.

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
			4. Learning grants provided for selected low-performing basic schools while enhancing equity and accountability within the education sector.		
Ministry of Education	Target 4.1: By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.	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) and education level	The Ministry tracks this indicator through the annual school census. The 2023 Schools Census has been completed. Data collation and cleaning is currently ongoing.	Data accuracy and timely availability of data for evidence-based decision making.	Engaging donor partners to support in the conduct of the school census.
Ministry of Energy	Access to Electricity increased (Target 7b)	Percentage of Connection	The National Electricity Access rate increased from 88.75% to 88.85%	Unavailability of key materials such as 120sqmm & 50sqmm. Al. conductors and transformers	To organize periodical stock-taking exercises at the Materials Management Unit (MMU) to keep an accurate track of physical stock

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
Ministry of Defence	Electricity extended to deprived communities (Target 7.b)	Number of communities connected to the national grid	A total of 189 communities have been connected to the grid in 2023	Delays in Procurement of the EPC Contractor	Ensure proactive measures are undertaken to hasten procurement processes
	Nuclear power plant Owner/Operator Company established and operational (SDG Target 7)	Percentage/ Progress of work done	Aerial survey and mapping completed. Engagement for site plan development to begin Vendor engagement completed. Report undergoing review Planned engagements were postponed due to unfavourable weather conditions and academic calendar changes	Lack of commitment of funds by GoG.	Continuous collaboration with Government and Stakeholders for Government support and by-in.
	Mini-grid Electrification using Renewable Energy technologies in island and lakeside communities installed (SDG Targets 7.2, 7.3, 7.a)	Number of mini-grids installed	Equipment and materials delivered to the Azizakpe, Aflive and Alorkpem project site. Additional materials are being procured to complete the installation.	Delay in provision of counterpart funding from GoG.	Budget has been allocated for implementation Ministry will liaise with the District Assemblies to assist in reaching the people.
Ministry of Education	Low reliance on wood fuels (SDG Targets 7.)	Number of cook-stoves distributed	97,253 units of Improved Charcoal Stoves were manufactured and distributed in 2023	Manufacturers are not producing as fast as expected.	To liaise with the Manufacturer to speed up production

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
Ministry of Education	National LPG promotion Policy implemented (SDG Target 9.b)	Current LPG Marketing model replaced with the Cylinder recirculation model	4,000 cookstoves were distributed	Delay in implementation which was caused by LPG Marketing companies and other industry stakeholders	Continuous Stakeholder Engagement and Consumer Education and sensitization to address concerns related with the roll out of the CRM
Ministry of Energy	Increased production from Jubilee field (SDG Target 9.b)	Annual Volume of Oil produced.	21.94 MMbbls of oil produced	N/A	On track to achieve target
	Increased production from TEN field (SDG Target 9.b)	Annual Volume of Oil produced.	9.70 MMbbls of oil produced from TEN field	N/A	On track to achieve target
	Increased production from SGN field (SDG Target 9.b)	Annual Volume of Oil produced.	10.25 MMbbls of oil produced	N/A	On track to achieve target
	Increased production from Jubilee field (SDG Target 9.b)	Annual Volume of Oil produced.	21.94 MMbbls of oil produced	N/A	On track to achieve target
Ministry of Finance	8.1.1: Annual growth rate of real GDP per capita	Real GDP growth averaged 3.2 percent in first half of 2023 compared to 2.9 percent in same period in 2022, signaling a strong rebound. Robust growth in the Services (avg. 6.3 percent) and Agriculture (avg. 6.2 percent)	None to report	None to report	8.1.1: Annual growth rate of real GDP per capita

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
		sectors were the key drivers. In 2022, GDP per capita growth for Ghana was 1.3 %.			
	8.10.2P: Number of active mobile money accounts	Registered mobile money accounts – 55.3 million, 2022; 48.3 million in 2021; 34.5 million as at 2020. Active mobile money accounts – 21.6million 2023; 17.9 million in 2021 as compared to 17.1 million in 2020 and 14.5 million in 2019	None to report	None to report	8.10.2P: Number of active mobile money accounts
		Total Mobile Money transactions in the country in the first eight months of 2023 was 1.190 trillion cedis.	None to report	None to report	
	9.2.1: Manufacturing Value Added as a proportion of GDP and per capita	Manufacturing Value Added (MVA) as a proportion of GDP stood at 11.4 percent as compared to 11.1 percent in 2020; 10.9 percent 2019. MVA per capita amounted to GHc1, 593 in 2021. This compares to GHc1,298 in 2020; GHc1,196 in 2019.	None to report	None to report	9.2.1: Manufacturing Value Added as a proportion of GDP and per capita

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	16.6.1: Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)	Government Expenditure as a proportion of original approved budget was 86.3% in 2022; 84.7 in 2021 in comparison to 98.8 in 2020 and 86.1 in 2019.	None to report	None to report	16.6.1: Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)
	17.1.1: Total Government Revenue as a Percentage of GDP	The total government revenue stood at 13.9% in 2022; and 15.3 percent in 2021 showing an improvement from the 2020 figure of 14.4 percent. It recorded 15.3 percent in 2019 and 15.9 percent in 2018.	None to report	None to report	17.1.1: Total Government Revenue as a Percentage of GDP
	17.1.2: Proportion of domestic budget funded by domestic taxes	The country is making significant efforts to improve domestic funding of its national budget. The share of domestic budget funded by domestic taxes was 83.2 percent in 2022. 82.0 in 2021 and 82.4 percent in 2020. For 2018 and 2019, the share of domestic budget funded by domestic taxes posted figures of 81.3 percent and 81.6 percent respectively.	None to report	None to report	17.1.2: Proportion of domestic budget funded by domestic taxes

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	17.3.2: Volume of remittances (in United States dollars) as a proportion of total GDP	Remittances inflow as a percentage of GDP has significantly improved between 2016 and 2022. It increased from 3.4 percent in 2016 to 4.1 percent in 2017 and reduced to 3.9 percent in 2018. However, in 2019 and 2020, it increased to 5.1 and 5.4 percent respectively. In 2021, personal remittances received in Ghana covered 5.9 percent of the country's Gross Domestic Product (GDP) while for 2022, it stood at 6.1 percent	None to report	None to report	17.3.2: Volume of remittances (in United States dollars) as a proportion of total GDP
	8.1.1: Annual growth rate of real GDP per capita	Real GDP growth averaged 3.2 percent in first half of 2023 compared to 2.9 percent in same period in 2022, signaling a strong rebound. Robust growth in the Services (avg. 6.3 percent) and Agriculture (avg. 6.2 percent) sectors were the key drivers. In 2022, GDP per capita growth for Ghana was 1.3 %.	None to report	None to report	8.1.1: Annual growth rate of real GDP per capita
	8.10.2P: Number of active mobile money accounts	Registered mobile money accounts – 55.3 million, 2022;	None to report	None to report	8.10.2P: Number of active mobile money accounts

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
		<p>48.3 million in 2021; 34.5 million as at 2020.</p> <p>Active mobile money accounts – 21.6million 2023; 17.9 million in 2021 as compared to 17.1 million in 2020 and 14.5 million in 2019</p>			
	17.1.1: Total Government Revenue as a Percentage of GDP	The total government revenue stood at 13.9% in 2022; and 15.3 percent in 2021 showing an improvement from the 2020 figure of 14.4 percent. It recorded 15.3 percent in 2019 and 15.9 percent in 2018.	None to report	None to report	17.1.1: Total Government Revenue as a Percentage of GDP
	17.1.2: Proportion of domestic budget funded by domestic taxes	The country is making significant efforts to improve domestic funding of its national budget. The share of domestic budget funded by domestic taxes was 83.2 percent in 2022. 82.0 in 2021 and 82.4 percent in 2020. For 2018 and 2019, the share of domestic budget funded by domestic taxes posted figures of 81.3 percent and 81.6 percent respectively.	None to report	None to report	17.1.2: Proportion of domestic budget funded by domestic taxes

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	17.3.2: Volume of remittances (in United States dollars) as a proportion of total GDP	Remittances inflow as a percentage of GDP has significantly improved between 2016 and 2022. It increased from 3.4 percent in 2016 to 4.1 percent in 2017 and reduced to 3.9 percent in 2018. However, in 2019 and 2020, it increased to 5.1 and 5.4 percent respectively. In 2021, personal remittances received in Ghana covered 5.9 percent of the country's Gross Domestic Product (GDP) while for 2022, it stood at 6.1 percent	None to report	None to report	17.3.2: Volume of remittances (in United States dollars) as a proportion of total GDP
Ministry of Gender	SDG 5 Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	5.5.1 Proportion of seats held by women in National Parliaments and local Governments	In line with our commitment to gender equality, the Ministry submitted the revised National Gender Policy and the Affirmative Action Bill for consideration and approval by the Cabinet. The Ministry has received Cabinet approval for the Affirmative Action Bill on 29th October 2023, and the bill has subsequently been	A large number of the populace have limited knowledge about the Affirmative Action Bill	Collaborate with Parliament to advocate for the passage of the Bill

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
			forwarded to Parliament for deliberation and passage.		
	5.3. Eliminate all harmful practices, such as child, early and forced marriages and female genital mutilation	Public sensitization on the harmful effects of the practices on children through the celebration of calendar day events	the Ministry successfully organized 58 sensitization programs, reaching 12,794 individuals, including students, teachers, parents, assembly members, and traders across the nation. These programs focused on critical issues such as Sexual and Gender-Based Violence (SGBV), teenage pregnancy, and harmful cultural practices. Additionally, participants received awareness and education on topics like cyber security and the Ghana Education Service (GES) re-entry policy.	Inadequate funds to reach out to remote communities.	Source for more donors funding.
	5.3. Eliminate all harmful practices, such as child, early and forced	5.3.1. Proportion of women aged 20-24 years who were married or in a union before age 15 and before 18	Public sensitization on the harmful effects of the practices on children through the celebration of calendar day events.	Inadequate resource to target more communities and schools	Write proposal to donor agencies for more funding

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	marriages and female genital mutilation		Public sensitization on child protection issues		
Ministry of Transport	Target 13.2: Integrate climate change measures into national policies, strategies, and planning	No. of policies and plans responsive to climate change	1 No. Policy developed. (National Electric Vehicle Policy developed)	Inadequate public sensitization awareness	Embark on a national dissemination workshop to sensitize the general public
	Target 11.2: By 2030, provide access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons	Proportion of population that has convenient access to public transport, by sex, age, and persons with disabilities	35 No. out of the remaining 55 No. VDL buses delivered to MMTL and operational	Did not receive full Tax exemption to clear buses at the port	Seek for insurance bond to stager the arrears over time for payment
	Target 3.6: By 2020, halve the number of global deaths and	Death rate due to road traffic injuries	Enhanced Road Safety awareness and education	Inadequate funding	Seek other funding sources

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	injuries from road traffic accidents		<p>at lorry terminals, radio, TV, and print media</p> <p>Embarked on a Joint Stay Alive Road Safety Education and Enforcement (NRSA & MTTD)</p> <p>The NRSA in collaboration with the MTTD developed an automated system, TraffiTech-GH to improve enforcement and road safety</p>		
Ministry of Railway Development	Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	9.1.2 Passenger and freight volumes, by mode of Transport (Rail Transport)	<ul style="list-style-type: none"> No. of Passengers transported by rail in 2022 was 238,446. A total of 400,000 passengers estimated to be transported across the rail network in 2023. By the end of December 2023, a total of 167,122 passengers were 	<ul style="list-style-type: none"> Poor condition of track infrastructure Obsolete equipment and rolling stock High turnaround time Limited rail services provided on the operable 	<ul style="list-style-type: none"> Rehabilitation and upgrade of track infrastructure Replacement of obsolete equipment and refurbishment of rolling stock Construction of new standard gauge

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
			<p>transported between Accra-Tema and Takoradi-Sekondi via Kojokrom.</p> <ul style="list-style-type: none"> • Volume of freight transported by rail in 2022 was 347,160 tonnes. • 400,000 metric tonnes of manganese freight was estimated to be hauled from the Nsuta Mines to the Takoradi Port for export. <p>By the end of December, 2023, 214,433 metric tonnes of manganese freight was transported by rail to the Takoradi Port.</p>	<p>sections of the existing rail network</p> <p>On-going construction of new standard gauge railway line which intermittently affects operations on the narrow gauge section, particularly on the Western Line</p>	<p>railway lines and the installation of modern signalling and communications equipment</p> <p>Acquisition of new standard gauge rolling stock and maintenance equipment</p>
Ministry of Tourism, Arts, and Culture Ministry of Tourism, Arts, and Culture	By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products. (SDG 8 Targets 9)	Tourism direct GDP as a proportion of total GDP and in growth rate. The proportion of jobs in sustainable tourism industries out of total tourism jobs	Giving grants to small-scale enterprises. Upgrading of tourist sites which will increase visitation to help create the needed employment	Limited exploitation of potentials in the sector. Limited attention to the development in the sector at the local and national levels (MDAs/ MMDAs	Promotion of Ghana as a preferred tourist destination. Promote Public-Private Partnerships to increase investment in the sector

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	SDG 14 (Target 14.4) By 2020 regulate harvesting and end overfishing. Abolish unregulated fishing and destructive fishing practices and implement science-based management plans to restore fish stocks which will produce maximum sustainable yield by their biological characteristics.	Proportion of fish stocks within biologically sustainable levels	The Ministry has built the capacity to crosslink coastal pollution	Negative impacts on coastal areas due to climate change	Collaborate with relevant institutions to help conserve and preserve fragile marine ecosystems. Educate the community on safe disposal and waste and sewage management.
	SDG 17 (Target 17.14 Enhance policy coherence for sustainable development. Target 17.17. Encourage and promote effective public, Public-Private and civil society partnerships, building on the experience and resourcing strategies of partnerships	Several countries with mechanisms in place to enhance policy coherence of sustainable development. Amount of United States dollars committed to Public-Private partnerships and civil society partnerships.	Stakeholder consultation meetings were held to finalize the culture and tourism policy document. Formation of Public-Private Partnership Forum.		National Tourism Destination Single Window (NTDSW) 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, and social media mapping among others. Tourism satellite account developed.

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	Develop legal regimes and processes for safeguarding the intellectual property and the creative heritage of Ghana (SDG Targets 12. b, 17.10)	Mainstream culture in all aspects of national development (SDG Targets 4.7, 17.14)	Create awareness of the importance of culture for development and creative arts (SDG Target 12.8)	Strengthen institutions and improve the coordination framework of cultural and creative arts sectors for the development of culture (SDG Targets 16. a)	Review and implement cultural policy framework (SDG Target 8.9)
	By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products. (SDG 8 Targets 9)	Tourism direct GDP as a proportion of total GDP and in growth rate. The proportion of jobs in sustainable tourism industries out of total tourism jobs	Giving grants to small-scale enterprises. Upgrading of tourist sites which will increase visitation to help create the needed employment	Limited exploitation of potentials in the sector. Limited attention to the development in the sector at the local and national levels (MDAs/ MMDAs	Promotion of Ghana as a preferred tourist destination. Promote Public-Private Partnerships to increase investment in the sector
	SDG 14 (Target 14.4) By 2020 regulate harvesting and end overfishing. Abolish unregulated fishing and destructive fishing practices and implement science-based management plans to restore fish stocks which will produce maximum sustainable yield by their biological characteristics.	Proportion of fish stocks within biologically sustainable levels	The Ministry has built the capacity to crosslink coastal pollution	Negative impacts on coastal areas due to climate change	Collaborate with relevant institutions to help conserve and preserve fragile marine ecosystems. Educate the community on safe disposal and waste and sewage management.

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	SDG 17 (Target 17.14 Enhance policy coherence for sustainable development. Target 17.17. Encourage and promote effective public, Public-Private and civil society partnerships, building on the experience and resourcing strategies of partnerships	Several countries with mechanisms in place to enhance policy coherence of sustainable development. Amount of United States dollars committed to Public-Private partnerships and civil society partnerships.	Stakeholder consultation meetings were held to finalize the culture and tourism policy document. Formation of Public-Private Partnership Forum.		National Tourism Destination Single Window (NTDSW) 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, and social media mapping among others. Tourism satellite account developed.
Ministry of Youth and Sports	SDG 4 Target 7	Number of Youth Resource Centres completed	Koforidua Centre was commissioned on 27 th December, 2023 whiles work on the other five is progressing steadily	Inadequate releases from the DACF	The project has been strategically staggered for completion of five (5) projects at a time (annually)
	SDG 9 Target 1	Number of deprived and out of school Youth provided with training	955 young people were provided with training in diverse skills (soap, dress making, IT training, digital marketing) to build their capacity	Training was centralized and as such could not reach other parts of communities	Training selected personnel from hard to reach areas as training of trainers.

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	SDG 9 Target 1	Number of young people deployed as volunteers	240 young people were deployed as volunteers to communities	Difficulty in integrating volunteers into various communities	Intensify stakeholder engagement for a buy-in and support
	SDG 16 Target 6	Number of young people educated on health, environment and other social issues	21,764 young people benefitted from the program	Selection of beneficiaries Conference and logistics Availability of competent trainers	Stakeholder engagement Involvement of competent parties Proposal for technical and logistical support
	SDG 10 Target 2	Number of stadia rehabilitated	Two (2) stadia rehabilitated	Delay in release of funds Lack of maintenance manuals	Allocation of adequate capital funds from Government. Creation of a maintenance manual
		Number of newly constructed sports infrastructure	Two (2) stadia are at 90% completion.	Delay in release of funds	Engage the Ministry of Finance for early disbursement of funds.
		Number of sports associations equipped	Twenty five (25) Sports Associations equipped	Selection of beneficiaries	Memo for Cabinet consideration for the establishment of a sports fund to support sports associations.
		Number of international sports competitions attended	Forty-five (45) international sports competitions were attended	Delay in the release of fund visa acquisition	Early submission of request for funds. Early application for visa

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
Ministry of Roads and Highways	Build resilient infrastructure, promote sustainable industrialization and foster innovation. 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, 2023.	Proportion of the rural population who live within 2 km of an all-season road	66.7%	Inadequate funding to Construct and maintain existing portfolio of roads	Identifying innovative means of funding road maintenance e.g. PPP
Ministry of Health	3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	3.1.1 Maternal mortality ratio	102.6 deaths per 100, 000 livebirths	Limited access to and inequity in maternal healthcare services. Late initiation of antenatal care and postpartum hemorrhage are also causes of maternal deaths in the country.	Train more healthcare professionals and improve their conditions of services to retain them for a very long time.
		3.1.2 Proportion of births attended by skilled health personnel	88% (2022 Ghana Demographic and Health Survey)	Limited access to and inequity in maternal healthcare	Collaborate with the health training institutions to produce

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
				services and professionals particularly midwives.	more nurses and midwives. Improve the service conditions espercially the non- financial incentives for health professions to reduce the attrition rate.
	3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births	3.2.1 Under-5 mortality rate	40 deaths per 1,000 livebirths (2022 Ghana Demogrpahic and Health Survey)	Malnutrition, and inequity in distribution and access to helathcare facilities and professionals. Poor road network is also challenged to achieving this target.	Improve healthcare in hard-to-reach areas by partnering with the private sector; leveraging technology, e.g. drone services; improving the service conditions of healthcare professionals, etc
		3.2.2 Neonatal mortality rate	17 deaths per 1,000 livebirths (2022 Ghana Demographic and Health Survey)	Malnutrition, and inequity in distribution and access to helathcare facilities and professionals. Poor road network is also challenged to achieving this target.	Improve healthcare in hard-to-reach areas by partnering with the private sector; leveraging technology, e.g. drone services; improving the service conditions of

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
					healthcare professionals, etc
	3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	3.1.1 Maternal mortality ratio	102.6 deaths per 100, 000 livebirths	Limited access to and inequity in maternal healthcare services. Late initiation of antenatal care and postpartum hemorrhage are also causes of maternal deaths in the country.	Train more healthcare professionals and improve their conditions of services to retain them for a very long time.
		3.1.2 Proportion of births attended by skilled health personnel	88% (2022 Ghana Demographic and Health Survey)	Limited access to and inequity in maternal healthcare services and professionals particularly midwives.	Collaborate with the health training institutions to produce more nurses and midwives. Improve the service conditions especially the non-financial incentives for health professions to reduce the attrition rate.
	3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as	3.2.1 Under-5 mortality rate	40 deaths per 1,000 livebirths (2022 Ghana Demographic and Health Survey)	Malnutrition, and inequity in distribution and access to healthcare facilities and professionals. Poor road network is also challenge to achieving this target.	Improve healthcare in hard-to-reach areas by partnering with the private sector; leveraging technology, e.g. drone services; improving the service conditions of

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births				healthcare professionals, etc
		3.2.2 Neonatal mortality rate	17 deaths per 1,000 livebirths (2022 Ghana Demographic and Health Survey)	Malnutrition, and inequity in distribution and access to healthcare facilities and professionals. Poor road network is also challenged to achieving this target.	Improve healthcare in hard-to-reach areas by partnering with the private sector; leveraging technology, e.g. drone services; improving the service conditions of healthcare professionals, etc
	3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	3.1.1 Maternal mortality ratio	102.6 deaths per 100, 000 livebirths	Limited access to and inequity in maternal healthcare services. Late initiation of antenatal care and postpartum haemorrhage are also causes of maternal deaths in the country.	Train more healthcare professionals and improve their conditions of services to retain them for a very long time.
		3.1.2 Proportion of births attended by skilled health personnel	88% (2022 Ghana Demographic and Health Survey)	Limited access to and inequity in maternal healthcare services and professionals particularly midwives.	Collaborate with the health training institutions to produce more nurses and midwives. Improve the

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
					service conditions especially the non-financial incentives for health professions to reduce the attrition rate.
	3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births	3.2.1 Under-5 mortality rate	40 deaths per 1,000 livebirths (2022 Ghana Demographic and Health Survey)	Malnutrition, and inequity in distribution and access to healthcare facilities and professionals. Poor road network is also challenged to achieving this target.	Improve healthcare in hard-to-reach areas by partnering with the private sector; leveraging technology, e.g. drone services; improving the service conditions of healthcare professionals, etc
		3.2.2 Neonatal mortality rate	17 deaths per 1,000 livebirths (2022 Ghana Demographic and Health Survey)	Malnutrition, and inequity in distribution and access to healthcare facilities and professionals. Poor road network is also challenged to achieving this target.	Improve healthcare in hard-to-reach areas by partnering with the private sector; leveraging technology, e.g. drone services; improving the service conditions of healthcare professionals, etc

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	3.1.1 Maternal mortality ratio	102.6 deaths per 100, 000 livebirths	Limited access to and inequity in maternal healthcare services. Late initiation of antenatal care and postpartum haemorrhage are also causes of maternal deaths in the country.	Train more healthcare professionals and improve their conditions of services to retain them for a very long time.
Ministry of Trade and Industry	Goal 9 (Targets 9.2, 9.3, 9.4, 9.b, 9.c)	Total number of 1D1F companies at various stages of completion (cumulative)	321	a) High cost of credit facilities and inadequate working capital for 1D1F companies by the Participating Financial Institutions (PFIs) b) Government's inability to provide 1D1F companies with adequate infrastructure support e.g. access roads to factories and provision of water. c) High cost of production due to the escalation of prices of raw materials (especially agro based raw materials), utilities etc. d) Weak access to government procurement by 1D1F	a) Review of capped interest rate with PFIs b) The need for Infrastructural development in deprived districts to attract investors. c) Considering Planting for Industry to ensure adequate raw material supply for companies. d) Government to subsidize cost of utilities for industrial promotion. e) Government Institutions to procure 1D1F products.

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
				companies and local manufacturers in general	Government to mobilise resources for the establishment of factories in deprived districts.
Ministry of Sanitation and Water Resources	Goal 6.1.1	By 2030, achieve universal and equitable access to safe and affordable drinking water for all	87.7% of the population have access to basic drinking water services	Hard to reach areas, and difficult hydrogeological terrains. Poor ground water quality Inadequate investments High urbanization and sprawling communities Inadequate funding to undertake regular O&M activities	Continuous and predictable investments in the water sector Investments in water treatment plants
	Goal 6.2.1	By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations	25.3% of the population have access to basic sanitation services	Poor attitudes of citizenry Inadequate space especially in built up areas for the construction of household toilets 1. Difficult access to funds to undertake the construction of toilet facilities 2. Poor construction of household toilets	Introduction of modern toilet technologies that require smaller space for installation 1. Continuous implementation of the Rural Sanitation Model and Strategy to boost uptake of toilets

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
				Lack of skilled labour to undertake the construction of household toilets	2. Implementation of environmental and sanitation bye laws to address the issues of houses that do not provide toilet space 3. Training of skilled labour to undertake the construction of household toilets
	Goal 6.3.2	By 2023, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	Water quality is a challenge, however, as at the end of 2022, overall water quality assessment is 57.8%.	1. Illegal mining 2. Uncontrolled dumping of refuse and sewer in water bodies Farming and other human activities within and along water bodies	1. Clamping down on illegal mining activities especially those within water bodies Implementation and enforcement of the buzzer zone policies
	Goal 6.4.1	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce	Freshwater withdrawal as a proportion of total available is 1917 m ³ per capita	Climate change Reduction in fresh water sources High population growth rates	Implementation of climate change adaptation programs Planting of tress along the banks of water bodies

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
		the number of people suffering from water scarcity			
	Goal 6.5.1	By 2030, 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	This target is measured every 3 years. Low scores for the following accounted for the score: Low financing for Transboundary cooperate. Inadequate Legislation on pollution of water bodies	Provision of adequate funding for the implementation of IWRM activities
	Goal 6.1.1	By 2030, achieve universal and equitable access to safe and affordable drinking water for all	87.7% of the population have access to basic drinking water services	Hard to reach areas, and difficult hydrogeological terrains Poor ground water quality Inadequate investments High urbanization and sprawling communities Inadequate funding to undertake regular O&M activities	Continuous and predictable investments in the water sector Investments in water treatment plants
	Goal 6.2.1	By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of	25.3% of the population have access to basic sanitation services	Poor attitudes of citizenry Inadequate space especially in built up areas for the construction of household toilets	Introduction of modern toilet technologies that require smaller space for installation Continuous implementation of the

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
		women and girls and those in vulnerable situations		Difficult access to funds to undertake the construction of toilet facilities Poor construction of household toilets Lack of skilled labour to undertake the construction of household toilets	Rural Sanitation Model and Strategy to boost uptake of toilets Implementation of environmental and sanitation bye laws to address the issues of houses that do not provide toilet space Training of skilled labour to undertake the construction of household toilets
Ministry of Health	3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	3.1.1 Maternal mortality ratio	102.6 deaths per 100, 000 livebirths	Limited access to and inequity in maternal healthcare services. Late initiation of antenatal care and postpartum hemorrhage are also causes of maternal deaths in the country.	Train more healthcare professionals and improve their conditions of services to retain them for a very long time.
		3.1.2 Proportion of births attended by skilled health personnel	88% (2022 Ghana Demographic and Health Survey)	Limited access to and inequity in maternal healthcare services and professionals particularly midwives.	Collaborate with the health training institutions to produce more nurses and midwives. Improve the service conditions especially the non-

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
					financial incentives for health professions to reduce the attrition rate.
	3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births	3.2.1 Under-5 mortality rate	40 deaths per 1,000 livebirths (2022 Ghana Demographic and Health Survey)	Malnutrition, and inequity in distribution and access to healthcare facilities and professionals. Poor road network is also challenge to achieving this target.	Improve healthcare in hard-to-reach areas by partnering with the private sector; leveraging technology, e.g. drone services; improving the service conditions of healthcare professionals, etc
		3.2.2 Neonatal mortality rate	17 deaths per 1,000 livebirths (2022 Ghana Demographic and Health Survey)	Malnutrition, and inequity in distribution and access to healthcare facilities and professionals. Poor road network is also challenged to achieving this target.	Improve healthcare in hard-to-reach areas by partnering with the private sector; leveraging technology, e.g. drone services; improving the service conditions of healthcare professionals, etc

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases	3.3.1 Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations	Less than 1 (0.53) per 1,000 population (not uninfected population)	Care-free attitude of the population especially the youth	Liase with relevant Agencies and organisations to improve knoweldge of the population particularly those aged between 15 and 45 years in HIV prevention methods.
		3.3.2 Tuberculosis incidence per 100,000 population	53.2 per 100,000 popualaiton	lack of financial, human and other logistical support for outreach services to screen and identity people living with the TB varus	Collaborate with developent partners and other organisations for financial and logisitical support to improve outreach services.
		3.3.3 Malaria incidence per 1,000 population	178 per 1,000 population	Poor attitude of the population towards sanitation in general	Liase with Minstry of Educaiton and Ministry of Sanitation and Water Resource to continue to education the population on good hygine practices.
	3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and	3.7.1 Proportion of women of reproductive age (aged 15–49 years) who have their need for family planning satisfied with modern methods	According to the 2017 maternal health survey, one in four married women age 15-49 use a modern method of contraception (25%). The three most used	inadequate family planning commodities; inadequate knowledge of family planning practices among the target population; etc	Improve access to family planning services through procurement and distribution of contraceptives;

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	education, and the integration of reproductive health into national strategies and programs		methods among married women are injectables (8%), implants (7%), and the pill (4%). The routine/administrative data puts family planning acceptor rate for any method at 36% (2022)		continued education, and outreach services.
		3.7.2 Adolescent birth rate (aged 10–14 years; aged 15–19 years) per 1,000 women in that age group	10-14 years: Less than 1 (0.76) per 1,000 women 15-19 years: 109 per 1,000 women (2022 Ghana Demographic and Health Survey)	Household poverty and illitracy on sex education among those groups.	Collobarate with Ministry of Education and other relevant Agencies and Organisations to improve knowledge of adolescents on teenage pregnancy.
	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	3.8.1 Coverage of essential health services	47.79 on the scale of 100.	inequity in distribution and access to healthcare facilities and professionals. Poor road network is also challenged to achieving this target.	Collaborate with the Agenda 111 Secretariate to construct healthcare facilities in districts where there are no districts hospitals; upgrade of regional and specialised hospitals; implementation of the Network of Practice with support from the World

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
					Bank to improve primary health caare
		3.8.2 Proportion of population with large household expenditures on health as a share of total household expenditure or income	According to the 2023 Global UHC Tracking Report, Ghana is one of the LMICs who has high proportio of their populations with OOP health spending exceeding 10% of the household budget or impoverishing health spending (at the relative poverty line) or both, by per capita consumption quintile	Relatively low coverage of NHIS, which provides financial access to healthcare services; relatively high household poverty; etc	Improve enrolment of the populaiton in the NHIS by leveraging technology to reduce bottlenecks in enrolment; liase with Ministry of Finance for prompt releases of money to pay healthcare providers , and living conditions of the people.
	3.c Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States	3.c.1 Health worker density and distribution	1.7 per 10,000 population. Distribution of doctors in particular is inequital; more doctors are found in the urban areas/regions (greater Accra and Ashanti) than the other less developed regions. Same situation applies to the other professinals such as the Nurses, Midwives, etc.	Refusal of professionals accepting posting to the less developed regions; migration to high-income countries for better conditions of service; Poor conditions of service, e.g. inadequate tools and commodities to work with.	Collaborate with relavant Agencies and Institutions to implement the financial and non-financial incentive packages of the newly deveoped incentive package for healthcare professionals.

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all	3.b.1 Proportion of the target population covered by all vaccines included in their national program	73% of children aged 12–23 months are fully vaccinated with basic antigens. By national schedule, 56% of children aged 12-23 months and 44% of children aged 24-35 months were fully vaccinated. 95% BCG (or Bacille Calmette-Guerin) 89% Pentavalent vaccine dose (Penta3) 83% OPV (3 doses of oral polio vaccines) 87% MCV1 (malaria vaccine)	inability to identify the actual number of target population for immunization services	Collaborate with Ghana Statistical Service to improve identification of children for immunization services Malaria vaccine implementation is being scaled up in phases; currently in more than 90 districts) Collaborate with relevant agencies and institutions to scale up the malaria vaccines to all regions by end of the health sector medium-term plan (2022-2025)

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
Office of the Attorney General and the Ministry of Justice	Goal 16 Access to justice for all and build effective, accountable and inclusive institutions at all levels.	Number of corruption case receive Office of the Attorney-General -	Eight (8) high profile corruption cases involving 39 accused persons on trial. A judgement has been secured for one of the accused persons to pay the state GHC 90,000,000 Cedis and recovered GHC 38,808,074.14 from two accuse person persons charged with causing financial loss to the State.	Lack of co-operation of some petitioners.	Enhance collaboration between the Office of the Attorney General and the MDA's will speed the prosecution processes for the state to retrieve these monies from the culprits.
		Percentage of corruption cases for which prosecution has been initiated by: Office of the Attorney-General -	55 % of corruption cases have been initiated and some are still under investigation and review.	MDAs failure to respond to requests for comments, documents and witnesses on cases involving them delays investigation	Implementation / operationalization of Witness Protection Act will improve investigation and prosecution of these high-profile cases.
		Conduct of Public Officers Act passed and implemented	The Bill underwent first reading in Parliament in June 2019 and has since been referred to parliamentary select committee on constitutional legal and	The Conduct of Public Officers Bill was laid in Parliament on 16 th October, 2020 and lapsed with the dissolution of the Seventh Parliament. By correspondence dated 22 nd December, 2021, the Bill was submitted to Cabinet for	Cabinet and Parliamentary agenda.

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
			parliamentary affairs for consideration	consideration. The Legislative Drafting Division awaits Cabinet approval to prepare the Bill for laying in Parliament.	
		Number of lawyers called to the Bar	1,286 lawyers were called to the Bar.	Inadequate financial resources to expand the infrastructure of the school to increase the intake of law students.	The Law School will admit more students when the law village is operational. This will surely alleviate the problem in the long term.
	Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	New Companies Act passed and implemented	The Company's Act has passed into law and gazette as Companies Act, 2019 (Act 992).	The development of the Corporate Strategic Document, Organizational Manual of ORC and Decoupling Plan has delayed the operationalization process.	<p>A two-year implementation program has been initiated and it's currently rolled out. The subsidiary legislation to help implement the Act has been drafted and passed by Parliament.</p> <p>The decoupling road map is being implemented and by the midyear the process will be completed.</p>

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	Goal 16 Access to justice for all and build effective, accountable and inclusive institutions at all levels.	Number of corruption case receive Office of the Attorney-General -	Eight (8) high profile corruption cases involving 39 accused persons on trial. A judgement has been secured for one of the accused persons to pay the state GHC 90,000,000 Cedis and recovered GHC 38,808,074.14 from two accuse person persons charged with causing financial loss to the State.	Lack of co-operation of some petitioners.	Enhance collaboration between the Office of the Attorney General and the MDA's will speed the prosecution processes for the state to retrieve these monies from the culprits.
		Percentage of corruption cases for which prosecution has been initiated by: Office of the Attorney-General -	55 % of corruption cases have been initiated and some are still under investigation and review.	MDAs failure to respond to requests for comments, documents and witnesses on cases involving them delays investigation	Implementation / operationalization of Witness Protection Act will improve investigation and prosecution of these high-profile cases.
		Conduct of Public Officers Act passed and implemented	The Bill underwent first reading in Parliament in June 2019 and has since been referred to parliamentary select committee on constitutional legal and	The Conduct of Public Officers Bill was laid in Parliament on 16 th October, 2020 and lapsed with the dissolution of the Seventh Parliament. By correspondence dated 22 nd December, 2021, the Bill was submitted to Cabinet for	Cabinet and Parliamentary agenda.

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
			parliamentary affairs for consideration	consideration. The Legislative Drafting Division awaits Cabinet approval to prepare the Bill for laying in Parliament.	
		Number of lawyers called to the Bar	1,286 lawyers were called to the Bar.	Inadequate financial resources to expand the infrastructure of the school to increase the intake of law students.	The Law School will admit more students when the law village is operational. This will surely alleviate the problem in the long term.
	Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	New Companies Act passed and implemented	The Company's Act has passed into law and gazette as Companies Act, 2019 (Act 992).	The development of the Corporate Strategic Document, Organizational Manual of ORC and Decoupling Plan has delayed the operationalization process.	<p>A two-year implementation program has been initiated and it's currently rolled out. The subsidiary legislation to help implement the Act has been drafted and passed by Parliament.</p> <p>The decoupling road map is being implemented and by the midyear the</p>

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
					process will be completed.
Ministry of Works and Housing	11.1. By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing.	The following housing projects have been pursued: • 37 units completed under the Legacy Court housing project at Adenta; • 121 housing units completed and an additional 111 units ongoing at North Ridge, Roman Ridge, Lartebiokoshie, Labone and Airport for public, servants; • 320 units for the Ghana Police Service at Tesano at 95% completion • 3,016 housing units at Kpone under the GoG Affordable Housing Program at 85% completion. • NRAS established and successfully enrolled 1,105 Ghanaians. • Works commenced on	Limited access to funding to undertake: - Slum Upgrading interventions. - Construction of mass affordable housing schemes.	Adopt Public Private Partnerships in the financing of housing projects. • Explore the opportunities to leverage on climate financing to develop climate resilient housing infrastructure.
	1.1. By 2030, ensure access for all to adequate, safe and affordable	11.5.1 Number of deaths, missing persons and persons affected by disaster per 100,000 people	78.6km of coastline was completed to protect lives, livelihoods and properties	Inadequate funding for drainage and coastal protection works.	Explore the opportunities to leverage on climate financing to

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
	housing and basic services and upgrade slums		for the people along the coastline. • Design for the establishment of a FEWS System for Accra has been completed. Procurement of equipment for FEWS is ongoing. • 30km of drain constructed and more than 40km of drains excavated, rechannelled and maintained. • Dredging works ongoing along the Odaw channel under the GARID Project. • Works have commenced on the reconstruction of the Achimota and Nima drains under the GARID project.		develop climate resilient drainage infrastructure and coastal projects.
Ministry Of Local Government, Decentralisation & Rural Development	SDG 1- No Poverty	GPSNP2	Wages paid 30,000 beneficiaries under LIPW	In 2023 an amount of GHS 16.5M was disbursed as grants to the beneficiaries to engage in income generating activities including bee- keeping/ honey production, dry season vegetable farming, Malt processing, Groundnut	Delays in processing transfer of funds

SECTOR MINISTRY	SDG	INDICATORS	STATUS OF IMPLEMENTATION	CHALLENGES	MITIGATION STRATEGIES
			Grants disbursed to Productive Inclusion (PI) beneficiaries.	Processing (oil, snacks, paste) etc. Also, an amount of GHS11.1M paid as unskilled labour wages to 4,044 LIPW beneficiaries.	
Ministry of Roads and Highways	Build resilient infrastructure, promote sustainable industrialization and foster innovation. 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, 2023.	Proportion of the rural population who live within 2 km of an all-season road	66.7%	Inadequate funding to Construct and maintain existing portfolio of roads	Identifying innovative means of funding road maintenance e.g. PPP

APPENDIX SIX (6): 2023 RECRUITMENT DISTRIBUTION

NO.	INSTITUTION	NO. RECRUITED
MINISTRIES		
1.	MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS	3
2.	MINISTRY OF LOCAL GOVERNMENT, DECENTRALISATION AND RURAL DEVELOPMENT	4
3.	MINISTRY OF FINANCE	34
4.	MINISTRY OF FOOD AND AGRICULTURE	4
5.	MINISTRY OF WORKS AND HOUSING	2
6.	MINISTRY OF TOURISM, ARTS, AND CULTURE	5
7.	MINISTRY OF COMMUNICATONS AND DIGITALISATION	5
8.	MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION	5
9.	MINISTRY OF TRADE AND INDUSTRY	2
10.	MINISTRY OF EDUCATION	4
11.	MINISTRY OF SANITATION AND WATER RESOURCES	2
12.	MINISTRY OF THE INTERIOR	1
13.	OFFICE OF THE ATTORNEY GENERAL AND MINISTRY OF JUSTICE	2
14.	MINISTRY OF FISHERIES AND ACQUACULTURE DEVELOPMENT	1
15.	MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY AND INNOVATION	1
16.	MINISTRY OF PARLIAMENTARY AFFAIRS	1
17.	MINISTRY OF INFORMATION	2
18.	MINISTRY OF HEALTH	5
19.	MINISTRY OF ENERGY	1
20.	MINISTRY OF LANDS AND NATURAL RESOURCES	1
21.	MINISTRY OF YOUTH AND SPORTS	1
22.	MINISTRY OF ROADS AND HIGHWAYS	2
23.	MINISTRY OF TRANSPORT	2
SUB TOTAL		90
DEPARTMENT		
24.	PROCUREMENT & SUPPLY CHAIN MANAGEMENT DEPARTMENT	5
25.	BIRTHS AND DEATHS REGISTRY	38
26.	INTERNAL AUDIT UNIT, OHCS	9
27.	DEPARTMENT OF URBAN ROADS	3
28.	DEPARTMENT OF SOCIAL WELFARE	3
29.	DEPARTMENT OF GENDER	3
30.	STATE PROTOCOL DEPARTMENT	3
31.	DEPARTMENT OF FEEDER ROADS	2
32.	INFORMATION SERVICES DEPARTMENT	4
33.	REGISTRAR GENERAL'S DEPARTMENT	21
34.	CONTROLLER AND ACCOUNTANT GENERAL'S DEPARTMENT	102
35.	CIVIL AND LOCAL GOVERNMENT STAFF ASSOCIATION, GHANA	8
36.	DEPARTMENT OF CHILDREN	3
SUB TOTAL		204
EXTRA MINISTERIAL ORGANISATION		
37.	PUBLIC SECTOR REFORMS SECRETARIAT	1

NO.	INSTITUTION	NO. RECRUITED
38.	OFFICE OF THE HEAD OF THE CIVIL SERVICE	3
39.	GOVERNMENT SECRETARIAL SCHOOL (OHCS)	2
SUB TOTAL		6
TOTAL		300

APPENDIX SEVEN (7): SCHEME OF SERVICE TRAINING

No.	Title
1.	2-day executive training in Finance and Sustainable Energy
2.	360 Degrees Leadership,
3.	Senior Intelligence Training Course
4.	Action Plan Development
5.	Administrative Management Skills
6.	ARLAC BLMC
7.	Assets Management and Development of Fixed Assets Register
8.	Cabinet Memorandum Writing
9.	Career Progression for Records class
10.	Certified Information Security Manager
11.	Certified Information System Audit
12.	Civil Service Administration & Public Finance Issues
13.	Civil Service Ethics
14.	Client Service Charter Template and Compliance and Reporting Framework
15.	Client Service Management
16.	Communication and Delegation Techniques
17.	Communication and Report writing skills
18.	Computer Literacy
19.	Conflict Analysis & Mediation Course
20.	Course in organisational change and development
21.	Crash Prevention Techniques
22.	Customer care and client service management course for front desk and client service officers
23.	Data Analytics in Internal Audit
24.	Defence Management Course
25.	Defensive Driving
26.	Deployment of Standard Fixed Assets Register Template
27.	Detection & Response to Chemical, Biological and Nuclear Terrorism and Organized Criminal Activities
28.	DigSMART
29.	Directing and Managing Organizational Strategy

No.	Title
30.	E- Filling
31.	Effective Communication
32.	Effective Coordination for Policy Implementation
33.	Effective Facilities and Maintenance Management
34.	EFFECTIVE MANAGEMENGT SKILLS
35.	Effective Policy Development
36.	E-filling & Productivity Improvement Process
37.	EIPM
38.	Electronic Records Management
39.	Emotional Intelligence
40.	E-Records
41.	E-records Management
42.	E-Registry of Business Laws and Regulations.
43.	E-SPAR/GJSP Orientation
44.	Ethical Leadership
45.	Evidence Based Policy Making
46.	Evidence Informed Policy making
47.	Executive Leadership in action
48.	Executive Training on Promotions
49.	Feasibility Studies
50.	Financial Management Act (ACT 921)
51.	Front Desk Management
52.	Ghana Electronic Procurement Systems Training
53.	GHG Accounting, Carbon Market and Climate Financing
54.	Handling Emergency Situations
55.	Hands-on Training Session on the use of the online portal for Public Consultations
56.	Hazard Recognition
57.	Human Relations
58.	Integrated Customs Management System
59.	Interview Skills & ICT
60.	ITIL V4 Foundation
61.	Leadership Course for Deputy Directors & Analogous Grades

No.	Title
62.	Leadership course for Director's and Analogous Grades
63.	Leading Strategic Change
64.	Learning and Management System
65.	Letter Writing
66.	Logistics Operations and Effective Contract Management
67.	Making HR Strategic Business Partner
68.	Managing change & Organational
69.	Managing Officer Resources
70.	Memo and Report Writing
71.	Memo, Circulars and letter writing skills
72.	Mental Health & Psychosocial Support
73.	Microsoft Office Suite (Excel)
74.	Migration Management Course
75.	Minutes Taking
76.	Minutes Writing Skills
77.	Monitoring and Evaluation
78.	Office Cleaning and Ethics
79.	Office Management
80.	Operations Management
81.	Organizational Security, Health and Safety
82.	Performance Management System
83.	Planning, Monitoring & Evaluation
84.	Policy Development and Analysis
85.	Policy Formulation
86.	Practice of Ethics & Professionalism
87.	Presentation Skills
88.	Preventive Maintenance & Anti-skid Techniques
89.	Procurement Strategy
90.	Productivity Improvement at Workplace
91.	Professional Office Management
92.	Professional Public Relations
93.	Project Management

No.	Title
94.	Public Accountability and effective internal control
95.	Public Financial Management
96.	Public Policy Communication
97.	Public Procurement Processes
98.	Public Service Delivery Improvement
99.	Public Speaking Skills
100.	Public/Civil Service of Ghana
101.	Records Management
102.	Refresher courses in Secretariat
103.	Report Writing Training
104.	Research evidence
105.	Results Oriented Leadership
106.	Risk Management
107.	RITNAK Training
108.	Road Safety Psychology
109.	S.O.S Test run online LMS
110.	Safety at the Workplace
111.	Scheme of Service Competency Training for Secretarial Staff
112.	Scheme of Service for Deputy Directors and Analogous
113.	Scheme of Service for Security Guards
114.	Scheme of Service Training for Assistant Chief Executive Officer & Analogous grades
115.	Scheme of Service Training for Assistant Director 1& Analogous grades
116.	Scheme of Service Training for Assistant Director IIA & Analogous grades
117.	Scheme of Service Training for Assistant Director IIB & Analogous grades
118.	Scheme of Service Training for Executive Officer & Analogous grades
119.	Scheme of Service Training for Principal Executive Officer & Analogous grades
120.	Scheme of Service Training for Senior Executive Officer & Analogous grades
121.	Scheme of Service Training for Drivers
122.	Scheme of Service Training for Labourers and Cleaners
123.	Scheme of Service Training for Transport Class
124.	Self-awareness
125.	Senior Management Development

No.	Title
126.	Smart Workplace Training
127.	Speech Writing
128.	Staff Performance Appraisal
129.	Statistical Analysis
130.	Strategic Thinking and Planning
131.	Stress and Time Management
132.	Succession Planning and Management Training
133.	Technology and Security
134.	The Essentials of Digital Communication and its impact on the image of organizations
135.	Time and Stress Management
136.	Training for Human Resources Directors
137.	Training in Proposal Writing Skills
138.	Training on Customer Care
139.	Training on Domestic Workers Regulation
140.	training on enterprise risk management
141.	Training on Forced Labour
142.	Training on Organisational Culture
143.	Training on Smart Workspace Tools
144.	Training on teaching and Learning Approaches