



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

2022

CIVIL SERVICE ANNUAL PERFORMANCE REPORT

Theme:
**Enhanced Service
Delivery and Economic
Transformation in Ghana:
The Civil Service in focus**



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OF THE CIVIL SERVICE**

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LIST OF ACRONYMS

AAP	Annual Action Plan
ABFA	Annual Budget Funding Amount
ACRWC	African Charter on the Rights and Welfare of the Child
AD	Assistant Director
AD	Audit Directorate
ADC	Accra Digital Centre
ADR	Alternative Dispute Resolution
AEAs	Agriculture Extension Agents
AESD	Agricultural Engineering Services Directorate
AESL	Architectural and Engineering Services Limited
AfCFTA	Africa Continental Free Trade Area
AFCON	African Cup of Nations
AfDB	African Development Bank
AG	Attorney-General
AGDP	Agricultural Gross Domestic Product
AGD	Attorney General's Department
AGOA	African Growth Opportunities Act
AIB	Aircraft Accident Investigation and Presentation Bureau
AICC	Accra International Conference Centre
AIDS	Acquired Immune Deficiency Syndrome
ALC	Africa Leadership Conference
ALP	Alternative Livelihood Programme
AMA	Accra Metropolitan Assembly
AMB	Ambassador
AMEB	Annual Monitoring & Evaluation Brief
AML/CFT	Anti-Money Laundering / Combating the Financing of Terrorism
AMLA	Anti-Money Laundering Act
APR	Annual Performance Report
APRM	African Peer Review Mechanism
ARC	Architects Registration Council
ARHC	Ahafo Regional House of Chiefs
ARI	Animal Research Institute

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
AWOS	Automatic Weather Observatory System
AWPB	Annual Work Plan and Budget
AWS	Automatic Weather Stations
BACs	Business Advisory Centres
BDR	Births and Deaths Registry
BDS	Business Development Service
BERHC	Bono East Regional House of Chiefs
BGL	Bureau of Ghana Languages
BLA	Bilateral Labour Agreement
BNARI	Biotechnology and Nuclear Agriculture Research Institute
BoG	Bank of Ghana
BOT	Build Operate and Transfer
BRC	Business Resource Centres
BRHC	Bono Regional House of Chiefs
BRP	Barracks Regeneration Programme
BRRI	Building and Road Research Institute
BRT	Bus Rapid Transit
BTR	Beyond the Return
CAA	Central Adoption Authority
CAA	Creative Arts Agency
CAGD	Controller and Accountant-General's Department
CAP	Coronavirus Alleviation Programme
CAPEX	Capital Expenditure
CARES	COVID-19 Alleviation and Revitalization of Enterprises Support
CARMMA	Campaign on Accelerated Reduction of Maternal Mortality in Africa
CAs	Certification Authorities
CBA	Cost Benefit Analysis
CBD	Central Business District

CD	Chief Director
CDF	Chieftaincy Declaration Forms
CDI	Central Destitute Infirmary
CDS	Chief of Defence Staff
CDU	CARES Delivery Unit
CDVTI	Community Development Vocational Training Institute
CED	Compact End Date
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEDECOM	Central Region Development Commission
CEO	Chief Executive Officer
CFTA	Continental Free Trade Agreement
CFWP	Child and Family Welfare Policy
CHPS	Community Health Planning and Services
CHRAJ	Commission on Human Rights and Administrative Justice
CICs	Community Information Centres
CIF	Compact Implementation Funding
CII	Critical Information Infrastructures
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 Master Plan
CMO	Collective Management Organisations
CNS	Chief of Naval Staff
COAS	Chief of Army Staff
COD	Coordinating Director
CoED	Cost of Environmental Degradation
COP	Chief of Protocol
COP	Conference of Parties
COP	Child Online Protection
CoS	Chief of Staff
CoS	Council of State

COTVET	Council for Technical Vocational Education Training
COVID	Coronavirus
CPA	Certificate of Public Administration
CPESDP	Coordinated Programme of Economic and Social Development Policies
CR	Central Region
CRC	Convention on the Right of the Child
CREMA	Community Resource Management Area
CRHC	Central Regional House of Chiefs
CRI	Crop Research Institute
CRM	Customer Relations Management
CRO	Chief Rent Officer
CRS	Special Care Registry
CSA	Cyber Security Authority
CSAUs	Client Service and Access Units
CSD	Crops Services Directorate
CSIR	Council for Scientific and Industrial Research
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CSSPS	Computerized School Selection and Placement System
CSTC	Civil Service Training Centre
CSU	Client Service Unit
CSVMS	Country Structural Vulnerability Mitigation Strategy
CSVRA	Country Structural Vulnerability and Resilience Assessment
CSW	Commission on the Status of Women
CSWG	Child Sector Working Group
CTRC	Central Tender Review Committee
CUPIA	Customs Unipass International Agency
CWSA	Community Water and Sanitation Agency
CYF	Commonwealth Youth Forum
DAC	Day of the African Child
DACF	District Assembly Common Fund
DACF-REG	District Assemblies Common Fund – Responsiveness Factor Grant
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
DevCom	Development Communications
DFI	Department of Factories Inspectorate
DFR	Department of Feeder Roads
DISTs	District Implementation Support Teams
DMCs	District Mining Committees
DMTDP	District Medium Term Development Plan
DoC	Department of Children
DoCD	Department of Community Development
DoG	Department of Gender
DoSW	Department of Social Welfare
DOVVSU	Domestic Violence and Victim Support Unit
DoW	Department of Women
DP	Development Partner(s)
DPC	Data Protection Commission
DPG	Department of Parks and Gardens
DPR	Detailed Project Report
DRH	Department of Rural Housing
DSDP	Debt Swap Development Programme
DSWOs	District Social Welfare Officers
DTT	Digital Terrestrial Television
DUR	Department of Urban Roads
DV	Domestic Violence
DVA	Domestic Violence Act
DVIP	Domestic Violence Information Portal
DVLA	Driver and Vehicle Licensing Authority
DVS	Domestic Violence Secretariat
EC	Electoral Commission
EC	Energy Commission
EC	Engineering Council

ECCD	Early Childhood Care and Development
ECG	Electricity Company of Ghana
ECOWAS	Economic Community of West African States
ECTIB	Economic Trade and Investment Bureau
EFA	Education for All
EGSB	Estates and General Services Bureau
EI	Executive Instrument
EO	Executive Officer
EOCO	Economic and Organised Crime Office
EOI	Expression of Interest
EPA	Environmental Protection Agency
EPC	Engineering, Procurement & Construction
ERHC	Eastern Regional House of Chiefs
ERMERD	External Resource Mobilization and Economic Relations Division
ESP	Education Strategic Plan
ESRD	Economic Strategy and Research Division
ESRP	Energy Sector Recovery Programme
EU	European Union
F & A	Finance and Administration
FARA	Forum for Agricultural Research in Africa
FASDEP	Food and Agriculture Sector Development Policy
FATF	Financial Action Task Force
FC	Forestry Commission
FC	Fisheries Commission
FD	Finance Directorate
FDA	Food and Drugs Authority
FEED	Front-End Engineering Design
FFG	Fee Fixing Guidelines
FGM	Female Genital Mutilation
FIC	Financial Intelligence Centre
FIFA	Federation of International Football Association
FOB	Forward Operating Base
FORIG	Forestry Research Institute of Ghana
FPMU	Funds and Procurement Management Unit

FRI	Food Research Institute
FRISMO	Food Research Improved Smoking Oven
FSD	Financial Sector Division
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
GACA	Ghanaians Against Child Abuse
GACL	Ghana Airports Company Limited
GAD	General Administration Directorate
GAEC	Ghana Atomic Energy Commission
GAF	Ghana Armed Forces
GAFCSC	Ghana Armed Forces Command and Staff College
GAMA	Greater Accra Metropolitan Area
GAPTE	Greater Accra Passenger Transport Executives
GAR	Greater Accra Region
GARHC	Greater Accra Regional House of Chiefs
GARID	Greater Accra Resilient and Integrated Development Project
GARSC	Greater Accra Regional Shipper Committee
GAS	Ghana Audit Service
GASSLIP	Greater Accra Sustainable Sanitation and Livelihoods Improvement Project
GAT	Ghana Amalgamated Trust
GBA	Ghana Beyond Aid
GBC	Ghana Boundary Commission
GBC	Ghana Broadcasting Corporation
GBDC	Ghana Book Development Council
GBV	Gender Based Violence
GCAA	Ghana Civil Aviation Authority
GCM	Ghana Chamber of Commerce
GCPC	Ghana Power Compact Program
GDI	Government Digitalisation Initiative
GDNR	Ghana Domain Name Registry

GDP	Gross Domestic Product
GEF	Global Environment Facility
GEMP	Ghana Environmental Management Programme
GEPA	Ghana Export Promotion Authority
GES	Ghana Education Service
GETFund	Ghana Education Trust Fund
GFA	Ghana Football Association
GFMIS	Government Financial Management Information System
GFSDP	Ghana Financial Sector Development Program
GFZB	Ghana Free Zones Board
GGSA	Ghana Geological Survey Authority
GHA	Ghana Highway Authority
GhAIP	Ghana Agricultural Investment Programme
GHEL	Ghana Heavy Equipment Limited
GhIPS	Ghana Interbank Payment and Settlement Systems
GHQ	General Headquarters
GHS	Ghana Health Service
GIADEC	Ghana Integrated Aluminium Development Corporation
GIDA	Ghana Irrigation Development Authority
GIF	Gamma Irradiation Facility
GIFEC	Ghana Investment Fund for Electronic Communications
GIFF	Ghana Institute of Foreign 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
GIPC	Ghana Investment Promotion Council
GIRC	Ghana Innovation and Research Commercialisation
GIS	Geographic Information System
GIS	Ghana Internet Summit
GITC	Ghana International Trade Commission
GIZ	Gesellschaft für Internationale Zusammenarbeit
GKMA	Greater Kumasi Metropolitan Area

GLA	Ghana Library Authority
GLDB	Grains and Legumes Development Board
GLMIS	Ghana Labour Market Information System
GLR	Ghana Law Reports
GLSS	Ghana Living Standard Survey
GMA	Ghana Maritime Authority
GMET	Ghana Meteorological Agency
GMMB	Ghana Museums and Monuments Board
GNA	Ghana News Agency
GNCC	Ghana National Commission on Children
GNPCPC	Ghana National Cleaner Production Centre
GNFS	Ghana National Fire Service
GNHR	Ghana National Household Registry
GNPA	Ghana National Procurement Authority
GNPC	Ghana National Petroleum Company
GoG	Government of Ghana
GPC	Ghana Power Compact
GPC	Ghana Publishing Corporation
GPCL	Ghana Post Company Limited
GPEG	Global Partnership for Education Grant
GPHA	Ghana Ports and Harbours Authority
GPS	Ghana Police Service
GPSDF	Ghana Private Sector Development Facility
GPSNP	Ghana Productive Safety Net Project
GRA	Ghana Revenue Authority
GRCL	Ghana Railway Company Limited
GRDA	Ghana Railway Development Authority
GRFHP	Government Results Framework for High Priorities
GRFS	Ghana Road Fund Secretariat
GSA	Ghana Shippers' Authority
GSA	Ghana Standards Authority
GSE	Ghana Stock Exchange
GSFP	Ghana School Feeding Programme

GSS	Ghana Statistical Service
GSSTI	Ghana Space Science and Technology Institute
GSTDP	Ghana Skills and Technology Development Project
GTA	Ghana Tourism Authority
GTDP	Ghana Tourism Development Project
GTFC	Ghana Trade Fair Company
GTV	Ghana Television
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
HIV	Human Immune Virus
HLPF	High-Level Political Forum
HNWI	High-Net-Worth-Individuals
HOTCATT	Hotel Catering Tourism Training Institute
HQ	Headquarters
HR	Human Resources
HRHD	Human Resource for Health Development Directorate
HRM	Human Resource Management
HRMD	Human Resource Management and Development
HRMID	Human Resources Management Directorate
HRMIS	Human Resource Management Information System
HSD	Hydrological Services Department
HSMTDP	Health Sector Medium Term Development Plan
HT	Human Trafficking
HTS	Human Trafficking Secretariat
I&IAB	Inspectorate and Internal Audit Bureau
1D1F	One District One Factory
IAA	Internal Audit Agency
IAEA	International Atomic Energy Agency

IAT	Institute of Accountancy Training
IAU	Internal Audit Unit
IBES	Integrated Business Establishment Survey
ICAO	International Civil Aviation Organisation
ICOUR	Irrigation Company of Upper Region
ICT	International Competitive Tendering
ICT	Information and Communication Technologies
ICUMS	Integrated Customs Management Systems
IDA	International Development Association
IDB	Israel Discount Bank
IEPA	Interim Economic Partnership Agreement
IGF	Internally Generated Funds
IGIs	Independent Governance Institutions
IIMS	Integrated Information Management System
IIR	Institute of Industrial Research
ILGS	Institute of Local Government Studies
ILO	International Labour Organization
IMF	International Monetary Fund
INDC	Intended Nationally Determined Contributions
ING.	Engineer
INSTI	Institute for Scientific and Technological Information
IPAU	Information and Public Affairs Unit
IPC	Interim Payment Certificates
IPR	Institute of Public Relations
ISD	Information Services Department
ISS	Integrated Social Services
ISSOP	Inter Sectoral Standard Operating Procedure
ISTC	Intercity STC Coaches Limited
IT	Information Technology
ITLOS	International Tribunal for Law of the Sea
ITS	Institutes of Technical Supervision
ITU	International Telecommunication Union
IWD	International Women's Day
IWRM	Integrated Water Resources Management

JAG	Judge Advocate General
JfCP	Justice for Children Policy
JHS	Junior High School
JVC	Joint Venture Companies
KAIPTC	Kofi Annan International Peacekeeping Training Centre
KG	Kindergarten
KNMP	Kwame Nkrumah Memorial Park
KPIs	Key Performance Indicators
KTC	Koforidua Training Center
L.I	Legislative Instrument
LAC	Legal Aid Commission
LAP	Land Administration Project
LC	Lands Commission
LEAP	Livelihood Empowerment Against Poverty
LECB	Legal and Consular Services Bureau
LED	Local Economic Development
LG	Local Government
LGD	Local Governance and Decentralisation
LGS	Local Government Secretariat
LGS	Local Government Service
LI	Legislative Instrument
LIPW	Labour Intensive Public Works
LLCs	Limited Liability Companies
LMS	Leap Management Secretariat
LOC	Local Organising Committee
LoCAL/GrEENE	Local Climate Adaptive Living Facility and Boosting Green Employment LPG Liquefied Petroleum Gas
LRC	Law Reform Commission
LUPMIS	Land Use Planning & Management Information Systems
LUSPA	Land Use and Spatial Planning Authority
MDs	Ministries and Departments
MAF	Millennium Accelerated Framework for Maternal Mortality
MAG	Modernizing Agriculture in Ghana
MASTESS	Mathematics, Science and Technology Scholarship Scheme

MATS	Military Academy and Training Schools
MC	Minerals Commission
MCRA	Ministry of Chieftaincy and Religious Affairs
MDA's	Ministry, Departments and Agencies
MDF	Minerals Development Fund
MDG	Millennium Development Goals
MDPI	Management Development Productivity Institute
MDs	Ministries and Departments
MELR	Ministry of Employment and Labour Relations
MES	Monitoring and Evaluation Secretariat
MEST	Ministry of Environment, Science and Technology
MESTI	Ministry of Environment, Science, Technology and Innovation
MFARI	Ministry of Foreign Affairs and Regional Integration
MiDA	Millennium Development Authority
MIS	Management Information System
MIS	Microsoft Information System
MLGRD	Ministry of Local Government and Rural Development
MLNR	Ministry of Lands and Natural Resource
MMC	Millennium Challenge Corporation
MMDA	Ministries Metropolitan Departments Agencies
MMDA's	Metropolitan, Municipal and District Assemblies
MMDCE	Metropolitan, Municipal and District Chief Executive
MMTL	Metro Mass Transit Limited
MNOs	Mobile Network Operators
MoCD	Ministry of Communications and Digitalization
MOD	Ministry of Defence
MoE	Ministry of Education
MoF	Ministry of Finance
MoFA	Ministry of Food and Agriculture
MOFAD	Ministry of Fisheries and Aquaculture Development
MOFEP	Ministry of Finance and Economic Planning
MOGCSP	Ministry of Gender, Children and Social Protection
MoH	Ministry of Health

MoPA	Ministry of Parliamentary Affairs
MoRD	Ministry of Railway Development
MOT	Ministry of Transport
MoTAC	Ministry of Tourism, Arts and Culture
MOTI	Ministry of Trade and Industry
MOU	Memorandum of Understanding
MP	Member of Parliament
MRB	Multilateral Relations Bureau
MRH	Ministry of Roads and Highways
MSD	Management Services Department
MSEs	Micro and Small Enterprises
MSWR	Ministry of Sanitation and Water Resources
MT	Metric Tonne
MTDP	Medium Term Development Plan
MTEF	Medium Term Economic Framework
MTEF	Medium Term Expenditure Framework
MTNDPF	Medium-Term National Development Framework
NAB	National Accreditation Board
NACAP	National Anti-Corruption Action Plan
NADMO	National Disaster Management Organization
NAFCO	National Buffer Stock Company
NAFTI	National Film and Television Institute
NAP	National Action Plan
NAS	National Ambulance Service
NBA	National Biosafety Authority
NBSSI	National Board for Small Scale Industries
NCA	National Communications Authority
NCC	National Commission on Culture
NCCE	National Commission for Civic Education
NCD	National Children's Day
NCPD	National Council on Persons with Disability
NCPP	National Child Protection Policy
NCSAM	National Cyber Security Awareness Month

NCTE	National Council for Tertiary Education
NCWD	National Council on Women and Development
NDA	National Development Agenda
NDC	National Democratic Congress
NDPC	National Development Planning Commission
NDT	Non-Destructive Testing
NECC	National Employment Coordination Committee
NECCDC	National Early Childhood Care and Development Coordinating
NEDCo	Northern Electricity Distribution Company
NERHC	Northeast Regional House of Chiefs
NES	National Export Strategy
NFA	National Film Authority
NFB	National Folklore Board
NFED	Non-Formal Education Division
NFPP	National Forest Plantation Programme
NGO	Non-Governmental Organisation
NGP	National Gender Policy
NHC	National House of Chiefs
NHIA	National Health Insurance Authority
NHIS	National Health Insurance Scheme
NIA	National Identification Authority
NIB	National Inspection Board
NIC	National Innovation Challenge
NIC	National Insurance Commission
NITA	National Information Technology Agency
NLA	National Lottery Authority
NLC	National Labour Commission
NLMTWG	National Labour Migration Technical Working Group
NMTDPF	National Medium-Term Development Framework
NNRI	National Nuclear Research Institute
NoP	Network of Practice
NPA	National Plan of Action
NPA	National Petroleum Authority

NPFS	National Premix Fuel Secretariat
NPO	Non-Profit Organization
NPOS	Non-Profit Organisations Secretariat
NPP	New Patriotic Party
NPRA	National Pension Regulatory Authority
NPSRS	National Public Sector Reform Strategy
NRA	Nuclear Regulatory Authority
NRSA	National Road Safety Authority
NSA	National Sports Authority
NSB	National Signals Bureau
NSC	National Sports College
NSDI	National Spatial Data Information
NSP	National Strategic Plan
NSS	National Service Secretariat
NTC	National Teaching Council
NTDSW	National Tourism Destination Single Window
NTG	National Theatre of Ghana
NVTI	National Vocational Training Institute
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
OHDM	Office of the Honourable Deputy Minister
OHLGS	Office of the Head of Local Government Service
OHM	Office of the Honourable Minister
OoP	Office of the President
OPRI	Oil Palm Research Institute
OPV	Offshore Patrol Vessel
OR	Other Ranks

ORHC	Oti Regional House of Chiefs
OSC	Orange Support Centre
OSEs	Other State Entities
OSH	Occupational Safety and Health
OSM	Office of the Senior Minister
OSPA	Office of the Senior Presidential Advisor
P & P	Policy and Planning
P&SCM	Procurement and Supply Chain Management
PAC	Passport Application Centre
PAP	Project Affected Persons
PATTEC	Pan African Tsetse and Trypanosomiasis Eradication Campaign
PAWA	Pan- African Writers Association
PBB	Program Based Budget
PBME	Planning, Budgeting, Monitoring and Evaluation
PBMED	Planning, Budgeting, Monitoring and Evaluation Directorate
PC	Political Consultation
PCSRC	Postal and Courier Services Regulatory Commission
PDSL	Power Distribution Services Limited
PE	Programme Estimate
PECs	Public Employment Centres
PEER	Professional Ethical Efficient and Responsive
PELT	Public Enterprises League Table
PEO	Principal Executive Officer
PERD	Planting for Export and Rural Development
PFI	Participating Financial Institutions
PFJ	Planting for Food and Jobs
PFM	Public Financial Management
PFM4SD	Public Financial Management for Service Delivery
PGRI	Plant Genetic Resources Research Institute
PGSO	Principal General Staff Officer
PHC	Population and Housing Census
PHC	Primary Health Care
PI	Productive Inclusion

PIAD	Public Investment and Asset Division
PIM	Public Investment Management
PIP	Public Investment Plan
PIU	Project Implementation Unit
PJCC	Permanent Joint Commission for Cooperation
PKI	Public Key Infrastructure
PMMC	Precious Minerals Marketing Company
PMU	Project Management Unit
PNDC	Provisional National Defense Council
PNDCCL	Provisional National Defence Council Law
PPA	Public Procurement Authority
PPBME	Policy Planning, Budgeting, Monitoring and Evaluation
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
PR	Public Relation
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 Programme
PSP	Private Sector Participation
PSRRP	Public Sector Reform for Results Project
PSRS	Public Sector Reform Secretariat
PVTS	Private Vehicle Testing Stations
PwC	PricewaterHouse Coopers (Ghana) Limited
PWD	Public Works Department
PWDs	Persons with Disability
R&D	Research and Development

R&DC	Research and Defence Cooperation
RADs	Regional Agricultural Departments
RAMSRI	Radiological and Medical Sciences Research Institute
RAOs	Regional Agricultural Officers
RA	Registration Authorities
RCC	Regional Coordinating Council
RCD	Rent Control Department
RCSTWSP	Rural Communities and Small Towns Water Supply Project
REP	Rural Enterprises Programme
RFJ	Rearing for Food and Jobs
RFP	Request for Proposal
RFQ	Request for Qualification
RGD	Registrar-General's Department
RHC	Residential Homes for Children
RHC's	Regional House of Chiefs
RING II	Resilience in Northern Ghana – Phase 2
RM	Rent Manager
RMU	Regional Maritime University
RO	Rent Officer
RoWs	Right of Ways
RPD	Revenue Policy Division
RPI	Radiation Protection Institute
RSIM	Research, Statistics and Information Management
RSWOs	Regional Social Welfare Officers
RTDD	Recruitment, Training and Development Directorate
RTF	Rural Technology Facilities
RTI	Right to Information
RTP	Rural Telephony Project
S&T	Science and Technology
SADA	Savanna Accelerated Development Authority
SARI	Savanna Agricultural Research Institute
SCGLR	Supreme Court of Ghana Law Reports
SD	Supervising Director

SDF	Spatial Development Framework
SDGs	Sustainable Development Goals
SDS	Service Delivery Standards
SEA	Strategic Environmental Assessment
SEC	Security and Exchange Commission
SEIP	Secondary Education Improvement Project
SEO	Senior Executive Officer
SEs	Specified Entities
SG	Solicitor-General
SGBV	Sexual and Gender-Based Violence
SHCL	State Housing Company Limited
SHEP	School Health Education Programme
SIGA	State Interest and Governance Authority
SIM	Subscriber Identity Module
SKA	Square Kilometre Array
SLWMP	Sustainable Land and Water Management Project
SMEG	Small Medium Scale Enterprise Grant
SMEs	Small and Medium-Sized Enterprises
SMTDP	Sector Medium Term Development Plan
SNAS	School of Nuclear and Allied Sciences
SOCO	Gulf of Guinea Social Cohesion Project
SOEs	State Owned Enterprises
SOP	State Ownership Policy
SP	Social Protection
SPAR	Staff Performance Appraisal Report
SPISTC	Social Protection Inter-Sectoral Technical Committee
SPVD	Sweet Potato Virus Disease Complex
SPVs	Special Purpose Vehicles
SRHC	Savannah Regional House of Chiefs
SRI	Soil Research Institute
SRID	Statistics Research and Information Directorate
SRIMPR	Statistics, Research, Information Management and Public Relations
SRM	Senior Rent Manager
SRO	Senior Rent Officer

SSL	Secured Socket Layer
SSNIT	Social Security and National Insurance Trust
SSPP	Single Spine Pay Policy
STEM	Science Technology Engineering and Mathematics
STEPRI	Science and Technology Policy Research Institute
STI	Science, Technology and Innovation
STRABAG	Five Districts Water Supply Project Phase III
SWECS	Single Window Citizen Engagement Service
SWIMS	Social Welfare Information Management System
TA	Technical Advisor
TAL	Type Approval Labs
TAT	Turn Around Time
TDCL	TDC Development Company Ltd
TDMD	Treasury and Debt Management Division
TFA	Trade Facilitation Agreement
TIA	Traffic Impact Assessment
TIP	Trafficking in Persons
TOR	Terms of Reference
TOT	Training of Trainers
TOT	Training of Training
TOUGHA	Tour Operators Union of Ghana
TSP	Transport Sector Project
TVET	Technical and Vocational Education and Training
UDG	Urban Development Grant
UERHC	Upper East Regional House of Chiefs
UHC	Universal Health Care
UN	United Nations
UNCITRAL	United Nations Commission on International Trade Law
UNCRC	United Nations Convention on the Rights of the Child
UNCRPD	United Nations Convention on the Rights of Persons with Disability
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization.
UNFPA	United Nations Fund Population Activities
UNGA	United Nations General Assembly

UNICEF	United Nations International Children Emergency Fund
UNICRI	United Nations Interregional Crime and Justice Research Institute
UNWTO	United Nations World Tourism Organization
USA	United States of America
US-DOL	US Department of Labour
UTP	Urban Transport Project
UWRHC	Upper West Regional House of Chiefs
VAC	Violence Against Children
VAT	Value-Added Tax
VFM	Value for Money
VLTC	Volta Lake Transport Company Limited
VRA	Volta River Authority
VRHC	Volta Regional House of Chiefs
VSD	Veterinary Service Directorate
WASCAL	West African Science Service Centre on Climate Change and Adaptive Land
WASH	Water Sanitation and Hygiene
WIAD	Women in Agricultural Development
WIPO	World Intellectual Property Organisation
WMO	World Meteorological Organisation
WNRHC	Western North Regional House of Chiefs
WR	Western Region
WRC	Water Resources Commission
WRHC	Western Regional House of Chief
WRI	Water Research Institute
WSIP	Water Supply Improvement Project
WTO	World Trade Organization
WTP	Water Treatment Plant
YEA	Youth Employment Agency
YLSTI	Youth Leadership and Skills Training Institute
YRC	Youth Resource Centres

FOREWORD

The 2022 Civil Service Annual Performance Report under the theme “Enhanced Service Delivery and Economic Transformation in Ghana:”, is submitted in accordance with Section 85 of the Civil Service Act 1993 Act 327 which requires the Head of the Civil Service to prepare a report giving details of the administration of the Service during the preceding twelve months.

The Report provides a comprehensive overview of the achievements, challenges, and progress made by the Civil Service over the past year.

The Service has over the past year made tremendous efforts in the continuous improvement of its work processes to reflect a modernized public service institution through the initiation and implementation of diverse reforms. These reforms which were implemented by the Service and aimed at enhancing work performance and increasing productivity, cover a wide range of areas including; digitalization of work processes, performance management, capacity building, regulatory and administrative framework strengthening and institutional development among others.

The Service was consequently better positioned to deliver on its mandate of performing the strategic function of supporting the government to formulate and implement policies, programs and projects for national development.

The Civil Service played its role in driving the implementation of key government programs and projects in the areas of education, tourism, agriculture, health, trade and industry, the digital economy, land and natural resources, water and sanitation, infrastructure and employment. Sector Institutions worked very hard to achieve considerable targets under each of the Sustainable Development Goals (SDGs)

To further strengthen and ensure the effectiveness and sustainability of the Performance Management in the Service and in line with the Government’s Digitalization Agenda, the Civil Service successfully piloted the electronic appraisal system in 21 institutions in 2022. The system will be further rolled out to 57 Civil Service institutions in 2023. The Performance Management system has proven to be an effective tool in aligning government’s targets with the productivity of the staff.

In the year under review, the Civil Service Week and Awards Ceremony served as an opportunity to showcase the work of Ministries and Departments to the general public. One of the key highlights of the event was the policy fair which enabled Public Service institutions as well as private organizations to display and demonstrate their services to the public. The occasion created an interface for government officials, academia, and the general public to interact and network to foster a collaborative approach to nation building. I recognize the efforts and dedication of all Civil Service staff towards achieving the targets reflected in the 2022 report and commend the officers who excelled in the areas of their work to improve service delivery to the general public and business entities.

The Service acknowledges and values government's assistance in enhancing the capacity of staff through capacity development initiatives aimed at improving their performance for better service delivery. In that regard, I applaud the ongoing partnership between OHCS and the Ghana Scholarship Secretariat to provide financial support to officers to pursue Master’s and PhD programs and other short courses.

I am grateful to the government for the financial support in addressing the challenge of the backlog of delayed promotion of officers. I recommend that the government continues to offer the necessary support to motivate staff as they work towards improving performance.

Finally, I urge the government to conclude the discussions on the improvement of the conditions of service of Civil Service Staff which has been on the drawing board on for the past three (3) years. In this direction, I also encourage the Civil Service Council to affirm its commitment to partner with the Government to resolve crucial issues that affect the performance and welfare of Civil Service staff.

It is my hope that this report will be useful to Government and partners in the public and private sectors in enhancing their understanding of the role of the Civil Service in achieving the development agenda of the country.

May God bless our homeland and the Ghana Civil Service.



NANA KWASI AGYEKUM-DWAMENA

HEAD OF THE CIVIL SERVICE

EXECUTIVE SUMMARY

The Ghana Civil Service is part of the Executive Arm of Government through which policies and programs are executed for national development. The Civil Service Act, 1993 (Act 327) provides the legal backing for its existence to purposely initiate, develop, coordinate the implementation, monitor and evaluate government policies and programs for national development.

Section 85 (1) of the Act, mandates the Head of the Civil Service to prepare within the first three months of each year, an Annual Report on the performance of the sector Ministries during the preceding 12 months. The performance of the Civil Service in various aspects is presented in 7 chapters.

Chapter One presents the Strategic framework of the Civil Service including the structure, values, mandates, and functions of the 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; Medium-Term National Development Framework (MTNDF) (2022-2025); 2022 Annual Budget Statement; State of the Nation Address; and Civil Service Performance Management Policy.

Chapter Three provides highlights of Civil Service administrative reforms and sector specific reforms implemented service-wide. It also details the strategic initiatives by the Civil Service to develop a generation of young public service leadership of staff. During the year under review, a total of 97 reform initiatives were implemented service wide. Out of the number, 71% reforms were

sector-specific while the remaining were in administrative reforms. There were 54 of the reforms in ICT development; 16 in institutional development; 9 in Legal/Regulatory; 7 in capacity building; 5 in education; and 4 in social protection. Reforms relating to ICT revealed that work processes of Ministries are significantly shifting towards a digitalized approach to conducting government business.

Data on the status of reform implementation indicates that the implementation of 43% of reforms had commenced; 38% were in full-scale implementation with outcomes; and 17% were being implemented and yet to achieve results. The remaining 2% had concept notes developed with initiated steps for implementation. The reforms identified for mainstreaming in the Civil Service include Knowledge sharing session; Continuous Professional Development (CPD) program; Structured mentorship and coaching program; E-Feedback; E-Leave application system; and Smatrack web application. Sector Ministries reported that the slow adoption of reforms and implementation challenges were attributed to inadequate financial support; slow response from Cabinet on the approval/passage of some legal/regulatory reforms; and inadequate digital infrastructure.

In partnership with the Office of the Head of the Civil Service, Emerging Public Leaders (EPL), Ghana, has successfully placed 4 cohorts of fellows, each consisting of 20 National Service Personnel across various Ministries and Agencies. EPL Ghana provides Fellows with responsive training and mentorship which prepares them to become competent Civil Service staff who can contribute to innovative solutions. Efforts are being made to renew the Memorandum of Understanding (MoU) signed between the Civil Service and EPL-Ghana to ensure continuity of the Programme in the Service.

Chapter Four of the report provides an overview of continued implementation of the Sustainable Development Goals (SDGs) during the 2022 reporting year of the Civil Service. Key among the 17 SDGs being implemented by the Civil Service are SDG1 (No Poverty), SDG2 (Gender Equality), and SDG 16 (Peace, Justice and Strong Institutions). A full account of how gender mainstreaming strategies are incorporated into activities of sector Ministries is also provided in this chapter.

Chapter Five provides a comprehensive analysis on the human resource management and capacity development of the Civil Service staff and the implications for government decision.

The years 2020, 2021 and 2022 recorded a total staff strength of 16,801, 17,121 and 17,468 respectively. The total of Civil Service staff increased by an average of 2% year on year from 2020 to 2022. The increase is largely attributed to rise in number of newly recruited staff over exiting staff.

A trend analysis of the sex distribution of staff in the Service shows a marginal increase for both male and female staff. The male population increased by an average of 1% from 2020 to 2021 and almost 2% from 2021 to 2022. The population of the female staff recorded an increase of an average of 3% year on year from 2020 to 2022. The male to female gap was reduced by 2.5% within 2020 and 2022.

There were 87 occupational groups in the Service. The Accounting Class recorded the highest number of staff with 3,226 (18%), followed by the Agricultural Class with 942 (8%), and the Registrar Class with 889 (5%).

The age distribution showed that an estimated 1,898 (11%) of staff would be retiring from the Service within the next 5 years (2022-2027). A breakdown showed 5.7% from the Professional Class and 5.3% from the Sub-Professional Class.

Educational Qualification

In line with the Civil Service Framework for Scheme of Service, the minimum academic qualification for entry into the Professional Class is a bachelor's degree. At the entry level of the Professional Class, 4,940 Assistant Director IIB and Analogous grades staff had bachelor's degree; 655 and 263 had master's degree and 55 certificates respectively.

In the Assistant Director I and Analogous grades category, out of 1,716 staff with bachelor's degree, 564 and 333 had attained master's and professional certificates respectively. At the Deputy Director and analogous grades level, out of the 1,701 with bachelor's degree, 812 and 394 had also obtained master's and professional certificates respectively.

In order to ensure that officers attain higher academic qualification to function optimally, OHCS signed a Memorandum of Understanding (MoU) with the Ghana Scholarship Secretariat in 2021 to award scholarships to officers to pursue Master's and PhD programs as part of capacity building initiatives of the Office.

Promotions

Out of 5,006 promotion consideration for year 2022, 3,740 (75%) were slated for virtual interviews; 25% of documents were vetted of which 14% were from the ADIIB and Analogous grades and 11% from the sub-professional grades (Level 14) and below. On vetting of documents of officers in the professional cadre at the entry level, the Accounting Class had the highest number of candidates.

Recruitment

OHCS was granted financial clearance by the Ministry of Finance to engage 1,542 personnel to augment the staffing needs of the Ministries and Departments in the year under review. Following that, 54% (833) males and 46% (709) females were recruited into the Service. Out of the 1,542 officers, a significant percentage (88%) was posted to Departments.

Although the Service advocates for inclusion of more females to bridge the gender gap in the Service, the population of male candidates who qualified for the recruitment far outweighed the female candidates. This has therefore necessitated OHCS to put measures in place to bridge the gender gap by introducing a quota system to achieve gender parity by 2025.

Training

The Training and Development Policy of the Civil Service prescribes that each employee of the Civil Service should receive at least mandatory 40 hours of formal and functional training each year.

As part of efforts to ensure effectiveness and efficiency in service delivery, 11,241 Civil Service staff participated in Scheme of Service, Competency-based, Academic Training programs as well as workshops, seminars and conferences in local and foreign institutions. The Scheme of Service/Competency-based training increased by 94% from 2021 to 2022. Workshops and Academic training decreased by 20% and 22% in 2021 and 2022 respectively. A reason for the reduction in workshops could be attributed to government's policy direction to reduce budgetary allocations for such training; however, there is empirical evidence in support of increase in virtual workshops.

Further, 73% of training programs attended were in scheme of service. Workshops and seminars accounted for 25% and academic training was 2%. There were 4,514 male and 3,688 female officers trained for Scheme of Service/ Competency-based training.

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

- Operationalization of Electronic Staff Performance Appraisal (E-SPA) System;
- Service-wide Virtual Promotions;
- Civil Service Week Celebration and Awards;
- Capacity Development of Staff;
- Bridging the digital gender divide;
- Defending legal claims against the State;
- Upgrade of airports;
- Distribution of solid waste collection equipment;
- Formulation of National Fisheries and Aquaculture Policy;
- Construction of community information centres;
- Safeguarding the digital ecosystem;
- National unemployment insurance scheme;
- Improving domestic revenue mobilization;
- Strengthening revenue generation;
- Planting for export and rural development; and
- Jubilee field production.

Chapter Seven enumerates the challenges faced by the Civil Service in the performance of its duty and provides recommendations for consideration by government.

The challenges are indicated as follows:

- Inadequate coordination and consensus for implementing government reforms;
- Interface between Chief Directors and sector agencies;
- Political Administrative interface;
- Decentralization;
- Funding;
- Logistical constraints;
- Conditions of service and remuneration;
- Insufficient legal/ regulatory framework;
- Encroachment of land;
- Limited office space; and
- Residential accommodation.

To address the above-mentioned challenges, the following recommendations were proffered for consideration:

- Strengthening collaboration and consensus for reform implementation;
- Improve interface between Chief Directors and sector agencies;
- Improve Political Administrative interface;
- Decentralization;
- Facilitation of adequate and timely release of budgetary allocation;

- Provision of adequate logistics and resources;
- Improvement in remuneration and conditions of service;
- Secure land of Ministries and Departments; and
- Provision of improved office facilities and accommodation for staff.

The Civil Service continues to emphasize its relevance and importance in the formulation and implementation of government policies and programs to achieve the national development agenda and meet Ghana's international commitments.

CHAPTER ONE

1.0. INTRODUCTION

The Ghana Civil Service is part of the Executive Arm of Government through which policies and programs are executed for national development. The Civil Service Act, 1993 (Act 327), provides the legal backing for its existence with a mandate to initiate, develop, coordinate the implementation, monitor and evaluate government policies and programs for national development. The Civil Service is therefore critical to the developmental agenda of every government.

The current composition of the Civil Service includes 28 Ministries, the Office of the Head of the Civil Service, the Office of the President, and 23 Departments, which are collectively responsible for policymaking, administration, and oversight of service delivery and implementation of policies and programs.

The Civil Service continuously works to reform its work processes for improved service delivery to reflect a modernized public service institution through the initiation and implementation of diverse reform activities. The reforms being implemented by the Service in digitalization of work processes, performance management, capacity building, strengthening regulatory and administrative framework, and institutional development among others, are purposefully designed to enhance work performance and increase productivity.

Section 85 (1) of the Civil Service Act, 1993 (Act 327), mandates the Head of the Civil Service to prepare within the first three 3 months of each year, an Annual Report on the performance of the sector Ministries during the preceding 12 months. The 2022 Annual Performance Report provides details of work outputs of the Civil Service over the period. It also highlights the areas that require government's intervention to enable the Civil Service to deliver on its mandate and be efficient in its delivery of services.

1.1.Strategic Framework of the Civil Service

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

1.2. Functions of the Civil Service

Section 3(1) of the Civil Service Act, 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 needed.

1.3. Core Values

The core values of the Civil Service are:

INTEGRITY	ACCOUNTABILITY	IMPARTIALITY	POLITICAL NEUTRALITY	DEDICATION	PROFESSIONALISM
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • In carrying out public business, choices should be based solely on merit and should not discriminate 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Civil Service staff are to be committed to the task assigned and the achievement of organisational goals 	<ul style="list-style-type: none"> • 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

1.4. Structure of the Civil Service

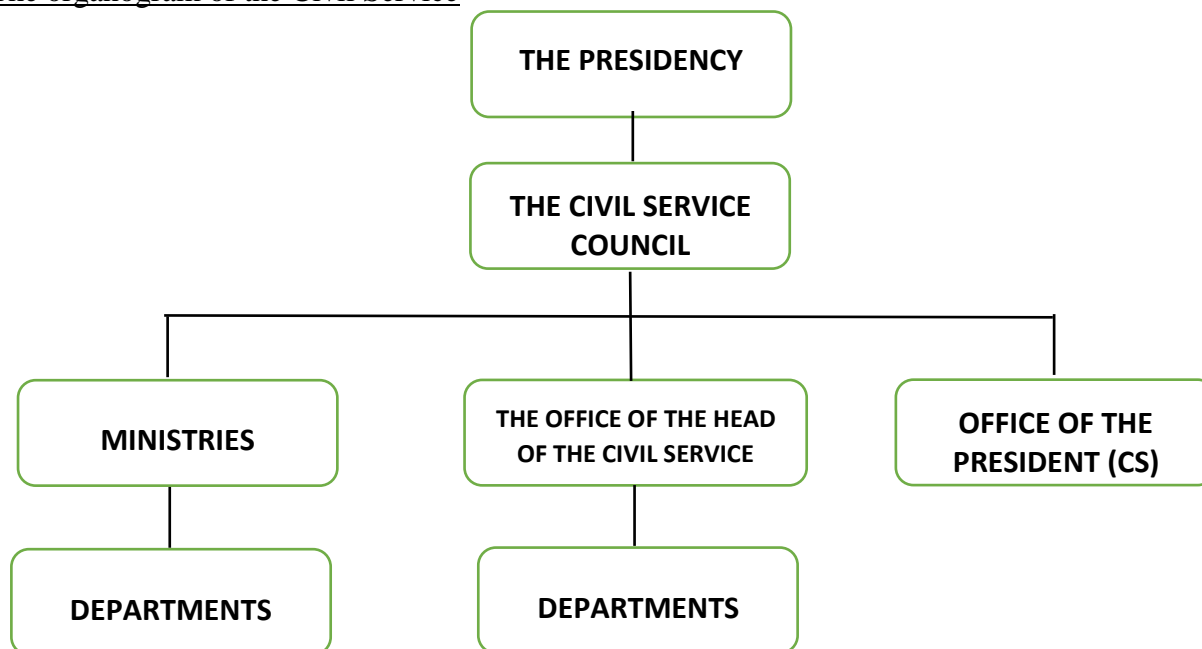
At the apex of the structure of the Civil Service is the Presidency, which provides strategic and political direction for the management and operations of the Executive Arm of government, which includes the Civil Service.

Section 35(1) of the Civil Service Act establishes the Civil Service Council as the governing body of the 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 November 12, 2021. The Civil Service Council members are;

- | | | |
|---|---|----------|
| • Ms. Justice Rose C. Owusu (RTD.) | - | Chairman |
| • Nana K. Agyekum-Adwamena | - | Member |
| • Dr. Kodjo Esseim Mensah-Abrampa | - | Member |
| • Mrs. Justice Henrietta A. Abban (RTD) | - | Member |
| • Mr. Isaac Bampoe Addo | - | Member |
| • Mr. Edwin Philip Daniels Barnes | - | Member |
| • Mr. Isaac Tetteh Adjovu | - | Member |
| • Mrs. Dina Hammond | - | Member |

Beneath the Civil Service Council are the Office of the Head of the Civil Service, the Office of the President (non-political structures) and the Ministries, then the Departments.

The organogram of the Civil Service



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

1.5. 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.

1.5.1. 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.

OHCS performs the following functions:

- Develops and promotes 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 analyses for productivity improvement in the Civil Service; and
- Designs and institutionalizes structures and systems to facilitate delivery of value for money, procurement, and audit.

1.5.2. 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 socioeconomic and political direction of the nation in the best interest of all Ghanaians.

1.5.3. Ministries

A Ministry is the highest organization for a 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.

1.5.4. Departments

A government Department is in charge of carrying out the functions for which it was established. Within the Ghana Civil Service, there are currently 23 Departments. Their functions according to Section 14 of the 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).

CHAPTER TWO

2.0. POLICY FRAMEWORK

The following documents provided guidance for policy formulation and implementation for the Civil Service in 2022:

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

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

CPESDP, is derived from the government's vision of "Change: An Agenda for Job-creation, Prosperity and Equal Opportunity for All". The CPESDP (2017-2024) recognizes the supportive role played by an effective and efficient public service to achieve the stated vision for national development. It provides a framework for implementing, monitoring and evaluating strategies and initiatives pursued under 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 mission of the Agenda for Jobs II (2022-2025) is to: “create an optimistic, self-confident and prosperous nation, through the creative exploration of our human and natural resources, and

operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all” (CPESDP, 2017-2024). 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). This was translated into Sector Medium-Term Development Plans (SMTDP) from which annual budgets are formulated. As part of efforts to achieve the Agenda for Jobs II, the Civil Service implements policies and programs that are in line with the Medium-Term National Development Policy Framework.

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

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

There are four (4) pillars of sustainable development – 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.

The Civil Service continues to strengthen the effectiveness and efficiency of the sector Ministries and Departments (Goal 16). Progress is being made through the establishment and implementation of efficient administrative, legal and policy frameworks and systems as well as better coordination of activities of the various sector Ministries to achieve one or more of the SDGs.

The Ministry of Finance has put in place a mechanism 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 or not the government has followed the planned budget expenditure.

2.3. 2022 Budget Statement

The 2022 Budget statement provided information on the achievements of programs for 2021 and outlook of sector operations and projects for 2022. Some key programs across the various sectors include the following:

2.3.1. Macroeconomic Targets

The macroeconomic targets that were set included the following:

- Overall Real GDP growth of 5.8 %;
- Non-Oil Real GDP growth of 5.9 %;
- End- December inflation of 8 %;
- Fiscal deficit of 7.4 % of GDP;
- A primary surplus of 0.1 % of GP; and
- Gross International Reserves to cover not less than 4 months of imports.

2.3.2. Resource Mobilized and Allocated

Total Revenue and Grants were estimated at GH¢100.52 billion (20.0 % of GDP). Domestic Revenue was estimated at GH¢99.55 billion. Of the total Domestic Revenue amount, Non-oil Tax Revenue constituted 77.5% and amounts to GH¢77.136 million. The resource mobilization as had been expected, would be impacted by the improvement in tax compliance, reforms in revenue administration as well as tax policy measures.

Total Expenditure (including clearance of Arrears) was projected at GH¢ 137.53 billion (27.4 % of GDP). Key drivers of the expenditure growth included Capital Expenditure, funding of Government flagship programs, wage bill, and interest payments.

2.4. State of the Nation Address 2022

In the 2021 State of the Nation Address, the government outlined plans to address the immediate challenges of the economy to improve sector performance in 2022. The key activities planned were in the areas of education, tourism, agriculture, health, trade and industry, digital economy, land and natural resources, water and sanitation, infrastructure, and employment. Key achievements relating to the above are captured in Chapter six (6) of this report.

2.5. Civil Service Performance Management Policy

Performance Management within the Civil Service is the continuous process where Directors/Managers, Supervisors, and members of Teams work together to plan, monitor, review, and assess targets that contribute to meet national goals and develop knowledge, capacity, and skilled staff. This process has evolved over the years and has become essential in assessing the overall productivity and service delivery of the Civil Service. Key achievements of the performance management system over the years include the following:

- Strengthening transparency and accountability in the delivery of public services;
- Providing reliable and dispassionate means to assess the level and quality of work done by staff/officers;
- Confirming competencies and identifying capacity gaps for redress;
- Providing an opportunity to learn lessons and effect continuous change for improvement;
- Strengthening the performance management culture in the Civil Service; and
- Providing targeted training to address identified capacity gaps.

One of the key functions of the Head of the Civil Service under section 7 of the Civil Service Act, 1993 (Act 327) is to ensure general efficiency within the Civil Service. Section 88 of the Act also directs the institutionalization of awards for meritorious performance. The Office of the Head of Civil Service (OHCS) has over the years, assessed the performance of Civil Service Staff with two key Performance Management tools: (i) Performance Agreements used by Chief Directors (CDs), Directors/Analogous Grades, A1 Officers, Heads of Department and (ii) Staff Performance

Appraisal Instrument used by Deputy Directors/Analogous grades and below, including officers on sub-professional grades. Both tools set targets based on annual action plans and medium-term development plans of sector Ministries. OHCS is working towards achieving a 100% compliance rate by 2025, in terms of the use of the tools in assessing performance.

In 2013, OHCS re-institutionalized the signing of Performance Agreements to manage the performance of bureaucratic heads of sector Ministries. Further in 2014, the Public Services Commission's Staff Performance Appraisal Instrument to assess Deputy Directors and Analogous grades and below was adapted by the Civil Service. Subsequently in 2019, OHCS revised and customized the Performance Management tools (CDs, Directors/Analogous grades Agreement Instrument and Staff Appraisal Instrument) to focus on target setting, improve research and information management services, and strengthen client service delivery across the Civil Service.

The performance management system in the Civil Service is carried out through specific signing arrangements between various actors within a Ministry or Department. There are four (4) major instruments used for the implementation of the performance management process:

- Chief Directors' Performance Agreement;
- Coordinating Directors' Performance Agreement;
- Directors/Analogous grades and Heads of Department's Performance Agreement; and
- Staff Performance Appraisal Reporting Instrument.

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

Electronic Staff Performance Appraisal

In line with the Government's Digitalization Agenda, OHCS, in 2021, initiated steps to digitize the Staff Performance Appraisal component of the assessment tools. The Electronic Staff Performance Appraisal system (E-SPA) is a new web-based application aimed at enhancing the effectiveness and efficiency of the performance management system in the Civil Service. Furthermore, it was aimed at ensuring increased compliance and improved performance reporting.

In 2022, the e-appraisal system was piloted in 21 Civil Service Institutions for Planning, Mid-year and End of Year Phases and achieved the following:

- An improved participation rate of 2,464 (90.5%) out of 2723 eligible staff in the piloting Institutions completed the 2022 planning phase using the E-SPAR as compared to a participation rate of 88% attained in the 2021 end-of-year phase in those same institutions. For the mid-year in 2021, 1687 out of estimated 2079, about 81% completed the appraisal process. In compares, 2363 out of 2727 eligible officers, about 87% completed the appraisal process in 2022;
- Improved monitoring of the appraisal system by supervisors, Human Resource Managers, Chief Directors, and Heads of Department;
- Improved communication and agreement between appraiser and appraisee in the appraisal process; and

- Improved storage, accessibility and security of appraisee data for effective human resource management and decision-making.

OHCS, therefore, plans to roll out its electronic Staff Performance Appraisal System to culminate in an overall e-assessment of the entire Civil Service. This will require its expansion to include the Directors, Heads of Department, Coordinating Directors and Chief Directors in the Civil Service.

CHAPTER THREE

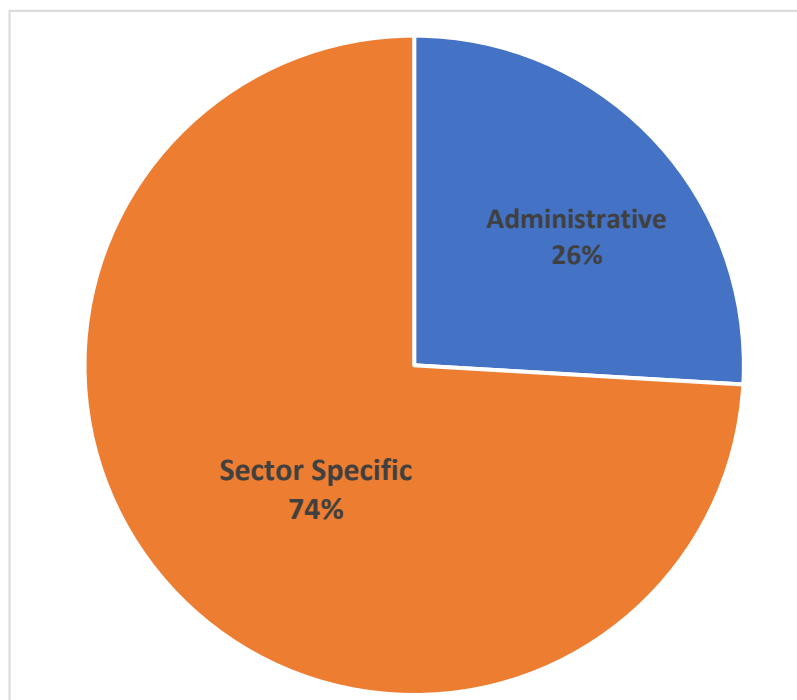
3.0. CIVIL SERVICE REFORMS AND STAFF LEADERSHIP DEVELOPMENT

This section of the report highlights the reforms undertaken by the Civil Service. It also details the strategic initiatives by the Civil Service to develop a generation of young Public Service leaders.

3.1. Civil Service Reforms

Section 47 of the Civil Service Act, 1993 (Act 327), establishes the Committee on Administrative Reforms to monitor, guide and sustain administrative reforms in the Civil Service. In line with the above, OHCS initiates, coordinates, implements, develops, monitors, evaluates and maintains a database of all reform activities within the Civil Service.

Figure 3: 1: Categories of ICT Specific Reforms



The reforms undertaken were categorized into administrative and sector-specific reforms. Administrative reforms are those initiatives that relate to improving work processes and delivery of services and can be mainstreamed across the Service. Sector-specific reforms, on the other hand, are initiatives that relate to specific sectors¹.

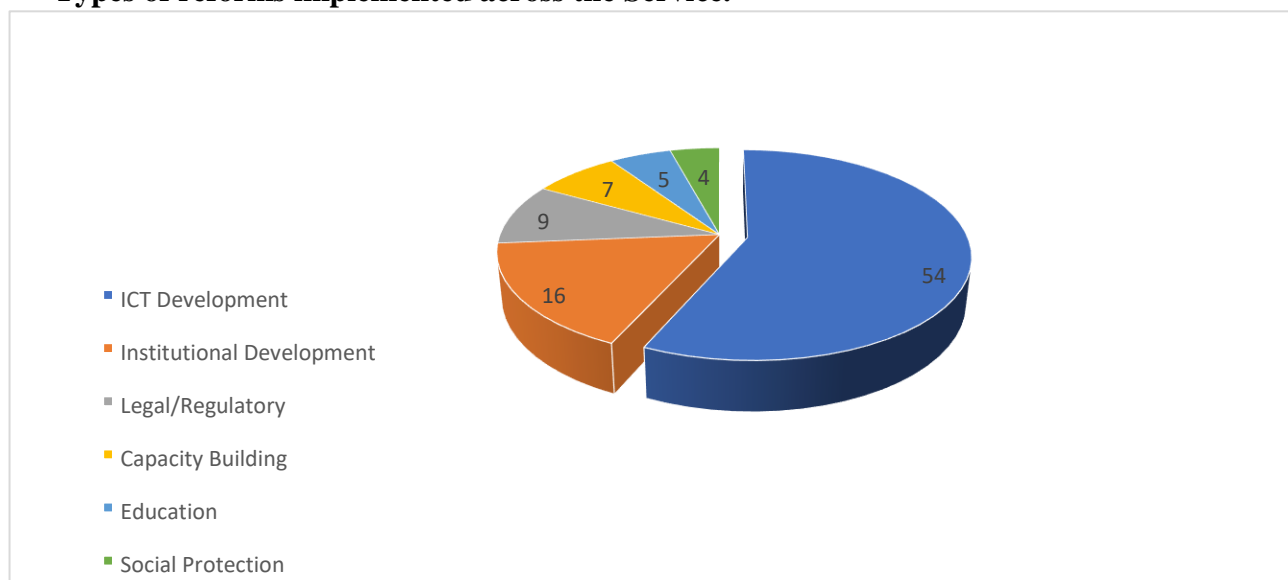
A total of 97 reforms were implemented service-wide. This comprised 71% sector specific and 29% administrative reforms.

ICT related reforms recorded under the administrative category was 26% and that of sector-specific was 74%.

Out of 31 institutions, 21 representing 68% reported full implementation of reform initiatives, nine (9) representing 29% reported partial implementation while one (1) representing 3% did not report on any reform implementation.

¹ Administrative reforms are those initiatives that relate to improving work processes and delivery of services and can be mainstreamed across the Service. Sector-specific reforms, on the other hand, are initiatives that relate to specific sectors.

Types of reforms implemented across the Service.



Analysis of the reforms from the diagram above indicates that 54 initiatives were in ICT development; 16 in institutional development; nine (9) in Legal/Regulatory; seven (7) in capacity building and five (5) in the education sector; and four (4) in Social Protection. Reforms relating to ICT revealed that work processes of Ministries are significantly shifting towards a digitalized approach to conducting government business. This encompasses digitalizing internal processes, service requests and delivery.

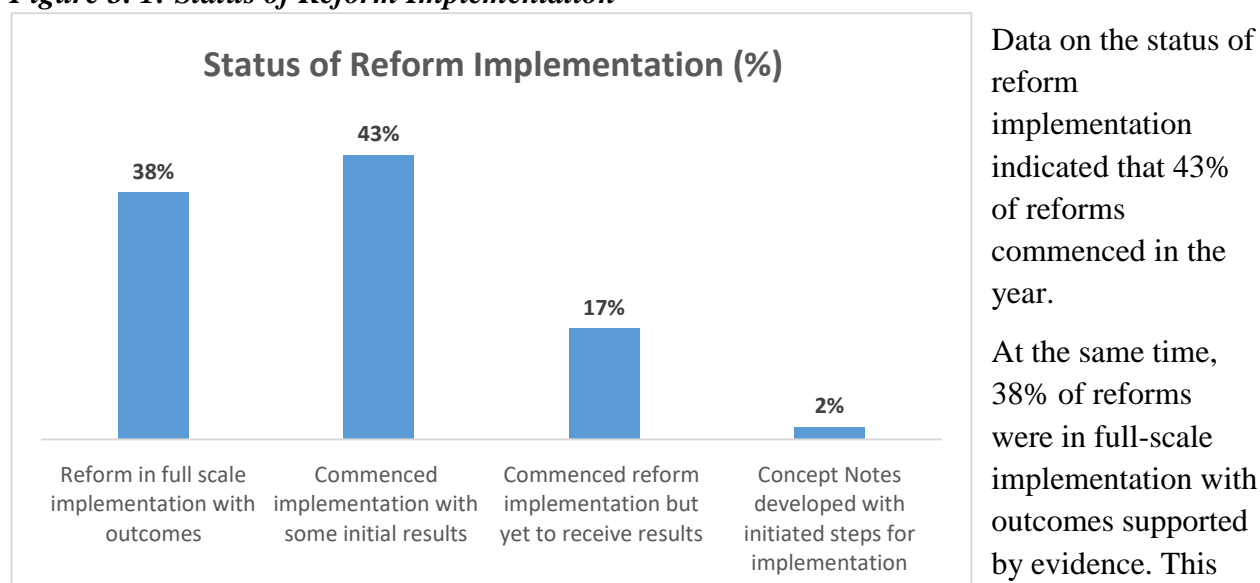
The implementation of the Civil Service Smart Workplace initiative and the flexible working arrangements instituted by OHCS have necessitated the high number of reforms in ICT. In spite of the successes of the flexible working hours' initiative, the major challenges that affected its implementation were the unavailability of ICT equipment (Wi-Fi/routers and laptops/tablets) to facilitate working remotely and effective monitoring strategies. The Civil Service urgently needs government's support in the provision of adequate digital infrastructure and equipment to enable the effective implementation of such initiatives to improve service delivery in support of the digitalization agenda of government.

Status of Reform Implementation

The status of Reforms Implementation has been highlighted under four (4) main categories which are:

- Reforms in full scale implementation with outcomes;
- Reforms commenced with some initial results;
- Reforms commenced but yet to achieve results; and
- Concept notes developed with initiated steps for implementation.

Figure 3. 1: Status of Reform Implementation



includes the paperless office reform introduced by the Ministry of Finance.

Additionally, 17% of reforms being implemented were yet to achieve results. Concept notes were developed on 2% of the reforms and steps were also initiated for their implementation.

The ICT related reforms included the web-based portal of the Ministry of Food and Agriculture (MoFA). The portal helps in tracking core performance indicators at the District and Regional Agriculture institutions and computation of data from District and Regional offices. This reform is expected to build technical capacities of staff through knowledge transfer from consultants. The expected outcome is to receive real time data on the performance of District and Regional Agriculture institutions.

At the Ministry of Foreign Affairs and Regional Integration, a file-tracking system (web application) was created for 4 Bureaus and in use with outcomes yet to be recorded.

Evidence from the data implied that Civil Service institutions recorded significant successes in the initiation and implementation of reforms with some initial outputs.

Details of the various stages of reform implementation of reforms in sector Ministries are presented in Appendix two (2). The under-listed reforms were identified for mainstreaming in the Civil Service.

Reforms for Mainstreaming

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

A. 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 digitized documents. Reducing the use of paper helps to accelerate an organization'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 digitizes 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.

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 organization, 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, employers and sponsors of the Service. The knowledge sharing sessions have enlightened staff on the knowledge acquired as well as current trends.

A key challenge encountered was about poor strategies used to mitigate the low participation of staff at the initial stages of the implementation which include:

- 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. Continuous Professional Development (CPD) Program - Ministry of Works and Housing

This reform is a virtual in-house platform to share knowledge on professional development program attended by staff. The objective is to ensure that staff are equipped with the required competency to take up higher responsibilities and facilitate knowledge transfer.

The program is similar to the service-wide monthly knowledge-sharing session introduced by OHCS to engage Civil Service staff who undertake long-term academic training in their respective areas.

It is also expected that this reform will improve the knowledge of staff in the training-related areas in their sector and develop their presentation skills.

D. Structured Mentorship and Coaching Programme - Ministry of Works and Housing

This reform seeks to guide the career progression of staff to occupy higher positions in their various institutions. Sector Ministries need to adopt and implement a well-structured succession planning systems to improve the knowledge of staff and ensure that institutional memory is preserved. The challenges with the implementation of this reform are:

- Limited commitment and support by Heads of Directorates/Units; and
- Mechanism to monitor virtual participation is also ineffective as it is difficult to track active participants.

A key strategy to mitigate these challenges is to intensify awareness among staff on the relevance of coaching and mentoring programs for effective succession planning.

E. E-Feedback - Ministry of Works and Housing

The electronic feedback system is a dynamic tool used to capture staff and clients' feedback and grievances on services rendered by the Ministry. The E-feedback can be accessed on the website of the institution or the use of a Quick Response Code (QR Code) to attain specific feedback from staff and clients on grievances, concerns and suggestions.

The objective of the E-feedback system is to elicit constructive feedback from both internal and external stakeholders. Feedback from internal stakeholders is to improve employees' ongoing career growth and development while feedback from external stakeholders is to evaluate the services rendered by the Ministry to improve service delivery standards.

The low level of awareness and inadequate training of staff on the E-feedback system limit its usage and negatively affect its smooth adaptation. This can be improved through training and intensifying awareness creation.

F. E-Leave Application System - Ministry of Works and Housing

The E-leave application system is a web-based leave management system that facilitates efficient management of employee's leave. This system allows employees to easily request leave electronically. The leave approval process also eliminates the use of paper and ensures that all leave requests are properly monitored.

G. Smatrack Web Application - Ministry of Roads and Highways

The Smatrack web Application is an electronic portal that tracks correspondence within the Ministry and supports officers working remotely. As the demand for information and services is continuously increasing, Ministries are expected to respond to different types of correspondence promptly and with high accuracy. The system is a fully integrated web-based solution enabling organizations to capture, index, transfer, track, publish, and archive incoming, outgoing and internal correspondence. It also offers the needed automation, which allows organizations to reduce costs, improve workflow and support officers working remotely.

The successful implementation of reforms in the Civil Service is subject to the availability of funds, reliable and improved digital infrastructure and the necessary approvals. While the Civil Service is committed to building a Service that is result-oriented, professional and ICT driven to support effective policy implementation, especially the government digitalization agenda, it is expected that appropriate budgetary allocation will be made for the implementation of Civil Service reforms to ensure improved service delivery and outcomes.

3.2.Developing Young Public Service Staff

OHCS, in partnership with the Emerging Public Leaders of Ghana (EPL Ghana) has been making some significant strides in developing young Public Service staff in Ghana. The goal of EPL program is to cultivate a new generation of young Public/Civil Service Staff who embody high integrity and ethical and moral standards. This objective aligns with the Civil Service's ongoing commitment to continuously improve the quality of Public Service delivery in Ghana. EPL Ghana achieves this through the recruitment and placement of high-achieving National Service Personnel into the Ghana Civil Service.

Over the years, EPL Ghana has earned a reputation as a reliable partner to the Civil Service. The organization has successfully placed 4 cohorts of fellows, each consisting of 20 National Service Personnel, across various Ministries and Agencies. Fellows are carefully selected based on their academic achievements, leadership potential, and commitment to public service.

EPL Ghana provides Fellows with responsive training and mentorship for a duration of two (2) years, which prepares them to become competent Civil Service staff who can bring innovative solutions to the table. This training and mentorship program is designed to hone the skills of Fellows in areas such as policy formulation, project management, and effective communication.

The inaugural cohort of 20 Fellows was placed across nine (9) Ministries in September 2018, and subsequent cohorts followed suit. All first, second, and third cohorts served their two-year term and graduated from the program. Cohort four (4) as at end of 2022 was in its second year of the program.

The Memorandum of Understanding (MoU) that was signed between the Civil Service and EPL Ghana expired in 2022 and both parties worked on drafting a new MoU to ensure continuity of the EPL Program in the Civil Service. The success of the program is evident, as EPL Ghana has made a positive impact on the public service delivery in Ghana. The organization's commitment to building a competent and innovative Civil Service is commendable, and it is hoped that this partnership with the Civil Service continues to yield positive results.

As part of the program, Fellows participate in various activities aimed at enhancing their skills and knowledge. Some of these activities include:

- **Training**

In 2022, EPL Ghana continued its commitment to equipping its Fellows and alumni with the necessary tools to excel in the Ghana Civil Service. One of the key initiatives by EPL Ghana was the Deep Dive training, which was designed to provide Fellows and alumni with in-depth and intensive training on specific topics.

Facilitated by an expert in the chosen topic, the Deep Dive training comprised two-day intensive training sessions that were interactive, engaging, and innovative. The training covered a range of topics including emotional intelligence, managing upwards and intercultural communication. At the end of each course, participants underwent an end-of-course assessment to evaluate their understanding of the topic and its application to their work in the Civil Service. This was to ensure that Fellows and alumni were equipped with the knowledge to navigate any challenges they might face in working in the Civil Service.

- **Mentorship program**

In line with its commitment to providing comprehensive support for its Fellows, EPL Ghana has implemented a robust mentorship program. The program is designed to ensure that Fellows receive the necessary guidance and support to excel in their roles in the Civil Service.

As part of the mentorship program, mentors are identified in the various institutions where the Fellows are placed. These mentors are responsible for providing guidance and support to the Fellows, helping them navigate their roles in the Civil Service, and ensuring that they meet their objectives during their tenure. EPL provides the needed training to aid in achieving this objective.

- **Community Service**

EPL Ghana is more than just a Fellowship. In addition to delivering the program objectives, Fellows spent significant time and energy promoting the importance of community service and its impact. The community engagement component of the EPL program aims to instil in Fellows problem-solving skills, teamwork, and resource gathering, while also contributing to the overall youth development of Ghana.

The 2022 Community Service Project of the fourth cohort was delivered in partnership with the Ngleshie Amanfro Senior High School. Fellows launched a project called the EL Ghana Career and Entrepreneurial Drive 2.0. The school's selection was based on its mission "*move forward with relevant education to acquire skills that will assist students in developing their potential in the three domains of education.*" This was well aligned with the project goals. The event attracted 500 final-year students where Fellows coordinated and facilitated informative and impactful sessions on pre-tertiary orientation, scholarship opportunities, practical entrepreneurial breakout sessions, and a session covering opportunities in social media monetization. The project was supported by two corporate institutions: MTN Ghana Foundation and Databank Financial Services Limited.

- **EPL Leadership Gatherings**

The EPL Leadership Gatherings allows Fellows to learn more from various high-level leaders in the public and private sectors. The "By the Fireside Chat" events are the most popular leadership gatherings, which include a leadership talk, a question-and-answer session, and networking opportunities over refreshments.

Time with EPL is a quarterly meeting used to check on Fellows and give them a safe space to discuss any challenges they may be facing in their respective positions. It is also a time when EPL staff give important updates on the program, listen to Fellows' concerns, and check the progress of their mentor-mentee relationships.

In summary, the EPL program is an essential initiative that aims to raise a new generation of young Civil Service Staff who are committed to serving with integrity and high moral standards. The Civil Service's continued support of this program is a testament to its dedication to improving public service delivery in Ghana.

CHAPTER FOUR

4.0.SUSTAINABLE DEVELOPMENT GOALS: THE ROLE OF THE CIVIL SERVICE

This section of the report provides an overview of the Civil Service's continued efforts towards the implementation of the Sustainable Development Goals (SDGs) during the 2022 reporting year. It also provides the opportunity for the Government, Development Partners and other stakeholders to recognize the SDGs that have been prioritized at the Institutional level and the government's commitment to the implementation of these Goals.

4.1.Achievement of Sustainable Development Goals

Goal: 1 No Poverty

The implementation of government poverty reduction interventions helped to reduce the prevalence of poverty among the populace. These interventions included Planting for Food and Jobs (PFJ) program; Aquaculture for Food and Jobs (AFJ); and Livelihood Empowerment Against Poverty (LEAP) program among others.

The Aquaculture for Food and Jobs (AFJ) program under the Ministry of Fisheries and Aquaculture Development has supplied fish farmers with 221,000 fingerlings to stock their holding facilities and supported fishers with fishing inputs such as outboard motors, and authorized fishing nets. Fish processors were also provided with processing inputs such as wire mesh, aluminium basins and freezers. All these interventions were to enhance their operations and improve income.

In support of implementing Goal 1 with target 1.1 (By 2030 eradicate extreme poverty for all people everywhere), the Ministry of Gender, Children and Social Protection implementing the

LEAP Program in 2022 disbursed LEAP cash grants to 345,434 households across the country comprising of 1,520,450 extremely poor individuals. All 345,434 households have been enrolled onto the Ghana Interbank Payment and Settlement Systems (GhiPSS) electronic payment platform (e-zwich) to promote financial inclusion among the extreme poor. On access to complementary services, over 78% of beneficiaries have been registered onto the NHIS, 9,253 linked to Labour Intensive Public Works and 13,507 registered onto Complementary Livelihood Asset Support Scheme (CLASS). All key operational processes (targeting, payment, monitoring and evaluation and case management) have been digitized and linked with a robust Management Information System (MIS) to promote efficiency and effectiveness in the delivery of the programs.

Goal 2: Zero Hunger

The Ministry of Fisheries and Aquaculture Development has over the years implemented strategies to improve domestic fish production. In 2022, total domestic fish production increased to 622,246.70mt from 580,334.53mt in 2021. The production figure ensured that fish was available for consumption by Ghanaians to meet their protein requirements.

Ministry of Gender, Children and Social Protection increased the coverage of beneficiaries on the Ghana School Feeding Program from 3,448,000 to 3,620,468 pupils in 216 Districts. The program helped to improve enrolment and retention of pupils in deprived communities in the country. The program also provided employment for 32,496 caterers and cooks especially women, to generate income to enable them to take care of their families. Ready market was also created for local farmers thereby boosting the local economy.

Goal 3: Good Health and Wellbeing

Target 3.6 of Goal 3 (By 2030, halve the number of global deaths and injuries from road traffic accidents). To enhance Road Safety awareness and education, the Ministry of Transport continued the implementation of a campaign dubbed "STAY ALIVE" at lorry terminals and using radio, TV, and print media. The campaign reflected reductions in crashes, injuries and death by 7.19%, 1.07% and 18.20% respectively compared to 2021 statistics.

The Ministry of Local Government, Decentralization and Rural Development, transferred a total of GH¢1,653,483.28 to 17 Districts in four (4) regions to support the implementation of improved nutrition initiatives, and WASH-related activities such as providing safe drinking water, building toilets and hygiene facilities. There were also community engagements and hygiene promotion to prevent cholera, diarrhoea and other disease outbreaks.

Goal 4: Quality Education

In achieving target 4.3 (By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university), 25 Community Development and Vocational Training Institutes (CDVTIs) operating under the Department of Community Development, were ceded to the Commission for Technical and Vocational Education and Training (TVET) as part of reforms and operationalization of the Education Regulatory Bodies Act, 2020 (Act 1023).

Pursuant to the provision of lifelong skills to the youth to create jobs and reduce poverty, the Department of Community Development trained 7,439 youth comprising 3,724 male and 3,715 female participants in vocational and technical skills in 25 Community Development Vocational

and Technical Institutes (CDVTIs). This is expected to equip the youth with relevant skills to improve their livelihood.

Goal 5: Gender Equality

The Ministry of Gender, Children and Social Protection has developed an Affirmative Action Bill aimed at increasing the number of women in decision-making positions. This is consistent with SDG goal five (5), target 5.5, where women are expected to fully participate at levels of decisionmaking particularly in political, economic and public life. This is also expected to provide equal opportunity for women. The Bill and cabinet memo containing communication and advocacy strategy were resubmitted to Cabinet in 2022.

The Ministry organised 44 sensitization programs for 4,679 people in different communities. The program was carried out across the country on Sexual and Gender-Based Violence (SGBV), Teenage Pregnancy, and Harmful Cultural Practices including Child Marriage. This forms part of efforts to eliminate all harmful practices that promote Gender based violence. To achieve Gender Equality and Empower all women and girls, the Ministry of the Interior set up two (2) child-friendly courts for counselling and psychosocial support for women and young adults who face multiple discrimination (e.g., migrant women, refugees, single parents, disabled people, teenagers etc.).

The Ministry of Communication and Digitalization organized training in Basic Computer Skills, Coding and Computer Programing for 300 teachers and 3000 girls from three regions (Bono, Bono East and Ahafo regions); and 100,000 students were also trained in Artificial Intelligence (AI), Privacy Protection and Cybersecurity under The Girls-in-ICT initiative.

Goal 6: Clean Water and Sanitation

The Ministry of Sanitation and Water Resources implemented 57% of the Integrated Water Resources Management (IWRM) across the country. This is part of the efforts to achieve Target 6.5 (By 2030 implement integrated water resources management at all levels through transboundary cooperation as appropriate to achieve universal and equitable access to safe and affordable drinking water for all).

Target 6.2 (By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations). In Ghana, 87.7% of the urban population gained access to basic drinking water services while 25.3% of the populace had access to basic sanitation services.

Goal 7: Affordable and Clean Energy

The proportion of Ghana's population with access to electricity moved from 86.63% to 88.54%, in line with Target 7.1 (By 2030, ensure universal access to affordable, reliable and modern energy services). Through the Ministry of Energy, a total of 332 communities were connected to the grid as electricity was extended to deprived communities. Civil works on the construction of three minigrids at Azizkpe, Aflive and Alorkpem islands in the Ada East District of the Greater Accra Region were completed.

Goal 8: Decent Work and Economic Growth

In response to target 8.2 (Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including a thorough focus on high value-added and labour-intensive sectors), the Ministry of Employment and Labour Relations developed a National Action Plan for the elimination of the Worst Forms of Child Labour. In addition, the following were achieved:

- community sensitizations and awareness creation programs were organized on child labour in three (3) Regional, three (3) District and 120 Communities;
- 696 workplace/establishment inspections conducted by Labour Department;
- 4006 workplaces inspections undertaken by Department of Factories Inspectorate; and
- Facilitated payment of workmens' compensation for 244 affected persons.

Through the Ministry of Local Government, Decentralization and Rural Development, 34,579 beneficiaries under the Labour-Intensive Public Works (LIPW) participated in activities such as feeder roads, small earth dams and plantations to earn wages in 353 communities across 80 Districts. 20,354 beneficiaries were trained and engaged in various income-generating activities (soap making, basket weaving, etc).

Goal 9: Industry, Innovation and Infrastructure

In accelerating efforts in building a resilient infrastructure, the Ministry of Communication and Digitalization under the “school internet connectivity project”, equipped 120 ICT Laboratories with computers and relevant ICT devices. Internet was also provided for 80 JHS and 40 SHS Schools as part of the School Connectivity Project. The mLab and iHub trained about 21,316 youth in different digital training programs. Female inclusion is priority; therefore, about 45% of trainees were female.

In order to ensure adequate digital capability to support the production and use of ICTs for development, 300 ICT Teachers were trained as Trainer-of-Trainees by the Advanced Information Technology Institute - Kofi Annan Centre of Excellence in ICT (AITI-KACE). Again, 3000 JHS female students trained in basic ICT, Coding and Programing in Bono, Bono East and Ahafo Regions. The educational version of the indigenous Nyansapo Computer Operating System, developed by (AITI-KACE), was endorsed by the UN Secretary-General's Roadmap for Digital Cooperation to offer critical support to countries in the West Africa sub-region.

Goal 11- Sustainable Cities and Communities

In line with 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 such as women and children), the Ministry of Transport delivered the first batch of 45 buses to Metro Mass Transit (MMT) Limited to provide operational convenient access to the commuting public.

In pursuit of Target 11.3 (By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management), 6 Local Area Traffic and Parking Plans were developed for Accra and Tema Metropolitan Assemblies, Ga East, Ga Central, Ga West and La-Nkwantanang Madina Municipal Assemblies to enhance urban mobility planning by the Ministry of Local Government, Decentralization and Rural Development.

As part of the GREEN Ghana Project, the Department of Parks and Gardens planted a total of 46,925 trees across the country. The Department also nursed 1,142,334 seedlings nationwide, for maintenance of landscape sites, sale to the public for revenue generation and supply to institutions.

Goal 12: Responsible consumption and production

As part of efforts to accelerate the reduction of plastic waste and pollution, the Ministry of Environment, Science, Technology and Innovation developed monitoring indicators for the revision of Ghana's Nationally Determined Contributions (GH_NDCs) under the Paris Climate Change Agreement. Over 223 tonnes of e-waste cables, 34.5 tonnes of mixed batteries and 14.5 tonnes of thermoplastics were purchased under the German Financed E-waste Financial Cooperation Project at Agbogbloshie. This relates to Target 12.4.

Goal 13: Climate Change

Operators in the fisheries and aquaculture sector are considered to be among the most vulnerable to climate change. In line with target 13.2 (Integrate climate change measures into national policies, strategies and planning), the Ministry of Fisheries and Aquaculture Development revised the National Fisheries and Aquaculture Policy and the new Marine Fisheries Management Plan to mitigate the impact and make the sector more resilient to climate change.

The Ministry of Environment, Science, Technology and Innovation inspected 19 facilities for compliance and use of radiation sources and devices per regulatory requirements. In addition, 9,090 companies were issued with provisional Environmental Assessment (EA) and Environmental Management Plan (EMP) permits.

The Ministry of Transport completed consultancy services for the development of the E-Mobility Policy, incorporating the implementation framework and scale-up of Electric Vehicles in Ghana.

Goal 14- Life Below Water

The Ministry of Fisheries and Aquaculture Development revised the National Fisheries and Aquaculture Policy. It also developed a new Marine Fisheries Management Plan. The implementation of the Policy and Plan was to ensure that the fisheries resources were sustainably managed through efforts to reduce and intensify the fight against illegal fishing. The implementation of the 2022 all-fleet closed season was to help recover depleting marine fish stock and reduce pressure on marine resources. During the year, the Ministry, also undertook sea and land patrols at fishing communities as well as placed observers on fishing vessels as part of efforts to combat Illegal, Unreported, Unregulated (IUU) fishing practices. All these interventions were geared towards the conservation and sustainable use of the ocean, sea and marine resources for sustainable development.

Goal- 16 Peace, Justice and Strong Institutions

The Civil Service is implementing various SDG 16 related policies through respective Ministries and Departments. The Office of the Attorney General and Ministry of Justice secured a judgement of GH¢90,000,000.00 from one out of 39 accused on trial for corruption. Again, 55%. of corruption cases were initiated and were still under investigation and review. The Companies' Bill has been

passed into law and gazetted as the Companies Act, 2019 (Act 992). The Office of the Registrar of Companies was established in 2022 and operationalized after the passage of the Companies Act, 2019 (Act 992).

The Ministry of Communication and Digitalization, through the Accra Digital Centre, has allocated all of its digital space and attained a 100% occupancy rate in its efforts to encourage the growth of business process outsourcing and IT-enabled services.

A total of 40 Technology Companies, including Information Enabled Services or Business Process Outsourcing Companies (ITES-BPOs), were on-boarded and given subsidized rental rates and other forms of support as part of efforts to deepen national internet availability and accessibility.

Following the passage of the Right to Information (RTI) Act, 2019 (Act 989), the RTI Commission under the Ministry of Information became fully operational. An Annual Implementation Report on RTI was submitted to Parliament and 250 more recruits were posted to public institutions in 2022. During the period under review 278 requests for information were received; 186 were granted, five (5) rejected, 29 referred, eight (8) transferred, four (4) deferred, nine (9) reviewed and 37 were pending decision on requests.

The Ministry of Chieftaincy and Religious Affairs resolved 47 chieftaincy disputes out of a total of 492 disputes; meanwhile, 17 Draft Legislative Instruments to Stools/Skins were reviewed by the National House of Chiefs for submission to the Office of the Attorney General and Ministry of Justice.

The Ministry of Defense established 10 Mechanized Battalion at Wa, 11 Mechanized Battalion at Bawku, three (3) field Workshops and three (3) Mechanical Transport Companies under operation CONQUERED FIST to improve Security and neutralize threats of terrorism from the Northern Border.

The Public Sector Reforms Secretariat developed and launched the Country Structural Vulnerability and Resilience Assessment (CSVRA) and Country Structural Vulnerability Mitigation Strategy (CSVMS). Editing of the text of the CSVMS document based on changes made in the CSVMS vulnerability and resilience matrix was done to reflect the real situation of the Ghanaian context. An Inter-Ministerial Coordinating Committee meeting for the year was held, aimed at approving the consolidated Budget and Work plans from implementing agencies for onward submission to the African Union. The Public Sector Reforms Secretariat 4th Open Government Partnership (OGP) National Action Plan was also finalized and submitted to Global OGP Office. Sensitization meetings with lead Implementing Ministries, Departments and Agencies about their roles in the implementation of the 4th OGP NAP were held. A conference on Beneficial Ownership Disclosure in Ghana was held to assess the nature and extent of challenges in the implementation of Beneficial Ownership.

The Births and Deaths Registry registered a total of 516,301 births, representing 84% of targeted births of which 313,041 were male and 203,260 were female. Also, 46,932 deaths were registered representing 35% of targeted deaths. The male deaths stood at 25,675 and female deaths at 21,257.

Goal 17- Partnership for the Goals

The Civil Service continues to form partnership with government, the private sector and civil society to strengthen the means of implementation and revitalize the global partnership for

sustainable development. The Ministry of Tourism, Arts and Culture, completed the first draft of its Tourism and Cultural policies and was in consultation with stakeholders to develop additional policies to regulate and guide the development of the tourism sector. In consultation with the Ghana Statistical Service, the Tourism Satellite was being developed to provide relevant data for informed decisions to enhance policy coherence for sustainable development. The Ministry successfully held three (3) Public Partnership Forums (PPF) in the year under review.

In order to promote international relationships and enhance Ghana's image and influence abroad, the Ministry of Foreign Affairs and Regional Integration held 41 meetings/seminars to enhance foreign policy. The Ministry initiated the ratification of several international treaties, protocols, and conventions, which were still ongoing as at end of 2022. The projected number of candidates from Ghana elected to positions in international organizations was increased from two (2) to five (5).

Through the Ministry of Finance's annual SDGs Budget report, all SDG allocations and funding were tracked and published as part of efforts to define the funding gap for the SDGs and establish a financing mechanism to fund and execute the Global Goals as expected. Tracking the budgets and expenses of the nation in line with its implementation of the targets and the SDG Report published by the National Development and Planning Commission (NDPC), will provide the opportunity for all stakeholders to assess how much has been accomplished over the years, and laying the groundwork for determining how much more will be needed financially to realize the SDGs. The annual Accra SDGs Investment Fair is also one of the Ministry's initiatives intended to drive private capital towards the implementation of the SDGs by promoting public-private partnerships, and enterprise development while connecting social enterprises to impact investors/Funds.

4.2.Mainstreaming Gender for the attainment of the SDGs

The goal of gender mainstreaming is to transform both men and women from unequal social institutional structures to equal and just structures.

Gender mainstreaming is a strategy for integrating the concerns and experiences of men and women in the design, implementation, monitoring and evaluation of policies and programs. This strategy affects all political, economic and social spheres to ensure that men and women benefit equally. Consequently, the strategy takes into consideration the integration of a gender equality perspective at all stages and levels of policies, projects and programs.

Given the aforementioned, the implementation of the Sustainable Development Goals was guided by the gender mainstreaming strategies indicated in the sector Ministries' policies and programs. The Service has therefore initiated policies, programs and projects with the view to achieving these goals.

In accordance with SDG 5 which enjoins countries to achieve gender equality to empower all women and girls, a full account of the incorporation of gender mainstreaming strategies into activities are provided below:

- The Ministry of the Interior's main priorities in the field of gender mainstreaming were reflected in the action plans of some of its agencies such as the Ghana Police Service (GPS)

and the Ghana Immigration Service (GIS). The Ghana Police Service in collaboration with the United Nations Financial Disclosure Programme (UNFDP) set up a One-Stop Centre for the public where issues of domestic violence are addressed strategically without discrimination. The Centre is also to enhance access to justice and psycho-social interventions for domestic violence survivors. The Ministry supported the establishment of two (2) child –friendly courts for the timely processing of juvenile cases. This provides first-line and counselling services on psychosocial support and legal counselling to women and young adults who face multiple discrimination (e.g. migrant women, refugees, single parents, disabled people, teenagers etc.).

- In line with SDG Target 16.7, the Ministry of Chieftaincy and Religious Affairs redesigned the architectural drawings for the construction of the Regional Houses of Chiefs in the six (6) newly created Regions to accommodate the Queen Mothers and support their activities. Additionally, to ensure responsive, inclusive, participatory, and representative decisionmaking at all levels, awareness creation and capacity building were undertaken for the Queen Mothers to empower them in the discharge of their functions at the Traditional Councils and support them to be gazetted in the database.
- The Ministry of Employment and Labour Relations established a gender desk at its Head Office and hopes to extend this to all its Departments and Agencies to ensure that all gender-related issues are addressed effectively. The Ministry further complied with the International Labour Organisation’s (ILOs) recommendation of ensuring that at least 30 women participated in the Annual International Labour Conference. The Ministry also undertook a nationwide survey on the incidence of violence and harassment in the world of work as part of its commitment towards the ratification of the ILO Violence and Harassment Convention, 2019 (No. 190). These are part of efforts to ensure a world that is work free from violence and harassment including gender-based violence.
- Information, Communications and Technology (ICT) plays a critical role in gender mainstreaming. The Ministry of Communication and Digitalization in 2022, commenced the second stage of Girls-In-ICT initiative, under the Girls-In-ICT program. An average of 100,000 Senior High School girls have been equipped with 21st Century ICT skills in areas such as Artificial Intelligence (AI), Privacy Protection and Cybersecurity. The program, was also to ensure that girls stay safe in the use of the internet and cyberbullying.
- The goal of the Ministry of Finance’s (MoF) Gender Policy and Strategy is “To promote Gender equality and women’s empowerment through the activities of the Ministry of Finance (MoF)”. Specifically, the policy commits the Ministry to consistently apply the principle of gender equality and women’s empowerment in staffing, training and development; and to provide equal opportunities in staff recruitment, development, and promotions.

Some selected staff from the Office of the Head of the Civil Service (OHCS) participated in a training program in Gender Mainstreaming organized by JICA. The training was for the advancement of gender equality and the promotion of gender mainstreaming in government organizations. The program enhanced the capability of OHCS to disseminate the perspective of gender mainstreaming and gender equality in the design, implementation, monitoring and evaluation of policies and plans to promote gender mainstreaming in the Civil Service. This was

done by reviewing the template for submission of Sector Annual Performance Reports to include how gender mainstreaming is incorporated in their programs and activities.

Overall, the Civil Service ensured that Gender Mainstreaming is promoted in all areas of public and professional lives, particularly in the empowerment of women in strengthening and developing their capacity and skills to actively participate in processes of decision-making and leadership positions. There is the need to strengthen the operations of Gender Desk Officers in the various Ministries to implement the Gender Action Plan to attain gender mainstreaming in all aspects of the institutions' programs.

The Service remains committed to ensuring the implementation of its gender mainstreaming programs and policies to achieve a balanced human resource management in terms of gender, among other provisions, within the Sector Institutions.

CHAPTER FIVE

5.0. HUMAN RESOURCE ANALYSIS

This chapter undertakes a comprehensive analysis on the human resource management and capacity development of staff of the Civil Service and its implications for government decision.

5.1. Staff Analysis

The section focuses on analysis of data on staff strength, sex, age, educational qualifications and occupational groupings.

5.1.1. Staff strength

The years 2020, 2021 and 2022 recorded a total staff strength of 16,801, 17,121 and 17,468 respectively. The total of Civil Service staff increased by an average of 2% year on year from 2020 to 2022. The increase in number of staff is largely attributed to the rise in number of newly recruited staff.

Table 5. 1: Civil Service Staff Strength

YR	MINISTRIES			DEPARTMENTS			OoP & OHCS			TOTAL			
	MALE	FEM	TOTAL	MALE	FEM	TOTAL	MALE	FEM	TOTAL	TOTAL FEM (F)	TOTAL MALE (M)	GRAND TOTAL	VARIANCE (M-F)

2020	3,715	2,375	6,090	5,938	3,576	9,514	717	480	1,197	6,431	10,370	16,801	3,939
2021	4,146	2,740	6,886	5,793	3,495	9,288	544	403	947	6,638	10,483	17,121	3,845
2022	4,243	2,816	7,059	5,823	3,558	9,381	589	439	1,028	6,963	10,505	17,468	3,542

5.1.2. Staff Distribution by Sex

The disaggregation of data by sex in the Civil Service is to provide a more detailed understanding of gender representation and distribution within the Service. This information helps OHCS to identify and address disparities or imbalances in the representation of men and women in different roles and levels of leadership in the Civil Service.

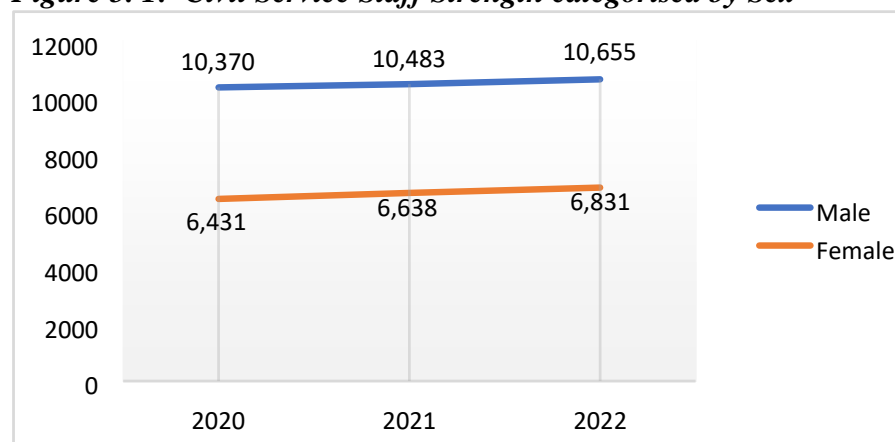
OHCS undertakes periodic analysis of the Civil Service human resource data, to examine the gender dynamics of its staff and make policy recommendations to address gender variances. The data is also used to support affirmative action and diversity initiatives, as well as to track progress towards achieving gender equality at the workplace. The data is expected to support the distribution of resources and opportunities to promote gender mainstreaming in the Civil Service.

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

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

The Civil Service has instituted measures to bridge the gender gap and maintain gender parity in its recruitment and capacity building interventions.

Figure 5. 1: Civil Service Staff Strength categorised by Sex



Source: Civil Service Database


A trend analysis of the sex distribution of staff shows a marginal increase of both male and female officers. The male population increased by about 1% from 2020 to 2021 and almost 2% from 2021 to 2022. The population of the female staff recorded an increase of an average of 3% year on year

from 2020 to 2022. The data reveals that from the year 2020 to 2022, the male to female gap has been reduced from 3,939 to 3,542.

The marginal increase in female over the male staff is due to efforts by OHCS to promote gender parity within the Civil Service. This purposive action of recruiting more female, without compromising on competence, is deeply rooted in the vision of the Civil Service to attain gender parity by the year 2025.

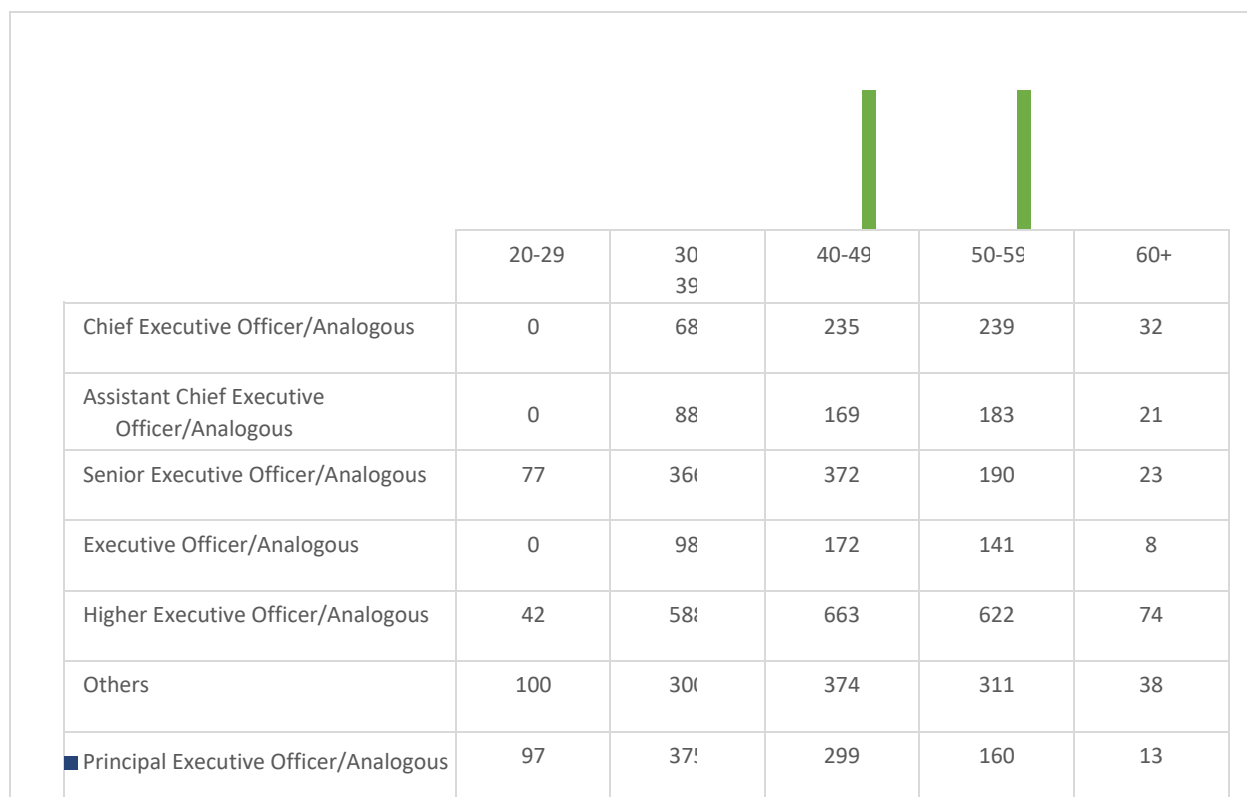
5.1.3. Age Categorization

Figure 5. 2: Staff Category by Age – Professional Category



	20-29	30-39	40-49	50-59	60+
ADIIB/Analogous	825	2356	1248	296	15
ADIIA/Analogous	27	979	992	203	12
ADI/Analogous	7	731	543	533	22
Deputy Director/Analogous		238	826	596	41
Director/Analogous			51	335	26
Chief Director				15	12

Figure 5. 3: Staff Category by Age - Sub-professional



	20-29	30-39	40-49	50-59	60+
Chief Executive Officer/Analogous	0	68	235	239	32
Assistant Chief Executive Officer/Analogous	0	88	169	183	21
Senior Executive Officer/Analogous	77	361	372	190	23
Executive Officer/Analogous	0	98	172	141	8
Higher Executive Officer/Analogous	42	581	663	622	74
Others	100	301	374	311	38
Principal Executive Officer/Analogous	97	371	299	160	13

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

The age distribution within the Service shows 1,898 (11%) of staff will be retiring from the Service within the next five (5) years (2022-2027). A breakdown shows 5.7% from the professional class and 5.3% from the Sub-professional class.

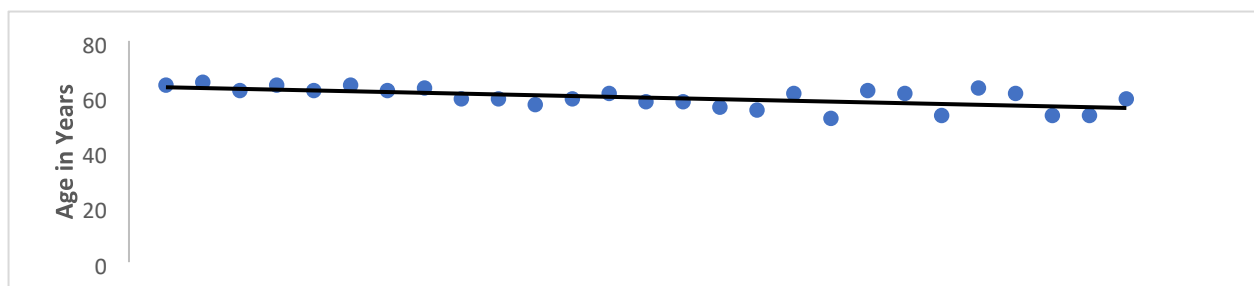
This can however be translated into about 380 officers retiring annually over the stipulated period at both the professional and Sub-professional levels. The figure further shows that, the Assistant Director IIB and Analogous grades and Higher Executive Officer and Analogous grades have the highest staff distribution that fall within the age range of 30 to 49 years.

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

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

Details of age distribution of staff per Ministries are presented in appendices 3-5.

Figure 5. 4: Staff Distribution by Age – Chief Directors



The average age of a Chief Director in the Civil Service is 56 years, the maximum age is 63 years, and the minimum age is 52 years. This implies that, over the next 4 years (2023 – 2026), majority of Chief Directors will fall within the compulsory retirement age bracket.

However, the maximum age of 63 years for a Chief Director indicates that selected Chief Directors are retained on contract for their needed services. It is recorded that 38% of Chief Directors are in the Service on contract, while the remaining 62% are within the working age.

It is also important to deduce from the age distribution that the Civil Service is having a youthful population and it means OHCS should continue its effort in either strengthening or introducing the following measures:

- **Mentorship and Coaching:** Provide mentoring and coaching opportunities to help younger professionals to grow in their roles and provide guidance in navigating the complexities of the Civil Service. This can help them to develop skills and experience necessary to advance their careers.
- **Skills Development:** Offer training and development opportunities that cater for the learning styles of younger professionals. For example, incorporating more technology-based learning tools such as online courses and webinars.
- **Collaboration and Teamwork:** Foster a culture of collaboration and teamwork where younger professionals can work closely with more experienced colleagues to learn from their experiences and contribute their unique perspectives. This can help to build a sense of belonging and team cohesion.
- **Recognition and Feedback:** Acknowledge the contributions of younger staff and provide them with regular feedback at both individual and service-wide levels. This will help them to build their confidence, motivation, and a sense of purpose.
- **Flexibility:** Offer flexibility in work arrangements to allow staff to balance work and personal responsibilities; this includes offering remote working options or flexible working hours.

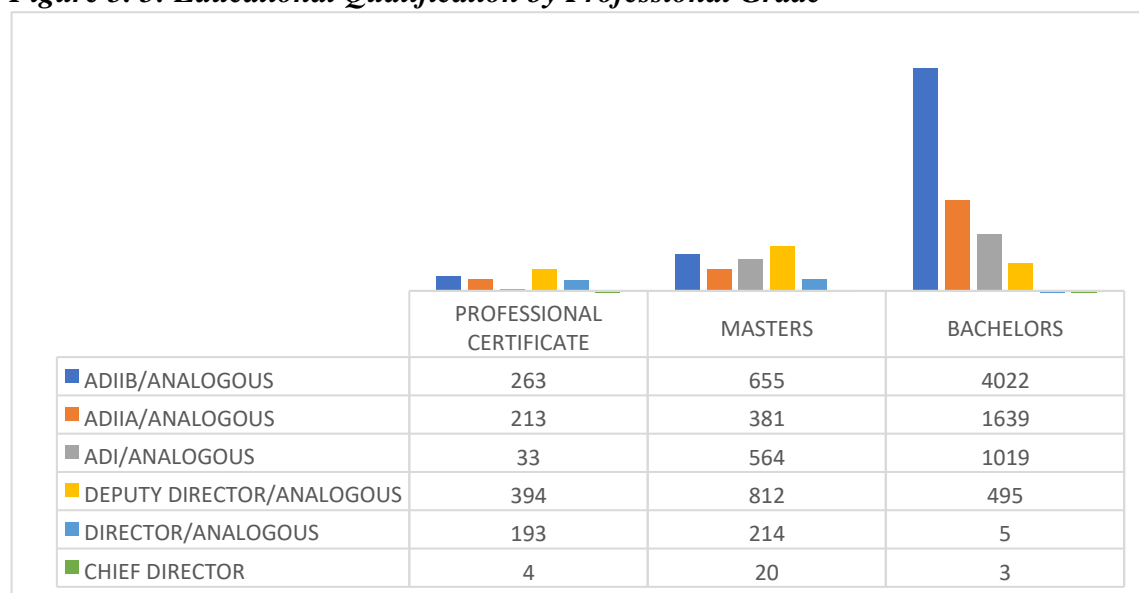
5.1.4. Educational Qualification

Professional and Sub-Professional Categorization

A highly educated workforce has the potential to enhance the professional image of the Civil Service. This can help to build public trust and confidence in the Service. There were 10,929 professional staff (Officers with a minimum of a first degree) representing 57% and 6,538 Subprofessional staff (Officers without first degree) representing 43% in the year 2022.

The trend analysis over the years shows a decrease of 5% of Professional staff from 2020 to 2021, and a marginal increase of 4% in Professional staff from 2021 to 2022 in the Civil Service. Cumulatively, there is a marginal decrease of 1% of staff from 2020 to 2022.

Figure 5. 5: Educational Qualification by Professional Grade



Officers in the operational category: Assistant Director IIB (ADIIB) and analogous grades and Assistant Director IIA (ADIIA) and analogous grades undertake day-to-day activities and processes required for the achievement of goals and objectives of the organisation/functional areas. Officers in the technical category Assistant Director 1 (AD1) and analogous and Deputy Directors and analogous grades are responsible for providing technical support, advice and expertise to management and decision makers. Directors and analogous grades and above are in the strategic category. They are responsible for setting the overall vision and direction for the organization and

for ensuring that the organisation's operations are aligned with broader government priorities and objectives. Specifically, they set goals/targets, monitor and report.

In line with the Civil Service framework for Scheme of Service, the minimum academic qualification for entry into the professional class is a bachelor's degree. From the Figure 5.2 it can be observed that Officers possess the requisite qualification to enable them to perform their job function.

To ensure that officers at the technical category attain the requisite academic qualification to function optimally, OHCS signed an MoU with the Ghana Scholarship Secretariat in 2021 to award scholarships to officers to pursue Masters and PhD programs as part of its capacity building initiatives.

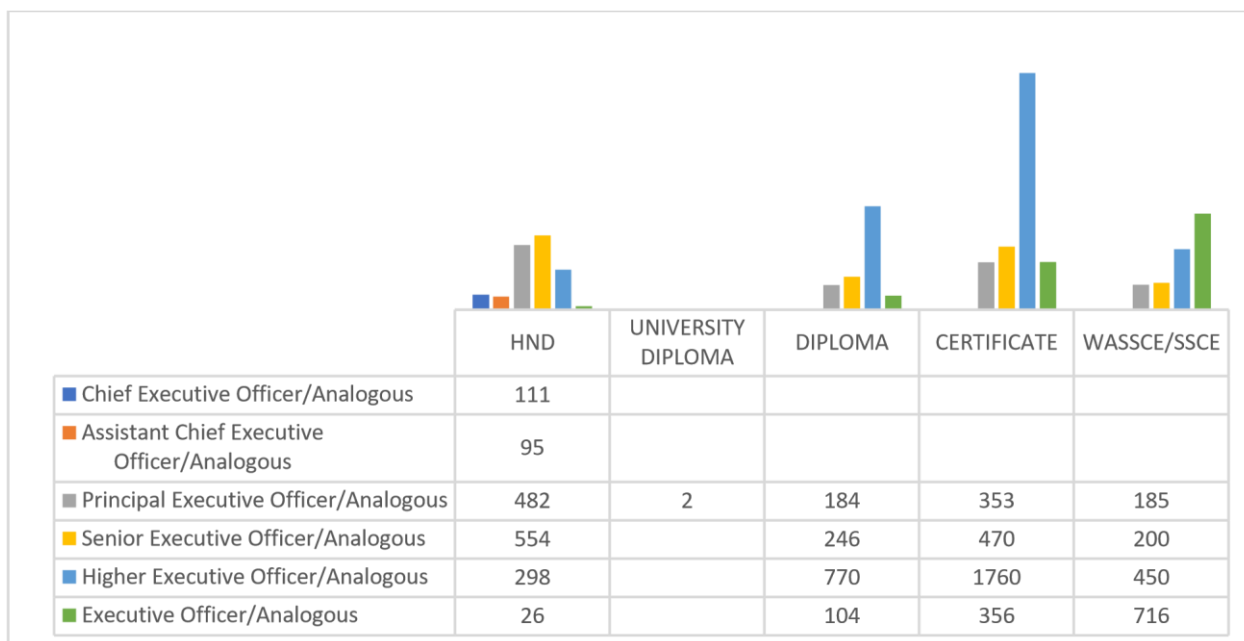


Figure 5. 6: Educational Qualification by Sub-professional Grade

Figure 5.3 provides a breakdown of Officers educational qualification at the sub-professional level. Entry into the sub-professional cadre requires a minimum of a WASSCE/SSCE certificate.

From the breakdown, the lowest level of education attained by the Sub-professional cadre is WASSCE/SSCE and HND since they do not require higher academic qualification before entering the Service.

Inferring from available data on requests for upgrading and conversions which are granted to officers who obtain bachelor's degree, it is appropriate to indicate that many officers in the Subprofessional category are working towards attaining higher educational qualification to upgrade from the Sub-professional to the Professional category. The Civil Service needs to continue to provide incentives to support officers in their pursuit for higher academic qualification.

5.1.5. Occupational Groups/ Classes

There are 87 occupational groups within the Civil Service. The Accounting class (CAGD) has the highest number of staff in the Service with 3,226 (18%), followed by the Agricultural class with 942 (8%), and the Registrar class with 889 (5%) (RGD, BDR, Chieftaincy). These occupational groups are in the majority because they provide services at the central, regional and district levels.

The numbers for the Registrar class in the Service will reduce in the ensuing years because of the ceding of the district offices of the Births and Deaths Registry (BDR) to the Local Government Service at the establishment of the Office of the Registrar of Companies (ORC). The Secretarial, Technical Officers/Assistants and Drivers classes constitute the fourth, fifth and sixth highest class with 858 (5%), 853 (5%) and 833 (5%) staff respectively.

In addition, there are other classes with staff strength below five (5). These include Chemist three (3), Environmental four (4), Environmental Health and Sanitation three (3), and many more as captured in Table 5.2 below. These categories of staff provide technical support to the Ministry of Sanitation and Water Resources in the attainment of its specific mandate. With the myriads of environment and sanitation challenges faced in the country, these numbers seem woefully inadequate.

Out of the 87 class categories within the Civil Service, 12 were dominated by female and 75 dominated by male. The classes dominated by female are: *Administrative, Catering, Childcare, Company Inspector, Environmental Health and Sanitation, Foreign Service, Receptionist, Records, Secretarial and Social Development*.

The Secretarial class has 96% female and 4% male. This feeds into the perception that certain classes have been gendered. That is, the work of Secretaries, Childcare officers, catering officers may be recognized as roles for female hence their dominance in those classes.

Table 5.2: Occupational Grouping by Sex

Occupational Groups	Ministries			Departments			OoP and OHCS			Total		
	M	F	Tot	M	F	Tot	M	F	Tot	M	F	Tot
Administrative	217	267	484	22	21	43	46	56	102	285	344	629
Executive	142	113	255	107	103	210	30	29	59	279	245	524
Accountant	98	88	186	188 9	112 8	301 7	13	10	23	200 0	122 6	3226

Accounts Technician	1	8	9	166	108	274	0	1	1	167	117	284
Agricultural	756	185	941	0	1	1	-	-	-	756	186	942
Architect	1	0	1	4	2	6	1	1	2	6	3	9
Artisan/Tradesman	24	1	25	254	11	265	45	0	45	323	12	335
Bailiff	7	9	16	63	32	95	-	-	-	70	41	111
Budget Officers/Analyst	56	38	94	4	1	5	4	5	9	64	44	108
Caretakers	1	0	1	2	0	2	2	0	2	5	0	5
Catering Officers	0	17	17	1	27	28	4	35	39	5	79	84
Ceramist	-	-	-	1	0	1	-	-	-	1	0	1
Chemist	0	0	0	3	0	3	-	-	-	3	0	3
Child Care	0	13	13	1	71	72	-	-	-	1	84	85
Circulation	-	-	-	-	-	-	-	-	-	-	-	-
Co-operative	3	4	7	126	107	233	1	0	1	130	111	241
Commercial	44	31	75	1	0	1	-	-	-	45	31	76
Community Development	5	3	8	44	37	81	1	1	2	50	41	91
Company Inspector	0	1	1	66	65	131	1	0	1	67	66	133
Craftsman	-	-	-	-	-	-	-	-	-	-	-	-
Drivers	486	2	488	235	2	237	10 6	2	108	827	6	833
Economic	135	77	212	1	1	2	2	0	2	138	78	216

Occupational Groups	Ministries			Departments			OoP and OHCS			Total		
	M	F	Tot	M	F	Tot	M	F	Tot	M	F	Tot
Engineer	46	9	55	159	17	176	2	1	3	207	27	234

Engineering Technician	41	4	45	144	8	152	1	1	2	186	13	199
Environmental Health and Sanitation	1	2	3	-	-	-	-	-	-	1	2	3
Environmental	3	1	4	0	-	-	-	-	-	3	1	4
Estate	9	3	12	15	9	24	5	0	5	29	12	41
Factory Inspectorate	2	1	3	43	11	54	1	1	2	46	13	59
Foreign Service	220	261	481	3	9	12	0	1	1	223	271	494
Geologist	1	1	2	25	6	31	0	0	0	26	7	33
Geophysicists	0	0	0	-	-	-	-	-	-	0	0	0
Industrial Officers	26	23	49	0	0	0	-	-	-	26	23	49
Information	39	33	72	335	268	603	5	1	6	379	302	681
Instructors	5	1	6	5	4	9	1	2	3	11	7	18
Internal Auditors	150	100	250	25	22	47	42	25	67	217	147	364
IT/IM	107	34	141	94	32	126	30	11	41	231	77	308
Journalists	-	-	-	16	12	28	-	-	-	16	12	28
Labour	6	7	13	115	49	164	1	1	2	122	57	179
Labourers	129	143	272	166	206	372	52	60	112	347	409	756
Lands Inspector	0	1	1	0	0	0	1	0	1	1	1	2
Librarians	1	0	1	0	0	0	1	0	1	2	0	2
Local Government Inspectors (Min. Loc. Govt.)	0	0	0	0	0	0	0	0	0	0	0	0
Local Govt. Officers	1	3	4	0	0	0	0	0	0	1	3	4
Management Analyst	-	-	-	20	14	34	1	1	2	21	15	36

Occupational Groups	Ministries			Departments			OoP and OHCS			Total		
	M	F	Tot	M	F	Tot	M	F	Tot	M	F	Tot
Mass Education Officers	-	-	-	23	18	41	-	-	-	23	18	41
Messengers	35	3	38	43	19	62	5	0	5	83	22	105
Mobile Cinema Operator	3	0	3	185	9	194	-	-	-	188	9	197
Parks and Gardens	1	0	1	19	7	26	-	-	-	20	7	27
Personnel	0	0	0	1	2	3	1	1	2	2	3	5
Photographers	-	-	-	2	0	2	-	-	-	2	0	2
Planning	86	64	150	17	1	18	4	6	10	107	71	178
Procurement and Supply Chain	89	50	139	46	54	100	30	30	60	165	134	299
Programmes	91	170	261	30	51	81	21	17	38	142	238	380
Protocol	18	34	52	11	8	19	1	13	14	30	55	85
Publication	0	0	0	14	6	20	1	0	1	15	6	21
Quantity Surveyors	12	1	13	73	18	91	1	0	1	86	19	105
Radio Operators	1	1	2	0	0	0	0	0	0	1	1	2
Receptionist/Telephonist	0	18	18	0	6	6	0	6	6	0	30	30
Records	62	79	141	94	89	183	23	21	44	179	189	368
Registrar	55	42	97	444	345	789	0	3	3	499	390	889
Rent	4	0	4	46	18	64	0	0	0	50	18	68
Research	41	21	62	26	8	34	10	6	16	77	35	112
Revenue Inspectors /Superintendents	4	4	8	1	0	1	42	19	61	47	23	70

Seamstress	-	-	-	-	-	-	1	3	4	1	3	4
Secretarial	15	383	398	16	377	393	3	64	67	34	824	858
Security	63	4	67	78	1	79	16	0	16	157	5	162
Occupational Groups	Ministries			Departments			OoP and OHCS			Total		
	M	F	Tot	M	F	Tot	M	F	Tot	M	F	Tot
Seismologists	-	-	-	1	1	2	-	-	-	1	1	2
Social Development	11	14	25	96	121	217	1	2	3	108	137	245
Steward	4	8	12	0	1	1	24	4	28	28	13	41
Stool Land	1	0	1	3	0	3	91	42	133	95	42	137
Stores	12	0	12	6	5	11	2	0	2	20	5	25
Survey Technician	0	1	1	2	0	2	-	-	-	2	1	3
Tech. Instructors	12	6	18	126	116	242	0	1	1	138	123	261
Technical Off/Asst.	365	107	472	318	59	377	3	1	4	686	167	853
Technical Services Officers	0	0	0	3	0	3	0	0	0	3	0	3
Technician	0	0	0	0	0	0	0	0	0	0	0	0
Tourism	10	13	23	-	-	-	-	-	-	10	13	23
Town Planning Officers	0	0	0	28	16	44	-	-	-	28	16	44
Training Instructors	1	0	1	0	0	0	0	0	0	1	0	1
Training Management	0	1	1	0	0	0	13	4	17	13	5	18
Training	2	1	3	1	0	1	12	6	18	15	7	22
Usher	-	-	-	1	0	1	1	1	2	2	1	3
Watchman	119	2	121	147	1	148	28	0	28	294	3	297

Others	12	31	43	8	0	8	0	0	0	20	32	52
TOTAL	3,892	2542	6434	6065	3741	9806	732	495	1227	10689	6778	17,468

Currently there are no Geophysicist in the Civil Service as captured in Table 5.2. This is as a result of the establishment of the Geological Survey Authority in 2016, leading to the absorption of such officers. The competencies of Geophysicists are however needed in the Civil Service especially at the Ministries of Environment Science Technology and Innovation, Energy, Land and Natural Resources and Works and Housing for policy formulation and monitoring and evaluation. There is therefore the need for the Service to develop capacities by recruiting Geophysicist into the Service.

To ensure gender parity and mainstreaming across the perceived gendered occupational groups, it is necessary for the Civil Service to consider intensifying the implementation of the quota system during recruitment, especially in classes such as the Architects.

The Civil Service has no officers in the local government inspector's occupational groupings. These officers are mandated to analyse revenue report and provide strategic advice on its utilisation. There is therefore a compelling reason for the recruitment of such officers to provide such important services in the pursuit of government decentralization and rural development agenda.

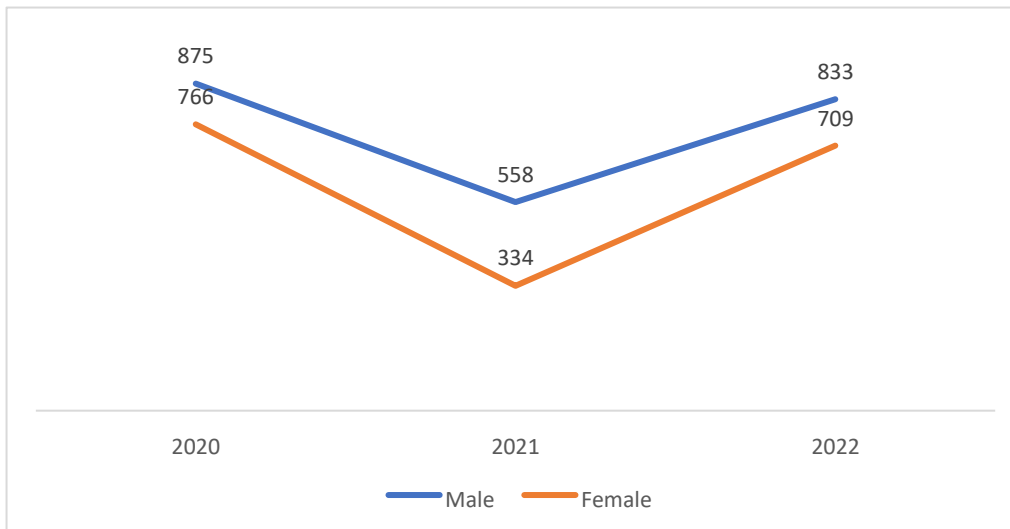
The Circulation, craftsman, ceramist, personnel and seismologists' classes have no officers because their services are no longer relevant to the Civil Service and therefore need to be expunged. The evolving human resource practice recognises the use of human resource which has absorbed the personnel management functions.

5.2. Recruitment

OHCS was granted financial clearance to engage the services of 1,542 personnel to augment the staffing needs of the Ministries and Departments in the year under review. Out of the 1,542 officers, a significant percentage (88%) was posted to Departments to augment their staff strength.

5.2.1. Recruitment by Sex

Figure 5. 7: Recruitment Distribution by Sex (2020- 2022)

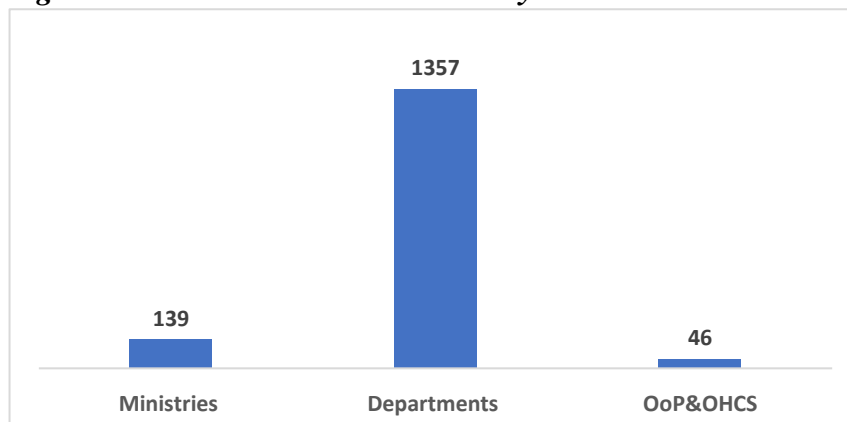


A breakdown of the recruitment data shows that 54% (833) male and 46% (709) female officers were recruited into the Service. Although the Service advocates for inclusion of more female to bridge the gender gap in the

Service, the population of male candidates who qualified for the recruitment far outweighed the female candidates. This has therefore necessitated the OHCS to put measures in place to bridge the gender gap by introducing a quota system to achieve gender parity by 2025.

5.2.2. Recruitment Distribution by Ministries and Departments

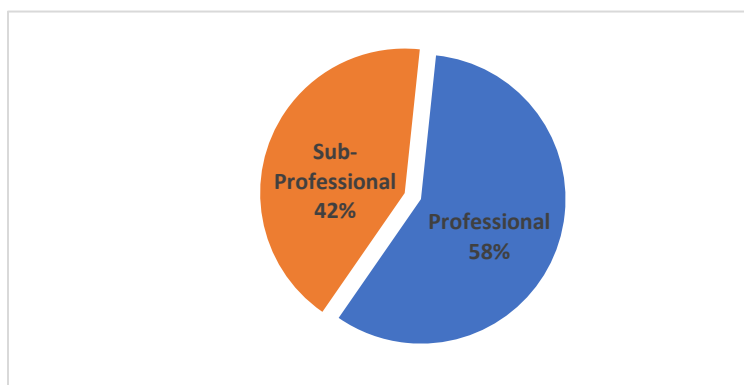
Figure 3.9: Recruitment Distribution by Institution



In 2022, 1,357 officers representing 88% were posted to Departments while 139 officers representing 9% were posted to the Ministries; 46 officers representing 3% were posted to other Civil Service Institutions (Office of the President and Office of the Head of the Civil

Service). The needs analysis necessitated the distribution of staff to the Ministries and Departments.

Figure 5. 8: Recruitment Distribution by Professional &Sub-professional Category



The data on recruitment also demonstrates an increase of 58% in the Professional category as compared to 42% for the Sub-Professional category.

The above reflects the focus to ensure that there are sufficient skills mix at the lower and middle level of professional category in the Service to enhance the quality of policy

formulation and implementation.

Details of the recruitment distribution are presented in appendices 6-8.

5.3. Training

Staff training and development is a crucial element in the attainment of organizational goals and objectives. As part of efforts to ensure effectiveness and efficiency in service delivery, the Training and Development Policy of the Civil Service prescribes that each employee of the Civil Service should receive at least mandatory 40 hours of formal and functional training each year.

11,241 Civil Service staff participated in Scheme of Service, Competency-Based and Academic Training programs in local and foreign institutions as well as Workshops, Seminars and Conferences.

Scheme of Service (Competency) Training- The Scheme of Service training program, is structured training, to equip and sharpen the professional knowledge of participants and to develop their capacity at current grades and improve their ability to perform at higher levels.

The Civil Service Training Institutions have over the years organized the Scheme of Service training, which is regarded as preparatory grounds for promotion and the enhancement of capacities for effective and efficient service delivery.

Academic Training- These are training programs that span between six (6) months and four (4) years. This enables Staff of the Service to further their education to acquire Bachelors, master's and PhD qualifications. These personal development programs equip officers with knowledge and introduce them to modern approaches to problem solving.

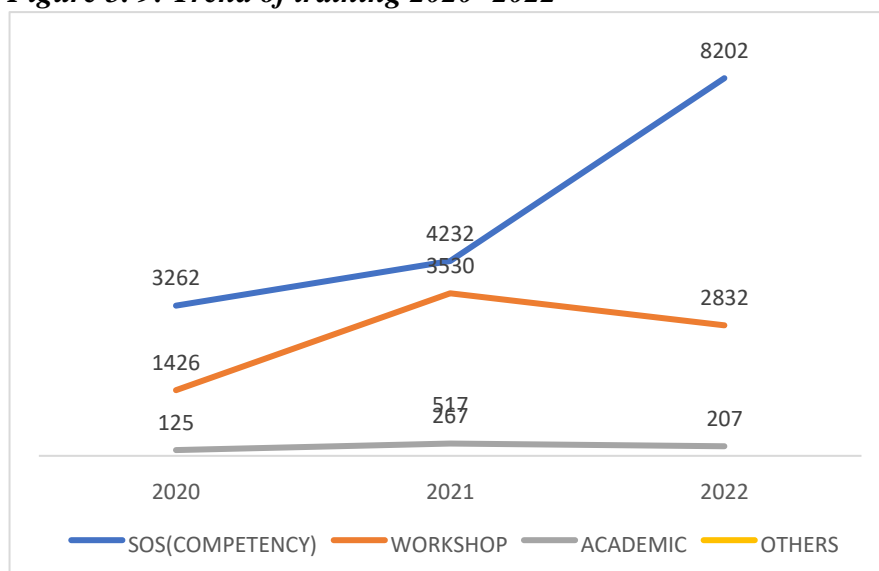
Workshops, Seminars and Conferences - These are programs which are usually sponsored by the various institutions. The contents of the courses offered during these training programs are essential for the functional effectiveness and efficiency of personnel.

Table 5. 2: Comparative Analysis (2020-2022)

TYPE OF TRAINING	2020	2021	2022
------------------	------	------	------

SOS(COMPETENCY)	3262	4,232	8202
WORKSHOP	1426	3,530	2832
ACADEMIC	125	267	207
OTHERS		517	
TOTAL		8292	11,241

Figure 5. 9: Trend of training 2020- 2022

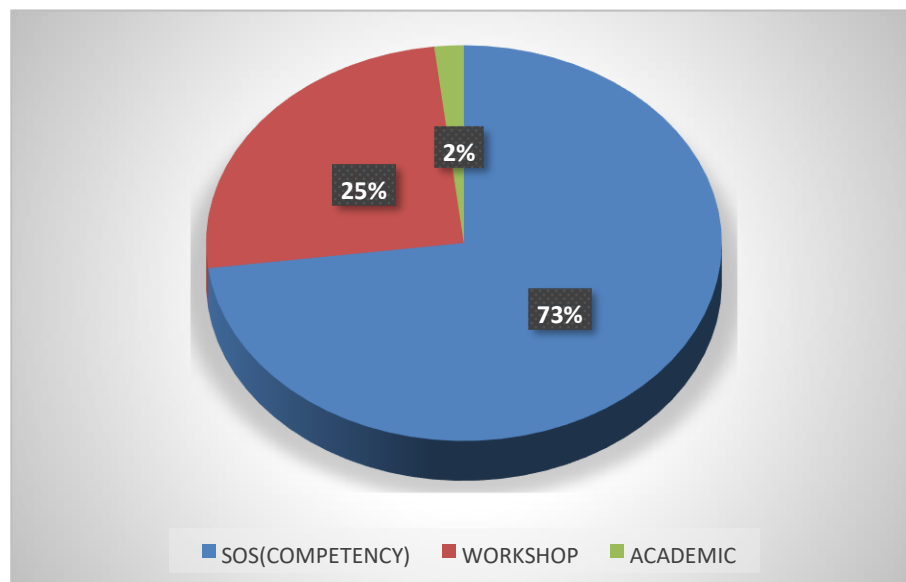


Participation in Scheme of Service/Competency-based training increased by 94% from 2021 to 2022; however, workshop and academic training decreased by 20% and 22% in 2021 and 2022 respectively. A reason for the reduction in in-person workshops could be attributed to government's policy directive to reduce budgetary allocations for

such training as well the fallouts of the Covid-19 pandemic. In spite of the above, there is empirical evidence of an increase in participation of virtual workshops.

Figure 5. 10: Percentage distribution on type of training

73% of training programs attended were Scheme of Service. Workshops and seminars accounted for 25% and academic training was 2%. The SOS (Competency) is part of the requirements for officers to be eligible for promotion to the next higher grade; therefore, it serves as incentive for their participation, resulting in the high percentage in participation compared to the other forms of training.



5.3.1. Training Disaggregation by Sex

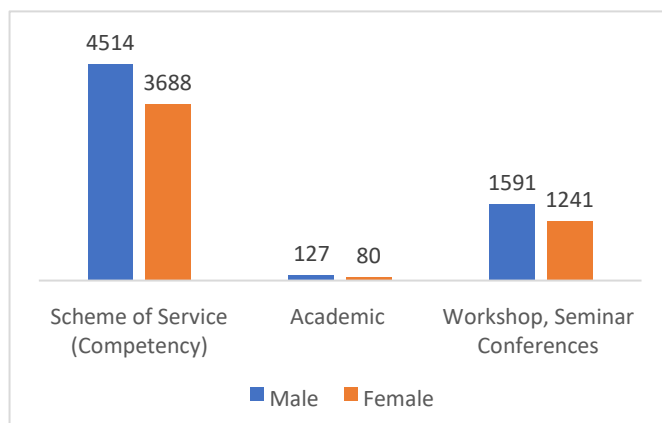
6,232 males and 5,009 females participated in all training programs.

Table 5. 3: Training distribution by Sex

TYPE OF TRAINING	Male	Female
Scheme of Service (Competency)	4,514	3,688
Academic	127	80
Workshop, Seminar Conferences	1,591	1,241

Figure 5. 11: Training Distribution by Sex

4,514 males and 3,688 females were trained for Scheme of Service/ Competency based training.



A total of 1,591 males and 1,241 females attended workshops, seminars and conferences. The training provided officers with the exposure and networking opportunities with policy practitioners and academics at both international and local levels. It allowed for potential collaborations and partnerships for exchanges and improvement of technical capacities of staff.

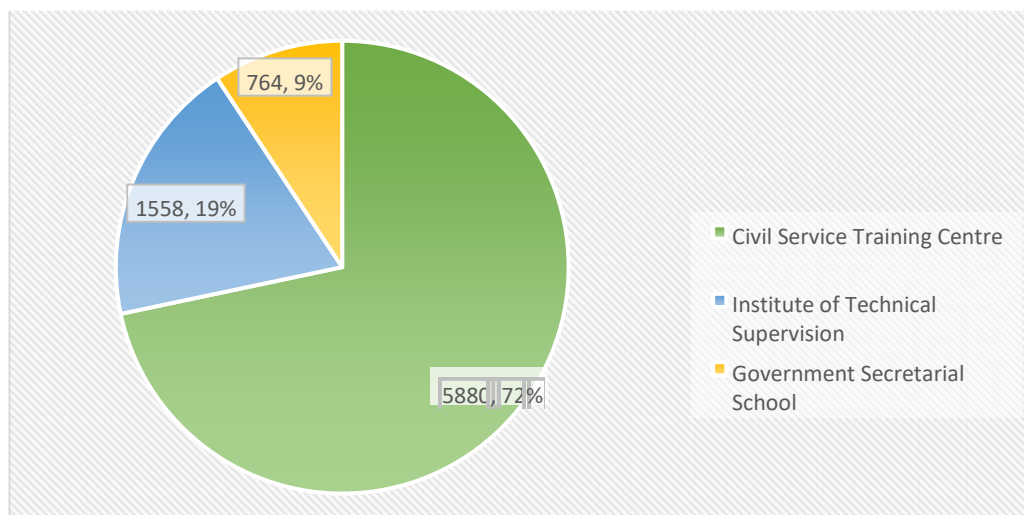
5.3.2. Civil Service Training Institutions

A total of 5,880 officers representing 72% participated in training programs at the Civil Service Training Centre (CSTC); 1,558 officers representing 19% participated in training at the Institute of Technical Supervision (ITS); and 764 Officers representing 9% also participated in training offered by the Government Secretarial School (GSS). Training that are provided at the CSTC are purposely tailored towards the professional classes while those provided at the ITS and GSS are for the Sub-professional classes.

Table 5. 4: Training Institutions for Scheme of Service (Competency) training

TRAINING INSTITUTION	NO. OF OFFICERS
Civil Service Training Centre	5,880
Institute of Technical Supervision	1,558
Government Secretarial School	764
TOTAL	8,202

Figure 5. 12: Percentage of Scheme of Service Training by Training Institutions



5.3.3. Areas of Academic Training

The Training and Development Policy encourages short-term functional training and development for staff to attain academic and professional credentials up to the highest level, such as a doctorate degree, which is required for strategic level performance. 207 Officers from Ministries and Departments received training in academic areas such as Procurement, Information Technology, Policy and Accounting. Comparatively, 125 and 267 officers accessed Academic training in 2020 and 2021 respectively.

Table 5. 5: Breakdown of Academic Training

AREAS OF ACADEMIC TRAINING	2020	2021	2022
Procurement	5	11	21
Information Technology	2	14	14
Monitoring, Evaluation & Planning	6	7	3
Accounting, Finance and Economics	8	33	23

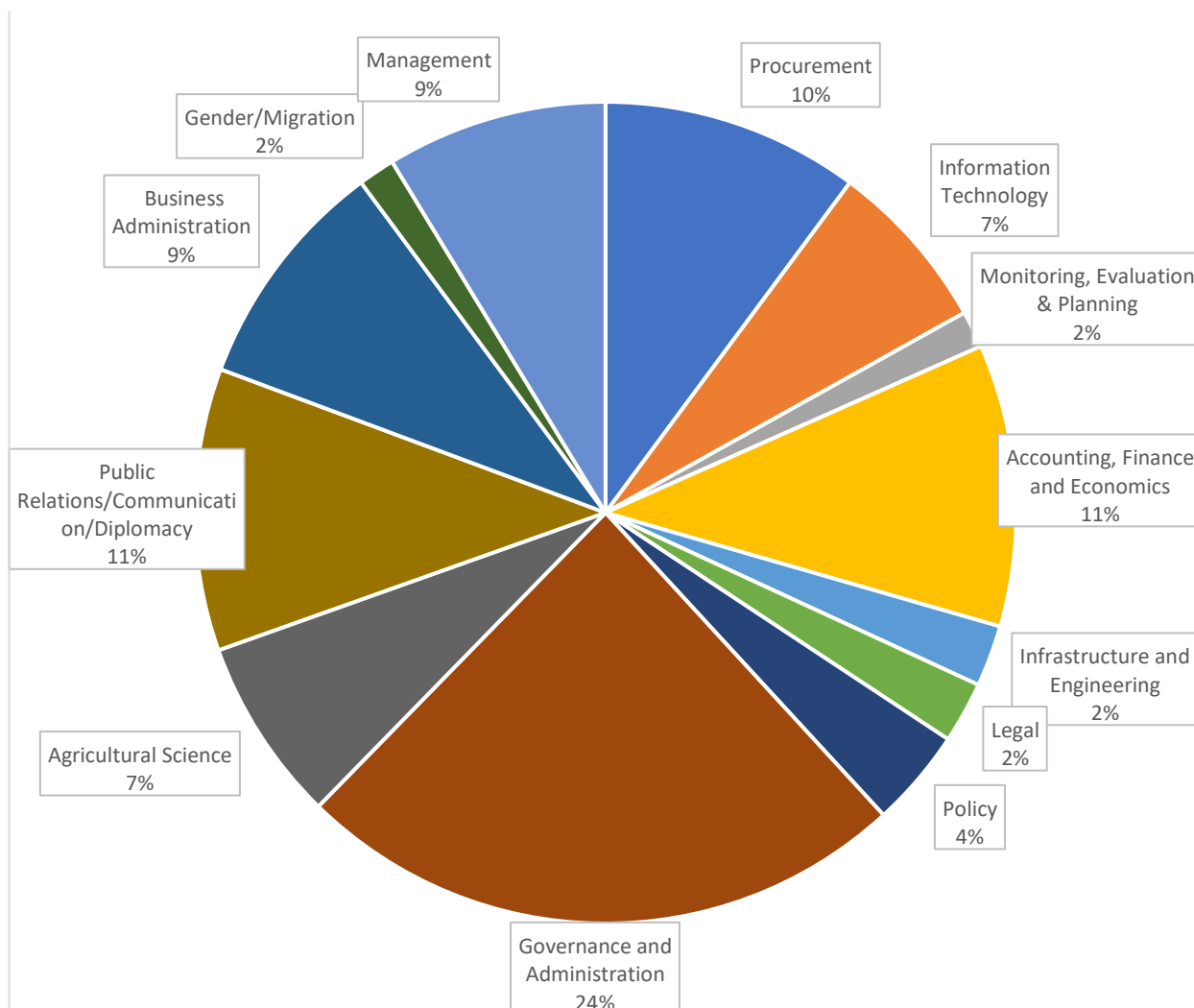
Infrastructure and Engineering	35	12	5
Legal	1	11	5
Policy	16	15	8
Governance and Administration	16	58	50
Agricultural Science		23	15
Public Relations/Communication/Diplomacy	4	30	23
Business Administration	5	27	19
Gender	3	11	3
Management	24	15	18
Grand Total	125	267	207

As indicated in Table 5.6, majority of Officers pursued further studies in Governance and Administration, Public Relations/Communication/Diplomacy, Procurement, Business Administration, Accounting, Finance and Economics, Management, Agricultural Science and Information Technology to enhance efficiency in service delivery in their various institutions.

2022 saw a decrease of 23% in academic training compared to 2021. There is a need to continuously encourage Officers to pursue higher studies to help bridge the skills gap and to enable Sector Ministries and Departments to further improve performance of their core functions.

Pillar 6 of the National Public Sector Reform Strategy (NPSRS), (2018-2023) and the digitalization agenda of Government encourages Public Sector Organisations to digitize their services and systems. This has led to the introduction and adoption of non-traditional methods of service delivery. However, the rapid increase observed from 2020 to 2021 regarding ICT training could not be maintained in 2022 as the same number of officers pursued ICT training. This stagnation does not auger well for the ongoing government thrust in the area of digitalization hence the need for Civil Service Personnel to develop their skills in Information Technology.

Figure 5. 13: Percentage Distribution of Areas of Academic Training



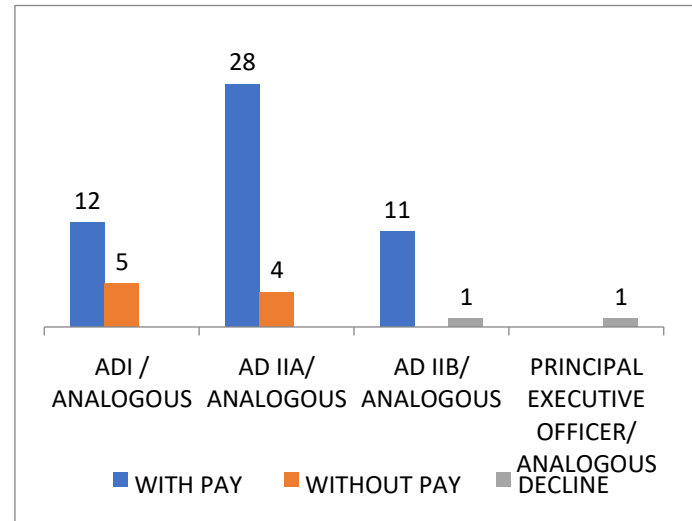
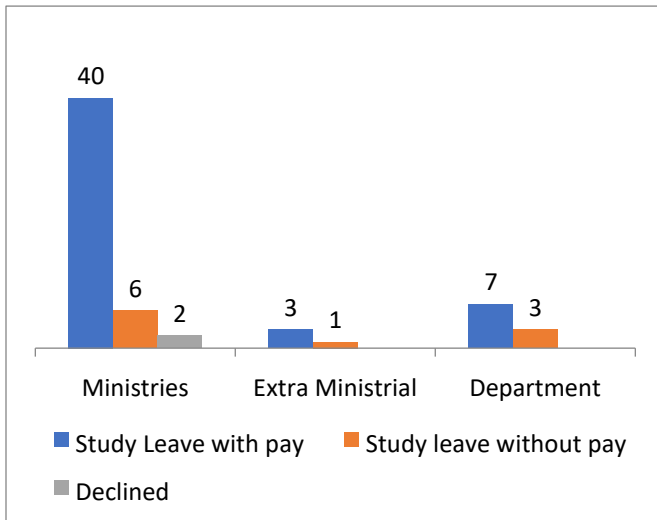
5.3.4. Study Leave Applications

In the year under review 62 applications were received, out of which 51 were granted study leave with pay, nine (9) granted study leave without pay and two (2) were declined since they did not meet the requirement.

From the analysis, it is observed that 48 applications were received from the Ministries and 4 from the Departments. The remaining 10 were from OoP and OHCS. Majority of applications were received from Officers in the Assistant Director IIA and analogous grades due to the 4-year eligibility criteria.

Figure 5. 15: Distribution of Study Leave Facility by Institution.

Figure 5. 14: Distribution of Study Leave Facility by Grade.



5.3.5. Notification for further studies

The training and development policy makes provision for Civil Service staff to further their education for improved performance and productivity while in active service; 175 requests were received and approved for officers to pursue their respective programs of which 67 were males and 108 females.

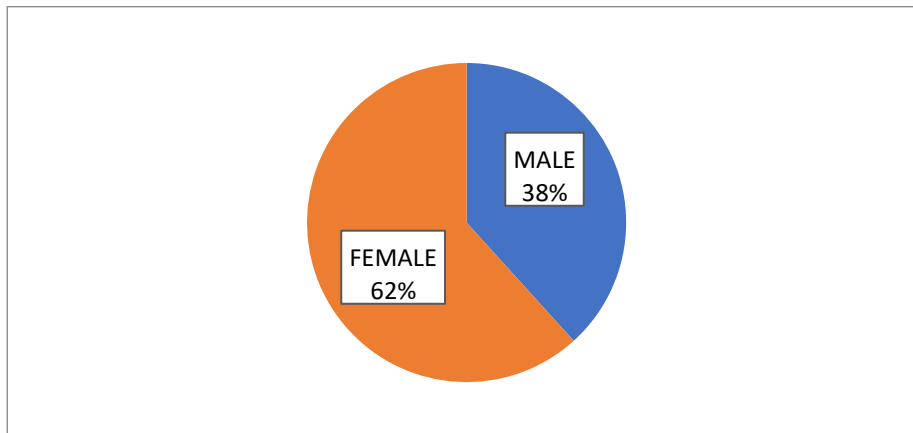


Figure 5. 16: Notification by Sex

Out of the 175 applications received, 54% were in the Professional Class and 46% in the Sub-professional class. Officers in the professional class request this option to build their competencies to enhance their performance and to be eligible for promotion to the next grade. 46% officers in the Sub – professional class accessed this option to obtain the required certification for upgrade into the professional class.

Figure 5. 17: Notification approval by Grade

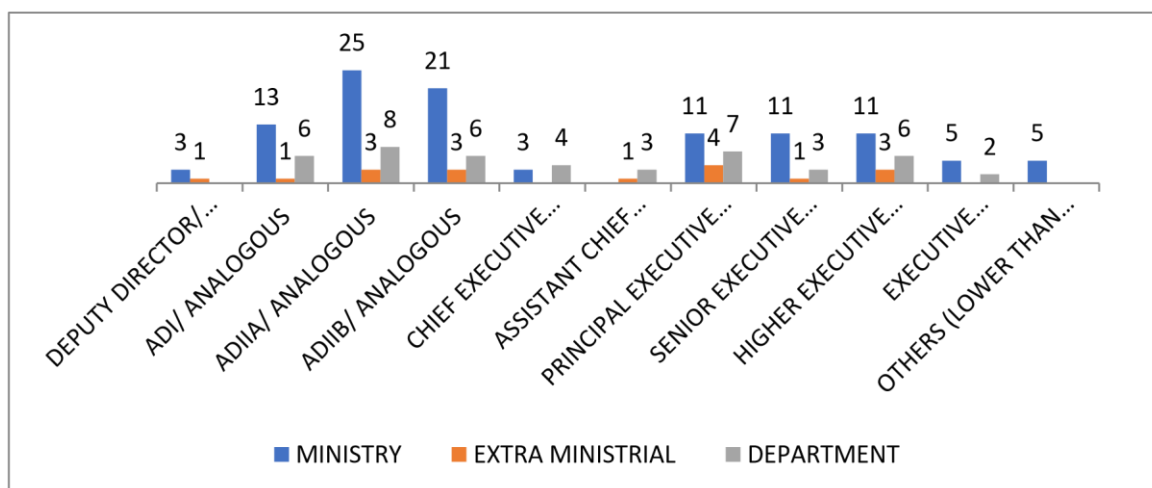
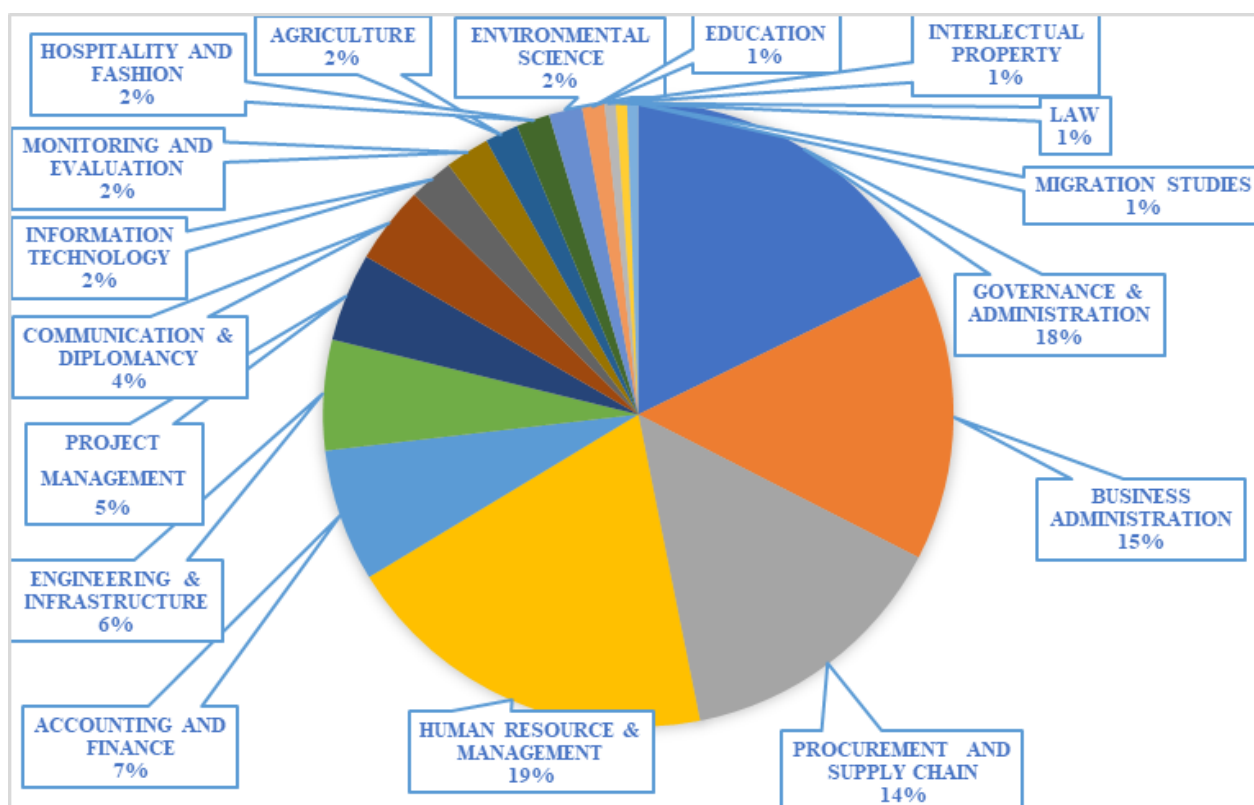


Figure 5. 18: Notification by Area of Studies



For the year 2022, out of the 175 Officers whose notifications were granted to pursued various academic programs, majority were in the areas of Governance & Administration, Procurement and Supply Chain, Business Administration, Human Resource & Management and Accounting & Finance. The programs are some of the critical areas needed by the Civil Service to enhance efficiency in service delivery.

5.4. Career Management and Progression

5.4.1. Upgrading

Upgrading refers to the progression of an Officer from a Sub-professional class to the professional class within the same occupational group. The basis for accessing this facility is the acquisition of higher academic or professional qualification. In 2022, 113 requests for upgrading were received of which 52 were males and 61 females.

At the end of the year, OHCS approved 57 requests. 17 requests were declined due to lack of vacancy per the establishment levels of the respective Ministries and Departments (MDs). 39 requests were pending due to lack of submission of the requisite documents namely establishment levels, certified true copies of academic certificates among others.

The table below shows the breakdown of the number of approved requests per classes:

Figure 5. 19: Approved Upgrading request by Class

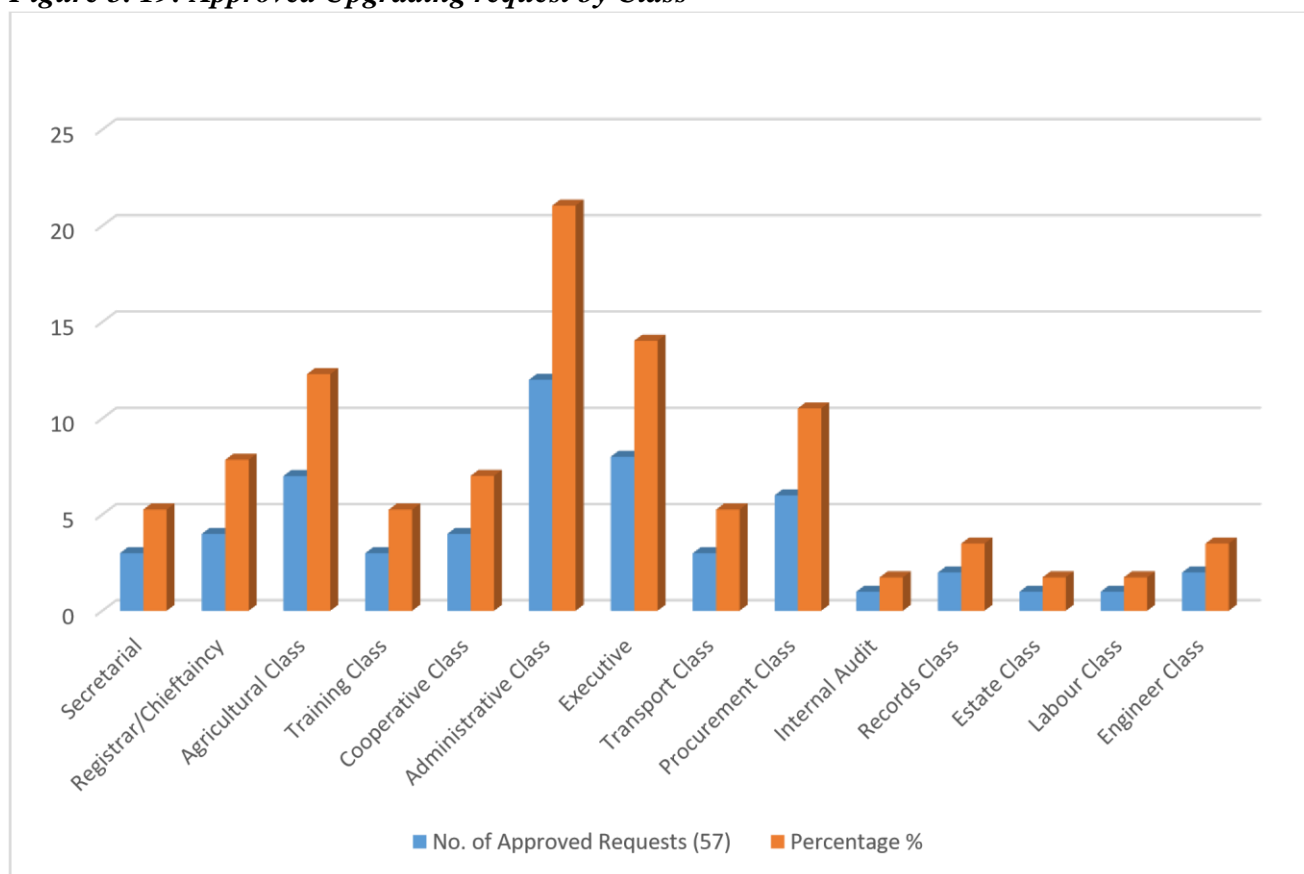
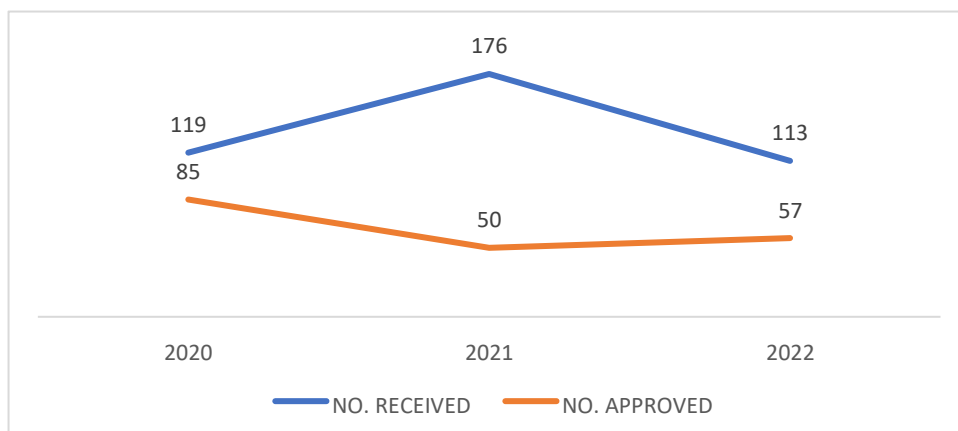


Figure 5. 20: Upgrading Request Received and Approved (2020-2022)

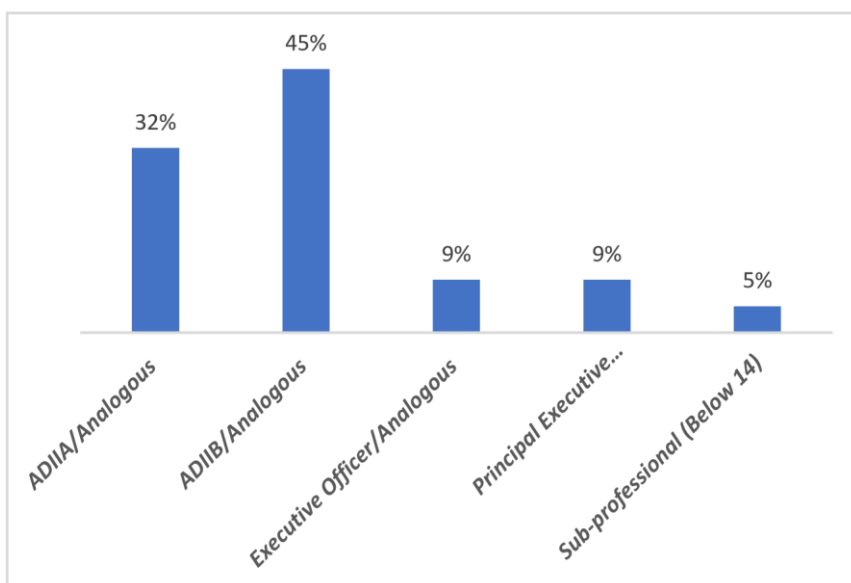


The data shows a yearly rise in the number of upgrade requests from 2020 to 2021 with a decline of requests in 2022; however, there was a rise in approval of request of 14% from 2021 to 2022 though the

requests from 2021 to 2022 had declined. The reason for the relatively high approval is as a result of OHCS's continuous effort to sensitize Civil Service staff on the requirements for accessing the facility.

Figure 5. 21: Upgrading requests by grades

In the professional category, 45% of officers upgraded to the ADIIB/Analogous grade, while 32% upgraded to the ADIIA/Analogous grade. The Sub-professional category recorded 9% of officers each upgraded to Executive Officer and Principal Executive Officer and analogous grade respectively. 5% of officers upgraded in the Sub-professional cadres at level 14 and below. These categories of officers may have entered the Civil Service with a very low qualification such as SSSCE certificate and may have acquired Diploma or HND certificates.



5.4.2. Conversion

Conversion is the movement of an officer from one occupational group to another having acquired higher academic qualification or new skills and competencies. The requests received were categorized into conversion from a Sub-professional class to another Sub-professional class, Subprofessional to professional class and from a professional class to another professional class.

Currently, there is a moratorium on conversion from one professional class to another. However, a few requests were received from MDs due to the need for the expertise acquired and training received from their respective institutions.

A total of 94 requests were processed. Out of the total, three (3) requests were from officers in the Sub-professional class who wished to join the professional cadre and 14 requested to convert from one Sub-professional class to another Sub-Professional Class. The remaining 77 requests were received from officers in the professional class who wished to join another professional class.

Notable among the 77 requests were 48 officers from the Controller and Accountant General's Department who were appointed as Accountants but were performing non-accounting duties and 11 officers who were posted to the Opportunities and Industrialisation Centre as Training Officers. Since most of the Officers in the Accounting class were performing Administrative duties, they were mapped onto the Administrative Class. The Officers from the Opportunities and Industrialisation Centre were mapped to the Administrative, Accounting, Economic and Budget Classes in line with their academic background and work experience.

83 requests were approved while 11 were declined due to limited vacancy per the MD's establishment levels and officers not having served the minimum years required for conversion. Due to the moratorium on the Records Class, three (3) of the declined requests were from Records Officers.

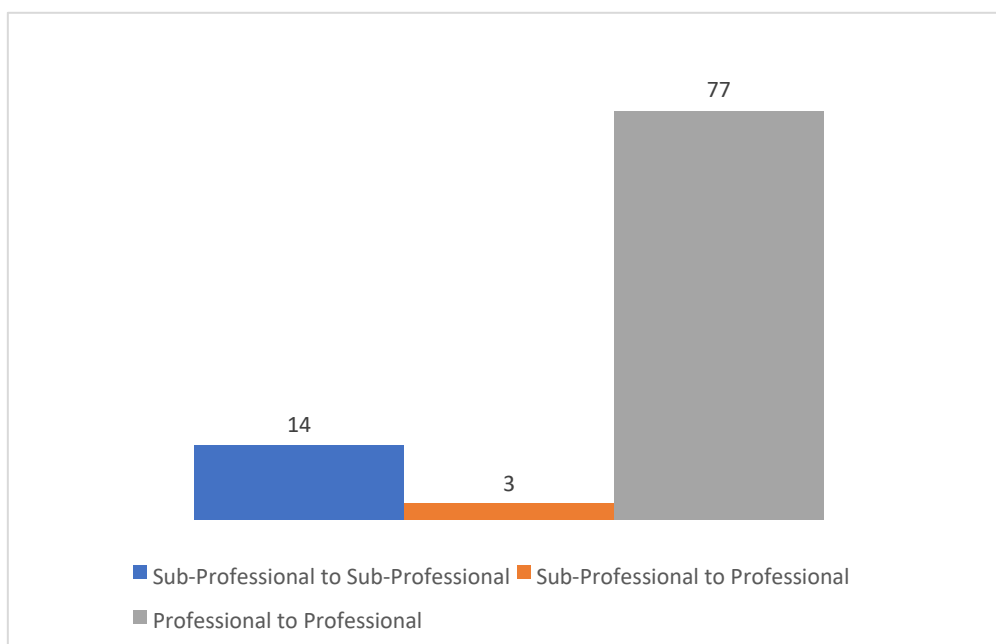
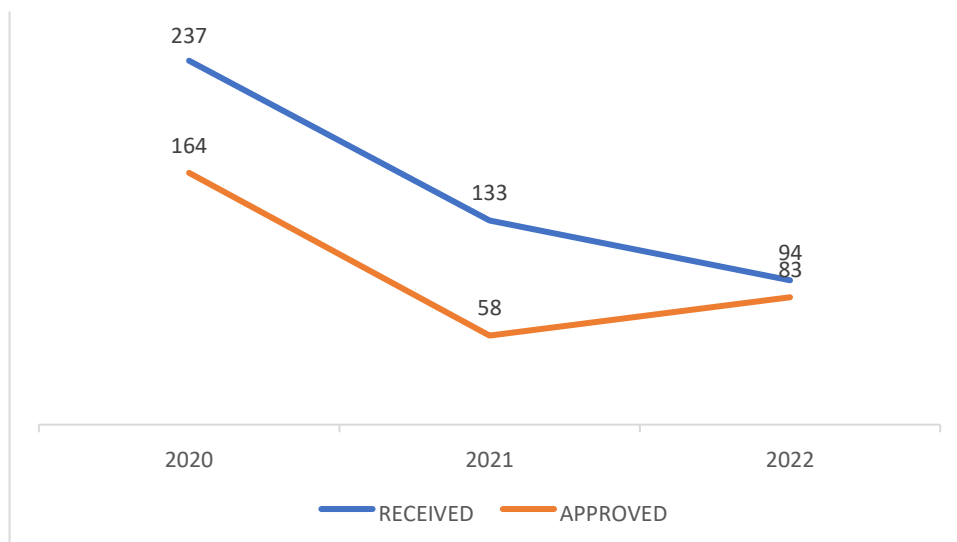


Figure 5. 22: Conversion by Professional/Sub-professional Class

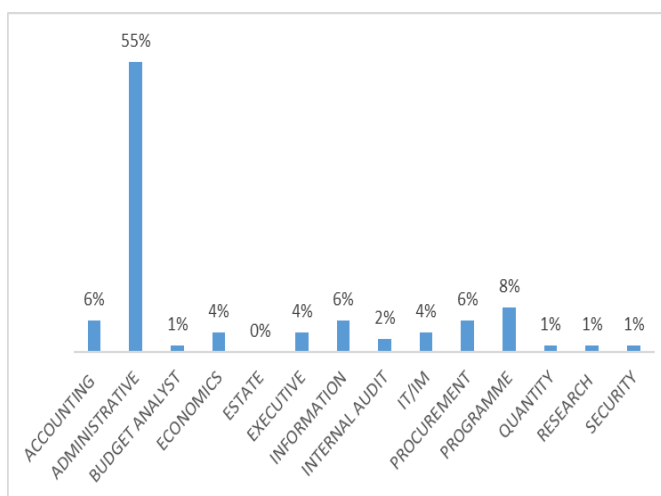
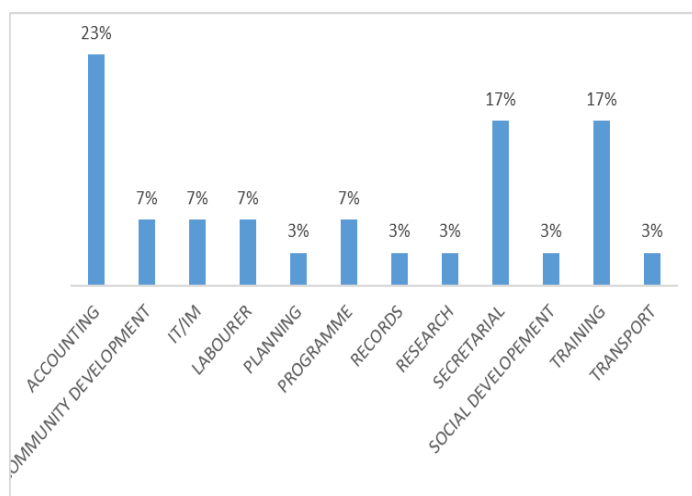
Figure 5.23: Conversion Requests and Approval (2020-2022)



The total number of conversion requests received decreased by 26% while approval increased by 25% from 2021 to 2022. A decrease in conversion requests could largely be as a result of the moratorium placed on the conversion for the professional classes.

Figure 5. 24 Percentage of Conversion request by Class

Figure 5. 25: Percentage of Approved Conversion by Class



Since most of the officers with Accounting Class (55%) were performing administrative duties, they were converted to the Administrative Class. Others were converted to the Programme class (8%) and Procurement, Accounting and Information (6%).

Civil Service staff are more inclined towards the Administrative Class due to its extensive reach and the perception that it provides a direct career path to attaining the Chief Director position. The current framework however indicates that any eligible officer from any class can become a Chief Director.

5.4.3. Change of Date of Birth

The period under review recorded 17 requests with regard to correction of date of birth. The requests came from 14 males and three (3) females. Of the total, nine (9) requests were approved while eight (8) were declined due to lack of requisite documents to support requests.

The major reason for the requests for the change of date of birth was because of a genuine error in the input process. Officers normally become aware of this error when their names have been taken off the payroll or their salaries are stopped. Upon further investigations, if their SSNIT records and other relevant documents corroborate their claim, they are eventually restored on the payroll.

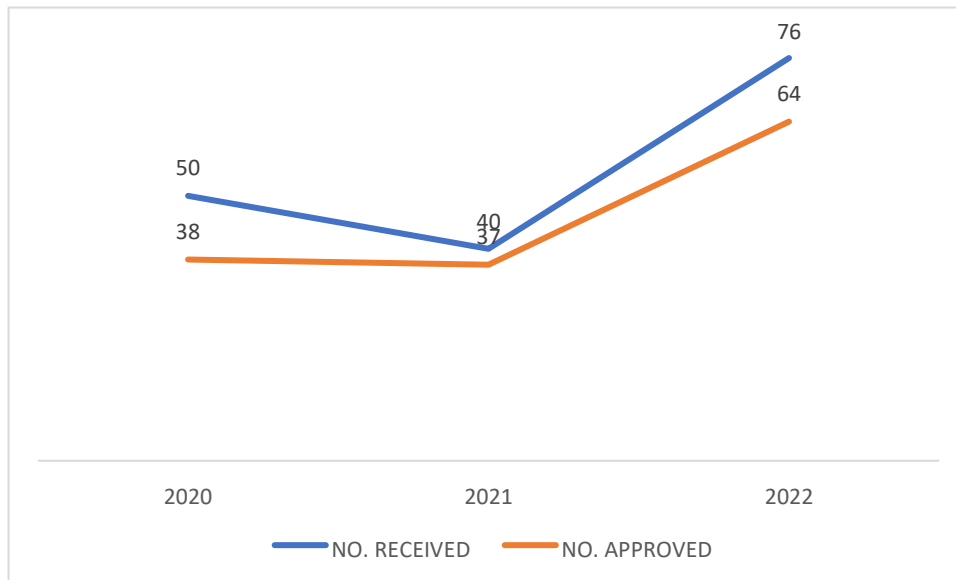
The inability of officers to furnish OHCS with further documentation such as elementary school records, first passport issued, baptismal/birth certificate issued around the time of birth (not more than twelve years from the time of birth) served as justification for the significant number of pending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

Officers who possess compelling evidence to support their requests to alter their records in the Service are authorized to do so, and the alteration is only approved after undergoing a rigorous verification process. This process is designed to ensure that officers provide their accurate date of birth when joining the Civil Service, as substantial evidence must be provided before any correction to the date of birth is granted.

5.4.4. Change of Name

OHCS processed 76 applications for change of name. Out of the total, 64 requests were approved while 12 were pending. The pending requests were primarily due to the non-submission of Gazette and requests from organizations outside the Civil Service. A large number of requests to change names were from female officers who wanted their spouses' names officially captured as part of their names.

Figure 5. 26: Requests for Change of name (2020-2022)



The number of requests for change of name decreased by 20% from 2020 to 2021 but saw a sharp increase by 90% from 2021 to 2022. The approved requests decreased by 6% from 2020 to 2021 and increased significantly by 73% from 2021 to 2022.

The notable increase in both the number of requests and approvals for change of name was mainly due to female officers who needed to change their surnames to match their spouses for documentation and identity verification purposes.

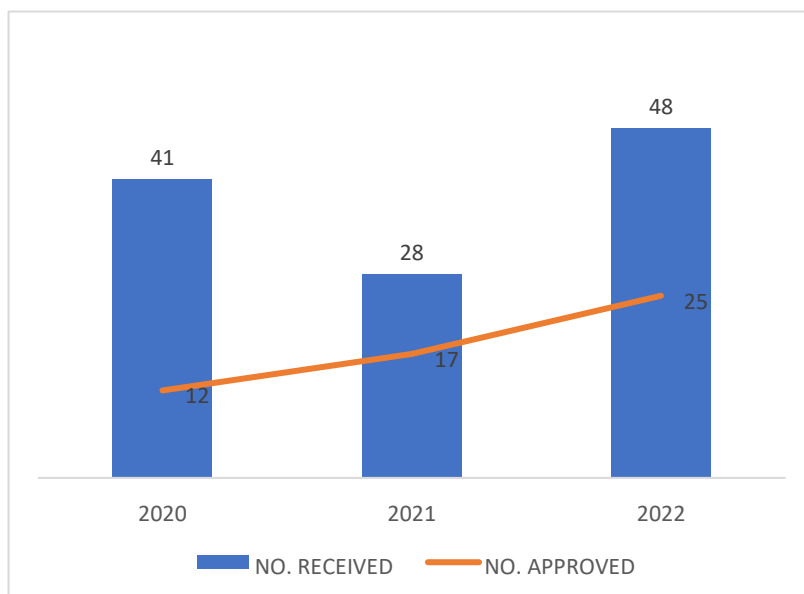
5.4.5. Secondment

Secondment is the movement of an officer in the Civil Service to another Public Service Institution upon request of the receiving organisation or vice versa and with the consent of the Officer. Secondment is granted for an initial period of two (2) years which may be extended for additional 1 year. After the 3-year period, the Officer is required to return to the Civil Service or the Institution may take steps to regularize the officer's movement onto their payroll.

In 2022, 43 requests were received out of which 25 were approved. 18 were pending approval. 16 of the approved requests were males and 9 females.

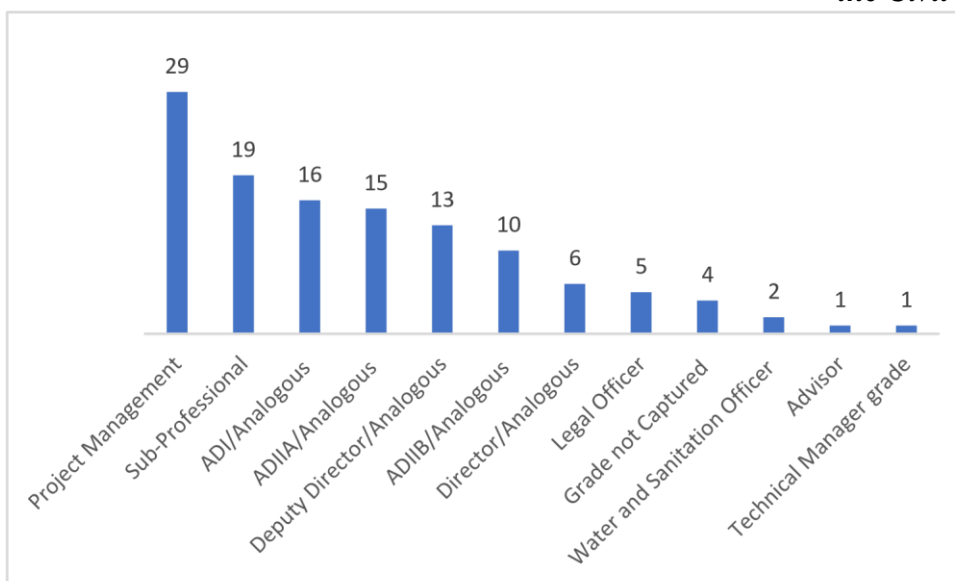
It is important to state that requests for departmental grade officers require the Heads of classes to nominate suitable officers for the movement before approval is granted by OHCS. It was the case that the skills and competencies requested from some officers were not readily available; hence, the reason for 18 requests pending.

Figure 5. 27: Secondment requests received and approved (2020-2022)



Secondment approved from 2021 increased by 29% and saw a further increase by 47% in 2022. It was observed that secondment requests were sparsely distributed across the professional and Sub-professional cadre: Procurement, Administrative, Secretarial, Training, Drivers and Internal Audit classes were requested for across these professional cadres.

Figure 5. 28: Secondment into the Civil Service



29 Project Officers were seconded from the Ghana Railway Company limited to the Ministry of Railways Development. In addition, seven (7) Officers on varied grades (Director Operations, Principal, Planning Officer, Land Valuation Officer,

Senior Geologist, Advisor, Chief Lands Officer and Technical Director) from the Forestry, Lands and Minerals Commissions were seconded to the Ministry of Lands and Natural Resources. Further, four (4) Officers with grades Senior Programme Manager and Assistant Technical Services Manager 1 were seconded from the National Youth Agency to Ministry of Employment and Labour Relations.

Most of the officers seconded into the Civil Service were from the Agencies of the respective Ministries. Such collaborations by the Ministries and their Agencies allow for effective policy coordination, collaboration and implementation through peer-to-peer learning. There is however the need to streamline the process for Public Service officers coming into the Civil Service to take up Civil Service positions.

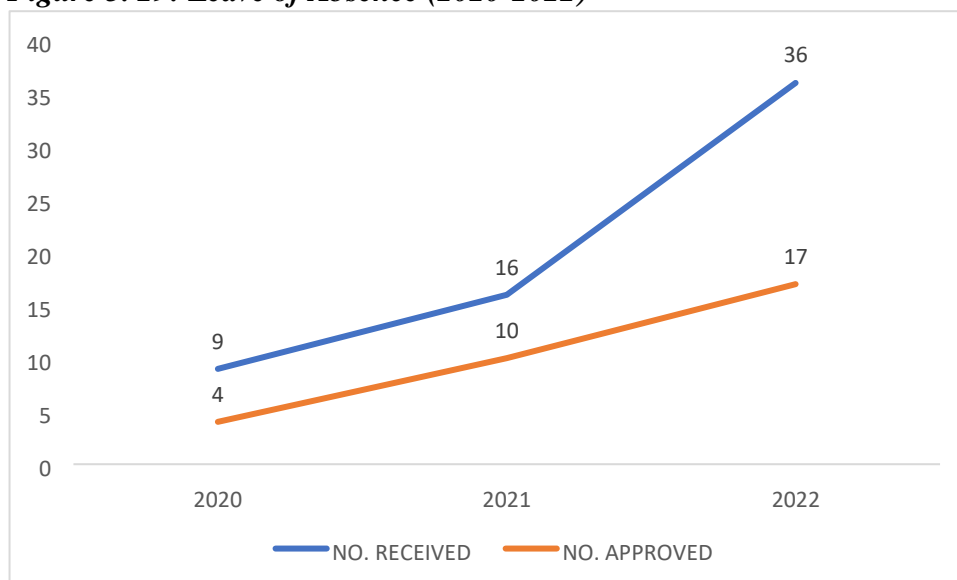
5.4.6. Leave of Absence

Leave of Absence is when an officer is excused from duty for a period of one (1) to three (3) years.

The request may arise due to various reasons such as the poor health of a close family member like a parent, spouse, or child, urgent family matters that require immediate attention, the need to accompany a spouse on foreign assignments, or the opportunity to provide consultancy services to intergovernmental organizations such as the United Nations, World Bank, and others

36 requests were received of which 17 were approved. Seven (7) were declined and 12 were pending submissions of further documentation. 19 of the approved requests were males and 17 females.

Figure 5. 29: Leave of Absence (2020-2022)



Leave of Absence requests increased exponentially by 300% from 2020 to 2022. A little below 50% of these requests were approved in 2022. Reasons for the decline were largely due to lack of evidence to support the applications.

In spite of the above, OHCS approves Leave of Absence on the grounds of providing public policy assignments to international organizations. This is because the acquisition of new skills and expertise is anticipated to benefit Civil Service institutions significantly.

5.4.7. Transfer of Service

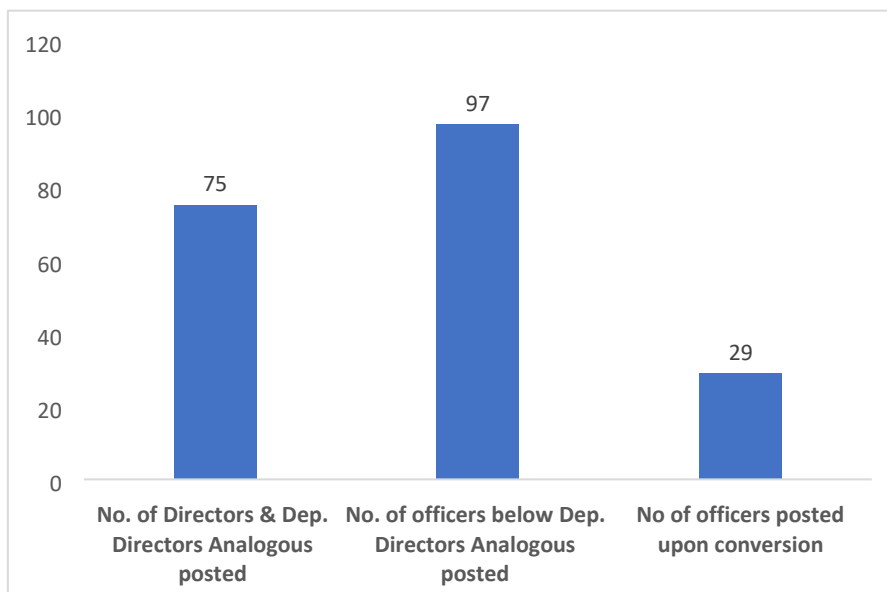
Transfer of Service is the movement of an officer from one Public Service Institution to the Civil Service and vice versa. Over the years, data shows majority of these requests are from the Local Government Service whereas a few are received from the Ghana Health Service and other Public Service Institutions.

A total of 37 requests were received of which 14 were approved; nine (9) were transfers into the Civil Service while five (5) were transfers out of the Service. Six (6) requests were declined and 17 pending vacancies, comments from Heads of Institution/Class and further documentation.

Again, 43% of Officers transferred into the Service from the National Roads Safety Commission (NRSC) to the Ministry of Transport while 29% each were from the Ghana Health Service and Local Government Service. The NRSC is an agency under the Ministry of Transport therefore having such transfers is positive to strengthen the technical capacity of the Ministry for policy formulation and its implementation.

5.4.8. Postings

Figure 5. 30: Posting by Grade



Posting is a critical function that requires the equitable distribution of existing Human Resource skills within the Service to ensure optimum performance. The movement of officers from one Ministry/Department to another is termed as a duty tour. According to the Appointment, Upgrading, Conversion and Posting Policy of the Civil Service, Officers are required to serve for a period of four

(4) years within a Ministry and five (5) years for officers on departmental grades.

OHCS is actively ensuring that officers who have been stationed at a particular Ministry or Department for a longer than the prescribed duty tour are moved per their assigned timeframe of service. This is more specific to officers in the General Classes who have served for six years or more at their current Ministry or Department.

Further, 201 officers were posted service-wide. 29 secretaries who converted to the professional cadre were posted from their current institutions to other Ministries. OHCS posted 48 officers with specific requests from MDs; 97 officers below Deputy Directors and analogous grades were posted to the various MDs; 75 Directors, Deputy Directors and analogous grades were also posted service-wide.

Utilizing posting as a human resource strategy is imperative in enhancing the competency of Civil Service staff. This practice empowers officers to acquire essential proficiencies across various domains, enabling them to assume more significant responsibilities and tackle complex problems effectively. Additionally, it fosters a sense of commitment to national development.

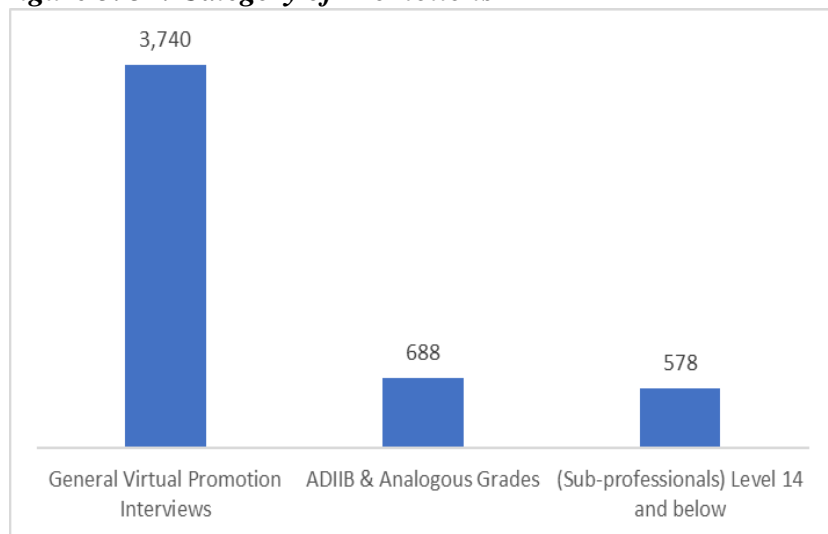
Postings is to also ensure that prospective Officers in the General and Departmental classes after recruitment must have served in at least 3 different Ministries and must have been rotated around three (3) of the different Directorates in a Ministry before promotion to the Director Grade.

Officers in Departments, on the other hand, must have served in three Regional Offices where applicable as well as rotated around three (3) Sections or Units before promotion to the Director Level.

OHCS is dedicated to moving current officers to guarantee a fair allocation of skills set and facilitate shared experiences, which will enhance overall performance across the Service.

5.4.9. Promotions

Figure 5. 31: Category of Promotions



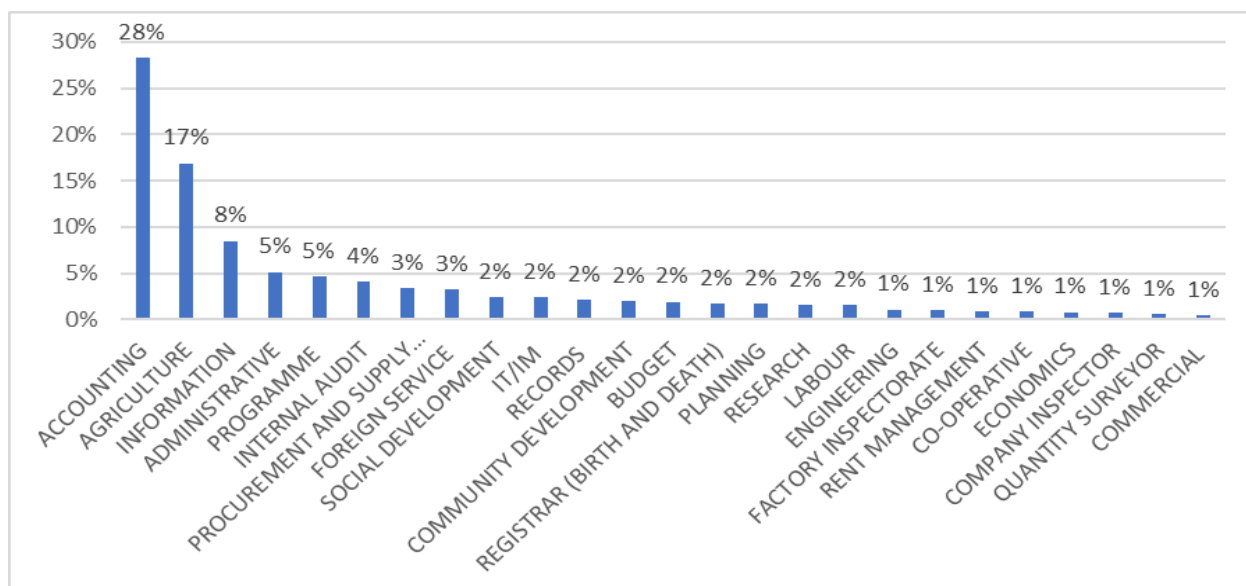
Promotion is the progression of staff from one position to a higher level in the same occupational group, usually accompanied by increased responsibility and compensation. The promotion assessment process is a Human

Resource Management tool used to evaluate an officer's abilities to determine their potential for higher responsibility and

succession planning within the Service. An officer is deemed qualified and eligible for promotion when she or he has met all the requirements stipulated in a respective Schemes of Service and other guidelines set out by the Civil Service.

The data shows that out of 5,006 promotion considerations for 2022, 3,740 (75%) were slated for virtual interviews. 25% of documents were vetted out of which 14% were from the ADIIB and Analogous grades and 11% from the Sub-professional cadre at Level 14 and below.

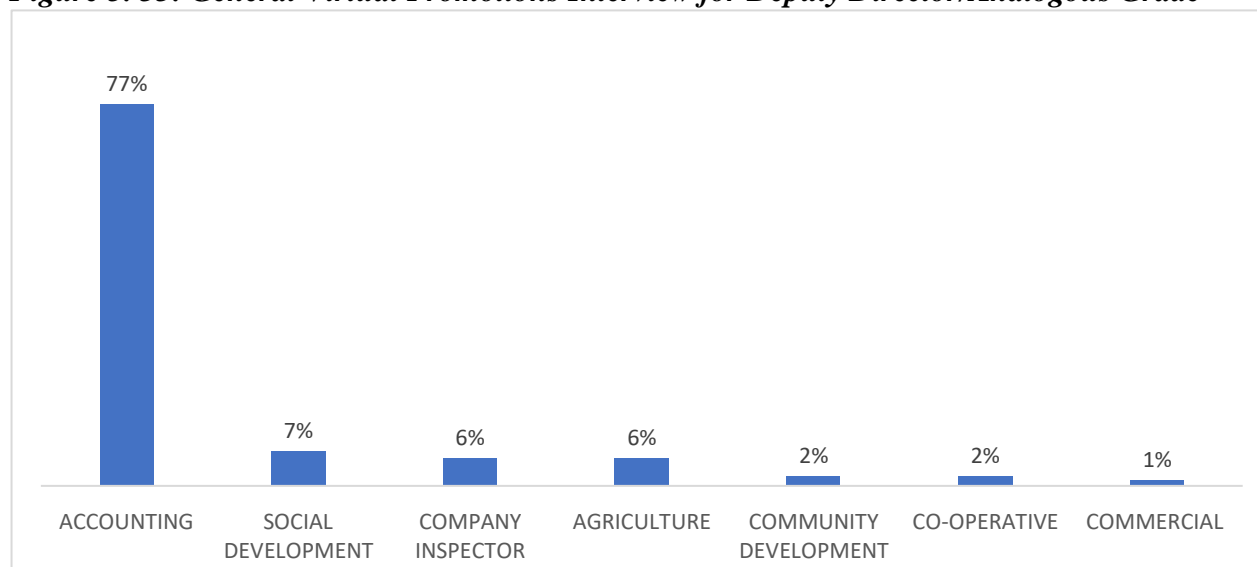
Figure 5. 32: Promotion of Professional cadre by Vetting (ADIIB/Analogous Grades)



On the vetting of officers in the professional cadre at the entry level, the Accounting Class (28%) had the highest number of officers vetted for promotions; 17% were vetted from the agriculture class while 8% were from the information class; 5% of officers each from the Administrative and Program classes were vetted for promotions.

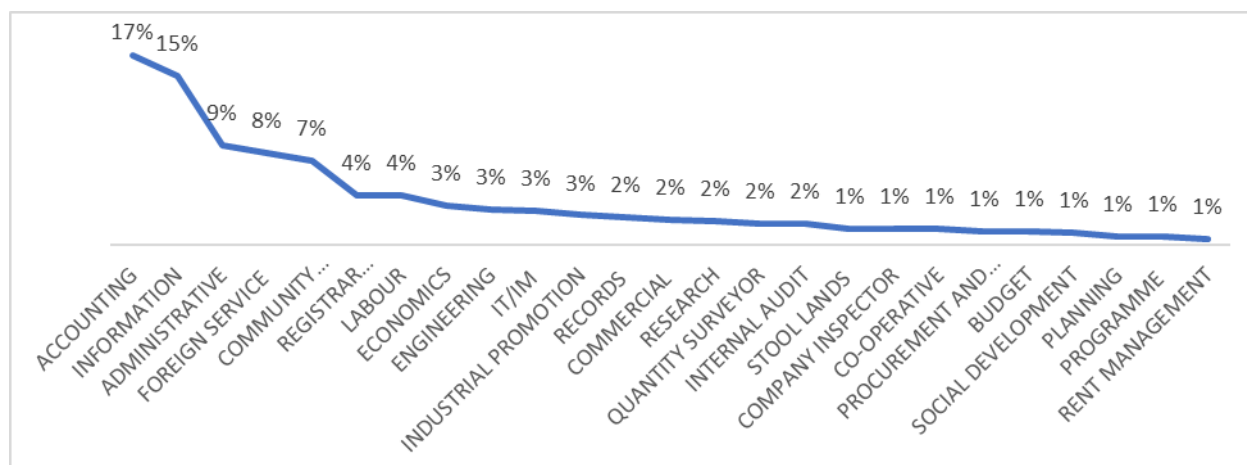
On the vetting of officers in the Sub-professional cadre below level 14, 19% of officers were from the Transport class while 16% were from Agriculture class. 9% each were vetted from the Sanitary Labourer and Administrative Classes respectively. Additionally, 14% of officers were from the Catering class while 5% of vetted officers were from Horticulture and Secretarial classes.

Figure 5. 33: General Virtual Promotions Interview for Deputy Director/Analogous Grade



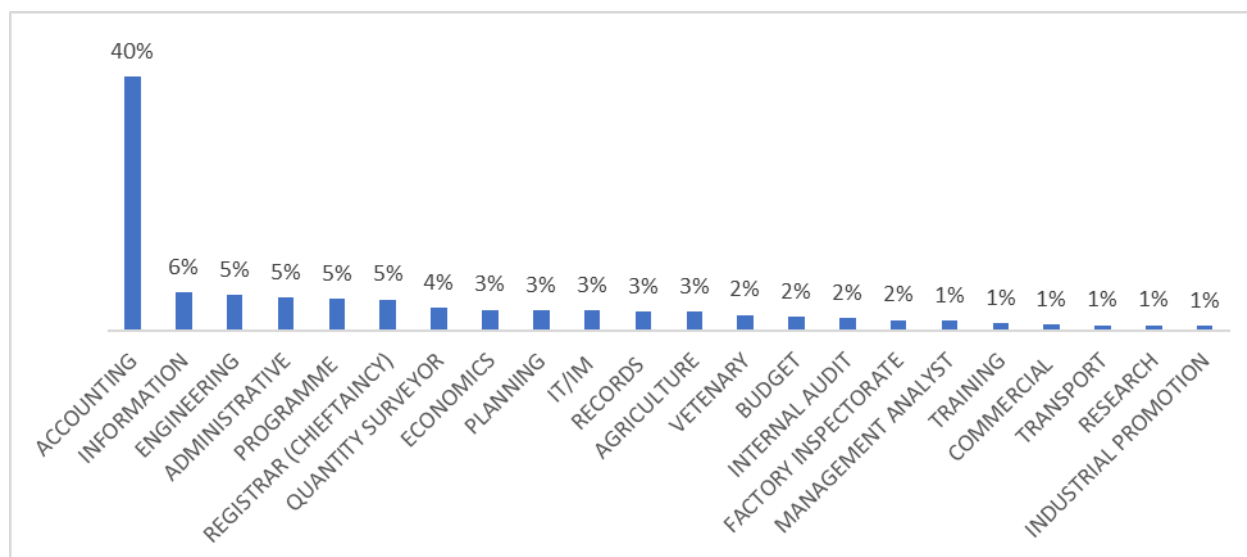
Out of 372 officers promoted in the Deputy Director and Analogous grades, 77% were from the Accounting Class while 7% were from the Social Development Class. 6% of officers each were from the Company inspector and Agricultural classes.

Figure 5. 34: General virtual promotions interview for Assistant Director I/Analogous Grade



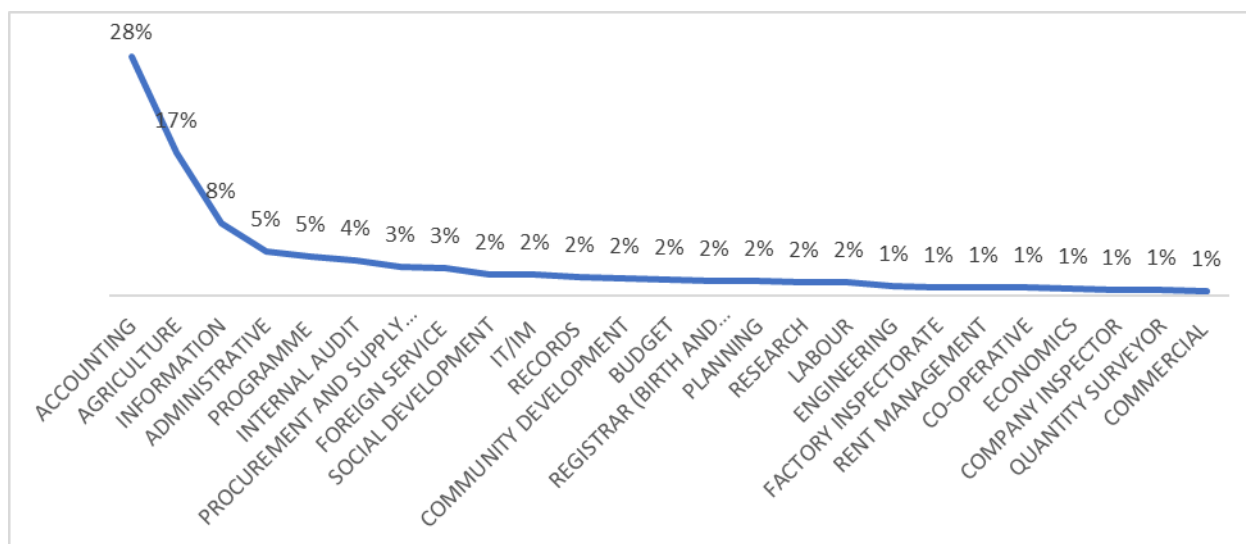
Out of 576 promotions to the Assistant Director I and Analogous grades, 17% of the promotions were in the Accounting Class while 15% were from the Information Class. Additionally, 9%, 8% and 7% of promotions were to the administrative, foreign service and community development classes respectively.

Figure 5. 35: General virtual promotions interview for Assistant Director IIA/Analogous Grade



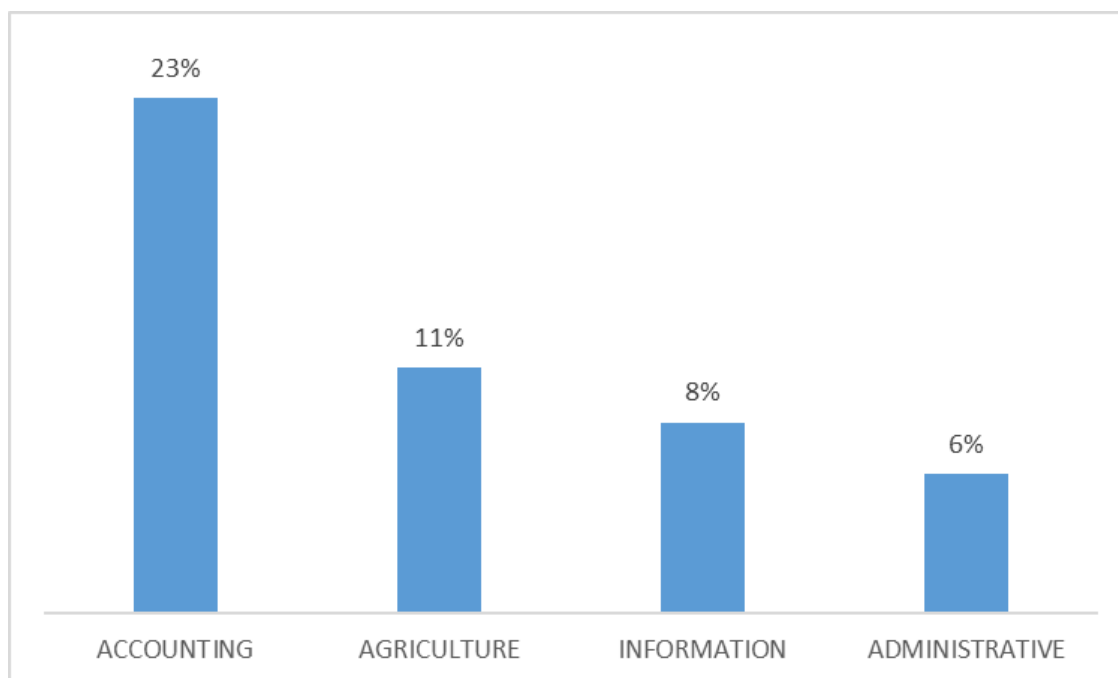
Out of a total of 626 promotions to the Assistant Director IIA and Analogous grades, 40% were from the Accounting Class, while 6% were from the Information class. 5% each were from Engineering, Administrative program and Registrar Classes. Additionally, 1% was in the Management Analyst, Training, Commercial, Transport, Research and Industrial Promotion classes each.

Figure 5. 36: General virtual promotions interview for Assistant Director IIB/Analogous Grade



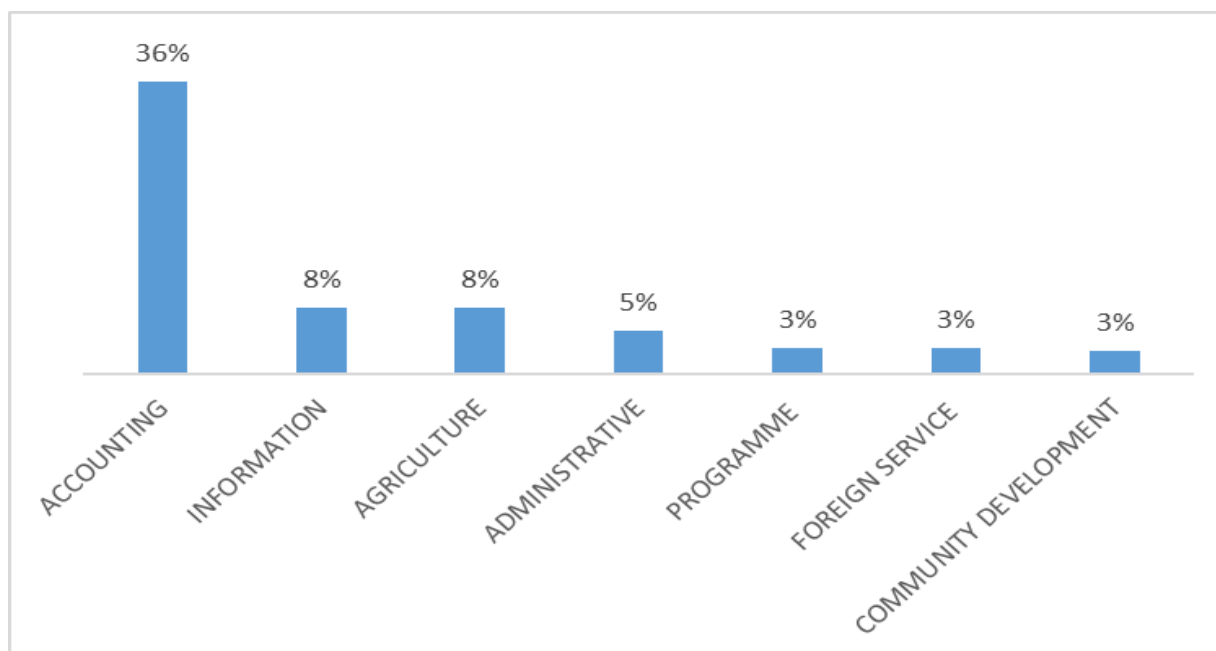
Out of a total of 989 promotions to the Assistant Director IIB and Analogous grades, 28% were from the Accounting Class, while 17% were from the Agriculture Class, 8% were promoted to the Information class. 2% each were promoted to the Social development, IT/IM, Records, Community Development, Budget, Registrar, Planning, Research and Labour Classes respectively.

Figure 5. 37: General virtual promotions interview (Professional and Sub-professional Class)



Out of a total of 4122, 23% of officers in the Accounting class were promoted during the general promotion interview for the professional and Sub-professional classes. 11% percent of officers were promoted to the Agriculture class while 8% were promoted to the Information Class. Officers promoted to the Administrative class constituted 6%.

Figure 5. 38: General virtual promotions interview (Professional)



Out of a total of 2,563 officers promoted in the professional class, the Accounting Class recorded the highest with 36%. 8% each of officers promoted were from the Information and Agriculture

classes while 5% of promotions were from the Administrative Class. The Foreign Service and Community Development classes recorded 3% each of promotions in the professional class.

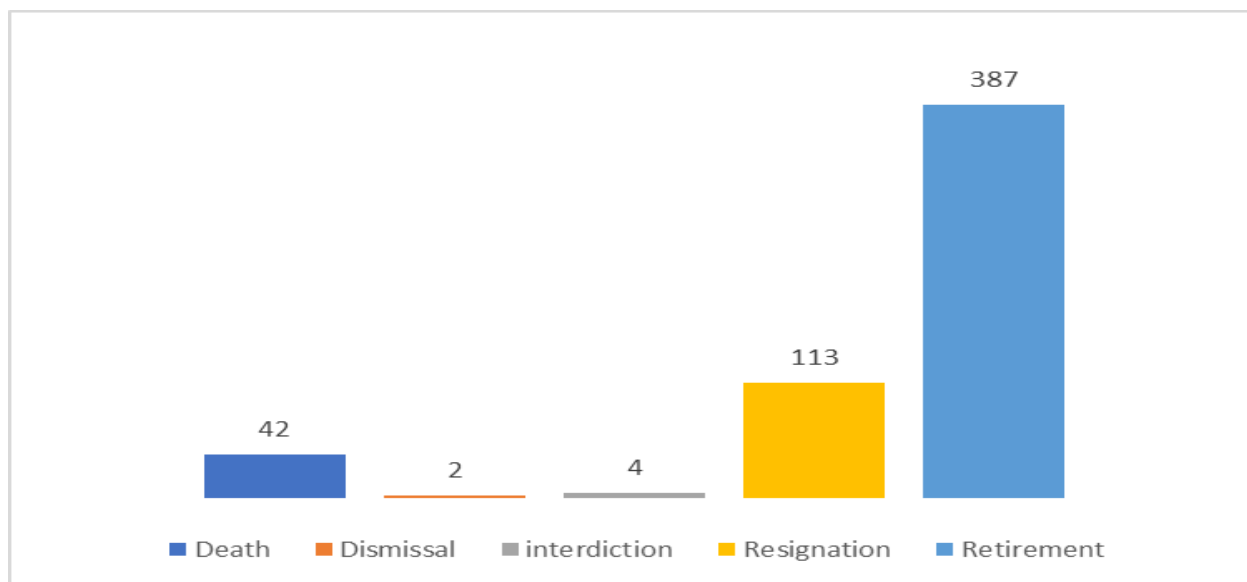
Generally, an average of 87% of Officers were successful in the promotion assessment process. Though the percentage of Officers who failed was relatively low, the Office observed that the failures were due to the lack of appropriate documentation and incomplete appraisals. The issues were mainly on non-signing of the appraisal document by appraisees, appraisers and counter signing officers. For officers in the Transport and secretarial classes, the required driver's license and professional certificates were not provided.

The Accounting class has the highest number of officers in the Civil Service. They have officers in the Districts and some other Public Service offices. Processing majority of officers in the class (as well as other departmental classes) for promotions was successful due to the support received from Government to clear the backlog of promotions of officers who are due and reduce the incidence of delayed promotions. Government should continue to provide the needed support to clear all outstanding backlog on promotions to help boost the morale of staff to increase performance.

5.4.10. Exit from the Service

There are several modes by which Officers exit the Civil Service, reasons include voluntary, compulsory or death.

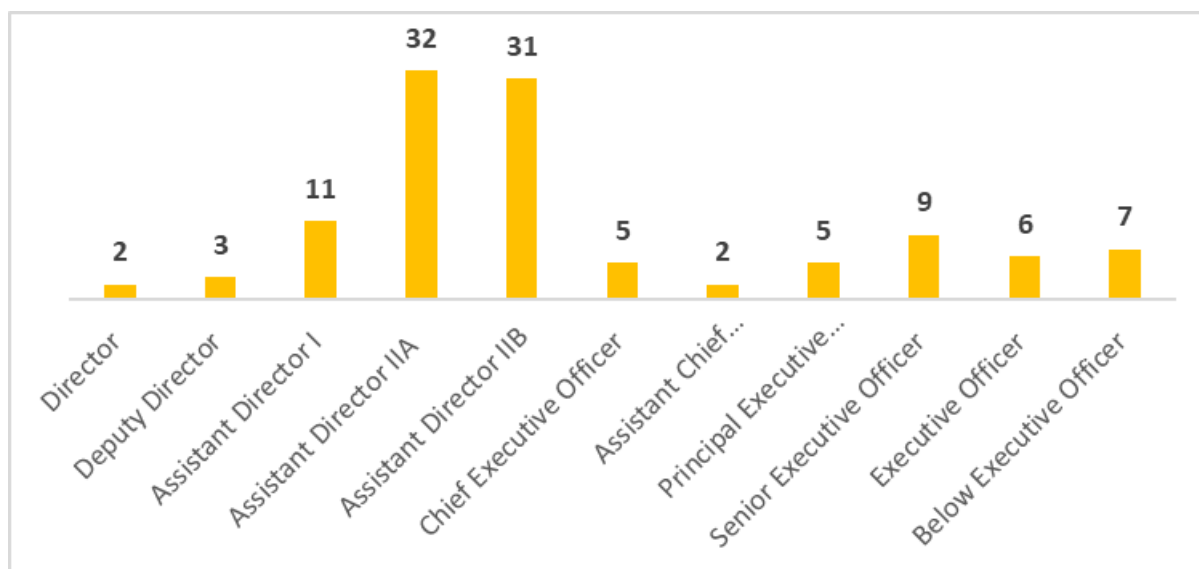
Figure 5. 39: Type of Exit from the Service



The data shows that the largest mode of exit from the Civil Service was due to compulsory retirement (387), representing 71%, having attained age 60. Voluntary exits were in the form of resignations. 113, representing 20%, officers resigned from the Service in 2022 and the reasons mainly attached to their exits were poor remuneration and conditions of Service. 42 officers exited due to death. Six (6) officers were either interdicted or dismissed for various major offences.

5.4.11. Resignation

Figure 5. 40: Resignation by Grade



The highest number of resignations in the Professional cadre were 32 and 31 within the Assistant Director IIA's and IIB's respectively with 11 officers resigning at the Assistant Director I grade.

Resignation from the Civil Service is a cause for worry for management. In a recently conducted study by OHCS "2020 Graduate on-boarding Cohort survey", the reason ascribed by newly recruited officers leaving the Civil Service were inadequate wage, poor conditions of service (e.g. allowances, leave etc.), and lack of office space and working environment. It is no surprise that about half (50%) of Officers who resigned from the Service were within the ADIIB and ADIIA and Analogous grades.

During the 2020 Graduate on-boarding Cohort survey conducted by the OHCS, one of the major reasons attributed to Officers leaving the Civil Service were uncompetitive conditions of service. It is important for government to make the issue of Conditions of Service for the Civil Service a priority to forestall the incidence of staff turnover especially at the entry and middle levels. This will help secure the future capacity of the Civil Service through effective staff management and succession planning.

5.5. Emerging issues

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

a) Sex Distribution

The male-female gap disparity is marginally reducing as OHCS continues to pursue its vision of attaining gender parity. There is the need for a continuous expedition of efforts to achieve the vision.

b) Age Categorisation:

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

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

c) Occupational Groups

It is evident that occupational groups such as Geophysicists and Seismologists are needed to perform key functions for the attainment of government's agenda and policies were non-existent in the Civil Service as a result of a number of institutional reforms. Owing to that, the Civil Service needs to develop capacity by recruiting officers into such occupational groups.

d) Capacity Development

The MoU signed between the Civil Service and the Scholarship Secretariat has provided the avenue for continuous capacity development of Civil Service staff. Additionally, the budgetary support for centralised training from government has improved skills development for enhanced service delivery.

The stagnation observed in ICT training between 2021 and 2022 does not augur well for ongoing government thrust in the area of digitalization; hence, the need for Civil Service personnel to develop skills in information technology.

e) ICT Training to support Government Digitisation Agenda

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

f) Secondment into the Service

Most of the Officers seconded into the Civil Service are from the Agencies of the respective Ministries. Although such collaborations allow for effective policy coordination and implementation, there is the need to streamline the process for public service officers coming into the Civil Service to take up positions.

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

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

CHAPTER SIX

6.0. KEY SECTOR ACHIEVEMENTS

This chapter highlights key sector achievements of the Civil Service and their expected impact on Ghana's development. The achievements have been categorized into Administration and Human Resource Management, Social, Economic, Infrastructure development, Legal and regulatory reforms and Agriculture.

A. Operationalisation of Electronic Staff Performance Appraisal (E-SPA) System

One of the key reforms introduced in the Civil Service over the last five (5) years is improvement of the Performance Management System. In line with the Government's Digitalization Agenda, OHCS, in 2021, initiated steps to digitize the Staff Performance Appraisal component of the tools used in assessing performance. The Electronic Staff Performance Appraisal system (e-SPA) is a new web-based application to enhance the efficiency and effectiveness of the performance

management system. The e-SPA also ensures compliance and improvement in the performance management process in the Civil Service.

In 2022, the e-SPA was piloted in 21 Civil Service Institutions for the Planning, Mid-year and End of Year Phases. Participation rate increased from 79 percent in 2021 to 90 percent in 2022 across 46 Ministries and Departments. This indicates a significant improvement in the commitment of the Civil Service towards effective performance management.

B. Service wide Virtual Promotions

In response to the COVID-19 pandemic and as part of Government's Digitalization Agenda, the Office of the Head of the Civil Service commenced the implementation of the virtual promotion process in 2020. This initiative provided the Office an opportunity to further clear the backlog of delayed promotion of officers, especially in the Civil Service Departments at the Regional and District offices outside Accra.

In 2022, the Office of the Head of the Civil Service processed the documentation of 5,006 Officers due for promotion. Additionally, conversion applications of 78 Officers were processed and executed after participation in an assessment examination.

The Civil Service has over the years cleared the backlog of promotions spanning 7 to 10 years. This has led to some level of job satisfaction and decreased the incidence of employee grievances.

C. Civil Service Week Celebration and Awards



**H. E. The Vice President of Ghana
Civil Service with some dig**

**H. E. The Vice President of Ghana, delivering his
key note address**

Civil Service Week Celebration and Awards Ceremony is one of the activities implemented by the Office of the Head of the Civil Service (OHCS) with support from the Public Sector Reform for Results Project (PSRRP). This is to strengthen service delivery standards, performance management and rewards systems in the Civil Service.



Over the years, the Service has recognized and honoured outstanding Civil/Public Service Staff and officers for their dedication and contribution to the Service. This is consistent with section 88 (1) of the Civil Service Act, 1993 (Act 327). The celebration has enhanced the synergy between the Civil Service and the public/private sectors on the strategic importance of the Civil Service in National development. It has improved the interface with the Academia, Civil Service

organizations, political leadership and the private sector.

**H. E. The Vice President presenting an award to the
best performed Chief Director (MoF) for 2022**

The 2022 event was organized under the theme

“Digitalization in the Civil Service of Ghana: An Agenda for Improved Productivity and Service Delivery”. During the event, 168 officers were awarded for their hard work, excellence, and innovations in their respective organizations. The Vice President of the Republic of Ghana, H. E. Dr. Alhaji Mahamudu Bawumia, was the Special Guest of Honour for the ceremony.



HCS delivering his speech at the Press Launch



HCS presenting award to the National Chief Imam



Contestants at the cooking competition



The Deputy Minister of Communication with a member of CS council and HCS at the Policy and Tourism Fair



CD of MOYS presenting an Award



Winners of the tournament displaying their trophy

D. Capacity Development of Staff

Staff training and development is a crucial element in the attainment of organisational goals and objectives. It serves as a tool used by organizations to improve problem resolution, decision making and initiatives.

In 2022, 11,241 Civil Service Staff, representing 94% as compared to 2021, participated in Scheme of Service, Competency-Based, Academic Training programs in local and foreign Institutions. Data from survey on impact assessment in 2021 indicates that the capacity of the Civil Service staff who participated in the training have improved performance. It is highly recommended that OHCS continues with this support. Although the Civil Service is continuously striving to improve capacity of staff, staff are encouraged to build their individual capacities especially in their professional development.

Chief Directors and Heads of Department in 2022, participated in various training programs. One of such programs, is one of the activities being implemented by the OHCS under Public Sector Reforms for Result Project (PSRRP), a World Bank funded project to provide them with the needed leadership skills. The programs were designed to equip their skills and enhance their knowledge in strategic performance management, strategies to manage change and project management. It was also an opportunity to promote peer learning and sharing of experiences among senior public service officials. The training was facilitated by RITNAK Training Institute.

The administrative and human resource interventions were put together to enhance service delivery. They also sought to impact positively on the general administration of the Service. Civil Service staff were generally well informed as they gradually imbibed the use of digital technology to undertake assignments as a means towards excellence.

E. Bridging the Digital Gender Divide

The Ministry of Communications and Digitalization launched the Girls-in-ICT Initiative in five (5) regions, trained 300 teachers from Bono East, Bono, and Ahafo Regions. The efforts by the Ministry are to help bridge the disparity between males and females and ensure both genders are equally represented in the ICT sector.

F. Capacity building of stakeholders in child protection

To ensure that the rights and welfare of children are protected at both national and local levels, the Ministry of Gender, Children and Social Protection engaged 130 religious and traditional leaders on child protection issues. The Ministry also compiled biennial statistics on children, known as the Data Gallery, to facilitate and enhance easy access to relevant child-related statistics to inform policy direction for the protection of Children. The Ministry further commemorated the National Children's Day, the Day of the African Child, and the International Day of the Girl Child with over two (2) million people participating in the events. During these events, the Ministry sensitized the public on the rights and responsibilities of children and hinted on measures put in place to mitigate issues that affect their development for the realization of their full potentials.

G. Strengthening family systems and securing inclusion for persons with disability

As part of its social services program, the Ministry of Gender, Children and Social Protection provided counselling and care services to strengthen family systems and to help vulnerable people to meet their basic needs.

The Ministry secured inclusion for disability by reviewing the Persons with Disability Act, 2006, to comply with the United Nations Convention on the Rights of Persons with Disabilities. The Ministry ensured that disability issues, including the Ghana Accessibility Standards on the Built Environment, were incorporated into the work plans of all Metropolitan, Municipal and District Assemblies.

The Ministry also organized a forum on inclusive employment for 130 unemployed graduates with various kinds of disabilities to share experiences on inclusive employment direction and strategy.

H. Improving Access to Justice and Justice Delivery

The Office of the Attorney-General and Ministry of Justice focused on improving access to justice and justice delivery for all, especially the disadvantaged. The Ministry introduced two funds: the Legal Aid Fund and the Law Reform Fund, to strengthen the financial capacity of the Legal Aid Commission and Law Reform Commission to discharge their duties effectively. The sources of both funds include money approved by Parliament, interest accruing from the investment of the funds, donations, grants and gifts.

The Ministry further enacted the Criminal and other Offences (Procedure) (Amendment) Act, 2022 (Act 1079) to provide for plea bargaining in the administration of criminal justice. This innovative way addressed the current challenges in the justice delivery system in the country, particularly delays in the adjudication of cases. The process saves the State the costs of prosecution and contributes to the fight against organized crimes.

I. Defending Legal Claims against the state

The Office of the Attorney-General and Ministry of Justice in Ghana is responsible for representing the State in legal cases. The Office defends the State against legal claims and was successful in reversing the trend where huge monetary awards were made against the State.

The Office represented the State in 811 Civil Cases that could have resulted in the State paying huge sums of money to the plaintiffs as judgment debts. The office was successful in defending the State against such claims. Two notable examples of such cases are African Automobile vs. Ministry of Manpower and Development & Anor, and China Jilin International Economic and Technical Corporation, Per S.A. Danquah Director Vs. Attorney-General & Anor.

J. Rehabilitation and Maintenance of road network

The President in his 2022 state of the Nation Address indicated the construction of Phase 2 of the Obetsebi Lamptey Circle Interchange; Phase 2 of the 3rd Tier of the Tema Motorway Roundabout interchange; The La Beach Road Project (Lots 182) on the Accra-Tema Beach Road; and Development work on the Kumasi Lake Roads and Drainage Extension Project.

In line with the above, the Ministry of Roads and Highways maintained its focus on routine and periodic maintenance activities to protect the government's investment in road infrastructure.

Routine maintenance activities were carried out on 5,533km of the trunk road network; 1,811km of the feeder road network; and 3,223km of the urban road network. The La Beach Road Project, which involves improving capacity along the Accra Tema Beach Road and the construction of a 3-tier interchange at Nungua Barrier, was in progress.

K. Construction of Forward Operating Base

The Ministry of Defence embarked on the construction of the Forward Operating Base (FOB) at Ezinlibo, Western Region, to protect the country's oil and gas resources. The project progressed steadily, with work done at 45%, and aimed to establish 15 FOBs along the Northern Borders of the Country to prevent cross-border crimes and terrorist infiltration.

L. Expansion of Power transmission lines

The Ministry of Energy completed the 161kV Volta-Achimota-Mallam Transmission Line Upgrade project, and 365 communities were connected to the National Grid. The Ministry installed street lighting infrastructure in the newly created Regional Capitals, with Dambai and Ho at 100% completion. Civil works on the construction of three mini-grids at Azizkpe, Aflive, and Alorkpem islands in the Ada East District was also completed. The acquisition of site for the development of the first Nuclear Power Plant was approved.

M. Upgrade of Airports

Under the Ministry of Transport, the Kumasi and Tamale Airports were upgraded into an international status, with construction ongoing for the terminal building, extension of existing runway, boarding bridges, car park, apron, and access road. The Kumasi Airport's Phase II and III were 92% and 37.8% complete, respectively; and Phase III was 89.33% complete.

N. Construction of Kojokrom to Manso Section Western Railway Line

There was construction of the new standard gauge section of the Western Line from Kojokrom to Manso, which is a double line and having a distance of approximately 22km. The construction was being undertaken by Messrs Amandi Investment Ltd. with funding by the Government of Ghana under the Consolidated Fund. By the end of December 2022, the project was about 90% complete and expected to be fully completed and handed over to Government in the first quarter of 2023.



On-going Construction of the Kojokrom-Manso Section of the Western Line

O. Distribution of Solid Waste Collection Equipment

The Ministry of Sanitation and Water Resources (MSWR), under the Greater Accra Resilient and Integrated Development (GARID) project, distributed solid waste collection tools and equipment to 17 beneficiary Metropolitan and Municipal Assemblies (MMAs) in the Greater Accra Region.

The Hon. Minister, Cecilia Abena Dapaah, handed over the items to the Dean of MMDCEs in the Greater Accra Region.



P. Upper East Water Supply Project



The Upper East Region Water Supply project under the Ministry of Sanitation and Water Resources was completed and commissioned by H.E the President on August 5, 2022. The Project is expected to improve the reliability and sustainability of water supply to Navrongo, Bolgatanga, Paga, Bongo and its surrounding communities from now till the year 2040.

The infrastructural projects are already impacting on the lives of the public. Owing to that, an increased infrastructure development by the government is generally expected to result in higher economic output in the shortterm by stimulating demand and in the longterm by increasing overall productivity.

Q. Formulation of National Fisheries and Aquaculture Policy



Fisheries Minister Participates in a Validation Workshop on Revised National Fisheries and Aquaculture Policy

Hon. Mavis Hawa Koomson, delivering the keynote at the Policy validation workshop

The Ministry of Fisheries and Aquaculture

Development (MoFAD) developed a new National Fisheries and Aquaculture Policy in 2022 to address emerging issues such as climate change and over-exploitation of fisheries resources. The policy provides eleven thematic areas that aim to ensure sustainable development and management of aquaculture; the sustainable utilization of aquatic

living resources; optimal fisheries infrastructure development; promotion of fish post-harvest management and trade; and addressing issues of climate change and its impact on fisheries and aquaculture. The policy's implementation is expected to have a significant impact on the sector, promoting sustainable fishing practices and improving the livelihood of fishing communities.



Section of Participants at the Policy validation workshop

R. Formulation of National Climate Change Policy

The Ministry of Environment, Science, Technology and Innovation developed the National Climate Change Policy in 2022, which included the development of a National Carbon Credit Framework to address climate change issues. The Ministry also developed a National Carbon Registry System to support the registration, issuance, and transfer of carbon credits. Furthermore, six (6) carbon market projects involving private businesses in Ghana and Switzerland were developed, covering areas such as cook stoves, rooftop solar PVs, sustainable rice production, biomass briquettes, recycling, and composting of municipal solid waste, and landfill gas management. The implementation of these initiatives is expected to reduce Ghana's carbon footprint and promote sustainable development.

The Ministry also issued 12, 240 environmental assessment permits and monitored air quality at 95 sites and 155 industries for effluent quality. The implementation of these measures is expected to improve the country's environmental management, reducing pollution and promoting sustainable development.

S. Rural Telephony and Digital Inclusion Project

One of the notable achievements is the Rural Telephony and Digital Inclusion Project, which has seen the construction of 1,003 rural telephony sites as at September 2022. This project has provided voice signals to underserved and unserved communities, benefiting approximately 1,353 rural communities. Residents can now make calls via their mobile phones, thereby enhancing social and economic activities in these communities.

T. Construction of Community Information Centres

The Ministry also constructed 30 new Community Information Centres (CICs) in 2022, in addition to the existing 260 CICs. The construction of CICs aims to address challenges of low connectivity, especially in rural areas, interconnection, high cost of access, and availability of ICTs.

U. Smart Africa Alliance

Under the Smart Africa Alliance, the Ministry is championing the Digital Payment Platform as a flagship project to be emulated by other member states. At the 16th Steering Committee Meeting held in 2022, Ghana's Rural Telephony and Digital Inclusion Project to connect the unconnected was accepted for benchmarking for Smart Africa Alliance member states. The Smart Africa Digital Academy is also being rolled out in Ghana and other member countries to train public sector officials, policymakers, academia, and other stakeholders on emerging digital trends.

V. Safeguarding the digital ecosystem

To secure and safeguard the digital ecosystem, the Government of Ghana embarked on a SIM Card Re-Registration Exercise. As at November 30, 2022, there were a total of 41,249,894 SIM cards in Ghana. The total of people who completed stage one of the re-registration by linking their Ghana

Cards to their SIM Cards was 30,356,306, representing 73.59% of the total number of SIMs in Ghana. The number of unregistered SIMs was 10,893,588, representing 26.41%. The number of people who completed the process of the SIM re-registration by undergoing biometric capture was 22,442,542, representing 54.41%, while the unregistered SIM Cards under stage two were 18,807,352, representing 45.59%. As at November 2022, a total of 8,759,090 SIM Cards had been blocked, and by December 8, 2022, a total of 698,421 had been reconnected. The outstanding blocked SIM Cards stood at 8,060,669.

W. Planting for Food and Jobs (PFJ)

The Ministry of Food and Agriculture implemented several programs and initiatives to support smallholder farmers and promote agricultural production. The Planting for Food and Jobs (PFJ) program, which started in 2017, had provided improved seeds and fertilizers to 1.5 million smallholder farmers. In 2022, 18,900MT of improved seeds and 120,500MT of fertilizers were subsidized for farmers, which benefited 1.2 million beneficiaries. The program has also strengthened the capacities of local seed industries to produce certified seeds.

X. Planting for Export and Rural Development (PERD)

The Ministry of Food and Agriculture implemented the Planting for Export and Rural Development (PERD) program, which aims to increase production and productivity of tree crops for income diversification and increased foreign exchange earnings. In 2022, a total of 4.2 million seedlings were distributed to 11,098 farmers for the cultivation of cashew, rubber, mango, coconut, and oil palm.

Y. Promotion of Mechanization Services

To promote mechanization in agriculture, the Ministry of Food and Agriculture targeted to procure farm machinery worth USD 30.0 million from Brazil in 2022. The equipment procured includes heavy duty combine harvesters, tractors, rice mills, cassava and plantain processing equipment, which were distributed to over 170 beneficiaries. In addition, four Agricultural Mechanization Services Centers (AMSECs) were established in the Northern Region to provide mechanization services to other farmers.

Z. Jubilee Field Production

The Ministry of Energy reported that the Jubilee Field produced 23.1 million barrels of oil at an average rate of 82,800 barrels per day. Additionally, the TEN Field produced 6.4 million barrels of oil at an average rate of 22,900 barrels per day, while the Sankofa Gye Nyame Field produced 9.6 million barrels of oil at an average rate of 34,400 barrels per day. The Gas Processing Plant at Atuabo received 26.10 Bcf (95.6 MMScf per day) from Jubilee Field and 3.33 Bcf (12.2 MMScf per day) from the TEN Field. Further, 50.9 Bcf (186.4 MMSCF per day) of non-associated gas was exported to the Onshore Receiving Facility (ORF) at Sanzule.

The Ghana Civil Service continues to provide the needed technical and administrative support through the formulation and implementation of government policies to achieve national goals. Despite its challenges, the contributions of the Civil Service in the various sectors have supported the government to achieve its goals.

CHAPTER SEVEN

7.0. CHALLENGES AND RECOMMENDATIONS

This section of the report highlights challenges faced by the Civil Service and makes some recommendations for necessary action.

7.1.Challenges

The Civil Service faced several challenges in the performance of its activities and delivery of services to its clients. As a robust institution, the Civil Service mapped out strategies to deliver on its mandate while making efforts to address the challenges it encounters. Some of the challenges are enumerated below:

A. Inadequate coordination and consensus for implementing government reforms

The strategy adopted in implementing the TVET reform brought an unintended consequence to a number of Civil Service Departments. In absorbing the institutions whose functions relate partly to Technical and Vocational Education, other components of those institutions have become nonfunctional. This is because the new TVET service does not have the full capacity to manage the other affected functional areas such as schools of rehabilitation under the Social Welfare and Community Development Departments.

B. Interface between Chief Directors and Sector Agencies

Section 19 (2) of the Civil Service Act stipulates that the Chief Director is the bureaucratic head of the Ministry. Section 11(2) of the Act states that the Ministry is the highest organization for the respective sector and is responsible for the sector. In this regard, the supervisory role of the Chief Director is important for effective sector-wide policy formulation, coordination and monitoring to achieve the broad goals of the sector.

Despite the role of the Chief Director, monitoring exercises conducted by the OHCS indicates that agencies under some sector Ministries have not fully embraced the strategic role of the Chief Director as the bureaucratic head and chief coordinator of the policies, plans and programs of the sector. This has led to a negative impact of compromising the Chief Director's role in terms of managing sector-wide performance.

C. Political Administrative interface

The work of special assistants and non-Civil Service staff in main line functions of the Civil Service has disrupted smooth flow of work, accountability, advancement of Civil Service reforms which has in turn stifled development. This has led to challenges with the coordination and management of government policies since the necessary institutional guidance are not adhered to.

D. Decentralization

Ministries and Departments with decentralized functions have undertaken several initiatives in fulfilment of the decentralization agenda of government. They are however faced with insufficient capacity development, inadequate logistical support for technical back stopping and the management of staff within the transitional period remains a challenge to the detriment of staff.

E. Funding

Delayed or non-release of appropriations from the Ministry of Finance affected payments to suppliers and contractors, thereby affecting procurement processes and delivery of services. In 2022, the reduction of budget estimates for the various Ministries and Departments was on the average of 75% of the released estimates. This challenge hindered the implementation of policies, programs and projects. Inadequate allocation of funds for Goods and Services and Capital expenditure for most sectors hampered the progress of set goals for the fiscal year.

F. Logistical constraints

The inadequacy of office stationeries, vehicles and fuel for carrying out operational activities slowed down the execution of planned programs.

Furthermore, the state of equipment of most of the organizations was either obsolete or broken down. Officers often used their personal equipment to discharge official duties. Unreliable internet connectivity with its attendant issues also affected the digitalization program.

G. Conditions of Service and Remuneration

Government approved payment of the Government Machinery Allowance in 2022 for Civil Service staff as the initial phase of the process to approve a revised condition of service. Despite

the above, the salary disparity between the Civil Service and other Public Services remains an issue. Indeed, during the 2020 Graduate on-boarding Cohort survey conducted by OHCS, one of the major reasons attributed to Officers leaving the Civil Service were uncompetitive conditions of service.

H. Legal/Regulatory framework

Programs run by some Ministries and Departments are still not backed by the necessary legal framework. This poses a challenge, especially in securing the necessary funds for such programs. In the case of Ministry of Gender, Children and Social Protection, efforts are being made to provide appropriate legal framework for the following policies - Affirmative Action, Social Protection, Ageing, Non-Profit Organization (NPO), as well as the Ghana School Feeding program.

I. Policy coordination and implementation

Most of the Ministries and Departments implementing various policies and programs towards the attainment of specific government development goals are working in silos. As indicated by most of the Sector Ministries, slow adoption of reforms and implementation challenges were attributed to inadequate coordination and collaboration at various levels of implementation.

J. Encroachment of Lands

Encroachment on landed properties of various institutions continued to pose a challenge to the implementation of projects and expansion of offices nationwide. For instance, the encroachment on the Ministry of Railways Development properties and the processes in securing those lands affected operations and development of the railway sector.

K. Limited Office space

Inadequate office space for officers resulted in overcrowding of staff in some Ministries and Departments. The office conditions and environment of most Departments, head office and regional offices are in deplorable states. This serves as a disincentive and poses danger to the health of staff.

The commencement of the Marine drive, Tourism Investment Project has led to the relocation of offices of some Ministries, Departments and Agencies. The project was to have facilitated the construction of a modern 17-storey office complex for the relocated staff. The current office allocation at the Ghana House Building which was supposed to have been for a 2-year period is now in its third year with no signs of the construction of the office complex.

- **Residential Accommodation**

The ongoing redevelopment program which was envisaged to have provided residential accommodation for Civil Service staff seems to have stalled. The few facilities available have not been renovated for occupancy and the process for acquiring the limited facilities has been challenging. This compelled majority of staff to live in self-rented premises, which are mostly in remote areas from the Ministries Enclave. The arduous journey and cost of commuting from such locations to work impede productivity.

7.2. Recommendations

To address the above-mentioned challenges, the following recommendations are proffered for consideration:

A. Strengthening Collaboration and Consensus for Reform implementation

In the implementation of reforms, lead institutions ought to foster strong collaboration and build consensus with all stakeholders to ensure effective implementation.

B. Interface between Chief Directors and sector agencies

Referring to the Civil Service Act in terms of the role of the Chief Director within the sector Ministry, Hon. Ministers need to project and strengthen the strategic coordinating role to ensure effective sector-wide policy formulation, coordination and monitoring.

C. Political Administrative interface

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

D. Decentralization

As part of the transitional process for decentralization, modalities should be developed for the processing of human resource facilities: more specifically promotions and training. This will help to reduce the level of resentment among staff.

E. Facilitation of adequate and timely release of budgetary allocation

The government through the Ministry of Finance should increase allocation and ensure the timely release of same to all sectors. There is the need for government to encourage donor partners to support the implementation of programs and projects in the ensuing years.

F. Provision of adequate logistics and resources

To promote productivity and highly skilled labour, there is the need for government to provide adequate resources and IT infrastructure for staff to improve performance. Procurement of vehicles and other logistics are also required for the effective and efficient service delivery in the Civil Service.

G. Improvement in remuneration and conditions of Service

Salary disparity between the Ghana Civil Service and other Public Service Organizations continues to widen, contrary to Section 3.3 of the Government White Paper on the Single Spine Pay Policy (SSPP). It is recommended that, government as a matter of urgency, complete the processes ongoing with the Office of the Senior Presidential Advisor on an upward review of the remuneration and Conditions of Service for staff of the Service. This when achieved, will help the Service to attract and retain staff with high expertise for the various sectors.

H. Legal/Regulatory Framework

There is the need to expedite action on the development of regulatory frameworks to enhance service delivery.

I. Improve policy coordination and implementation.

Effective implementation, coordination and scale-up of government policies require the effective coordination and rapid response from Cabinet on the approval/passage of some legal/regulatory reforms. There is therefore the need for sector Ministries to intensify their collaboration efforts as a way of leveraging the interlinkages between the government's development goals to enhance their effectiveness and impact. Improved collaboration and partnership with government will also be required to reduce the waste of resources resulting from duplication and overlaps.

J. Secure lands of Ministries and Departments

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

K. Provide improved office facilities and accommodation for staff

Government should prioritize the redevelopment, redesigning and restructuring of the Ministries Enclave to promote smooth government business. The 17-storey building office facility for the Civil Service as part of the Marine Drive Tourism Investment Project should be re-considered and funds allocated for the project.

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

7.3. Conclusion

The Civil Service continues to emphasise its relevance and importance in the formulation and implementation of Government policies and programs to achieve the national development agenda and meet Ghana's international commitments. The ability of the Civil Service to respond to the changing global environment, adopt and adapt to the digitalization working methodologies to improve efficiency has been demonstrated by its activities.

Despite the challenges enumerated, the Civil Service has proven to be the main driver of the success of the implementation of the development programs undertaken in 2022. The achievements listed in the report reflect the efforts made to meet the targets and bring development to the people. Key challenges listed including coordination and collaboration will require the partnership with Government to reduce the waste of resources resulting from duplication and overlaps.

Significant efforts have been made in the areas of performance management to coordinate and manage the human resource in the Service to deliver effectively to meet the targets for development. Despite the achievements, poor conditions of service of the Civil Service staff have not changed, although discussions commenced over two (2) years ago. The urgency to resolve this major challenge and provide a level of equity in public sector remuneration cannot be overemphasised.

The Civil Service's partnership with Government to deliver on programs and projects will remain an asset for the growth and development of Ghana.

APPENDICES

APPENDIX 1: 2022 BRIEF SECTOR PROGRAMMES 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 (2023) of the sector Ministries.

1. MINISTRY OF CHIEFTAINCY AND RELIGIOUS AFFAIRS (MCRA)

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

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

- Sector Minister - Ebenezer Kojo Kum (MP)
- Chief Director - Nil

A. Civil Service Departments and Sector Agencies

- National House of Chiefs
- Ashanti Region House of Chiefs
- Bono Region House of Chiefs
- Bono East Region House of Chiefs
- Central Region House of Chiefs
- Eastern Region House of Chiefs
- Greater Accra Region House of Chiefs
- Ahafo Region House of Chiefs
- Northern Region House of Chiefs
- Northeast Region House of Chiefs
- Oti Region House of Chiefs
- Savannah Region House of Chiefs
- Upper East Region House of Chiefs
- Upper West Region House of Chiefs
- Volta Region House of Chiefs
- Western Region House of Chiefs
- Western North Region House of Chiefs

B. Sector Achievements

Key achievements of the Ministry included:

i. Inauguration of Traditional Councils

The Ministry inspected 12 and inaugurated 6 Traditional Councils out of a targeted 10, which was an improvement upon the previous year's count of the inauguration of four (4) Councils. The Traditional Councils inaugurated were Fievie, Mafi, Klikor, Penyi, and Somey in the Volta Region and Nkonya Wuropong in the Oti Region, to augment the number of traditional councils in the country for the facilitation of speedy adjudication of chieftaincy cases.

ii. Working Visit to Traditional institution and Religious Leaders

The Ministry embarked on working visits to the Office of the Chief Imam and the Leadership of the Methodist Church. The visits were to foster deeper relations, create awareness of the activities of the Ministry, as well as empower traditional authorities and religious leaders in the discharge of their mandate.

iii. Adjudication of Chieftaincy Disputes

The Judicial Committees of the House of Chiefs adjudicated and disposed of 47 chieftaincy cases out of a total of 492 cases. In addition, 5 Counsels were recruited to help with adjudication within the regions.

iv. Entries in the National Register of Chiefs

The National House of Chiefs recommended and approved a total of 1,769 Chieftaincy Declaration (CD) Forms for entry into the National Register of Chiefs in 2022. There was an increase of 325 entries over the previous year's figure.

v. Creation of a Database for Chiefs and Compilation of Judgments

A concept note was developed for the compilation of judgments and for the creation of a database for chiefs. A further engagement exercise was held with Registrars and other selected staff on the modalities for the collection of data.

vi. Religious Heritage

The Ministry identified 23 sites within the Central, Eastern and Western Regions for Religious Heritage, aimed at deepening values, understanding and appreciation of religious history, art and culture for national development.

C. Reforms

The following reform activities were undertaken:

i. Directives on Christian Pilgrimage:

In 2017, the Ministry introduced Christian Pilgrimage to the State of Israel as one of its flagship programmes to provide opportunities for Christian adherents to understand their faith and values and bring this to bear on national development. There was however no clear procedures and rules to facilitate the programme; therefore, the Directives on Christian Pilgrimage, a social reform, was put in place to systematize the Pilgrimage.

One of the success stories from the implementation of these directives in 2022 was the centralization of screening process. Subsequently, 2 screening exercises were held for the selection of would-be pilgrims to the State of Israel.

ii. Digitalization of Records:

Storage and retrieval of records within the Ministry and Houses of Chiefs were done manually with associated problems such as loss of files and letters and delays in the retrieval of documents. To curtail such challenges, the Ministry had in 2019 begun the digitalization of records within its registries. The technological reform sought to scan, create, and store records of the Ministry in digital form.

In 2022, all the records at the Ministry's headquarters were converted to digital format. Additionally, preparatory works were completed at the Northern, Eastern, Greater Accra and Ashanti Regions.

D. Sustainable Development Goals (SDGs)

The Ministry focused mostly on achieving some portions of the Sustainable Development Goals.

SDG 16: Freedom, Justice, and Strong Institutions.

On target 16.3, to promote the rule of law at the national and international levels and ensure access to justice for all, the Ministry attained an implementation status of 9.55%, where 47 chieftaincy cases were resolved out of a total of 492 representing. The main challenge with its implementation, was the difficulty associated with adjudicatory processes and financial constraints; and these can be addressed by the provision of resources to Traditional Councils, Regional and the National Houses of Chiefs and the review of the Chieftaincy Laws.

Target 16.6: Develop effective, accountable, and transparent institutions at all levels.

On this target, 17 Draft Legislative Instruments to stools/skins were reviewed by the National House of Chiefs for submission to the Office of the Attorney General and Ministry of Justice. The challenge here was the delay due to bureaucratic procedures and inconsistency in data. This can be resolved by the Ministry undertaking verification of data.

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

The Ministry, engaged eight (8) Traditional authorities and six (6) Traditional Councils were inaugurated in the Volta and Oti Regions. Further, three (3) meetings were held with religious bodies to foster peaceful co-existence.

There were logistical challenges, which can be addressed through appeal to Ministry of Finance to increase budget allocations.

Other challenges were that some religious groups are not associated with any recognized religious body. This can be mitigated through appeal to religious bodies to be associated with recognized bodies, and the creation of a database for same.

Gender mainstreaming strategy incorporated in the implementation of the SDGs.

In line with SDG 16, target 16.7, the Ministry redesigned the architectural drawings for the construction of Regional Houses of Chiefs in the six (6) newly created Regions to accommodate Queen Mothers and to support their activities.

Capacity development activities were organized for some Queen Mothers to empower them in the discharge of their duties at the Traditional Councils. It was also to ensure responsive, inclusive, participatory, and representative decision-making at all levels.

E. Challenges

Challenges that confronted the sector Ministry included the following:

i. Office Accommodation

The Ministry has limited space for officers to work effectively. There are only 13 rooms available for the different directorates and units including those of the Minister and Chief Director. There is also the issue of overcrowding where 6 officers share a room of 10 x 6 feet dimension. There are only two (2) offices that accommodate two (2) Directors, although five (5) were needed. Again, the conference room of the Ministry can only seat 20 persons at a time, making it inadequate to contain all staff during staff durbars. The Ministry needs additional office space to augment the existing one.

Majority of the Traditional Councils under the Houses of Chiefs are located within the palaces of chiefs. This tends to expose staff to various risk issues especially in areas where chieftaincy conflicts exist. The Councils are sometimes locked up and staff are denied access. To address this issue, there is the need for the Ministry to put up offices for Traditional Councils outside the palaces.

The six (6) newly created Regional Houses of Chiefs, in Oti, Northeast, Savannah, Ahafo, Bono East and Western North do not have permanent offices. This has a toll on effective service delivery within those regions. The Ministry has completed Concept Note and Feasibility Studies on the Project and same submitted to the Ministry of Finance for approval and issuance of commencement certificate for the projects. The Ministry, considering this, sought Parliamentary approval for funds to be allocated and released for the project in 2023 and beyond.

ii. Challenges of the legal provision

Sections of L.I 798 and C.I 27 which specify the procedures for adjudication of disputes by Judicial Committees of Traditional Councils and the Houses of Chiefs are outmoded. The provisions contained in these instruments are not in tune with modern trends in adjudication and composition of the judicial committees; hence, the need for its amendment.

The Ministry is taking steps to review and amend the laws on Chieftaincy which are outmoded and impeding the work of the Institution. Considering existing divergent views, there are anticipated delays in consensus building which might affect the process.

iii. *Data for the Drafting of the L.Is on Lines of Succession to Stools/Skins*

There have been inconsistencies in data for the drafting of L.Is on Lines of succession to Stools/Skins. This situation has arisen due to different data provided, therefore making it impossible for its passage. Going forward, the Ministry intends to engage the traditional authorities and stakeholders in intensifying the verification of data collected.

iv. *Inadequate Data on Traditional Authorities and Religious Bodies.*

Currently, the Ministry is faced with the challenge of disintegrated data for informed decision making on our traditional and religious leaders. The Ministry has put in place measures to ensure that in 2023, data on religious bodies and chieftaincy cases and symbolisms are collected. Another area to be explored is to have a biodata on all chiefs in the country. Funding for the exercise remains a challenge and it is the hope of the Ministry that a special allocation would be considered for the exercise.

v. *Non-Involvement of traditional and religious authorities in national development.*

Traditional and religious leaders have not been deeply involved in environmental issues such as illegal mining (galamsey), environmental degradation, sand wining, local governance and sanitation. As custodians of the land, the Ministry hopes to enhance the capacity of chiefs to get them actively involved in addressing issues for national development.

vi. *Logistical challenge*

The Ministry's Head Office, Regional Houses of Chiefs and Traditional Councils do not have adequate logistics for effective and efficient discharge of administrative duties. Some of the existing computers, printers, photocopiers, air-conditioners, and other accessories have broken down. In 2023, the Ministry plans to procure some logistics aimed at improving work processes and service delivery.

vii. *Staff Strength at the Head Office, Houses of Chiefs and Traditional Councils*

The Ministry lacks the requisite personnel to manage the judicial section of the Houses of Chiefs. Critical staff like Registrars, Bailiffs and Court clerks are limited. This has occasioned a situation where Registrars are made to handle more than one Traditional Council, thereby impeding effective administration. At the Ministry level, the story is no different: there is only 1 Director at post handling five (5) Directorates whilst other core staff are unavailable. The Religious role of the Ministry is also handled at the Head Office because the Ministry does not have the complement of religious officers at the Regional and local levels.

F. Programmes and Projects for 2023

Highlights of planned projects and programmes for 2023

i. Collection of Materials on Chieftaincy cases, documents, and symbolisms

The Ministry would collect Materials on chieftaincy cases, documents and symbolisms at 10 Traditional Areas with the sole aim of strengthening and enhancing chieftaincy Administration in the country. This will also inform policy, enrich research and provide access to information on chieftaincy-related matters.

ii. Improvement in Adjudication of the Judicial process of the Judicial Committees

As part of efforts to improve the adjudication of cases by the various Judicial Committees of Traditional Councils and Houses of Chiefs, the Ministry would pilot the “Automation of the judicial processes of the National House of Chiefs”.

iii. Broadening Christian Pilgrimage, Heritage and Tourism

To broaden Christian Pilgrimage, Heritage and Tourism, the Ministry will focus on reviewing the guidelines on Religious Pilgrimage as well as map out sites for local Christian Pilgrimage.

iv. Codification of Customary Laws in Traditional areas

The Ministry will facilitate the drafting of Bills on Chieftaincy and identify for review, customary laws in Traditional areas. Data will be collected and analyzed on Lines of Succession in 20 Traditional Areas and facilitate the passage of Legislative Instruments on the Lines of Succession.

v. Involvement of Traditional and Religious Leaders in Development

Capacity building workshops will be held for traditional leaders across the country to get them involved in the national discourse. Furthermore, 20 Traditional Councils will be inaugurated across the country to empower Traditional Authorities within those Councils as well as enhance their contribution to the governance process. The workshop will aid in creation of access to citizen engagement and play critical roles in the spread of development.

2. MINISTRY OF COMMUNICATIONS AND DIGITALISATION (MOCD)

The Ministry of Communications and Digitalisation (MoCD) established under the Civil Service (Ministries) Instrument 2021, Executive Instrument (E.I) 12. The Government of Ghana created the Ministry of Communications and Digitalisation in response to trends in the Information and Communication Technologies (ICT) industry with the core responsibility to initiate and develop policies to promote the growth of the ICT landscape and foster economic development. The

Ministry's vision is to identify Ghana as a knowledge-based society with world-class communications infrastructure and services.

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

- Sector Minister - Hon. Ursula Owusu-Ekuful
- Deputy Minister - Hon. Ama Pomaa Boateng
- Chief Director - Mr. Alexander Yaw Arphul (Ag. CD)

A. Civil Service Departments and Sector Agencies

Sub-Vented Agencies

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

Public Services Organization

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

B. Sector Achievements

i. Girls-In-ICT Initiative

The Ministry had been able to train 3,000 girls and 300 ICT Teachers in Bono, Bono East, and Ahafo regions, out of a target of 5,000 girls and 500 teachers scheduled for the year in five Regions.

ii. Rural Telephony Project

The Ministry through GIFEC has been able to construct a total of 1,003 rural telephony sites under the Rural Telephony and Digital Inclusion Project as at September 2022 to provide voice signals in underserved and unserved communities.

iii. Construction of Community Information Centres

GIFEC constructed **30 new CICs** to the **existing 260 CICs** in 2022.

iv. Development of Ghana Digital Economy Policy

The Ministry of Communications and Digitalisation has developed a draft Digital Economy Policy to update the ICT4AD policy of 2003 and is undergoing stakeholder engagement with players in the ICT industry, academia and civil society organisations.

v. Smart Africa Alliance

At the 16th Steering Committee Meeting, Ghana's Rural Telephony and Digital Inclusion Project to connect the unconnected was accepted for benchmarking for Smart Africa Alliance Member States.

vi. Sim Card Re-Registration

The total number of people who have completed stage one of the re-registration i.e. linking their Ghana Cards to their SIM Cards were **30,356,306** representing **73.59%** of the total number of SIMs in Ghana. The number of unregistered SIMs i.e. those who have not attempted to link their Ghana Cards to their SIM Cards are **10,893,588** representing **26.41%**. The number of people who have completed the process of the SIM re-registration i.e. stage two (Biometric Capture) are **22,442,542** representing **54.41%**, while the unregistered SIM Cards under stage two are **18,807,352** representing **45.59%**. The total number of SIM Cards blocked as at November, 2022 stands at **8,759,090**. By 8th December, 2022 a total of **698,421** have been reconnected. The outstanding blocked SIM Cards is currently **8,060,669**.

C. Reforms

i. Implementation Ministry's Cloud Repository

The Management Cloud Repository is to, among others, make information readily available at the click of a button to officers and management to facilitate work and decision-making.

ii. Provision of Digitization Support to Meet the Needs of Staff

The Ministry, in collaboration with the Kofi Annan Centre of Excellence (KACE) have developed the E-leave Application System to be used in place of the manual leave application forms by staff members when applying for their leave of absence, be it annual, study, maternity or sick leaves.

D. Sustainable Development Goals (SDGs)

The mandate of the Ministry of Communications and Digitalization finds expression in SDG 5 which enjoins countries to 'Achieve Gender Equality and Empower all Women and Girls'.

100,000 Senior High School girls have been equipped with 21st Century ICT skills in areas such as Artificial Intelligence (AI), Privacy Protection and Cybersecurity.

E. Financial Performance

ITEM	2022 APPROVED BUDGET	2022 REVISED BUDGET	RELEASES (END - NOV. 2022)	ACTUAL EXPENDITURE	VARIANCE
	A	B	C	D	E=B-C

COMPENSATION OF EMPLOYEES					-
GoG	5,340,002	5,340,002	4,824,062	4,425,063	515,940
GOODS & SERVICES	825,938	832,040	317,146	317,146	514,894
GoG	825,938	832,040	317,146	317,146	514,894
CAPEX	2,240,371	1,568,260	-	-	1,568,260
GoG	2,240,371	1,568,260	-	-	1,568,260
SUB-TOTAL	8,406,311.00	7,740,302.00	5,141,208.00	4,742,209.00	2,599,094.00
DEV'T PARTNER (eTRANSFORM PROJECT)	205,918,000	205,918,000	196,401,090	49,805,936	9,516,910.42
GOODS & SERVICES	27,000,000	27,000,000	26,644,823	26,644,823	355,177.00
CAPEX	178,918,000	178,918,000	169,756,267	23,161,113	9,161,733.42
TOTAL	214,324,311.00	213,658,302.00	201,542,297.58	54,548,144.95	12,116,004.42

F. Challenges

- Inadequate funds for capacity development in relevant areas such as Statistics & Data Analytics, Advanced Excel, Policy Development and Analysis, Mandated Scheme-of-Service training courses and Budget Preparation.
- Lack of scheme of service for IT/IM Officers in the Civil Service making it difficult to get the quality of personnel required to manage the ICT infrastructure of government
- Lack of compliance of MDAs and MMDAs in the use of Smart Workplace platform for office business which is a security threat to the country.

G. Programmes and Projects For 2023

i. *Rural Telephony*

The Ministry through GIFEC will provide **additional 700 sites** under the Ghana Rural Telephony and Digital Inclusion Project for voice and data services to ensure reliable, affordable, and secured broadband infrastructure to **4,000 rural communities**.

ii. *Extension of Aerial Fibre*

The Ministry will also **extend aerial fibre coverage by 1,300km** as backhaul to rural communities to improve quality of service and customer experience.

iii. *Girls-in-ICT Project*

The Ministry in 2023, with the support of GIFEC, MTN and AITI-KACE will train 3,000 Girls from three (3) selected regions in basic computer skills, coding and CSS and HTML.

iv. *DTT Solar Power*

The Ministry will deploy independent stand-alone solar power supply system at all the outstanding 32 DTT sites to ensure clean, stable and reliable power to protect the transmission equipment and Government's investment.

v. *Research*

- I. Continue the research work on Solar-powered Irrigation System.
- II. continue research work on TV Whitespace technology.
- III. Continue the engagements with COCOBOD to advance the Morphology-based quality of Cocoa Digital Imaging Research.

3. MINISTRY OF DEFENSE (MoD)

The Ministry of Defense (MoD) is mandated to formulate and coordinate the implementation of policies, aimed at safeguarding the sovereignty and territorial integrity of the nation as well as ensuring the protection of life and property through the agency of the Ghana Armed Forces.

The Ministry through the Ghana Armed Forces (GAF) supports and participates in External Peace Support Operations and collaborates with other internal Security Agencies in providing security, combating crime and instilling discipline within the society.

The Ministry was headed politically and bureaucratically by the following:

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

A. Civil Service Departments and Sector Agencies

The Ministry has the following Public Service Organizations:

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

B. Sector Achievements

Key achievements implemented by the Ministry are outlined below:

i. Housing Project for The GAF Officers/ Men and Women

The Ministry continued with the construction of on-going housing and other infrastructural projects for the Ghana Armed Forces in the year 2022. The aim was to reduce housing deficit in the Armed Forces. The projects included the Military's Housing Projects, Reconstruction of the Ghana Military Academy and Training Schools at Teshie and other new infrastructural projects.

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

As part of Government's efforts to transform Ghana Armed Forces facilities into a world Class Security Institution with modern infrastructure including accommodation, health and training facilities, the Ministry continued with the construction of the Phase I and II of the Housing Projects and the reconstruction of the Ghana Military Academy at Teshie. These projects were targeted at improving the acute accommodation challenges of Armed Forces and ensure combat readiness in times of emergencies. Work done for both projects in 2021, Military Housing and Ghana Military Academy and Training Schools were 60% and 70% respectively.

The targets for the year 2022 were to undertake site monitoring exercises, process payments for work done, and review monitoring reports. Consequently, site inspection tours were organized to the various project sites following which some payments were processed to ensure continuity of work. The housing projects and the Ghana Military Academy were progressing steadily with work done at 90% and 70% respectively as at September 2022.

iii. Construction of Army Headquarters (HQ)

The construction of the Army Headquarters which would accommodate Units under the Command continued in 2022. This is in response to the changing dynamics in internal/external operations, coupled with advances in Military technology and increase in coordination by the Headquarters. The Project commenced in September 2019 and as at the year 2021, work done was 30%. The planned targets for the year 2022 were to undertake site monitoring exercises and review monitoring reports. The status of completion as at September 2022 was 55%.

To enhance security service delivery of the Armed Forces to manage contemporary security threats in the country, the Ministry continued with the programme of retooling the Armed Forces to boost their capabilities in the execution of their mandate.

d. Construction of Forward Operating Base in Ezinlibo, Western Region The construction of the Forward Operating Base (FOB) at Ezinlibo in the Western Region which commenced in 2019 is part of the national strategic programme to protect the Country's oil and gas resources. The progress of work done in 2021 was 25%. The planned target for the year 2022 was to undertake site monitoring tours. Site visits were undertaken to assess progress of work; and payments were also made to the contractors to ensure project continuity. As at September 2022, the project was progressing steadily with work done at 45%. Additionally, the Ministry aimed at establishing 15 FOBs along the Northern Borders of the Country to prevent Cross border crimes and terrorist infiltration. The 12 Forward Operating and 3 logistics Bases were at various stages of completion.

In addition, the Ministry acquired 4 River Class Boats and 4 Zodiac Boats to ensure Naval protection of the Exclusive Economic Zone. Furthermore, various Military Hardware were being acquired for the Ghana Armed Forces including 2 Offshore Patrol Vessels, ammunitions, guns, and vehicles.

e. Defence Cooperation Internal and External

The Ghana Armed Forces, to ensure peace and security, continued to collaborate with the other Security Services in operations - COWLEG, CALM LIFE, HALT and GONGONG. The establishment of 10 Mechanized Battalion at Wa, 11 Mechanized Battalion at Bawku, 3 field Workshop and 3 Mechanical Transport Company under operation CONQUERED FIST, improved Security and neutralized threats of terrorism from the Northern Border Areas.

i. Peacekeeping and earned Dollar Payment Policy

The Ministry continued with the contribution of Troops and equipment towards international peace efforts based on the invitation of the United Nations Peacekeeping Mission to strengthen Ghana's role in international affairs. GAF contributed 2,660 troops with equipment towards international peace efforts. Additionally, the implementation of "Earned Dollar Payment Policy" for deployed troops continued as a motivation for their efforts in the enforcement of global peace and security.

ii. Remodeling of Old Guard House into a Gym with a Swimming Pool

Remodeling the Ministry's Old Guard House at the Square into a Gymnasium with a swimming pool for the Staff had begun in the year 2019. The aim is to promote the wellness, fitness and overall health among Civil Service staff and military personnel to boost morale and security service delivery. In 2021, Management of the Ministry commissioned the gym for its operationalization. Officially, members of staff commenced the patronage of the gym in 2022. The presence of this gym helped to boost staff morale and released stress at the workplace.

C. Reforms

The Ministry started building the Ministry of Defence Gymnasium from 2019 as a form of institutional development. It was completed and commissioned in 2022. Through its usage, fitness of both Civilian and military Personnel was enhanced. The only challenge is the presence of attendance book to track entry and exit and provision of adequate and timely financial support for the maintenance of the gymnasium.

D. Sustainable Development Goals

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

i. *SDG 14: Life Below Water*

Under indicator 14.2.1 which measures proportion of national exclusive economic zones managed using ecosystem-based approaches, the progress of work done in 2022 was at 45%. 12 forward Operating and 3 logistics Bases were at various stages of completion. There were logistics and financial challenges which the Ministry envisaged to be solved through timely release of funds.

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

The Ministry collaborated with the other Security Service in operations COWLEG, CALM LIFE, HALT and GONGONG in the implementation of this goal.

It therefore established 10 Mechanized Battalion at Wa, 11 Mechanized Battalion at Bawku, 3 field Workshop and 3 Mechanical Transport Company under operation CONQUERED FIST to improve Security and neutralize threats of terrorism from the Northern Border.

E. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASE (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	1,800,271,000	1,800,271,000	3,765,536,651.49	3,765,536,651.49	(1,965,265,651.49)
Use of Goods & Services	35,148,000	29,406,898	187,292,168.58	187,292,168.58	(157,885,270.58)
CAPEX	196,904,604.00	141,771,600.00	962,281,152.62	962,281,152.62	(820,509,552.62)

Sub-Total (a)	2,032,323,604.00	1,971,449,498.00	4,915,109,972.69	4,915,109,972.69	(2,943,660,474.69)
IGF	29,904,000.00	29,904,000.00	19,154,300.73	19,154,300.73	10,749,699.27
Others (DP)	181,597,000.00	-	-	-	181,597,000.00
Sub-Total (b)	211,501,000.00	29,904,000.00	19,154,300.73	19,154,300.73	192,346,699.27
TOTAL	2,243,824,604.00	2,001,353,498.00	4,934,264,273.42	4,934,264,273.42	(2,751,313,775.42)

F. Challenges

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

i. Logistical Constraints

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

ii. Financial Constraints/ Procurement inadequacies

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

iii. Limited/ inadequate training of Staff/ Inadequate Staffing

Other challenges were inadequate staffing whereby the Ministry in some categories of classes did not have the required number of staff at post as well as the right personnel with the needed qualification. Another challenge was with training. One way to fill in the gaps of technical knowhow is to train Staff. However, Staff were unable to get training in the areas relevant to their duties. This can be attributed to the fact that most sponsored courses usually did not directly address the available training gaps of staff. Moreover, the Ministry was faced with inadequate funds to cater for the needed training.

G. Programmes and Projects for 2023.

The Ministry's strategic and top priority programmes and projects for 2023 outlined are:

i. Completion of Housing for GAF Officers/ Men

- Barracks Regeneration Project
- SSNIT Housing Project
- New Housing Project **ii.**

Provision of Adequate logistics for

MoD/ GAF

- Construct a Forward Operating Base (FOB);
- Northern Border Project;
- Reconstruction of the GAF Base Ammunition Depot;
- Procure aircraft;
- Procure Navy ships and patrol boats;
- Procure vehicles;
- Procure military hardware (ammunitions, guns and vehicles); and
- Procure Night Vision Binoculars and Monoculars **iii.**

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;

and

- Construction of Tamale Military Hospital **iv.**

Defence

Cooperation at home and abroad

- Peace Support Operations
- Internal Operations (ad-hoc)

v. Secure GAF Lands

- Construct Teshie waterfront community; and
- Acquire over 10,000 acres plot at Aburi for GAF. **vi.**

Implementation of "Earned Dollar Policy"

vii. GAF Recruitment

4. MINISTRY OF EDUCATION (MOE)

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

The Ministry's vision is a dynamic sector that prepares and equips all Ghanaians with relevant education and skills to promote socio-economic development and national orientation.

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

- Sector Minister - Hon. Dr. Yaw Osei Adutwum • Deputy Minister(s) - Hon. Gifty Twum Ampofo
Hon. Rev John Ntim Fordjour
- Chief Director - Mr. Divine Y. Ayidzoe (Ag. CD)

A. Civil Service Departments and Sector Agencies

The Ministry has no Civil Service departments and sub-vented agencies. However, the Ministry has oversight responsibility for seventeen (16) public service organizations, public boards, and corporations. At the tertiary level, there are ten (10) Public Universities and Ten (10) Technical Universities.

Public Service Organizations

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

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)

B. Sector Achievements

i. Cabinet Memo on the adoption of National Education and Leadership Institute

The Ministry together submitted a memorandum to Cabinet in January for development of National Education and Leadership Institute to train develop education managers for effective decision to improve sector decision-making.

ii. Teacher Professional Development

Ghana Education Service introduced the use of aptitude test for qualified applicants as a means of curbing the multiplicity of complains and challenges that bedeviled the conduct of interview for the promotion of teachers at the pre-tertiary level

iii. Social Intervention Programmes

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

iv. National Standardized Test (NST)

The Ministry conducted the second maiden edition of the National Standardized Test in December 2022 for all primary two (2) and four (4) pupils in the basic schools to assess their proficiency in literacy and numeracy which is central to the new pre-tertiary education curriculum.

v. (STEM) Education

The Ministry has initiated development of STEM education policy in line with the National STI policy.

C. Reforms

The reform secretariat in 2022 continued to coordinate the reforms in the education sector and the implementation of the **Education Sector Plan (ESP)** and the **Sustainable Development Goals (SDG 4)**.

i. Free Senior High School (FSHS)

A total of 425,061 first-year students has been enrolled **ii.**

Basic Education Curriculum Reform

Standards Based Curriculum Implemented **iii.**

National Standardized Test

Maiden standardized Test conducted for all primary two and four pupils.

D. Sustainable Development Goals (SDGs)

Goal 4: 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

E. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG/ ABFA	A	B	C	D=(A-B)

1	Compensation of Employees	11,824,129,000.00	10,415,318,096.50	10,415,318,096.50	1,408,810,903.50
	Use of Goods & Services	2,487,027,270.00	1,412,129,339.90	1,412,129,339.90	1,074,897,930.10
	CAPEX	61,236,000.00	51,460,030.66	51,460,030.66	9,775,969.34
2	IGF	2,834,034,999.78	1,658,585,797.00	1,640,262,874.23	1,175,449,202.78
3	DEV'T PARTNERS	551,255,000.00	94,291,708.64	94,291,708.64	456,963,291.36
	TOTAL	17,757,682,269.78	13,631,784,972.70	13,613,462,049.93	4,125,897,297.08

F. Challenges

i. Unreliable Internet Connectivity and Computers

The Ministry during the period under review experienced unstable internet connectivity which made it difficult to effectively implement the working from home initiative as a result of the Covid19 pandemic.

ii. Inadequate Logistics

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

iii. Depleting Stock of Learning Materials

The current stock of teaching and learning materials for opening new English and local language classes is inadequate for effective teaching and learning to be done because of unavailability of funds. It has, therefore, become imperative to replenish the stock of learning materials as a matter of urgency.

G. Programmes and Projects for 2023

The Strategic and Top Priority Areas of the Ministry in 2023 are as follows

Education Management

- Monitoring and Evaluation systems
- Teacher development / training
- Infrastructural development at all levels

Basic Education

- The Ministry will absorb the registration fees of a projected number of 411,922 candidates from public Junior High Schools, provide Capitation Grant to all public basic schools and Feeding Grants to all public Special Schools.

Secondary Education

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

TVET

- Rehabilitation and Upgrading of Technical Universities and Technical and Vocational Training Centers,
- Upgrading and Modernization of the 34 NVTI Centers, Establishment of State-of-the Art TVET Centers,
- Retooling of TVET Institutes, and the Construction of 21st Century TVET Institute

Tertiary Education

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

5. MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS (MELR)

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

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

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

A. Civil Service Departments and Sector Agencies

Civil Service Departments

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

B. Sector Achievements

The following were achieved by the sector:

i. Maiden National Labour Conference

The Ministry in collaboration with other stakeholders, organised the maiden National Labour Conference, a broad stakeholders' platform to deepen dialogue with Social Partners and other key Government Institutions. A technical committee was constituted to review the Single Spine Pay Policy and to address issues of salary inequities/inequalities, weak salary administration and poor management of conditions of service.

ii. Survey on the Incidence of Violence and Harassment

The Ministry undertook a nationwide survey on the incidence of violence and harassment in the world of work as part of its commitment towards the ratification of ILO Violence and Harassment Convention, 2019 (No. 190) and ensuring a world of work free from violence and harassment including gender-based violence.

iii. Bilateral Labour Agreements

In 2022, 2 Bilateral Labour Agreements (BLAs) were drafted between Ghana-Saudi Arabia and Ghana-Kuwait. The BLAs are pending adoption by representatives of the two countries and Ghana. A standardized template was developed to regulate the export of labour between Ghana and other countries. The template was validated by the National Labour Migration Technical Working Group (NLMTWG), pending final comments from the Ministry of Foreign Affairs and Regional Integration (MFARI) and the Office of the Attorney General.

iv. Elimination of Child Labour

As part of efforts towards the elimination of child labour in all its forms, the Child Labour Unit and the National Steering Committee on Child Labour embarked on a month-long intensive

awareness creation and sensitization on various media platforms including print, electronic, television, radio and social media. The second phase of the National Plan of Action (NPA2) for the elimination of the Worst Forms of Child Labour was reviewed. Lessons and challenges from the review informed the development of a new national strategy for the elimination of child labour from 2023 to 2027.

v. *Implementation of the Ghana Jobs and Skills Project (GJSP)*

The GJSP, is a 5-year project which seeks to enhance the Ministry's capacity for the coordination of employment interventions in the public and private sectors. The Ministry established a call centre where prospective job seekers can call and make inquiries about the project and find solutions to job-related problems. The National Employment Coordination Committee (NECC), which seeks to enhance the coordination of job creation interventions was established. Some 48 officers drawn from the Ministry's Head office and the Labour Department were trained in Management Information System (MIS). Additionally, Seven Project Consultants were engaged to facilitate the implementation of the project.

vi. *Implementation of the National Labour Migration Policy*

The Ministry in collaboration with its partners established Inter-sectoral Technical Working Groups to facilitate the implementation of the two frameworks. The Technical Working Group for the National Labour Migration Policy organised 4 quarterly meetings to track the implementation of activities towards the achievement of the policy objectives.

C. Reforms

There was no major reform undertaken in the Ministry; however, efforts in the implementation of the Pre-tertiary Education Act, 2022 (Act 1049) led to the alignment of the TVET institutions under the Ministry: National Vocational Training Institute, Opportunities Industrialisation Centre, Ghana and the Department of Integrated Community Centres for Employable Skills to the TVET Services.

D. Sustainable Development Goals (SDGs)

The sector Ministry continued with the implementation of programmes and activities towards the achievement of targets under Goal 8: Decent Work and Economic growth.

Under Target 8.5 the following were undertaken: The Youth and Employment Agency (YEA) flagship modules were developed in addition to the traditional youth employment modules; 16 Public Employment Centres (PECs) were selected to be revamped under the Jobs and Skills Project; and the National daily minimum wage (NDMW) increased from 13.53 to 14.88.

Challenges identified included lack of up-to-date labour market data and limited job opportunities available in the economy. The mitigating strategy is to fully operationalize the Ghana Labour Market Information System and implement employment promotion interventions in collaboration with other MDAs and MMDAs.

Under target 8.7, the Ministry achieved the following: the National Plan of Action II for the elimination of the Worst Forms of Child Labour was reviewed; a draft plan for 2023-2027 was developed; and 3 Regional, 3 District and 120 Community sensitizations and awareness creation programs were organized on child labour. A challenge faced here is the inadequate community level child labour interventions. Another challenge faced with this target was the Trafficking and Smuggling of Migrants activities and inadequate community level child labour interventions. The way forward will be to fully operationalize the Ghana Child Labour Monitoring System and secure closer collaboration with all partners.

Under target 8:8 the Department of Factories Inspectorate inspected 4006 workplaces while the Labour Department conducted 696 workplace/establishment inspections and Facilitated payment of workmen's compensation for 244 affected persons. The challenge associated with the achievement of targets, was inadequate logistics (vehicles) for inspection and the Non-approval of Occupational Health and Safety (OSH) Bill. The procurement of more vehicles for inspection and re-submission of cooperative bill for approval, were marked as some steps to remedy the situation.

Others: Gender Mainstream Strategies Incorporated in the Implementation of the SDGs

The Ministry began the process of ensuring gender mainstreaming in all its activities, especially those relating to the implementation of the Sustainable Development Goals (SDGs). Given this, the Ministry established a gender desk at its Head Office. It sought to establish a Gender desk in all the Departments and Agencies under the Ministry, to ensure that all gender-related issues were addressed effectively. The Ministry took conscious efforts to ensure active participation of both genders in all its activities including training programmes.

The Ministry also undertook a nationwide survey on the incidence of violence and harassment in the world of work as part of its commitment towards the ratification of ILO Violence and Harassment Convention, 2019 (No. 190). The move ensured a world of work free from violence and harassment, including gender-based violence. The survey report was validated, awaiting dissemination in 2023 as part of activities towards the ratification of ILO Violence and Harassment Convention.

Further, the Ministry complied with ILO's recommendation of ensuring at least 30 women participation in the Annual International Labour Conference. In the 110th Session held, 63 and 37 percent of the participants were men and women respectively.

E. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D=(A-B)
Compensation of Employees	73,682,000	70,079,255	70,079,255	3,602,745.00

Use of Goods & Services	3,618,000	197,244	192,633	3,420,756.00
CAPEX	3,302,000	290,915	290,915	3,011,085.00
IGF	142,948,000	87,474,124	85,476,668	55,473,875.51
DEV'T PARTNERS				
European Union	34,620,000	17,306,864.22	2,630,405.36	17,313,135.78
TOTAL	258,170,000	175,348,403	158,669,876	82,821,597

F. Challenges

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

- i. ***Non-Conducive Office of the Departments (Labour Department, DOC, DFI):***
A study conducted in February 2022 by the MELR on the data collection and management practices of its departments across the country, revealed that 50% of departmental offices were either in a bad (26.23%) or very bad (23.77%) state whereas 37.70 per cent were in average conditions. There is an urgent need for the Ministry to give a facelift to the Departments to enable them to deliver on their mandate.
- ii. ***Lack of Accurate and Up-to-date Labour Market Information***
The Ministry did not have an effective system to collect, analyse and disseminate comprehensive and updated labour market information to relevant stakeholders. This made it difficult to make a meaningful policy decision.
- iii. ***Weak Coordination Mechanisms***
At the policy level, there was no mechanism to enable the Ministry to coordinate employment-related policies across the sectors. At the operational level, the Labour Department was faced with the challenges of inadequate staff and poor infrastructure. Again, the Department lacked the necessary institutional logistical support to enable it to deliver on its mandate effectively and efficiently. The Department of Factories Inspectorate (DFI) and the Department of Cooperatives (DOC) operated with outmoded regulatory frameworks that did not meet policy needs. The DFI was particularly challenged by a fragmented OSH management system that made it difficult to implement modern occupational safety and health preventive and rehabilitative interventions.

G. Programmes and Projects for 2023

Below is the forward look for the Ministry and its Departments/Agencies for 2023.

- i. **Implementation of Ghana Jobs and Skills Project**

The Ministry is one of the implementing agencies of the Ghana Jobs and Skills Project, a \$200 Million Project financed by the World Bank to support employable skills provision and job creation for the teeming unemployed youth. Other implementing agencies include the Ministry of Education, Ghana Enterprises Agency (GEA), CTNET as well as Ministry of Environment, Science, Technology and Innovation.

ii. Labour Migration

Labour Migration has huge potential for job creation and accelerated national development; thus, the necessary measures have to be put in place for the protection of labour migrants and harnessing of developmental impact. Currently, the main challenge is to institute mechanisms to ensure safe pathways for labour migrants and protect them from abuse. The National Labour Migration Policy, 2020 provides the framework for the protection of the rights of labour migrants and their families, as well as the implementation of interventions to harness the developmental benefits.

iii. Elimination of Child Labour:

Child Labour continues to be a serious affront to the fundamental principles of rights at work. International Instruments (Conventions, Protocols and Recommendations ratified by Ghana), National laws and decent work standards prohibit children from engaging in child labour, particularly the worst forms. Given this, the Ministry in collaboration with its partners, developed the National Plan of Action on the Elimination of the Worst Forms of Child Labour (NPA2 2017/2021) to provide the framework for the implementation of interventions towards the elimination of child labour across all sectors of the economy.

6. MINISTRY OF ENERGY (MOEN)

The Ministry of Energy (MoEn) is mandated to initiate and develop policies to ensure efficient, reliable and affordable supply of high-quality energy services for the Ghanaian economy and for export. The Ministry's vision is to be a self-sufficient energy sector in the provision and export of sustainable energy. It has a mission to ensure reliable and competitively priced energy for the Ghanaian economy and for export, in an environmentally friendly manner.

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

Sector Minister	-	Dr. Matthew Opoku Prempeh
Deputy Minister(s)	-	Hon. Dr. Mohammed Amin Adam Hon. William Owuraku Aidoo Hon. Andrew Kofi Egyapa Mercer
Chief Director	-	Mrs. Wilhelmina Asamoah (Ag. CD)

A. Civil Service Departments and Sector Agencies

The Ministry has the following Agencies:

- Energy Commission
- Volta River Authority (VRA)
- Bui Power Authority (BPA)
- Ghana Grid Company (GRIDCo)
- Electricity Company of Ghana (ECG)
- Northern Electricity Distribution Company (NEDCo)
- VRA Resettlement Trust Fund (VRA-RTF)
- Nuclear Power Ghana (NPG)
- Petroleum Commission (PC)
- National Petroleum Authority (NPA)
- Ghana National Petroleum Corporation (GNPC)
- Tema Oil Refinery (TOR)
- Bulk Oil Storage and Transportation Company (BOST)
- Ghana National Gas Company (GNGC)
- Ghana Cylinder Manufacturing Company (GCMC)
- Petroleum Hub Development Corporation (PHDC)

B. Sector Achievements

As part of efforts to increase the supply of reliable and affordable energy to meet domestic and industrial needs, the Ministry achieved the following:

i. Power Generation

Ghana currently has a total installed and dependable generation capacity of 5,488.82MW and 4,975.25MW respectively. The total installed generation capacity consists of 3,753MW thermals plants, 1,584MW hydro plants and 144.05MW renewable plants.

In 2022, there was adequate generation capacity to meet domestic, commercial, and industrial customer demand. The projected base case peak demand of the power system estimated for the year was 3,545MW including exports to neighbouring countries.

ii. Transmission System Improvement Projects

In line with government's policy to create a non-congested transmission system loss, with the aim of improving operational reliability, security and control among others, the following were realised:

- ***Volta-Achimota-Mallam Transmission Line Upgrade Project***

The 161kV Volta-Achimota-Mallam Transmission Line Upgrade Project was completed and made operational in 2022. The line is currently under defects liability for the next 12 months. The project will enhance Electricity Supply, quality and reliability within Central and Greater Accra Regions.

- ***Western Corridor Transmission Upgrade Project***

In line with the strategic objective to replace and upgrade the overaged and low-capacity transmission lines constructed in the 1960's with higher capacity conductors to meet the increasing power flow requirements in the corridor, the Ministry successfully concluded the terms and signed the commercial agreement for the Western Corridor Transmission Upgrade Project with the Procurement and Construction (EPC) contractor. The seal of quality Engineering was issued by the Ministry of Finance in support of the loan agreement for the project during the period.

iii. Power Distribution

To accelerate the achievement of universal access to electricity in the country, the following outcomes were achieved:

- ***Rural Electrification Programme***

Under the National Electrification Scheme (NES), a total of 365 communities were connected to the national grid out of a targeted expected total of 520 communities with the other 200 at various stages of completion.

- ***National Electricity Access Rate***

The national electricity access rate increased from 87.03% in December 2021 to 88.54% by the end of 2022, resulting in over 10,000 communities connected to the grid since the inception of the National Electrification Scheme (NES) in 1990.

- ***Regional Capitals Street Lighting Project***

The target of this project was to install street lighting infrastructure in the newly created Regional Capitals and Ho. Installation works commenced for the newly created Regional Capitals, Ho and Dambai. Progress of work at Ho and Dambai was 100% complete.

- ***Government Flagship Projects***

The Ministry provided support in the form of engineering and consultancy services/electricity extension to 42 One District One Factory (1D1F) facilities across the country at a cost of **GH¢10,297,808.71**.

iv. Increased renewable energy in the national energy supply mix

To increase renewable energy in the national mix and reduce the incidence and effects of climate change, these programmes were also implemented in the year under review.

- ***Grid-Tied Solar Rooftop Program***

Through the Scaling Up Renewable Energy Program (SREP), the Government of Ghana aimed to scale up the net metering program and the deployment of up to 15,000 units of roof-mounted netmetered solar PV systems for SMEs, public institutions, and selected households. This was to

reduce Government expenditure on electricity consumption and improve energy efficiency in public buildings.

The Project was funded by Climate Investment Fund (CIF), AfDB and the Swiss Government, with counterpart funding from the Government of Ghana. The target for the second phase of the 912kWp Jubilee Solar PV Project was to achieve 100% completion. As at end of 2022, 80% completion had been achieved.

- ***Mini-grid Electrification Program***

A total of 55 units of mini grids had been earmarked to be constructed in Island and Lakeside communities under the Scaling Up Renewable Energy Project (SREP) from 2021 to 2025.

During 2022, Civil works on the construction of three mini-grids at Azizkpe, Aflive and Alorkpem islands in the Ada East District of the Greater Accra Region were completed.

Further, to promote the development of solar PV technologies, the Ministry of Energy in collaboration with the Bui Power Authority (BPA) began preparation for the development of a land bank for 100MW Solar PV. In readiness, BPA secured land for 100MW solar park at Buiepe.

- ***Improved Cooked Stove Program***

The Ministry had entered into cooperation with the Climate Change Center of South Korea in September 2018 to promote the distribution of first 500,000 units of ICS in Ghana under the UN's Clean Development Mechanism (CDM) and CCC's own small-scale Programme of Activities (POA) of ICS Project. The project adopted the Jiko Ceramic Stoves popularly known in Ghana as "Gyapa". More than 95% of the stoves were received by women to improve their lifestyle and increase productivity in the year under review.

Under the country's SE4ALL Action Agenda, the Ministry of Energy targeted to distribute two million ICS (2 million) efficient biomass cook stoves by 2030. The overall target was to distribute about 500,000 units of improved cookstoves (ICS) through a free-stove-for-carbon initiative within 10 to 12 months' period. As at the end of the year, 92,552 units of Improved Charcoal Cook Stoves had been distributed as compared to 230,000 distributed in 2021.

- ***Energy Transition Framework***

As part of the climate change mitigation actions under the Paris Agreement, the Energy transition Framework was developed with the Ministry as Lead and launched by H.E the President of the Republic, at the Climate Change Conference - COP27. The Framework provided the path to achieving net zero emission by 2070, as it ensured socio-economic growth and the utilization of Ghana's natural resources.

v. Other Achievements

In the Petroleum Sector - the following were achieved:

- ***Negotiation of Petroleum Agreements (GNT)***

In a bid to ensure the maximization of Ghana's stake in all petroleum operations in the country, the Ghana Negotiation Team (GNT) continued negotiations with three companies in respect of three potential Petroleum Agreements with the aim of enhancing hydrocarbon exploration and

production and increasing the country's petroleum reserves. The percentage levels of completion of the Agreements were CNOOC – 95%, ENI 90%, KOKA – 95%.

- ***LPG for Development (LPG4D) Programme***

The Ministry continually implemented efforts to ensure that at least 50% of Ghanaians had access to safe, clean and environmentally friendly LPG for increased domestic, commercial and industrial usage by 2030. As part of these efforts under the LPG for Development (LPG4D) Programme, the National LPG Promotion Programme (NLPGPP) was launched in Obuasi on September 6, 2022. 16,000 single-burner LPG cookstoves were distributed in 7 MMDAs (Obuasi, Adansi North, Manhyia South, Afigya Kwabre South, Abuakwa North, Sekondi-Takoradi and Karaga) for the year 2022.

- ***Oil and Gas Production***

Oil production from the ***Greater Jubilee field*** had as at September 2022 amounted to **23.1 million barrels** (MMbbls); averaging 82,800 barrels of oil per day (bopd). Gas export to the GPP within the same period amounted to 26.10 Bcf (95.6 million standard cubic feet (MMScf) per day).

Furthermore, total crude oil produced from the ***Tweneboa-Enyenra-Ntomme (TEN)*** Field was 6.4 million barrels (MMbbls) averaging 22,900 barrels of oil per day (bopd) as at September 2022. The field also accounted for a 3.33Bcf (12.2 MMScf per day) of gas export to the GPP.

At the Sankofa-Gye-Nyame (SGN) field, the total crude oil production as at September 2022 had increased to 9.6 million barrels (MMbbls), averaging 34,400 barrels of oil per day (bopd). A total of 50.9 Bcf (186.4 million standard cubic feet (MMscf) per day) of non-associated gas was exported to the Onshore Receiving Facility (ORF) at Sanzule.

C. Sustainable Development Goals

The Ministry implemented the following in 2022:

- i. **Goal 7: Affordable and Clean Energy**

On goal 7, the nuclear power plant Owner/Operator Company was established and operationalized with the preferred site out of four candidate sites approved by Cabinet. The challenge was lack of commitment of funds by GoG. In order to improve upon operations, there should be continuous collaboration with Government and Stakeholders for support and by-in.

With the indicator of Low reliance on wood fuels, 92,552 units of Improved Charcoal Stoves were manufactured and distributed. The challenge encountered was about the Manufacturers not producing as fast as expected. A solution is for the Ministry to liaise with the Manufacturers to speed up production.

- ii. **Target 7b: Increase access to electricity.**

In line with this goal, the National Electricity Access rate increased from 86.63% to 88.54% amidst challenges such as unavailability of key materials like 120sqmm & 50sqmm. Al. conductors and transformers. The solution is to organize periodic stock-taking exercises at the Materials Management Unit (MMU) to accurately keep track of physical stock.

- iii. **Targets 7.2, 7.3, 7.a: increase substantially in the share of renewable energy in the global energy mix, installation.**

The Ministry focused on the Mini-grid Electrification using Renewable Energy technologies in island and lakeside communities. Civil works on the construction of three mini-grids at Azizkpe, Aflive and Alorkpem islands in the Ada East District of the Greater Accra Region were completed. Challenges encountered included delay in provision of counterpart funding from GoG. The remedy is allocation of budget for the implementation. The Ministry should also liaise with the District Assemblies to assist in reaching the people.

iv. Goal 9: industry, innovation, and infrastructure"

In line with target on support for domestic technology development and industrial diversification, the Ministry implemented the National LPG promotion Policy. The NLPGPP was launched in Obuasi and 16,000 cookstoves were distributed in 7 MMDAs. The challenge encountered was delay in implementation caused by LPG Marketing companies and other industry stakeholders. Continuous Stakeholder engagement and consumer education and sensitization will go a long way to address concerns related with the roll out of the CRM. Under the same target 9b, the Ministry increased production of Oil by 6.4 MMbbls , 23.1 MMbbls and 9.6 MMbbls from TEN, Jubilee and SGN fields respectively.

D. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
	GOG	A	B	C	D=(A-B)
1	Compensation	5,644,000.00	4,105,475.48	4,105,475.48	1,538,524.52
	Goods & Services	26,669,195.00	3,761,080.62	3,761,080.62	22,908,114.38
	CAPEX	123,919,636	16,167,387.36	16,167,387.36	107,752,248.60
2	Retained IGF (EC)	36,625,000.00	33,753,528.00	33,753,528.00	2,871,472.00
3	DEV'T PARTNERS				
	DONOR	255,209,000.00	154,811,353.14	154,811,353.14	100,397,646.86
	ESLA			564,784,039.61	
	Others			4,452,694,729.86	
	TOTAL	448,066,830.96	212,598,824.60	5,230,077,594.07	235,468,006.36

E. Challenges

Some key challenges encountered by the Ministry with mitigating measures are as follows:

i. **High indebtedness among Energy Sector Agencies**

The debts on the books of State-Owned Enterprises (SOEs) operating within the Energy Sector continuously pose a great challenge to the Sector's financial sustainability. The accumulation of these hard-core liabilities or legacy debts negatively impacts SOEs as they became technically and financially insolvent. As a result, they are unable to meet their short to medium-term contractual obligations to their creditor banks, suppliers, and trade creditors.

The Ministry is undergoing restructuring under the Energy Sector Recovery Program to clear remaining liabilities and to put the sector on a surer financial footing to avoid future recurrence and shortfalls. Additionally, the Ministry should continue to enforce the implementation of the Cash Waterfall Mechanism to address the high indebtedness among relevant Sector Agencies and improve the financial sustainability of the Energy Sector.

ii. **Delays in the submission of reports by Sector Agencies**

Delays in the submission of reports by Sector Agencies are due to several reasons which includes the unavailability of timely and accurate figures from technicians on the field and or negative attitude in releasing data for reporting.

In order to forestall these challenges, a more enabling environment was created to ensure early submission of report inputs; and focal persons on the field were tasked with handling such crucial and confidential matters.

iii. **Delays in the procurement of contracts and completion of projects/programmes** Contract procurement and completion of projects and programmes under the Ministry – take longer than they should due to delays in procurement processes and other factors. It is important that proper assessment and analysis are done in order to ensure that such challenges are noted and addressed appropriately before the beginning of all projects. The move, will ensure timely completion without further financial burden on the government kitty.

iv. **Inadequate budgetary allocation for the implementation of the Ministry's projects and programmes**

It is noted that one of government's flagship programmes is the One District One Factory. The Ministry has so far provided support in the form of engineering and consultancy services/electricity extension to 42 One District One Factory (1D1F) facilities across the country at the cost of GH¢10,297,808.71. The Ministry is already constrained in terms of funds to implement its planned projects and programmes; therefore, the Ministry of Finance and the Controller and Accountant-General's Department should ensure adequate and prompt release of funds to mitigate this challenge.

v. **Administrative Challenges**

As staff strength increases, the Ministry of Energy is faced with office space constraints. In the era of managing the spread of the Covid-19 Virus by avoiding overcrowding in office spaces, the Ministry resorted to some measures including staff rotation schedules. However, to deal with this challenge with a more holistic approach, the Ministry began processes for the construction of an office complex to ensure better conditions of work.

vi. **Delays in the payment of annual operating fees by electricity and natural gas public utility companies to the Energy Commission**

Further to the above, the Energy Commission is faced with delays in the payment of annual operating fees by electricity and gas public utility companies which forms a chunk of its internally generated funds (IGF).

To address this challenge, the Commission should continue to collaborate with the Ministry of Finance and the Controller and Accountant-General's Department (CAGD) for timely release of funds accrued from the Petroleum and other levies.

vii. Delays in the release of data by utility service providers thereby hampering the preparation of performance reports by the Energy Commission

Finally, delay in the release of data for the preparation of the Energy Commission report by utility service providers, is a major challenge to the Ministry. As solution, the Commission should continue to strategize with relevant partners and stakeholders to ensure prompt and accurate release of data for effective and efficient reporting.

F. Programmes and Projects for 2023

The Ministry's strategic and top priority programmes and projects based on the 2022-2025 Sector Medium Term Development Plan for 2023 are as follows:

i. Power Sector Development Generation and Transmission

- Relocation of the Ameri Plant to Anwomaso in Kumasi to improve power stability within the middle and northern parts of Ghana.
- Commencement of the construction of the Ghana – Siemen priority Transmission line projects.
- Commencement of GRIDCo's Western Corridor Transmission Upgrade Project (WCTUP) and the preparatory activities towards GRIDCo's development of the 161kV Coastal Corridor & Middle Corridor transmission line reinforcement project.
- Commencement of 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.
- Procurement of a contractor and obtaining approvals to repower the 132 MW Takoradi (T3) thermal power plant.

ii. Power Distribution

i. Self Help Electrification Programme (SHEP)

- i. Electrification in the Upper East Region by Thengashep (Pty) Limited.
- ii. Electrification in the Ashanti and Bono Regions by EBID/India-Exim Bank.
- iii. Electrification in selected communities in the Ashanti, Bono and Ahafo Regions by Wilkins Engineering Limited.
- iv. Electrification in selected communities in the Northern Regions by Tropical Cable & Conductor Limited.

- ii. **Improvement and Expansion of ECG Distribution Network**
- v. Undertake improvement and expansion of ECG distribution networks in selected Districts across the country at an estimated cost of US\$100 million. The project seeks to improve quality and reliable electricity supply to beneficiary areas.
- iii. **Renewable and Alternative Energy Development**
 - **Solar Lantern Distribution Programme**
Distribute 5,000 units of solar lanterns to rural and peri-urban communities at subsidized price as part of efforts to promote clean lighting source.
 - **Distribution of Improved Cookstoves**
It is estimated that, 137,253 cookstoves will be manufactured and distributed. This is aimed to address the exposure of women and children to carbon monoxide emissions from the use of wood fuel for cooking as well as reduce deforestation.

D. Petroleum Development (Upstream)

- i. Average daily oil production and gas export from Greater Jubilee is projected to be 85,110 bbl and 96.35 for MMScf in 2023.
- ii. The average daily oil production and gas export from TEN in 2023 is projected to be 26,572 bbl and 22.12 for MMScf .
- iii. In 2023, average daily oil production and gas export from SGN is projected to be 29,343 bbl and 171 for MMScf .
- iv. Aker Energy will commence detailed engineering work on the Pecan field development subject to the approval of its PoD.
- v. GNPC is expected to acquire 1,832 L-Km of 2D Seismic data, 750 sq.km of 3D seismic data and drill one exploratory well.
- vi. As the gas sector is poised for growth, Government is pursuing aggressive measures to extend supply of gas to industries. In this vein, Government is undertaking a project to develop a natural gas distribution franchise in Tema to supply low pressure gas to industries such as ceramics, cement, and aluminium.
- vii. GNGC plans constructing Train 2 of the Atuabo Gas Processing Plant (GPP) and a TemaAtiwa-Konongo-Kumasi gas pipeline.
- viii. The Ministry intends to implement the recommendations of the revised Gas Master Plan.
- ix. ENI has been granted a conditional approval to jointly appraise the Akoma -1X and Eban -1X discoveries in the Cape Three Points Block 4 (CTP4) contract area. An additional discovery (Aprokuma-1X) has also been made in the pursuit of the Contractor's obligations in the second extension period. Further evaluation is being carried out to determine if the discovery merits appraisal.
- x. It is envisaged that the appraisal of the Akoma and Eban discoveries would be completed in 2023. Eni would also confirm whether the Aprokuma-1X discovery merits appraisal or not.
- xi. If these discoveries are proven to be commercial, the country's petroleum reserves will be increased leading to increased oil and gas production and revenues. Again, jointly appraising and eventually developing the Akoma and Eban discoveries will reduce petroleum cost as the same infrastructure will be used to produce the two discoveries.

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

The Ministry of Environment, Science, Technology, and Innovation (MESTI) is mandated to develop and implement policies for ensuring sustainable development of Environment, Science, Technology, and Innovation for Ghana. The political and bureaucratic heads of the Ministry were as follows:

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

A. Civil Service Departments and Sector Agencies

The sub-vented agencies under MESTI include:

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

B. Sector achievements

The sector achieved the following:

i. Establishment of Foundry and Machine Tooling Centre

There had been steady progress in 2021 with respect to the establishment of the Foundry and Machine Tooling Centre under the GhanaCARES “Obaatampa” Programme. Phase I which involves the physical construction of the Foundry is currently 95% complete, while Phase II, which consists of the physical construction of a Machine Tooling Centre, a Patterns Development Shop, and a Staff Canteen are at 25%, 70%, and 70% completion stages respectively. Under the supervision of the Architectural and Engineering Services Limited (AESL), construction of the Foundry is almost complete.

ii. Policy for Aflatoxin

A National policy for aflatoxin control in food and feed was launched with a focus on protecting humans, animal health and increasing the income of farmers, the food industry and value chain actors. The policy also comes along with a five-year implementation plan from 2021 to 2025 to make Ghana free from the harmful effects of aflatoxins and other food safety hazards.

iii. Recycling and Disposal of Waste

The Ministry was working on the procurement processes to hand over the accumulated e-waste types (cables, mixed batteries and CRTs) to accredited recycling companies for sound recycling,

while efforts were also being made to complete construction works on the E-waste Handover Centre, which was at 80% completion.

iv. National Carbon Credit Framework

The Ministry developed a National Carbon Credit Framework, as well as a national carbon registry system to support the registration, issuance and transfer of carbon credits. Under the Ghana-Swiss Cooperation on Article 6 of the Paris Agreement, MESTI was during the year facilitating the development of six carbon market projects involving private businesses in Ghana and Switzerland.

C. Reforms

The Ministry over the 2021 fiscal year had implemented the “*MESTI Visibility Webinar Series*” as the major reform relating to the Ministry’s core functions and mandate. In 2033, the Ministry continued with the implementation of the “*MESTI Visibility Webinar Series*” In order to reach out to many Ghanaians and share with them the activities of the Ministry, 5 webinars were held over the period with participation from over 400 participants across the country.

D. Sustainable Development Goals (SDGs)

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

In support of SDG Goal, target 12, the Ministry continued the pilot incentive payment system for e-waste collection at Old Fadama (Agbogbloshie) and aimed at reducing the indiscriminate disposal and burning associated with the management of e-waste. Tonnes of e-waste types were purchased under the German Financed E-waste Financial Cooperation Project at Agbogbloshie.

In support of SDG Goal 13, several sectors with climate change mitigation and adaptation strategy priorities were integrated.

E. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D = (A-B)
1	Compensation	4,185,907.00	3,376,021.74	3,376,021.74	809,885.26
2	Goods & Services	5,127,200.00	5,778,200.50	4,872,433.19	-651,000.50
3	CAPEX	19,368,651.00	0.00	0.00	19,368,651.00
	TOTAL	28,681,758.00	9,154,222.24	8,248,454.93	19,527,535.76

5	DEV'T PARTNERS	4,761,871.37	6,540,463.60	6,540,463.60	-1,778,592.23
	GRAND TOTAL	33,443,629.37	15,694,685.84	14,788,918.53	17,748,943.53

F. Challenges

The challenges encountered by the Ministry and its agencies are noted below:

- i. Inadequate funds to fence GAEC land to protect it from encroachment.
- ii. The delay and inadequate flow of GoG funds affected the implementation of some key activities and CAPEX.
- iii. The challenges for the period were worsened by the outbreak of the COVID-19 Pandemic and this provided a negative outlook for the subsequent quarters as well. This included the area of Donor Funds since most DPs are now focusing on other areas.

G. Programmes and Projects for 2023

The Environment, Science Technology and Innovation sector will continue to play its role in placing STI at the center of National Development. Key interventions and activities to be undertaken in 2022 include but not limited to the following:

- i. The Ministry will complete and operationalize a Foundry and Machine Tooling Centre which is currently under development by MESTI under the “GhanaCARES” “Obaatampa” program.
- ii. The Ministry of Environment, Science, Technology, and Innovation (MESTI) in collaboration with the Ministry of Sanitation and Water Resources (MSWR) and the Ministry of Local Government, Decentralization and Rural Development (MLGDRD), will implement a Pilot Project on plastic waste management in communities within a selected Municipal Assembly in the Greater Accra Metropolitan Area (GAMA).
- iii. The Ministry will commence the implementation of the 10-year Bilateral Cooperation Agreement between the Government of Ghana and the Swiss Government towards the implementation of Article 6 of the Paris Agreement.

8. MINISTRY OF FINANCE (MOF)

The Ministry of Finance was established to ensure effective and efficient financial management in all Government transaction. It is also responsible for the formulation and implementation of sound fiscal and financial policies of the Government and managing the economy generally.

MoF has a vision to be the lead Economic Management Institution for development and prosperity for all Ghanaians.

The Ministry was headed politically and bureaucratically by the following:

- Minister of State - Hon. Charles Adu-Boahen
- Sector Minister - Hon. Ken Ofori-Atta
- Deputy Ministers - Hon. Abena Osei- Asare
Dr. John Ampontuah Kumah
- Chief Director - Mr. Patrick Nomo

A. Civil Service Departments and Sector Agencies

The Ministry has one Civil Service Department namely:

- Controller and Accountant General's Department (CAGD) The Sub-vented Agencies of the Ministry are as follows;
- Ghana Revenue Authority (GRA)
- Ghana Statistical Services (GSS)
- Public Procurement Authority (PPA)
- Financial Intelligence Centre (FIC)
- Institute of Accountancy Training (IAT)
- Securities and Exchange Commission (SEC)
- National Lottery Authority (NLA)

The Public Service Organisations under the Ministry are;

- National Insurance Commission (NIC)
- Bank of Ghana (BoG)
- National Pension Regulatory Authority (NPRA)
- Ghana Audit Service (GAS)
- National Lottery Authority (NLA)
- National Development Planning Commission (NDPC)
- Fair Wages and Salaries Commission (FWSC)
- Ghana National Petroleum Company (GNPC)
- National Petroleum Authority (NPA)

Public Boards and Cooperations under the Ministry are;

- Finance Committee of Parliament
- Internal Audit Agency

B. Sector achievements

The sector achieved the following under the reporting year;

i. Implementation of the GH¢100 billion Ghana CARES “Obaatanpa” Programme The Ghana CARES “Obaatanpa” Programme was launched two years ago to mitigate the severe impact of the COVID-19 pandemic on the economy. As part of the implementation of the CARES Programme, the Economic Enclave project which is a new effort at expanding agricultural production and productivity with focus on providing support for the cultivation of up to 110,000 acres of land in the Ashanti, Central, Greater Accra, Oti and Savannah Regions was undertaken with the Ministry facilitating the acquisition of a 10,000-acre land and is also supporting an existing 10,000-acre farm in the Asutsuare-Tsopoli area to cultivate rice and vegetables. As at Dec, 2022, 2,000 acres of land had been cleared and being developed and 110 acres of land had also been seeded with rice.

ii. National Unemployment Insurance Scheme

The Ministry launched the Training and Retraining component of the National Unemployment Insurance Scheme (NUIS) to equip and upgrade the skills of 15,000 Ghanaians workers in the Tourism and Hospitality Sector and Private Education Sector which were severely impacted by the COVID-19 pandemic. 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.

iii. Development Bank Ghana (DBG)

Under the reporting year, the Ministry launched the Development Bank Ghana (DBG) to provide medium- and long-term financing for commercially viable business and projects and to support Ghana’s transformational agenda. The DBG is primed to ease the constraint of long-term financing at competitive rates for entrepreneurs in the manufacturing, agriculture, agro-processing, ICT, and housing subsectors to propel economic growth, create jobs and improve domestic revenue mobilization.

iv. Establishment of a Domestic Credit Rating Agency

The Ministry facilitated the establishment of a Domestic Credit Rating Agency (DCRA) in Ghana to reduce information asymmetry between market participants (borrowers, lenders, and regulators), and to promote an improved credit-culture, risk-based lending, and equitable pricing of debt instruments. This is expected to guide investment decisions by helping investors to obtain relevant information to achieve a balance in the risk return trade-off and thereby assist firms to access capital. During the year under review, a business plan and model to guide the process was developed. An Implementation Committee was also constituted with meetings held with National

Pension Regulatory Authority, National Insurance Commission and Ghana Stock Exchange which resulted in ownership agreement to provide the needed capital to operationalise the DCRA.

v. Initiative towards Building a Sustainable Entrepreneurial Nation

As part of efforts to address the high rate of youth unemployment in the country, Government announced an ambitious entrepreneurial programme in the 2022 Budget Statement and Economic Policy known as YouStart. Additionally, the National Entrepreneurship and Innovation Programme (NEIP) which is a flagship policy initiative of the government of Ghana with the primary objective of providing an integrated, national support for start-ups and small businesses, focusing on the provision of business development services, business incubators, and funding for youth-owned businesses was introduced.

Under the YouStart Programme, the Ministry signed a Memorandum of Understanding (MoU) with the Ghana Association of Banks (GAB) to coordinate the implementation of the commercial model of the YouStart programme and also facilitated the design of an online loan management system to receive applications from the targeted groups. Under the reporting year, 70 beneficiaries and an amount of GH¢1.98 million was disbursed to support youth-led (below the age of 40 years) Small and Medium Enterprises (SMEs) during the pilot phase. Additionally, an agreement was signed with eleven (11) commercial banks each defining the relationship between Government and the Banks under the YouStart Commercial programme.

vi. Improvement of Domestic Revenue Mobilization

To improve domestic revenue mobilisation and support implementation of relevant enactments on taxation of the digital economy, the Ministry of Finance in collaboration with Ghana Revenue Authority aligned the Excise Duties, Import Duties, Value Added Tax (VAT) and other Schedules to the 2022 Customs Commodity and Harmonized Description and Coding Systems (HS). In addition, the Benchmark Discount policy was revised with general goods attracting 30 percent discount from 50 percent and vehicles 10 percent from 30 percent. By October, 2022, processes of auction had been automated i.e. integrated into an online system for the purpose of harmonization. Remediation also begun and with the Tax Exemptions Act, 2022 (Act 1083) in existence, all tax payment data would be centralized on GRA's Operational software.

An MoU was also established with the Data Protection Commission, Social Security and National Insurance Trust (SSNIT) and Driver and Vehicle Licensing Agency (DVLA) with five (5) institutions outstanding. The Revenue Assurance, Compliance and Enforcement (RACE) team concluded its first phase of engagements with Ninety-Nine (99) out of One Hundred and Seventeen (117) Oil Marketing Companies (OMCs) on validation of tax payments for petroleum lifting.

C. Reforms

- i. The Ministry completed the migration of debt from CS-DRMS (Debt Recording and Management System) to Meridian which is more enhanced than the Debt Recording Management System which was previously used. The Commonwealth Meridian System adopted can be accessed anywhere once internet connectivity is available.

- ii. The USAID Debt Management Support Programme successfully went through negotiations to begin the USAID Debt Management Support Programme. This programme is aimed at training Officers on debt management processes.
- iii. The Ministry completed the deployment of Human Capital Divisional Partner model in the Ministry of Finance to enhance human capital service delivery and response to human resource requests and support Divisions.
- iv. With regards the Public Investment Management Guidelines in line with the PFM (PIM) Regulations 2020. (LI 2411) for MDAs/MMDAs and other stakeholders, Ten (10) Feasibility studies and Sixty (60), Project Concept Notes reviewed using the new Guidelines were developed.

D. Sustainable Development Goals (SDGs)

The activity of the Ministry aligned to the Strategic Development Goals were; Goal

No. 8. (Annual growth rate of real GDP per Capita);

E. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	REVISED BUDGET	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GOG	A		B	C	D=(A-B)
	Compensation of Employees	482,879,000.00	482,879,000.00	238,618,04.00	185,746,505.00	244,260,906.00
	Use of Goods & Services	71,966,000.00	22,762,250.00	19,405,808.00	16,788,219.00	3,356,442.00
	CAPEX	109,829,000.00	23,156,931.00	3,035,536.00	2,925,432.00	20,121,395.00
	GOG TOTALS	664,674,000.00	528,798,181.00	261,059,438.00	205,460,156.00	267,738,743.00
2	IGF					
	Use of Goods & Services	58,986,00.00	58,986,00.00	54,996,233.00	47,442,769.00	3,989,767.00
	CAPEX	14,688,000.00	14,688,000.00	13,470,933.00	8,986,510.00	1,217,067.00
	IGF TOTAL	73,674,000.00	73,674,000.00	68,467,166.00	56,429,279.00	5,206,834.00

3	DEV'T PARTNERS e.g.					
	Use of Goods & Services	288,206,000.00	288,206,000.00	165,870,796.51	165,870,796.51	122,335,203.49
	CAPEX					
	DEV'T PARTNERS	288,206,000.00	288,206,000.00	165,870,796.51	165,870,796.51	122,335,203.49
4	ABFA					
	Use of Goods & Services	5,767,000.00	5,767,000.00	4,971,970.00	4,971,970.00	795,030.00
GRAND TOTAL		1,032,321,000.00	896,445,181.00	500,369,370.51	432,732,201.51	396,075,810.49

F. Challenges

The challenges encountered by the Ministry are noted below;

i. The 30 percent budget reduction.

The Government of Ghana in the reporting year made the decision of reduction of expenditure of Ministries, Department and Agencies in order to save cost. Although this accrued savings to government, the reduction affected the implementation of planned activities of some Departments, Agencies and Divisions (DADs) of the Ministry.

ii. The Garnishee of the Ministry's sub-Consolidated Account.

Garnishee order is issued by court in the interim to a debtor and its purpose is to invite the Ministry to court to testify whether it is holding money belonging to the judgement debtor. The Ministry's responsibility for the management of the economy as well as in charge of releases of covered entities exposes it to the frequent garnishee orders. The Garnishee of the Ministry's sub-Consolidated Account resulted in delays of payment to third parties and also the non-payment for goods and services supplied and rendered respectively to the Ministry.

G. Programmes and Projects for 2023

Activities to be undertaken in 2022 include the following;

- i. Conduct of the Ghana Living Standard Survey (Round 8), Agricultural Integrated Survey (AGRIS), Integrated Business Establishment Survey (IBES), Ghana Demographic and Health Survey (GDHS), Ghana International Tourism Survey, Domestic and Outbound Tourism Survey, and the International Cross Border Survey.

- ii. Develop and finalise of the Assets Management Policy Framework to guide the effective and efficient management of state assets. In addition, the Ministry will coordinate the implementation of relevant asset management responsibilities of the various MDAs in line with the Public Financial Management Act and Regulations.
- iii. Develop guidelines and manuals to support the implementation of the State Ownership Policy to communicate government's expectations to all entities within the state's ownership portfolio at a strategic level, and clarify the rules around the scope, objectives, and framework for state ownership.
- iv. Facilitate the passage and dissemination of the PPP regulations and guidelines in accordance with the PPP Act and also sensitise the general public on the regulations and the PPP programmes.
- v. Constitute a Financial Intelligence Centre (FIC) to enhance the risk-based supervisory mechanism of Designated Non-Financial Businesses and Professions.
- vi. Review the Securities Industry Act, 2016 (Act 929) and draft amendment, develop a business plan and a legal framework for the establishment of an Investor Protection Fund. The Ministry will also develop a legal and regulatory framework for National Home Ownership and Investment Scheme and pursue a continuous skill development programme for the Ghana Institute of Securities.
- vii. Continue the deployment of the Ghana.Gov Platform to cover all public sector agencies to facilitate implementation of the Treasury Single Account (TSA) for Internally Generated Funds (IGF) collections, as required under Sections 46 and 47 of the Public Financial Management Act, 2016, (Act 921). This is to achieve more efficient and transparent domestic resource mobilisation, including timely lodgement of revenue collections into the appropriate Public Fund Accounts and prevent revenue leakages.
- viii. The Revenue Assurance, Compliance and Enforcement (RACE) will carry out assurance on: the details of imported cargo on ICUMS to ascertain its consistency with other sources of information; commercially imported cargo to ascertain compliance by the importers with respect to their obligations under the Value Added Tax (Amendment) Act, 2021 (Act 1072); and uncleared and overstayed cargo to ascertain compliance with customs processes.
- ix. Replace Corporate Income Tax and VAT in 2023 with Tax on Gross Gaming Revenue, and a token withholding tax on winnings will be introduced. The procedures for implementation and required changes to relevant laws will be done in 2023.
- x. The Government will introduce an electronic tax clearance certificate system and expand the requirement for the certificate to cover additional services to enhance efficiency and expedite the current manual process for acquiring a Tax Clearance Certificate (TCC) and ultimately improve tax compliance. The Vehicle Income Tax Sticker and Income Tax Stamp rates were last reviewed in 2013 and will be reviewed as part of tax restorations in 2023.
- xi. Withdrawals from 3rd Tier Provident Funds and personal pension schemes before retirement are subject to tax if withdrawn before ten years of contributions in the formal sector and before five years in the case of contributors in the informal sector. The government will, as a tax relief, waive the tax on early withdrawals in 2023 for persons who lose their jobs permanently or their capital due to the current economic crisis.

- xii. The draft Customs Tariff with the 2022 version of the Harmonised Commodity Description and Coding System (HS Code) and the policy to introduce a self-clearance system for imports (to allow individuals to apply directly for clearance of imports without the services of a Customs House Agent) will be implemented in 2023. Government will in addition leverage the ECOWAS Supplementary Protection Measures (i.e. Import Adjustment Tax (IAT) and Supplementary Protection Tax (SPT)) under the Common External Tariffs to revise duty rates for products that can be manufactured and produced in sufficient quantities in Ghana.
- xiii. The Ministry will continue the roll out of GIFMIS to other IGF institutions and donor funded projects. In 2023, the Ministry will continue with the migration of other public universities that are not on the IPPD2.
- xiv. The National Payroll Database will be linked to the National Identification Authority (NIA) System to prevent the recurrence of unapproved workers.
- xv. More public entities will be trained and enrolled on the GHANEPS portal to ensure transparency in public procurement.
- xvi. The Ministry will conduct, publish, and implement DSA and revise the Medium-Term Debt Management Strategy (MTDS) to guide borrowing.
- xvii. Publish the Annual Public Debt Report (APDR) to inform the general public on public debt. xviii. As part of measures to mitigate fiscal risk to government, a draft risk-based fee policy will be finalised and disseminated to public corporations, SOEs, local governments and MDAs to facilitate the process of issuing guarantees, government lending or No-Objection to borrow on their own books, in accordance with the passage of the Fees and Charges Act, 2022 (Act 1080).
- xix. Continue implementation of the Debt Exchange Programme.
- xx. The National Entrepreneurship and Innovation Programme (NEIP) will undertake the Presidential Start-up Support Programme which is an initiative to provide training, technical assistance, and funding to start-ups with very innovative entrepreneurship ideas. xxi. The NEIP will organise the National Innovation Week to celebrate great innovations coming from young people across the country. The week would be climaxed with the Presidential Pitch to select and award most innovative businesses in the country in the presence of the President.
- xxii. The NEIP will continue the Student Entrepreneurship Initiative (SEI) activities within the various senior high schools and the Universities to train, empower and support innovations from the young people.
- xxiii. NEIP will undertake some repairs and maintenance at the greenhouses and also boost production of vegetables to feed the nation. xxiv. As part of inclusivity, NEIP will continue its programmes of providing critical intervention support to female and male entrepreneurs with disability by way of training and funding support.
- xxv. The NEIP will undertake the Partnership Programme, which is a collaborative programme with other agencies to train young people in light manufacturing businesses and provide starter packs for them. NEIP will collaborate with YEA, NYA, the Prisons, and the Fire Service.

9. MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT (MoFAD)

The Ministry of Fisheries and Aquaculture Development (MoFAD) is mandated to ensure the accelerated development of the fisheries and aquaculture sector for national development through the initiation, formulation, monitoring and evaluation and implementation of its sector policies.

The Ministry was headed politically and bureaucratically by the following:

- Sector Minister - Hon. Mrs. Mavis Hawa Koomson (MP)
- Deputy Minister - Hon. Moses Anim (MP)
- Chief Director - Mr. Kwesi Armo-Himbsen

A. Civil Service Departments and Sector Agencies

The Ministry has the following Public Service Organizations:

- The Fisheries Commission
- The National Premix Fuel Secretariat

B. Sector Achievements

Key achievements implemented by the Ministry are outlined below:

i. Formulation of a New National Fisheries and Aquaculture Policy

The first comprehensive Ghana National Fisheries and Aquaculture Policy was developed in 2008 to serve as a blueprint for the management of capture fisheries and development of aquaculture in Ghana. The 2008 policy was structured around 4 major strategic areas namely, (1) management of fisheries, conservation of aquatic resources and protection of their natural habitat; (2) promotion of value addition in the fisheries sector and the improvement of livelihood in the fisheries communities; (3) sustainable development of aquaculture; and (4) improvement of services provided to the sector.

Subsequently, there have been emerging issues such as climate change, blue economy, among others in the fisheries sector and in strategies in fisheries management since development of the policy document. Ghana has also ratified several International and Regional Fisheries Conventions and Treaties that needed to be incorporated into policy framework. Currently, the fisheries and aquaculture sector is also confronted with a number of challenges including illegal fishing, high post-harvest losses, inadequate infrastructural capacity and over-exploitation of fisheries resources.

Accordingly, MoFAD after a detailed review of the 2008 Policy, and through extensive consultations with stakeholders, developed the new National Fisheries and Aquaculture Policy 2022. The Policy provides 11 thematic areas of the sector such as : Marine Fisheries, Lagoon Fisheries, Inland Fisheries, Aquaculture , Fisheries Infrastructure Development, Post-Harvest Management & Trade among others.

The new Policy was approved by Cabinet for implementation; hence, with the support of International Financial Corporation (IFC), the Ministry printed 500 copies of the Policy for distribution to stakeholders during sensitization workshops.

ii. 2022 National Fish Festival Celebration

Over the years, the National Farmers' Day (NFD) Celebration, held every first Friday in December and November in an election year, has been the major event that recognizes the contributions of farmers and fishers to national development. However, it has been observed that, the farmers in the mainstream agricultural sector are more recognized than the fisher folk and aquaculture operators. To ensure that fishers are adequately acknowledged for their invaluable contributions to food security and socio-economic boost for national development, a National Fish Festival was instituted by the Ministry in 2015. It was held again in 2016.

In 2022, the Ministry re-introduced the National Fish Festival to commemorate the World Fisheries Day celebrated every year on 21st November to highlight the importance of healthy oceans and to ensure sustainable stocks of fisheries in the world. It was also to highlight the works of fishers and activities of the Ministry. The 2022 National Fish Festival was held on 24th and 25th November 2022 at the Black Star Square on the theme: ***“Promoting Sustainable Fisheries and Aquaculture for National Development”***.

The festival presented a unique opportunity for fishers, processors, groups, policy makers, researchers, development partners, and corporate entities to network, exchange knowledge and gain insight into the dynamics of the fisheries industry. It also helped participants to identify opportunities available for job creation and provided the appropriate platform for public awareness about the annual World Fisheries Day and IYAFD.

iii. Aquaculture for Food and Jobs (AFJ) Initiative

The Aquaculture for Food and Jobs Initiative which was first piloted in 2019 and fully launched in 2020, is a program run by the Ministry to augment the Planting for Food and Jobs program of the Ministry of Food and Agriculture. The initiative aims to increase domestic fish production and create employment opportunities in the Aquaculture value chain. AFJ, mobilized unemployed youth into Aquaculture Enterprise Groups and supported them with the necessary aquaculture inputs such as fingerlings, fish feed, ponds, tanks, and cages to engage in fish farming. The initiative also provided support to economically viable but distressed fish farms, as well as secondary educational institutions and public institutions.

Under the GIZ-MoFAD AFJ Project in the Western Region, 294 beneficiaries were trained in fish farming practices while 408 fish farmers received training in formulation and preparation of local fish feed. In addition, 2 fish processing were constructed for off-takers and fish processors in Takoradi and New Ankasa to reduce post-harvest losses. A total of 221,000 fingerlings comprising 146,000 catfish and 75,000 tilapia were distributed to fish farmers to stock their ponds.

The Ministry also developed a Training Manual on Fish Farming for Aquaculture Extension Agents and Trainers. Subsequently, 300 copies of the Training Manual were printed with the support of the International Financial Corporation (IFC) of the World Bank for sensitization of aquaculture operators.

iv. Implementation of Automation of Premix Fuel Outlets

Premix Fuel is an essential input required by fishers to power their motorized canoes for fishing expedition. The highly subsidized product since its introduction in the 1990s has been faced with challenges such as diversion and hoarding which create artificial shortages thereby affecting the accessibility of the fuel by fishers.

The existing premix fuel dispensing system at the Landing Beaches does not meet the EPA environmental standard and most often fuel spillage is reported. To address the issues of diversion and hoarding of premix fuel, the Ministry in 2022 commenced activities to automate premix distribution outlets at 300 Landing Beaches across marine and inland fishing communities. The Automated Premix Fuel Distribution System is a fuel management and tank gauging system designed to enhance the effective and efficient management of premix fuel. The system consists of PSS 5000 forecourt controller, TLS4 automatic tank gauge, payment terminal (TR1000), tag reader, printer, as well as Remote Monitoring.

The project was to be financed from revenues to be generated from GHS0.70 per litre increase in the price of premix fuel approved by Cabinet; and was expected to be completed within 18 months. Site survey for all the 300 Landing Beaches were completed to pave way for the construction of platforms and installation of the automated outlets. Construction of 11 automated premix fuel outlets at selected fishing communities for the pilot phase were almost complete and expected to be commissioned by first quarter of 2023. The fishing communities included Elmina, Chorkor, Nungua, Kokrobite, Adidogorme, Workumagbe and Adina which rate of completion ranged from 75% to 100%.

C. Reforms

i. Premix Fuel Automation Project

The Ministry started the implementation of the Premix Fuel Automation Project in 2019. As at 2021, fuel had been stored in fuel tanks and discharged manually. In 2022, Cabinet approved an upward price adjustment (.70p) to finance the project. Survey was conducted at 300 sites to determine their suitability for the installation of the outlets, while the construction of 11 automated premix fuel outlets were near completion. The project aimed to enhance the safety at Premix Fuel discharge points and reduce government subsidy. It was also to help to eliminate the incidence of hoarding by middlemen and diversion of Premix Fuel and improve accessibility. The project was to also enhance accountability and transparency in monitoring and reporting.

ii. MoFAD Daily Performance Tracker

The Ministry started the implementation of the MoFAD Daily Performance Tracker in 2022 which resulted in improved staff performance.

D. Sustainable Development Goals

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

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

The Ministry revised its National Fishery and Aquaculture Policy and developed a new Marine Fisheries Management Plan. The implementation of the Policy and Plan was to ensure that the fisheries resources were sustainably managed through effort reduction and intensified fight against illegal fishing. The implementation of the 2022 all fleet closed season was to help to recover depleting marine fish stock and reduce pressure on marine resources. During the year, the Ministry also undertook sea and land patrols at fishing communities as well as placed observers on fishing vessels as part of efforts to combat Illegal, Unreported, Unregulated (IUU) fishing practices.

ii. SDG 13: Climate Change (Take urgent action to combat climate change and its impacts (Marine Fisheries Management Plan))

Fisheries and aquaculture, as well as the operators in the sector, are among the most vulnerable to climate change. Climate change and disasters are already impacting negatively on aquatic systems as well as the livelihoods and economies that depend on them.

In order to reduce the impact of climate change on the sector, the revised National Fisheries and Aquaculture Policy was made to provide policy actions to mitigate the impact of climate change. The new Marine Fisheries Management Plan developed in 2022 also provided strategic actions to mitigate the impacts of Climate Change. The implementation of the Policy and Plan was expected to make the sector more resilient to climate change.

E. Financial Performance

S/N	SOURCE	Approved Budget (GHS)	Revised Budget (GHS)	Actual Release (GHS)	Actual Expenditure (GHS)	VARIANCE (GHS)
		A	B	C	D	E=B-C
1	GoG	20,817,000.00	19,386,678.00	16,525,399.20	16,523,867.22	2,861,278.80
	CoE	15,818,000.00	15,818,000.00	15,552,460.78	15,552,460.78	265,539.22
	G&S	1,499,000.00	1,048,678.00	91,691.97	90,160.05	956,986.03
	CAPEX	3,500,000.00	2,520,000.00	881,246.45	881,246.39	1,638,753.55
2	IGF	50,818,000.00	50,818,000.00	39,050,285.61	30,920,797.46	11,767,714.39
	G&S	30,536,000.00	30,536,000.00	27,746,449.05	24,071,808.90	2,789,550.95
	CAPEX	20,282,000.00	20,282,000.00	11,303,836.56	6,848,988.56	8,978,163.44
3	ABFA	2,000,000.00	1,600,000.00	1,120,000.56	120,000.56	479,999.44

4	CAPEX	2,000,000.00	1,600,000.00	1,120,000.56	120,000.56	479,999.44
	DPF	6,486,000.00	6,486,000.00	-	-	6,486,000.00
	o/w DP	6,486,000.00	6,486,000.00	-	-	6,486,000.00
5	Total	80,121,000.00	78,290,678.00	56,695,685.37	47,564,665.24	21,594,992.63

F. Challenges

i. Inadequate funding to finance key projects:

Budgetary allocation for the Ministry has not been adequate to enable the sector to carry out its operations and major projects. For instance, the operational budget (that is, excluding compensation and Development Partners) allocated to the sector - both the Ministry and its Agencies in 2022, was **GHS¢55,986,678.00**. The amount was woefully inadequate to enable the Ministry and its Agencies to carry out their operational activities as well as implement key infrastructure projects and programmes. The Ministry will continue to engage the Ministry of Finance to ensure adequate budgetary allocations to finance operations and projects in the fisheries sector. The Ministry and its Agencies, to enhance the mobilisation of funds, will improve IGF revenue collection strategies.

ii. Inadequate fisheries infrastructure or facilities (including hatcheries, fisheries educational and training centres, among others) to enhance fish production and productivity.

There is a huge deficit in terms of fisheries infrastructure to support the implementation of sector programmes at the moment. The Ministry will continue with the construction of the Anomabo Fisheries College and the National Aquaculture Training Centre in 2023 to provide training in fisheries and aquaculture related programmes. The rehabilitation of public hatcheries will also be continued to ensure the provision of quality fingerlings. Again, the completion of these infrastructure projects is expected to address the infrastructure deficit of the sector.

iii. IUU fishing practices, overfishing, climate change and outbreak of fish disease.

The fisheries sector is faced with challenges such as the use of illegal , Unreported and Unregulated (IUU) fishing practices, overfishing, climate change and outbreak of fish disease. In order to address these challenges, the Ministry intensified fisheries law enforcement activities as part of the strategies to combat, deter and eliminate IUU fishing in the marine subsector. The all fleets closed season was also to be implemented in 2023 as a marine stock recovery strategy to reduce the pressure on the fisheries resources.

iv. Diversion and hoarding of premix fuel and resale at exorbitant prices.

In 2022, there were shortages in the supply of premix fuel to marine artisanal fishers for their operations due to diversion and hoarding of premix fuel and resale at exorbitant prices. To address

the issue, the Ministry engaged the Tema Oil Refinery (TOR) and the Oil Marketing Companies (OMCs) The Ministry also commenced the automation of premix fuel outlets at landing beaches across the country to help curb the incidence of premix fuel diversion and hoarding.

G. Programmes and Projects for 2023

i. AQUACULTURE DEVELOPMENT

- **The Aquaculture for Food and Jobs (AFJ) Initiative**

In 2023, the AFJ program will be extended to all 16 Regions of the country. This is expected to increase aquaculture production as well as job creation.

- **The National Aquaculture Centre and Commercial Farm Project**

The Ministry will continue the construction of the National Aquaculture Centre and Commercial Farms which was 87% complete as at December 2022.

ii. Fisheries Resource Management

- **Implementation of Closed Season for all Fleets**

The sustained implementation of the Closed Season Strategy by the Ministry will enable the sector to achieve the desired long-term objective of stock recovery.

- **Marine Management Plan 2021-2025**

The Ministry in 2023, will implement the Marine Fisheries Management Plan as a strategy to reverse the downward trend in fishery resources and establish a competent management regime to ensure that fish stocks are utilized sustainably in a better environment.

- **Automation of Premix Fuel Outlets**

The Premix Fuel Outlet Automation Project which commenced in 2022, will be continued to ensure that the project is completed within the 18 months' timeline given by Cabinet. Activities to be carried out in 2023 include the installation of the automated outlets and sensitization of fishers on the operations of the outlets.

iii. Fisheries Law Enforcement

- **The Acquisition of Research Vessel and Patrol Boat**

In 2022, this Ministry and the Ministry of Finance were in advanced stages with the implementation of Cabinet's decision for the acquisition of 1 Research Vessel and 4 Patrol Boats for the fisheries sector.

- **Fisheries Legal Review**

The Ministry will continue to facilitate the preparation of a new Fisheries Bill to replace the existing Fisheries Act, 2002 (Act 625) as approved by Cabinet in October 2022.

D. Management and Administration

i. Fish Festival

The Ministry will organise the 2023 edition of the National Fish Festival to highlight activities in the fisheries sector and acknowledge the contribution of the sector to national development.

ii. The Anomabo Fisheries College Project

The Ministry will continue with the construction of the Anomabo Fisheries College in 2023 to ensure that Phase 1 of the project comprising the Administrative, Hostel, Laboratory and Classroom Blocks, as well as the construction of access and internal roads are completed.

iii. 2023 National Farmers Day Celebrations

The Ministry will collaborate with the Ministry of Food and Agriculture (MoFA) as well as other relevant stakeholders including the Ghana Cocoa Board to organize the 2023 National Farmers' Day celebrations which will mark the 39th edition of the celebration.

10. 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. The main policy framework and medium-term plan guiding interventions in the sector are the Food and Agriculture Sector Development Policy (FASDEP II) and Investing for Food and Jobs – Agenda for Transforming the Agriculture Sector as the Agricultural Investment Plan.

The Ministry was headed politically and bureaucratically by the following:

- Sector Minister - Hon. Dr. Owusu Afriyie Akoto • Deputy Minister - Hon. Yaw Frimpong Addo
Hon. Alhaji Hardi Tufeiru
- Chief Director - Robert Patrick Ankobiah

A. Civil Service Departments and Sector Agencies

The Ministry has the following Public Service Organizations:

- 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.

B. Sector Achievements

Key achievements implemented by the Ministry are outlined below

i. Food Crops Production Module - Planting For Food And Jobs- PFJ.

In accordance with the Ministry's objective to support farmers to increase production, a total of 39,037Mt and 310,500 MT of improved seeds and fertilizers have been provided to 1,500,000 small holder farmers since 2017. Under PFJ, the capacities of local seed industries have been strengthened to produce certified seeds. In 2022, 18,900MT and 120,500 MT of improved seeds

and fertilizers were subsidized for farmers. A total of 1,200,000 beneficiaries have benefitted from the 2022 season. Cereal crop farmers shifted to soya and related crops because of their low fertilizer requirements. In addition, the Ministry also supported SARI to produce 8.37MT and 21.23MT of rice, maize and soya breeder and foundation seeds respectively. 695MT of certified seeds: 310MT of rice, 85MT of maize, and 300MT soya were produced from the foundation seeds.

Under Ghana CARES Obatanpa programme, support was provided to SARI to produce 0.70MT breeder and 28.0MT foundation seeds (Jasmine-85) variety of rice, 1.0MT breeder and 25MT foundation seeds soya (Favour).

SIP in the year 2022 also promoted commercial production of maize and soyabean through the provision of climate-smart agro-inputs to selected commercial farmers with minimum land size of 50ha to encourage women to participate. This was supported by SIP to ensure maize and soyabean is available to grow the poultry sector. In addition, SIP also supported improve breeds of small ruminant and local chicken through the distribution of improved cockerels to support household nutrition.

To increased maize and soybean production under SIP, a total of 6,897ha of land was developed for 92 farmers (10 female participated) to cultivate maize and soybean for the 2022 farming season under SIP. Since 2018, resources pulled together by SAPIP and SIP has supported 214 farmers to develop a total land area of 21,261ha. Out of the total SIP has supported 173 farmers of which 11% are female. The Programme has overachieved the target by 216ha. This year, out of the total land size developed 1,941ha farmers could not cultivate due to high cost of agro inputs.

Cumulative land developed (ha) to maize and soyabean and production level (MT)

Year	No of Farmers	Area Under Production (Ha)			Grain Production (MT)		
		SOY	MAIZE	TOTAL	SOY	MAIZE	TOTAL
2018	4	52	35	87	95.16	141.05	236.21
2019	12	330	1,011	1,341	382.8	3,771.03	41,53.83
2020	76	2,047	6,101	8,148	4,360.11	31,786.21	36,146.32
2021	118	3,216	10,148	13,364	7,557.6	60,888	68,445.6
2022	214	7,489	11,631	21,061	NA	NA	NA

ii. Planting For Export and Rural Development (PERD)

The objective of PERD is to increase production and productivity of tree crops for income diversification and increased foreign exchange earnings. In the year 2022, a total of 4,200,000 seedlings were provided to 11,098 farmers for the 2022 crop season as compared to 1,178,615 seedlings distributed in 2021. The breakdown for the total seedlings produced and distributed in 2022 were as follows; Cashew- 400,000, Rubber - 800,000, Mango - 600,000, Coconut - 900,000 and Oil Palm - 1,500,000.

As part of efforts to strengthen the tree crops sub-sector, the Tree Crops Development Authority was established by an Act of parliament (Act 1010) to regulate and develop in a sustainable environment, production, processing, and trading of tree crops.

The mandate of TCDA is to ensure the sustainable development of the tree crops sub-sector, particularly relating to the six mandated tree crops (Cashew, oil palm, rubber, coconut, coffee and shea). During the year 2022, TCDA carried out the following key activities:

- Engaged stakeholders to share information and identify strengths, weaknesses, opportunities and threats in the subsector.
- Developed Technical Regulations to guide the operations in the tree crops sub-sector for study and approval by Cabinet.
- Developed a strategic plan to help implement, monitor and evaluate the impact of the Authority objectives.
- Supplied elite planting materials to boost the production of the six mandated tree crops

iii. Horticulture Development (Greenhouse Villages)

In 2022, training in greenhouse vegetable production technology was completed at Bawjiase and Akumadan Training Centres. However, Dawhenya greenhouse facility did not provide training in 2022 because it had exceeded its quota as of 2021. In all, the Bawjiase and Akumadan training centers in 2022 trained a total of 61 graduates (41 males and 20 females). This resulted in a total of 537 graduates trained across all the three Greenhouse training centers compared to an initial target of 540. The shortfall of three trainees was a result of their withdrawal from the programme. As part of the training package, some graduate trainees were sent to Israel to undertake a one-year paid internship. Since the inception of this internship programme, 340 graduates have travelled to Israel for further training. Also, thirty (30) graduates of the Greenhouse programme are managing greenhouse farms across the country.



Young graduates undergoing training (practical and theoretical) at Bawjiase Centre

iv. Post-Harvest Management and Storage Capacity Expansion Programme

To increase national storage capacity of grains to reduce post-harvest losses, the Ministry has completed sixty-five (65) units (1,000MT capacity) of warehouses across the country with the remaining 15 at various stages of completion. The national storage capacity has increased by 65,000MT.



Completed warehouse under the Ministry's initiative

v. Irrigation Development

In 2022, the Ministry continued to invest in the development of irrigation infrastructure. The target of the Ministry was to complete Tamne phases I& II and Mprumen phase II. **Status of irrigation facilities developed**

Large scale irrigation infrastructure	Level of completion	
	Construction of Dam	Irrigable Area
Tamne (300Ha)	100%	100%
Mprumen phase II (75Ha)	100%	100%
Kpong (2,176Ha)	-	100%
Tono(2,490) -	-	100%
Kpong Left Bank(2,100Ha)	-	100%

C. Reforms

i. Creation of MoFA M&E web-based portal

The Policy Planning and Monitoring Directorate (PPMED) of MoFA with technical support from Ghana Health Service (GHS) developed a robust Web Based Monitoring and Evaluation (M&E) Portal for MoFA. The web-based development processes were very consultative and engaged experts from national, projects and decentralized levels to select key performance indicators that address sector Medium Term Plan (Investing for Food and Jobs –IFJ). The development of a webbased portal was necessitated by challenges encountered in manual data collection and analysis during the implementation of METASIP I & II. To ensure sustainability of the web-based, selected officers from MoFA were trained to develop and operationalize the Web-Based Portal. The portal is now being used for capturing annual workplans and a medium for sending validated data for quarterly reporting at national, regional and districts levels.

ii. PFJ Markets

As part of the Ministry's strategy to enhance access to Food under the PFJ programme because of high prices of food items, the ministry piloted PFJ market at Ministries, Makola, Circle (Dubai) and prisons for sales of commodities such as gari, oil palm, beans, maize, local rice, yam and plantain which received high patronage by the public. Due to the high patronage of the PFJ market by the public, the Hon. Minister directed that all decentralized regions should also launch the PFJ market by moving commodities from districts to sell at the regions at affordable prices to enhance food access. The resultant effect of this PFJ market initiative was that it impacted positively on food prices and enhance food access prior to christmas.

D. Sustainable Development Goals

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

i. SDG: Goal One - End poverty in all its forms and everywhere

Proportion of population below the international poverty line, by age, sex, employment status and geographical location, Proportion of population below the national poverty line, by age, sex, Proportion of men, women and children living in poverty by national: *Male – 47.7%, Female – 40.6% and Children – 75 %*.

ii. SDG: Goal Two - End hunger, achieve food security and improve nutrition and promote sustainable agriculture

Prevalence of malnutrition among children under 5 years of age by type (Stunting, wasting and overweight), Percentage of total FDI that flows into agriculture sector: *Stunting 21.4%, Wasting 6.8%, and Underweight 12.6%*

E. Financial Performance

SOUCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	RELEASES (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
	A	B	C	D	E=B-C

Compensation of Employees					
GoG	96,651,000	96,651,000	90,828,219	90,828,219	5,822,781
Goods and Services					
GoG	581,216,000	407,928,962	406,216,268	377,082,969	1,712,694
ABFA	-	-	-	-	-
IGF	8,851,000	8,851,000	4,312,466	4,225,645	4,538,534
DP Funds	168,780,000	168,780,000	41,947,953	41,947,953	126,832,047
CAPEX					
GoG	87,633,000	26,744,481	26,769,213	11,491,497	-24,732
ABFA	33,000,000	125,000,000	75,607,914	33,496,530	49,392,086
IGF	2,724,000	2,724,000	1,770,337	870,300	953,663
DP Funds	124,316,000	124,316,000	97,254,622	89,907,815	27,061,378
TOTAL	1,103,171,000	960,995,443	744,706,992	649,850,928	216,288,451

F. Challenges

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

- i. Acute office accommodation problem due to displacement of 11 Directorates due to the Marine drive project. There is the urgent need for an expansion of MOFA head office building infrastructure to accommodate displaced and floating staff.
- ii. Limited Budgetary Resources to scale up interventions and reach more farmers. MoFA exploring other sources of funding from development agencies e.g. IFAD, AfDB, World Bank
- iii. Limited production of improved seeds (hybrid maize, sorghum, groundnut). Temporal importation of improved seeds from ECOWAS region and development of local capacity
- iv. Climate change-Erratic rainfall patterns. The mitigating strategies include; Rehabilitate and construct irrigation facilities, Promotion of conservation agriculture and Strengthening Early warning systems

G. Programmes and Projects for 2023

In 2023, the Ministry seeks to consolidate gains made from sector interventions areas

i. Planting for Food and Jobs

The Ministry will purchase and distribute 36,360 MT of improved seeds (cereals, legumes and vegetables) and 366,935 MT of organic and inorganic fertilizers in 2023.

ii. Rearing for Food and Jobs

In 2023, the Ministry will procure and distribute 8,000 grower pigs and 2-million-day-old broiler chicks under the RFJ. On selected animal breeding sites, the Ministry will also renovate 14 staff housing units and 10 livestock housing.

iii. Planting for Export and Rural Development

Under this module, the Ministry will complete procurement of Office equipment, vehicles and other logistics for the Tree Crop Development Authority. Also, the Ministry will facilitate the establishment of zonal offices and recruitment of personnel. In addition, a total of 4 million seedlings of the mandated tree crops will be produced/procured for distribution to farmers.

iv. Promotion of Mechanization Services

The Ministry will clear 100 containers under the 3rd tranche of Brazil MFI facility. Also, 500 Containers under USD 150 M Indian Exim facility will be cleared.

v. Plant Protection and Regulation

In 2022, the Ministry will intensify inspection and monitoring activities to 54 border points, farms, shops and pack houses across the country. Also, phytosanitary, regulatory and standard assurance activities will be carried to farmers, exporters and importers out across the country. In addition, the Ministry will carry out training and sensitization on phytosanitary, seed, fertilizer and pesticide and crop pest issues to relevant stakeholders.

vi. Post-Harvest Management and Storage Capacity Expansion programme

The Ministry will facilitate the payment of outstanding claims on contract of 30 completed warehouses under the Ministry and 50 inherited warehouses under MSDI.

vii. Irrigation Development

The Ministry will also work to complete Tamne Phases III, Mprumen Phase II (Land Dev't), Repair of Ashiaman Irrigation Scheme Spillway and eight (8) Small Dams at Duadinyediga, Kpalbutabu, Gilang, Duong, Tousal/Jeyiri, Tasundo, Sunyeri and Vunania. Also, the Ministry will facilitate the rehabilitation of Vea irrigation Scheme and construction of two (2) additional small dams. Further, outstanding payment of US\$ 119,908,880.56 will be made on Pwalugu Irrigation Project (at 20% completion).

11. MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION (MFARI)

The Ministry is responsible for the management, coordination and implementation of Ghana's foreign policy, and derives its mandate from Chapter Six (6) of the 1992 Constitution of the Republic of Ghana, which deals with the Directive Principles of State Policy, Article 40. The Ministry was politically and bureaucratically headed by the following:

- Sector Minister - Hon. Shirley Ayorkor Botchwey (MP)
- Deputy Ministers - Hon. Kwaku Ampratwum-Sarpong (MP)
Hon. Thomas Mbomba (MP)
- Chief Director - AMB. Ramses J. Cleland

A. Civil Service Departments and Sector Agencies

The Ministry of Foreign Affairs and Regional Integration executes its functions through TwentyOne (21) Bureaux at Headquarters including the Passport Office and Accra International Conference Centre (AICC), fifty-seven (57) Missions and nine (9) Consulates-General and fifty-eight (58) Honorary Consulates abroad. The fifty-seven (57) Missions consist of fifty-two (52) High Commissions and Embassies and two (2) Permanent Missions to the United Nations in Geneva and New York. The geographical breakdown of the Missions is as follows:

- Twenty-seven (27) in Africa;
- Seventeen (17) in Europe;
- Eight (8) in the Middle East;
- Seven (7) in Asia and Pacific; and
- Seven (7) in the Americas and the Caribbean.

Three (3) subvented agencies/organizations operate under the Ministry. These are:

- a. Legon Centre for International Affairs and Diplomacy (LECIAD);
- b. National African Peer Review Mechanism Governing Council (NAPRM-GC), and

- c. All African Students Union (AASU).

B. Sector Achievements:

i. Purchase, Construction, and Renovation of Properties:

The gave a facelift and maintenance to landed properties in our Missions abroad by renovating the following projects in the following Missions:

- Residency and Chancery Building of the Ghana Embassy in Seoul
- Residence in Brussels
- Chancery Building in Kampala
- Chancery Building in Paris
- Adu Lodge
- Chancery Building of the Ghana Embassy in Tel-Aviv
- Foreign Service Institute

ii. Ghanaians in High-Level Positions in International Organizations:

The Ministry facilitated the candidature and appointments to international organisations of the following during the year under review:

- Mrs. Gertrude Oforiwaa Fefoame to the United Nations Committee on the Rights of Persons with Disabilities, for the term 2023-2026.
- Mr. Lawrence Asangongo Apaalse, former Chief Director of the Ministry of Energy, for election to the United Nations Commission on the Limits of the Continental Shelf for the term 2023-2028
- His Lordship Justice Sir Dennis Adjei for the “floating seat” as a Judge of the African Court on Human and People’s Rights for a six-year term.
- Mr. Charles Osei Asibey was elected to the position of President of the Arm-wrestling Federation of Africa (AFA) during the Elective Congress of the AFA in Lagos, Nigeria.
- The Government of Ghana was re-elected to the African Telecommunication Union (ATU) Council for the term 2023-2026.
- Mr. Richard Addo-Darko was elected to the Legal and Technical Committee (LTC) of the Internal Seabed Authority.
- Mr. Solomon Korbie, Minister Counsellor at the New York Mission was also elected, to serve on the Finance Committee of the Authority for a five-year term.
- The re-election of Ghana to the African Union Peace and Security Council (AU-PSC) at elections held during the 40th Ordinary Session of the AU Executive Council in Addis Ababa on 3rd February, 2022.
- The election of Ghana as Vice-President of the ISA Bureau during the 27th Session of the ISA Assembly from 18th July to 5th August, 2022 in Kingston, Jamaica.
- The re-election of Ghana to the ISA Council held during the 27th Session of the ISA Assembly from 18th July to 5th August 2022 in Kingston, Jamaica.

- The election of Rev. Edmund Yirenkyi Fianko as member of the Radio Regulations Board of the ITU at elections held during the ITU Plenipotentiary Conference from 26th September to 14th October, 2022 in Bucharest, Romania.
- The election of Ghana to the International Civil Aviation Authority (ICAO) Council during the 41st Ordinary Session of the ICAO Assembly from 27th September to 7th October, 2022, in Montreal, Canada.
- The re-election of Ghana to the International Telecommunication Union (ITU) Council at elections held during the ITU Plenipotentiary Conference from 26th September to 14th October 2022, in Bucharest, Romania.

iii. Regional Integration and Economic Diplomacy

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

The Ministry in collaboration with partner MDAs organised several trade exhibitions, investment activities and exchange of Trade missions to several countries to promote "Made-in-Ghana" goods and services, as well as attract the needed FDIs for Ghana's industrialization agenda.

iv. Bilateral Relations:

The ministry held Permanent Joint Commissions for Cooperation (PJCC) and Political Dialogues with a number of countries, which culminated in the signing of beneficial Agreements and Memorandum of Understanding which initiated several projects in various sectors of the economy, boosting strategic investments and strengthening the role of the private sector. The PJCCS included the 4th session of Ghana –Namibia PJCC; The Ghana – Kenya PJCC; 7th Session of Ghana –Iran PJCC held in April, 2022; Ghana-Malta PJCC in September, 2022 and the Ghana-India Joint Trade Committee held in July, 2022, and the Ghana-Rwanda PJCC.

The president participation in the 2022 Dubai Expo during which The United Arab Emirates and Ghana signed the five (5) Memoranda of Understanding.

The president witnessed the signing of a Memorandum of Understanding (MoU) between the Ghana Trade Fair Company Limited and the Stellar Holding Pte. Ltd to establish a joint venture company for the financing and redevelopment of the Trade Fair site.

v. Integrate Ghanaian Diaspora in National Development:

The Ministry supported "the Year of Return and "Beyond the Return", programs, improved its service delivery of passports by reducing the turnaround time for processing passports to 15 days and provided all its Sixty-six (66) Missions and Consulates with the capacity to capture the biometric details of passport applicants.

The Ministry in collaboration with the Ghana Immigration Service and Orell Füssli Security (OFS), commenced roll-out of a Machine-Readable (E-visa) application system. Installation of the hardware for the roll-out of the system was scheduled to be done in five (5) Missions Abroad namely London, Berlin, Washington, New York, Beijing as well as the Ghana Immigration Service

Headquarters in Accra. It may be noted that the relevant stakeholders have held series of meetings aimed at addressing the challenges associated with the roll-out of the E-visa project.

As at 19th December, 2022, installation of the hardware has been completed in London and Berlin Missions. Washington, New York and Beijing Missions have not yet had the necessary hardware installed. However, the Berne and Copenhagen Missions have had the equipment installed as part of arrangements for a trial run of the system.

vi. Evacuation of Ghanaians in Ukraine and Dubai

Over 220 Ghanaians in Ukraine safely exited the country, while the government instituted the necessary measures to facilitate the transportation, accommodation, feeding, medical support and flights for the evacuated citizens. Over 460 students were transported to neighbouring countries like Poland, Hungary, Romania, Slovakia and the Czech Republic. The Ministry in collaboration with the office of the President, NUGS, Ministry of Information, Ghana Immigration service and the International Organisation for Migration (IOM) facilitated the evacuation of two hundred and fifty-three (253) of Ghanaians to Ghana and the integration and placement of 100 students from Ukraine into Ghanaian Public Universities.

The Ministry evacuated about 431 Ghanaian nationals who were stranded in Dubai. They included 341 males, 88 females and two children below the ages of three at the medical centre as well as an unspecified number of African migrants.

C. Reforms:

The Ministry under the Public Sector Reform for Results Project (PSRRP) undertook the following reforms:

- i. Provision of equipment and systems to ensure fast issuance and renewals of passports;
- ii. Design and implementation of web and mobile-based applications and associated support to facilitate access to Passport Office services, client feedback and complaints handling;
- iii. Conducting an independent review of the administrative structures and procedures of the Passport Office, including policies, functions, staffing, business processes, ICT infrastructure, and resources which resulted in a costed and sequenced Action Plan to improve client access, transparency, efficiency and reduce corruption;
- iv. Designing and implementing an asset register and a management information system for Headquarters and Ghana Missions abroad;
- v. Providing relevant training to MFARI staff, including managers, to operationalize its Constitutional mandate.

D. Sustainable Development Goals:

- i. Enhance Ghana's image and influence abroad (**SDG 4, 6, 8, 10, 12, 13**)
 - 41 meetings/seminars organized instead of the projected number of 10
 - Initiated the ratification of several international treaties, protocols, and conventions

- 13 candidates from Ghana elected to positions in international organizations which was more than the projected number of 3
- 38 high-level visits instead of the projected figure of 12

ii. Passport and Consular Service Delivery (**SDG 16,17**)

- All 66 Missions provide biometric passport services.
- All PACS are providing on-line services.
- Processing time for biometric passports was 15 days which is more than the projected number of days.
- Average for processing ID cards was 12 hours which is the same as projected and average time for processing Visas was 72hours.

c. Promote international trade and investment (**SDG 2, 9, 17**)

- 9 PJCC and political consultations were held instead of the 2 projected.
- 17 Trade Missions and made-in Ghana exhibitions held abroad instead of the target of 5.

A. Financial performance

CLASSIFICATION	2022 APPROVED BUDGET	AMOUNT RELEASED	ACTUAL EXPENDITURE	ACTUAL PAYMENTS
		JAN-DEC 2022	JAN-DEC 2022	JAN-DEC 2022
COMPENSATION OF EMPLOYEES	533,642,620.79	489,172,402.39	487,445,996.41	487,445,996.41
USE OF GOODS AND SERVICES	73,572,480.00	66,704,610.34	66,695,157.23	66,695,157.23
CAPITAL EXPENDITURE	17,258,000.00	13,064,050.41	13,064,050.41	13,064,050.41
TOTAL	624,473,100.79	568,941,063.14	567,205,204.05	567,205,204.05

B. Challenges

Challenges encountered by the Ministry during the reporting period included:

- i. Reduction and delayed releases in the Ministry's appropriation for Goods and services:**
The Ministry of Finance in its consideration of the budgetary proposals of the Ministry over the years has reviewed the Ministry's final appropriation for goods and services downwards, despite

the obvious needs of the Ministry in respect of some key elements of expenditure which simply cannot be overlooked making it difficult for the Ministry to meet its financial obligations.

ii. Exchange Rate Losses:

A large component of the Ministry's budget is incurred in foreign currencies. Since the Ministry prepares its budget estimates in Ghana Cedis, fluctuations in exchange rates worldwide lead to substantial exchange rate losses in the execution of the budget.

iii. Allocation for Ghanaians in Distress:

The delay in the creation of a budget line for an Emergency Fund for the purpose of supporting stranded and distressed Ghanaians abroad. The creation of such a Fund has become imperative in the wake of the COVID-19 pandemic and its associated impact on the welfare of Ghanaian national abroad.

iv. Delays in Remittances to Missions:

The amount allocated for Capital Expenditure for Ghana Missions abroad is inadequate and the delayed release to Missions affect the effective maintenance of Ghana properties abroad.

v. Procurement:

Goods, works and services have been carried out in accordance with provisions in the Public Procurement Act 663 as amended as well as the guidelines set out in the Public Procurement Manual. The uniqueness of the operations and legal framework within the various countries in which Ghana Missions operate create inconsistency in the application of Act 663 as amended.

C. Programmes and Projects for 2023

The following are some programmes and projects earmarked by the Ministry for 2023:

- i. Establish PACs in three (3) of the six (6) newly created regions
- ii. Upgrade the Hamburg Consulate to a Consulate-General
- iii. Commence the construction of the Ministry's Annex building
- iv. Foreign Service Institute
- v. Adu Lodge
- vi. Open a Diplomatic Mission in Jamaica or Trinidad & Tobago
- vii. Open a Diplomatic Mission in Mexico
- viii. Re-development of the AICC
- ix. Participate in all statutory meetings of the United Nations, African Union, ECOWAS, Commonwealth and other international organisations with the view to enhancing Ghana's international image and influence.

- x. The Ministry's Economic Diplomacy agenda is focused on the objective of diversifying and increasing Ghana's export base by actively seeking markets for Ghanaian products abroad, diversification and the expansion of the tourism industry as well as taking advantage of preferential arrangements and multilateral agreements.

12. MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION (MOGCSP)

The Ministry is responsible for the initiation, coordination and formulation of policies to promote gender mainstreaming, child development and social protection interventions across all sectors that lead to the achievement of gender equity and ensure promotion of survival and development of children. The Ministry also exists to harmonize social protection interventions to target the vulnerable and excluded and persons with disability and integrate fulfilment of their rights, empowerment, and full participation into national development.

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

- Sector Minister - Hon. Lariba Zuweira Abudu (MP)
- Deputy Minister - Hon. Francisca Oteng Mensah (MP)
- Chief Director - Dr. Afisah Zakariah

A. Civil Service Departments and Sector Agencies

Department of Gender

- Department of Children
- Department of Social Welfare (Decentralised) **Secretariats**
- Domestic Violence Secretariat
- Human Trafficking Secretariat
- Leap Management Secretariat
- Ghana School Feeding Programme
- Ghana National Household Registry
- Central Adoption Authority
- Non-Profit Organisation Secretariat **Public Service Organisation**
- National Council on Persons with Disability

B. Sector Achievements

Key achievements implemented by the Ministry are as follows:

i. Child Rights Promotion, Protection and Development

In the bid to ensure child rights promotion and protection, 3,434,532 people were sensitized on various child protection issues using the child protection tool kit. The Ministry through the Ghanaian Against Child Abuse (GACA) platform, reached 334,379 on various social media platforms. In fulfilment of Ghana's International Reporting Obligations, the Ministry submitted Ghana's 3rd and 4th Reports on the African Charter on the Rights and Welfare of the Child to the African Committee of Experts on the Rights and Welfare of the Child.

The Department of Children (DOC) also had development assistance from UNICEF for the processing and review of the ECCD Policy. In strengthening the Child protection system through coordination of all Child protection in the country, DOC held 80 Regional Child Protection Committee meetings in its 16 regions while at the National level, 5 National Child Protection Committee Meetings were held.

In partnership with UNICEF, Ghana organized a 3- day National Consultation workshop on the amendment of Child related legislation with relevant stakeholders with the aim of reviewing the draft proposed amendment of the Children's Act, Juvenile Justice Act, Human Trafficking Act and Criminal and other offenses Act.

ii. Gender Equality and Women's Empowerment

In order to ensure gender equality and to promote women's empowerment, the Ministry organized 44 sensitization programs on Sexual and Gender Based Violence (SGBV), Teenage pregnancy, and harmful cultural practices including child marriage and female genital mutilation (FGM) for 4,679 persons in different communities across the country.

To support the passage and implementation of the Affirmative Action Law and to put in place transformative measures to enable women and men to participate equally in achieving at least 40% representation of women in decision making, a follow up letter was sent to Cabinet in June 2022 to ascertain the status of the Bill after a re-submission in 2021.

Furthermore, the Ministry participated virtually in the 66th Session of CSW held from 14th to 25th March, 2022 at the UN Headquarters, New York for UN Member States and other UN entities, Civil Society Organizations and individuals.

Through the Department of Gender, the Ministry organized the National Gender Equality Clinic which is a mentorship programme for adolescents. The Clinic sought to engage adolescents from across the country on issues concerning gender equality, Sexual and Gender Based Violence (SGBV), and Adolescent Sexual and Reproductive Health Rights (ASRHR). The program also provided them with the requisite information on life skills including career development. In July 2022, the Clinic was attended by 100 adolescents (76 female and 24 male7).

iii. Ghana School Feeding Programme (GSFP)

In 2022, the Ghana School Feeding Programme under the Ministry provided 3,620,468 pupils in 10,832 public basic schools with one hot and nutritious meal for every school going day. It was to help with enrolment and retention of pupils in deprived communities in the country. The program

also provided employment for 32,496 caterers and cooks especially women, to aid in their income generation to support their families.

iv. The Livelihood Empowerment Against Poverty (LEAP) Programme

The Programme in 2022, disbursed LEAP cash grants to 345,434 households across the country. It comprised 1,520,450 extremely poor individuals. In terms of gender disaggregation, 833,383 beneficiaries representing 55% were female whilst the remaining 687,067 representing 45% were male. The 5 regions of the North (Northern, North-East, Savanna, Upper East and Upper West regions constituted over 54% of the program beneficiaries.

v. Social Services

During the year, the Ministry provided 294 children in the state-owned institutions with care and protection services.

To ensure support with health care of vulnerable people, the Ministry provided Hospital Welfare services for 6,260 patients who needed health care services in the various Health Centres across the country. The Ministry also provided welfare services to the aged and destitute in society to enable them to meet their basic needs.

The Bekwai Destitute Infirmary set up by the Ministry to admit and care for the destitute and the aged who are discharged from hospitals, provided services to 29 aged persons in the country.

vi. Securing Inclusion for Disability

There was a review of the Persons with Disability Act, 2006 (Act 715) to comply with the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD). A Technical Committee had been set up in November 2019 to review the Act and provide a Legislative Instrument (LI) for the Act. The document was sent to the Attorney-General's Department for legal drafting which was completed.

Guidelines for the Management and Disbursement of the District Assembly Common Fund for PWDs were reviewed. The Ministry in 2022 monitored the management and disbursement of the 3% District Assembly Common Fund for persons with disabilities in 103 MMDAs across the country to ensure the receipt of funds by target beneficiaries.

C. Reforms

Implementation of Social Welfare Information Management System (SWIMS)

To ensure efficient service delivery to the most vulnerable population, the Ministry under the Social Welfare information management system trained 60 Social Development Officers in June 2022 and deployed them to 100 districts.

D. Sustainable Development Goals (SDGs)

- **Goal 1: No Poverty**

To reduce the number of extremely poor households in Ghana, 345,434 households were enrolled to receive bi-monthly cash grants.

Under this goal, the Ghana National Household Registry collected and cleaned household data for the Northern region on socio-economic status from **215,000 households: 88, 284 households from the Savannah Region** and **90, 689 households from the North East Region**

The challenges encountered were inadequate budgetary allocation, inadequate donor partner support and Low coverage of LEAP programme. The mitigating strategy is to have strong partnership and engagement with development partners and stakeholders.

Goal 2: Zero Hunger

In line with Goal 2 with the indicator to increase the coverage of beneficiaries on the Ghana School Feeding Programme, 3,620,468 beneficiary pupils in 216 districts benefitted and were still benefitting from the free feeding on each school going day. The challenge, however, has been the non-coverage of JHS schools, limited coverage of the GSFP, inadequate budgetary allocation and Low donor partners support which should be mitigated through Government commitment to funding.

- **Goal 3. Good Health and Wellbeing**

The Ministry enrolled 76% of LEAP beneficiaries onto the National Health Insurance Scheme (NHIS).

- **Goal 5: Gender equality**

On Goal 5, target 5.5 on ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life, an Affirmative Action Bill was developed to aid the process of increasing the number of women in decision making positions; the Bill was re-submitted to Cabinet for approval. The proportion of women in Parliament is 14.5% while those in the district level is 1.2 %.

Goal 5.3 on eliminating all harmful practices, such as child, early and forced marriages and female genital mutilation, the Ministry Organised 44 sensitization programmes on Sexual and GenderBased Violence (SGBV), Teenage Pregnancy, and Harmful Cultural Practices including Child Marriage for 4679 participants in different communities across the Country.

On same goal 5.3, specifically on indicator 5.3.1, considering the proportion of women aged 2024 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 were organised through the celebration of calendar day events and sensitisation on child protection issues.

E. Financial Performance

S/N	SOURCE	APPROVED BUDGET	AMOUNT RELEASED	ACTUAL EXPENDITURE	VARIANCE
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	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	36,972,448.00	40,238,523.73	40,238,523.73	-3,266,075.73
	Use of Goods and Services	202,728,958.00	141,544,113.47	141,544,113.47	61,184,844.53
	CAPEX	6,900,000.00	4,225,757.82	4,225,757.82	2,674,242.18
2	IGF	9,940,800.00	17,745.09	17,745.09	9,923,054.91
3	Dev't Partners	73,783,351.00	65,760,920.80	65,760,920.80	8,022,430.20
	TOTAL	330,325,557.00	251,787,060.91	251,787,060.91	78,538,496.09

F. Challenges

Some key challenges encountered by the Ministry with mitigating measures are as follows:

i. **Insufficient logistics to carry out the objectives of the Ministry.**

While office equipment available to staff for use in the various departments remain woefully inadequate, most of the available ones are compromised; and this has affected the efficient performance of staff.

ii. **Insufficient and delay in release of funds**

In the area of budget allocation, the Ministry is still faced with the problem of inadequacy of funds. This budget is used to cover operations of the Ministry which include 32 regional offices of the Department of Gender and Children, as well as institutions under the Department of Social Welfare. Budget allocated to cover these Ministry operations is usually minimal so does not sufficiently take care of operations as intended.

iii. **Inadequate support from Development Partners for Social Protection Intervention** Social Protection interventions demand an intensive level of technical and financial support; unfortunately, with Ghana having been classified as a middle-income country by the World Bank, quite several the Development Partners are gradually reducing the support they provide to the Ministry for Social Protection interventions. This is because they believe the Ministry can support itself the country has been elevated from a lower-income to a middle income status.

iv. **Absence of legal framework to determine Programme operations and funding sources.**

The various programmes being run by the Ministry unfortunately are still not backed by any legal framework; and this has an adverse effect on the success of these programmes especially in the area of securing funds. In view of this, the Ministry made efforts by working swiftly yet effectively to get the Affirmative Action, Social Protection, Ageing, NPO as well as the Ghana School Feeding Bills to Cabinet. Passage of the Bills, will bring a massive improvement in the running of these programmes.

G. Programmes and Projects for 2023

An overview of the strategic and top priority areas that have been programed for 2023 for the entire sector is as follows:

i. Ghana School Feeding Programme

- Provide one hot meal for all pupils under the beneficiary schools of the programme on every school going day;
- Build the capacity of caterers and cooks in innovative nutrition training to improve the quality of meals served to pupils; and
- Advocate for passage of a Bill to give legal backing to the operations of the programme.

ii. LEAP Management Secretariat

- Provide bi-monthly cash grant and increase enrolment of beneficiary households to 350,000 in the country;
- Reassessment of LEAP beneficiary households to ascertain number of graduating households; and
- Monitoring of LEAP Programme to ensure effective service delivery.

iii. Social Development ○ National Council on Persons with Disability

- 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;
- Sensitization on the Revised Persons with Disability Act, 2006 (Act 715) and Regulations.

○ Social Protection Directorate

- Facilitate the passage and implementation of the Social Protection (SP) Bill;
- Implement Social Protection Emergency Response Strategy; • Undertake bi-monthly spot check visits to LEAP payment sites; and
- Undertake quarterly SP Sector Working Group Meetings.

iv. Gender Equality and Women's Empowerment

- Facilitate the implementation of Adolescent Pregnancy Strategy;
- Educate the nation: (religious and traditional leaders) on harmful cultural practices; • Advocate for the passage of the Affirmative Action (Gender Equality) Bill; and
- Facilitate the promotion of gender quality and equity.

v. Human trafficking and Domestic Violence

- Give care and protection to victims of trafficking in shelter;
- Sensitise and provide care and counselling to the community and victims of Human Trafficking, Migration and Child Labour; and
- Commemorate world day against Human Trafficking.
- Implement the Strategic Framework on Ending Child Marriage in Ghana
- Operationalize DV shelter to receive and take care of SGBV survivors.

vi. Child Rights Promotion, Protection and Development Department of Children

- Compile and submit Ghana's response to concluding observations of UN Committee on the Rights of the child;
- Finalize and launch the Revised ECCD Policy framework; and
- Engage Stakeholders on Child Protection issues (including Reporting and Referral of CP cases).

13. MINISTRY OF HEALTH (MOH)

The Ministry of Health (MoH) was established with a mandate to develop and co-ordinate relevant health policies towards effective health service delivery. The sector has four main objectives with a broader goal of ensuring good health and well-being for all people living in Ghana. The vision of the Health Sector is to have a healthy population for national development. The goal of the Health Sector is to promote, restore, and maintain good health for all people living in Ghana.

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

- Sector Minister - Hon. Kwaku Agyeman Manu (MP)
- Deputy Minister - Hon. Tina Mensah (MP)
- Chief Director - Kwabena Boadu Oku-Afari

A. Civil Service Departments and Sector Agencies

Public Service Organization

- 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)

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 **Subverted Organizations**
- Christian Health Association of Ghana (CHAG)
- Ghana Association of Quasi Health Institutions (GAQHI)
- Ahmadiyya Muslim Mission Ghana
- St. John's Ambulance Brigade

B. Sector Achievements

The sector achievements are described under four main sector programmes and are as follows;

i. Health Policies, Strategies and Guidelines

In line with its mandate to provide strategic direction for the health sector, the MoH continues to develop and disseminate several policies, strategies, and guidelines and they include; Health Security Policy, National Food Safety Policy, Food Safety Strategic Action Plan, Policy Guidelines for COVID-19 Management in Community Pharmacies, WASH strategy, Health Research Policy and Agenda, Health Sector Medium Term Development Plan HSMTDP (2022-2025), Essential Health Services Package (EHSP), National Policy for Medical Oxygen in Ghana and Aerial logistics Policy.

ii. Health Infrastructure

In terms of infrastructure, there have been completed projects in Turnkey and other regions which are follows;

- Construction of District Hospital at Konongo: has been handed over for use as of June 2022.
- Construction of Regional Hospital at Sewua: Sewua is expected to be handed over as soon as power issues are resolved for testing to be completed.
- Construction of One (1) District Hospital and Five (5) Polyclinics in Western Region by Orio at Akontombra, Nsuaem, Elubo, Wassa Dunkwa, Bogoso, Mpohor
- Ten (10) Treatment and holding Centres at Dodowa, Pantang, Elubo, Kumasi South, Keta, Aflao, Sewua, Cape Coast, Korle-Bu.

Aside these completed Projects, there are 65 On-going Projects across the country. Larger numbers of these projects are in the Ashanti and Eastern region and are listed below,

- Construction of 2 Regional & 6 District Hosp. by Euroget, at Konongo-Odumasi, Salaga, and Sewua: Konongo and Sewua have attained practical completion. Salaga is ongoing at 68% completion.

- Construction of 5 and upgrading of 1 public health facilities in the Western Region; the project is progressing steadily. Contractors are at various levels of completion; overall progress at Akontombra at 90%, Nsuem at 90%, Elubo at 90%, Wassa Dunkwa at 90%, Bogoso at 93%, Mpohor at 88%. Works to be completed and handed over for use by November 2022.
- Completion and equipping of KATH Maternity and Children's Block: 54% Demolition works completed. Substructure and superstructure work completed. Construction for the OPD ongoing, stores/ warehouse and power room at the basement OPD are under. Reinforcement bars for stiffeners and lentils for block work ongoing on at 5th floor. First Fix of MEP ongoing.
- Rehabilitation of Effia Nkwanta hospital and construction of the western regional hospital: VFM Audit by MOF concluded. Designs completed. Contractor has mobilised to site. Works at Effia Nkwanta at 10%, Agona Nkwanta at 2%.
- Supply and Installation of Medical Equipment for Eight (8) Selected District Hospital: Executive and Parliamentary approvals received for the Financing Agreement. Tender preparation procedures ongoing.
- Supply of Ambulances and Related Training and Maintenance Services: Executive and Parliamentary approvals received for both Financing and supply contract. Technical discussions concluded. VFM Audit ongoing prior to the signing of Contract.

iii. Recruitment and Human Resource for Health Development

Therefore, as part of our efforts to retain health staff in rural areas and ensuring equity in distribution of health staff across the country, the MoH in 2022 developed a costed incentive package for attracting and retaining health staff in deprived communities. In addition, the Ministry of Health through the Ministry of Finance also secured financial approval for the recruitment of health professionals such as, Medical House Officers, Pharmacy House Officers, Rotation Nurses and Allied Health Interns.

iv. NHIS Enrolment and Claims Management

The National Health Insurance Scheme (NHIS) is one of the social protection schemes with the policy objective of providing financial access to health services for all Ghanaians especially the poor and vulnerable. In the year under review, the scheme enrolled a total of 17,161,199 persons, representing 55% of the population. Persons below the age of 18 years (41.1%) and the informal sector workers (34.1%) remain the highest proportion of the total membership. In addition, a total of 926,852 members data were linked to their Ghana Cards to enable them access healthcare using the card.

The National Health Insurance Authority (NHIA) in its bid to improve its operational efficiency has embarked on a process of digitizing its entire claims generation process. The NHIA will continue to make efforts to increase the proportion of claims submitted through the electronic claims management system (e-claims and claim-it applications). In the year under review, electronic claims processing was about 70% of all claims submissions as against a set target of 80%.

C. Reforms

The Key Reforms achieved by the Sector are as follows;

NHIS APP; The NHIS APP is rolled out to enable online self-enrollment for membership subscription and enhance e-renewal needed to improve premium collection and accountability.

GHS e-Learning platform ; this Reform has held over 6000 users taking courses to upgrade competency in service provision which is needed to improve competency in Service Delivery.

LSM Implementation, This rolled in out in 2022 for mapping and treating mosquitoes breeding sites to reduce malaria morbidities and mortalities.

You Must Know (YMK) Mobile App, Rolled out in 2022 for facilitating referrals by service providers for Adolescents who need further or specialized care which improved adolescents specialized care referral system.

D. Sustainable Development Goals (SDG's)

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

The sector recognizes the necessity of gender mainstreaming in its policy development and programme implementation. As a result, all health sector policies, strategies, guidelines, and plans have specific sections that address all identified gender issues. In addition to this, the MoH's high regard for gender mainstreaming, a broader sector wide engagement among stakeholders have been carried to develop a health sector gender policy. This gender policy if developed and disseminated, will mainstream gender at all levels of the health sector and all agencies will be mandated to incorporate this initiative into their plans and programmes for implementation. Agencies under the MoH have been entreated to create their own gender desk and appoint gender focal persons who will be reporting to the Ministry.

E. Financial Performance

Source of Fund	2022 Approved Budget	Allotment (Jan - Sept)	Actual Expenditure (Jan-Sept)	Execution Rate
GoG	6,461,025,716	5,058,329,485	5,454,108,801	84.42%
Compensation	6,165,200,000	5,026,580,717	5,428,771,273	88.06%
Goods & Services	186,810,116	11,193,183	9,432,973	5.05%
Capex	109,015,600	20,555,586	15,904,555	14.59%
IGF	2,948,128,162	1,659,024,169	1,454,585,458	49.34%
Compensation	407,821,000	190,557,704	189,407,279	46.44%

Goods & Services	2,162,824,162	1,377,688,107	1,185,366,068	54.81%
Capex	377,483,000	90,778,358	79,812,111	21.14%
DONOR	1,304,216,000	1,128,086,369	1,128,086,369	86.50%
Goods & Services	78,482,000	291,946,535	291,946,535	371.99%
Capex	1,225,734,000	836,139,834	836,139,834	68.22%
ABFA	32,424,000	18,474,690	8,706,941	26.85%
TOTAL	10,745,793,878	7,863,914,713	8,045,487,569	74.87%

F. Challenges

The challenges encountered by the Sector are noted below;

- i. The Ministry is faced with 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.
- ii. Another challenge of the sector is facing include poor health information management system, resulting in delays in generating reports, meeting quality criteria for decision making. This is due to several reasons including proliferation of data repositories, administrative and technical challenges in compiling reports at all levels, among others. As a mitigating strategy, the MoH has developed Health Information System Strategic Plan (HISSP), 2022-225 to create a harmonized data repository across all levels of the healthcare system for tracking key performance indicators for timely decision-making. This health information system, when implemented, will also improve the quality data and reports generated in the sector.

G. Programmes and Projects for 2023

The following are the priority areas for 2023:

- i. Set up and strengthen institutions to deliver responsive public health emergency services in terms of management of clinical and public health emergencies.
- ii. 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
- iii. Strengthen Primary Health Care (PHC) Systems at the lower level through the Network of Practice concept.
- iv. Strengthen the management and quality assurance of national laboratories and infectious disease centers to improve quality of care and information management.

- v. Increase the national capacity of delivery of mental health services to enhance in human resource performance.
- vi. Increase GoG revenue collection and allocation to the health sector for financing and system strengthening.
- vii. Establish sustainable programmes for prevention, screening, and early detection of NCDs, including cancers.
- viii. Increase partnerships for better access to health services through the One-Health approach to promote sector effectiveness.

14. MINISTRY OF INFORMATION (MOI)

The Ministry of Information has the mandate to disseminate on public policies, programmes, projects and activities to the citizenry and also gather feedback from the citizenry for policy review and refinement. The vision of the Ministry of Information is to help in the attainment of a free, united, informed, patriotic, dedicated and prosperous society with good governance through Development Communication (Dev-com).

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

- Sector Minister - Hon. Kojo Oppong Nkrumah
- Deputy Minister - Hon. Fatima Abubakar
- Chief Director - Mrs. Mamle Andrews

A. Civil Service Departments and Sector Agencies

Civil Service Departments

- Information Services Department (ISD) **Sub-vented Agencies**
- Ghana News Agency (GNA)
- Ghana Broadcasting Corporation (GBC)

Public Service Organizations

The Ministry of Information currently does not have any Public Service Organization operating under it.

Public Boards and Corporations

Ghana Broadcasting Corporation (GBC)

Other Non-Sub Vented Agencies

Other state-owned enterprises/ non-sub vented organizations over which the Ministry has oversight responsibility are:

- Ghana Publishing Company Limited (GPCL)
- Graphic Communications Group Limited (GCGL)
- The New Times Corporation (NTC)

B. Sector Achievements

i. **Media Capacity Enhancement Programme (MCEP)**

The Ministry in collaboration with its partners organised the maiden edition of MCEP for media personnel under the patronage of Otumfuo Osei Tutu II in Kumasi.

The Ministry of Information (MoI), in partnership with UNDP held a first media training to strengthen the capacity of journalists through mentorship and content to engage with the agreement on the AfCFTA to inform the public, and more importantly to shape how Ghana leverages the agreement.

ii. **Minister's Press Briefings**

Fifty-three (53) Minister's Press Briefings have been held as at the end of December, 2022. The MPB platform featured Sector Ministers, Regional Ministers and CEOs to give updates on key government projects and programmes as well as issues of national interest.

iii. **Town Hall Meetings**

There were four (4) THMs on E-levy and one (1) on the economy. The purpose was to offer explanation on the E-levy and its importance for nation building and take feedback and inputs from relevant stakeholders regarding its implementation.

C. Reforms

i. **New Times Corporation**

A cabinet memorandum on reorganization of New Times Corporation has therefore been submitted to Cabinet for consideration and approval to restructure the NTC for it to be at par with its competitors.

ii. **Ghana News Agency**

As part of the transformational agenda of the Ghana News Agency, the Ministry has put in place an initiative expected to project the Economic, Business and Social impact of partnering institutions through documentaries, interviews, news stories and live streaming using both local and international networks of the Agency.

iii. **Information Services Department**

As part of the transformation agenda of the ISD, a retooling programme has been introduced to revamp the ISD's delivery capacity and enhance its relevance in an increasingly competitive media landscape.

D. Sustainable Development Goals (SDGs)

The Ministry of Information operates under the SDG Goal 16 '**Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.**

In Ghana the RTI Bill was drafted in 1990 and Parliament finally passed it into law in 2019, (Act 989) since its passage, the RTI Commission has been fully established and operational.

E. Financial Performance

#	CLASSIFICATION	2022 BUDGET (APPROPRIATED)	2022 REVISED BUDGET	2022 RELEASED BUDGET	ACTUAL PAYMENT	VARIANCE
1	Compensation of Employees					
	<i>GoG</i>	98,018,000.00	98,018,000.00	98,018,000.00	98,018,000.00	
	<i>IGF</i>					
2	Goods and Services					
	<i>GoG</i>	20,548,000.00	14,410,726.00	1,120,276.46	1,120,276.46	13,290,449.54
	<i>IGF</i>	21,590,000.00	21,590,000.00	18,154,602.00	17,884,602.00	3,705,398.00
3	CAPEX					
	<i>GoG</i>	7,000,000.00	4,549,708.00	512,592.50	512,592.50	4,037,115.50
	<i>IGF</i>	4,739,000.00	4,739,000.00	481,333.00	481,333.00	4,257,667.00
	Total	151,895,000.00	143,307,434.00	90,659,933.53	90,389,933.53	52,917,500.47

F. Challenges

Several challenges confronted the sector during the period under review. The challenges are listed below:

i. Lack of adequate funding/Delay in release of funds

One of the Sector's major challenges was the lack of adequate funding to support the implementation of projects, programmes and activities planned to help the Sector deliver on its mandate.

- ii. **Bad state of equipment of ISD** the most critical challenge of ISD relates to the state of its equipment. Most of the equipment are either obsolete or have broken down.
- iii. **Dwindling Human Resource** some officers are converting from the information to other classes while others are resigning due to poor service conditions and lack of motivation.

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- iv. **Understaffing at GBC** this issue has become a major one as some critical operational areas are left without the requisite personnel to man them and thereby affecting the whole operation of the corporation.
- v. **Bad state of GNA vehicles across the country**
The Agency's fleet of vehicles for its nationwide news gathering activities is over aged and therefore driving up costs of servicing and maintenance.
- vi. **Bad state of GNAs office buildings and bungalows**
GNA's office buildings in Accra, Tema, Tamale and Bolgatanga are badly in need of repairs.

G. Programmes and Projects for 2023

At the Ministry level (HQ), the following activities under Government Communications are expected to be carried out:

- Minister's Press Briefings - 50
- Mass Media Campaigns - 4
- Reach on Social Media - 2,100,000
- Nation Building Updates - 4
- Amplified - 10

15. MINISTRY OF LANDS AND NATURAL RESOURCES (MLNR)

The Ministry of Lands and Natural Resources (MLNR) was established 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 has a vision to ensure efficient management of land, forest, wildlife and mineral

resources by well-trained, disciplined and motivated staff through the delivery of client-oriented services.

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

- Sector Minister - Hon. Samuel Abu Jinapor • Deputy Ministers - Hon. Benito Owusu-Bio
Hon. George Mireku Duker
- Chief Director - Mrs. Cynthia Asare Bediako

A. Civil Service Departments and Sector Agencies

Sub-Vented Agencies

The sub-vented agencies under MLNR include:

- Lands Commission
- Forestry Commission
- Minerals Commission
- Ghana Geological Survey Authority
- Ghana Integrated Aluminum Development Corporation
- Ghana Integrated Iron and Steel Development Corporation
- Ghana Boundary Commission

The Public Boards under Ministry include:

- 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.

B. Sector achievements

The sector achieved the following under the reporting year;

i. Implementation of the National Forest Plantation Development Strategy

As at December 2022, 20 million seedlings were procured and distributed under the National Forest Plantation Development Strategy, with a total of about 3,310ha of Forest plantation established under both government and the Private sector out of an annual target of about 25,000ha. Government established 1320ha area of forest plantations while the private sector also established 1,810ha area of forest plantations respectively.

ii. Implementation of the Green Ghana Day and Green Street Project

The target for 2022 green Ghana day was to supply and plant 20 million seedlings planted in a day. However, due to the demand, about 26.9million seedlings sourced from FC Nurseries, NALEP, Private Seedling Producers Donations private sector/NGOs had been fully distributed across the Country by at 30th June 2022. By September 2022, 24,445,202 trees distributed on the green Ghana day had been verified as planted. Additionally, as at December 2022, a bamboo nursery had been established in the Eastern Region with two hundred thousand (200,000) seedlings, and a germplasm centre to serve as a research, education and tourist centre.

The Forestry Commission in partnership with the Volta River Authority also facilitated the planting of bamboo along the Volta Lake for the protection of the lake. By December, 2022, over seventy-five thousand (75,000) jobs had been created by the Commission through its various interventions being implemented, including the Youth in Afforestation, the Modified Tuangya System, the Forest Investment Programme, and private sector plantation development. The Forest Plantation Development Fund, on its part provided financial assistance to three hundred (300) people, made up of seventy-five (75) graduates and two hundred and twenty-five (225) non graduates, to develop forest plantations during the year under review.

iii. Regulation of Small-Scale Mining (Ensuring reduction in the Incidence of Illegal Mining)

To ensure the reduction in the incidence of illegal mining, the Ministry during the reporting year procured and deployed five patrol boats to Rivers Ankobrah, Prah, Birim and Black Volta to be used by security services to patrol on the rivers.

The Sector through the Minerals Commission also recruited more Mine Inspectors and resourced the Commission to undertake effective regulations with regards to mining across the country.

Finally, Small Scale Mining Committees in the various mining districts were established to assist the District Offices of the Minerals Commission to effectively monitor, promote and develop mining operations in their jurisdictions.

iv. Registration of Deeds and Land Title

The turn-around time for title registration of lands in Greater Accra and parts of Kumasi as at December 2022 had been reduced to 120 working days as compared to the 150 working days achieved in 2021. The average turnaround time for Deeds registration, which is mostly done across the country except in the Greater Accra Region and parts of Kumasi, stood as at 30 working days, as that of 2021.

v. Timber Trade Association

To improve the operations of the Forest industry in Ghana, the Ministry facilitated the formation of a new Forest industry Association to review the challenges in the timber industry and make recommendation for revamping the industry in the country. As at the end of Dec, 2022, the association had embraced government Policy of greening Ghana and had sensitized their members to establish forest plantations to feed the established sawmills.

vi. Stool Land Developmental Activities

The Office of the Administrator of Stool Lands under the reporting year, supported the establishment of a number of Customary Land Secretariats across the country, including Oyibi, and Ngleshie Amanfrom in the Greater Accra Region, Hemang in the Central Region, Bimbila, Kong in the Northern Region, and Chereponi in the North East Region to help in the collection and disbursement of revenues on stool lands

The Office again with the support of the German International Cooperation (GIZ), began the digitalisation of the administration of stool land revenue. An online application system (DLRev) was developed to improve land management and administration at the local level in efforts to promote good governance, minimize disputes, and improve revenue mobilization from stool lands.

C. Reforms

i. Digitalisation of the land process

This reform was continued by the Ministry with the introduction of Ghana Enterprise Land Information System (GELIS) to the Greater Accra and other regions. As a result of this digitalisation process, turn-around time for title registration had been reduced to 120 working days as at December, 2022 and turn-around time for deeds registration also stood at 14 working days in the other regions apart from Greater and Some parts of Kumasi.

ii. Diversification of Ghana's Mineral Base

The Ministry continued the implementation of this reform under the reporting year. As at December 2022, the Aluminium Development Corporation had developed an Action Management Plan to guide the mining activities that will be undertaken in the Nyinahin area. The Ghana Integrated Aluminium Development Corporation (GIADEC) GIADEC continued to engage the several stakeholders including the communities, CSOs, Government and Parliament on their activities. Between January and September 2022, the Corporation held approximately 81 community engagements, 11 GOG and Parliamentary engagements as well as 5 CSO engagements. The Corporation also published 5 newspaper stories on its activities in several newspapers and online portals.

iii. The Green Ghana Day Initiative

Under this reform which the Ministry has been implementing over the past two years, a total of about 26 million trees were distributed nationwide out of a target of 20 million seedlings for the 2022 reporting year.

iv. Develop Sustainable Livelihood Projects in mining communities

This reform has been implemented by the Ministry for the past 5 years. Under the reporting year, the Minerals Commission procured and distributed hybrid oil - palm seedlings to beneficiary farmers in the Central, Eastern, Ashanti, Western North and Bono Regions indicating an increase from 2,620,000 in 2021 to 6,000,000 in 2022.

D. Sustainable Development Goals (SDGs)

Under SGD Goal 15; Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss, the following activities were implemented;

- i. In relation to 15.1.2; Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas represents 15.17.
- ii. 15.2.1: Progress towards sustainable forest management; Forest area mainly plantation forest was increased by 0.03 percent
- iii. Degradation rate within protected areas was reduced by 3 percent
- iv. 15.4.1: Coverage by protected areas of important sites for mountain biodiversity; Total area of mountain biodiversity covered by protected areas amounted to 33, 952ha (Atewa and Tano Ofin) as the only Upland Evergreen forests. This represents 14 percent of the total land area.

E. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1.	GOG	A	B	C	D=(A-B)
	Compensation of Employees	295,801,000.00	164,484,432.91	164,484,432.91	131,316,567.09
	Use of Goods & Serv.	447,602,000.00	48,484,432.91	48,484,432.91	399,117,567.09
	CAPEX	34,662,000.00	89,000.00	89,000.00	34,573,000.00
	SUB-TOTAL	778,065,000.00	213,057,865.82	213,053,099.00	565,007,134.18
2.	IGF	859,116,000.00	445,366,582.00	445,336,582.00	413,749,418.00
3.	DEV'T PARTNERS				
	World Bank	19,457,000.00	27,920,926.07	27,920,926.07	(8,463,926.07)
	TOTAL	1,656,638,000.00	686,345,373.89	686,310,607.07	970,292,626.11

F. Challenges

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

- i. The issues of litigation, the manual working environment, intermediate boundaries and registration process delays inhibited the possibility of meeting the target of 30 working days turn-around time for Land Title registration.
- ii. In addition to issue of illegal mining which has been the main challenge within the mining sub-sector, the lack of 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 continued to pose challenges for Ministry.
- iii. Inadequate resources and weak institutional structures made the tracking of data collection of SDJ indicators a challenge.

G. Programmes and Projects for 2023

Activities to be undertaken in 2023 include the following;

- i. The Ministry will continue to pursue policies and strategies within the context of the Sustainable Development Goals, African Union Agenda 2063, the government's vision to provide equal opportunity for all Ghanaians, and the creation of employment for the youth as spelt out within the Medium-Term Plans for this sector and the Ghana Beyond Aid Agenda.
- ii. The Ministry, through the Forestry Commission, will strengthen forest plantation establishment, restore degraded landscapes, and implement a robust afforestation /reforestation programme (RAP) to achieve national landscape restoration targets under the Ghana Forest Plantation Strategy (GFPS). In addition, the sector through NAELP and the FC in 2023 will plant 20 million tree seedlings on Green Ghana Day as well as embark on reclamation and revegetation of mined-out sites within forest reserves.
- iii. The Ministry, through the Forestry Commission in 2023, will also promote private-sector investments in ecotourism, including implementation of the Master Plan developed in 2022 for the establishment of Regional Zoos across all the 16 regions, upgrade the Accra, Tamale and Takoradi Zoos into an international standard, and the commencement of education and implementation of the Wildlife Bill (Act).
- iv. The sector, through the Minerals Commission in 2023, will continue to fully decentralize its activities in order to bring services to the doorstep of its esteemed clients by creating more offices. The Minerals Commission is now fully online as of December 2021, with Phase One of digitization of records fully completed.
- v. The Ministry will complete the Oda and Babiani offices and make them operational. Three (3) additional offices will be completed in Wa, Bolgatanga, and Koforidua in 2023.
- vi. In accordance with L.I. 2404, the Lands Commission will begin tracking all earth-moving equipment and machinery used for small-scale mining activities in 2023.
- vii. The Lands Commission will also procure more speed boats in the ensuing year to speed up the work of the operation halt II on the river bodies.
- viii. The Lands Commission will drive the full integration of the bauxite and aluminum value chains by executing the agreements that were signed in 2021 with selected investors and begin developing the structures to expand the mines.

- ix. The Ministry, through GIADEC, will continue to advocate for implementation of the cross functional infrastructure (e.g. railways, port, and power) that anchors, identify opportunities to generate revenue from alternative funding sources and undertake sign-off of the project management plan for project two (2) (Development of Mine at NyinahinMpasaaso and Refinery Solution) phase one (1) and hold work stream, project management, and steerco meetings to track and manage the project delivery. They will also commence investor engagement process to identify a strategic partner for Project 4 and develop a Project delivery plan for Project 1 as well as identify opportunities to raise capital to fund GIADEC's equity contribution into the businesses to be set up.
- x. The Ministry, through the GGSA in 2023, will continuously monitor seismicity and earthquakes, carry out geo-hazard mapping and public education on geo-hazards of the country to enhance capacity to mitigate and reduce the impact of natural disasters and risks. xi. The Ministry through the Lands Commission will continue to use its IGF(Internet Governance Forum) and PPP (Public Private Ownership) arrangements in the implementation of its planned activities in 2023 in order to improve land administration
- xii. The Lands Commission will continue to perform its mandate in providing access to secured land for government priority projects and strengthening the legislation for efficient land administration, such as; continuous engagement of stakeholders on the Commission's work on Land Act 2020 through the implementation of an action plan; engaging consultants; preparing LIs; and securing Cabinet, Parliamentary approval, and Presidential assent of the Survey Council Bill.

16. MINISTRY OF LOCAL GOVERNMENT, DECENTRALISATION AND RURAL DEVELOPMENT (MLGDRD)

The Ministry of Local Government, Decentralisation and Rural Development (MLGDRD) charged with the responsibility of promoting good governance, and equitable and balanced development across the country. The Ministry delivers this mandate by formulating policies on

local governance, rural and urban development, and the design and delivery of appropriate systems to monitor the performance of Metropolitan, Municipal and District Assemblies (MMDAs).

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

- Sector Minister - Hon. Daniel Botwe (MP)
- Deputy Ministers - Hon. Osei Bonsu Amoah (MP)) Hon. Martin Adjei Mensah Korsah (MP)
- Chief Director - Hon. Augustine Collins Ntim (MP) Marian W. A. Kpakpah

A. Civil Service Departments and Sector Agencies

- 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

B. Sector Achievements

i. Development of Regional and District Administrative systems

The Ministry transferred an amount of GH¢ 261,454,486.55 to qualifying MMDAs under the 5th Cycle of the District Assembly Performance Assessment Tool (DPAT V) to support the implementation of socio-economic infrastructure projects across 260 Districts. The Ministry also conducted the 6th Cycle of the DPAT covering 2021 performance for 261 MMDAs;

The Ministry completed the following projects for the newly created Regions to facilitate productivity and development:

- 1No. 3-Storey North East RCC Administration Block at Nalerigu commissioned by H.E. the President on 6th August 2022;
- 12No. 2-Storey Administration Blocks for Decentralised Departments.
- 32No. Senior Staff Bungalows for RCCs and Decentralised Departments

ii. Operationalisation of District Assemblies Common Fund

The sector implemented the District Assemblies Common Fund – Responsiveness Factor Grant (DACF-RFG), Ghana Secondary Cities Support Programme (GSCSP), Ghana Productive Safety Net Project (GPSNP), Resilience in Northern Ghana (RING II) Project, Modernising Agriculture

in Ghana (MAG), Integrated Social Services (ISS), Governance for Inclusive Development (GoVID), Green Employment and Enterprise Opportunities in Ghana (GrEEEn)/ Local Climate Adaptive Living Project, Greater Accra Resilient and Integrated Development (GARID), Public Sector Reforms for Results Project (PSRRP), Ghana Urban Mobility and Accessibility Project (GUMAP), Gulf of Guinea Northern Regions Social Cohesion (SOCO) Project, Kumasi Central Market and Takoradi Market Circle Redevelopment.

iii. Administration of Property Rates

The Ministry rolled out a Unified Common Platform for efficient and effective property rate administration and management to improve IGF mobilization in the MMDAs in collaboration with the Ministry of Finance and the Ghana Revenue Authority (GRA).

iv. Review of National Urban Policy and Action Plan

The Ministry conducted 4No. Zonal Consultations with decentralised stakeholders (RCCs and MMDA) and other Non-State Organisations towards finalisation of the revision of the National Urban Policy and Action Plan. Additionally, the Ministry organized the 2022 Ghana Urban Forum with over 200 participants and Speakers from public institutions, professional bodies, academia, and civil society organisation, amongst others.

v. Training of youth in lifelong skills

The Ministry through the Department of Community Development trained 7,439 youth. The Department maintained a total landscaped area of 1,949,234m² out of 2,000,000m² targeted. The Department propagated 1,142,334 of a target of 400,000 seedlings for maintenance of landscaped sites and sale to the public for revenue generation.

vi. Registration of Births and Deaths

The Births and Deaths Registry registered a total number of 516,301 births, representing 84% of targeted births. The Registry has digitized 8,000 registers signifying 800,000 individual records to date.

C. Reforms

Highlights of major reforms within the sector included the movement of District Staff of the Births and Deaths Registry to the Local Government Service, ceding of 25 CDVTIs to TVET leading to initiatives to reposition the DoCD by the Ministry, alignment of the Land Use and Spatial Development Authority (LUSPA) to the MLGDRD, the Roll-out of the Unified Common Platform

(UCP) for property rate administration in all MMDAs in collaboration with the Ghana Revenue Authority (GRA) and approval for the retention of 50% and 30% IGF for the Births and Deaths Registry and Department of Parks and Gardens respectively.

D. Sustainable Development Goals (SDGs)

As part of the GREEN Ghana Project, the Department of Parks and Gardens planted a total of 46,925 across the country in the attainment of Goal 11 of the SDGs. The Department also nursed 1,142,334 seedlings nationwide, for maintenance of landscape sites, for sale to the public for revenue generation and supply to Institutions. The Birth and Death Registry registered a total number of 516,301 births, representing 84% of targeted births of which 313,041 were Males and 203,260 Females. Also, 46,932 Deaths were registered representing 35% of targeted deaths. The male deaths stood at 25,675 and female deaths at 21,257.

Under Goal 17, the MLGRD organized the five (5) Ghana Urban Forums and consultations on the update of National Urban Policy. 4 No. Refresher Training Courses were also organised for MMDCEs to promote effective collaboration within the sector.

E. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	856,889,000.00	965,573,558.06	965,573,558.06	(108,684,558.06)
	Use of Goods & Services	37,307,065.00	11,699,909.71	11,699,909.71	25,607,155.29
	CAPEX	209,729,100.00	79,403,656.85	73,095,413.28	130,325,443.15
2	IGF	9,752,000.00	6,260,600.00	2,065,998.00	3,491,400.00
3	DEV'T PARTNERS e.g.				
	Canada (MAG)	1,750,000.00	1,252,655.00	912,556.43	497,345.00
	World Bank (GPSNP, GSCSP, GARID)	234,634,110.00	119,041,109.10	156,937,449.10	115,593,000.90
	KFW/SECO/GoG(DACF/RFG)	138,466,890.00	8,491,575.00	12,997,887.04	129,975,315.00
	SECO(GUMAP)	500,000.00	903,883.00	996,250.00	(403,883.00)
	UNICEF (ISS)	600,000.00	5,281,400.00	2,716,900.00	(4,681,400.00)
	USAID (RING II)	3,000,000.00	707,384.00	-	2,292,616.00
	UNCDF (GREEN/LOCAL)	1,950,000.00	6,210,170.00	4,418,123.55	(4,260,170.00)
	DEUTSCHE BANK LONDON (Takoradi Market)	120,000,000.00	40,336,452.00	40,336,452.00	79,663,548.00

DEUTSCHE BANK ITALIAN (Kumasi Central Market)	120,000,000.00	61,575,758.00	61,575,758.00	58,424,242.00
TOTAL	1,734,578,165.00	1,306,738,110.72	1,333,326,255.17	427,840,054.28

F. Challenges

The under-listed represent the key challenges of the sector:

- i. Inadequate Financial Resources- Inadequate budget ceilings and releases adversely affected its effective delivery of services.
- ii. Untimely releases of funds- Funds were not released on time to enable the Ministry to undertake its work plans and programmes on schedule.
- iii. Inadequate Logistics- Inadequate and overused logistics such as vehicles and office equipment made the work of the Ministry very challenging.
- iv. Inadequate Office Space- The Ministry is increasingly faced with inadequate space to accommodate the staff.
- v. Inadequate capacity building for staff - capacity building (technical and professional skills) for Staff are not prioritised to equip them with the necessary skill for effective work delivery about modern trends.
- vi. Lack of Community Development framework in the Country.
- vii. Encroachment of the Department's operational sites/ lands
- viii. The urgent need for a permanent office accommodation for the Central Registry and the furnishing of some Districts and registry offices is a critical challenge to the department
- ix. Lack of core operating funds to roll out Scheme of Service Training (SoST) Programmes for Local Government Service Staff.
- x. Inadequate funding for spatial planning activities

G. Programmes and Projects for 2023

The Ministry and its sector Departments and Agencies will continue the implementation of priority interventions to deepen decentralisation and improve the delivery of key infrastructure for service delivery and improved standards of living. A significant activity planned for Fy2023 is the conduct of District Level Elections across the 261 MMDAs in the 16 Regions of the Country.

17. MINISTRY OF PARLIAMENTARY AFFAIRS (MOPA)

The Ministry of Parliamentary Affairs (MoPA) was established to serve as a focal point for stakeholders and as an interface between the Executive and Legislative arms of government. The Ministry is mandated to facilitate a harmonious relationship between the Executive and the Legislature and further re-enforce the hybrid system of governance envisaged by the 1992 Constitution. MoPA has a vision an accountable client- sensitive institution within an enhanced participatory and representative democracy.

The Ministry was headed politically and bureaucratically by the following:

- Sector Minister - Hon. Osei Kyei - Mensah –Bonsu
- Chief Director - Dr. Evans Aggrey-Darkoh

A. Civil Service Departments and Sector Agencies

The Public Service Organisation under the Ministry is the Parliamentary Service

B. Sector achievements

The sector achieved the following under the reporting year;

i. Facilitated a meeting on Constitutional Review Process

The Ministry as part of efforts to engender debate for the review of the 1992 Constitution, constituted an in-house and Institutional partnership Committees to initiate consultations towards a possible review of the 1992 Constitution. As at December, 2022, Concept note had been developed and proposals and proposals from some Stakeholders consolidated.

ii. Facilitated the engagement of Independent Governance Institutions(IGIs)

In line with its efforts at supporting the strengthening of the capacity of the Independent Governance Institutions (IGIs) in Ghana to execute their core and auxiliary functions effectively and efficiently, the Ministry facilitated a dialogue organised by the National Commission for Civic Education (NCCE) in June, 2022.

iii. Facilitated the engagement of leadership on Parliament on IMF

The Ministry facilitated a one-day meeting on the status of Ghana's Economy in August, 2022 to offer an opportunity to the Ministry of Finance to engage in a more nuanced manner, Parliament on the state of the economy before engaging the International Monetary Fund (IMF).

iv. Engaged of Core Leadership and Selected Functionaries

An engagement was held with the Core Leadership of Parliament and selected Functionaries to ensure that sectors undertake mandatory fiscal impact assessment of their policies and programme to meet the aspirations of the people of Ghana and also for sectors to prepare a mandatory fiscal impact assessment to accompany Bills prior to laying in Parliament.

v. Preparation of draft ICT Policy

The Ministry in 2022, initiated the process of drafting an Internal IT Policy to ensure sustainable utilization of IT resources and to contribute to government's digitalization agenda. As at Dec, 2022 Policy framework and concept note had been prepared with existing policies and legislations also reviewed.

vi. Preparation of Internal Transport Policy

The Ministry also developed a draft Internal Transport Policy to provide for the effective management of transport services for the Ministry and also ensure value for money.

C. Reforms

The Ministry over the 2022 fiscal year through its Technical Unit reviewed the Budget Bill, 2022, Wildlife Resources Management Bill, 2022, Ghana Hydrological Authority Bill, 2021, Office of the Special Prosecutor Amendment Act, 2021, Criminal and other offenses Bill, 2021 and the Citizenship Bill, 2021 before they were laid before Parliament for discussions.

D. Sustainable Development Goals (SDGs)

The Ministry's activities was aligned to SDG Goal 16: which calls for peaceful and inclusive societies based on respect for human rights, protection of the most vulnerable, the rule of law and good governance at all levels. In support of this goal, the Ministry continued to ensure the effectiveness of parliament and other state institutions by providing avenues for citizen participation, and promoting transparency and accountability which are critical components in ensuring that our democratic dividend manifest in the lives of Ghanaians.

E. Financial Performance

SOURCE		APPROVED BUDGET (GHC)	ACTUAL RECEIPTS (GHC)	ACTUAL EXPENDITURE (GHC)	VARIANCE
1	ITEM	A	B	C	D = A-B
2	Compensation (GOG)	3,363,000.00	2,927,662.99	2,927,662.99	435,337.01
3	Goods & Services (GOG)	2,638,371.00	1,959,178.27	1,959,178.27	679,192.73
4	CAPEX	2,040,000.00	327,741.92	301,872.12	1,712,258.08

5	TOTAL	8,040,371	5,214,582.91	5,188,707.9	2,826,787.82
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F. Challenges

The challenges encountered by the Ministry are noted below;

- i. The non-release of adequate funds to cater for the Ministry's activities led to a halt in the regular consensus-building meetings involving the Core and Expanded Leadership of Parliament.
- ii. The delay in the release of funds for the renovation and reconfiguration of the Ministry's allocated offices, continued to pose spatial challenges considering the dormitory environment that the Ministry finds itself.

G. Programmes and Projects for 2023

Activities to be undertaken in 2022 include the following.

- i. The Ministry will support the strengthening of the capacity of Parliament and Parliamentarians as well as the Leader of Government Business to contribute to national sustainable development agenda.
- ii. The Ministry will undertake an empirical assessment of the performance of the 7th Parliament to support its consolidation.
- iii. The Ministry will facilitate the organization of a sovereign national conference on the constitution to build consensus towards a possible review of the 1992 Constitution. The overarching objective is to consolidate stakeholder's views to support the Constitutional review process.
- iv. The Ministry will organise a working dialogue with CSOs and other stakeholders on critical issues of national importance, and also organise a working dialogue with the media and other stakeholders on the institutional framework for media practice.
- v. The Ministry will support the strengthening of the implementation of electoral guidelines, rules and regulations to reduce monetization of politics

18. MINISTRY OF RAILWAYS DEVELOPMENT (MORD)

The Ministry of Railways Development (MoRD) is mandated to provide leadership and guidance for the development and modernization of Ghana's railway system and associated infrastructure through effective policy formulation, investment promotion, research, and development.

The political and bureaucratic heads of the Ministry are capture below:

- Sector Minister - Hon. John-Peter Amewu (MP)
- Deputy Minister - Hon. Kwaku Asante-Boateng (MP)
- Chief Director - Mr. Desmond Boateng

A. Civil Service Departments and Sector Agencies

Public Service Organizations

- Ghana Railway Company Limited
- Ghana Railway Development Authority

B. Sector Achievements

Key achievement implemented by the Ministry are outlined below:

i. Development of the Western Railway Line on Standard Gauge

The Western Railway Line which is from Takoradi to Kumasi with a branch line from Dunkwa to Awaso (340km), is the major route for the transportation of major minerals and other bulk commodities. Government adopted a systematic approach to gradually develop the Western Railway Line in accordance with the Railway Master Plan.

Kojokrom to Manso Section: Construction of the Western Railway Line on the 22km Kojokrom to Manso project with funding by the Government of Ghana, progressed from 65% at the end of December 2021 to about 90% by the end of December 2022. The project was expected to be completed and handed over within the first quarter of 2023.

Takoradi Port, Manso to Huni Valley Section: The Contractor Messrs Amandi, as part of the continuation of the project, commenced construction works in June 2022, for the 78km section of the Western line from Manso to Huni Valley, under a credit facility secured by Government from the Deutsche Bank. The project was about 15% complete as at December 2022. The project included the conversion of the narrow-gauge line between Kojokrom and Takoradi, as well as an extension of the standard gauge line into the newly expanded Takoradi Port.

Adum to Kaase Section: Again, Government funded the development of a new 6km standard gauge railway line in Kumasi as part of the Western Railway Development Project to help in addressing congestion faced within the Central Business District, particularly, between Adum and Kaase. The project was about 15% complete as at the end of 2022.

ii. Development of the Tema to Mpakadan Standard Gauge Railway Line

The Tema to Mpakadan standard gauge railway line project was gradually nearing completion following the execution of major components of the project including the 300m rail bridge across the Volta River; maintenance facilities; passenger stations and freight yards; signalling; and telecommunications among others. Works at the Mpakadan rail terminal were expected to be completed before the end of the second quarter of 2023 by which time delivery should have been taken of the rolling stock for testing and for operation of the new standard gauge railway line. The project was 96% complete by the end of December 2022.

This line formed part of the Ghana – Burkina Faso Railway line with the objective to develop a railway interconnectivity from the Port of Tema to Ouagadougou. The line was to help to improve

the passenger and freight transport and logistics chain on the corridor, to accelerate development and economic growth of both countries.

iii. *Development of the Ghana – Burkina Faso Railway Interconnectivity Project*

The project was in furtherance to an agreement between H.E. Nana Addo Dankwa Akufo-Addo and his counterpart in Burkina Faso, H.E. Roch Marc Christian Kabore that rail interconnectivity between the two West African neighbours is an important factor to accelerate economic growth and development for the mutual benefit of the two nations and their people.

Following the agreement between the 2 Heads of State (Ghana and Burkina Faso), a Joint Committee of Experts (JCE) was constituted to facilitate the implementation of railway project in the following 4 phases: Phase 1: Feasibility Studies; Phase 2: Procurement of Private Sector Partner; Phase 3: Analysis of Technical Studies by Private Partner and Phase; and 4: Construction and Supervision.

The first phase of the project development involving the feasibility studies for the approximately 1,200km railway line between the Port of Tema and Ouagadougou was completed. The second phase of the project, involving the procurement process for the private sector concessionaire, also commenced concurrently with the feasibility studies, and was yet to be completed.

iv. *Procurement of New Standard Gauge Rolling Stock*

With the completion date for the Tema-Mpakadan standard gauge railway line in sight, there arose the need for Government to consider the urgent supply of the standard gauge rolling stock in view of the need to obtain the trains in time for testing, commissioning and subsequent operations.

Following the above, a Supply Agreement was approved by Government for the delivery of 2 new Diesel Multiple Unit (DMU) Trains for passenger operations on the Tema-Mpakadan standard gauge railway line. The supply of DMUs was to be funded under a newly secured Afrexim Bank Credit Facility. Value-for-money assessment of the Supply Agreement was successfully concluded in November 2022, with the delivery of the first set of the DMU train expected in 2023.

v. *Upgrade of the Railway Central Training Institute*

The Ministry also invested in the development of local capacity in order to maintain the railway system to sustain it for the benefit of future generations. Following the upgrade of the old Railway Training School in Sekondi, now known as the UMaT School of Railways and Infrastructure Development, the facility had since the 2021 academic year and during 2022, provided training for over 500 youth in various engineering and other ancillary programs. As at end of 2022, the school was awarding degree and other 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 that were offered by the University, were purposefully structured to ensure that the students went through thorough practical and hands-on engineering training to augment the theoretical knowledge acquired in the classroom.

vi. *Modernization of Location Workshop Complex*

Government upgraded the old Railway Workshop Complex at Sekondi in order to strengthen local capacity for the repairs and maintenance of locomotives, wagons, coaches, and other ancillary railway equipment for the efficient operation of railway services in Ghana. The aim was to

modernize and equip the facility for it to become a one stop workshop to serve the railway, mining, petroleum, agricultural and other ancillary industries in Ghana.

C. Sustainable Development Goals (SDGs)

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

On indicator 9.1.2 on Passenger and freight volumes, by mode of Transport (Rail Transport), the status of implementation by the Ministry was 238,446 against a target of 400,000 passengers transported by rail. In all, the volume of freight transported by rail in 2022 was 347,160 tonnes as against a target of 898,525 tonnes.

Key challenges encountered included poor condition of track infrastructure; obsolete equipment and rolling stock; high turnaround time; limited rail services provided on the operable sections of the existing rail network; and on-going construction of new standard gauge railway line which intermittently affected operations on the narrow-gauge section, particularly on the Western Line.

Some mitigating strategies identified were: rehabilitation and upgrade of track infrastructure; replacement of obsolete equipment and refurbishment of rolling stock; construction of new standard gauge railway lines; installation of modern signalling and communications equipment; and the acquisition of new standard gauge rolling stock and maintenance equipment.

D. Financial performance

SOURCE	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D=(A-B)
Compensation of Employees	5,291,000.00	3,186,650.89	3,186,650.89	2,104,349.11
Use of Goods & Services	7,699,553.00	1,531,190.45	1,530,692.71	6,168,362.55

GoG CAPEX	5,944,000.00	3,032,144.45	2,227,626.85	2,911,855.55
ABFA CAPEX	159,055,000.00	151,214,608.57	151,214,608.57	7,840,391.43
IGF	1,902,000.00	1,426,500.00	1,037,678.97	475,500.00
DEV'T PARTNERS e.g.				
INDIAN EXIM BANK	350,222,000.00	337,808,057.48	337,808,057.48	12,413,942.52
TOTAL	530,113,553.00	498,199,151.84	497,005,315.47	31,914,401.16

E. Challenges

Some key challenges encountered by the Ministry with mitigating measures are as follows:

i. Staffing and Accommodation

The Ministry, since its creation in February 2017, has been experiencing challenges with regard to office space. Apart from the limited office space, the Ministry does not have the full complement of staff knowledgeable in railways.

Similarly, the Ghana Railway Development Authority (GRDA) faced challenges with office accommodation and staffing levels which had dire impact on the performance of the Railway Sector during the year.

The Ghana railway Company Limited (GRCL) also faced human resource challenges. GRCL's staff strength was about 1,275. Out of this number, 637 members of staff (about 50%) were aged between 50-60 years; 149 (about 12%) between 45-49 years; 220 (about 17%) between 35-44 years; and 277 (about 22%) less than 35 years.

There is the urgent need to address the human resource capacity challenges facing the Railway Sector, in order for it to effectively achieve its mandate. As a stop-gap measure, some key personnel have been engaged on contract basis to support the sector.

The implementation of shift policy over the past 3 years, also helped to address the issue of accommodation and congestion to some extent; however, a long-term solution like the construction of additional office blocks to accommodate staff, needs to be implemented to enable effective work performance.

ii. Ineffective Legal, Regulatory and Institutional Regime

Ghana currently has an ineffective railway legal and regulatory regime. Regulations were yet to be passed to fully operationalize the Railways Act, 2008 (Act 779) that established the GRDA. This is potentially a disincentive to private sector participation in the railway industry.

Furthermore, GRDA the regulator, is also a developer and an asset holder. This no doubt compromises its independence and potentially makes GRDA a judge in its own course. Since Government is encouraging private sector investors to own railway assets, GRDA cannot be viewed as an impartial arbiter.

The Ministry underwent a restructuring process to decouple the regulatory functions from the infrastructure ownership and management functions of GRDA. This was to establish new institutions for regulation and another one for asset ownership. A memorandum was also before Cabinet for consideration and approval to allow them to proceed with the process.

iii. Obsolete Rolling Stock

Most of the rolling stock were old with some being narrow gauge which resulted in operational difficulties. Following that, Government made efforts to provide funding for the acquisition of new rolling stock. The delivery of new standard-gauge rolling stock was to operationalize the new standard-gauge railway lines being constructed across the country.

iv. Inadequate budgetary allocation

Inadequate budgetary allocation for the release of funds was a pressing challenge. The way forward is to explore other alternative sources of financing for the development of railway infrastructure and services. In addition to funding from internal revenue sources, debt and other private financing through PPPs are the most common alternative funding sources for public infrastructure projects like the railways.

v. Encroachment of Railway Lands and Right-of-Way

Encroachment on railway properties seriously affected operations and development of the railway sector. For a long time, the neglect of the railway sector was accompanied with a ‘free for all attitude’. The general public, as well as others from the public sector, have taken over railway assets including lands within and outside the right-of-way; thus, making the development in some areas difficult. The Ministry enhanced its collaboration with major stakeholders like the Lands Commission, traditional authorities, individual property owners, and District Assemblies amongst others, to reclaim the railway right of way and to protect it from further encroachments. Steps were also being taken to perfect titles to all railway landed properties across the country, to ensure smooth implementation of the railway development plan.

F. Programmes and Projects for 2023

The Ministry’s strategic and top priority programmes and projects based on the 2022-2025 Sector Medium Term Development Plan for 2023 are as follows:

- i.** The construction of the 22km Kojokrom – Manso section of the Western Railway Line and the 97.97km Tema – Mpakadan Railway Line are expected to be completed and put into operations in 2023.
- ii.** The development of the Takoradi Port to Huni Valley Railway Project, which has a 42-month construction period has commenced.
- iii.** The development of the Adum to Kaase railway line is also expected to progress significantly in 2023 having addressed the initial challenges with encroachments on the

right of way. The Ministry will also pursue the development of the Kaase to Eduadin, Eduadin to Obuasi as well as the Obuasi to Dunkwa sections of the Western Line with funding by the Government of Ghana and other external funding support.

- iv. Consider various financing offers with regard to the development of the Accra to Kumasi Eastern Railway Line on standard gauge, to enable the construction works on sections of the line from Accra through Bosuso to Kyebi to commence.
- v. Continue to collaborate with its counterparts from Burkina Faso to pursue the development of the railway interconnectivity project between the Port of Tema and the Capital City of Ouagadougou to facilitate trade and economic development in line with the vision of the Heads of States of the 2 countries.
- vi. Continue to develop local human resources and technical capacity for the maintenance of the railway system through the construction and equipping of workshops, as well as provide practical hands-on training to the Ghanaian youth population. All these efforts are aimed at creating the needed jobs and wealth to support the growth of our economy.

19. MINISTRY OF ROADS AND HIGHWAYS (MRH)

The Ministry of Roads and Highways (MRH) exists to formulate policies, coordinate sector performance, monitor, and evaluate road infrastructure development, maintenance and road maintenance financing.

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

- Sector Minister - Hon. Kwasi Amoako-Attah
- Deputy Minister(s) - Hon. Mavis Nkansah Boadu
Hon. Stephen Pambiin Jalulah
- Chief Director - Ing. Dr. Abass Mohammed Awolu

A. Civil Service Departments and Sector Agencies

The Ministry has the underlisted Civil Service Departments and Sub-vented Agencies: **Civil**

Service Departments

- Department of Urban Roads
- Department of Feeder Roads
- Koforidua Training Centre

Sub-vented Agencies

- Ghana Highway Authority
- Ghana Road Fund Secretariat

B. Sector Achievements

Key achievement implemented by the Ministry are outlined below:

i. Road Rehabilitation and Maintenance Programme

The Ministry maintained its focus on routine and periodic maintenance activities to protect the investment made by Government in the provision of road infrastructure. As at the end of September 2022, routine maintenance activities comprising grading, pothole patching, shoulder maintenance, and vegetation control had been carried out on 5,533km of the trunk road network; 1,811km of the feeder road network; and 3,223km of the urban road network.

Within the same year, periodic maintenance activities, comprising re-gravelling/spot improvement and resealing works were carried out on 31km, 131km and 1,005km of the trunk feeder and urban road networks. As part of the Ministry's Asphaltic Overlay program, a total of 180km of overlay works was completed by the Department of Urban Roads for the period January to September 2022.

ii. Road and Bridge Construction Programme

The development activities undertaken included Construction, Major Rehabilitation, Reconstruction, Upgrading of roads, and the construction of Bridges and Interchanges.

Specifically, works on the La Beach Road Project which involved improving capacity along the Accra Tema Beach Road and the construction of a 3-tier interchange at Nungua Barrier, progressed smoothly. Progress on Lot 1 and Lot 2 was 71% and 85% respectively as at September 2022. Works on the interchange stood at 76.5%. Development works on the Kumasi Lake Roads and Drainage Extension project attained significant progress. Physical progress stood at 97% as at the end of September 2022.

Works at the rehabilitation of Assin Fosu - Assin Praso involving the rehabilitation of 31km of the Assin Fosu-Assin Praso road comprising dualization into a 4-lane carriageway of a 1.2km Assin Fosu township roads; reconstruction of the railway underpass bridge; and reconstruction of drainage structures between Assin Fosu and Assin Praso was at 53% at the end of 2022.

At the same time, works on the Reconstruction of Bechem – Techimantia – Akomadan road and Agona Nkwanta – Tarkwa road achieved progress of 21% and 7% respectively.

Additionally, works on phase II of the Obetsebi Lamptey Circle Interchange with other ancillary works was at 71% completion as at September 2022. With Phase 1 of the Tema Motorway Roundabout completed, Phase 2, which involved the construction of the 3rd tier of the interchange, commenced in 2022. Construction of the Flyover over the Accra Tema Motorway from the Flowerpot roundabout was 56% complete.

iii. Road Safety and Environment Programme

The Ministry pursued the implementation of the Law on Axle Load Limit as stipulated in the Road Traffic Regulation (LI 2180). The implementation of the axle load programme over the years has resulted in a significant decrease in the incidence of overloading which currently stands at less than 2.2%. Some truckers, however, still try to avoid the permanent stations by using detours

which will gradually be resolved with the installation of additional stations or the use of mobile axle weighbridges on these routes.

iv. Monitoring and Evaluation

Regional Monitoring was conducted in all 16 regions during the year, with over 278 projects inspected. Two Joint Monitoring Meetings were held with Agencies and their Regional Heads in November and December to discuss findings of the Monitoring Exercise. 121 estimates for new projects and 52 variation orders were also reviewed during the reporting period. The average processing time for Interim Payment Certificate in 2022 was 72hrs.

C. Reforms

i. Projects Monitoring System

In 2022, in order to gain leverage on technological tools, a robust and efficient Project Monitoring System was developed to facilitate reporting on monthly progress and physical achievement of all projects. The system was validated for full implementation, real time access to updates and retrieval of key project information to guide management in decision making and to inform policy direction of the sector.

ii. Upgrades to Contracts Management System (CMS)

The Ministry, through the Department of Feeder Roads (DFR), upgraded its Contracts Management System (CMS) with improved modules for computation of price adjustment factors among others. Training was also held for selected staff on the newly introduced or revised modules from 12th to 15th September 2022.

iii. Smartphone - Based Dynamic Response Intelligence Monitoring System (iDRIMS) for Road Data Collection

iDRIMS was in its set-up stage and was expected to be used to facilitate the rapid analysis of road surface condition and to estimate the International Roughness Index (IRI) for input into the Road Asset Management System (RAMS) for cost effectiveness. Training of counterpart staff was conducted from 12th to 15th September 2022.

iv. Road Asset Management System (RAMS)

Under the World Bank funded Transport Sector Project (TSP), an integrated Geographic Information System Road Asset Management System has been developed for both the road and transport sectors since November 2019. This was meant to aid in easy access to data updates and for utilization in an effective and efficient manner for planning, monitoring, maintenance, evaluation and reporting in a timely manner. Following the above, data collection on 1000km of selected roads had been completed in 2021. Subsequently, testing of the system commenced and was still in progress as at end of 2022.

v. Bridge Management System (BMS)

The BMS system which commenced in 2020, was to design and develop a software management system to manage all bridges in Ghana. The system was to manage the bridge maintenance database for the 3 road Agencies so as to facilitate orderly processes of maintenance operations.

The system would also optimize the utilization and availability of scarce human and material resources such as personnel, funds, equipment like vehicles, machinery, communications, plant infrastructures and other assets. During 2022, the final draft was reviewed as against the submission of first draft for review around the same time in 2021.

D. Sustainable Development Goals (SDGs)

The Ministry implemented the following during the period:

Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation.

On this goal, the target was to develop quality, reliable, sustainable and resilient infrastructure; including regional and trans-border infrastructure, to support economic development and human wellbeing, with a focus on affordable and equitable access for all by end of December 2022. The indicator was the proportion of the rural population who live within 2 km of an all-season road which the Ministry achieved an implementation success of 66.7%. Inadequate funding to construct and maintain existing portfolio of road is a major challenge; and to ameliorate this, the Ministry must identify innovative means of funding road maintenance (e.g PPP).

E. Financial Performance

No.	SOURCE7	2022 APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
1	CONSOLIDATED FUND (GOG)	1,804,679,000.00	1,139,571,469.21	1,139,571,469.21	665,107,530.79
	Compensation of Employees	67,206,000.00	50,116,667.80	50,116,667.80	17,089,332.20
	Use of Goods and Services	2,201,000.00	146,746.00	98,062.00	1,544,594.96
	CAPEX (ABFA)	1,735,272,000.00			646,473,603.63
2	IGF	24,531,000.00	627,889,248.00	549,044,988	8,226,292.56
3	DEVELOPMENT PARTNERS	2,171,463,000.00	18,274,210	18,274,210	
			1,571,772,067.61	1,571,772,067.61	839,910,934.11

	TOTAL	4,000,673,000.00	2,729,617,746.82	2,729,617,746.82	1,271,055,253.18
4	ROAD FUND*	765,680,108.50	583,103,065.32	583,103,065.32	182,577,043.18
	GRAND TOTAL (Total + RoadFund)	4,766,353,108.50	3,312,720,812.14	3,312,720,812.14	1,453,632,296.36
5	ARREARS PAID				

*Road fund approved and disbursed amounts include: debt servicing, secretariat etc.

F. Challenges

Some key challenges encountered by the Ministry with mitigating measures are as follows: i.

Inadequate Financing

Funding sources that the Ministry continues to rely on in undertaking road infrastructure programmes are inadequate; and this leaves much to be desired since road construction and maintenance are capital intensive ventures.

The continuous over-reliance on the three (3) primary traditional sources of financing road infrastructure namely, the Consolidated Fund, Ghana Road Fund and funds from Development Partners remained a big challenge which accounts for a critical setback in achieving substantial landmark besides the creation of a huge road infrastructure gap. The quantum of funds that was made available for execution of the ever-increasing road infrastructure programmes and projects was inadequate; owing to that, the Ministry was unable to meet set targets.

To address the challenges identified, there should be preparation of procurement plans by Sector Agencies according to approved budget, PPP initiatives for funding project and GOG negotiation for 100% financing from DPs.

ii. Delay and Inadequate Funds releases for Goods and Services from the Consolidated Fund

The issue of delays and inadequacy of funds released from the consolidated fund for Goods and Services was one major challenge accounting for a huge backlog of unpaid bills for administrative activities such as maintenance of vehicles and utility services among others. This invariably aggravates the sector's inability to effectively undertake some of its basic activities such as monitoring and evaluation of projects as well as local training and capacity building programs for efficient and effective service delivery.

Measures employed to mitigate the issues of inadequate quantum of releases, funding, and financing include obtaining releases from the Liquefied Petroleum Gas levy (LPG) and entering into Public-Private Partnership arrangement for key flagship projects initiation and execution.

iii. Reckless Use of Road Infrastructure

The misuse of road infrastructure 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 cut off by utility service providers is also a major problem. Mitigating strategies should involve Road Safety Campaigns to create awareness on sustainable road usage.

iv. Inadequate Human Resource

Getting the requisite Human Resources in terms of numbers and skills to carry out supervision to ensure quality of works was a challenge.

Koforidua Training Center (KTC) was supported to provide the requisite training needed for staff to carry out various jobs and services, including monitoring and supervision.

In addition, a sector-wide monitoring team was constituted to carry out monitoring of road projects to verify and ensure compliance with works to specifications.

G. Programmes and Projects for 2023

The Ministry's strategic and top priority programs and projects based on the 2022-2025 Sector Medium Term Development Plan for 2023 are as follows:

i. Roads

- Construction of Accra – Kumasi Road: Osino Bypass (11.5km);
- Construction of Accra – Kumasi Road: Anyinam Bypass (6.10km);
- Construction of Accra – Kumasi Road: Enyirisi Bypass (9.10km);
- Construction of Accra – Kumasi Road: Konongo Bypass (13.6km);
- Construction of Ofankor – Nsawam Road (14.1km);
- Construction of Adidome – Asikuma Junction (39.2km) and Asutsuare – Aveyime (23.9km) including 2 interchanges at Dufor Adidome and Asikuma Junction;
- Kasoa – Cape Coast Dualization (116km);
- Takoradi (PTC) – Daboase (38km);
- Dualization of Sekondi and Adiembra Roads (30km);
- Peduase-Mamfe-Koforidua (40.5km); • Takoradi -Agona-Nkwanta- Apemanim; and
- Kumasi Outer Ring Road.

ii. Construction of Interchanges

- Ahodwo (as part of the completion of Kumasi Inner Ring Road);
- Santasi (as part of the completion of Kumasi Inner Ring Road);
- Kumasi Airport Roundabout (as part of the completion of Kumasi Inner Ring Road); and
- Oforikrom Roundabout (as part of the completion of Kumasi Inner Ring Road).

iii. Bridges

- Construction of Bridge over the Volta River at Volivo;
- Buipe, Yapei and Daboya Bridges;

- Adawso-Ekyi Amanfrom Bridge; and
- Dikpe, Iture and Ankobra Bridges.

20. THE MINISTRY OF SANITATION AND WATER RESOURCES (MSWR)

The Ministry of Sanitation and Water Resources (MSWR) is responsible for ensuring the availability of safe, adequate and affordable water, environmental sanitation facilities and management of liquid and solid waste.

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

- Sector Minister - Hon. Cecilia Abena Dapaah
- Deputy Minister - Hon. Amidu Chinnia Issahaku (MP)
- Chief Director - Mr. Noah Tumfo

A. Civil Service Departments and Sector Agencies

Sub-vented Agencies

- Water Resources Commission
- Water Resources Commission

Public Boards and Corporations

- Ghana Water Company Limited

Civil Service Departments

- School of Hygiene, Tamale
- School of Hygiene, Ho
- School of Hygiene, Accra

B. Sector Achievement

The key achievements of the Ministry are listed below:

i. Distribution of Solid Waste Collection Equipment To 17 MMDAs

The Ministry under the Greater Accra Resilient and Integrated Development (GARID) project has distributed solid waste collection tools and equipment to 17 beneficiary Metropolitan and Municipal Assemblies (MMAs) in Greater Accra Region.

ii. Greater Accra Metropolitan Water and Sanitation Project (Water Component) – Additional Funding

An amount of US\$51.5 million has been secured to complete outstanding 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 is to increase potable water supply through the laying of distribution and service pipelines in low-income communities within the GKMA.

iii. Greater Accra and Greater Kumasi Metropolitan Water and Sanitation Project (Sanitation Component)

The Ministry has secured funding totalling Seventy-Four Million United States Dollars (US\$ 74 Million) to undertake the construction of 30,000 household toilets for the Greater Kumasi Metropolitan Area and 12,000 household toilets for the Greater Accra Metropolitan Area.

iv. Infrastructure Provision and retooling of the Schools of Hygiene

The three schools of hygiene have seen major infrastructure development. In Accra and Ho, a new two-storey, nine-classroom block each, is being provided. Retooling of the Accra, Ho and Tamale Schools of Hygiene Laboratories have been undertaken with the support of the GASSLIP Project.

v. Review of Ghana National Water Policy

The review of the Ghana National Water Policy has enabled the Ministry to develop the necessary strategies and programmes that will enable Ghana to attain the targets under Sustainable Development Goal Six (6). To this end, the final draft document has been developed.

vi. Bio-Digester Manual

The Ministry, through the GAMA-SWP, has developed a document to highlight the entire process of constructing and installing a Bio-digester in simple, plain, and easy-to-understand language with illustrations. The manual is expected to be useful to Engineers, Technicians, Artisans, Entrepreneurs, and Institutions in the WASH sector.

C. Reforms

Community Water and Sanitation Agency (CWSA) initiated policy reforms in the Community Water and Sanitation Sub-sector aimed at transforming CWSA into a Utility Service Organization with an expanded mandate to manage pipe water systems while providing technical support to communities and District Assemblies in handpump maintenance and water-related sanitation.

D. Sustainable Development Goals (SDGs)

The performance of the Ministry on Sustainable Development Goal 6 seeks to “Ensure availability and sustainable management of Water and Sanitation for all by 2030”. The performance of the sector on various targets or indicators is as follows:

- i. 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 at least basic drinking water services.
- ii. 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 at least basic sanitation services.

- iii. Goal 6.3.2: By 2023, improve water quality by reducing pollution, eliminating dumping and minimizing the 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 ambient (water quality index) is 58.2 (which is fairly good quality).
- iv. 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 the number of people suffering from water scarcity: Freshwater withdrawal as a proportion of total available freshwater was 1725m³ per capita.
- v. Goal 6.5.1: By 2030, implement integrated water resources management at all levels, **including transboundary cooperation as appropriate**: About 57% of the Integrated Water Resources Management (IWRM) was implemented across the country.

E. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	21,166,000	11,351,929.00	11,351,929.00	9,814,071.00
	Use of Goods & Services	12,558,782.00	1,094,596.04	1,071,169.00	11,464,185.96
	CAPEX	6,460,284.00	489,800.00	489,800.00	5,970,484.00
2	IGF	42,449,000.00	54,011,109.93	54,011,109.93	-11,562,109.93
3	DEV'T PARTNERS e.g.				
	Others	585,716,000.00	481,925,655.52	481,925,655.52	103,790,344.48
	TOTAL	668,350,066.00	548,873,090.49	548,849,663.45	119,476,975.51

F. Challenges

The challenges are listed below:

- i. **Negative attitude to sanitation-** To address this issue, the Ministry in collaboration with other key stakeholders such as UNICEF, is considering strategies that support the incorporation of WASH behavioural change training into institutional training curricula, as appropriate, at the

relevant levels (i.e. Educational Institutions, Health Institutions (Nursing & Midwifery Council), Environmental Health and Community Development). ii. **Migration from post-paid to pre-paid electricity supply**- Payment of electricity bills is a serious challenge due to the conversion from postpaid to prepaid especially when budgetary releases are delayed.

G. Programmes and Projects for 2023

The sector Ministry will continue to initiate policies and implement planned programmes and projects to achieve the "Sanitation and Water for All" vision for the year 2023.

i. Greater Accra Metropolitan Water and Sanitation Project (Water Component) – Additional Funding

There will be a continuation of the project within the Greater Kumasi Metropolitan Area (GKMA) to increase potable water supply through the laying of distribution and service pipelines in low-income communities within the GKMA.

ii. Tamale Water Project

The project will construct a 135,000m³/day (29.7MGD) water treatment plant at Yapei to meet the water demand for the year 2040 and it is projected to serve a population of about 680,000.

iii. Wenchi Water Project

The project will involve the construction of a new water treatment facility with a capacity of 10,700m³/day (2.35MGD) and the rehabilitation of the existing groundwater system to meet the current and future water requirements of the people up to the year 2045.

iv. Keta Water Project

The project will involve the construction of a new water treatment facility with a capacity of 35,000m³/day (7.7MGD) and rehabilitation of the existing plant to restore it to its installed capacity of 7,200m³/day (1.58MGD).

v. Sunyani Water Project

The Project will involve the construction of a new 55,000m³/day (12.2MGD) Conventional Water Treatment Plant with ancillary structures. In addition, the rehabilitation and expansion of the existing water project and the construction of a dam on the Tano River will be undertaken.

vi. The Sekondi-Takoradi Water Supply Project

The project will involve the construction of a new water supply system and rehabilitation of the existing water system to meet the water needs of the people for the 2040 planning period.

vii. Greater Accra Metropolitan Water and Sanitation Project (Sanitation Component)

Additional funding totalling US\$ 74 million has been secured to undertake the construction of 30,000 household toilets for the Greater Kumasi Metropolitan Area and 12,000 household toilets for the Greater Accra Metropolitan Area. A total of 120 disability-friendly, fit-for-purpose, gendersensitive institutional sanitation facilities will also be constructed for beneficiary schools in the Greater Kumasi Metropolitan Area while 30 will be constructed in the Greater Accra Metropolitan Area. The project will also expand and rehabilitate the Asafo Sewerage System in Kumasi.

viii. Ghana-Spain Debt Swap for Development Programme (DSDP)

The Water Supply Improvement Project (WSIP) of the Ghana-Spain Debt Swap Development Programme (DSDP) is funded by the Spanish Government at US\$3.78 million. The project is expected to deliver a total of eighteen (18) water systems (12 small town pipe systems and 6 limited mechanized systems) to serve 69,000 people in thirty-five (35) communities in the Ho Municipality, Ho West, Adaklu and Agotime/Ziope districts in the Volta Region.

21. MINISTRY OF THE INTERIOR (MINTER)

The Ministry of the Interior is mandated to provide policy direction and supervise its Agencies to ensure internal security, maintenance of law and order in the country. The mandate of the Ministry of the Interior and its Agencies is guided by the 1992 Constitution of Ghana and also the Civil Service Act, 1993 (PNDCL 327) and other relevant enactments. The Ministry's vision is for 'A world-class Ministry with well-defined operational internal security systems'.

The Political and bureaucratic heads of the Ministry were:

- Sector Minister - Hon. Ambrose Dery (MP)
- Deputy Minister - Hon. Naana Eyiah (MP)
- Chief Director - Mrs. Adelaide Anno-Kumi

A. Civil Service Departments and Sector Agencies

The Ministry has oversight responsibility over (1) Sub-vented Agency, (10) Public Service Organisations and (2) Public Boards and Corporations

Sub-vented Agencies

- Gaming Commission (GC)

Public Service Organisations

- National Commission on Small Arms and Light Weapons-(NCSALW)
- 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 Boards and Corporations

- 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

B. Sector Achievements

The achievements for the Ministry for the reporting year are as follows;

i. Narcotics Control Commission Regulations

The Ministry facilitated the pre-laying of the Narcotics Control Commission (Cultivation and Management of Cannabis) Regulations, 2022 before the Subsidiary Legislation Committee in Parliament. The Regulations when passed will provide into details, the processes of addressing narcotics issues, conditions of service of officers and any other issues pertaining to narcotics and psychotropic substances.

ii. Security Service Recruitment

The Ministry requested and was given financial clearance from the Ministry of Finance for the Ghana Police to recruit five thousand (5,000) Personnels; two thousand (2,000) for the Ghana Prisons Service, one thousand six hundred and five (1,605) for the Ghana National Fire Service, and two thousand five hundred (2,500) for the Ghana Immigration Service. This recruitment was aimed addressing inadequate staffing in the Security Services and to ensure peace and security in the country.

iii. Community Service 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 as 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.

iv. Police Visibility and Citizen Protection

The Ministry through the Ghana Police Service deployed more personnel to major intersections in Accra especially during the festivities to show Police presence and increase response time to crimes. The Ministry also supported the Ghana Police Service to receive through procurement and donations, a total of three thousand, five hundred (3,500) motor bikes from the Government, private organizations and individuals to expand motorbike patrols to cover various communities within the country..

The Service under the reporting year also introduced into the Greater Accra region, the Police Mounted Squadron and the Canine (K-9) unit for dogs and horses patrol aimed at increasing the visibility of the Police Service and the improvement of intelligence gathering.

v. Border Management

The Ministry assisted the Ghana Immigration Service (GIS) to develop a Land Border Security Strategy (LBSS) for the country, in consultation with other security/border agencies as directed in the National Security Strategy. This is to help protect/ prevent insurgent and terrorism activities in the country.

Additionally, The Hamile and Kulungungu border posts were renovated, enhanced with Migration Information Data Analysis System (MIDAS) to capture, collect, process, analyse and share traveller information and facilitate movement of travellers before being inaugurated during the reporting year.

C. Reforms

The Ministry of the Interior through the Ghana Police Service (GPS) as part of its institutional transformation program is automating the operations of its MTTD (MTTD) to enhance efficiency in service delivery in the areas of crime and traffic offence detection, apprehension and prosecution of traffic offenders.

As part of the process of automating the operations of the Motor Traffic and Transport Department (MTTD) the GPS in a Private Public Partnership, partnered a private sector partner Traffitech, to undertake a Public Private Partnership (PPP) arrangement on a Design, Build, Finance, Operate, Maintain and Transfer (DBFOMT) structure for the Goods and Services of an Information, Communication and Technology (ICT) Traffic Enforcement Hub described in the (Traffitech-GH Project).

The long-term expectation of this project is to enhance the image of the Service, reduce delays in prosecutions of traffic offenders and reduce bribery and corruption to the barest minimum.

The project will be monitored remotely jointly by the Ministry's and the GPS's ICT system

D. Sustainable Development Goals (SDGs)

SDG 5.1: End all forms of discrimination against all women and girls everywhere.

- The Ministry of the Interior's main priorities in the field of gender equality are reflected in the past action plans of some of its Agencies such as the Ghana Police Service (GPS) and the Ghana Immigration Service (GIS).
- The Ghana Police Service in collaboration with the UNFDP has set up- a One-Stop Centre for the public where issues of domestic violence are addressed strategically without discrimination, and to enhance access to justice and psycho-social interventions for domestic violence survivors. - Two (2) Child –friendly courts for the timely processing of juvenile cases providing firstline services and counseling services on psychosocial support and legal counseling to women and young adults who face multiple discrimination (e.g. migrant women, refugees, single parents, disabled people, teenagers etc.) are in operation.
- The Ghana Immigration Service also in collaboration with the International Centre for Migration & Policy Development (ICMPD) through the strengthening of Border Security has developed a Gender Policy to promote Gender Parity in the Service. The Policy was advanced toward; Social Inclusion and Equal Treatment of Women in the Service, Strengthening and Implementing Policies for Women Who Suffer Discrimination and Enhance the Collection of and

the Diffusion of Gender Disaggregated Data and Equal Participation of Women in Decision Making Positions

Overall, the Ministry, together with its Agencies has ensured that, Gender Equality is promoted in all areas of public and professional life particularly in the empowerment of women in strengthening and developing the capacity and skills of women to actively participate in processes of decision-making and in leadership positions.

E. Financial Performance

	SOURCE	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	5,024,993,000.00	4,202,449,487.79	4,105,889,202.71	822,543,512.21
2	Use of Goods & Services	52,625,000.00	40,540,157.09	23,781,473.95	12,084,842.91
3	CAPEX	41,882,000.00	17,707,132.45	14,823,114.44	24,174,867.55
4	IGF	48,309,000.00	41,508,413.60	11,343,018.50	6,800,586.40
	Dev't Partners				
5	DANIDA, JICA, WORLD BANK	0.00	0.00	0.00	0.00
	TOTAL	5,167,809,00	4,302,205,190.93	4155836,809.6	822,586,572,317.86

F. Challenges

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

- i. Inadequate Office Accommodation to accommodate Staff

There is inadequate office and residential accommodation to cater for the manpower needs of the Ministry and some of its Agencies which has forced the Ministry to cut down on its staffing requirement.

ii. Lack of operational vehicles

The Ministry had adequate operational vehicles to carry out most of its activities putting pressure on the few available ones.

iii. Frequent Power Outages

The old nature of electrical wires and fittings in the Ministry resulted in frequent power outages which hampered the free flow of work processes.

iv. Inadequate Water Hydrants

Operations of the Ghana National Fire Service (GNFS) were mostly hampered by the inadequate Water Hydrants/Water Sources for firefighting operations and also the unavailability of Fire Stations in newly developed communities.

v. Accumulation of prisoners' ration arrears

The Ghana Prisons Service was faced with the problem of accumulation of prisoners' ration arrears since creditors were not willing to offer more credit and others threatening to take legal actions against the Service.

vi. Proliferation of small arms and trafficking of illicit weapons.
The absence of Informant and Intelligence Gathering System for action to be taken on illicit arms made it difficult for the National Commission on Small Arms and Light Weapons (NCSALW) to gather information for their database updates on Small Arms and Light Weapon as well as arms related incidents.

vii. Inadequate Budgetary Allocation

The inadequate budgetary allocation late/non releases of funds to a large extent slowed down and halted the performance of some programmes and projects of the Sector Ministry and also resulted in the accumulation of arrears to suppliers.

G. Programmes and Projects for 2023

Below are the Ministry's strategic and top priority programmes and projects outlined for 2023;

- i. Facilitate the release of funds for capacity building or targeted training to build the capacity of Officers to deliver on the mandate of the Service.
- ii. Facilitate the creation of additional Regional Formed Police Units (RFPUs) to enhance public safety.
- iii. Facilitate the retraining and retooling of the existing Crime Combat and Action Units to be more proactive in fighting violent crimes.
- iv. Facilitate the processes for establishment of the Substance Use Disorder Rehabilitation Fund for Narcotics Control Commission.
- v. Assist Ghana Immigration Service in collaborating with the UNHCR and the Ghana Refugee Board as well as other key stakeholders in migration management.
- vi. Facilitate the recruitment, training, and deployment of personnel of the Agencies.
- vii. Enhance revenue mobilization and generation (non-Tax Revenue) of the Agencies

- viii. Facilitate the procurement of specialized tools and equipment to facilitate the work of the Agencies (CCTV, surveillance equipment, all-terrain vehicles, etc).
- ix. Facilitate the improvement of infrastructure facilities at the Immigration Service Academy and Training School at Assin Foso, in the Central Region and Tepa in the Ashanti Region
- x. Facilitate the acquisition of land and the commencement of the construction of an office complex for Gaming Commission of Ghana.

22. MINISTRY OF TRADE AND INDUSTRY (MOTI)

The Ministry of Trade and Industry (MOTI) is one of the Ministries of the Government of Ghana established under the 1992 Constitution and the Civil Service Law. It is the primary Government agency with the overall mandate of formulating and developing trade and industry policies, supervising its implementation, monitoring and evaluation in Ghana.

The Ministry was headed politically and bureaucratically by the following:

- Sector Minister - Hon. Alan Kwadwo Kyerematen
- Deputy Ministers - Hon. Michael Okyere Baafi Hon. Herbert Krapa
Hon. Dokua Asiamah-Adjei
- Chief Director - Mr. Patrick Yaw Nimo

A. Civil Service Departments and Sector Agencies

The Ministry has the following Public Service Organizations: Sub-Vented

Agencies

- Ghana Export Promotion Authority (GEPA)
- Ghana Standards Authority (GSA),
- Ghana National Procurement Agency Limited (GNPA)

Public Boards and Commissions

- 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.

B. Sector Achievements

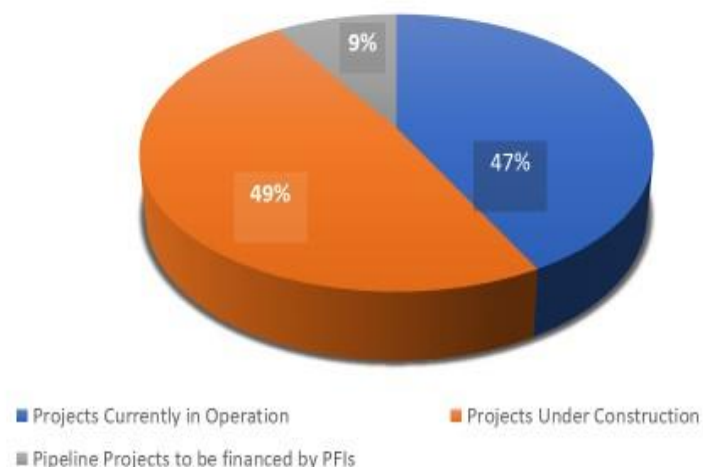
Key achievements implemented by the Ministry are outlined below:

i. One District One Factory (1D1F)

The “One District One Factory” (1D1F) initiative is a key component of the Ten (10) Point Industrial Transformational Agenda of the Government. The initiative is designed to support the establishment of at least one industrial enterprise in each of the 260 Districts. The programme is private sector led but facilitated by Government.

Two or more districts could collaborate to establish one factory if they have a common resource endowment. An existing enterprise that meets required criteria, including adding value to natural resources and also serving as import substitution may qualify under 1D1F. Government may intervene directly in districts where no promoters are identified initially, but will later off load interests to strategic investors.

STATUS OF IMPLEMENTATION OF 296 1D1F COMPANIES



A diverse range of products manufactured in Ghana by the 1D1F companies in operation include milled rice, processed fruits, poultry products, beverages, biscuits, cooking oil, pharmaceuticals, ethanol, paper products, sanitary products, detergents, ceramic tiles, iron and steel products, bolts and nuts, heavy duty trucks, gas cylinders and lubricants.

• Regional and District Distribution of 1D1F Projects

The 296 1D1F projects at various stages of implementation are located in 141 Districts covering all Regions and 54% of the total number of Districts in the country. The 120 Districts without 1D1F projects do not have 1D1F business promoters.

Regional Distribution of 1D1F Projects in 2022

NO	REGION	NUMBER OF 1D1F PROJECTS
1	Ahafo Region	5
2	Ashanti Region	55
3	Bono East Region	10
4	Bono Region	20
5	Central Region	21
6	Eastern Region	43
7	Greater Accra Region	76
8	North -East Region	4
9	Northern Region	9
10	Oti Region	3
11	Savanna Region	4
12	Upper East Region	7
13	Upper West Region	8
14	Volta Region	13
15	Western Region	13
16	Western North Region	5
	TOTAL	296

- **Investment Impact**

1D1F companies have secured loan facilities totaling GHS3.01 billion from Participating Financial Institutions. This includes a total amount of GHS 451.5 million to 12 1D1F companies in the pharmaceutical sector and GHS582.1 million to 48 1D1F companies in the agro-processing sector.

- **Employment Impact**

A total of 160,823 total jobs (comprising of 23,203 direct jobs and 137,620 indirect jobs) have been created by the 125 1D1F Companies in Operation.

ii. Strategic Anchor Industries

Nissan commissioned its assembly plant in Tema, which is currently the largest vehicle assembly plant under the Ghana Automotive Development Programme. This brings to five (5), the number of vehicle assembly plants that have been established in Ghana and are currently in operation, namely, Volkswagen, Toyota, Nissan, Sinotruk and our own Kantanka Automobile.

The first phase of work on the Automotive Development Center is near completion and facility will be operational in 2023. The Automotive Development Council Bill is finalized for approval.

In addition to the Automotive Assembly Programme, Government has developed a new Components Manufacturing Policy which seeks to support the production and supply of components and spare parts for the automotive industry.

iii. Industrial Parks and Special Economic Zones

During the period under review, the Ministry focused on the development of the Greater Kumasi Industrial City Project. The Project is currently being funded by the World Bank as a component of the Ghana Economic Transformation Project. The status of Implementation of implementation as follows:

- The Ministry completed the Site Assessment for Greater Kumasi Industrial City Project and SEZ in August 2022.
- Environmental and Social Impact Assessment (ESIA) for the Bonkra section of the Greater Kumasi Industrial City and Special Economic Zone Project to be completed before end of January 2023.
- Resettlement Action Plan (RAP) for the Boankra section of Greater Kumasi Industrial City Project and Special Economic Zone is ongoing. Compensation paid to Farmers under RAP.
- Procurement for Consulting Services for the Development of a Master. Plan for the Proposed Greater Kumasi Industrial City (GKIC) is ongoing.
- Recruitment of Project Management Consultant for Construction Works for Greater Kumasi Industrial City Project is ongoing.
- Procurement for EPC Contractor is ongoing. This process is expected to be concluded by March 2023 for construction works to commence thereafter.

iv. Export Development

• Training Program for Women In Agribusiness & Textile

Ghana Export Promotion Authority in collaboration with Trade Facilitation Office Canada (TFO Canada) organized a free 5-day training program for women in Agribusiness & Textile businesses from 14th-18th February 2022 at Grand Favor Hotel, Sekondi-Takoradi.

• Training under Flagship Export School Program

Within the broad framework of the National Export Development Strategy (NEDS), capacity building is one of the major planks of the implementation strategy. GEPA trained 50 SMEs and

other publics from both the public and private sectors at the Africa Trade House from 23rd to 27th of May 2022.

- ***Training in International Export Trade***

The GEPA Export School in Collaboration with the Institute of Export and International Trade (IoE & IT) United Kingdom, and the International Trade Centre (ITC) Switzerland, have held a congregation ceremony for **19** graduate students in the export and trade profession who have successfully completed their programs in the 2021 academic year.

v. African Continental Free Trade Area (AfCFTA)

135 companies completed Enterprise Audit/Assessment under the Market Expansion Project (MEP) to date and are being assisted to complete registration and inspection for issuance of Rules of Origin certificates (in compliance with AfCFTA rules). **43** companies that have applied for Rules of Origin certification, **21** are awaiting verification of their certificates by the AfCFTA Secretariat

The AfCFTA Guided Trade Initiative (Ghana, Kenya, Rwanda, Cameroun, Egypt, Mauritius, Tunisia and Tanzania) commenced with shipments in October 2022 – Ceramic Tiles, Tea, Coffee, Batteries, Processed Meat, Corn Starch, Sugar, Pasta, Glucose Syrup, Dried Fruits, Sisal Fibre, etc.

The National Policy Framework and Action Plan was launched in August 2022 to facilitate the effective implementation, monitoring and evaluation of the International Policy.

C. Sustainable Development Goals (SDGs)

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

i. SDG: Goal 9 – Industry, Innovation and Infrastructure (Targets 9.2, 9.3, 9.4, 9.b, 9.c.)

Total number of 1D1F companies at various stages of completion (cumulative) is 296. Total number of jobs created (both direct and indirect) by 1D1F companies (cumulative) is 160,823

ii. SDG 17: Partnerships for the goals (SDG Targets 17.10, 17.11, 17.12)

Number of companies assisted to access new markets (AfCFTA, EU&UK, USA) are 135

D. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢) - AS AT SEPT.	ACTUAL EXPENDITURE (GH¢) - AS AT SEPT.	VARIANCE
	GOG	A	B	C	D=(A-B)

1	Compensation of Employees	76,237,000.00	54,600,785.25	54,600,785.25	21,636,214.75
	Use of Goods & Services	48,299,000.00	4,409,063.36	4,372,703.87	43,889,936.64
	CAPEX: GoG	180,836,000.00	154,179.60	100,000.00	180,681,820.40
	CAPEX: ABFA	17,215,000.00	-	-	17,215,000.00
2	IGF	198,408,000.00	126,317,719.04	60,596,686.82	72,090,280.96
3	DEV'T PARTNERS e.g.				
	IFAD	81,070,000.00	61,707,013.21	61,707,013.21	19,362,986.79
	TOTAL	602,065,000.00	247,188,760.46	181,377,189.15	354,876,239.54

E. Challenges

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

i. Inadequate Financial Resources

Adequate funding for programme and project implementation was a major challenge encountered by the Ministry and its Agencies. This impacted on the Ministry's ability to attain all the development objectives it set out to achieve at the beginning of 2022.

As a way of addressing the inadequate funding challenge, the Ministry prioritized the planned work programmes and projects. Additionally, it engaged a number of development partners in the implementation of its programmes.

F. Programmes and Projects for 2023

The Ministry's strategic and top priority programmes and projects for 2023 outlined are:

i. One District One Factory Initiative

In 2023, Government will intensify support to existing and new manufacturing enterprises with technical assistance, credit facilitation, and access to electricity and other infrastructure.

ii. Strategic Anchor industries

Under the Automotive Assembly Programme, Government developed a new Components Manufacturing Policy which seeks to support the production and supply of components and spare parts for the automotive industry. The Ministry of Trade and Industry will launch and commence implementation of the policy in 2023.

iii. African Continental Free Trade Area

Government will develop and implement policies to attract 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. As a critical component of the Government's export orientation programme, the Government will strengthen export-finance institutions to deliver tailor-made support for exports under AfCFTA.

iv. Export Promotion and Diversification

The Ghana Export Promotion Authority will enhance its coordination role by supporting key export-sector stakeholders. The Authority will also leverage on the opportunities AfCFTA provides to pursue aggressive market entry programmes in selected African markets. In this regard, GEPA will establish Export Trade Houses (ETHs) in selected markets to promote made-in-Ghana products, including the completion of the first ETH in Kenya. Additional ETHs are planned for other African countries, the United States of America and Europe.

GEPA will also 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. The programme will also focus on building the capacity of SME exporters to enhance operations and access to markets. 345. Selected priority products such as cocoa derivatives, cassava value chain products, fruits and vegetables will be developed for enhanced market access. Dollar Policy”

23. MINISTRY OF TOURISM, ARTS AND CULTURE (MOTAC)

The Ministry of Tourism, Arts and Culture exists to provide a firm, stable policy environment for tourism promotion and management and the effective mainstreaming of the Ghanaian Culture into all aspects of national life. This will ensure a strong emergence of a vibrant creative economy to improve and advance the Tourism, Arts and Culture industry.

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

- Sector Minister - Hon. Ibrahim Mohammed Awal (Dr.)

- Deputy Minister - Hon. Mark Okraku Mantey
- Chief Director - Mr. John Yao Agbeko

A. Civil Service Departments and Sector Agencies

- Bureau of Ghana Languages (BGL)
- W.E.B. DU BOIS Memorial Centre
- Hotel, Tourism and Catering Training Institute (HOTCATT) **Public Service Organizations**
- Ghana Tourism Authority (GTA)
- National Commission on Culture and 10 Regional Centers for National Culture
- Ghana Museums and Monuments Board
- National Theatre of Ghana and its 3 resident groups
- The National Dance Company
- The National Drama Company
- The National Symphony Orchestra
- Kwame Nkrumah Memorial Park
- National Folklore Board
- Pan African Writers Association
- National Film Authority
- Ghana Tourist Development Company (GTDC) An Autonomous Quasi-Public Private entity involved in the public-sector development of the commercial aspects and investment of the tourism sector.
- Creative Arts Agency

Public Boards and Corporations

- Ministerial Advisory Board (MoTAC);
- Ghana Tourism Development Company (GTDC) Board;
- Ghana Tourism Authority (GTA) Board;
- National Folklore (NFB) Board;
- National Theatre of Ghana (NTG) Board;
- Bureau of Ghana Languages (BGL) Board of Directors;
- Ghana Museums and Monuments Board (GMMB) Board,
- National Commission on Culture (NCC) Board; and
- Du Bois Memorial Centre Board

B. Sector Achievements

Key achievement implemented by the Ministry are outlined below:

i. Grants for tourism SMEs Development and Site Upgrades

In June 2022, the President of the Republic of Ghana launched US\$10 million grant scheme to improve the products and services and stimulate growth within the tourism sector to make Ghana

a preferred tourism destination. The Ghana Tourism Development Project (GTDP) under the Ministry of Tourism Arts and Culture, employed the grants in the following 3 categories:

- **COVID-19 Relief Grant (CRG)**

The COVID-19 Relief Grant was implemented in an era where all economies in the world had been affected at varying degrees by the COVID-19 pandemic. In as much as the Pandemic affected all businesses in the tourism value chain, the micro and small-scale businesses were hardest hit. The allocation for this sub-component was US\$2.0 million.

- **Small to Medium-scale Enterprise Grant (SMEG)**

Small to Medium-Scale Enterprise Grant (SMEG), was targeted at MSMEs with new business ideas and less-well developed business plans. Businesses awarded this grant were to receive support from relevant government agencies and qualified service providers identified by MoTAC. The grant also supported business development service (BDS) delivery to promote business startups by tourism-related SMEs and other private-sector entities. The allocation for this subcomponent was US\$3.0 million.

- **Site Upgrade Grant (SUG)**

The site Upgrade Grant was awarded to operators of non-publicly owned tourist sites for quality upgrades to sites that would enhance and attract more visitors; generate more revenue and create additional employment. The grant was available within the third funding category. The purpose of the SUGS was to provide a) non-publicly owned sites with matching grants (75% of approved project costs) to support quality upgrades; b) All selected sites with training on-site management and maintenance. The allocation for this sub-component was US\$5.0 million.

- ii. **Rehabilitation and Modernization of Kwame Nkrumah Memorial Park (KNMP)**

The Ministry commenced the rehabilitation and modernization of the Kwame Nkrumah Memorial Park. The Kwame Nkrumah Memorial Park is one of the foremost heritage sites, and is the home to the mortal remains of Dr. Kwame Nkrumah, Ghana's first President and his wife Fathia.

Through the Ghana Tourism Development Project of the Ministry of Tourism Arts and Culture, the KNMP underwent major rehabilitation and modernized face-lift for the first time since its construction. This included total rehabilitation of the Museum, a modernized Administration Building, a Presidential Library, a well-lit-up musical fountain, a VVIP Lounge, a freedom wall, and an arboretum among others. The USD 3 million project which formed part of the government of Ghana and the World Bank USD40 million Ghana Tourism Development Project, was to be completed by March 2023.

- iii. **Renovation of Ghana Museums and Monuments Board renovated the National Gallery**

The Ministry in collaboration with the Ghana Museums and Monuments Board renovated the National Gallery and set up an exhibition. The National Museum's Gallery had been closed since

2016 to make way for renovation works. Though the works took some time, it was finally completed and handed over to the Curatorial/Technical team that had been tasked with the planning and installation of exhibition. The exhibition scheduled for the opening of the gallery was themed UNITY IN DIVERSITY.

The BOLGA Museum project- “Photographic Exhibition of our Heritage Sites” has been completed. The Ministry embarked on an asphalting and landscaping of the National Museum Head Office compound and the restoration of presidential vehicles and 3 Ashanti Traditional Buildings.

iv. Management and Administration Programme Some programmes achieved during the period included:

The inauguration of governing Boards of two Agencies under the Ministry, namely the Ghana Museums and Monuments Board (GMMB) and National Folklore Board (NFB). The boards were charged with the responsibility of making their respective agencies strong, transparent, and responsive to the needs of the industry. They were to ensure the positioning of cultural heritage for the patronage of black people in the Diaspora and for domestic consumption.

The Pan African Writers Association (PAWA) in collaboration with the Ministry, signed a Memorandum of Understanding (MoU) in the field of Tourism and Culture with Namibia and 6 other countries. The MoU was to ensure the necessary measures of all parties to develop and promote tourism and culture within their respective countries.

The Ministry launched a Multi-stakeholder Heritage Strategic Framework for Ghana for the period of 2022-2029. In addition, a Focal team on Reparation and Restitution of illegally trafficked and stolen cultural heritage and artefacts to its country of origin was inaugurated. This is against the background that Ghana was one of the African countries which had its cultural materials illegally taken away by the colonial masters between the 15th and 16th centuries through looting, intimidation and seizure among others. The objects were part of the daily lives of the country’s forebears and embodied aspects of the country’s philosophy, views, beliefs and practices. The reparation and restitution would therefore help in repairing the damage that the actions of the colonial masters caused.

v. Tourism Product Development Programme

The Ministry in collaboration with GTA, GEPA and GIPC participated in the 2022 World Expo hosted in Dubai in the United Arab Emirates with the theme “Connecting Minds, Creating the Future. The Expo forged new partnerships and inspiring ground-breaking solutions across key industries. It also raised awareness about global issues faced by mankind and provided networking and promotion of international connections. “Ghana, Limitless Opportunities” with over 3000 people visiting the Ghana stand. As a result, the world had a feel and taste of Ghana and rich culture through the cultural display of unique natural resources. The Expo opened Ghana to United

Arab Emirates (UAE) for business and exchange of expertise for the mutual development of the two countries.

The rehabilitation works at Pikworo Heritage and Slave camp project which started in May, 2022 progressed steadily. The first phase of the facility consists of the construction of a Tourist Information Centre and a fence wall. The second phase facilities included a 7-seater toilet, five summer huts and parking space for 10 vehicles.

C. Reforms

i. Electronic Automation

Management of the Kwame Nkrumah Memorial Park (KNMP) introduced an automation of entrance ticket issuance to help in efficient and effective revenue collection. This reform since its commencement, yielded positive results in terms of accountability.

ii. Online Training

The Bureau of Ghana Languages introduced the online training in Ghanaian languages in June 2022. The reform was to target wide range of citizens to join in the training despite their location, making it cost effective. The activity saw lots of positive impact: since its commencement two online training sessions have been conducted in Ewe and Dangme dialects.

D. Sustainable Development Goals (SDGs)

The Ministry implemented the following SDGs:

i. Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

On SDG 8-promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all, in June 2022, the President of the Republic of Ghana launched a US\$10 million grant scheme to improve the products and services and stimulate growth within the tourism sector and make Ghana a preferred tourism destination. The Ghana Tourism Development Project (GTDP) under the Ministry employed the grants in the following 3 categories: COVID-19 Relief Grant (CRG), Small to Medium-scale Enterprise Grant (SMEG) and Site Upgrade Grant (SUG).

Under category 3 of the project, which is the site upgrade grant scheme, the Ministry continued the process towards upgrading some selected tourism sites. The upgrade of these selected sites formed part of efforts by the Ministry to develop tourist sites for increased visitation and revenue generation. The Ministry is therefore convinced that when construction works at these sites are fully completed, it will in the medium to long term increase visitation and create the needed employment and revenue generation opportunities for the benefit of residents at where these attractions are found.

Other areas of improvement on this goal include: The Bonwire Kente Museum project which is progressing steadily and expected be completed by mid-year 2023. The construction of the first phase of Aburi Botanical Garden rehabilitation project included the construction of 7-seater toilet facility and works on the Pavilion and the Rehabilitation of Yaa Asantewaa Museum at Ejisu included Tourist Information Centre and 7-Seater toilet facility.

Some of the challenges encountered for this goal's implementation were: Limited exploitation of potentials in the sector, Inadequate investment in the sector, Limited attention to the development in the sector at the local/national levels (MDAs/ MMDAs), High cost of hospitality services and airfare amongst others. Mitigating initiatives identified include marketing Ghana as a competitive tourist destination to enhance the capacity of tourism personnel to work in the sector at all levels; promote Public-Private Partnership to increase investment in the sector; encourage health care providers to promote health tourism; enhance understanding of policymakers and strengthen collaboration and coordination among stakeholders to develop the sector.

ii. Goal 12. Ensure sustainable consumption and production patterns

On target 12.b and 12.8 the Ministry undertook monitoring and evaluation exercise on citizens satisfaction, and the tourists satisfaction in 6 regions and this exercise constituted the baseline study for the Ghana Tourism Development Project (GTDP). The GTDP is a US\$40 million facility from the World Bank being implemented by the Ministry of Tourism, Arts and Culture (MoTAC). The objective of the GTDP is to improve the performance of tourism in targeted destinations in Ghana. It has four main components; however, of particular importance is component two, which is developing tourism sites and destination. The challenges identified were: Inadequate logistics to monitor the development and Low enforcement of regulations and standards. The strategies to mitigate these challenges were: ensuring tourism planning in District plans to promote tourism, culture and creative Arts products and develop sustainable eco-tourism, culture and historical sites.

iii. Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

On target 14.4: the Ministry participated in a stakeholder workshop on Mangroves as nature-based solutions to coastal hazards. The objective was to build capacity on the preservation of mangrove at the coastal areas as the solution to coastal hazards.

Secondly, the Ministry, built capacity on crosslink coastal pollution due to climate change. The challenges identified were poor waste and coastal degradation due to human activities and erosion, water pollution from industrial waste, destruction of biodiversity and many more. Some strategies to mitigate the issues include investment in sewage management, promotion of investment in tourism-related facilities and services, community participation in the safe disposal of sewage and garbage among others.

iv. Goal 17. Strengthen the means of implementation and revitalize the

Global Partnership for Sustainable Development

On target 17.14; and target 17.17, the Ministry completed the first draft of its Tourism and Cultural Policies and was in consultation with stakeholders in coming out with a number of policies that would regulate and guide the development of the tourism sector. Drafting of these policies were at the stakeholder consultation level.

More, in consultation with the Ghana Statistical Department, the Tourism Satellite was being developed to provide relevant data for informed decision towards the development of the tourism sector. The Ministry has successfully implemented the Public-Partnership Forum (PPF) with three PPF held in the year under review. The identifiable challenge in the implementation of the SDG was lack of reliable data of tourism in Ghana. Strategies outlined to address the challenge include the launch of the National Tourism Destination Single Window (NTDSW) project. It is a consolidated portal which has relevant information to the industry, for visitors and tourists about Ghana, such as business, tourism, service providers, geo-location, and social media mapping among others.

‘Destination Ghana’ Campaign was also launched at Canary Wharf Riverside in the United Kingdom. The objective of the event was to set the platform that would invite the rest of the world to visit Ghana.

E. Financial Performance

NO.	SOURCES	2022 APPROVED BUDGET (A)	2022 REVISED BUDGET (B)	RELEASES AS AT 30TH SEPTEMBER 2022 ©	ACTUAL EXPENDITURE 30TH SEPTEMBER, 2022 (D)	VARIANCE E=(B-C)
1	COMPENSATION OF EMPLOYEES					
	GoG	58,694,000.00	58,694,000.00	48,959,113.42	48,959,113.42	9,734,886.58
	IGF	-	-	-	-	-
	Sub-Total	58,694,000.00	58,694,000.00	48,959,113.42	48,959,113.42	9,734,886.58
2	GOODS AND SERVICES					
	GoG	6,747,000.00	4,364,780.00	367,828.38	367,828.38	3,996,951.62
	IGF	12,088,680.00	12,088,680.00	8,139,477.80	5,320,053.96	3,949,202.20
	DP	16,214,000.00	16,214,000.00	16,214,000.00	16,080,967.76	0
	Sub-Total	35,049,680.00	32,667,460.00	24,721,306.18	21,768,850.10	7,946,153.82
3	CAPEX					

	GoG	2,000,000.00	1,347,600.00	176,000.00	-	1,171,600.00
	IGF	3,736,320.00	3,736,320.00	3,035,620.00	2,935,620.00	700,700.00
	DP	16,214,000.00	16,214,000.00	16,214,000.00	16,108,363.35	0
	Sub-Total	21,950,320.00	21,297,920.00	19,425,620.00	19,043,983.35	1,872,300.00
	GRAND TOTAL	115,694,000.00	112,659,380.00	93.106,039.60	89,771,946.87	19,553,340.40

F. Challenges

Some key challenges encountered by the Ministry with mitigating measures are as follows:

i. Delay in obtaining Technical Clearance for recruitment of contract staff unto Government payroll.

The Agencies of the Ministry, for the year under review recruited contract staff to help in the smooth running of the day-to-day operations of their institutions. The delay in obtaining the needed clearance to engage staff on permanent basis has not only created a gap but has put some financial burden on the meagre and already stressed budget of the Ministry. As a result, the implementation of programmes and activities came under great difficulty. The Ministry initiated discussion with the Head of the Civil Service and the Ministry of Finance to resolve the problem.

ii. Inadequate office space for the Ministry's Head Office and its Agencies

The consistent increase in staff strength within the Ministry and its Agencies put great pressure on the limited office space. Lack of office space is greatly affecting work output as most officers do not have places to sit and work. Management is considering some short to medium term measures such as intensifying the flexible working hours, re-designing the sitting areas, while working towards some donor funding for the construction of a new office complex.

iii. Inadequate logistics for the Ministry's Head Office and its Agencies

Lack of logistics within the sector has also been a disincentive to effective and efficient service delivery and work output. A comprehensive procurement plan was drawn up awaiting funds to purchase the needed logistics. Finally, lack of strong 4x4 vehicles also limited most of the Ministry's work to armchair. The Procurement of strong vehicles through Ghana Tourism Development Projects and other Donor agencies was therefore under consideration.

iv. Inadequate Budget Allocation for Good & Services, and CAPEX

The untimely and scanty release of funds to take care of Goods & Services as well as CAPEX is a major obstacle to the development of the sector. The tourism industry is not only large, but also a capital-intensive sector needing sufficient funds for the implementation of its programmes, activities and projects. Management is working on strategies to obtain funding from Development partners. In addition, a RIAP (Revenue Improvement Action Plan) is under consideration for adoption to improve IGF collections.

v. Inadequate ICT infrastructure to support the Sector Ministry

The internet facility at the Ministry is unreliable. Contemporary tourism demands a fast and reliable internet in order to be competitive. A backup internet service provider should be put in place to help staff switch when one goes under maintenance. In addition, the Ministry needs to implement the Government Smart workplace to help the Ministry backup files in the cloud.

vi. The deplorable state of the National Folklore Board/National Theatre

The National Folklore Board and National Theatre are in a deplorable state and need urgent renovation. To address the situation, renovation works would have to be carried out to safeguard Ghana's rich folklore as well as maintaining the National Theatre of Ghana.

vii. Lack of Skilled Staff at BGL (Bureau of Ghana Languages)

There is a need to staff BGL with critical staff who have Ghanaian language backgrounds to help in building the capacity of the Agency since their main focus is in line with Ghanaian languages being taught, learned and practised to benefit both the literate and illiterate in the country as a whole. Most of the language professionals have retired from active service without their replacement. This has affected the language sections of the Bureau with an average of one language professional operating a section, as against minimum of 3 professionals needed to man a language section. The Ministry is willing to collaborate more with the Head of the Civil Service (OHCS) in the posting of personnel with the right skill set to the Agency. Providing mentorship programs will also help mentees to gain confidence and build professional networks.

G. Programmes and Projects for 2023

The Ministry's strategic and top priority programmes and projects based on the 2022-2025 Sector Medium Term Development Plan for 2023 are as follows:

- i. Diversify and expand the tourism industry for economic development;
- ii. Promote culture in the development process;
- iii. Improve on Tourism Product Development activities within the sector; iv.
Diversify and expand the tourism industry for economic development;
and
- v. Promote culture in the development process.

24. MINISTRY OF TRANSPORT (MOT)

The Ministry is responsible for the formulation of policies on Road Transport Services, Aviation, Maritime and Inland Waterways; coordinate sector specific interventions; and monitor and evaluate the implementation of policies, programmes/projects to ensure high standards of safety, security and cooperation in the transport sector.

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

- Sector Minister - Hon. Kwaku Ofori Asiamah

- Deputy Minister(s) - Hon. Alhassan Sulemana Tampuli Hon. Federick Obeng Adom
- Chief Director - Mrs. Mabel Sagoe

A. Civil Service Departments and Sector Agencies

Public Service Organizations

- National Road Safety Authority
- Aircraft Accident and Incident Investigation and Prevention Bureau
- Regional Maritime University

Public Boards and Corporations

- Ghana Civil Aviation Authority
- Ghana Airports Company Limited
- Metro Mass Transit Company Limited
- Intercity STC Coaches Limited
- Volta Lake Transport Company Limited
- Ghana Ports and Harbours Authority
- Ghana Maritime Authority
- Ghana Shippers Authority
- PSC Tema Shipyard and Drydock
- Drivers and Vehicle Licensing Authority

B. Sector Achievements

Key achievement implemented by the Ministry are outlined below:

i. Expansion of Kumasi (Phase II and III) and Tamale (Phase II) Airports Projects and Rehabilitation of the Sunyani Airport Phase I

In order to open up the country for efficient movement of people, goods and services and to promote tourism, the Kumasi and Tamale Airports were being upgraded into international status. The work involved construction of terminal building, extension of existing runway, boarding bridges, car park, apron, and access road. As at December 2021, Phases II and III of the Kumasi Airport were 92% and 37.8% complete respectively with Phase II projected to have been fully completed and Phase III, 80% complete by December, 2022. For the period under review, the Phase II was successfully completed whilst Phase III was 89.33% complete.

The Tamale Airport during the year under review, saw the construction and completion of a new terminal building, a multipurpose facility for Hajj purposes and an access road. Operational Readiness and Transfer (ORAT) was also ongoing at the Airport.

The rehabilitation works of the Sunyani Airport involved extension of the runway from 1280 metres to 1400 metres, repair of apron to accommodate small to medium size aircraft, minimal

renovation of the Terminal Building and construction of some airport internal roads. During the year under review, the project was fully completed and commissioned.

ii. Development of Coastal Fish Landing Sites

In order to ensure safe launching and landing of artisanal fishing canoes as well as create and maintain hygienic environments, provide jobs and improve the livelihoods of the beneficiary communities, the Ministry constructed twelve (12) fish landing sites and two (2) fishing ports, which were at various stages of completion. As at December, 2021, the average completion of the entire project was 86% and projected to have been completed by end of year 2022. Breakdown of completion status at various sites as at end of 2022 include: Axim at 95.74%, Dixcove at 94.85%, Moree at 96.78%, Mumfordat 97.68%, Winneba at 88.82%, Elmina at 95.40%, Senya Beraku at 97.64% , Gomoa Feteah at 96.51%, Teshie at 98.89%, Keta at 99.86% , Osu at 97.32%, Ekumfi at 98.73%, Mfantseman at 94.62% and Jamestown at 56.00%.

iii. Volta Lake Transport Improvement Project

As part of efforts to develop the Volta Lake into a major transportation artery, feasibility study had been completed as at December, 2021. Target for 2022 was to procure a consulting firm and a contractor to execute the project. For the period under review, both Cabinet and Parliamentary approvals were obtained for a Korean Exim Bank loan facility after which procurement of a consultant commenced. The main components of the project include: a Slipway; an Integrated Management System (IMS); and 10 landing stages with reception facilities at Agordeke, Akateng, Dambai, Dodoikope, Kete-Krachi, Kojokrom, Kpando Torkor, Kwame Dwamena, Makango and Yeji; including the supply of five modular (passenger and vehicle) vessels.

iv. Road Safety

Following a successful campaign of “ARRIVE ALIVE” in 2021, the National Road Safety Authority introduced the Phase II of the campaign dubbed “STAY ALIVE” in 2022 which combined education, advocacy and enforcement to fight the menace of road crashes.

A total of 160,000 Road Safety materials were printed and distributed, 8,622 social media handles were activated, and 3,089 television and radio programs were also held during the period under review to create awareness and improve road safety. The impact of the “STAY ALIVE” campaign reflected in the year’s road crashes statistics which saw reductions in crashes, injuries and death by 7.19%, 1.07% and 18.20% respectively over the 2021 statistics.

v. Renewal of Fleet for the Metro Mass Transit Limited

As part of measures to improve mass transportation, a contract had been signed in 2021 for the supply of 100 intercity buses for the Metro Mass Transit Ltd (MMTL). The first batch of buses numbering 45 and spare parts were delivered and commissioned in July 2022. The remaining 55 buses and spare parts were expected to be delivered in the second quarter of 2023. Additionally, Value for Money Assessments were completed for the supply of 300 units and 200 units intercity

buses from the Republic of Korea and The Peoples' Republic of China respectively, for use by public and private sector operators.

C. Reforms

The following reforms were implemented by the Sector to improve service delivery in the area of driver licensing and vehicle registration.

i. Digital Vehicle Records

Digitization of vehicle records from 1995 to 2021 had been completed as part of efforts to create a vehicle database to allow easy access to information online and data captured to be integrated with other existing databases for service delivery. The digitization of 2022 records was also ongoing.

ii. New Vehicle Registration System (VRS)

The new Vehicle Registration System (VRS) was deployed at all DVLA vehicle registration centres. Vehicles registered through VRS system were to be issued with digitally readable electronic cards. The system was also to replace the manual registration operated by the DVLA.

D. Sustainable Development Goals (SDGs)

The Ministry implemented the following in 2022:

i. Goal 13: Climate Action

On target 13.2 which integrates climate change measures into national policies, strategies and planning, the Ministry during the period, completed consultancy services for the development of E-Mobility Policy, incorporating implementation framework and scaling up Electric Vehicles in Ghana. Inadequate funding was identified as a major challenge. Seeking funding through other sources such as regional consultation, is a strategy possible to mitigate the challenge.

ii. Goal 11: Sustainable Cities and Communities

Pertaining to target 11.2 which is to provide access to safe, affordable, accessible, and sustainable transport systems for all with the indicator of 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 delivered first batch of buses numbering 45 which was in operation. A contract was signed for a remaining 55 buses. The challenge identified was delay in receiving approval for Tax Exemption; however, Cabinet approval was being sought to tackle the challenge.

iii. Goal 3: Good Health and Well-being

Under target 3.6 which is to halve the number of global deaths and injuries from road traffic accidents, the Ministry enhanced Road Safety awareness and education at lorry terminals, radio,

TV, and print media. More, there was the continued implementation of campaign dubbed “STAY ALIVE”. The positive impact of the campaign reflected in reductions in crashes, injuries and death by 7.19%, 1.07% and 18.20% respectively over the 2021 statistics. The major challenge was inadequate funding for implementation.

E. Financial Performance

NO	SOURCE	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	10,073,000	9,971,959.02	9,971,959.02	101,040.98
	Use of Goods & Services	8,146,321	1,099,673.25	1,002,458.38	7,046,647.75
	CAPEX	113,983,000	23,113,623.74	21,105,833.67	90,869,376.26
2	IGF				
	Compensation of Employees	60,225,000.00	51,575,686.55	157,331,239.75	8,649,313.45
	Use of Goods & Services	144,584,000.00	157,331,239.75	156,748,622.80	-12,747,239.75
	CAPEX	28,789,000.00	6,185,017.63	6,185,017.63	22,603,982.37
3	DEV'T PARTNERS				
	Others	466,228,000.00	466,228,000.00	466,228,000.00	0.00
	TOTAL	832,028,321.00	715,505,199.94	818,573,131.25	116,523,121.06

F. Challenges

Some key challenges encountered by the Ministry with mitigating measures are as follows:

i. Inadequate Funding

Budget releases to support recurrent expenditure of the Ministry was inadequate, representing

12.3% of the approved budget. The Ministry was therefore unable to implement some of its planned activities and to meet payment obligations for services rendered including routine maintenance and repair works. As solution, there should be improved budgetary allocation to address critical operational and administrative challenges.

ii. Inadequate Office Space and Office Equipment

The inadequate available office space was unable to accommodate increased staff strength; and this posed a major challenge to the work of the Ministry. Inadequate Office equipment especially computers for staff to carry out official assignments hindered efficient and effective performance and service delivery. The necessary logistics should be provided to help the Ministry to deliver effectively on its mandate.

G. Programmes and Projects for 2023

The Ministry's strategic and top priority programmes and projects based on the 2022-2025 Sector Medium Term Development Plan for 2023 are as follows:

i. Road Transport Service Sub-sector

- Electric Vehicle Policy and Implementation Roadmap for the deployment and upscale of EVs.
- Fleet Renewal Programme to ensure continuous provision of public mass transportation services.
- 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.
- Facilitate the passage of regulations for the operationalization of the National Road Safety Authority Act, 2019 (Act 993).

ii. Aviation Sector

- Complete and commission the Kumasi Airport phases II and III and Tamale phase II project whilst sourcing funding for work to commence on the Sunyani Airport Phase II.
- Complete consultancy services for the preparation of a Feasibility Study for the development of an airport in either the Central Region, Western Region or straddle the two Regions.

iii. Maritime and Inland Waterways Sub-Sector

- Complete and operationalize the on-going construction of the 12 fish landing sites and 2 fishing Ports along the coast.
- Commence procurement processes to engage a consultant and contractor to execute the Volta Lake Transport Improvement Project following Cabinet and Parliamentary approvals for a loan facility from the Korean Exim Bank.
- The Ministry also aims for 80% completion of Phase I of the Boankra Integrated Logistics Terminal Project which commenced in 2020.

25. MINISTRY OF WORKS AND HOUSING (MWH)

The Ministry of Works and Housing (MWH) is responsible for formulating and implementing policies and programmes for the Works and Housing sub-sector of the economy. The Ministry has a vision of ensuring Sustainable Development of Public Works and Housing Infrastructure.

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

- Hon. Minister - Hon. Francis Asenso-Boakye, MP
- Deputy Minister - Hon. Abdulai Abanga, MP
- Chief Director - Mr. Solomon Asoalla

A. Civil Service Departments and Sector Agencies

Civil Service Departments

- Departments of Rural Housing (DRH)
- Rent Control Department (RCD)
- Public Works Departments (PWD) **Sub-Vented agencies**
- Engineering Council (EC)
- Real Estate Agency Council (REAC)

B. Sector Achievements

The sector achieved the following;

i. Dansoman Emergency Coastal Protection Project.

The coastal protection works at Dansoman in the Greater Accra Region, which commenced in April 2015. This project entails the construction of an armour rock structure which will be used for beach stabilization. As of 31st December, 2021, the project was about 95% complete and the target for the year is to achieve 100% completion.

ii. New Takoradi Emergency Sea Defence Project Phase III (Elmina).

This project commenced in May 2019 which was meant to give protection to the marine beach and linking Elmina town to cape coast Takoradi road and the Elmina beach resort facility. As of December 31st, 2021, the project was 80% complete and the target for the year is to achieve 100% completion.

iii. The Komenda Emergency Coastal Protection Project.

This project was awarded in November 2018 and is located along shoreline of Komenda in the Central Region of Ghana. The contract duration was two (2) years and was expected to be

completed in November 2022. As of December 31st, 2021, the project was 85% complete and the target for the year is to achieve 100% completion.

C. Reforms

The key reforms that have been implemented in the sector over the past five (5) years have centered on capacity building and ICT initiatives and they include; The Public Service Integrity Programme (PSIP), National Anti-corruption Action plan (NACAP) and Ministry of Works and Housing Elearning platform (MWHelp) geared towards addressing the training gaps of the sector.

D. Sustainable Development Goals (SDGs)

In accordance with the principle guiding the enactment of Sustainable Development Goals (SDG's) by the United Nations in 2015, the policies, programmes and project of the Ministry are geared towards achieving the targets specified under Goal 11 which seeks to “make cities and human settlements inclusive safe, resilient and sustainable”. The gain under this goal will significantly contribute to the achievements of Goals 1 and 13

E. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GOG	A	B	C	D=(A-B)
	Compensation of Employees	22,181,001	20,332,584	20,332,584	7,313,020
	Use of Goods & Services	8,584,990	381,022	381,022	8,203,968
	CAPEX	207,653,852	41,109,730	40,735,308	166,544,122
2	IGF	943,000	156,435	156,435	786,565
	World Bank	77,827,000.00	35,456,496	35,456,496	42,370,504
	ABFA	19,776,000	23,519,087	23,519,087	-3,743,087
TOTAL		336,965,843	120,955,354	120,580,932	221,475,092

F. Challenges.

Challenges encountered by the sector included the following:

Financial-Delay in the insurance of commencement certificates which tend to disrupt the achievement of planned targets and results for the budget year.

Logistics-The Ministry as well as some of its Agencies and Departments had inadequate logistics in the area office facilities, equipment and supplies due to lack of funds and requisite.

Litigation- Litigation against the Ministry as a result of delayed and non-payment of outstanding arrears to service providers.

G. Programmes and Projects for 2023

Activities to be undertaken in 2023 included the following:

- i. For the upcoming year (2023), the Ministry will pursue the completion of affordable housing units at Kpone, Koforidua and Saglemi. The Ministry will complete work on the construction of the 320N.
- ii. The Ministry will continue to engage the Ministries of and the Public Procurement Authority for the requisite approvals to commence works on the Pokuase Affordable Housing Project.
- iii. The Ministry will expand its quest for funding support and scholarships for training and capacity development initiatives from other state institutions and Development Partners to support the Ministry.

26. MINISTRY OF YOUTH AND SPORTS (MOYS)

The Ministry of Youth and Sports is mandated to formulate policies to promote promote values, social cohesion through Youth and Sports development.

Political and Administrative Heads of the Ministry were as follows:

- Sector Minister - Hon. Mustapha Ussif
- Deputy Minister - Hon. Evans Opoku Bobie
- Chief Director - Alhaji Hafiz Adam

A. Civil Service Departments and Sector Agencies

The Agencies operating under the Ministry are:

- National Youth Authority
- National Sports Authority
- National Sports College

B. Sector Achievements

i. Hosting and Organisation of the 13th Africa Games, Accra 2023

Expansion of Ghana's sport infrastructure and the provision of framework for developing all sports disciplines. Afford Ghana the opportunity to rebrand and reorganise the annual Interschools and Colleges Sports (INTER-CO) Games and mainstream them into the National sports teams.

ii. Participation in the 2022 Commonwealth Games in Birmingham, UK

Team Ghana won a total of five (5) medals comprising two (2) silver and three (3) bronze.

iii. Launch of maiden edition of the National Fitness Day

The maiden edition of the National Fitness Day saw different Scores of people including keep fit clubs, workers, students and sports enthusiasts participating; key amongst them was H.E the Vice President of the Republic of Ghana, Dr. Mahamudu Bawumia

iv. Black Stars Qualification to the 2022 FIFA World cup, Qatar & Black Princesses Qualification to the 2022 FIFA Women's World cup, Costa Rica.

Black Stars successfully participated in the FIFA world cup, Qatar 2022 but exited at the group stage. The Black Princesses participated in the FIFA Women's world cup, Costa Rica 2022 but exited at the group stage.

v. Launch of the 2022-2032 National Youth Policy and Implementation Plan (2022-2027)

The National Youth Authority successfully launched the 2022-2032 National Youth Policy and Implementation Plan (2022 -2027) on 12th August, 2022 at the first National Youth Conference held at Anagkazo, Akwapem Mampong in the Eastern Region to climax the 2022 International Youth Day Celebration.

C. Reforms

Successful piloting of E-ticket for sporting activities

The e-ticketing was successfully piloted during the crucial match between the Black Stars of Ghana and the Super Eagles of Nigeria in March, 2022 at the Baba Yara Sports Stadium

D. Sustainable Development Goals (SDGS)

i. SDG 4, Target 7 (Number of deprived and out of school Youth provided with training)

In 2022, The Ministry through National Youth Authority provided 3,616 young and deprived out of school youth with skills training in Satellite/CCTV installation, Hairdressing, Youth in Sustainable Agric amongst others.

ii. SDG 16, Target 6 (Number of stadia rehabilitated)

Three (3) Stadia were renovated by the National Sports Authority. (Cape Coast Sports Stadium, Accra Sports Stadium and Baba Yara Sports Stadium).

iii. SDG 16, Target 6 (Number of international sports competitions attended & Number of sports associations equipped)

Forty-Nine (49) international sports competitions were participated in. The National Sports Authority supported 33 Sports Association.

E. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	26,514,000.00	29,437,430.76	29,437,430.76	(2,923,430.76)
	Use of Goods & Services	78,687,000.00	70,503,599.99	61,563,992.94	8,183,400.01
	CAPEX	5,110,000.00	1,667,803.65	1,667,803.65	3,442,196.35
2	IGF	479,000.00			
3	DEV'T PARTNERS	207,539,000.00	278,280,200.00	278,280,200.00	(70,741,200.00)
	TOTAL	318,329,000.00	379,889,034.40	370,949,427.35	(62,039,034.40)

F. Challenges

i. Inadequate logistics and equipment

The sector has inadequate logistics and equipment such as vehicles, computers and its accessories.

ii. Limited office space

iii. 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, youth resource facilities amongst others.

G. Programmes and Projects 2023

i. Completion of Abiriw & New Adubiase Sports Stadia

ii. Support National Teams in the participation of both local and international tournaments

- iii. Finalize LI for Youth Act, 2016 (ACT 939)
- iv. Organisation of the maiden National Sports Congress
- v. Conduct one (1) major research exercise in the youth or sports sectors
- vi. Finalise the National Anti –doping bill & Establish the National Anti- Doping Agency
- vii. Develop a national sports database
- viii. Linking decisions from youth parliament at the District, Regional and National levels and ductile concrete discussions/ resolutions into parliamentary decisions
- ix. Establishment of a youth and sports fora
- x. Development of a Sports policy

27. 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 vision of the Ministry is to have an efficient and accessible system of justice exhibiting the highest standards of professionalism and engendering a high degree of public trust and confidence.

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

- Sector Minister - Hon. Godfred Yeboah Dame
- Deputy Minister(s) - Hon. Alfred Tuah-Yeboah & Hon. Diana Asonaba Dapaah
- Chief Director - Mr. Ben Nick Barnor

A. Civil Service Departments and Sector Agencies

The Ministry is made up of the following Departments, Agencies and Public Services.

Civil Service Departments and Agencies

Registrar-General's Department

Sub-vented Agencies

- Legal Aid Commission
- Council for Law Reporting
- Law Reform Commission
- General Legal Council (Ghana School of Law)
- Economic and Organised Crime Office
- Copyright Office
- Office of the Registrar of Companies

Public Service Organisation

Legal Service (Office of the Attorney-General)

B. Sector Achievements

i. Operationalisation of the Legal Service

In 2022, the technical committee set up by the Minister to oversee the operationalisation of the Legal Service completed the remaining two phases of the roadmap to the operationalisation of the Legal Service.

ii. Completion of the Law House Project

Works on the project is progressing steadily and is expected to complete in 2023. According to the consultants, the total progress is about 75% complete, plastering works 100% complete, block works 98% complete and glazing 80% complete.

iii. Improving Access to Justice and Justice Delivery

Parliament has enacted the Criminal and other Offences (Procedure) (Amendment) Act, 2022 (Act 1079) to provide for plea bargaining in the administration of criminal justice.

iv. Defending all legal claims against the State and reversing the trend where huge monetary awards are made against the State

The Office represented the State in Eight Hundred and Eleven (811) Civil Cases brought against the State in various courts, which could have resulted in the State paying huge sums of money to the plaintiffs as judgment debts.

v. Promoting the Fight against Corruption and Economic Crime

In 2022, the Public Prosecutions Division of EOCO received Seven Hundred and Ten (710) criminal cases and commenced prosecutions in Five Hundred and Twenty-One (521) of them in various courts across the country.

vi. Promoting Access and Efficiency in Delivery of Justice, Legal Education, and Justice Administration

The Legislative Drafting Division prepared **350** pieces of legislation made up of **11** Substantive Legislation and **344** Subsidiary Legislation, which have been enacted into law by Parliament.

C. Reforms

There are no new on-going reforms. The Integrated Information Management System (IIMS) which was reported in the 2020 and 2021 APR has now been completed and operationalised.

D. 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 by 2030:

- i. 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 **90,000,000 Cedis**. 55 % of corruption cases have been initiated and some are still under investigation and review.
- ii. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development: The Companies Act has passed into law and gazette as Companies Act, 2019 (Act 992).

E. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	104,974,000.00	94,264,083.83	93,292,177.80	11,681,822.20
	Use of Goods & Services	5,716,979.00	1,585,883.50	1,342,265.75	4,374,713.25
	CAPEX	15,966,814.00	4,103,580.32	2,623,698.70	13,343,115.30
2	IGF	59,992,000.00	39,700,814.86	37,423,899.91	22,568,100.09
	TOTAL	186,649,793.00	139,654,362.51	134,682,042.16	51,967,750.84

F. Challenges

i. Inadequate Budgetary Allocation

Budgetary allocation of goods and services was woefully inadequate and immensely affected the operations of the Ministry and its Regional offices.

ii. High Staff Attrition

The sector is 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.

iii. Inadequate Infrastructure

Office accommodation continue to pose serious challenges to effective and efficient operations. The Administrative and Legal staff are overcrowded in their various offices.

iv. Decreased Revenue (IGF)

Capping of IGF leaves the Office with insufficient funds to undertake its programmes and activities effectively.

G. Programmes and Projects for 2023

i. Promotion of The Rule of Law

The Ministry will continue to work assiduously to promote the rule of law in order to strengthen the country's democratic culture as part of its primary obligation.

ii. Management of Economic and Organised Crime

In 2023 EOCO will continue to fight Cybercrimes and recover all proceeds from economic crimes. It projects to recover an amount of GH¢ 30,000,000.00 as indirect recovery and GH¢ 20,000,000.00 as direct recovery, investigate 450 cases, out of which over 50 cases will be prosecuted.

iii. Legal Education

In the 2023, the General Legal Council expects to call to the Bar 750 lawyers in October, 2023. It will also admit about 1,000 students into the 2023/2024 Academic Year in October 2023.

28. OFFICE OF THE HEAD OF THE CIVIL SERVICE (OHCS)

The Office of the Head of the Civil Service (OHCS), is a central management agency responsible for the formulation of human resource and organizational development policies and guidelines for the Civil Service to ensure that Ministries and Departments (MDs) are optimally structured, adequately staffed with the right skills mix and expertise to advise Government on policies and deliver appropriate services to the citizenry.

The OHCS was headed by the following:

- Head of Civil Service - Nana Kwesi Agyekum-Dwamena
- Chief Director - Ing. Godwin J. Brocke

A. Civil Service Departments and Sector Agencies

The OHCS has the following Departments and Training Institutions:

Departments

- Public Records and Archives Administration Department (PRAAD)
- Procurement Supply-chain Management Directorate (PSCMD)
- Management Services Department (MSD)

Training Institutions

- Civil Service Training Centre (CSTC)
- Government Secretarial Schools (GSS)
- Institute of Technical Supervision (ITS)

B. Sector Achievements

Key achievements implemented by the Ministry are outlined below:

i. Service-wide Human Resource Management

• Recruitment Into the Civil Service

The Office of the Head of the Civil Service (OHCS) in consultation with Virtual Security Africa (IT Consultants) opened the online registration portal on 23rd February 2022, to receive applications for graduate online examination towards employment into the Ghana Civil Service, after terms of reference had been designed and agreed on. As at June 30, 2022, a total of 20190 applications had been received from individuals seeking employment in the Ghana Civil Service.

The OHCS also organized interviews for recruitment of Officers for the Controller and Accountant General's Department and for the entire Civil Service, where 312 applicants were interviewed from January 26 to February 8, 2022 with appointment letters subsequently issued. From February 14-18, 2022, the OHCS organized interviews for successful candidates who sat for final assessment examination in 2021 and issued appointment letters to 294 successful candidates who passed the interview.

The Office conducted recruitment interviews for the Ministry of Food and Agriculture from April 1-14, 2022 for 550 applicants in batches, after which appointment letters were issued to successful candidates.

The OHCS also organized interviews for the recruitment of RTI Officers for the Ministry of Information from June 27-30, 2022 for 254 applicants, after which appointment letters were issued to successful candidates.

• Facilitation of The Absorption of Emerging Public Leaders (EPL) into the Civil Service

In the month of January, 2022, letters were sent to participating MDs to encourage EPL Fellows to submit planning phase of their Staff Performance Appraisal Reports (SPAR). During the Midyear, SPAR for Cohort Three Fellows were prepared and submitted to Management, after which successful candidates were offered appointment into the Ghana Civil Service. An MoU between the Office of the Head of the Civil Service and Emerging Public Leaders-Ghana was executed.

On 17th August 2022, a draft Concept Paper for the review of the EPL Ghana Fellowship was prepared and presented to Management for consideration. Following the review, Officers in the Ministries and Departments who had completed serving their period of probation were encouraged to apply for the Emerging Public Leaders Fellowship Programme. Interested applicants were given up to end of January 2023 to submit their requests.

• Scheme of Service and Competency-Based Training (SoS & CBT)

In line with the Training and Development Policy of the Ghana Civil Service; and the need for Civil Service Staff to possess relevant knowledge, skills and attitudes for prompt and efficient performance of their duties to help the Ministries and Departments to realize their missions and visions, the OHCS organized several training programmes for Officers in the Service.

OHCS collaborated with the Ghana Scholarship Secretariat and Ritnak Training Institute to provide Competency-Based and Scheme of Service Training for Officers. The training was in 2 phases. The country was divided into two zones: the southern zone for phase 1 where 1,687 Officers were trained; and northern zone for phase 2 where 302 Officers were trained. This training equipped Staff with skills and knowledge to enhance their development for improved job performance.

The Institute of Technical Supervision (ITS), organized Scheme of Service training for Over 300 Officers during the period under review. The CSTC, conducted 24 Scheme of Service/Competency-Based and Mandatory Competency Assessment for 2,939 Officers due for promotion. The Government Secretarial School (GSS) also conducted Scheme of Service Training for 595 Secretaries. All the training programs built the knowledge and skills of Officers which improved on their competencies and work delivery.

- **Senior Management Training**

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 12th July to 26th August 2022. Again, two weeks' service-wide Scheme of Service Training was organized for Senior Officers, which commenced 5th September 2022 and ended on 7th October 2022 at CSTC from 9:00a.m. to 2:00p.m. each day. The training programs equipped Officers with the requisite knowledge, skills and abilities that will enable them to function as professionals, build on knowledge already gained and prepared them for more challenging responsibilities in the future within the Civil Service.

- **Chief Directors and Heads of Department Training Program**

OHCS coordinated the Chief Directors and Heads of Departments training programme under the Public Sector Reforms for Result Project (PSRRP) from the 20th -26th November, 2022 in two batches. This is one of the activities being implemented by OHCS under PSRRP, a World Bank funded project. The Project Management Unit (PMU) at the Public Sector Reforms Secretariat procured the services of RITNAK Training Institute to facilitate the training programme. In all, 60 participants involving Chief Directors, Heads of Departments and some Directors and other staff attended the training programme. The training enlightened participants on best practices in the areas of resource management, improved relationship with staff and emotional intelligence in performing their duties for effective management and service delivery.

- **Sponsorship to Pursue Academic and Professional Programmes**

As part of a Memorandum of Understanding (MoU) signed between the OHCS and the Ghana Scholarship Secretariat, 64 Civil Service Staff from Ministries and Departments were sponsored to pursue various academic and professional programmes. The initiative was to annually assist Staff to acquire knowledge relevant to their line of work and enable them to keep abreast of current trends. It helped beneficiaries to acquire knowledge relevant to their areas of work and the entire Service, to improve upon service delivery.

- **Strengthening of Capacity of Staff of Management Services Department (MSD)**

Under the auspices of the PSRRP, the Office collaborated with Dexterity Institute to train Staff of the MSD from December 5 – 16, 2022 to build their capacity in order to improve work processes efficiently and effectively. Areas covered included Business Process Review (BPR1); Business Process Reengineering (BPR2); Business Process Automation (BPA); and Artificial Intelligence (AI). The training equipped participants to adopt new ways of assessing and improving work processes effectively and efficiently for improved service delivery and enhanced productivity.

- **Knowledge Sharing**

The Office invited beneficiary Officers of the Study Leave Facility from the various MDs, to share experience and knowledge they had acquired from their studies, to motivate and equip other Officers with diverse skills and knowledge for efficient and effective service delivery. Eight (8) knowledge sharing programmes were organized via Zoom platform during the period under review.

- **Induction Training**

As part of the training and development policy, all new entrants into the Civil Service within the first three months in the Service received appropriate orientation/induction to aid their early integration and appreciation of the tenets of the Civil Service to enable them contribute their quota to job performance and service delivery. Since the outbreak of the Novel COVID-19 pandemic, the mode of training had been virtual. In all, a total of three hundred and forty-one (341) newly recruited Staff in 2021 participated in the training programme. The programme was organized in three (3) batches, from the 26th to 28th April 2022. This introduced new employees to the Civil Service, functions, structure, policies, rules, procedures, work ethic/code of conduct, job descriptions and filing of tax returns, among other things. The training also enabled the new recruits to have a sense of belonging to the Service, which helped them to settle down as quickly as practicable.

- **Conduct Mid-Year Monitoring on Sector Ministries and Extra-Ministerial Institutions**

In order to ascertain the proper utilization of opportunities created through financial and ethical support provided by the Civil Service and Government at large through the OHCS, a monitoring

exercise on training was organized from 15th to 24th August 2022. Again, the exercise was to help determine the scope and impact of training in the various MDs and identify bottlenecks so they would be addressed. Out of 32 Ministries and Extra-ministerial organizations scheduled for the monitoring exercise, 31 were covered during the period. The activity helped the Office to know the positive impact of capacity building in the Service, areas to improve upon and challenges to be addressed, for enhanced service delivery and productivity.

ii. Performance Management

• Production of the 2022 Annual Performance Report on the Civil Service

The Head of the Civil Service is mandated by Section 85 of the Civil Service Act 1993, (PNDCL 327) to prepare and submit an annual report of the previous year to the Presidency within the first quarter of the ensuing year.

The OHCS completed and duly submitted the Annual Performance Report on the Civil Service to the Presidency within the first quarter of 2021. Subsequently, the Office, in the period under review, provided the framework and requirements for the production of the 2022 APR which had been uploaded on its website to initiate the preparation process. Also, schedule Officers from all the Ministries were sensitized on the templates and guidelines on 30th November, 2022 with the view to collating the required data in an agreed format for further processing and harmonisation to enable production and circulation within the first quarter of 2023.

• Evaluation of 2022 Chief Directors' (CDs) Performance Agreement

In January, 2022, OHCS undertook a data verification exercise in thirty-one (31) Ministries and Extra-Ministerial Organizations to authenticate evidence for the performance of various deliverables of Chief Directors (CDs). These were deliverables that Chief Directors had signed with the Head of Civil Service witnessed or endorsed by their Sector Ministers to have been achieved in the 2021 Assessment year.

Following this, a Head of Service-led evaluation team met with Chief Directors and their Sector Ministers, in March, 2022, to assess their performances with reference to reports on findings from the data verification exercise.

A target of 80% mark was set for CDs to obtain an 'Excellent' rating in their 2021 performance assessment. This 'Excellent' score has been revised to 95% and above. A "very good" rating is on a score of 85-94%. A score between 75-84% attracted a "Good" rating, while scores between 65-74 attracted a "Satisfactory Rating, any score from 64% and below received a rating of "Unsatisfactory".

Using the new rating score, eleven (11) CDs out of twenty-nine (29) representing 38% were ranked in the 'Excellent' category. This was a remarkable achievement against 2020 scores. Ten (10) CDs representing 35% in the 'Very Good' category, seven (7) representing 24% in the 'Good' category, one (1) representing 3% in the 'Satisfactory' category and two (2) were Non-Scoring.

iii. Strengthening Of Institutions

- **Review of the Civil Service Act, 1993 (PNDCL 327) and Interim Regulations, 1960, LI 47**

In decoupling the Local Government Service from the Civil Service, the Civil Service Act, 1993, Act 327, and its Interim Regulations, LI 47 of 1960 were not reviewed to give total effect to the decentralization agenda and to meet modern trends of Public / Civil Service governance and management. In 2020, Consultants were procured who reviewed and produced the drafting instructions and the draft Civil Service Interim Regulations.

Following the submission of the Drafting Instructions to the Office of the Attorney-General and Ministry of Justice (OAGMoJ), a first draft bill was prepared by the OAGMoJ and OHCS submitted its comments for the preparation of the second draft Bill. The OHCS had subsequently, provided comments to the second draft Bill and submitted to the OAGMoJ for incorporation and production of the final draft Bill to be submitted to Cabinet and thereafter to Parliament.

• Organisation of 2022 Civil Service Week

The week-long celebration was held from 20th to 29th July, 2022 on the theme: “Digitalization in the Civil Service of Ghana: An Agenda for Improved Productivity and Service Delivery”. His Excellency, the Vice President, Alhaji Dr. Mahamadu Bawumia, was the Guest of Honour and Dr. Ofosu Adarkwa (Former Chief Director, Ministry of Communications) was the main speaker for the Public Lecture.

The objectives of the celebration were to:

- Interact with citizens and the public on the role of the Civil Service in National Development.
- Engage clients of the Civil Service with the view to soliciting feedback on the quality of services delivered by Ministries, Departments, and other public service organisations.
- Recognize and appreciate dedicated Civil Service staff who have demonstrated extraordinary achievement in the workplace; and
- Provide a platform for staff to network, exchange experiences/ideas and upgrade their knowledge on best practices in public sector management and development policy.

The main activities of the celebration were: Press launch; Public Lecture; Policy fair/Tourism Day and Cooking competition; inter-Ministries football competition and Medical/Health Screening. The Head of Civil Service together with a team paid a courtesy call on the National Chief Imam, Sheikh Dr. Osman Nuhu Sharubutu at his residence and presented him with an honorary award for his contribution towards peace and security in the country. Christian and Muslim thanksgiving services were held at the Nathan Quao Auditorium and the Ministries Mosque, respectively.

iv. Records and Archives Management

- **Digitize Images of Archival Materials**

The drive for modern records management saw the OHCS piloting electronic capturing of archival documents. The digital unit of the OHCS projected to capture 45,000 images of archival materials. It had been able to exceed this target by capturing 48,924 images of archival materials. The goal of this is to provide a technological platform that aids easy access to the materials by clients anywhere around the globe.

As part of its public information management role, the OHCS in the year under review, aided close to 2,726 visitors with various information needs from different fields for the purposes of education, research, adjudication, reconciliation and for general information. The visitors were not limited to only nationals but other nationals from around the globe.

- **Institutional Capacity Development**

As part of its role of ensuring effective management of public records, the OHCS undertakes research and training of staff who oversee records management of public institutions. During the year under review, the Training and Research Division successfully organized four training sessions covering about 200 participants. In addition, it also conducted three (3) trainings sessions for staff of its Department/PRAAD. Produced and Operationalised guidelines for records management as prescribed in the Anti-Money Laundering (AML) Act developed with key stakeholders and operationalised for the effective implementation of the AML Act.

C. Reforms

Institutionalize Quarterly Reward Scheme for hard working staff

Hard working Staff are identified and awarded every quarter. This has motivated other staff to put in their maximum effort, hence has resulted in increased productivity.

D. Sustainable Development Goals

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

- i. Goal 4: Quality Education**

Training Secretaries from the Civil Service and the Public and training SSSCE/WASSCE graduates in Secretaryship.

- ii. Goal 16: Peace, Justice and Strong Institutions**

Monitor and evaluate performance of Chief Directors, through the signing of Annual Performance Agreements with Head of Civil Service. Evaluation process initiated and evaluation schedule circulated.

E. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	1,159,326.40	869,494.79	869,494.79	289,831.61
	Use of Goods & Services	496,591.30	270,400	251,395.80	245,195.50
	CAPEX	106,007.20	0.00	0.00	106,007.20
	TOTAL	1,761,924.90	1,139,894.79	1,120,890.59	641,034.31

F. Challenges

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

i. Recruitment

Inadequacy of Staff at OHCS training institutions particularly, CSTC as a result of resignation and grant of study leave. Current levels of facilitators unable to meet the increasing demand for training.

ii. Administrative

Decaying and withering documents at the records repository requiring urgent preservative and conservative measures.

• Training

Limited appreciation and utilization of digital platforms for training and accessing training programmes at the Training Institutions resulting in Officers inability to fully participate in training sessions coupled with unreliable internet services.

• Inadequate budgetary allocation

Delayed payments by beneficiary MDs due to inadequate budgetary allocation resulting in low patronage and IGF generation. Persistence of this challenge would affect the competency requirements of Officers and hence delayed promotions and performance/service delivery with ultimate delay in achievement of national development goals.

• Logistics

Working remotely has come along with a logistical challenge including inadequate fit for purpose working tools such as laptops, data management systems and low internet coverage. Similarly, insufficient suitable furniture for effective teaching and learning, accommodation, classroom and dining hall facilities at the training Schools especially the Government Secretarial classrooms. Also, the Lack of title to the land occupied by GSS and ITS has resulted in significant loss of land to encroachers.

- **Transport**

The Office is faced with quite a number of overaged and rickety fleet of Official vehicles that hindered smooth discharge of Official duties with the same affecting its Departments and Schools.

iii. Finance

Inadequate budgetary allocation to the OHCS being a Central Management Agency had curtailed the implementation of measures to enhance administrative and work processes, securing and maintaining the trust of service providers.

Similarly, 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.

In all, OHCS faced huge financial challenges in funding Office operations and projects.

G. Programmes and Projects for 2023

OHCS

- i. Role out the final phase of the Online HR Facilities Portal
- ii. Extend the digitization of Personnel Records to other Ministries and Departments
- iii. Streamline promotion interviews - The Directorate is looking forward to developing strategic measures to streamline the processes associated with promotion service-wide interviews.
- iv. Conduct Research on trainings in the service and identify its impact;
- v. Facilitate Service Wide Annual training of Chief Directors/Head of Departments and Staff in Leadership /Change Management /Project Management;
- vi. Finalise the review of the Civil Service Act
- vii. Facilitate the Review of curriculum of Civil Service Training Institutions in Performance and Change Management and Leadership and develop capacity of facilitators
- viii. Annual Performance Awards / best performing Chief Director / HOD and Director, establish criteria for semi-annual Performance Awards
- ix. Conduct Performance surveys on Civil Service Awards
- x. Conduct survey on implementation of e-spa

Civil Service Training Centre

- i. It is the expectation of the Centre to continue with its training modules by creating different window of opportunities for training using the zoom, in person and the Learning Management System.
- ii. Final integration of the website of CSTC with the Ghana.gov digitalization platform to facilitate the payment of fees.
- iii. Procurement of adequate logistics including laptops, office equipment and saloon vehicles to support the Centre's training activities countrywide. iv. It is expected that the Centre's staff strength will be boosted by the addition of middle and senior level trainers to support training activities.
- v. Replace fixtures and fittings in offices.
- vi. Reconstruction of the front wall and gates.

Management Services Department

- i. Develop, review and finalize Schemes of Service
- ii. Review Service Charters
- iii. Conduct Job Inspection, Management Reviews and develop Establishment Schedule for organizations
- iv. Support fifteen (15) MSD staff to attend schemes of service and other competency-based training by December 2023
- v. Publicize the role of MSD in Public Sector improvement and expansion
- vi. Conduct Mid and End of Year Review Exercises
- vii. Provide Logistics for The Smooth Running of the Office

Government Secretarial School

These activities are to cater for Strategic and Top Priority Areas, and are included in the School's 2023 Budget:

- i. Admission of qualified candidates for secretaryship training.
- ii. Training and Development of Professional Secretaries.
- iii. Career Development of Professional Secretaries. iv. Scheme of Service Training.
- v. Procurement of Computers and Accessories
- vi. Procurement of Office Furniture, Student Desks and Chairs
- vii. Procurement of a Pick-Up Vehicle
- viii. Maintenance of office building
- ix. Construction of walls

29. 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 OGM which is comprised of Civil Service Organisations, Departments and Agencies including Councils and Commissions.

The Office was headed politically and bureaucratically by the following:

- 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

A. Civil Service Departments and Sector Agencies

The Office has the following Public Service Organizations:

Civil Service Department

- Scholarship Secretariat (SS)
- State Protocol Department (SPD)
- Council of State (CoS)
- Office of Administrator- General (OA-G)

Sub-vented Agencies

- Ghana Investment Promotion 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

B. Sector Achievements

Key achievements implemented by the Office are outlined below

i. Implementation of Agenda 111 Hospital Projects

The Office of the President's continuous supervision of Agenda 111, the largest investment in the country's health care system progressed steadily. The project involves the construction and/or upgrading of 101 district hospitals, construction of six regional hospitals in the newly created

regions, two specialised hospitals in the middle and northern belts, as well as a regional hospital in the Western Region and renovation of the Effia-Nkwanta Regional Hospital.

The Agenda 111 Hospital Projects will help the government close the gaping lack of access to healthcare facilities, especially in remote areas of the country.

In 2022, the Office advanced mobilization for contractors who are to undertake the projects. As at the end of December, a total of One Hundred and Forty-One (141) advanced mobilization and payment certificate letters were processed to the Ministry of Finance and Hospital Infrastructure Group (HiG) for payment to the various contractors on the project.

ii. Oversight And Coordination

This priority area is intended to supervise Reforms for improved Public Administration and Service Delivery through targeted interventions including building on gains to operationalize the President's vision of Ghana Beyond Aid, implementation of Mitigation Strategies for Conflict Prevention and coordinating Government's Priority Interventions.

In 2022, as part of efforts to help Government deliver its mandate, the Senior Presidential Advisor played the coordinating role by serving as chair of the Committee to review Conditions of Service of Civil and Local Government Service (LGS) by leading negotiations on proposals on the conditions of service for Civil and Local Government Service Staff. Additionally, the Senior Presidential Advisor played an active role as a member of Cabinet and the Economic Management Team to advise Government on policy decisions, and chair of the Inter-ministerial Committee on the implementation of the Country Structural Vulnerability and Resilience Assessment and Country Structural Vulnerability Mitigation Strategy (CSVRA & CSVMS)

iii. Public Sector Reforms

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

Following the completion of the restructuring of the PSRRP in March 2022, thirteen (13) selected organizations are currently participating in the project.

To help improve the vehicle and driver's license registration, the Secretariat implemented the procurement of license printing machines, fingerprint scanners and consumables for the Driver and Vehicle Licensing Authority (DVLA).

It further provided sponsorship to the Monitoring and Evaluation Secretariat (MES), Office of the President to conduct Rapid Evaluation of two (2) Flagship Initiatives -the One Village One Dam Initiative and the National Fertilizer Subsidy Programme.

iv. Implementation of The Ghana Power Compact (GPC) Program

These achievements are in relation to activities implemented under the second five-year Millennium Challenge Compact (also referred to as the Ghana Power Compact) between the Republic of Ghana and the United States of America, which was signed on August 5, 2014, and entered into force on September 6, 2016. It ended on June 6, 2022 because of a 9-month extension of the Compact End Date (CED), following the impact of COVID-19 on completion of some of the major infrastructure.

The Power Compact Program originally had a Budget of US\$ 498.2 million, consisting of two Tranches of Program Funding amounting to US\$ 469.3 million and a Compact Implementation Funding (CIF) of US\$ 28.9 million. In addition, there was a Government of Ghana (GoG) contribution of not less than 7.5% (i.e. US\$ 37.4 million), bringing the total Compact Funds to US\$ 535.6 million.

The Tranche II Funds, which amounted to US\$ 190 million of the total, was contingent on meeting several Conditions Precedent (CPs), the principal one being Private Sector Participation (PSP) in ECG. MiDA worked with relevant GoG entities to meet the CPs. In particular, the operations of ECG was handed over to a private sector entity, Power Distribution Services Limited (PDS) on March 1, 2019 under a 20-year Concession Agreement. However, Government of Ghana (GoG) cancelled the Agreement. However, GoG cancelled the Agreement citing irregularities with some of the documents submitted by PDS in fulfilment of certain conditions precedent to transfer.

MCC granted a nine-month extension to the Compact, following the impact of COVID-19 on completion of some of the major infrastructure. This extended the Compact End Date (CED) from September 6, 2021 to June 6, 2022. MCC made an additional contribution of \$7,651,395 to cover the extension. Overall, MCC contributed a total of \$315,851,395 for the Compact, while total GoG contribution was \$29 million.

The Ghana Power Compact sought to address identified challenges in Ghana's Power Sector by providing an overall framework for strengthening the Ghana Electricity Distribution System. This was to be achieved by helping the Electricity Company of Ghana (ECG) and the Northern Electricity Distribution Company (NEDCo) to reduce their Technical and Commercial Losses and attract needed investment. The Compact also provided Technical Assistance in the areas of Corporate Governance, Technical Capacity of Sector Regulators, and the integration of Gender issues into the operations of the Distribution Companies and relevant Energy Sector Agencies.

C. Reforms

i. Digitization of Operations of OoP

The Office started the implementation of this reform in 2021. Building Network Systems to support the Office 365 application in the State Facilities of the OoP. Users can access tools including Word, Excel, Power Point and Teams on the application. This has led to an enhanced data protection.

ii. Digitization of Annual Work Plan

The Office started the implementation of this reform in 2022.

2022 Activities uploaded on Platform. Steps being taken to change domain name of office to enable uniform email accounts for staff.

D. Sustainable Development Goals (SDGs)

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

i. SDG 9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all

An Inter-Ministerial Coordinating Committee meeting for the year was held aimed at approving the consolidated Budget and Work plans from implementing agencies for onward submission to the African Union.

Editing of the text of the CSVMS document based on changes made in the CSVMS vulnerability and resilience matrix was done. This was to ensure that the text of the strategy document reflects the real situation pertaining to the Ghanaian context.

Preparation of a draft consolidated Workplan and Budget for the CSVMS programme was also undertaken.

ii. SDG 3 Good Health and Well-being (Ensure healthy life and Promote wellbeing)

16,938 estimated new infections (80.59% adults, 17.41% children), 2,949 new child infections were estimated to have occurred among children 0-14 years. 1,811 total new HIV infections occurred among the 10-19 age group. 149 (8%) occurred among males while 1,662(92%) occurred among females. New infections among 15-24 age group was 4,757 comprising 803 (17%) males and 3,954 (83%) females

E. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D= (A - B)
Compenastion of Employees	751,769,000	304,469,240.00	153,714,150.69	447,299,760.00
Use of Goods & Services	1,195,944,000	254,249,229.00	160,530,266.75	941,694,771.0
CAPEX	824,305,000	80,545,881.00	36,245,512.57	743,759,119.00
IGF	63,306,000	36,993,171.00	36,993,171.00	26,312,829.00
DEV'T PARTNERS				
i. DANIDA	0	0.00	0.00	0
ii. JICA	0	0.00	0.00	0
iii. World Bank	19,457,000	16,974,558.76	16,974,558.76	2,482,441.24
TOTAL	2,854,781,000	693,232,079.76	404,457,659.77	2,161,548,920.24

F. Challenges

The Challenges encounter by the Office during the period under review were:

i. Inadequate Funding of Policies, Programmes and Projects

It is worth noting that most of the administrative and operational challenges were exacerbated by the lack of funding of major spending areas across the OGM Agencies. The expenditure rationalization measures affected releases for goods and services as well as capital expenditure. Budgetary allocations made for the implementation of most of the planned programmes and projects of MDAs including OGM were reduced drastically. This affected most of the planned policies, programmes and projects to be implemented, especially towards the third and fourth

quarters. For instance, programmes and activities including, COVID-19 pandemic, GoG Scholarships, utilities & running cost of official vehicles among others.

ii. Inadequate Office Space and Staffing Levels

Office space and staff strength were some of the challenges affecting the sector. The need for staff to improve the staffing levels in the sector is required. Areas for critical consideration are effective and result-based Monitoring and Evaluation, Procurement, Change Management, Institutional Reforms and Project Management. Whilst considering the staffing levels, the issue of accommodation is also a challenge that must be addressed.

iii. Continuity and Sustainability of Public Sector Reforms

Public Sector Reforms has undergone quite a dramatic journey. The continuous changes to the institution mandated to oversee public sector reforms over the past eight (8) years, has adversely affected reforms implementation in the country.

In 2017, it was integrated with the Office of the Senior Minister (OSM) and then in 2021, it was placed under the oversight of the Office of the Senior Presidential Advisor.

Additionally, the legal backing for reforms should be strengthened to ensure that the future of Public Sector Reforms will not be in jeopardy. It has also been observed that some reform initiatives and programmes being implemented in the Public Sector duplicate reform efforts.

G. Programmes and Projects for 2023

Reference the five (5) Key Programmes being pursued by the Office of Government Machinery (OGM), the Office of the President will coordinate the implementation of the following priority areas in the ensuing year.

i. Programme 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
- Cabinet Memoranda Review
- Organize 24 Cabinet Meetings
- Organize Press Soirée for the President
- Provide adequate protocol service for visiting Heads of States and Governments
- Arrange and support the presentation of credentials by Ambassadors and High Commissioners accredited to Ghana.

ii. Programme 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
- Strengthen capacity of relevant stakeholders to integrate population issues into development planning.

iii. Programme 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 (Our Customers)
- Creation of Districts Offices and Renovation of MASLOC offices
- Make Micro Credit (Group Loans) disbursement to 20,000 beneficiaries by December 2023
- Make small loans (Individual and enterprises) disbursement to 13,500 Beneficiaries by December 2023
- Registration of foreign and local direct investments and monitoring compliance with the investment laws
- Ghana Club 100 Award Event
- Undertake investment missions to strategically targeted countries
- Rehabilitate 2km of access roads
- Construct 2No. Double 4x4 box culverts
- Construct 5No community recreational parks (astro turfs)

iv. Programme 4

- Organize National Mass and Continuous Registration and Ghana Card Issuance Activities
- Harmonize and integrate all public sector institutions' identity data requirement into a single National Identification System
- Setting up a fully functional National Identity Management System and Database
- Setting Up of 16 Regional and 254 District Registration Offices at MMDA Levels by the NIA

v. Programme 5

- Follow up on implementation of Audit recommendations
- Follow up on risk management activities at Covered Entities
- Quality Assurance reviews of MDAs and MMDAs
- Undertake field inspections and evaluation of IAUs of Covered Entities
- Internal audit awareness creation and Annual Conference
- Develop standards and Procedures for Internal Audit work

vi. Programme 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
- Strategic Information & Behaviour Change Communication
- Coordination and Management of the National Response
- HIV Testing Services
- Policy and Advocacy/Research Monitoring and Evaluation

30. PUBLIC ENTERPRISES SECRETARIAT

The Public Enterprises Secretariat was established to provide policy guidance for the restructuring of State Entities with a view to improving the productivity and profitability of State Entities through the formulation of policies, regulations and the monitoring and evaluation of programmes/projects. This is to be done through effective oversight of the State Interest and Governance Authority (SIGA).

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

- Sector Minister - Hon. Joseph Cudjoe
- Chief Director - Ms. Christina Edmund

A. Civil Service Departments and Sector Agencies

The Secretariat has only one Agency reporting to it. This is the State Interest and Governance Authority (SIGA).

B. Sector Achievements

i. PELT League Table Developed and Published

The PELT has led to competition among Specified Entities to achieve excellent outcomes and improved reporting and compliance with the Public Financial Management (PFM) ACT, 2016 (Act 921) and the Companies Act, 2019 (Act 992).

ii. Meetings with Parliamentary Committee on Employment, Social Welfare and State Enterprises

The outcome of this meeting has been the rekindling of the exercise of oversight responsibility of the Committee on Employment, Social Welfare and State Enterprises of Parliament over the Specified Entities.

iii. Capacity Building Workshops for Boards of Specified Entities held

The workshop has reshaped the mindset of the first-time entrants on boards. It also clarified key issues of the roles of the Board chairs and that of the CEOs and management.

iv. Asset Verification and Disposal of Defunct Entities

To rid the State of defunct Entities and the deteriorating Assets of these Entities.

v. Entity Visits

There has been a significant impact in resolving several issues that required discussions at Ministerial level or provision of support to approach the appropriate quarters.

vi. Listing of State-Owned Enterprises on the Stock Exchange

This Policy Initiative will reduce the burden of state-owned enterprises on the state by listing a number of them on the Ghana Stock Exchange (GSE) to raise money for re-injection as well as support to the budget of the Economy.

C. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees				
	Use of Goods & Services	5,307,120.00	522,976.77	522,976.77	4,784,143.23
	CAPEX	1,926,000	235,674.66	235,674.66	1,690,325.34
2	IGF				
3	DEV'T PARTNERS e.g.				
TOTAL		<u>7,233,120.00</u>	<u>758,651.43</u>	<u>758,651.43</u>	<u>6,474,468.57</u>

D. Challenges

- Discussions have just been concluded with the Office of the President on a structure and establishment for the Secretariat. Altogether the Secretariat would require fifteen (15) staff.
- In addition to the staff challenges, the Secretariat has had challenges with logistics to meet its mandate. The Secretariat has no official vehicle and other office logistics. This has seriously impeded the ability of the Secretariat to follow up on physical visits to state

entities or be represented at important out of office retreats. The staff have in the medium term used their own means of transport.

E. Programmes and Projects for 2023

i. Listing of Selected SOEs on the Ghana Stock Exchange

In 2023 the Secretariat, will provide opportunities for Ghanaians to own a part of well performing SOEs through listings on the Ghana Stock Exchange.

ii. Disposal of the Assets of Defunct Entities of Government

In 2023 the secretariat in conjunction what the Ministry of Finance and SIGA will begin the process of disposing off these assets.

iii. Seek Cabinet Approval and Implement Key Policy Documents

The Public Enterprises Secretariat in collaboration with the MoF would in 2023, seek Cabinet approval and subsequent implementation for the following draft policy documents;

- Performance Management Framework
- Code of Corporate Governance
- State Ownership Policy (SOP)
- Regulations for implementation of the SIGA Act

iv. Stakeholder Engagements with Specified Entities

As part of the 2023 activities, the Secretariat would hold priority stakeholder engagements with Boards and executive heads of state entities as follows;

- Business Development Forum
- Corporate Governance Training
- Breakfast meetings
- 2nd Edition of PELT

31. PUBLIC SECTOR REFORM SECRETARIAT (PSRS)

The Public Sector Reform Secretariat (PSRS) is mandated to provide the needed stability, policy and reform coordination and strategic direction in the Government. It is also to ensure that Government's agenda to improve the quality of life of the average citizen is achieved through enhanced private sector participation in the economy.

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

- Sector Minister - Hon. Yaw Osafo-Mafo
- Chief Executive Officer - Mr. Thomas Kusi Bofo
- Chief Director - Mrs. Halima S. Yakubu

A. Sector Achievements

Key achievement implemented by the Secretariat are outlined below:

i. *Development and Implementation of the Country Structural Vulnerability and Resilience Assessment (CSVRA)/Country Structural Vulnerability Mitigation Strategy (CSVMS)*

The Government of Ghana in October 2017, volunteered to be the first to identify its vulnerabilities or resilience and develop a mitigation strategy, in response to the African Union's (AU) agenda to end all wars in Africa by the year 2020. It therefore requested technical support from the African Union (AU) to conduct the Country Structural Vulnerability and Resilience Assessment (CSVRA) and Country Structural Vulnerability Mitigation Strategy (CSVMS). The objective of this priority area was to enhance public safety.

During the period under review, the first CSVRA and CSVMS Inter-ministerial Coordinating Committee meeting for the year was held aimed at approving the consolidated Budget and Work plans from implementing agencies for onward submission to the African Union.

ii. *Public Sector Reform for Results Project (PSRRP)*

In 2022, the Secretariat continued the implementation of the World Bank sponsored Public Sector Reform for Results Project (PSRRP) under the programme, Good Governance, Corruption and Public Accountability. The PSRRP is aimed at improving efficiency and accountability in the delivery of selected services by selected front-line service delivery agencies. Following the completion of the restructuring of the PSRRP in March 2022, 13 selected organizations were brought on board to participate in the project.

The following planned activities have been implemented to date:

- Procurement of License printing machines, fingerprint scanners and consumables for the Driver and Vehicle Licensing Authority (DVLA) to help improve vehicle and driver's license registration.
- Sponsored the Monitoring and Evaluation Secretariat (MES), Office of the President to conduct Rapid Evaluation of 2 Flagship Initiatives - the One Village One Dam Initiative and the National Fertilizer Subsidy Programme.

- Financed the consultancy Services for the development of a Framework for Commercialization of Innovations and Scientific Research by the Ministry of Environment Science, Technology, and Innovation (MESTI).
- Financed the Consultancy Service for the Independent Review of the Administrative Structures, Procedures and Policies of the Commission on Human Rights and Administrative Justice (CHRAJ).
- Financed the establishment of a Video Conferencing System and facilitated remote functioning at the Public Service Commission (PSC).
- Procurement of IT Equipment for Inspectorate Unit of the Ministry of Local Government, Decentralization and Rural Development (MLGDRD).
- Consultancy assignment for the Supply, Installation, Training and Commissioning of Queue Management Systems to be installed in 5 DVLA Offices completed.
- Financed Consultancy Services to Strengthen Compliance Reporting on Client Service Charter for entities under Public Services Commission (PSC) and the Office of the Head of the Civil Service (OHCS).
- Financed consultancy services for the Training of Chief Directors and Heads of Department at OHCS.
- Financed Consultancy Services for the training of Management Services Department Staff.
- Financed consultancy Services for the development of an Electronic Reporting Tool for (DVLA).
- Financed Consultancy Services for the Development of a Driver and Vehicle Licensing Mobile Application.
- Financed Consultancy Services for the Development of a Framework for the Institution of a National Innovation Challenge Competition for MESTI.
- Financed the preparation of Institutional Gender Action Plan for entities under PSC.

iii. Oversight and Coordination

The intended objective of this priority area was to supervise Reforms for improved Public Administration and service delivery through targeted interventions including building on gains to operationalize the President's vision of Ghana Beyond Aid. It was also to implement mitigating Strategies for Conflict Prevention and coordinate Government's Priority Interventions.

In 2022, as part of Government's set up to deliver on its mandate, the Senior Presidential Advisor played a coordinating role by serving as chair of the following:

- Committee to review Conditions of Service of Civil and Local Government Service
- Open Government Partnership National Steering Committee
- Public Sector Reform for Results Project Steering Committee
- Inter-ministerial Committee on the implementation of the Country Structural Vulnerability and Resilience Assessment and Country Structural Vulnerability Mitigation Strategy (CSVRA & CSVMS).
- Additionally, the Senior Presidential Advisor played an active role as a member of Cabinet and the Economic Management Team to advise Government on policy decisions.

As chair of the Inter-Ministerial Committee to review Conditions of Service of Civil and Local Government Services, the Senior Presidential Advisor led negotiations on proposals on the conditions of service for Civil and Local Government Service Staff.

Furthermore, as chair of the OGP National Steering Committee, he ensured that the 4th National Action Plan was developed and implemented for the improvement of good governance in Ghana.

iv. Development and implementation of Open Government Partnership National Action Plans.

The Open Government Partnership (OGP) is a multilateral initiative which aims at securing concrete commitments from governments to promote transparency and accountability, empower citizens through public participation, and fight corruption by harnessing new technologies to strengthen governance.

During the period under review, the OGP Secretariat held 4 National Steering Committee meetings to deliberate on implementation of the OGP 4th National Action Plan (NAP-4) towards the promotion of Good Governance and Accountability.

Additionally, the Secretariat undertook sensitization meetings with Lead Implementing Ministries, Departments and Agencies to educate them on their role in the implementation of the 4th OGP National Action Plan. This was culminated with a Stakeholder engagement on the implementation of the 4th National Action Plan.

Further, a conference on Beneficial Ownership Disclosure in Ghana was held to assess the nature and extent of challenges in the implementation of Beneficial Ownership Disclosure and the progress made to actualize the commitments in the 4th OGP National Action Plan (NAP-4) on Beneficial Ownership.

B. Reforms

During the year under review, the Secretariat set out to reform the way its annual work plan was developed, by creating a digital platform where annual work plans of the Office were uploaded to ensure timely tracking and reporting on progress of implementation. The creation of the platform started in the first quarter of the year and took a month to complete and upload the 2022 activities of the Secretariat.

In order to ensure access of every staff to the platform, steps were taken to change the domain name of the Secretariat to enable uniform email accounts for staff. The activity sought to improve tracking and reporting on planned activities after completion.

Challenges encountered include delay in changing the domain name of the Secretariat, inadequate logistics and training.

C. Sustainable Development Goals (SDGs)

The Secretariat implemented the following in 2022:

a. Goal 1: End poverty in all its forms everywhere

On target 1.2.2, which is to reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions, the PSRS had ongoing arrangements to revise the Ghana Beyond Aid (GBA) Strategy Document and translate it into various major Ghanaian languages. Challenges identified here were indicators, baseline and targets set in the GBA Strategy for poverty reduction. This was altered by the effects of COVID19 and the Russia-Ukraine War on the economy. *There is therefore the need to revise all targets and rewrite aspects of the document because of distortions necessitated by the COVID-19 pandemic.* Revision of the GBA strategy document, is a mitigating measure that if considered, can curb the challenge.

b. Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

On target 9.1 which is to develop quality, reliable, sustainable and resilient infrastructure including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all, the Secretariat undertook the following:

- An Inter-Ministerial Coordinating Committee meeting for the year was held aimed at approving the consolidated Budget and Work plans from implementing agencies for onward submission to the African Union.
- Editing of the text of the CSVMS document based on changes made in the CSVMS vulnerability and resilience matrix was done. This was to ensure that the text of the strategy document reflects the real situation pertaining to the Ghanaian context.
- Preparation of a draft consolidated Work plan and Budget for the CSVMS programme was also undertaken.

The challenge identified is inadequate funds for the implementation of identified activities. A mitigating strategy is to organize a donor's conference to raise funds for the implementation of the CSVMS strategy.

c. 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

A number of targets were achieved by the Secretariat on SDG 16. These are itemised below:

On target 16.1 which is to reduce all forms of violence and related death rates everywhere, the Secretariat held an Inter-Ministerial Coordinating Committee meeting for the year, aimed at approving the consolidated Budget and Work plans from implementing agencies for onward submission to the African Union. It also undertook editing of the text of the CSVMS document based on changes made in the CSVMS vulnerability and resilience matrix. This was to ensure that the text of the strategy document reflected the real situation pertaining to the Ghanaian context. The Secretariat also prepared a draft consolidated work plan and Budget for the CSVMS programme. The challenge encountered was inadequate funds for the implementation of identified

activities. Organizing a donor conference to raise funds for the implementation of the CSVMS strategy is a mitigating strategy recommended.

On SDG target 16.4 which is to significantly reduce illicit financial, and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime by 2030, the Secretariat held an Inter-Ministerial Coordinating Committee meeting for the year, aimed at approving the consolidated Budget and Work plans from implementing agencies for onward submission to the African Union. It also undertook editing of the text of the CSVMS document based on changes made in the CSVMS vulnerability and resilience matrix. This was to ensure that the text of the strategy document reflected the real situation pertaining to the Ghanaian context.

The Secretariat further prepared a draft consolidated work plan and budget for the CSVMS programme. Several lead MDAs were identified and tasked to propose activities on early warning and response tools as well as systems that can be implemented to mitigate issues relating to political extremism, criminality and organized crime including human trafficking, proliferation of small arms, and drugs. The challenge encountered was inadequate funds for the implementation of identified activities. Organizing a donor conference to raise funds for the implementation of the CSVMS strategy and working with the relevant and lead agencies to start implementation of the new Anti-Money Laundering Act, 2020 (Act 1044) and provide support to the Office of the Special Prosecutor were measures recommended to ameliorate the challenge.

On SDG 16.6 which is to develop effective, accountable and transparent institutions at all levels, the Secretariat took steps to further educate the public on GBA and make the document more accessible to the public. The communication sub-committee of the GBA Committee was tasked to develop and submit a new publicity and communication plan as a mitigating strategy.

Other initiatives undertaken on this target was the 4th Open Government Partnership (OGP) National Action Plan (NAP) finalized and submitted to Global OGP Office. There was also the conduct of sensitization meetings with lead Implementing Ministries, Departments and Agencies about their roles in an ongoing implementation of the 4th OGP NAP.

d. Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

On SDG 17.1 which is to strengthen domestic resource mobilization, including international support to developing countries to improve domestic capacity for tax and other revenue collection, the Secretariat decided to boost publicity on Ghana Beyond Aid. The challenge identified was the need to revise all targets and rewrite aspects of the document. The Communication sub-committee of the GBA Committee was tasked to develop and submit a new publicity and communication plan as a mitigating strategy to the challenge.

On SDG 17.3 which is to mobilize additional financial resources for developing countries from multiple sources, the Secretariat arranged to boost publicity on Ghana Beyond Aid. The challenge identified was the need to revise all targets and rewrite aspects of the document. The mitigating strategy is for the sub-committee of GBAC to develop a communication plan to boost awareness and education on the role of citizens and attitudinal/mind set change towards achieving Ghana Beyond Aid.

D. Financial Performance

2022 FINANCIAL PERFORMANCE					
SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	1,732,820.00	2,006,337.68	2,006,337.68	-273,517.68
	Use of Goods & Services	2,535,087.00	521,442.05	521,442.05	2,013,644.95
	CAPEX				
3	DEV'T PARTNERS e.g.				
	World Bank	19,457,000.00	22,981,039.60	19,357,692.63	-3,524,039.60
	TOTAL	23,724,907.00	25,508,819.33	21,885,472.36	-1,783,912.33

E. Challenges

Some key challenges encountered by the Ministry with mitigating measures are as follows:

i. Continuity and sustainability of Public Sector Reforms

Public Sector Reforms has undergone quite a dramatic journey. The continuous changes to the institution mandated to oversee public sector reforms over the past 8 years, has adversely affected reforms implementation in the country. It began as a Ministry for Public Sector Reforms and was changed to a Secretariat in 2009.

In 2017, it was integrated with the Office of the Senior Minister (OSM): and in 2021, it was placed under the oversight responsibility of the Office of the Senior Presidential Advisor.

Going forward, the legal backing for reforms should be strengthened to ensure secure future of Public Sector Reforms. It was observed that, some reform initiatives and programmes being implemented in the Public Sector, duplicated reform efforts.

ii. Inadequate Capacity for Implementation of Reforms

Although most staff of the Office are skilled in 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 are inadequate.

In the short to medium term, the Office engaged consultants to assist with reforms implementation while in the long term, plans were advanced to train staff in the above-mentioned critical areas to spearhead reforms implementation.

iii. Lack of a Permanent Office Accommodation

A permanent office accommodation for the PSRS remains a challenge. The Secretariat is housed and operates in two separate buildings, one on the first floor of the Public Services Commission building and the other at the Office of the President Annexe. This arrangement adversely affects the smooth running of the Secretariat.

iv. Lack of CAPEX

The Secretariat has not benefitted from Capital Expenditure (CAPEX) Funds from the Office of Government Machinery since 2019 and this makes it difficult to undertake any form of refurbishment.

F. Programmes and projects for 2023

The secretariat's strategic and top priority programmes and projects based on the 2022-2025 Sector Medium Term Development Plan for 2023 are as follows: Reorient Public Sector structures and strengthen ethical foundations to improve discipline for service delivery.

- i. Review the National Public Sector Reform Strategy, NPSRS, 2018-2023.
- ii. Organise workshops to reorient public sector institutions on the culture and best practices of reforms.
- iii. Pilot One-Stop-Shops for service delivery in selected districts across the country.
- iv. Build the capacity of staff in key areas of institutional reforms.
- v. Revise the Ghana Beyond Aid Charter and strategy document.
- vi. Seek Cabinet and Parliamentary approvals for the Ghana Beyond Aid Charter.
- vii. Translate Ghana Beyond Aid Charter into selected Ghanaian Languages.
- i. Coordinate and supervise the implementation of 4th Action Plan and development of the 5th Action Plan.
- ii. Initiate processes towards the payment of OGP yearly subscription; and
- iii. Participate in international and regional OGP events.

APPENDIX 2: SECTOR MINISTRIES REFORMS

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
MINISTRY OF FINANCE	Re-establishment of Revenue Policy Division	Sector specific	To increase the number of Divisions in the Ministry	Tax Policy and Non-Tax Revenue Units merged	Tax Policy and Non-Tax Revenue Units merged	Number of Divisions increased to nine (9)
	Leasing of Office equipment	Sector specific	To reduce the cost of maintenance and running of office equipment	Office equipment leased	Leased Office equipment running	Cost of maintenance and running of office equipment reduced considerably
	Access Control System	Sector Specific	To limit unauthorized access to the MOF building	Access Control System installed and working	Provision of access cards to all staff of MOF	Prevent unauthorized entrance
	Paperless Office	Administrative	To reduce the quantity of paper used for printing and strengthen the use of the electronic system (DOCEM), thus General Administration and Budget purposes	Document Management and Workflow System deployed and in use. Ministry's email address Correspondence@mofep.gov.gh.	Reduction of paper use	Enhanced easy access and retrieval of documents
	Enterprise Risk Management	Sector specific	To identify and manage the risks expose by the Ministry	Risk management policy, Risk Policy Guidelines and Risk Management Committee Charter developed and approved by Management. Risk Management Committee established	Developed Enterprise Risk Register	Enterprise Risk Management awareness created

	PIM Regulations	Sector specific	To provide operational management to the PIM Law	Sensitization of MMDAs and MMDAS on the PIM Regulations	MDAs and MMDAs become aware of the requirements of the PIM law and its regulations	Improvement in preparation of projects for effective Public
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MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
						Investment Management
	PPP Act	Sector specific	To guide the preparation, procurement execution and reporting of PPP projects	Focus on the implementation of PPP law	PPP Law Operationalized	Improvement in the preparation and procurements of projects for effective Public Private Partnership
	SIGA Act	Sector specific	To guide the operations of SOEs	Operationalization of the SIGA Act - Sensitization of Specified Entities (SE)	Umbrella body to harmonize SOEs	Improvement in the governance and performance of SEs
MINISTRY OF PARLIAMENTARY AFFAIRS	Establishment of Technical Secretariat	Sector specific	To help support strengthening the capacity of the Leader of Government business	Establishment of Technical Secretariat completed	Technical unit established	Government business delivered on time

MINISTRY OF FOOD AND AGRICULTURE	Development of MoFA's web- based portal	Administrative	1. To provide a database platform for the MOFA and its decentralized institutions/2. To ensure timely submission of report and Workplans/ 3. To minimize computational errors	Partially Operational-Used to capture the workplans and budget for 2022. The Webportal will be fully operational in the 3rd quarter of 2022.	Web-Portal helped track core performance indicators at the district and regional agriculture institutions/ Compute data from district and regional offices	Access to data and analysis for management decision in real time/ Building technical capacities of staff through knowledge transfer from consultants
MINISTRY OF WORKS AND HOUSING	Public Service Integrity Programme (PSIP)	Administrative	To create Staff awareness on anticorruption	RTI Manual revised and approved	Revised RTI Manual and leaflets produced	Staff awareness on anticorruption enhanced
	Continuous Professional	Sector specific	Aimed at enabling staff to share knowledge and	Nineteen (19) programmes were organized in mid-2022 for specified occupational groupings	Over 100 staff participated from the Ministry and its agencies/2. Feedback survey on the	Enhanced work output of staff of most departments

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
	Development (CPD) Programme		experience to other staff. 2. Aimed at building the confidence level and presentation skills of staff	and classes across the Ministry, its Department and Agencies.	effectiveness of knowledge shared and how to improve subsequent trainings	
	Structured Mentorship and Coaching Programme	Administrative	Aimed to ensure staff are equip to take on higher roles and transfer institutional memory among staff	Draft manual revised awaiting validation	Nine (9) sessions for Officers and National Service Personnel as at mid-year	Strengthen institutional memory amongst staff

	E-Feedback (An electronic platform to receive feedback from staff and external stakeholders)	Administrative	To elicit constructive feedback form both internal and external stakeholder to improve and enhance employees ongoing career growth and development and evaluate the services of the ministries for improved delivery	Thirteen (13) Feedback messages have been received from both staff and non-staff.	Thirteen (13) Feedback messages have been received from both staff and non-staff.	Grievances and dissatisfaction of staff are addressed
	E-Leave Application Process	Administrative	To migrate leave application process. 2. To minimize paper use and cost	A total of 69 leave applications received through the E-Leave portal as at Mid-year	A total of 69 leave applications received through the E-Leave portal as at Mid-year	1. Ease in processing of leave application/2. Reduced paper wastage and save cost in the processing of leave for staff.
	Ministry of Works and Housing ELearning Platform (MWHeLP)	Sector specific	Aimed at enhancing the career growth of the Ministry human capital	A total of one hundred and sixty-four (164) have participated in eleven (18)	A total of one hundred and sixtyfour (164) have participated in eleven (18) training sessions on various	Improved innovative skills and competencies

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
				training sessions on various learning areas via WhatsApp.		
	Basic Education Curriculum Reform	Sector specific	To provide pupils with 21st century skills and competencies to compete in the global world.	Standards Based Curriculum Implemented	Standard based curriculum developed	Standard Assessments in Public Basic Schools.

	National Standardized Test		To improve quality in literacy and numeracy skills among primary school pupils.	Exercise not conducted yet	Exercise not conducted yet	Standard Assessment of pupils competencies at each grade level
	Education Management Information System (EMIS) Dashboard-	Sector specific	To make data available to feed into management decision at different levels (thus MOE, GES, National, District, School level)	EMIS App completed- Data from school in-progress at 87.4%	Data collection in schools inprogress at 87.4%	Provides the Ministry of Education with an overall/disaggregated data of schools with educational indicators in Ghana
MINISTRY OF GENDER CHILDREN AND SOCIAL PROTECTION (MGCSP)	Implementation of Social Welfare Information Management System (SWIMS)- IT innovation to compliment social services in work flow on vulnerable cases	Sector specific	To enhance case management component of social service delivery/ Record keeping and data management	SWIMS deployed in 160 districts/304 people trained	10,000 cases on SWIMS/692 users of SWIMS	To ensure efficient service delivery for the most vulnerable population

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
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	Inter Sectorial Standard Operating Procedure (ISSOP)- Unified standard operating procedure and workflow for various key stakeholders in the implementation of special services. It outlines the roles and responsibilities and the referral pathways for the implementation of social services	Sector specific	To help standardize operating procedures for relevant key stakeholders	2304 trained in 160 districts	720 users trained with 15000 copies distributed	Standardization of case management reference points for child protection and family welfare cases
	Social Services Directory- Electronic database for all social services agencies both private and public services	Sector specific	To provide single platform for all institution that provide social service in the Country	A repository of organizations that respond to concerns related to child and family welfare	Up to date database on social service delivery agencies across sectors	User friendly directory on child and family welfare organizations developed
	Promulgation of NPO Policy and Establishment of NPO Secretariat	Administrative	To bring activities of NPO together and monitor for standards	Secretariat functional	Secretariat functional/Monitoring and Evaluation outfit established/ Digital registration of NPOs	Legal framework guiding the NPO Sector
	Crisis center setup and APP developed- A centre for referral	Sector specific	To provide a medium to reach to clients in crisis situation	Crisis center with helpline (0800 111 222) and “Boame” APP Launched and functional	Organized public sensitization and awareness	holistic and comprehensive support systems for Sexual and Gender Based Violence

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
	of clients during crisis situation.					(SGBV) victims and survivors of Domestic Violence developed
MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS (MELR)	Review of Labour Act, 2003 (Act 651)	Sector specific	To enhance effective labour administration	Another round of Stakeholder consultation held and report submitted to the Hon Minister for his inputs	Reviewed report by the Hon Minister	Key stakeholders sensitized and consulted
	Implementation of Ghana Jobs and Skills Project	Sector specific	To enhance labour market information	Establishment and inauguration of the National Employment Coordinating committee and 6 key Experts procured	Reports of meetings by the Committee and their TORs	Improve coordination and management of information in the Ghana Labour Market
	Development of 5 year Research and Statistics Development Plan		To ensure the availability of relevant comprehensive accurate and reliable statistical information within sector for evidence informed policy	1. SWOT Analysis/ 2. Action plan being developed/ Engaged department and agencies on RSD	Sector RSD with costed Action Plan developed	Strengthen the Research and Statistical capacity of the Ministry/Department and agencies to support the design monitoring and evaluation of projects and programmes as well inform policy decision making
MINISTRY OF ROADS AND HIGHWAYS	Restructuring of Ghana Road Fund Secretariat (GRFS)	Sector specific	To put in place a functional Ghana Road fund secretariat (GRFS)	Engaging MSD to develop the administrative protocols and office procedures	Proposal submitted by MSD to develop the protocols	Improve the performance of the Secretariat and Board

	Intelligence Traffic Management System	Sector specific	To coordinate all traffic signals along the Amasaman – Central Business District (CBD) Corridor in the	Installed 75 No. Vehicle Camera detection systems	Installed 75 No. Vehicle Camera detection systems	Reduce travel time from and to the CBD/Bus priority for Ayalolo busses/ Recording of incidence and accidents/Remote
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MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
			capital to optimize flow and manage traffic remotely from a Traffic Management Centre (TMC).			rectification of faulty traffic lights/ Developing a database of traffic volumes
	Implementation of SmarTrack Web Application	Administrative	To provide immediate data on correspondence of work/To make it easy to search for documents	The SmarTrack has been deployed and documents are tracked beyond the premises of the Ministry	The SmarTrack has been deployed and documents are tracked beyond the premises of the Ministry	Ensures effective and efficient work processes within and outside the premises of the Ministry
	Implementation of eBids Web Portal	Administrative	To provide a transparent and equal opportunity procurement process to all eligible bidders located in any part of the world.	The eBids Web Portal is fully operational for competitive bidding	The eBids Web Portal has been developed and fully operational	To ensure competitive bidding of contract and awards. Value for money on Contracts awarded

	Contractor Reclassification-	Sector specific	To ensure proper grading of contractors into categories and financial classes.	155 Contractors visited and assessed	123 Certificates issued	To minimize the number of contractors who abandoned site/To eliminate unqualified middlemen in the procurement of contracts
MINISTRY OF TRANSPORT	Implementation of the Phase 2 of the Smart work place solution	Administrative	To enhance work place efficiency	Correspondence using the medical refund for all staff to use in the system	Increased electronic transaction (Paperless Transaction) System generated reports	Increased efficiency
	Development of Electronic Human	Administrative	Efficient and effective	Proposal development for management consideration	Proposal developed and submitted to management	Effective staff data management

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
	Resource Management Database		management of staff information			
MINISTRY OF SANITATION AND WATER RESOURCES	Automated Expanded Sanitation Inspection Compliance Forms into Expanded Sanitary Inspection Compliance Application (ESICAPPS)	Sector specific	To digitalize data collection of the Sanitation inspection and compliance to develop a database and ensure real-time database to inform effective compliance and planning	System currently under redevelopment to expand the indicators	System under upgrade	Provide data informed evidence of WASH data on all urban dwellers and premises to support WASH Planning and sustainable development as required by the SDGs

	Introduction of end-to-end Application service chain monitoring of septage emptying: ICESSPOOL	Sector specific	To regulate the operation of Service providers/Monitor the final disposal point	150 premises/ some beneficiaries are public toilets		Providing households the comfort to locate to the nearest vacuum truck to provide desludging Services at an affordable cost
	Sector Information System- Harmonizing WASH data hosted under one umbrella	Sector specific	To provide real-time data to the Water and Sanitation Sector on a single platform	Reactivated the system with new indicators dubbed Golden indicators to align with SDG target	New indicators dubbed "Golden indicators" developed/ Sector stakeholders and interest positive	Provision of real-time data to the Water and Sanitation Sector/Easy access of data for investors in the water and sanitation service sector
	Amendment of the Community Water and Sanitation Agency Act, 1998 (Act 564)	Sector specific	To transform the Community Water and Sanitation Agency (CWSA) into a utility service	Bill in the draft stage	Draft Bill prepared	To transform CSWA into a utility service organization and to expand the scope of their services into a

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
						vibrant Rural Water Utility Organization
	Client Service Unit-Establishment to give clients the best of services and shortened the turnaround time for Clients	Administrative	To give client best of service/To shorten clients turnaround time/ Give clients the opportunity to assess the services provided by the Ministry	The 2022 mid-year report submitted to the OHCS	2022 Mid-year report produced	Improvement in service delivery to clients and stakeholders/ Continuous turnaround time for Clients.

MINISTRY OF HEALTH	NHIS MOBILE PHONE RENEWAL	Sector specific	To improve premium collection and accountability/To improve membership renewal and population coverage of the scheme/To reduce long queues at the NHIS district Offices			Improved premium collection and accountability/Improved membership renewal and population coverage of the scheme. /Reduced long queues at NHIS district offices
	NHIS Claim-it (Claims management application)	Sector specific	To reduce stress of compiling paper claims/To reduce turnaround time for claims vetting and payment			Stress of compiling or computing paper claims at the provider site is reduced considerably/Stress of traveling to submit paper claims to NHIA processing centres is reduced./Turnaround time for claims vetting and payment is improved significantly.

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
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	NHIS Card Linked to Ghana card	Sector specific	To reduce production cost of NHIS membership cards			Reduced cost of producing membership cards/Reduced travel and time cost of persons wanting to register/Reduce long queues at NHIS district offices
	Integrated Logistics Management System	Sector specific	To streamline the distribution system to predict and respond to distribution needs effectively			LMD has streamlined the distribution system creating capabilities to predict and respond to distribution needs effectively./LMD has established mechanisms to ensure safety, quality and accountability of commodities in transit./LMD leveraged private sector expertise, using industry best practices to optimize distribution/In comparison to facility pick up, LMD has reduced operating costs, improved commodity availability and service delivery/Enhanced user's ability to apply information from LMIS to improve forecasting/

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
						quantification, budgeting, procurement, inventory control, storage distribution and reporting from health facilities to central levels./Eliminates the limitations and challenges created by the current system thus lack of end-to-end visibility and relevant data for decision making and performance monitoring.
	Health Electronic Recruitment System	Sector specific	To rationalize recruitment of health professionals to ensure equity in the distribution of health staff across the country			Rationalized recruitment of health professionals (nurses, medical doctors, specialists, allied health professionals, etc.) Ensures equity in the distribution of health staff across the country.
MINISTRY OF FOREIGN AFFAIRS & REGIONAL INTEGRATION	Smart workplace (Corporate email (outlook), Microsoft Office Suit and Microsoft Teams)	Administrative	To communicate within the Ministry and with other MDAs through a secured medium	All members of staff (including new entrants) have been provided with corporate email address to sign-in onto the platform	About 98% of the staff are actively using the platform	Officers are able to safely store documents, share and work on documents in real-time as well as organize meeting online.

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
	Document Management System (web application)	Administrative	To digitalize documents	Portals have been created for five (5) Bureaus/Units out of the 17	Five (5) Bureau/Units are currently using the web application	Bureaus/Offices using the application have begun digitalizing (saving soft copies) documents created
	Official WhatsApp platforms for dissemination of information	Administrative	To deliver timely information to staff	An additional WhatsApp platform was created	Three (3) official WhatsApp platforms are currently being run by the Ministry	Information are shared real-time
	File Tracking System (web application)	Administrative	To facilitate the tracking of files	Portals have been created for four (4) Bureaus/Units out of the 17	Four (4) Bureaus/Units are currently using the web application	Bureaus/Offices using the application are able to track the location of a file in about 10 minutes
	Candidatures Database System		To collect, keep request and manage request and recommendations for Candidatures from Ghana Missions abroad	Twenty (20) Missions out of the 59 have been signed onto the Database	Twenty (20) Missions out of the 59 have been signed onto the Database	To collect, keep request and manage request and recommendations for Candidatures from Ghana Missions abroad
MINISTRY OF RAILWAYS DEVELOPMENT	ICT policy	Sector specific	To enhance service delivery through optimization and leveraging the use of ICT in the railway sector	Policy document prepared, soft copies shared on website, staff sensitization video done	Increased awareness of the ICT policy as copies of policy is shared on website/90% of staff trained on the use of ICT tools	Improvement in the effective use of ICT tools among staff

	Communication Policy	Sector specific	To ensure that the Ministry always provide relevant, accurate. Timely and complete information	Policy document printed and copy shared on website. Staff sensitized on the policy	Staff educated on the policy; policy is also shared on website	Reduction in the number of reported cases of unofficial documents to the public
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MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
			through approved persons to reduce			
PUBLIC SECTOR REFORMS SECRETARIAT	Implementation of the Public Sector Reform for Results Project (PSRRP)	Administrative	To improve efficiency and accountability in the delivery of selected services by selected entities	The project has been restructured to revise the results framework to better align all project indicators and end targets to achieve PDOs	90% regular service passport applicants notified and issued with passports within 21 working days of application after biodata capture, each calendar year/60% of applicants notified and issued with driver's licenses within 45 days of passing driving test/For at least 5 selected public services, 90% of services users are sent a text message with the receipt number/tracker numbers, and the date of delivery of service for feedback	To improve efficiency and accountability in the delivery of selected public services
MINISTRY OF YOUTH AND SPORTS	GLICO Insurance for Sportsmen and women	Sector specific	To create an investment fund for sports men and women	Sports men and women enrolled on the policy	Certified and Authenticated Investment certificate for all sports men and women	Investment fund for the National U20 Team, the Black Satellites and other sportsmen and women

MINISTRY OF TRADE AND INDUSTRY (MOTI)	Development of policy and Business Consultative portal	Administrative	To broaden stakeholders participation in the policy formulation process of the Ministry	The portal has been launched and can be accessed through www.bcp.gov.gh	A functional portal for stakeholders to review draft policies and submit in puts for consideration.	Deepened stakeholder engagement and sense of ownership of programmes and projects.
	Development of Enterprise Resource Planning System	Sector specific	To help with management information, logistics and operations of the various departments	Currently only the Assets Management System is completed and functional. The system can be accessed by https://moti.gov.gh/v2/erp/	A system where all assets within MOTI headquarters and its Regions can be monitored	Enhanced productivity at workplace

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
			and offices within the Ministry			
MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT	Premix Fuel Automation Project	Sector specific	To enhance premix fuel distribution and improved accessibility/To Install 300 automated outlets to improve service delivery and safety	Cabinet approval of upward price adjustment(.70p) to finance project/140 site surveys conducted as at July 2022 to determine their suitability for the installation of the outlets	Automated outlets installed at designated landing sites	Enhanced safety at premix fuel discharge points/Reduction in government subsidy/Elimination of incidences of hoarding by middlemen and diversion of premix fuel to improve accessibility/Enhanced accountability and transparency in monitoring and reporting

	Fisheries Legal review	Sector specific	Strengthen fisheries policy and legal framework	Revised National Fisheries and Aquaculture policy,2022 prepared and submitted to cabinet for approval/Memo submitted to cabinet for approval to draft a new fisheries bill/Legal consultant recruited with the assistance of FAO	Revised policy/New fisheries Act	Sustainable management of capture fisheries and development of aquaculture
	Canoe Identification System (CIS).	Sector specific	Formalize marine artisanal sector and create database to regulate access to fisheries resources	5000 out of 10000 canoes validated identification cards distributed to marine fishers/2,022 canoe frame survey conducted to address emerging issues with the distribution exercise	5000 Canoe identification cards and embossed/canoe frame survey report produced	Improved accessibility to fisheries resources and support/Enhanced regulations of the subsector

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
	Fishing inputs support Scheme	Sector specific	Curb the use of unauthorized gear in fishing operations/Support fish processors to reduce post-harvest loses	5000 units of outboard motors , 6000 assorted fishing nets, 10,000 aluminium basins, 2000 deep chest freezers.20,000 bags or rice and 833 cooking oil as closed season relief items to fishers/20,000 bags or rice and 833, cooking oil as closed season relief items to fishers.	fishing inputs distributed to fishers	Reduced use of unauthorized fishing inputs/Reduced postharvest loses and improved income of fishers

	Electronic truck (BRV) monitoring system	Sector specific	Provide real-time monitoring and reporting of premix BRVs enroute to designated discharge points	Electronic system under implementation	Premix BRVs operate electronic monitoring system	Reduced incidences of premix fuel diversion and improved accessibility
MINISTRY OF ENERGY	Organizational Restructuring	Administrative	To increase the efficiency and effectiveness of the Ministry's directorates and provide enhanced oversight responsibility	Organizational restructuring completed/Merging of technical directorates and reassignments of heads of directorates implemented	Restructured organogram developed	Streamline technical directorates along the operational value chain/Promoted productivity and enhanced effective monitoring of earmarked programmes and projects
	Energy Sector Recovery program	Sector specific	To bring the sector into fiscal balance by the year 2023 by getting relevant Ministries and Agencies to implement certain policies and	Policy competitive procurement of energy supply and services contract/Cash waterfall and Natural Gas Clearing house established and operational/Upward adjustment of end user tariffs by PURC by 11.7% in 2019 and currently	Reduction in generation cost/Improvement in financial liquidity along the value chain/Revenue allocated fairly and equitably through the cash waterfall arrangement	Reduction in sector cost by \$8.5 billion

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
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			programmes/Improve operational and financial performance of SOEs and Improve budgeting and payments of sector shortfalls by Ministry of Finance	27.1%/Completion of Takoradi Tema interconnection Agreement/Relocation of Karpowership		
	Energy Sector Transformation initiative project	Sector specific	To improve capacity of energy sector staff to implement sector policies	Training program on going	107 staff have participated in capacity building programs under GESTIP	Capacity of Energy sector staff improved in M&E, Project management, leadership, Appraisal , Oil and Gas and Financial modelling
MINISTRY OF INFORMATION	Reorganization of GBC	Sector specific	To enable GBC meet modern trends in broadcasting and the demand of a public service provider	Reform committee had been instituted	Increased number of news/Competitiveness of the GBC channels as those in private sector/Improved content on GCB channels	Reform will reposition GBC to meet modern trends and demands of a public service broadcaster to become vibrant and productive
	Recapitalization of New Times Cooperation (NTC)	Sector specific	To make NTC more viable as well as keep up with current technological trends	A cabinet Memorandum has been submitted to Cabinet on the Project for consideration	Improved newspaper quality/ Competitiveness of products in the market	Reform will improve print quality and help retain income used to pay outsource printing
	Reorganization of Ghana News Agency (GNA)	Sector specific	To make the agency the market leader in business and economic news	Video animation of project proposal prepared	Production of business and economic news in 10 sectors of the economy	Reform will enable GNA more viable within the media landscape in Ghana
	Information Services	Sector specific	To revamp ISD's delivery capacity in	Commissioning of newsroom and handed over to ISD	Procurement of 300 digital mobile cinema vans	Impact to measured once system use begins

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	Department (ISD) transformation Agenda		an increasingly competitive media landscape			
	Publication of news stories on government activities and programmes on social media (ISD)	Sector specific	To enhance citizens knowledge on government's policies and programmes	Publication of news stories and feature articles on COVID-19 related issues, gender related issues and economy	Updated websites and social media handles daily.	Increase awareness on government programmes and activities amongst the youth and citizens who often use social media
	Utilization of Staff Hub ICT	Sector specific	1. To create a secure platform for staff for official communication. 2. To create a platform for learning and exchange of learning materials	Creation of official emails for all staff	1. All MOI staff have been assigned an moi.gov.gh email account. 2. An MOI communication page has been created on the staff hub (Yammer). 3. All staff are part of the closed MOI Group on the Yammer.	The impact of this reform is the provision of a platform for easy communication and quick access to official information
	Re-introduction of intercom system	Sector specific	1. Communicate general and emergency announcements to staff. 2. Facilitate communication among officers.	Provision of intercoms for every directorate and unit	Effective communication among staff ensured	Improved internal communication and limit the need for staff to walk from one directorate to another to deliver messages

MINISTRY OF LOCAL GOVERNMENT	Passage of a new Regulations of Births and Deaths Registration	Sector specific	To improve the operational structure of the Births and Deaths registration system across the country	Registrations of Births and Deaths Act 2021, Act 1027 being implemented, Regulations of Births and Deaths Registration gazetted and laid before Parliament pending maturity.		System in use in 11 MMDAs
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MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
AND RURAL DEVELOPMENT	Automated Permit Issuance	Administrative		System developed and implementation started	Deployed to all 260 MMDAs	System in use in 11 MMDAs
	Monitoring and Evaluation System				Deployed to all 260 MMDAs	Enhanced data collection, monitoring and evaluation
MINISTRY OF THE INTERIOR	Bulk SMS alert to clients	Sector specific	Facilitate information sharing to clients	Fully operational	143 SMS sent to Naturalization applicants	Instant notifications received by applicants
	Digitalization of migration records	Sector specific	To enhance access easy of records	Fully operational	630 records digitized/the duration to retrieve documents has reduced significantly from 7 days to 10 minutes	Reduced clients dissatisfaction and improved client service delivery/Improved access and retrieval of migration data/Easy sharing of information with relevant stakeholders

MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY, AND INNOVATION (MESTI)	<p>MESTI Visibility Webinar Series</p> <p>The Ministry rolled out this initiative last year dubbed ‘MESTI Visibility Project’ which aimed at using Public Webinar to showcase various initiatives and development</p>	Sector specific	<p>To highlight and provide clarity on the mandate of MESTI and the key activities of its Agencies.</p> <p>To showcase the various interventions in the sector through appropriate communication channels for sustained engagement and</p>	13 Webinars organized so far Over 1,262 participants took part in the webinars	Database and contacts of stakeholders Presentations highlighting key topics related to the Environment, Science, Technology & Innovation Sector	<p>Public educated/ sensitized on the services of the Ministry and Agencies</p> <p>Increased audience engagement</p> <p>Reduced cost of stakeholder engagements</p>
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MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
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	through the application of Science, Technology and Innovation (STI) in the Sector		shared ownership of programme. To provide constant interaction and engagements with the Ghanaian populace and the diaspora. • To popularize activities of the sector in a manner that will attract Investor Confidence and woo strategic investors to help develop the sector. • To receive feedback to improve on services			
MINISTRY OF CHIEFTAINCY AND RELIGIOUS AFFAIRS	Strengthening religions for national development Christian Pilgrimage Programme	Sector specific	To give opportunity to Christian adherents to understand their faith and values to bear on national development/Provide procedures and rules to facilitate and systematize Christian Pilgrimage	Activities on the Christian Pilgrimage suspended for 2021 but resumed in April, 2022	Directives developed in 2019 and in force/Three (3) screening exercises conducted for groups and organizations who have applied to embark on Christian pilgrimage with the centralization of the screening and selection of would-be pilgrims	The reform has brought credibility to the organization of pilgrimage with the

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
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	Digitalization of the records for the Ministry	Administrative	To scan, create and store records of the Ministry in digital form	Conversion of records at the Ministry's head office into digital format/Preparatory works completed at the registries of the Northern, Eastern , Greater Accra and Ashanti Regional Houses of Chiefs	17 houses of chiefs records digitized/4 out 17 houses of chief records including the Ministry records digitized	Easy retrieval of documents aimed at enhancing service delivery
	Review of the Chieftaincy Legal Regime	Sector specific	To align the instruments i.e. L.I 798 C.I 27 Chieftaincy Act 759 and some sections of the 1992 constitution (Chapter 22 on Chieftaincy) with best practices	Preliminary workshop held to identify some of the areas that needed amendments and or review	Gaps identified in the chieftaincy regime/Two (2) engagements held with registrars and select staff on the exercise/Draft cabinet memorandum prepared on gaps identified	Enhance chieftaincy adjudication process
OFFICE OF THE HEAD OF THE CIVIL SERVICE	Electronic- Staff Appraisal Reporting System	Administrative	To digitalize the manual process of completing the SPAR in the Civil Service/· To facilitate the systematic assessment of staff performance to set targets, competencies and potential for development/· To take better data driven informed decisions/· Enhance compliance with the	·OHCS rolled out Pilot E-SPAR system for 21 MDs	90% participation rate recorded for the 2022 planning phase/· Mid-year training in progress/· Training received by the staff of the 21 piloted entities	Real-time and up-to-date data on the piloted entities for decision making/· Reduced stationary costs/· Marginal increase in the participation rate/· Saved storage space

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
			timelines and phases of the SPAR/ Effective monitoring of the SPAR process			
	Reviving the Civil Service Week Celebration	Administrative	Recognize and appreciate dedicated Civil Service staff who have demonstrated extraordinary achievement in the workplace. /· Interact with citizens and the general public on the role of the Civil Service in National Development. /· Engage clients of the Civil Service with the view to soliciting feedback on the quality of services delivered by Ministries and Departments./· To network, exchange experiences/ideas and upgrade their knowledge on best practices in public sector management	The CSW celebration has been mainstreamed in the Civil Service and it's celebrated annually to recognize and appreciate best-performing staff service-wide	· A planning committee for the CSW is in place. /· Four (4) subcommittees instituted. This includes, (finance /sponsorship, evaluation/awards, events and protocol and publicity subcommittees) /· Sponsorship from the Ministry of Finance available/· Enhanced participation from Chief Director across the Ministries	Change in perception of the Civil Service performance management system/· Improved strategy to motivate and recognize Civil Service staff performance/· Change in performance and productivity in the Civil Service/· Enhanced visibility of Civil Service achievements for national development

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
			and development policy.			
	Development of Workplace Health and Safety Response Strategy	Administrative	To serve as a proactive framework to provide guidelines to Civil Service organizations for the management of public health threats at the workplace. /· To prevent disruptions in service delivery, and maintain productivity and client satisfaction at the workplace./· To contain the spread of any public health threat such as COVID-19 within the machinery of the Ghana Civil Service/· To protect workers of the Ghana Civil Service, their families and clients from any public health threat that may arise	· The strategy document has been disseminated to Ministries and Departments to serve as a guide in developing Ministry specific workplace health and safety response strategies	· The use of existing digitized work platforms enforced.	Not recorded yet

MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
	Establishment of OHCS Bureaucracy Lab	Administrative	To enhance the research and analytical capability of the Ghana Civil Service./· To promote evidence-based reform and policymaking in the Ghana Civil Service./· To provide the Office of the Head of Civil Service (OHCS) with high-quality information on which to base its management and reform decisions	BL is mainstreamed as part of the Reforms coordinating Unit./· Over six (6) surveys were conducted and findings reports were disseminated	· Enhanced the conduct of surveys in the Civil Service./· Some Ministries and Departments are aware of the establishment of the Lab./· Support is received from the management of the OHCS/Training received by staff on human resource data analytics	· Improved research capabilities of staff / Change in the level of data analysis on HR data
	E-recruitment and induction	Sector specific	To make the recruitment process diverse and competitive to attract qualified and well-deserving candidates.	It has been mainstreamed in the Civil Service for recruiting graduates into the Civil service	Enhanced effectiveness and efficiency in the Civil Service Recruitment process	Improved Paperless System/ · Increase in the number of applications received across the regions/· Rate of participation of recruits across the country/· Reduced human interface and time

	E-Knowledge sharing sessions	Administrative	To build the capacity of staff through knowledge sharing from staff who have	Seven (7) knowledge sharing sessions organized mid-year 2022	12 knowledge sharing sessions organized	Build the capacity of Civil Service Staff by sharing of knowledge and skillset learnt
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MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
			benefitted from further studies including professional, academic, short or long-term training.			during academic training. Motivate Civil Service Staff to pursue higher educational qualification in their respective fields through the scholarship opportunities provided to Civil Service Staff.
	E-Promotion	Sector specific	Reduce the face-toface interaction due to the covid-19 pandemic./· To reduce the risk of commuting from far distances by candidates to the Greater Accra Region/· To reduce the cost and time in the process	The virtual promotion has been mainstreamed in the Civil Service for the professional class category	· Training received by panel members and secretaries/Introduction of competency-based assessment for both professional and subprofessional classes/· Candidates send scanned copies of documents for the interview process via the electronic space/Reduced cost of stationary, time and energy	· Improved the coverage in terms of completed interviews across the regions/· Reduced cost of conducting interviews

	Competency Based Interviews	Sector specific	To focus on a specific required skill/- An indicator to enhance future performance /- To systematically assess skills/competencies needed for the next grade.	The Competency Based Interview has been mainstreamed in the Civil Service for all class categories	· Staff with evidence of relevant skills/competencies promoted	· Staff focus on relevant competencies in Scheme of Service and exhibit same in their job schedule
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MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
MINISTRY OF TOURISM AND CREATIVE ARTS	Creation of new directorates	Sector specific	To give the needed attention to Domestic and International Tourism Sector and Culture	Two new directorates: Tourism and Culture Directorate have been created and made operational	Tourism and culture issues will be given greater attention	Increased in domestic tourism arrivals for increased receipts the contribution to GDP
	Clock-in system for employees	Administrative	1. Monitor attendance 2. Security reasons (Staff only)	Clock-in system introduced and made operational	Encourage attendance and ensure the security of the work environment	Increase punctuality to work leading to increase productivity
	Developed Visit Ghana Application	Sector specific	To serve as a guide to prospective tourists and visitors to Ghana as it provides a catalog of sites and attractions	The Application has been launched and made operational	Visibility of Ghana as tourism destination	Increased in tourist arrivals leading to increased receipts.

	Automated License Regime	Sector specific	To digitize all tour guides and tourism enterprise to help regulate and standize their operations	Licensing of Tourism enterprises automated	Ensure tourism enterprises compile with the Law	Operations of tourism enterprises standardized
	Creation of Digital platforms for National Folklore board	Sector specific	Ensure effective and efficient communication of growth of the board to stakeholders and consumers	Platform created and made operational	Communication of reliable information on folklore to the at a cheaper cost	Knowledge of Ghanaian Folklore and patronage enhanced
	Virtual Folklore class	Sector specific	To make learning and accessibility of information available and accessibility anytime	Virtual folklore class developed and made operational	Maintain Folklore clubs in schools	Increase productivity
MINISTRY	REFORMS	TYPE OF REFORM	GOALS/ OBJECTIVES	STATUS OF IMPLEMENTATION	OUTPUTS	OUTCOMES/ IMPACT
OFFICE OF THE PRESIDENT	Digitization of personal /subject files	Sector specific	To Provide administrative, managerial and other support services to the Executive	Digitization of 2014-2015 ongoing	Status report	2016/2017 files digitized
	Clock In system	Administrative	To Provide administrative, managerial and other support services to the Executive	Functioning device	Print out attendance report	Improved productivity

	OGM Monitoring and Evaluation System	Sector specific	To formulate, implement, coordinate, monitor and evaluate government policies and programmes	Mid-year monitoring undertaken	Mid-year monitoring report	Evidence-based decision making
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APPENDIX 3: MINISTRY AGE DISTRIBUTION

NO.	LIST OF MINISTRIES	19-29		30-39		40-49		50-59		60-65		Total
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
1	MINISTRY OF TRANSPORT	7	4	27	15	15	13	5	12		1	99
2	MINISTRY OF DEFENCE	2	1	17	15	7	8	6	7			63
3	MINISTRY OF ROADS AND HIGHWAYS	5	6	23	37	22	28	12	38		3	174

4	MINISTRY OF ENVIRONMENT SCIENCE TECHNOLOGY AND INNOVATION	4	3	16	21	10	14	9	14			91
5	MINISTRY OF CHIEFTAINCY AND RELIGIOUS AFFAIRS	19	19	91	128	76	91	52	72	4	6	558
6	MINISTRY OF COMMUNICATION AND DIGITALIZATION	9	7	21	13	17	13	10	16			106
7	MINISTRY OF EDUCATION	8	7	37	30	20	27	16	16			161

NO.	LIST OF MINISTRIES	19-29		30-39		40-49		50-59		60-65		Total
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
8	MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS	8	11	21	23	19	27	17	2		1	129
9	MINISTRY OF ENERGY	8	11	21	37	20	30	11	26		2	166

10	MINISTRY OF FINANCE	25	27	80	109	98	147	39	95	3	3	626
11	MINISTRY OF FISHERIES AND AQUACULTURE	7	5	18	16	12	17	3	7			85
12	MINISTRY OF FOREIGN AFFAIRS & REGIONAL INTEGRATION	67	43	138	108	131	119	65	88	1	2	762
13	MINISTRY OF HEALTH	9	3	34	27	28	34	17	29		3	184
14	MINISTRY OF INFORMATION	8	4	17	10	9	6	2	3		1	60
15	OFFICE OF ATTORNEY GENERAL AND	4	13	28	34	25	37	15	27		5	188

NO.	LIST OF MINISTRIES	19-29		30-39		40-49		50-59		60-65		Total
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
	MINISTRY OF JUSTICE											

16	MINISTRY OF LANDS AND NATURAL RESOURCES	10	10	27	27	21	17	10	20		3	145
17	MINISTRY OF LOCAL GOVERNMENT, DECENTRALIZATION AND RURAL DEVELOPMENT	7	3	27	23	25	34	22	19			160
18	MINISTRY OF PARLIAMENTARY AFFAIRS	3		9	6	4	4	3	3			32
19	MINISTRY OF RAILWAYS DEVELOPMENT		4	8	10	8	4	4	11		1	50
20	MINISTRY OF SANITATION AND WATER RESOURCES	16	9	20	20	11	12	4	11		2	105
21	MINISTRY OF THE INTERIOR	6	1	22	16	18	13	9	6	2	1	94
NO.	LIST OF MINISTRIES	19-29		30-39		40-49		50-59		60-65		Total
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	

22	MINISTRY OF TOURISM, ARTS AND CULTURE	8	6	41	21	11	9	7	6		1	110
23	MINISTRY OF WORKS AND HOUSING	9	5	29	28	9	15	11	13		4	123
24	MINISTRY OF YOUTH AND SPORT	7	6	18	21	19	20	6	10			107
25	MINISTRY OF TRADE &INDUSTRY	15	13	61	57	48	56	25	42		2	319
26	MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION	14	20	43	39	22	29	7	9		1	184
27	MINISTRY OF FOOD AND AGRICULTURE	33	63	165	564	93	284	54	229	8	51	1544

****Staff Data for Ministry of National Security not captured**

APPENDIX 4: AGE DISTRIBUTION FOR OHCS AND OOP

NO.	OOP AND OHCS	19-29		30-39		40-49		50-59		60-65		TOTAL
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	

28	OFFICE OF THE PRESIDENT	28	27	79	94	91	97	62	136	1	6	621
29	OFFICE OF THE HEAD OF THE CIVIL SERVICE	33	19	72	78	44	63	18	46	2	6	381

APPENDIX 5: AGE DISTRIBUTION FOR DEPARTMENTS AND OTHER CIVIL SERVICE INSTITUTIONS

NO.	DEPARTMENTS	19-29		30-39		40-49		50-59		60-65		TOTAL
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
1	REGISTRAR GENERAL'S DEPARTMENT	42	27	80	101	68	45	20	10	2	2	397
2	BIRTHS AND DEATHS REGISTRY	51	60	170	212	63	92	11	35	2		696

3	CONTROLLER AND ACCOUNTANTS' GENERAL DEPARTMENT	81	68	462	597	414	786	434	724	9	25	3600
4	DEPARTMENT OF CHILDREN	14	12	17	17	19	14	4	9			106
5	DEPARTMENT OF CO-OPERATIVES	13	13	85	81	31	28	26	25		3	305
6	DEPARTMENT OF COMMUNITY DEVELOPMENT	20	19	214	277	114	144	63	59	5	2	917
7	DEPARTMENT OF FACTORIES INSPECTORATE	4	12	27	43	8	19	3	8			124

NO.	DEPARTMENTS	19-29		30-39		40-49		50-59		60-65		TOTAL
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
8	DEPARTMENT OF FEEDER ROAD	3	3	12	19	11	20	3	20		1	92
9	DEPARTMENT OF GENDER	8	4	30	21	13	8	4	6		1	95

10	DEPARTMENT OF LABOUR	6	7	42	67	24	66	22	72			306
11	DEPARTMENT OF PARKS AND GARDENS	5	11	22	41	51	59	23	24	1	2	239
12	DEPARTMENT OF RURAL HOUSING	1	2	2	14	3	1		4		1	28
13	DEPARTMENT OF SOCIAL WELFARE	16	11	179	124	190	117	108	90	2	5	842
14	DEPARTMENT OF URBAN ROADS	13	45	27	70	18	57	7	39		2	278
15	HYDROLOGICAL SERVICES DEPARTMENT		7	7	20	4	14	2	16	1		71
16	MANAGEMENT SERVICES DEPARTMENT		1	12	8	10	10	3	6			50
NO.	DEPARTMENTS	19-29		30-39		40-49		50-59		60-65		TOTAL
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	

17	OFFICE OF ADMINISTRATOR OF STOOL LANDS	4		35	45	39	71	14	50	3	5	266
18	PUBLIC RECORDS ADMINISTRATION AND ACHIEVES DIVISION	5	10	28	46	15	28	11	20		1	164
19	PUBLIC WORKS DEPARTMENT	4	15	26	54	8	66	3	35		1	212
20	RENT CONTROL DEPARTMENT	15	4	43	58	23	27	13	14			197
21	VETERINARY SERVICES DEPARTMENT	24	42	118	420	26	154	30	62	2	14	892
22	INFORMATION SERVICE DEPARTMENT	79	62	211	231	166	271	23	146			1189
23	BUREAU OF GHANA LANGUAGES		6	9	9	4	6	6	7	5	6	58
	TOTAL											18,642

APPENDIX 6: RECRUITMENT DISTRIBUTION BY MINISTRIES

NO.	INSTITUTION	NUMBER POSTED
1	Ministry Of Employment And Labour Relations	3
2	Ministry of Foreign Affairs	42
3	Ministry of Finance	12
4	Ministry Of Food & Agriculture	5
5	Ministry Of Youth & Sports	5
6	Ministry Of Chieftaincy And Religious Affairs	23
7	Ministry Of Tourism, Arts And Culture	4
8	Ministry Of Communications And Digitalisation	1
9	Ministry Of Gender, Children And Social Protection	6
10	Ministry of Trade And Industry	2
11	Ministry of Education	5
12	Ministry of Sanitation And Water Resources	14
13	Ministry of the Interior	1
14	Office of The Attorney-General And Ministry Of Justice	9
15	Ministry of Fisheries And Aquaculture Development	2
16	Ministry of Environment, Science, Technology, And Innovation	2
17	Ministry of Information	1
18	Ministry of Health	3
19	Ministry of Energy	11
20	Ministry Lands and Natural Resources	2

21	Ministry Roads and Highways	2
22	Ministry of Parliamentary Affairs	8
23	Ministry of Railways Development	1
24	Ministry of Transport	3
TOTAL		167

APPENDIX 7: RECRUITMENT DISTRIBUTION BY DEPARTMENTS

DEPARTMENTS		
NO.	INSTITUTION	NUMBER RECRUITED
1	Procurement & Supply Chain Management Department	17
2	Department Of Rural Housing	2
3	Public Works Department	9
4	Department Of Factories Inspectorate	15
5	Office of the Administrator ff Stool Lands	19
6	Births & Deaths Registry	49
7	Department Of Community Development	2
8	Rent Control Department	8
9	Department Of Urban Roads	20
10	Department Of Social Welfare	12
11	Labour Department	8
12	State Protocol Department	4
13	Department Of Feeder Roads	9
14	Information Services Department	18

15	Civil and Local Government Staff Association (CLOGSAG)	6
16	Department Of Parks And Gardens	1
TOTAL		199

APPENDIX 8: RECRUITMENT DISTRIBUTION: OHCS AND OOP

OTHERS		
1	Office of the President	6
2	Office of the Vice President	1
3	Office of the Head of the Civil Service	53
TOTAL		60

