



REPUBLIC OF GHANA



OFFICE OF THE HEAD OF
THE GHANA CIVIL SERVICE

**20
24**

CIVIL SERVICE ANNUAL PERFORMANCE REPORT

THEME:

**Adapting to Automation, Artificial Intelligence and E-Governance:
The Civil Service in Contemporary Ghana**

MARCH 2025

Contents

LIST OF FIGURES AND TABLES	v
LIST OF ACRONYMS	vi
FOREWORD	xxii
EXECUTIVE SUMMARY	xxiv
CHAPTER ONE	1
1.0. OVERVIEW OF THE CIVIL SERVICE	1
1.1. Introduction	1
1.2. Strategic Framework of the Civil Service	1
1.3. Functions of the Civil Service	2
1.4. Core Values	2
1.5. Structure of the Civil Service	3
1.6. Members of the Civil Service Council	3
1.7. Composition of the Civil Service	4
1.8. Organisation of the Report	6
CHAPTER TWO	7
2.0. POLICY FRAMEWORK	7
2.1. Introduction	7
2.2. Coordinated Program of Economic and Social Development Policies (CPESDP) 2021-2025	7
2.3. Medium-Term National Development Framework (MTNDF) (2022-2025)	7
Harmonisation of the Sustainable Development Goals (SDGs) and Agenda 2063	8
2.4. 2024 Budget Statement	8
2.5. Excerpts from the State of the Nation’s Address for Sector Consideration	9
2.6. Civil Service Performance Management System	13
CHAPTER THREE	15
3.0. HUMAN RESOURCE ANALYSIS	15
3.1. Introduction	15
3.2. Staff Analysis	15

3.3.	Training and Development	24
3.4.	Recruitment.....	31
3.5.	Career Management.....	33
CHAPTER FOUR.....		45
4.0.	REFORMS IN THE CIVIL SERVICE	45
4.1.	Introduction	45
4.2.	Types of Reforms	45
4.3.	Analysis of Reforms Implemented in the Civil Service	46
4.4.	Impact of Reforms	48
4.5.	Key Implications of the Analysis.....	49
4.6.	Challenges encountered in reform implementation	49
4.7.	Recommendations for successful reforms implementation	50
CHAPTER FIVE		51
5.0.	SUSTAINABLE DEVELOPMENT GOALS (SDGS) IMPLEMENTATION IN THE CIVIL SERVICE.....	51
5.1.	Introduction	51
5.2.	Analysis of the number of SDG-related activities implemented.....	51
5.3.	Challenges in SDG Implementation.....	61
CHAPTER SIX		64
6.0.	GENDER MAINSTREAMING: THE PERSPECTIVE OF THE CIVIL SERVICE	64
6.1.	Introduction	64
6.2.	Development of Gender Strategy and Action Plans	64
6.3.	Gender Implemented Activities in the Civil Service.....	69
6.4.	Gender Disaggregation in Committees and Decision-Making Bodies	74
CHAPTER SEVEN.....		80
7.0.	KEY ACHIEVEMENTS OF THE CIVIL SERVICE IN 2024	80
7.1.	Introduction	80
7.2.	Achievements	80
CHAPTER EIGHT		91

8.0. CHALLENGES, RECOMMENDATIONS AND CONCLUSION	91
8.1. Introduction	91
8.2. Challenges	91
8.3. Recommendations.....	93
8.4. Conclusion	95
APPENDICES.....	96
APPENDIX ONE (1): BRIEF SECTOR PROGRAMS AND ACHIEVEMENTS	96
APPENDIX TWO (2): MINISTRIES, OOP AND OHCS STAFF DATA DISAGGREGATED BY AGE AND SEX	305
APPENDIX THREE (3): DEPARTMENTS STAFF DATA DISAGGREGATED BY AGE AND SEX.....	307
APPENDIX FOUR (4): OCCUPATIONAL GROUPS IN THE CIVIL SERVICE	309

LIST OF FIGURES AND TABLES

Figure 1. 1: Organogram of the Civil Service	3
Figure 3. 1: Civil Service Staff strength disaggregated by gender	16
Figure 3. 2: Gender Distribution across grades and age groups	17
Figure 3. 3: Occupational Groupings	19
Figure 3. 4: Staff distribution by Education Qualification	20
Figure 3. 5: Professional Staff Categorization by Age	22
Figure 3. 6: Scheme of Service Training	24
Figure 3. 7: Areas of Academic studies by employees	26
Figure 3. 8: Training distribution by gender and type of training	27
Figure 3. 9: Study leave with pay by Ministries, Departments and Offices of Government	29
Figure 3. 10: Study leave without pay by Ministries, Departments and Offices of Government	30
Figure 3. 11: Nominations by grade level, gender and institution	31
Figure 3. 12: Recruitment distribution by gender and grade level	32
Figure 3. 13: Approved Upgrading Request by Class	34
Figure 3. 14: Approved Upgrading Requests from 2022 to 2024	35
Figure 3. 15: Approved Correction of Date of Birth for 2024	36
Figure 3. 16: Approved Correction of Date of Births from 2022 to 2024	37
Figure 3. 17: Approved change of name from 2022 to 2024	37
Figure 3. 18: Approved Leave of Absence for 2024	39
Figure 3. 19: Approved Leave of Absence from 2022 to 2024	40
Figure 4. 1: Reforms implemented in the Civil Service	46
Figure 4. 2: Reforms Implemented by source of funding	47
Figure 5. 1: Distribution of SDG-Related Activities Implemented	51
Figure 6. 1: Gender Disaggregation in Decision-Making Committees	75
Figure 6. 2: Sex Disaggregation in Decision-Making Committees	76
Figure 6. 3: Age Disaggregation in Decision-Making Committees	77
Table 3. 1: Civil Service Staff Strength	15
Table 3. 2: Approved Conversion Requests from 2022 to 2024	36
Table 3. 3: Approved Secondment from 2022 to 2024	38
Table 3. 4: Approved Transfer of Service from 2022 to 2024	40
Table 3. 5: Breakdown of promotion into A break down is provided in the table below	41
Table 5. 1: Key Focus Areas for Government Support in SDG Implementation	62

LIST OF ACRONYMS

1D1F	One District One Factory
ABFA	Annual Budget Funding Amount
ABFA	Annual Budget Fund Allocation
AC	Audit Committee
AD	Assistant Director
ADR	Alternative Dispute Resolution
AESL	Architectural and Engineering Services Limited
AfCFTA	African Continental Free Trade Area
AFCON	African Cup of Nations
AfDB	African Development Bank
AG	Attorney-General
AGD	Attorney-General`s Department
AGOA	African Growth Opportunities Act
AHQ	Army Headquarters
AIB	Aircraft Accident Investigation and Prevention Bureau
AICC	Accra International Conference Centre
AIDS	Acquired Immune Deficiency Syndrome
ALBA	Aluminium Bahrain
AMB	Ambassador
AML/CFT	Anti-Money Laundering / Combating the Financing of Terrorism
AMLA	Anti-Money Laundering Act
APR	Annual Performance Reports
APR	Annual Progress Report
APRM	African Peer Review Mechanism
ARC	Architects Registration Council
ASRH	Adolescent Sexual Reproductive Health
AU	African Union
BAD	Base Ammunition Depot

BCC	Bilateral Commission for Cooperation
BDR	Births and Deaths Registry
BGL	Bureau of Ghana Languages
BoG	Bank of Ghana
BOST	Bulk Energy Storage and Transportation Limited Company
BRCs	Business Resource Centres
CAGD	Controller and Accountant-General's Department
CAPEX	Capital Expenditure
CBOs	Community Based Organization
CBT	Competency-Based Training
CCTV	Close-Circuit Television
CD	Chief Directors
CDPA	Chief Directors' Performance Agreements
CEF-PS	Circular Economy Framework for the Plastics Sector
CEO	Chief Executive Officer
CHPS	Community Health Planning and Services
CIC	Community Information Centers
C-in-C	Commander-in-Chief
CLOGSAG	Civic and Government Staff Association, Ghana
CLR	Council for Law Reporting
CMA	Central Management Agency
CMMP	Capital Market Master Plan
COD	Coordinating Director
COE	Contingency Owned Equipment
CoE	Compensation of Employees
COP	Conference of Parties
CoS	Chief of Staff
CoS	Council of State
COVID-19	Coronavirus

CP	Child Protection
CPESD	Coordinated Program of Economic and Social Development Policies
CREMA	Community Resource Management Area
CSA	Cyber Security Authority
CSIR	Council for Scientific and Industrial Research
CSOs	Civil Society Organisations
CSTC	Civil Service Training Centre
CSU	Client Service Unit
CSW	Civil Service Week
CTRC	Central Tender Review Committee
CHAG	Christian Health Association of Ghana
CWSA	Community Water and Sanitation Agency
DACF	District Assembly Common Fund
DD	Deputy Director
DevCom	Development Communication
DFI	Department of Factories Inspectorate
DFR	Department of Feeder Roads
DMU	Diesel Multiple Unit
DoC	Department of Children
DOC	Department of Co-operatives
DoCD	Department of Community Development
DoG	Department of Gender
DP	Development Partner
DPC	Data Protection Commission
DPG	Department of Parks and Gardens
DRH	Department of Rural Housing
DRR	Disaster Risk Reduction
DSW	Department of Social Welfare
DUR	Department of Urban Roads

DV	Domestic Violence
DVLA	Driver and Vehicle Licensing Authority
DVS	Domestic Violence Secretariat
E&P	Exploration and Production
E.I	Executive Instrument
EC	Engineering Council
EC	Electoral Commission
EC	Energy Commission
ECG	Electricity Company of Ghana
ECOWAS	Economic Community of West African States
EEWMF	Electrical and Electronic Waste Management Fund
EI	Executive Instrument
ELIS	Enterprise Land Information System
EMIS	Education Management Information System
EO	Executive Officer
EOCO	Economic and Organised Crime Office
EPA	Environmental Protection Agency
EPC	Engineering, Procurement & Construction
EPI	Expanded Programme on Immunization
E-SPAR	Electronic Staff Performance Appraisal
ESRP	Energy Sector Recovery Programme
ETC	Entity Tender Committee
EU	European Union
FASDEP	Food and Agriculture Sector Development Policy
FC	Fisheries Commission
FDA	Food and Drugs Authority
FEED	Front-End Engineering Design
FIC	Financial Intelligence Centre
FP	Family Planning

FSO	Foreign Service Officer
FWH	Flexible Working Hours
FWSC	Fair Wages and Salaries Commission
G&S	Goods & Services
GAAP	Generally Accepted Accounting Principles
GACL	Ghana Airports Company Limited
GAEC	Ghana Atomic Energy Commission
GAF	Ghana Armed Forces
GAFCSC	Ghana Armed Forces Command and Staff College
GAMA	Greater Accra Metropolitan Area
GAP	Gender Action Plan
GARID	Greater Accra Resilient and Integrated Development
GASSLIP	Greater Accra Sustainable Sanitation and Livelihoods Improvement Project
GBC	Ghana Broadcasting Corporation
GBV	Gender Based Violence
GCAA	Ghana Civil Aviation Authority
GCC	Ghana Co-operative Council
GCCo	Ghana Co-operative College
GCM	Ghana Chamber of Commerce
GCMC	Ghana Cylinder Manufacturing Company
GDAP	Ghana Digital Acceleration Programme
GDCL	Ghana Digital Centre Limited
GDNR	Ghana Domain Name Registry
GDOs	Gender Desk Officers
GDP	Gross Domestic Product
GEA	Ghana Enterprises Agency
GEPA	Ghana Export Promotion Authority
GES	Ghana Education Service

GETP	Ghana Economic Transformation Project
GFD	Ghana Federation of the Disabled
GFSDP	Ghana Financial Sector Development Program
GGD	Green Ghana Day
GGSA	Ghana Geological Survey Authority
GHA	Ghana Highway Authority
GHANAP II	Ghana National Action Plan II
GhBC	Ghana Boundary Commission
GHG	Greenhouse Gas
GHQ	General Headquarters
GHS	Ghana Health Service
GIADEC	Ghana Integrated Aluminium Development Corporation
GIDA	Ghana Irrigation Development Authority
GIFEC	Ghana Investment Fund for Electronic Communications
GIFMIS	Ghana Integrated Financial Management System
GIISDEC	Ghana Integrated Iron and Steel Development Corporation
GI-KACE	Ghana-Indian Kofi Annan Centre of Excellence
GIMPA	Ghana Institute of Management and Public Administration
GIS	Ghana Immigration Service
GJSP	Ghana Jobs and Skills Project
GLDB	Grains and Legumes Development Board
GLMIS	Ghana Labour Market Information System
GM	Gender Mainstreaming
GMA	Ghana Maritime Authority
GMET	Ghana Meteorological Agency
GMMB	Ghana Museums and Monuments Board
GNA	Ghana News Agency
GNFS	Ghana National Fire Service
GNHR	Ghana National Household Registry

GNPA	Ghana National Procurement Authority
GNPC	Ghana National Petroleum Corporation
GoG	Government of Ghana
GPC	Ghana Publishing Corporation
GPCL	Ghana Post Company Limited
GPHA	Ghana Ports and Harbours Authority
GPS	Ghana Prisons Service
GRA	Ghana Revenue Authority
GSA	Ghana Standards Authority
GRB	Ghana Refugee Board
GRCL	Ghana Railway Company Limited
GRDA	Ghana Railway Development Authority
GRFS	Ghana Road Fund Secretariat
GRIDCo	Ghana Grid Company
GSA	Ghana Standards Authority
GSA	Ghana Shippers' Authority
GSA	Ghana Standards Authority
GSCSP	Ghana Secondary Cities Support Programme
GSFP	Ghana School Feeding Programme
GSS	Ghana Statistical Service
GTA	Ghana Tourism Authority
GWCL	Ghana Water Company Limited
HCS	Head of Civil Service
HE	His Excellency
HEO	Higher Executive Officer
HIV	Human Immunodeficiency Virus
HNWI	High Net Worth Individual
HR	Human Resources
HRIMS	Human Resource and Information Management System

HRM	Human Resource Management
HRM&D	Human Resource Management and Development
HRMD	Human Resources Management Directorate
HT	Human Trafficking
HTMB	Human Trafficking Management Board
HTS	Human Trafficking Secretariat
IAA	Internal Audit Agency
IAEA	International Atomic Energy Agency
IAT	Institute of Accountancy Training
IAU	Internal Audit Unit
ICOUR	Irrigation Company of Upper Region
ICT	Information and Communication Technology
IDA	International Development Association
IEC	Information and Education Communication
IGF	Internally Generated Funds
IGIs	Independent Governance Institutions
ILGS	Institute of Local Government Studies
ILO	International Labour Organization
IMF	International Monetary Fund
IMS	Inventory Management System
ING.	Engineer
INLIS	Integrated National Laboratory Information System
ISAT	Immigration Service Academy and Training School
ISD	Information Service Department
ISID	Inclusive and Sustainable Industrial Development
ISTC	Intercity STC Coaches Limited
IT	Information Technology
IT/IM	Information Technology/Information Management
ITS	Institute of Technical Supervision

ITU	International Telecommunications Union
IWRM	Integrated Water Resources Management
KAIPTC	Kofi Annan International Peacekeeping Training Centre
KATH	Komfo Anokye Teaching Hospital
KBTH	Korle-Bu Teaching Hospital
KNMP	Kwame Nkrumah Memorial Park
KPIs	Key Performance Indicators
KTC	Koforidua Training Centre
L.I's	Legislative Instrument
LAC	Legal Aid Commission
LC	Lands Commission
LEAP	Livelihood Empowerment Against Poverty
LED	Local Economic Development
LG	Local Government
LGD	Local Governance and Decentralisation
LGS	Local Government Service
LGS	Local Government Secretariat
LRC	Law Reform Commission
LUSPA	Land use and Spatial Planning Authority
M & E	Monitoring and Evaluation
M&Ds	Ministries and Departments
MASLOC	Microfinance and Small Loans Center
MATS	Military Academy and Training Schools
MC	Minerals Commission
MCEP	Media Capacity Enhancement Programme
MCRA	Ministry of Chieftaincy and Religious Affairs
MDA	Ministries Departments and Agencies
MDGs	Millennium Development Goals.
MDPI	Management Development Productivity Institute
MELR	Ministry of Employment and Labour Relations

MESTI	Ministry of Environment, Science, Technology and Innovation
MFARI	Ministry of Foreign Affairs and Regional Integration
MiDA	Millennium Development Authority
MINTER	Ministry of the Interior
MIS	Management Information System.
MLGRD	Ministry of Local Government and Rural Development
MLNR	Ministry of Lands and Natural Resources
MMDA	Metropolitan, Municipal and District Assemblies
MMDCE	Metropolitan, Municipal and District Chief Executive
MMT	Metro Mass Transit
MMTL	Metro Mass Transit Limited
MNOs	Mobile Network Operations
MoC	Ministry of Communications
MoCD	Ministry of Communications and Digitalisation
MoD	Ministry of Defence
MOE	Ministry of Education
MoEn	Ministry of Energy
MOF	Ministry of Finance.
MOFA	Ministry of Food and Agriculture
MOFAD	Ministry of Fisheries and Aquaculture Development
MOGCSP	Ministry of Gender, Children and Social Protection.
MOH	Ministry of Health.
MoPA	Ministry of Parliamentary Affairs
MoT	Ministry of Transport
MoTAC	Ministry of Tourism, Arts and Culture
MOTI	Ministry of Trade and Industry
MOU	Memorandum of Understanding
MoWH	Ministry of Works and Housing
MRH	Ministry of Roads and Highways

MRI	Mountain Research Institute
MSD	Management Service Department
MSW	Ministry of Sanitation and Water Resources
MT	Metric Tonne
MTCT	Mother to Child Transmission
MTDP	Medium Term Development Plan
MTNDPF	Medium-Term National Development Policy Framework
NACAP	National Anti-Corruption Action Plan
NACOB	Narcotics Control Board
NADMO	National Disaster Management Organization
NAFCO	National Buffer Stock Company
NAP	National Action Plan
NBA	National Biosafety Authority
NCA	National Communications Authority
NCC	National Commission on Culture
NCDS	National College of Defence Studies
NCDs	Non-Communicable Diseases
NCPD	National Council on Persons with Disability
NCSALW	National Commission on Small Arms and Light Weapons
NDPC	National Development Planning Commission
NEDCo	Northern Electricity Distribution Company
NFB	National Folklore Board
NGO	Non-Governmental Organization
NGP	National Gender Policy
NHC	National House of Chiefs
NHIS	National Health Insurance Scheme
NIA	National Identification Authority
NITA	National Information Technology Agency
NLA	National Lottery Authority

NLC	National Labour Commission
NMTDPF	National Medium-Term Development Policy Framework
NPA	National Petroleum Authority
NPA	National Plan of Action
NPC	National Population Council
NPFS	National Premix Fuel Secretariat
NPRA	National Pensions Regulatory Authority
NPSRS	National Public Sector Reforms Strategy
NRA	Nuclear Regulatory Authority
NRAS	National Rental Assistance Scheme
NRSA	National Road Safety Authority
NSA	National Sports Authority
NSC	National Sports College
NSF	National Strategic Framework
NSOAP	National Surgical, Obstetric and Anaesthesia Plan
NVTI	National Vocational Training Institute
NYA	National Youth Authority
OAG	Office of the Attorney-General
OAGMoJ	Office of the Attorney-General and Ministry of Justice
OGM	Office of Government Machinery
OGP	Open Government Partnership
OHCS	Office of the Head of the Civil Service
OHLGS	Office of Head of Local Government Service
OoP	Office of the President
OSM	Office of the Senior Minister
OSM-OoP	Office of the Senior Minister under the Office of the President
P&SCM	Procurement and Supply Chain Management
PA	Petroleum Agreement
PA	Performance Appraisal

PAC	Passport Application Centre
PBMED	Policy, Budgeting, Monitoring and Evaluation Directorate
PC	Petroleum Commission
PC	Political Consultation
PCSRC	Postal and Courier Service Regulatory Commission
PECs	Public Employment Centres
PEO	Principal Executive Officer
PFI	Participating Financial Institutions
PFJ	Planting for Food and Jobs
PFM	Public Financial Management
PHC	Primary Health Care
PHCD	Petroleum Hub Development Corporation
PI	Productive Inclusion
PJCC	Permanent Joint Commission for Cooperation
PMMC	Precious Minerals Marketing Company
PMTCT	Prevention of Mother to Child Transmission
PNDC	Provisional National Defence Council
PNDC	Provisional National Defence Council Law
PPP	Public, Private Partnership
PR	Public Relations
PRAAD	Public Records and Archives Administration Department
PSCMD	Procurement & Supply Chain Management Department
PSHLSB	Public Servants' Housing Loans Scheme Board
PSRRP	Public Service Reform for Results Project
PSRS	Public Sector Reform Secretariat
PWD	Public Works Department
PWDs	Persons with Disabilities
R&D	Research and Development
RCC	Regional Coordinating Council

RCD	Rent Control Department
RCP	Rural Connectivity Programme
RGD	Registrar-General's Department
RIT	Right to Information
RMP	Railway Master Plan
RMU	Regional Maritime University
RoW	Right of Way
RTF	Rural Technology Facilities
SA	Subverted Agencies
SDGs	Sustainable Development Goals
SDS	Service Delivery Standards
SE4C	Sustainable Energy for Climate
SEO	Senior Executive Officer
SGBV	Sexual and Gender-Based Violence
SHCL	State Housing Company Limited
SHEP	School Health Education Programme
SHS	Senior High School
SHS	Solar Home Systems
SMEs	Small and Medium Scale Enterprises
SMTDP	Sector Medium-Term Development Plan
SOCO	Gulf of Guinea Social Cohesion Project
SOEs	State Own Enterprises
SOS	Scheme of Service
SP	Social Protection
SPAI	Staff Performance Appraisal Instrument
SPD	Social Protection Directorate
SREP	State Renewable Energy Program
SRID	Statistics Research and Information Directorate
SSNIT	Social Security and National Insurance Trust

SSW	School of Social Work
STEP	Skills Toward Employability and Productivity
STI	Science, Technology and Innovation
TA	Traditional Authorities
TDCL	TDC Development Company Limited
TOR	Tema Oil Refinery
TOR	Terms of Reference
TVET	Technical and Vocational Education and Training
U. S	United States of America
UDS	University for Development Studies
UG	University of Ghana
UHC	Universal Health Care
UMaT	University of Mines and Technology
UN	United Nations
UNCITRAL	United Nations Commission on International Trade Law
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organisation.
UNFPA	United Nations Fund Population activities
UNICEF	United Nations Children's Emergency Fund
UNIDO	United Nations Industrial Development Organization
UNISFA	United Nation Interim Security Force for ABYEI
UNOPS	United Nations Office for Project Services
UPS	Uninterrupted Power Supply
URL	Uniform Resource Locator
USAID	United States Agency for International Development
VAG	Veterans Administration, Ghana
VFM	Value for Money
VLTC	Volta Lake Transport Company Limited
VRA	Volta River Authority

WASH	Water Sanitation and Hygiene
WCEF	World Circular Economy Forum
WIAD	Women in Agricultural Development
WRC	Water Resources Commission
WTO	World Trade Organization
WTP	Water Treatment Plant
YEA	Youth Employment Agency

FOREWORD

The 2024 Civil Service Annual Performance Report is developed in accordance with Section 85 of the Civil Service Act 1993, Act 327, which mandates the Head of the Civil Service to prepare a detailed report on the administration of the Service.

The theme for this report “Adapting to Automation, Artificial Intelligence and E-governance: the Civil Service in Contemporary Ghana”, discusses the restructuring of job roles and the creation of modern opportunities to address possible displacements of jobs. It also examines the transformation of the operations under e-government within the Civil Service to undergird quality public service delivery, effectiveness, efficiency and cost reduction. Additionally, the theme highlights the important role of employers to steer the evolving labour market as well as increase awareness of automation and Artificial Intelligence (AI) to ensure easy accessibility of Public Services.

The report provides the achievements, initiatives and the challenges encountered within the period under review. It describes the effectiveness and efficiency with which the Civil Service has carried out the formulation and implementation of Government policies over the past year.

In 2024, the then Ministry of Employment and Labour Relations undertook significant steps towards modernizing and improving labour administration in Ghana, by reviewing the Labour Act, 2003 (Act 651) to provide a more robust legal framework for labour relations in the country. Again, the then Ministry of Chieftaincy and Religious Affairs embarked on a review of the Chieftaincy Act, 2008 (Act 759) to address gaps in the legal framework, including provisions that were not aligned with recent developments. The Office of the Head of the Civil Service was unable to secure approval from Cabinet on the Civil Service (Amendment) Bill, PNDCL 1993, (Act 327) and will therefore resubmit the Bill to Cabinet.

One significant development in the year under review was the ICT reforms. The digitalization of processes within the Ministry of Health, the then Ministry of Environment, Science, Technology, and Innovation and other Ministries have streamlined operations, improved transparency, accountability and access to public services. The Ghana Integrated Logistics Management Information System (GhiLMIS), for instance, has enhanced data accessibility, leading to improved supply chain decision-making, inventory visibility, and operations across Ghana's public health sector, connecting over 1500 medical facilities.

It is worth noting that ICT reforms align with global digital governance trends where Governments are required to prioritize cyber-security, digital literacy, and infrastructure development within the Civil Service to maximize the impact of ICT reforms.

The year 2024, being an election year, presented its own set of challenges. However, the Civil Service remained steadfast, conducting its duties in a professional, non-partisan, and neutral manner. Throughout the period, the Service played and continues to play a pivotal role in providing technical and administrative support to ensure a smooth and successful transition process.

Considering the enormous performance of the Civil Service, the 2024 Civil Service Week Celebration and the 2023 Awards Ceremony appreciated the hardworking Civil Service staff and the selfless efforts of some outstanding Chief Directors, Heads of Departments, Directors and other Officers with awards consistent with section 88 (1) of the Civil Service Act.

During the year under review, Civil Service staff worked tirelessly to enhance service delivery and address the needs of the citizenry through the support of the Government of Ghana. Special appreciation also goes to the World Bank, Korean Government, Japanese Government, Chinese Government, International Growth Centre and other Development Partners for their support to the Civil Service especially in areas of capacity development interventions of staff.

This report provides a comprehensive overview of the operations of the Civil Service, highlighting key achievements, ongoing reforms, and prevailing challenges. As such, it is an indispensable document for the Government of Ghana, Development Partners and anyone seeking to understand the critical role of the Civil Service in advancing national development and sustaining effective public administration.

May God bless the Ghana Civil Service.

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

EXECUTIVE SUMMARY

The Ghana Civil Service is one of the Services under the Public Services of Ghana, responsible for assisting the government in the formulation and implementation of policies and programs for national development. Functioning under the Civil Service Act, 1993 (Act 327), the Service is mandated to initiate, develop, monitor, evaluate, and coordinate the implementation of government policies and programs in pursuit of national development goals.

In accordance with Section 85 (1) of the Civil Service Act, 1993 (Act 327), the Head of the Civil Service is required to submit an Annual Report detailing the administration of the Service for the preceding year. The 2024 Annual Performance Report outlines the Civil Service's key accomplishments during the reporting year and highlights areas requiring government intervention to enhance service delivery.

The report is outlined in nine (9) chapters.

Chapter One outlines the strategic framework of the Civil Service, including the core values, structure, composition, and functions of the Service as well as members of the Civil Service Council.

Chapter Two indicates the Civil Service Policy Framework for the formulation and implementation of policies and programs within the various Ministries and Departments. The Policy Framework comprises the Coordinated Program of Economic and Social Development Policies (CPESDP) 2021-2025; Medium-Term National Development Framework (MTNDF) (2022-2025); 2024 Annual Budget Statement; Excerpts from the State of the Nation's Address; and the Civil Service Performance Management System.

Chapter Three presents a detailed analysis of Human Resource Management and capacity development initiatives within the Civil Service. It focuses on staff analysis, recruitment, training and development, and career management strategies. The staff analysis highlights sex disaggregation, age categorization, occupational groupings and educational qualifications of staff from 2022 to 2024.

In 2024, the Civil Service staff strength increased by 7.87% from 17,437 to 18,810 due to new recruitments, reversing the slight decline observed between 2022 and 2023, where staff numbers dropped by 0.18% from 17,468 to 17,437. Gender analysis indicates a significant rise in both male and female staff between 2023 and 2024. Male staff increased by 6.89%, from 10,653 to 11,387, while female staff saw a sharper rise of 9.42%, from 6,784 to 7,423.

Overall, between 2022 and 2024, male staff numbers grew by 6.87%, while female staff recorded a higher increase of 8.95%. The narrowing gender gap reflects the Civil Service's strategic efforts

to promote gender specific approach to activities of the Service. This initiative aligns with broader objectives to ensure equitable representation and opportunities for all gender in the Civil Service by 2025.

The chapter further discussed the following:

Occupational Groupings

There were 72 occupational group categories within the Civil Service. The Accounts Class records the highest representation, with 3,237 staff, constituting 17% of the total workforce. This is followed by the Agriculture Officers class (1,029 or 5%), Information Officers class (1,012 or 5%), and Registrar class (923 or 5%). The gender analysis reveals that out of the 80 occupational group categories, 14 are predominantly female-dominated, while 66 are male-dominated. The gender distribution across professional and sub-professional roles reveals notable disparities. Males dominate senior professional positions, while females are more prevalent in mid-level and entry-level categories. In contrast, sub-professional roles show the opposite trend, with women holding majority of senior management positions and men being more concentrated in lower-grade roles. However, gender parity appears to be improving at the entry-level, particularly in the 30-39 age group, where Assistant Director IIA roles exhibit an almost equal representation of men (51%) and women (49%).

Career progression

Career progression trends indicate that men are more dominant in the mid-career (40-49) stage, especially in Assistant Director IIB roles (67% male), likely due to historical gender imbalances in promotion. However, in the 50-59 age group, female representation increased significantly, with women comprising 58% of Assistant Director IIA and 53% of Assistant Director IIB positions.

Educational Qualification

The Civil Service has implemented various capacity-building initiatives to bridge gaps in professional training, leadership development, and technical expertise across different categories of officers. The Professional category includes officers who have obtained a first degree or its equivalent in their academic or professional qualifications. The sub-professional category includes officers who have not yet attained a first degree or its equivalent.

The Bachelor's degrees have the highest percentage of Staff (42%,) under the professional class, followed by sub-professional Officers with WASSCE/SSCE certificates, making up 16% of the population. Under HND, 11% of staff are also under the sub-professional class. 9% of the total staff hold diploma certificates. Master's certificate holders who also come under the professional class follow in that order with 9%. One percent (1%) of officers hold professional certification.

Training and development

The Civil Service's training and development policy mandates that Ministries and Departments ensure staff receive a minimum of forty (40) hours of training annually. Additionally, the policy encourages employees to take personal initiatives in their professional development to build competencies, enhance agility, and adapt to changing circumstances.

As part of measures aimed at ensuring effectiveness and efficiency in service delivery, ten thousand, six hundred and twenty-two (10,622) 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 reason for the increase in the number of males compared to females could be attributed to the higher number of male officers who participated in the Scheme of Service training. Competency-based training had a balanced representation of one thousand, six hundred and thirty-three (1,633) males and one thousand, five hundred and seventy-nine (1,579) females. The balanced representation of both male and female staff indicates the dedication of the Civil Service to an inclusive approach to professional development.

Recruitment

The recruitment data for the Civil Service in 2024 highlights key trends in gender representation across various categories: Ministries, Departments, Office of the Head of Civil Service and the Office of the President. A total of nine hundred and sixty-seven (967) individuals were recruited, comprising five hundred and twenty-two (522) males and four hundred and forty-five (445) females. This represents an overall male-to-female ratio of 54% to 46%, indicating moderate progress towards gender balance in the Civil Service.

A total of five hundred and forty-seven (547), representing 57% of recruits, were posted to the Ministries; three hundred and sixty-three (363), constituting 38%, were assigned to Departments; and fifty-seven (57), making up 6%, were deployed to the Office of the Head of the Civil Service and the Office of the President. This distribution was guided by a comprehensive gap analysis conducted in line with the establishment levels of the respective institutions, ensuring that staffing needs were addressed in a strategic and data-informed manner.

Promotion

The OHCS in 2024 received Promotion Registers on five thousand eight hundred (5,800) officers due for promotion to the next higher grades from sixty-five (65) Civil Service institutions. Actual documents processed at the end of the period were three thousand, seven hundred and sixty-three (3,763) made up of two thousand, two hundred and thirty (2,230) males and one thousand, five hundred and thirty-three (1,533) females representing 59% and 41% respectively.

The Professional cadre comprises two thousand and ninety-three (2,093) officers, making up 57% of the total officers due for promotion. The sub-professional cadre consists of one thousand, five hundred and eighty (1,580) officers, contributing 43% to the total eligible officers. The total number of officers for promotion across both cadres was three thousand, seven hundred and sixty-three (3,763).

Chapter Four highlights' reforms implemented across different Ministries, focusing on the types of reforms, their funding sources, impacts, challenges, and recommendations. It also includes comparative assessments of funding and outcomes to provide a comprehensive understanding of reforms across the Civil Service.

During the period under review, a total of sixty-three (63) reforms were implemented Service-wide. ICT reforms constituted the highest number of reforms, with twenty-eight (28) initiatives implemented. Institutional development follows with fourteen (14), Legal/Regulatory with seven (7) reforms, two (2) in inclusive governance, three (3) reforms in Social Protection, and one (1) reform in Gender Mainstreaming. The high focus on ICT aligns with broader national and global trends towards digital governance, where governments are expected to leverage technology to drive service delivery, innovation, transparency, and accountability. However, Government is required to prioritize cybersecurity, digital literacy, and infrastructure development within the Civil Service to maximize the impact of ICT reforms.

A comparative analysis reveals that some Ministries have prioritized ICT and capacity-development reforms such as digital records and e-learning platforms, E-feedback, Online Mission Accounting Return Systems, etc., to improve work processes. Other sector Ministries in contrast have placed a stronger emphasis on operational/institutional development reforms, some on reviewing of legal/regulatory frameworks and governance structures to address gaps including provisions that were not aligned with recent developments. Investment in continuous training and development programs, strengthening cybersecurity measures, collaborations with the private sector and development partners, inter-ministerial collaboration as well as continued support by the government will be essential for advancing the implementation and sustaining of reforms in the Civil Service.

Chapter Five of the report provides an overview of the continued implementation of the Sustainable Development Goals (SDGs) in the Civil Service in 2024. Key among the seventeen (17) SDGs being implemented by the Civil Service are SDG 16 (Peace, Justice, and Strong Institutions), with 32.6% of the total efforts. SDG 9 (Industry, Innovation, and Infrastructure) follows with 9.3%, indicating notable efforts in economic and industrial development. Several goals, including SDG 3 (Good Health and Well-being), SDG 7 (Affordable and Clean Energy), SDG 8 (Decent Work and Economic Growth), and SDG 17 (Partnerships for the Goals), each

received 7%, reflecting a balanced attention to health, energy, economic growth, and global partnerships.

Chapter Six discusses gender mainstreaming initiatives within the Civil Service. Achieving gender equality and fostering an inclusive, equitable work environment is critical in the context of the Civil Service. The Affirmative Action (Gender Equity) Act, 2024 (Act 1121) enacted by Parliament in 2024 provided the legal framework for this course. The Act enjoins Public Service institutions to reserve specific seats for women in appointments, ensure gender balance in managerial and decision-making positions and the promotion of gender equity in human resource management.

The National Gender Policy, 2015, also provides additional support to the framework in this direction. The implementation of gender mainstreaming in all activities and programs of Ministries and Departments is aimed at enhancing the overall performance of the Civil Service. Some key initiatives employed to ensure the success and sustenance of the implementation of gender mainstreaming in the Service included the Rapid Institutional Gender Assessment (RIGA), and the development of Gender Action Plans (GAPs).

Chapter Seven This section outlines some key accomplishments of the Civil Service during the year under review. These are listed below:

- Passage of the Affirmative Action (Gender Equity) Act, 2024 (Act 1121)
- Preparation of 2024 Handing-Over Notes and support for the transition process
- Implementation of the National Plastic Management Policy
- Development of the Ghana Tourism Policy and Revision of the Culture Policy
- Commissioning of 16 Public Employment Centres (PECs) across the Country
- Integration of the Ghanaian Diaspora in National Development
- Sensitization Programmes on Sexual and Gender-Based Violence, Teenage Pregnancy, and Harmful Cultural Practices
- Construction of Forward Operating Base
- Export Development
- Road Rehabilitation and Maintenance
- Improvement in Domestic Revenue Mobilization
- Facilitation of Ghanaians in High-Level Positions in International Organizations
- Promotion of Economic Diplomacy
- Procurement and Distribution of Light Cleansing Equipment
- Fight Against Corruption and Economic Crime
- Improving Access to Justice and Accountability
- Development of a Strategic Framework for One-Stop-Shops (OSS) for Service Delivery

- Organization of the 2024 Civil Service Week Celebration and 2023 Awards Ceremony
- Establishment of the National Farmer Database
- Ghana Digital Acceleration Program
- Implementation of the International Monetary Fund (IMF) Program
- Implementation of the YouStart Program
- National Electrification Schemes
- Preparation of National Register of Public Lands and Official Assets

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

The major challenges encountered by the Civil Service included the following:

- Inadequate Office Space
- Funding Constraints
- Limited Technological Resources
- Encroachment on Lands and Illegal Mining Activities
- Infrastructure and Logistics Deficiencies
- Weak Legal and Regulatory Frameworks
- Political-Administrative Interface
- Declining Human Resource Capacity building

The following measures to mitigate the above challenges are recommended for the consideration of Government.

- Improvement of Office Facilities and Accommodation
- Timely Release and Diversification of Funding Sources
- Provision of Adequate Logistics and Resources
- Protection of Government Lands
- Strengthening the Legal and Regulatory Framework
- Strengthening Political administrative interface
- Robust Human Resource Capacity building initiatives

The Civil Service made significant progress in 2024, driven by the collective efforts of the Civil Service Council, management, staff, and key stakeholders. A major achievement was its critical role in ensuring a smooth transition under the Presidential (Transition) Act, 2012 (Act 845). The Service provided administrative and technical support, facilitated the preparation of comprehensive handing-over notes, and coordinated transition activities to sustain governance continuity across Ministries, Departments, and Agencies.

Despite these accomplishments, key challenges persist and require urgent attention from the Government and stakeholders to enhance efficiency. Looking ahead, the Civil Service remains committed to strengthening institutional capacity, improving policy implementation, and ensuring a seamless transition process that fosters governance stability and national development.

CHAPTER ONE

1.0. OVERVIEW OF THE CIVIL SERVICE

1.1. Introduction

The Civil Service is one of the Services under the Public Service of Ghana, responsible for the formulation and implementation of policies and programs to drive national development. Operating under the Civil Service Act, 1993 (Act 327), the Service is mandated to initiate, develop, monitor, evaluate, and coordinate the implementation of government policies and programs in pursuit of national development goals.

The Civil Service, as of 2024, was made up of the Office of the President, the Office of the Head of the Civil Service (OHCS), 28 Ministries and 23 Departments. These entities are responsible for policymaking, administration, and undertaking service delivery to ensure effective policy formulation and implementation.

In its quest for excellence, the Civil Service is actively implementing continuous reforms, such as digitalizing work processes, fostering collaborative research initiatives, enhancing performance management systems, strengthening institutional culture, building staff capacity, and improving regulatory and administrative frameworks. These efforts aim to modernize the Civil Service, enabling it to adapt to contemporary challenges and improve efficiency. By enhancing service delivery, boosting productivity, and ensuring responsiveness to the evolving needs of the public, these reforms will help create a more effective, accountable, and sustainable Civil Service, ultimately leading to better governance and public service outcomes.

As mandated by Section 85(1) of the Civil Service Act, 1993 (Act 327), the Head of the Civil Service is required to prepare an Annual Report on the administration of the Civil Service. The 2024 Annual Performance Report highlights the Civil Service's achievements during the year and identifies areas that require government attention to improve service delivery.

1.2. Strategic Framework of the Civil Service

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

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

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

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

1.3. Functions of the Civil Service

As outlined in Section 3(1) of the Civil Service Act, 1993 (Act 327), the Service performs the following functions:

- 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.

The Civil Service collaborates with other government agencies to ensure effective execution of its mandate.

1.4. Core Values

The core values of the Civil Service are:

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

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

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

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

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

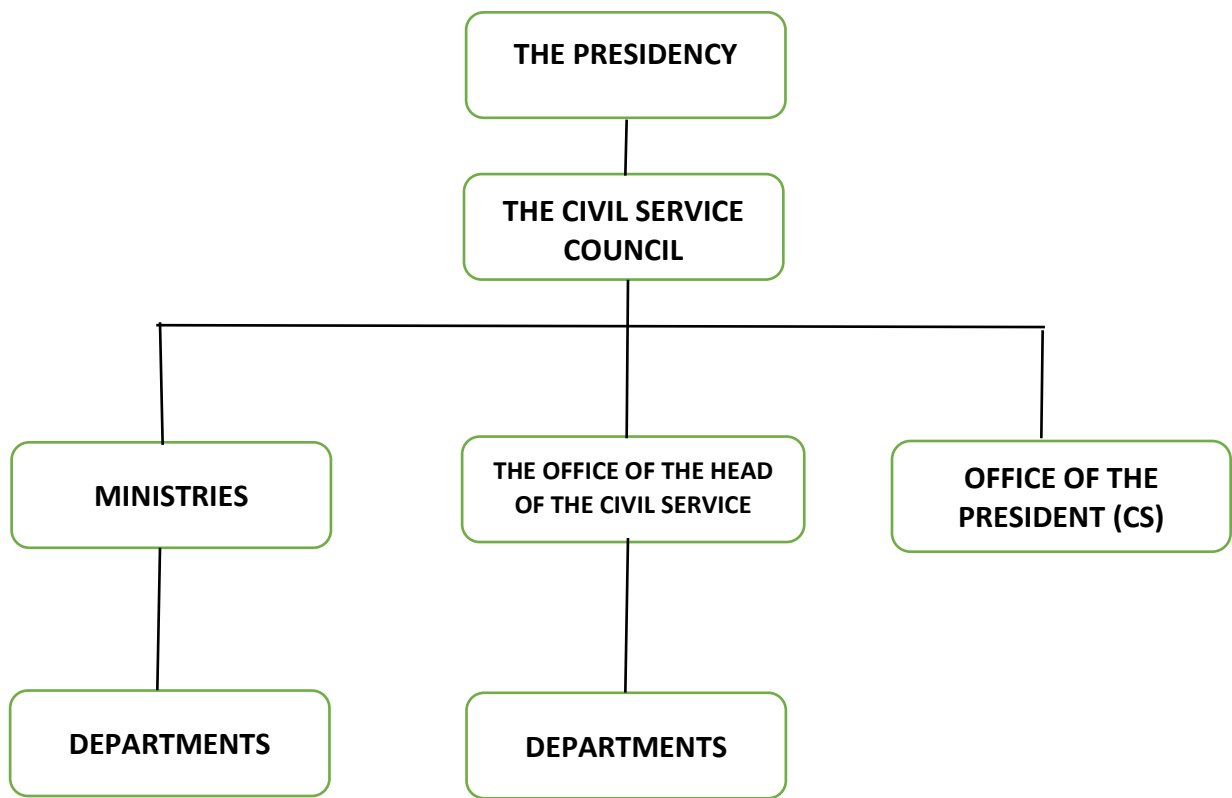
Professionalism- The Civil Service is committed to the pursuit of excellence and the highest professional standards in all aspects of its work. It maintains skilled, qualified and highly

competent officers whose continued professional and personal development are ensured through training and development and are rewarded for initiative and hard work.

1.5. Structure of the Civil Service

The Civil Service operates under the leadership of the Presidency, which provides strategic and political direction. Section 35(1) of the Civil Service Act (Act 327) establishes the Civil Service Council as its governing body, with members appointed by the President. The 2024 Civil Service Council was sworn into office by His Excellency the Vice President of the Republic of Ghana on 12th November, 2021.

Figure 1. 1: Organogram of the Civil Service



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

1.6. Members of the Civil Service Council

During the review period, the Civil Service Council suffered the loss of Dr. Kodjo E. Mensah-Abrampa, the representative of the National Development Planning Commission (NDPC). This

sad event reduced the Council's membership to seven. As of December, 2024, members of the Civil Service Council were as follows:

Names	Role on Council
1. Justice Rose Constance Owusu (Rtd.)	Chairperson
2. Dr. Evans Aggrey - Darkoh (Head of the Civil Service)	Member
3. Mr. Edwin P. D. Barnes (Retired Civil Service Staff)	Member
4. Justice Henrietta A. Abban (Retired Justice of the Superior Court)	Member
5. Mr. Isaac Bampoe Addo (CLOGSAG Representative)	Member
6. Mr. Isaac T. Adjovu	Member
7. Mrs. Dina Hammond	Member

1.7. Composition of the Civil Service

The Ghana Civil Service comprises the following:

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

a) Office of the Head of the Civil Service

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

The OHCS performs the following functions:

- Develops and 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 analysis for productivity improvement in the Civil Service, and

- Designs and institutionalize structures and systems to facilitate delivery of value for money procurement and audit.

b) Office of the President

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

c) Ministries

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

A Ministry performs the following functions:

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

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

d) Departments

A Civil Service Department is mandated to undertake the implementation functions for which it was established. Within the Ghana Civil Service, there are 23 Departments. The functions of the Civil Service Departments according to Section 14 of the Civil Service Act include:

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

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

1.8. Organisation of the Report

This report is organised into eight chapters to ensure clarity, comprehensiveness, and provide a forward-looking perspective to guide future planning and decision-making. Chapter One outlines the strategic framework for the Civil Service, while Chapter Two presents the Civil Service Policy Framework for the development of policies and programs. Chapter Three provides a detailed analysis of human resource management, staff capacity development, and their impact on government decision-making. Chapters Four and Five focus on Civil Service reforms and the implementation of the Sustainable Development Goals (SDGs), respectively. Chapter Six delves into gender mainstreaming, highlighting gender representation and activities within the Civil Service. Chapter Seven reviews key sector achievements and their potential impact on Ghana's development. Finally, chapter Eight identifies challenges faced by the Civil Service in fulfilling its mandate during the performance year, offering recommendations for government action and provides a conclusion for the report.

CHAPTER TWO

2.0. POLICY FRAMEWORK

2.1.Introduction

Formulation and implementation of the 2024 Policy for the Ghana Civil Service was generated from the documents below:

- a) Coordinated Program of Economic and Social Development Policies (CPESDP) 2021-2025,
- b) Medium-Term National Development Framework (MTNDF) (2022-2025),
- c) 2023 Annual Budget Statement,
- d) State of the Nation Address, and
- e) Civil Service Performance Management System.

2.2. Coordinated Program of Economic and Social Development Policies (CPESDP) 2021-2025

The Coordinated Program of Economic and Social Development Policies (CPESDP) 2021-2025, themed "Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All," focuses on diversifying the economy, strengthening productive capacity, and promoting inclusive growth. It prioritizes job creation, democratic governance, and the fight against corruption, while emphasizing resource mobilization, digitization, infrastructure development, and public safety. The Program aims to reduce aid dependence and foster national transformation through a shift in attitudes and maximizing citizens' potential to build a self-sufficient, prosperous nation.

The Civil Service played a crucial role in achieving the outcomes of the CPESDP by effectively implementing government policies, overseeing infrastructure projects, and ensuring equitable resource distribution to create a skilled and healthy population, as well as improving the country's energy and transport networks.

Through efficient coordination, monitoring, and transparent service delivery, the Civil Service supported sustainable growth and ensured the long-term success of the CPESDP.

(Source: The Coordinated Program of Economic and Social Development Policies (2021-2025), November 2022)

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

The vision of the Agenda for Jobs II (2022-2025) is to 'create an equal opportunity, optimistic, self-confident and a prosperous nation, by taking advantage of Ghana's human and natural resources and working within a democratic, free and fair society where everyone can have equal access to economic opportunities where mutual trust exists. Guidelines were made available for

Sector Ministries to generate and implement a four-year Medium-Term Development Framework which later changed to the Sector Medium-Term Development Plan. This document was used to prepare the annual budgets for Sector Ministries under the Agenda for Jobs II (2022-2025) program. To achieve this Agenda II vision, Civil Service institutions implemented policies and programs that aligned with the Medium-Term National Development Policy Framework.

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

The SDGs and Agenda 2063 have been rolled into the Medium-Term National Development Policy Framework (MTNDPF) 2022-2025 and comes with systems for monitoring and evaluation. The principle of equity which highlights the plight of the marginalized, disempowered and excluded groups for consideration into the share of the national cake, to ensure that no one is left behind, is at the core of the SDGs.

Government, Private Organizations, Civil Service Institutions, Donor Partners, Traditional and Religious Bodies and Citizens have the collaborative responsibility to ensure that, the four (4) pedestals of sustainable development which are Economic, Social, Environmental and Institutional development are realised.

Success is being achieved through the formulation and implementation of coherent administrative, legal and policy documents and mechanisms, better integration of the programs of Sector Ministries to accomplish the SDG set targets.

To facilitate the allocation and expenditure of government on each SDG target, the Ministry of Finance has set up an SDG Budget Tracking Mechanism. The tracking mechanism measures government's commitment to the goals and whether government has stayed with the proposed budget expenditure.

(Source: National Medium-Term Development Policy Framework 2022-2025 by NDPC, December 2021)

2.4. 2024 Budget Statement

The government's 2024 Budget Statement was premised on the theme: "Restoring and Sustaining Macroeconomic Stability and Resilience through Inclusive Growth and Value Addition". The 2024 Budget provided a comprehensive breakdown of Ministries and Departments budgetary allocations in total employee Compensations, Goods and Services and CAPEX from Government of Ghana (GoG), Internally Generated Funds (IGF), Donors and Other fund sources. A total of GH¢81,619,875,110 was allocated to Civil Service institutions (Sector Ministries). The Compensation of Employees accounted for GH¢39,486,043,825, Goods and Services accounted for GH¢21,489,856,107 and CAPEX accounted for GH¢20,643,975,178.

Resource Mobilized and Allocated

Total Revenue and Grants was projected at GH¢143,956 million (18.0% of GDP) and was underpinned by permanent revenue measures - largely Tax revenue measures - amounting to 1.35 percent of GDP as outlined in the revenue measures. Out of the Total Revenue and Grants amount of GH¢143,956 million, Domestic Revenue from Tax, Oil and Gas receipts, non-tax receipts and Other Revenue, was estimated at GH¢141,552 million and represented an annual growth of 46.6 percent over the projected out-turn for 2023.

The total expenditure (including clearance of Arrears) for 2024 was projected at GH¢205,431 million (25.6% of GDP). This estimate showed a contraction of 0.3 percentage points of GDP in primary expenditures (commitment basis) compared to the projected out-turn in 2023 and a demonstration of Government's resolve to consolidate its public finances in a credible and sustainable manner. This led to low-income generation affecting the implementation of sector policies and programs for desired outcome.

Budget Balances and Financing Operations for 2024

Based on the estimates for Total Revenue and Grants and Total Expenditure (commitment), the projected overall balance on commitment basis was a deficit of GH¢50.1 billion, equivalent to 4.8 percent of GDP. The corresponding Primary balance on commitment basis was a surplus of GH¢5.7 billion, equivalent to 0.5 percent of GDP.

(Source: <https://mofep.gov.gh/sites/default/files/budget-statements/2024-Budget-Highlights.pdf> / <https://mofep.gov.gh/sites/default/files/news/2024-Citizens-Budget.pdf>)

2.5. Excerpts from the State of the Nation's Address for Sector Consideration

Government rolled out plans to address urgent economic setbacks in the 2024 message on the State of the Nation focusing on upgrading sector performance. The earmarked program covered education which, the free SHS received mention with the enrolment of 509,925 first year students in 2024. The year of return as well as December in GH, continued to project Ghana as an attractive destination for tourists. Modernisation of the Kwame Nkrumah memorial park also saw an increase in the number of visitors both international and local tourists to 208,557 between July to December since its refurbishment in July 2023. The refurbished National Museum gallery also received over 35,000 visitors within the same year, 2023. Government, through the Ministry of Tourism, built the Kente Museum at Bonwire in the Ashanti region. All these helped boost and promoted tourism in the country.

In the 2024 State of the Nation Address, the government outlined plans to address pressing economic challenges by enhancing sector performance. Key initiatives highlighted include:

Education

The Free Senior High School (SHS) program under the Ministry of Education received special recognition, with 509,925 first-year students enrolled in 2024. The Free SHS and Free TVET policies, had enabled 5.7 million young Ghanaians to access secondary education. The roll out of government's flagship education policy i.e. the free SHS, saw an increase in the enrolment of students into various secondary educational institutions across the country. Notably among them were the Technical and Vocational Education and Training (TVET) and STEM (Science, Technology, Engineering, and Mathematics) institutions. 60,481 new students were enrolled in various Government TVET institutions for the 2023/2024 academic year. To enhance and upgrade the quality of graduates from these institutions, government invested over GH¢700,000 in research and book allowances since 2020 till present.

Government also supplied 51,508 furniture, 9.5m basic school textbooks and 273,075 teachers guide across the country. 23 Technical and Vocational institutes were accredited to implement Competency Based Training (CBT) and 1,861 CBT learners were issued with certificates on the National TVET Qualification Framework. 35 Technical institutes underwent upgrading and modernisation across the country to increase access and the quality of delivery of TVET education in Ghana. 70,000 basic school teachers underwent training to form a solid human capital base to enhance the quality of education and improve learning outcomes and help government achieve the stated objective.

Tourism Development

Through the Ministry of Tourism, Arts and Culture, Ghana continued to position itself as a premier tourist destination through initiatives like the; "Year of Return" and "December in GH", which significantly boosted the country's global appeal. The “Year of Return” initiative attracted over 1.5 million visitors.

The modernized Kwame Nkrumah Memorial Park attracted 208,557 visitors, both local and international, between July and December 2023, following its refurbishment.

Agriculture

Through the Ministry of Agriculture, the phase 11 of the Planting for Food and Jobs program was launched. This initiative sets out a 5-year agenda to ensure food self-sufficiency and resilience by selecting 11 priority products namely maize, rice, soybean, sorghum, tomato, pepper, onion, cassava, yam, plantain and poultry in the immediate, short, medium and long terms. This initiative led to a reduction in rice importation by 400,000 metric tonnes in 2023. The price per bag of cocoa increased from GH¢800 to GH¢1,300 during the cocoa season. Maize production saw a remarkable 110 percent increase, while the implementation of the Living Income Differential policy ensured

fairer prices for cocoa farmers, enhancing agricultural productivity and improving farmer livelihoods.

Fisheries and Aquaculture Development

Government through the Ministry of Fisheries and Aquaculture Development completed the construction of 12 coastal fish landing sites at Axim and Dixcove (Western region), Moree, Mumford, Winneba, Senya Bereku, Gomoa Feteh, Otum and Mfantseman (Central region), Teshie and Osu (Greater Accra region) and Keta in the Volta region. Elmina and James Town Fishing Harbours were commissioned for operationalization.

Energy

Electricity access expanded, with 207 communities connected to the grid, raising the national access rate to 88.85%. Plans to connect 400 additional communities are underway, aiming for universal access. Renewable energy was also advanced, with solar PV projects increasing solar energy's share to 3.2%. Ongoing efforts include the construction of additional solar capacity and mini grids, aiming to achieve a 10% renewable energy share by 2030.

Looking ahead, the relocation of the 250 Mega Watts Ameri Plant to Kumasi was to be continued, and the development of nuclear energy remained a key focus, with a target of 30% nuclear electricity by 2070. Additionally, local participation in the oil and gas sector was set to grow, with 150 young Ghanaians trained for industry roles. These initiatives were designed to support a sustainable and self-reliant energy future for the country.

Mining

The Ministry of Lands and Natural Resources achieved significant milestones. By reducing the withholding tax on unprocessed gold for small-scale miners from 3% to 1.5%, the ministry facilitated a remarkable 900% increase in gold exports over the past two years. Additionally, under the Green Ghana Project, the government planted over 42 million trees to restore degraded forests, demonstrating its commitment to environmental sustainability and climate action.

Infrastructure Development

To promote the rule of law, government through the Ministry of Local Government, Decentralisation and Rural Development and the District Assembly Common Fund, completed the construction of the remaining 148 out of the total 221 court houses and bungalows across the country during the year under review. Also, the construction of the 12 storey Law House to

accommodate State Attorneys was completed and commissioned by the President during the year under review.

Government undertook critical reforms to strengthen Ghana's judiciary, enhancing both capacity and accessibility. Key achievements included the construction and completion of 90 courthouses. The establishment of the Court of Appeal complex in Kumasi, along with 20 townhouses and a guesthouse for Justices in the northern sector was to reduce delays in justice delivery. Additionally, the implementation of the e-justice system has digitised case management and streamlined processes, solidifying the judiciary's role as a bulwark of Ghana's democracy and development.

The Ministry of Education embarked on a transformative journey to enhance STEM education in Ghana, demonstrating its commitment to fostering innovation and technological advancement. As part of this initiative, 20 STEM centres, 10 model STEM Senior High Schools, and 186 new science laboratories have been constructed nationwide.

As part of efforts to enhance healthcare infrastructure under the Agenda 111 initiative, The Ministry of Health, through the Ghana Health Service successfully completed the construction of three hospitals. As part of its policy direction, the Ministry of Roads and Highways, through its Departments and Agencies, prioritized the expansion and modernization of the road network, resulting in the construction of over 12,000 kilometres of roads to improve connectivity and transportation efficiency nationwide.

Through the Ministry of Transport, the Takoradi Harbour was transformed into a world-class facility, culminating in the commissioning of an Oil and Gas Services Terminal by the President in 2024.

Through the Ministry of Works and Housing, efforts to improve the housing sector, one thousand and seventy-two (1,072) affordable homes were built and broke ground for an additional eight hundred (800) in Kpone in the Greater Accra Region have been built. The National Homeownership Fund, which is delivering 534 homes in Tema Community 22 was established. 1,000 homes were delivered to the security services, while 600 homes through the Bungalow Redevelopment Program are yet to be delivered to public servants.

YouStart Program for Youth and Women

Out of a total of 50,000 trained youth under the above program so far, government provided a total of GH¢51,866,369.31 million from a World Bank support to 4,174 young entrepreneurs across the country in 2024. These grants were processed by the Ghana Enterprise Agency (GEA) for full operationalization. Through the National Entrepreneurship and Innovations Program (NEIP) and the Ghana Enterprises Agency initiatives, government supported 1.6 million Ghanaians, contributing to the creation of over 100,000 jobs and fostering entrepreneurship and economic growth.

Health Sector Employment and Support

Ghana currently has a 42% shortage of health professionals needed to attend to the various health concerns of patients. To address the workforce demands of the health sector, the Ministry of Health through the Ghana Health Service recruited a total number of 15,429 health workers to augment the existing health sector work force across the country during the year under review. This number comprised 15,200 nurses and midwives as well as 229 doctors and dentists. Government absorbed the treatment costs of kidney patients under 18 and above 60 years under the National Health Insurance Scheme (NHIS).

Environmental Emission Reduction and Forest Management

In 2024, Ghana made significant strides in its environmental policies. The country became the second in Africa and the third globally to receive results-based payments from the World Bank's Carbon Fund, recognizing its efforts to reduce emissions under the Ghana Cocoa REDD+ Program. Additionally, Ghana successfully completed all the necessary steps outlined in its Voluntary Partnership Agreement (VPA) with the European Union. As a result, starting in June 2024, Ghana became the first African country, and the second in the world to issue Forest Law Enforcement, Governance, and Trade (FLEGT) licenses.

(Source: The President's State of the Nation's address on 27th February, 2024 and 3rd January, 2025 - <https://www.parliament.gh/publications?journals>)

2.6. Civil Service Performance Management System

In 2019, the Office of the Head of the Civil Service (OHCS) enhanced the performance management tools used in the Civil Service. These tools targeted at Chief Directors, Directors and analogous grades, and staff appraisal were reviewed to focus on target setting, strengthen research and information management, and improve client service delivery.

Various actors within Ministries and Departments follow specific procedures to implement the performance management system. The process employs four primary tools:

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

These tools enforce accountability and responsiveness in government administration by providing an objective and participatory appraisal process.

The OHCS introduced the Electronic Staff Performance Appraisal (e-SPA) system in 2021 to enhance the efficiency and effectiveness of the performance management system in the Civil Service and improve compliance and performance reporting.

During the period under review, eighty-five percent (85%) of eligible officers participated in the appraisal process, while fifteen percent did not, due to factors such as retirement, study leave, leave of absence, resignation, or failure to be approved before the system closed. The number of eligible officers increased by nine percent compared to the previous year, largely due to measures implemented by the Office to enforce compliance, including withholding HR facilities from non-compliant officers.

Despite these advancements, systemic challenges arose in the implementation process. These included the disruption of continuity caused by officer postings after the planning phase, and technical issues such as dashboard access problems, coding errors, and poor internet connectivity. The OHCS is actively collaborating with the system developer to resolve these issues and ensure the efficient operation of the E-SPAR system across Ministries and Departments. Additionally, the Office has initiated the expansion of the E-SPAR system to include Directors, Heads of Departments, and Chief Directors.

(Source: 2024 Service-wide mid-year Staff Performance Appraisal Report)

CHAPTER THREE

3.0. HUMAN RESOURCE ANALYSIS

3.1.Introduction

This chapter provides an analysis of human resource management and capacity development initiatives within the Civil Service. It focuses on staff analysis, recruitment, training and development and career management strategies.

3.2. Staff Analysis

The staff analysis covers sex disaggregation, age categorization, occupational groupings, and educational qualifications of staff from 2022 to 2024.

3.2.1. Sex Disaggregation

Sex disaggregation in the Civil Service is conducted to identify trends, disparities, and shifts in gender representation over time. The analysis sheds light on the overall gender balance, tracks changes across different years, and highlights both areas of progress and concern in the pursuit of gender equity. These analyses are critical for developing informed gender policies that promote a balanced and equitable workplace.

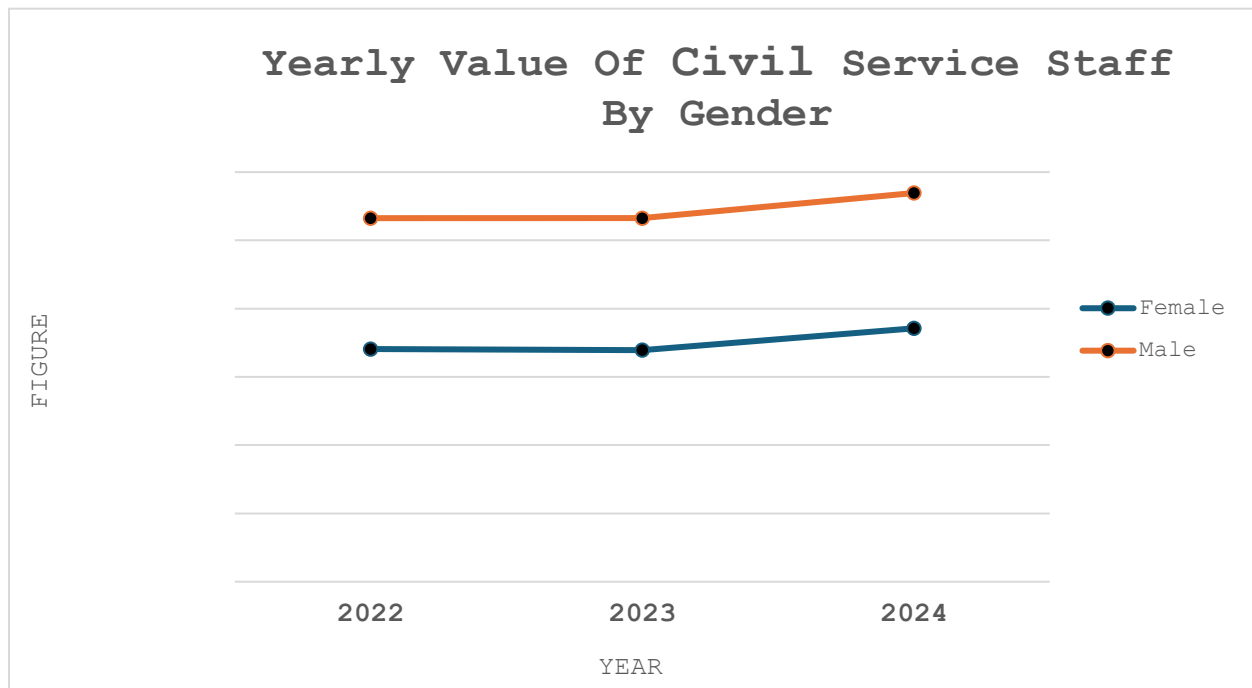
Table 3. 1: Civil Service Staff Strength

Sex Disaggregation												
YEARS	MINISTRIES			DEPARTMENTS			OHCS AND OOP			TOTAL		
	Males	Fem	Total	Males	Fem	Total	Males	Fem	Total	Males	Fem	Totals
2022	4,243	2,816	7,059	5,823	3,558	9,381	589	439	1,028	10,655	6,813	17,468
2023	4,092	2,699	6,791	5,828	3,579	9,407	733	506	1,239	10,653	6,784	17,437
2024	4,383	2,922	7,305	6,253	3,973	10,226	751	528	1,279	11,387	7,423	18,810

Source: Civil Service Data Base, 2024

The data reveals a decrease of 0.18% from 2022 to 2023 and an increase of 7.87% from 2023 to 2024 in the number of Civil Service staff. The increase in staff numbers (7.68% from 2022 to 2024) is attributed to factors such as newly recruited officers into the Service in the reporting year.

Figure 3. 1: Civil Service Staff strength disaggregated by gender

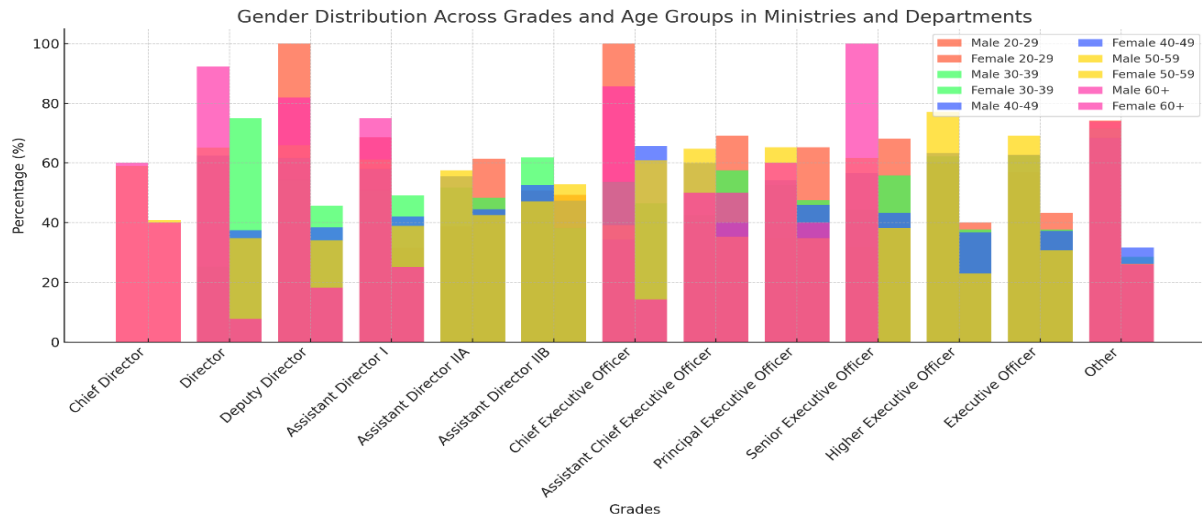


The graph shows a slight decrease in both male and female populations from 2022 to 2023, but an upward trend is observed from 2023 to 2024 in both the male and female populations.

The male demographic experienced a slight decline of 0.02% between 2022 and 2023, followed by a significant increase of 6.89% from 2023 to 2024. Similarly, the female staff population saw a 0.43% decrease from 2022 to 2023, then rose sharply by 9.42% from 2023 to 2024. Overall, male staff numbers increased by 6.87% between 2022 and 2024, while female staff recorded a higher increase of 8.95%. The slight gender disparity observed is a deliberate outcome of the Office of the Head of the Civil Service's strategic commitment to promoting gender balance within the Civil Service. This approach aligns with broader objectives aimed at narrowing the gender gap by 2025, ensuring equitable representation and opportunities for all genders in the Civil Service

3.2.2. Age and Sex Disaggregation by Grade Levels

Figure 3. 2: Gender Distribution across grades and age groups



The gender distribution across professional and sub-professional roles highlights significant disparities. In professional roles, males dominate senior positions, while females are more prevalent in mid-level and entry-level categories. Conversely, in sub-professional roles, females hold a majority in senior positions, whereas males are more concentrated in lower-grade role.

The data indicates age and gender dynamics across different grades. The increasing female representation with age, particularly in the higher grades (Assistant Director IIA and IIB), indicates that there may be a delayed but significant career progression for women, which could be a result of factors such as societal expectations, career interruptions (example, maternity leave), or barriers to promotion that women face earlier in their careers. However, this trend also suggests that as women gain more experience and seniority, they can advance to higher leadership roles, reducing the gender gap in the senior ranks.

There is a gender parity among younger age groups. In the 30-39 age group for Assistant Director IIA and analogous grades, there is a near-perfect gender balance (51% male, 49% female). This suggests that gender parity is being achieved in the younger ranks of these grades, indicating that there is likely equitable access to career advancement for both men and women in the early stages of their careers.

Male dominates in Mid-Career 40-49 age group: For both Assistant Director IIA and IIB grades, males dominate in the 40-49 age group, though the gender disparity is more pronounced in the IIB group (67% male). This could be due to a combination of factors such as historical gender imbalances in career advancement, gendered expectations in professional growth, or differences in the career paths of males and female officers.

There is a shift toward female representation in older age groups (50-59 age group). In the 50-59 age group, female representation increases significantly in Assistant Director IIA roles, with women making up 58% of this group. In Assistant Director IIB, the gender gap narrows, with 53% female and 47% male. This could imply that over time, as women continue to progress in their careers, they begin to outnumber men or at least reach near parity. This trend suggests a positive shift toward gender equity as women gain more leadership experience and opportunities in the Civil Service.

The data implies that while men might have historically dominated leadership roles earlier in their careers, the increasing representation of women in the older age categories (especially in Assistant Director IIA roles) suggests that women are increasingly achieving high-level positions in the Civil Service as they accumulate more experience. This might reflect the impact of policies aimed at promoting gender equality in the Civil service, which could be fostering greater opportunities for women to rise to leadership roles. Addressing gender disparities requires targeted interventions, such as mentorship programs for women in professional roles, leadership training for mid-career female employees, and gender-responsive promotion policies. Bridging this gap would enhance inclusivity and ensure that talent is maximized across both professional and sub-professional levels.

3.2.3. Occupational Groupings

Figure 3.2 presents a statistical overview of occupational groupings within the Civil Service, comprising a total of 72 distinct categories. The Accounts class records the highest representation, with three thousand, two hundred and thirty-seven (3,237) officers constituting 17% of the total workforce. This is followed by the Agriculture Officers class (5%), Information Officers class (5%), and Registrar class (5%).

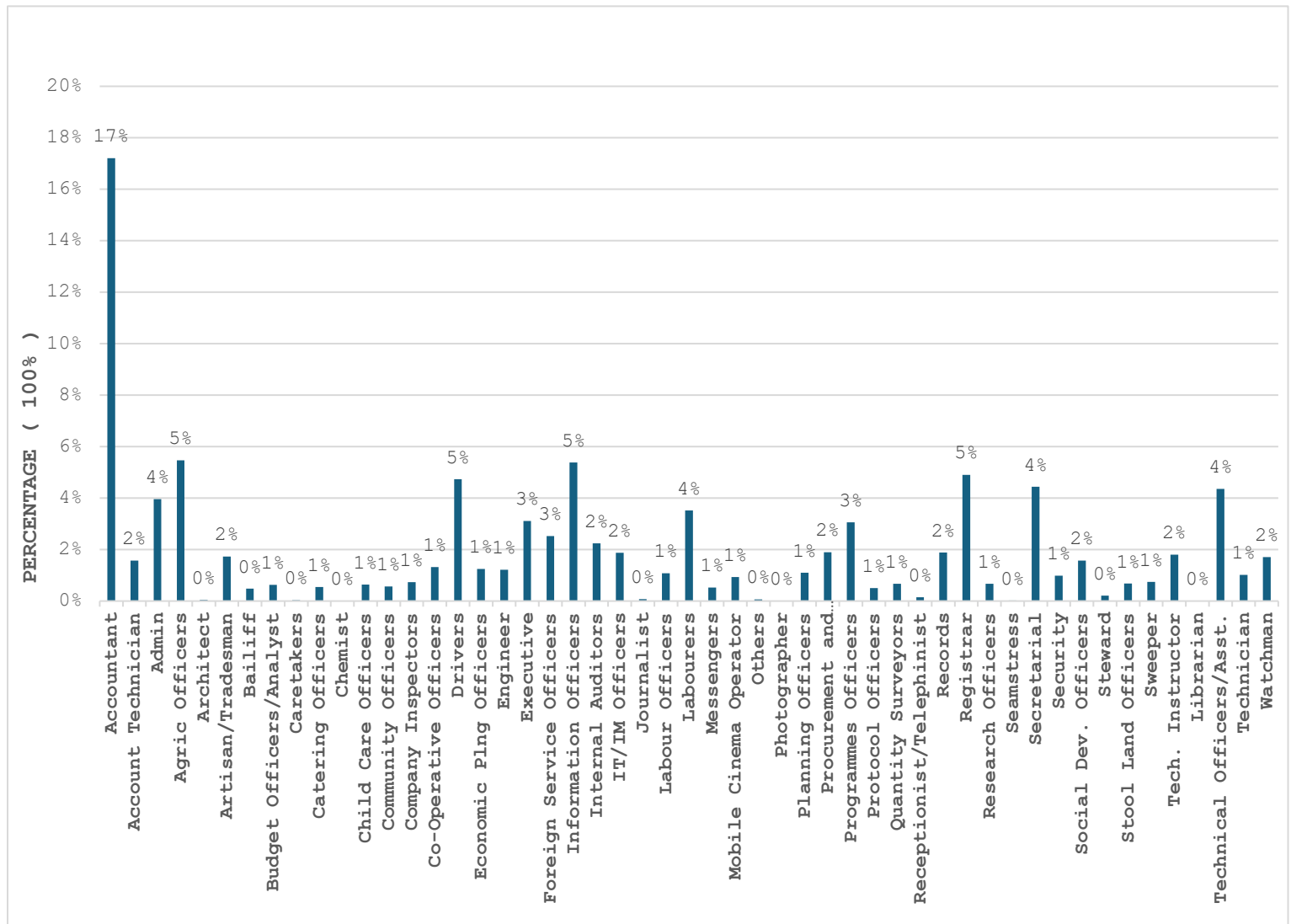
The fifth, sixth, and seventh largest groups are the Driver class (890 or 5%), Secretarial class (4%), and Technical Officers/Assistants (4%), respectively. The IT/IM class ranks sixteenth, with (2%), reflecting a deliberate effort to support digitalization by increasing IT officer representation in the Civil Service. At the lower end, several Classes have fewer than 10 officers, including Architect (9), Caretakers (6), Seamstress (4), and Chemist (3), among others.

The gender analysis reveals that out of the eighty (80) occupational categories, fourteen (14) are predominantly female-dominated, while sixty-six (66) are male-dominated. Female-dominated categories include the Administrative, Catering, Childcare, Foreign Service, Programme Officers, Protocol, and Secretarial Classes, among others. Appendix 4 provide a details breakdown of these findings.

Figure 3.3 illustrates the staff percentages of the various Occupational groups in the Civil Service.

It is observed that the Accounting Class has the highest representation, while the Librarian class is one of lowest representation of the classes.

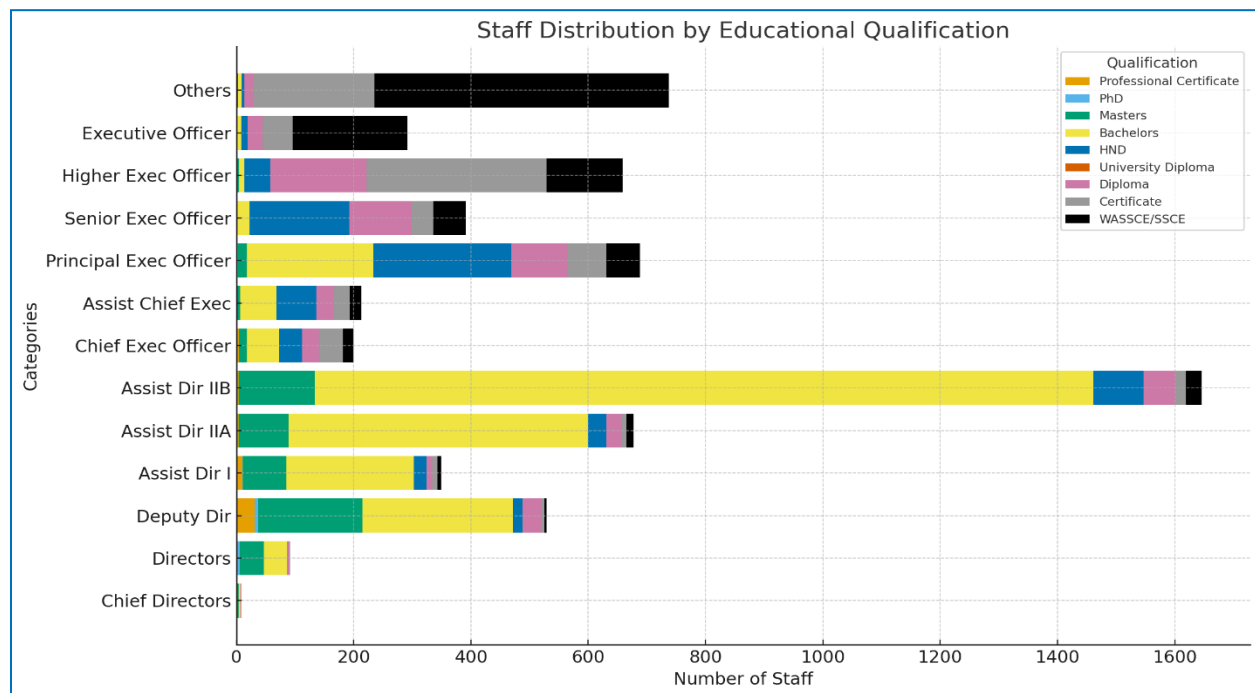
Figure 3. 3: Occupational Groupings



3.2.4. Educational Qualification

Understanding the educational profile of employees is key for workforce planning, skill alignment, and capacity building, ensuring that the organization remains competitive and well-positioned to meet its strategic objectives. This analysis presents the educational qualifications of employees of the Civil Service.

Figure 3. 4: Staff distribution by Education Qualification



The Civil Service has implemented various capacity-building initiatives to bridge gaps in professional training, leadership development, and technical expertise across different categories of officers. The categories of staff include the professional and sub-professional categories of officers. The professional category includes officers who have obtained a first degree or its equivalent in their academic or professional qualifications. Sub-professional category includes officers who have not yet attained a first degree or its equivalent.

The Bachelor's degree has the highest number (2731), with 1327 being in the position of Assist Dir IIB/Analogous. There are One thousand and twenty-five (1,025) of staff with WASSCE/SSCE, seven hundred and seventy-five (775) have Certificates with three hundred and seven (307) of them being in the grade of Higher Executive Officer/ Analogous (Including those on levels 13 and 14). Under HND, there are seven hundred and twenty-six (726) staff, of which two hundred and thirty-five (235) are in the grade of Principal Executive Officer/Analogous (Including sub-professionals on level 17). Staff that have Diploma are five hundred and ninety-seven (597) of the total staff. One hundred and sixty-four (164) officers of officers with Diploma in the grades of Higher Executive Officer/ Analogous (Including levels 13 and 14). Five hundred and fifty-four (554) of the staff hold a Master's degree, and one hundred and seventy-eight (178) officers are in the grade of Deputy Director/ Analogous (including those on level 22).

Recognizing the importance of leadership, the Civil Service has developed Continuous Professional Development (CPD) programs, specialized training in policy implementation, finance, and governance, and leadership succession initiatives to prepare Deputy Directors for senior roles.

The sub professional category in the Civil Service has prioritized mandatory ICT training to improve digital record-keeping, data management, and operational efficiency. Additionally, a structured career progression framework has been introduced to support long-term professional growth, alongside mentorship programs that facilitate skills transfer between experienced professionals and junior staff.

Generally, the Civil Service has made significant efforts in promoting capacity-building initiatives at all levels. Leadership development, technical skills training, digital literacy, and career progression programs have been implemented to enhance productivity, strengthen governance, and improve service delivery. By continuously investing in professional development, the Civil Service aims to build a highly skilled and efficient workforce that meets modern administrative standards and demands.

3.2.5. Age Categorization

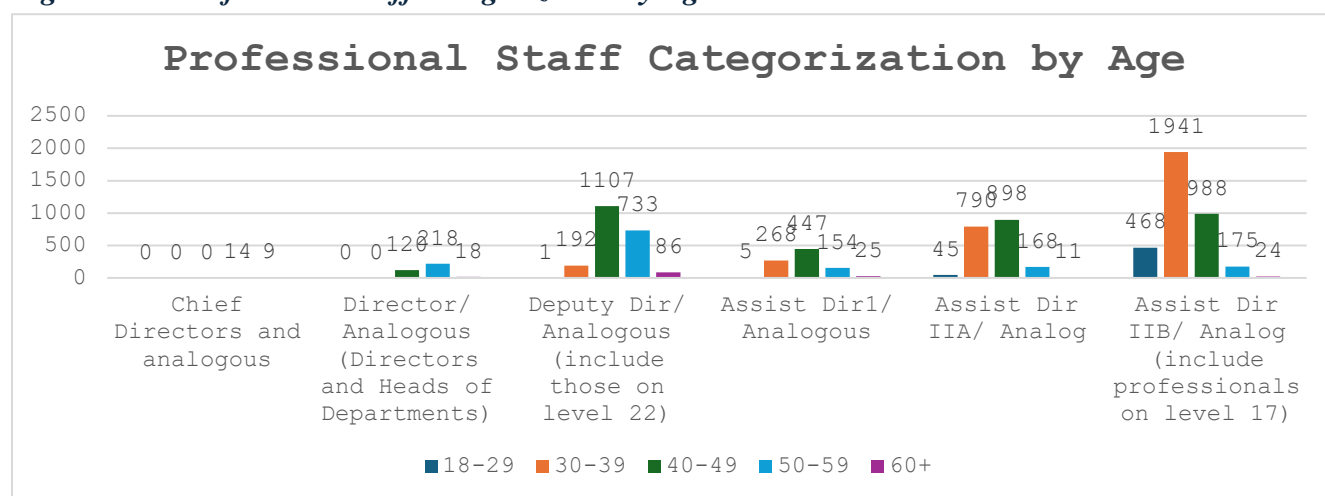
The age distribution within the Professional Staff category of the Civil Service indicates a workforce predominantly within the 40–59 age range. This underscores the urgency of structured succession planning and leadership development initiatives to ensure continuity in public service delivery.

At the Chief Director level, 61% were between 50–59 years, while 39% were aged 60 and above. The presence of Chief Directors beyond the official retirement age suggests a strategic approach to preserving institutional knowledge before their eventual exit. However, this trend has potential negative implications, including limited career progression for younger, qualified officers awaiting leadership opportunities. This situation may lead to frustration, reduced motivation, and possible attrition of talented Civil Service staff. While preserving institutional knowledge is important, the development and implementation of a structured mentorship and succession planning program by OHCS and sector Ministries should be prioritized to ensure effective knowledge transfer.

Among Directors, 61% are aged 50–59 years, while 34% fall within the 40–49 age bracket. 5% are above 60. The increased number of Directors in the 50–59 underscores the need for proactive leadership succession strategies. Similarly, 52% of Deputy Directors are concentrated in the 40–49 age bracket and 35% between 50–59 years with only 9% are between the ages 30–39.

At the Assistant Director I level, 67% are aged 40–59, while 30% are in the 30–39 category. The Assistant Director IIA grade follows a similar pattern, with 56% aged 40–59 and 41% between 30–39 years. In contrast, Assistant Director IIB officers exhibit a slightly younger profile, where 54% fall within the 30–39 range, 27% between 40–49, and 5% between 50–59 years, showing a gradual shift in workforce age dynamics.

Figure 3. 5: Professional Staff Categorization by Age



At the Chief Executive Officer and Assistant Chief Executive Officer levels, nearly 30% of officers are approaching the retirement age of sixty (60). Similarly, the Principal Executive Officer and Senior Executive Officer grades reflect a significant number of late-career employees, necessitating targeted leadership development efforts at the sub professional levels. The Higher Executive Officer and Executive Officer grades exhibit balanced distribution but require sustained training to equip officers for career progression.

With a high number of retirements anticipated in the next decade, the Civil Service must ensure operational continuity and institutional knowledge retention. Capacity-building efforts and targeted reskilling initiatives should be implemented for operational staff to align with evolving public sector standards and demands.

Implications and Strategic Actions

- Succession Planning and Capacity Building:** The predominance of officers approaching retirement age necessitates urgent succession planning and structured capacity-building to prevent knowledge gaps. In this regard, the Civil Service has developed a mentorship guide and succession planning framework for implementation in 2025. These initiatives are aimed at equipping younger officers, particularly in the 30–39 age group, to form the next leadership cohort in the Civil Service.
- Attracting and Retaining Younger Professionals:** Effort is focused on attracting and retaining younger professionals. Recruitment strategies are aligned with future workforce needs, ensuring a steady influx of skilled personnel.
- Institutionalizing Knowledge Transfer:** Knowledge transfer initiatives have been institutionalized, allowing experienced officers to guide and equip their successors before exiting the Service. These initiatives included the integration of coaching and mentorship

related targets into Chief Directors, Heads of Departments and Directors Performance Agreements. In the Ministry of Finance, Senior officers are assigned as mentors to junior officers to ensure that budgeting processes, fiscal planning, and reporting procedures are seamlessly passed on to the next generation of Civil Service staff. Generally, mentoring and coaching has become a performance requirement for all officers in the Director and its analogous categories.

3.2.6. Exits in the Service

The Civil Service recorded a total of four hundred and twenty (420) staff exits, attributed to retirement, transfers, resignations, death, and vacation of post. Transfers accounted for the highest percentage of exits, representing 56%, with 34% of transfers occurred in the sub-professional category while the remaining were within the professional category. Retirement was the second most common reason, accounting for 26%. Notably, the Executive class within the sub-professional category recorded the highest number of retirees, comprising 25% of the total retirements.

On resignations, all seventy-two (72) requests representing 17% of the total exits received and processed were approved. Thirty-nine (39) of these requests were from males and thirty-three (33) from females representing 54% and 46% respectively. Fifty-seven (57) of the resignations were from the professional cadre. This included twenty-five (25) from the Assistant Director IIB and analogous grades, twenty (20) from the Assistant Director IIA and analogous grades and the remaining twelve (12) were from other grades in the professional cadre.

At the senior levels, the data reveals that the Chief Director category recorded six (6) exits, while the Director and analogous grades accounted for nineteen (19) exits. In addition, the Deputy Director level experienced fifty-six (56) exits; twenty-three (23) exits were noted at the Assistant Director I level; forty-three (43) at the Assistant Director IIA level; and the highest number, ninety (90) exits, were recorded at the Assistant Director IIB level

Fifteen (15) of the resignations were from the sub-professional cadre with the Secretarial and Transport Classes recording six (6) and five (5) respectively.

A three-year trend analysis shows a decline in the number of resignations received generally. However, there was an increase in the number of resignations from the professional cadre as compared to the sub-professional cadre. Reasons indicated for the resignation mainly stated personal but further investigations revealed that most Officers resigned to take up other responsibilities with better conditions of service. Some Officers in the Assistant Director IIB and Analogous Grades especially indicated pursuing higher academic certificates as their reason for exiting the Service.

The Civil Service continues to intensify strategic measures such as holding exit conferences to address workforce exits and maintain institutional stability. Succession planning has also been

prioritized through mentorship programs and leadership development initiatives to ensure smooth transitions and knowledge transfer.

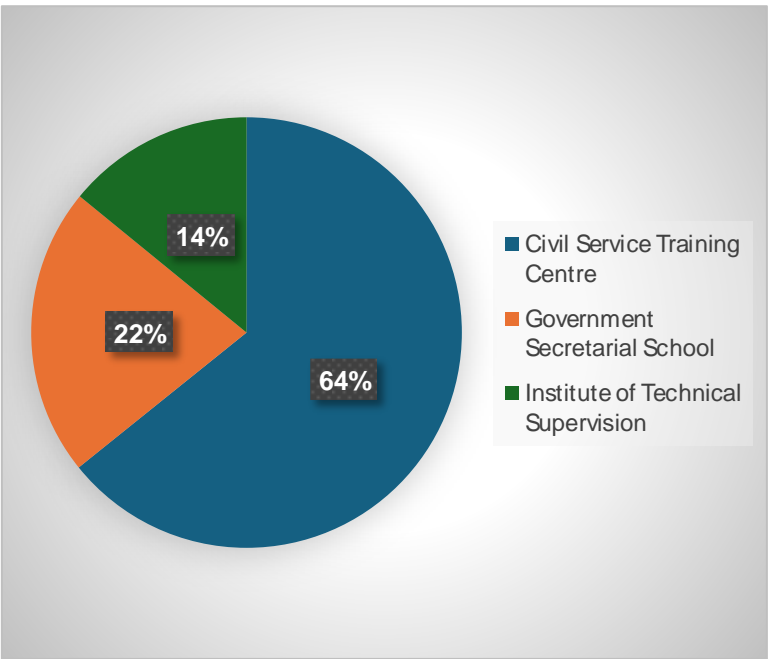
3.3. Training and Development

A well-trained workforce is essential to remain competitive and adaptable to emerging trends and technologies, significantly impacting overall organizational performance. The Civil Service's training and development policy mandates that Ministries and Departments ensure staff receive a minimum of forty (40) hours of training annually. Additionally, the policy encourages employees to take personal initiative in their professional development to build competencies, enhance agility, and adapt to changing circumstances.

Opportunities provided to staff include Study Leave Facilities and Notifications, enabling them to pursue various academic programs locally or internationally. These initiatives help employees enhance their skills, advancing their personal growth and organization. Training and development not only transform the workforce but also lead to increased employee performance and productivity.

3.3.1. Scheme of Service Training

Figure 3. 6: Scheme of Service Training



The Civil Service Training Institutions mainly organise the Scheme of Service training for Staff of the Civil Service as preparatory grounds for promotion and capacity building for the various occupational groups. The training programs are designed to equip and deepen the professional knowledge of officers to develop their competencies and improve their ability to perform at higher levels. The Scheme of Service forms a greater percentage of training undertaken in the Civil Service. The majority of the training were organised for staff due for promotion.

For 2024, four thousand, three hundred and ninety-nine (4,399) Officers comprising two thousand,

two thousand, two hundred and twenty-six (2,226) males and two thousand, one hundred and seventy-three (2,173) females participated in the Scheme of Service Training over the period. The male to female ratio shows that there are more male than female staff in the Service; this could be attributed to the higher number of male officers who participated in the Scheme of Service training. Two thousand, eight hundred and twenty-five (2,825) representing 64% of Officers who participated in training programs organised by the Civil Service Training Centre (CSTC); nine hundred and fifty-four (954), 22% Officers participated in training offered by the Government Secretarial School (GSS) and six hundred and twenty (620), 14% Officers participated in training at the Institute of Technical Supervision (ITS).

3.3.2. Competency-Based Training

In 2024, a total of three thousand, one hundred and three (3,103) officers comprising one thousand, six hundred and sixty-six (1,633) males and one thousand five hundred and seventy (1,570) females participated in various professional development programs. The training initiatives organized through OHCS, in collaboration with the Ghana Institute of Management and Public Administration, RITNAK Training Institute, the Kofi Annan Training Centre (under the Ministry of Communication and Digitalisation), and Lamsol Limited Company, were aimed at enhancing the necessary skills and competencies for staff members and specific groups, including Senior Management and Secretaries. These programs were designed to help participants meet the expectations of their roles effectively.

The training covered areas such as IT skills, Public Financial Management, team building, teamwork, the Modern Secretary in Today's Digital Era and leadership, among others all aimed at improving performance and helping Sector Ministries achieve their mandates. Through knowledge-sharing sessions facilitated by the OHCS, in-house training by Ministries and Departments, and other digital learning opportunities, the Civil Service is working to build a more agile workforce. The Civil Service strategic partnerships continue to invest in the development of its staff to contribute to the nation's development goals.

3.3.3. Workshops, Seminars and Conferences

Workshops, seminars, and conferences are essential for employees as they contribute to both professional and personal growth. These events offer valuable opportunities for skills development, networking, and learning from experts. They provide staff with a platform to engage in meaningful dialogue, gain fresh perspectives, develop innovative ideas, and enhance their skills fostering long-term career growth and development of staff.

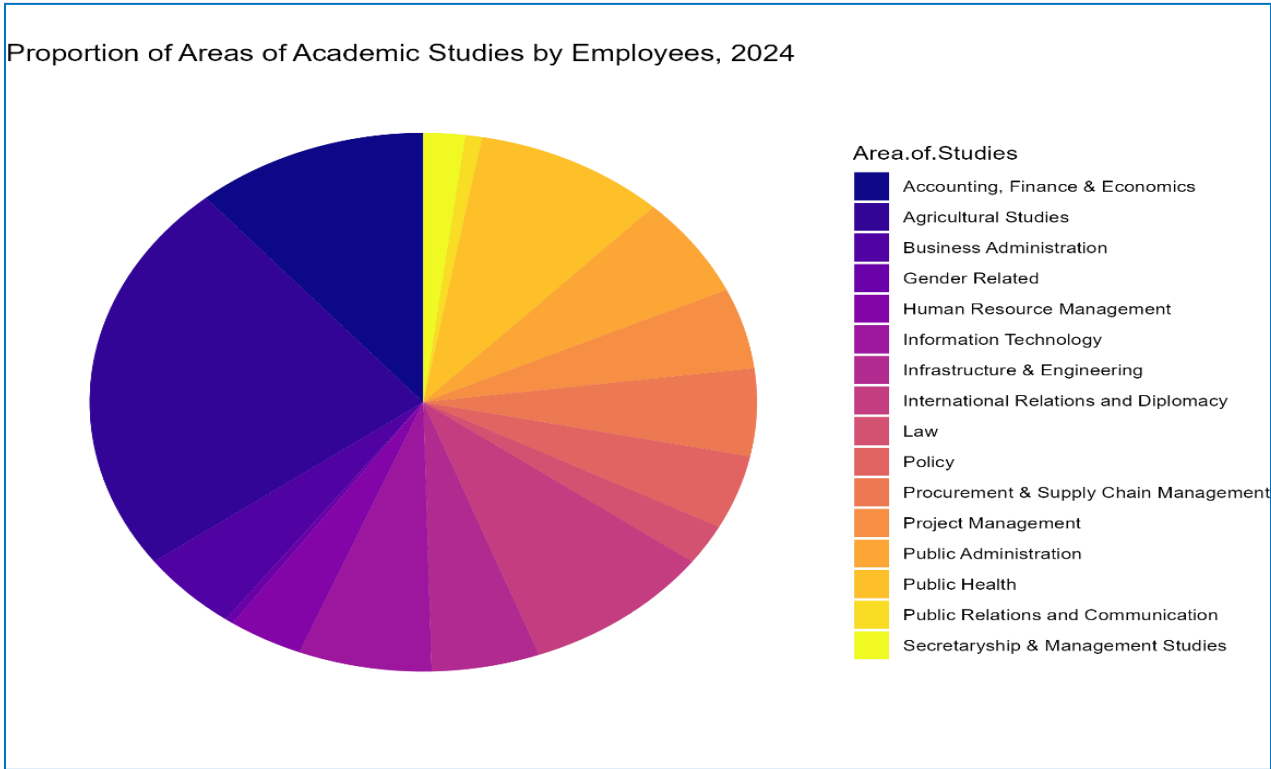
In 2024, a total of two thousand, eight hundred and seventy-two (2,872) staff participated in institutional-specific workshops, seminars, and conferences, with one thousand, six hundred and sixty-six (1,666) males and one thousand, two hundred and six (1,206) females highlighting the commitment of Civil Service institutions to enhance staff skills and expand professional networks, thereby contributing to the organization's overall growth and success. The balanced representation of both male and female staff indicates the dedication of the Civil Service to an inclusive approach to professional development.

3.3.4. Academic training

Academic training is a long-term process aimed at enhancing conceptual skills and acquiring general knowledge to foster both personal and professional growth. In terms of officers within the Civil Service, development is not only about advancing individual careers but also about driving institutional effectiveness and innovation. It is a continuous endeavour that equips officers with the expertise needed to adapt to evolving challenges, contribute meaningfully to their roles, and support the broader goals of their institutions.

These programs typically span between six months and over four years, allowing officers to pursue higher education and obtain Diplomas, Bachelor's, Master's, and PhD degrees.

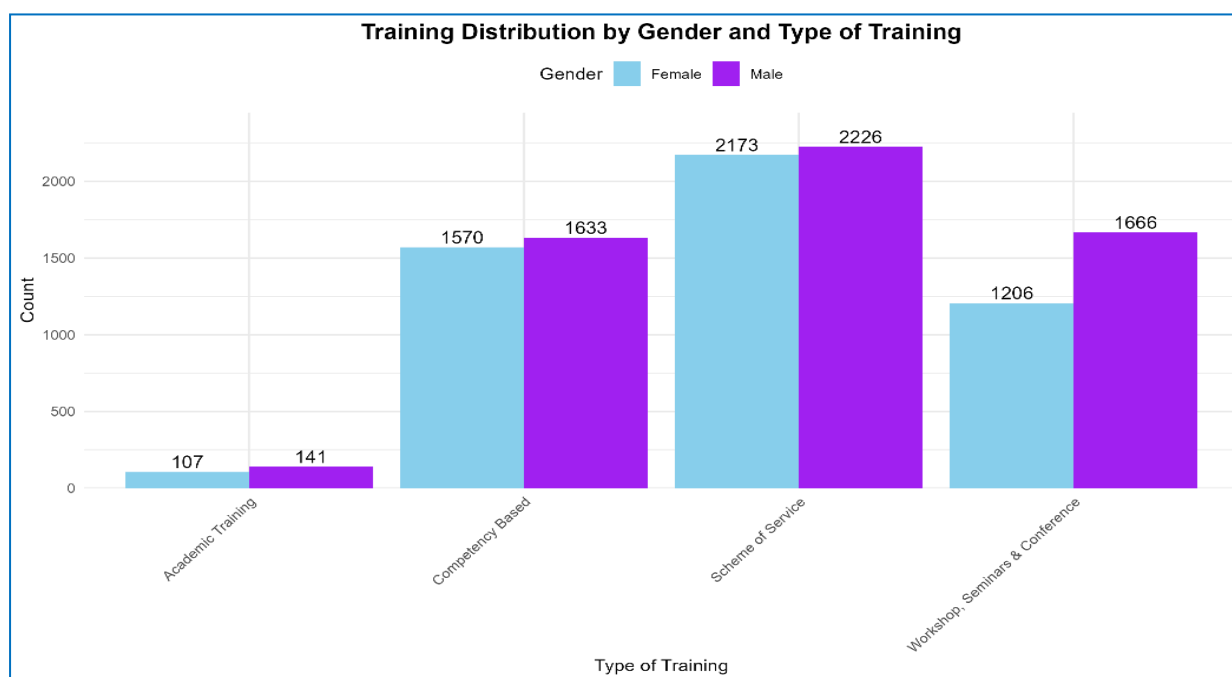
Figure 3. 7: Areas of Academic studies by employees



In 2024, two hundred and forty-eight (248) officers, one hundred and forty-one (141) males and one hundred and seven (107) females) pursued further studies in fields such as Agriculture; Accounting, Finance, and Economics; Public Administration and Management; Business Administration; International Affairs and Diplomacy; and Human Resource Management, among others. This trend affirms the Civil Service’s commitment to encouraging officers to pursue higher education to enhance their knowledge and improve their ability to perform core functions effectively.

Despite the low records for Policy Studies, Secretaryship & Management Studies, and Gender-Related Studies, Civil Service training institutions and other initiatives by the OHCS continue to offer competency-based training in these areas to enhance staff capabilities. Again, from the chart, the participation in ICT-related programs was low, the Ministry of Communications and Digitalisation, through the Ghana CARES project in collaboration with the Kofi Annan ICT Centre, provided training to staff. This initiative aimed at building the competencies of Civil Service to fully embrace and operationalize the government’s digitalization agenda.

Figure 3. 8: Training distribution by gender and type of training



The Ghana Civil Service’s comprehensive approach to training and development does not only empower officers to excel in their careers but also ensures that the institutions remain effective,

innovative, and responsive to national needs, thereby contributing meaningfully to national development.

3.3.5. Study Leave Facility

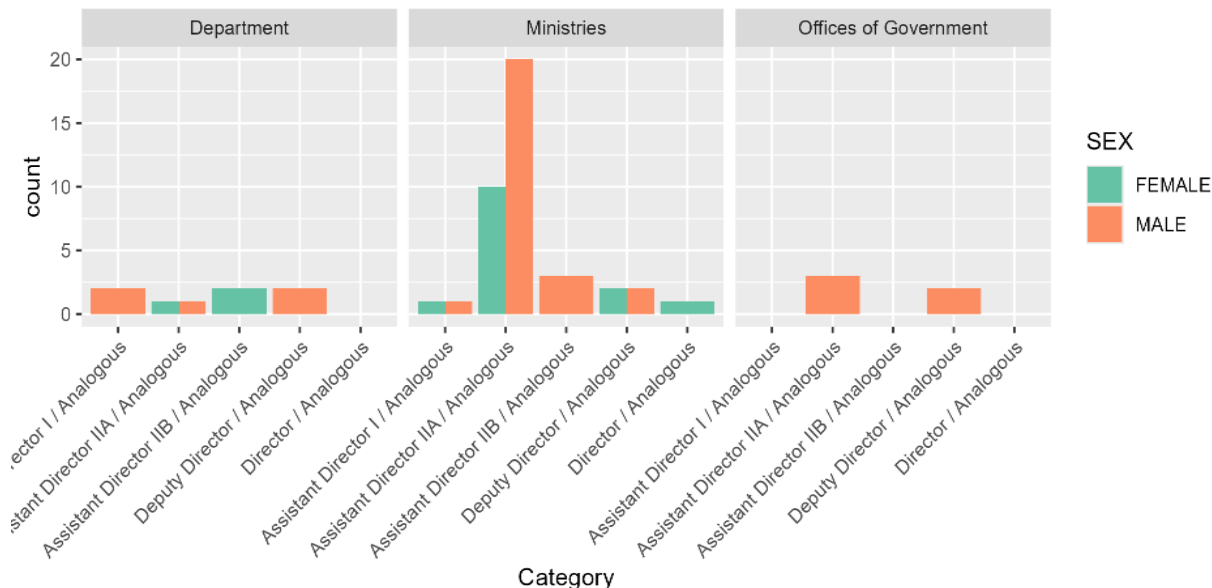
Study leave enables employees to enhance their skills and knowledge, making them more valuable to the organization. The Study Leave facility within the Civil Service is designed for officers who have completed four years or more of service. This program supports individuals pursuing training either through sponsorship from their organizations, donors or self-funding, for courses typically at the postgraduate level at local or international educational institutions. Organizations such as the Ghana Scholarship Secretariat, the Korea International Cooperation Agency (KOICA), the Japan International Cooperation Agency (JICA), and the Government of the People's Republic of China provide sponsorship for Civil Service staff to participate in various academic programs.

In 2024, seventy-two (72) officers were granted study leave, either with or without pay. Among these, forty-seven (47) officers, representing 65%, were male, while twenty-five (25) officers, accounting for 35%, were female. This indicates a notable shift in gender representation compared to 2023. In the previous year, seventy-one (71) officers were approved for study leave, comprising sixty (60) males and eleven (11) females. While the total number of approved male officers decreased in 2024, there was a remarkable increase in the number of female officers, rising from eleven (11) to twenty-five (25).

3.3.6. Study Leave with pay

The study leave with pay is intended for serving Officers sponsored by their organizations, donors or themselves for courses usually at the post-graduate level in local or overseas educational institutions. Such an Officer is deemed to be on duty and is, therefore, entitled to the requisite benefits while on the course. Fifty-three⁵³ officers were granted study leave with pay, comprising thirty-six (36) males and seventeen (17) females. Of this total, forty (40) were from various Ministries, eight (8) from Departments, and five (5) from Government Offices.

Figure 3. 9: Study leave with pay by Ministries, Departments and Offices of Government

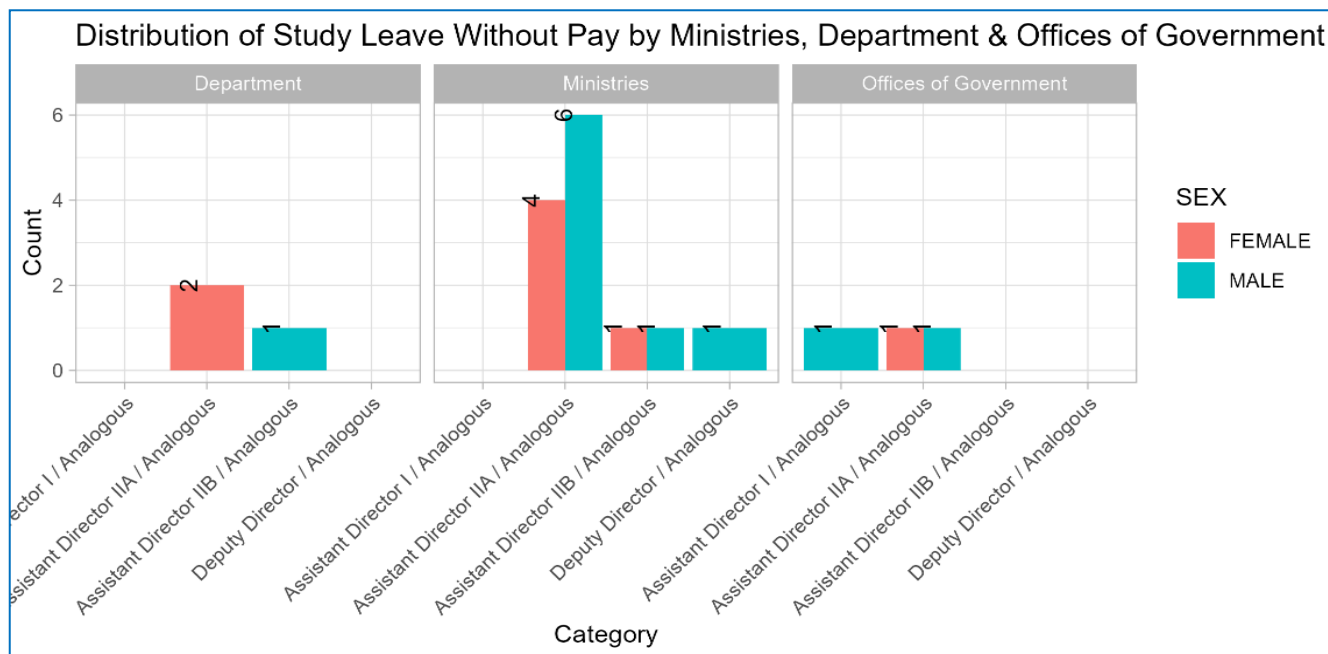


The data reveals that most of the officers who assessed the facility were in the Assistant Director IIA / Analogous category. This is mainly because most individuals in this grade have completed the required four years of continuous service and utilize donor-funded opportunities to pursue a master's degree.

Officers in this category are bonded and are expected to return to duty after completing their programs to apply the knowledge they have gained in their work. However, over the years, some officers have failed to return, particularly those involved in self-funded programs. In response, the office has taken steps to contact beneficiaries and guarantors to recover the funds spent on their studies. This measure ensures that the country benefits from its investment in education.

Some Officers opt for study leave without pay, even though they may have been eligible to access the study leave with pay facility. This may be attributed to their unwillingness to be bonded after their courses of study. Nineteen (19) officers received approval to pursue various programs of study without pay. Out of this, thirteen (13) were from the Ministries, three (3) from the Department and two (2) from the Office of the Head of Civil Service and one (1) from the Office of the President.

Figure 3. 10: Study leave without pay by Ministries, Departments and Offices of Government



3.3.7. Notification for further studies

Civil Service staff who gain admission into Institutions of higher learning to pursue further programs outside the normal working hours of the Service are required to notify the Office of the Head of the Civil Service (OHCS) through their Sector Ministries/Institutions to seek approval. This enables the Institutions to make specific internal arrangements with Officers pursuing such further studies. A total number of one hundred and seventy-six (176) officers obtained permission in 2024.

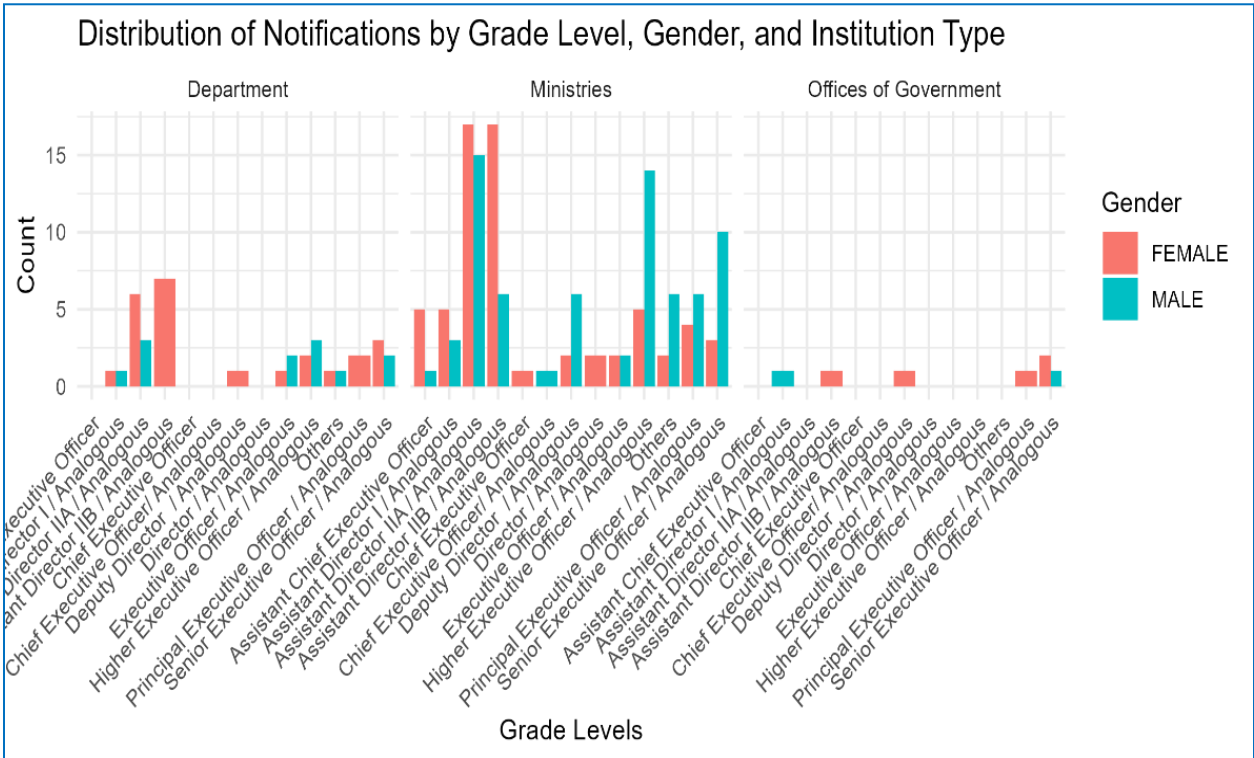
Out of this number, ninety-four (94), 53% were female and eighty-four (84), 47% were male. One hundred and thirty-three (133) of the applications were received from the Ministries, 36 from the Departments and seven (7) from the Office of the Head of Civil Service and Office of the President.

The programs pursued by these officers span a wide range of disciplines, including public administration, finance, law, information technology, and international relations. The notification process helps the Office of the Head of the Civil Service assess the feasibility of the officers' academic pursuits and ensure that they do not compromise their professional responsibilities.

These programs are pursued by staff to enable them request for conversion and upgrading, particularly for officers in the sub-professional cadre. This initiative by the Ghana Civil Service demonstrates its commitment to fostering a culture of continuous learning and professional growth. This effort not only benefits individual officers but also strengthens the organization by building

a highly skilled and knowledgeable workforce capable of meeting the demands of a rapidly evolving public sector.

Figure 3. 11: Nominations by grade level, gender and institution



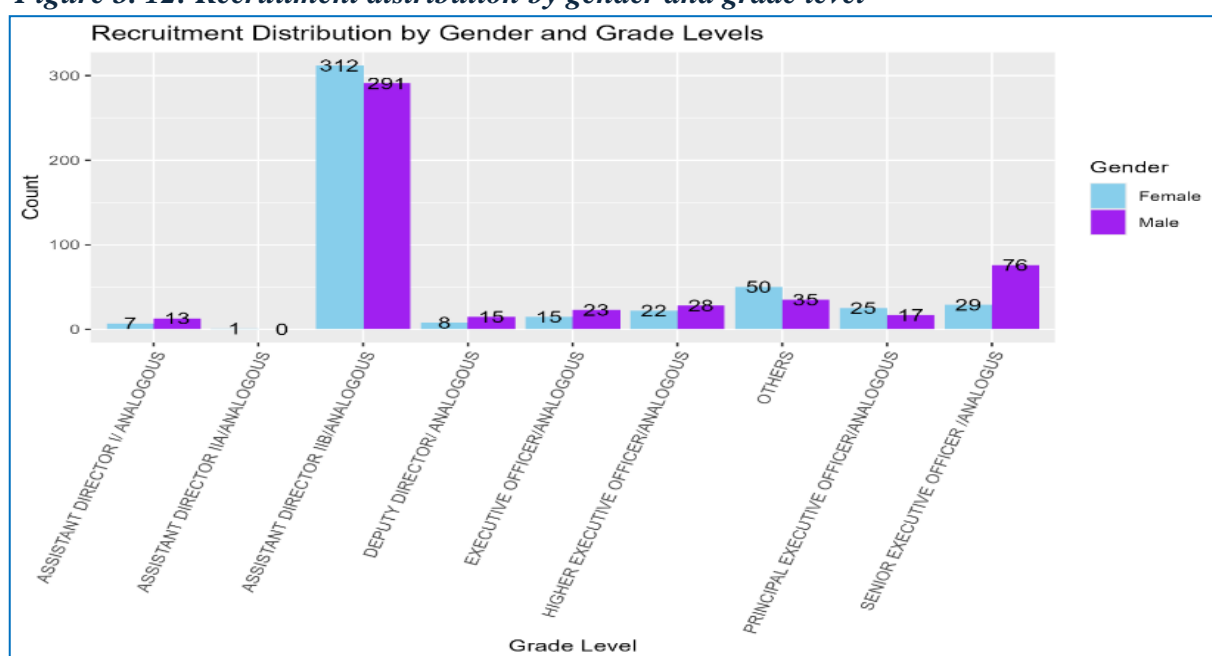
3.4. Recruitment

Recruitment is crucial for shaping an institution's workforce, forming the foundation for its growth and development. In the Ghana Civil Service, recruitment is not merely about filling vacancies but creating a dynamic and diverse workforce that can effectively drive the nation’s development agenda.

The recruitment data for the Ghana Civil Service in 2024 highlights key trends in gender representation across various categories: ministries, departments, and Offices of Government. A total of nine hundred and sixty-seven (967) individuals were recruited, comprising five hundred and twenty-two (52) males and four hundred and forty-five (445) females. This results in an overall male-to-female ratio of 54% to 46%, indicating moderate progress towards gender balance but leaving room for improvement.

In all, males constitute the majority, with 54% of the total recruits compared to 46% females. While this is a step toward inclusivity, it reveals gender imbalances that need to be addressed, particularly in departments and Office of the Head of Civil Service and the Office of the President. Among the recruited officers, 57% were posted to the Ministries, 38% to Departments, and 6% to the Offices of Government. This allocation was informed by a gap analysis based on the institution's establishment levels, ensuring that staffing needs were appropriately met. In terms of cadre classification, a significant proportion of the recruits six hundred and two (602) officers were placed in the Assistant Director IIB/Analogous grades. These individuals typically possess little or no prior work experience and are expected to learn on the job, gradually advancing through the ranks.

Figure 3. 12: Recruitment distribution by gender and grade level



Additionally, sixty-four (64) recruits with substantive work experience and professional certification were assigned roles aligned with their expertise, while 301 recruits to various grades in the sub-professional cadre of the Civil Service.

To facilitate the effective integration of new officers, the Civil Service has introduced a mentorship and onboarding policy. This initiative aims to provide recruits with the guidance and resources needed to successfully adapt to their roles and responsibilities, thereby enhancing their capacity to contribute meaningfully to the organization.

The Civil Service has made notable progress in expanding its workforce and promoting gender inclusivity. However, continued efforts are necessary to achieve parity. By implementing gender quotas to ensure balanced representation, the Civil Service can move closer to fostering a more diverse and equitable workforce.

3.5. Career Management

Career management in the Civil Service is a structured process designed to guide employees' professional growth, enhance competencies, and align individual career aspirations with organizational goals. It includes upgrading, conversion, transfer of service, secondments, promotions, and succession planning to ensure a well-motivated and high-performing workforce.

3.5.1. Upgrading

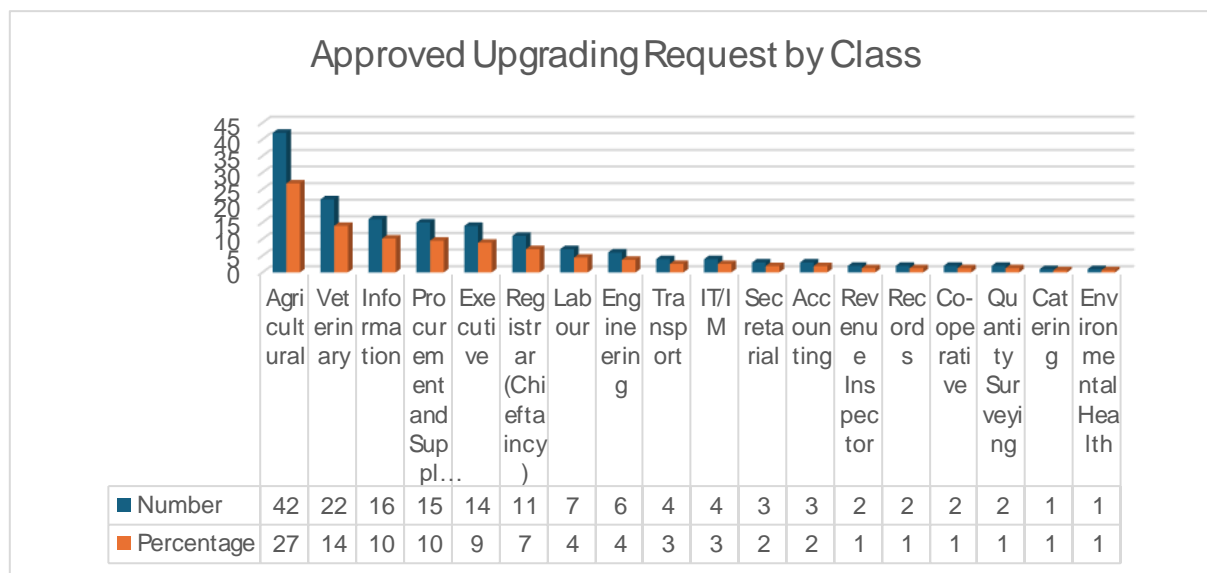
Upgrading refers to the progression of an officer from a sub-professional cadre to the professional cadre within the same occupational group. The basis for this facility is the acquisition of higher academic or professional qualification of Officers. These requests mainly come from Officers in the Departmental Classes and a few of the General Classes.

One hundred and ninety-one (191) representing one hundred and twenty-eight (128) males and sixty-three (63) females requests for upgrading were received from Ministries and Departments. At the end of the year, one hundred and fifty-seven (157) requests representing 82% having satisfied all the requirements were approved, six (6) requests were declined due to lack of vacancy per the establishment levels of the respective Ministries/Departments while twenty-eight (28) requests were pending the submission of the requisite documents namely Establishment levels, certified true copies of academic certificates among others.

The Civil Service continues to enhance career progression by streamlining the upgrading process and ensuring alignment with workforce planning. Efforts will focus on simplifying documentation requirements and optimizing administrative procedures for career advancement. These measures will promote efficiency, support professional growth, and strengthen institutional capacity.

Figure 3.13. below provides a pictorial view of the approved Upgrading requests processed in the year under review.

Figure 3. 13: Approved Upgrading Request by Class



In the past three years, 484 requests for upgrading were received out of which 369 (76%) were approved to be upgraded in the various Occupational Classes. The increase in the number of requests could be attributed to the drive by the OHCS to encourage professionalism among Officers of the Civil Service as well as maintain the standards achieved.

One major motivator for many requests for upgrading is the financial implication, as the higher the grade, the better the salary levels and/or additional benefits. The concept of self-actualization has also played a role in the request for upgrading. The OHCS in its effort to professionalize the Civil Service has made it an imperative that Officers acquire higher academic certificates to progress and assume higher responsibilities in the Civil Service. It is consistent with this guiding philosophy that many Officers especially of the younger to middle age brackets are undertaking academic pursuits to better their prospects in the Civil Service.

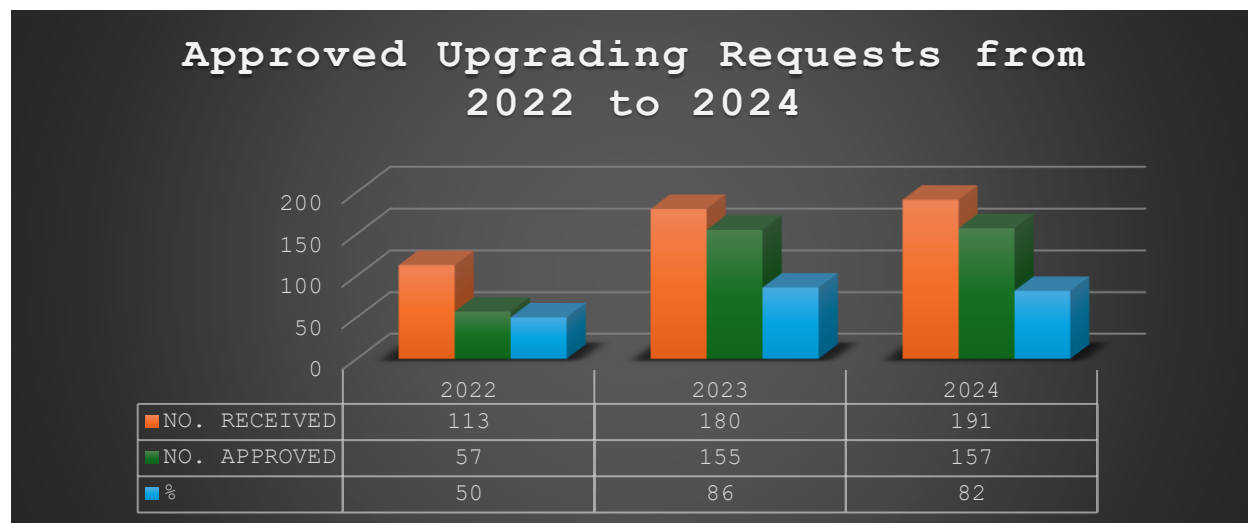
The impact of the upgrading on staffing levels in some Ministries and Departments (MDs) cannot be overlooked. In certain cases, officers were reposted because their MDs' available Establishment Levels could not accommodate them. To address this challenge, the Civil Service has taken steps to encourage officers to pursue studies in specialized and high-demand fields aligned with the Scheme of Service for critical occupational groups.

With the advent of technology and improved methods of learning, some grades in the junior/sub-professional cadres are becoming obsolete thus gradually eroding the sub-professional cadre.

Using a ratio of 23:39:38, there has been an increase in the number of requests received between 2022 and 2023 while 2023 and 2024 indicate a consistency in the number of requests approved.

This indicates that there is increased awareness of the HR facility as well as the need to develop oneself.

Figure 3. 14: Approved Upgrading Requests from 2022 to 2024



3.5.2. Conversion

Conversion is the movement of an officer from one occupational group to another due to acquisition of higher academic qualification or new skills and competencies.

During the period under review, one hundred and thirty-six (136) requests received from all cadres made up of forty-nine (49) males, and eighty-seven (87) females. Out of this one hundred and fourteen (114) were approved whiles six (6) were declined. The remaining sixteen (16) are pending documentation / comments from the Departments.

A total of thirty-one (31) approved conversions were from the professional-to-professional cadre. The highest number of conversions, seventy-five (75), occurred from the sub-professional to professional cadre, while sub-professional to sub-professional conversions recorded ten (10).

Between 2022 and 2024, three hundred and eighty (380) requests were received for conversion, out which two hundred and eighty-six (286) were approved. The data reveals a steady increase in both the number of applications received and the number approved. This is becoming challenging as Officers undertake courses without recourse to the requirements of the various Occupational Classes and assume that the acquisition of a higher certificate is an automatic basis for conversion to the desired grade.

Table 3.2. below indicates the conversion requests received by the Directorate for the past three years.

Table 3. 2: Approved Conversion Requests from 2022 to 2024

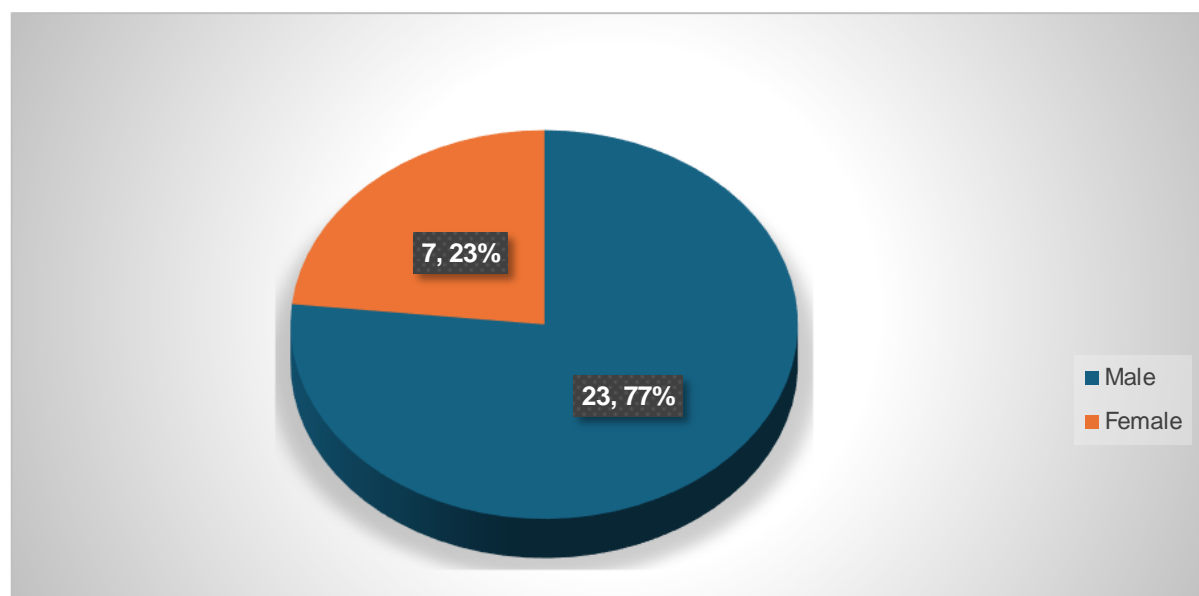
YEAR	RECEIVED	APPROVED	%
2022	94	83	29
2023	110	89	31
2024	176	114	40
TOTAL	380	286	100

Source: Civil Service Data Base, 2024

3.5.3. Correction of Date of Birth

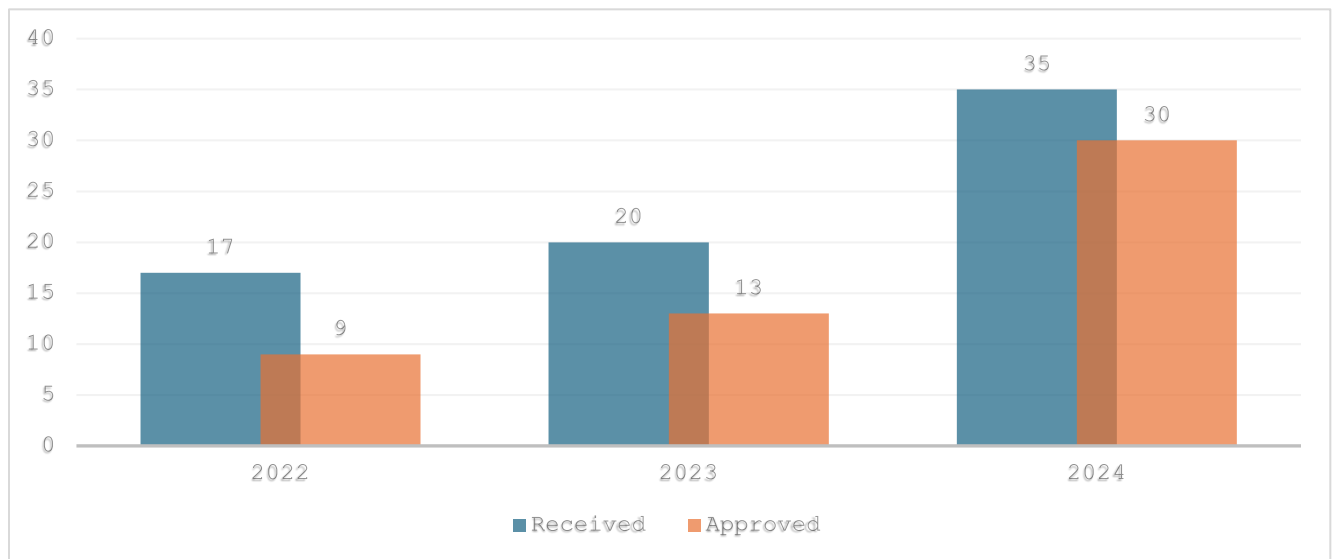
The period under review recorded thirty-five (35) requests for correction of date of birth from twenty-six (26) male and nine (9) female officers. Thirty (30) of these requests were approved while five (5) were declined due to lack of requisite documents to support request.

Figure 3. 15: Approved Correction of Date of Birth for 2024



A 3-year trend analysis shows an increase in the number of requests received, with 2024 recording the highest of thirty (30). This could be attributed to the increased sensitization programs organized by the Office of the Head of the Civil Service. The consolidation of the national identity card also makes officers aware of the dangers of having multiple dates of births and its implications on their pensions and are seeking to correct any anomalies in their dates of births.

Figure 3. 16: Approved Correction of Date of Births from 2022 to 2024

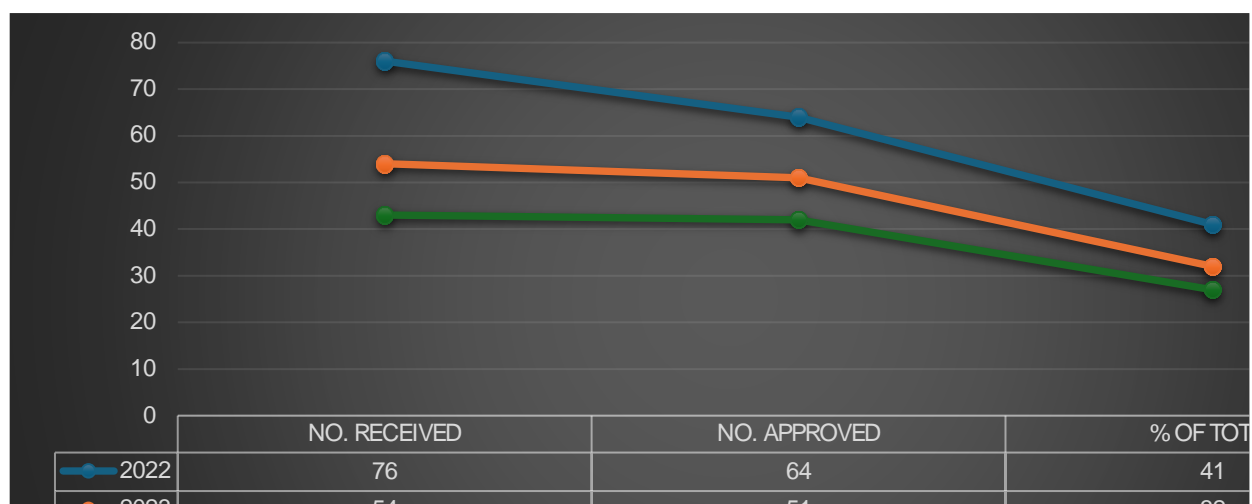


3.5.4. Change of Name

A total of forty-three (43) applications for change of name were received, out which twenty-nine (29) were females and fourteen (14) were males. Forty-two (42) of these requests were approved with 1 pending receipt of further documents from the applicant.

2024 recorded the lowest number of applicants Forty-two (42) as against the previous years. A higher number of these requests were from females amending their names to either add or remove their spouses' names. Some changes of names were to reflect the change in status (attainment of Chieftaincy title).

Figure 3. 17: Approved change of name from 2022 to 2024



3.5.5. Secondment

Secondment is the movement of an officer in the Civil Service to another Public Service Institution upon request of the receiving organisation. Secondment is granted for an initial period of 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 recipient Institution may take steps to regularize the officer onto their payroll.

A total of thirty-six (36) (twenty-four (24) males and twelve (12) females) requests were received for specific calibre of officers for secondment to other public institutions. Twenty-eight (28) were approved, one (1) declined and seven (7) pending approvals from the Departmental Heads. Three (3) of the approved included the recall of Officers back to the Civil Service.

In terms of applications that requested for Officers from the Departmental grade, the Heads of Classes were notified to nominate suitable officers before approval was granted by OHCS. In some instances, the skills and competencies requested were not readily available, hence the reason for seven (7) requests pending.

The Civil Service has over the years developed the capacity of its staff in key competency areas for policy analysis and operations. 2024 recorded 40% approval indicating that the services of Officers of the Civil Services are being sought by other public service institutions due to the knowledge and expertise.

As much as the Civil Service provides staff to augment the capacity of other public service institutions, the OHCS has put in place stringent measures to ensure that requests are scrutinised to ensure that the Civil Service is not disadvantaged in the process.

Table 3. 3: Approved Secondment from 2022 to 2024

YEAR	NO. RECEIVED	NO. APPROVED	% of TOTAL
2022	48	25	36
2023	20	17	24
2024	36	28	40
TOTAL	104	70	100

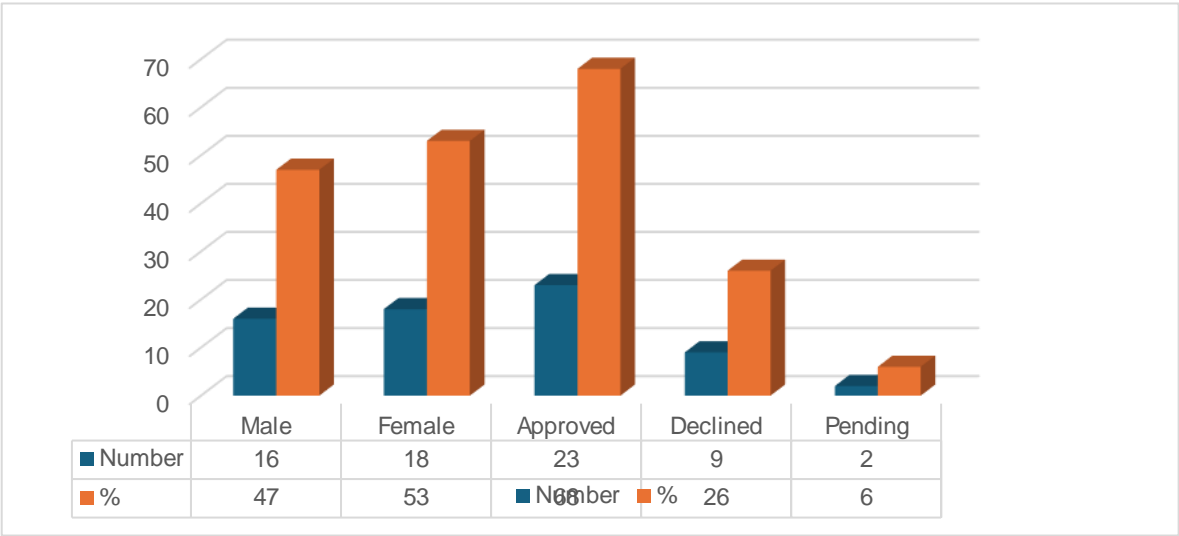
Source: Civil Service Data Base, 2024

3.5.6. Leave of Absence

Leave of absence is when an officer is excused from duty due to: ill-health of close relative (parent/spouse/child); family related issues that need urgent attention; join spouse on foreign postings; engage in a consultancy service in an intergovernmental organization such as United Nations, World Bank etc for a period of 1 to 3 years.

In 2024, thirty-four (34) requests (Ministries twenty-seven (27) and Departments (7) were received from sixteen (16) male and eighteen (18) female Officers. Twenty-three (23) of these requests were approved, nine (9) declined and two (2) pending. Reasons given by the females included ill health of family members, join spouses on foreign assignments while the males mainly stated taking appointments in other institutions.

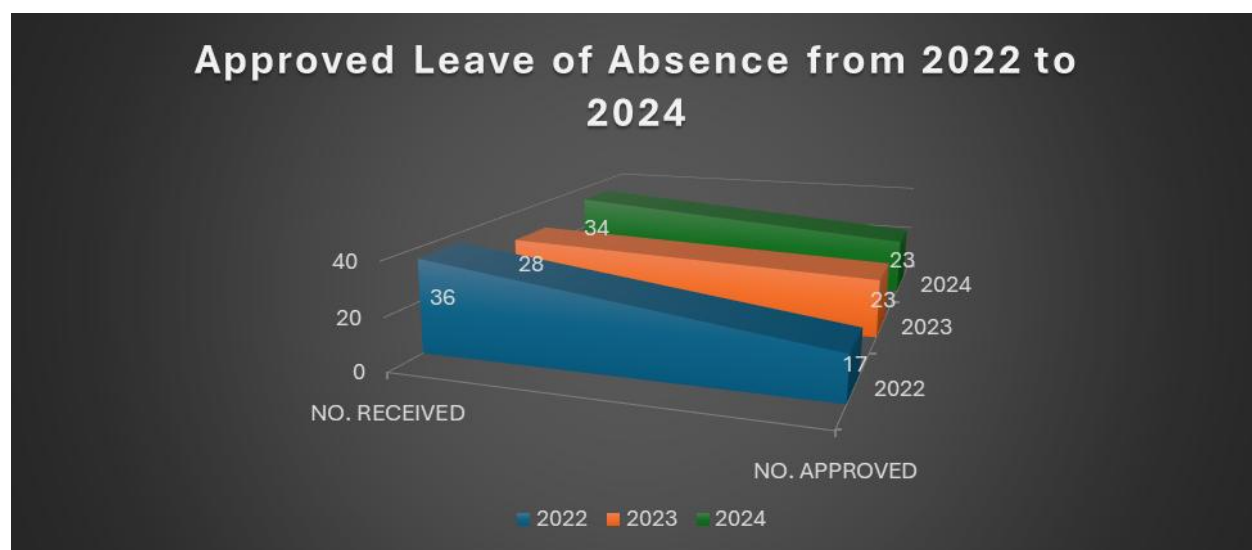
Figure 3. 18: Approved Leave of Absence for 2024



There has been a steady increase in the number of approvals for leave of absence from 2022 to 2024. This is in line with the objective of the Service to increase diversity and expertise by recommending Officers to take up positions in organisations to enhance the performance of the Service when these Officers return.

OHCS acknowledges that family responsibilities, such as childcare, eldercare, and spousal support, often require officers to take leave of absence. Providing this leave supports employee well-being and productivity. However, reluctance to disclose personal reasons normally delays the processing. To address this, OHCS has developed a confidential request process, ensured timely approvals while balancing work and family commitments effectively.

Figure 3. 19: Approved Leave of Absence from 2022 to 2024



3.5.7. Transfer of Service

Transfer is the permanent movement of an officer from one Public Service Institution to the Civil Service or Vice versa. Over the years, majority of these requests are received from the Local Government Service and few from the Ghana Education Service and other Public Service Institutions.

For the period under review, twenty-eight (28) requests were received from fifteen (15) males and thirteen (13) females. Eleven (11) were approved, four (4) declined and thirteen (13) are pending additional documents/ comments from Heads of Department.

Between 2022 and 2024, eighty-seven (87) requests were received and processed, out of which thirty-three (33) were approved. Incomplete documents and lack of vacancies were some of the reasons for the declined requests.

Table 3.4 provides the breakdown of processed transfer of service and the percentile per year.

Table 3. 4: Approved Transfer of Service from 2022 to 2024

YEAR	NO. RECEIVED	NO. APPROVED	% of TOTAL
2022	37	14	43
2023	22	8	24
2024	28	11	33
TOTAL	87	33	100

Source: Civil Service Data Base, 2024

3.5.8. Promotion

Promotion is a Human Resource Management tool used to assess the capability of officers to determine their suitability or otherwise for higher responsibility and succession planning in the service. An officer is eligible/qualified for promotion when he/she has satisfied all the conditions stated in their respective Schemes of Service as well as other guidelines in the Civil Service.

The OHCS received Promotion Registers containing information on five thousand and eight hundred (5,800) Officers due for promotion to the next higher grades from sixty-five (65) Ministries and Departments. The register was aggregated into the Occupational Classes and training conducted by the various training institutions. Vetting commenced in April and ended in June. Virtual Promotion interviews (service-wide) begun during the first week of August and ended by the second week in December 2024.

Actual documents processed at the end of the period was three thousand, seven hundred and sixty-three (3,673) made up of two thousand two hundred and thirty (2,230) and one thousand five hundred and thirty-three (1,533) representing 59% and 41% respectively.

Table 3. 5: Breakdown of promotion into A break down is provided in the table below.

SEX	General Virtual Promotion Interviews	ADIIB & Analogous Grades	(Sub-professionals) Level 14 and below	Total
Male	1,313	390	527	2,230
Female	898	273	362	1,533
Total	2,211	563	889	3,673

Source: Civil Service Data Base, 2024

A. Comparative Analysis of Professional and Sub-Professional Cadres

The following analysis presents a comparative assessment of the Professional Cadre and Sub-Professional Cadre based on statistics. The data highlights key differences in eligible officers' distribution, gender representation, pass rates, and terminal officers.

i. Eligible Officers Distribution

- The Professional Cadre consists of two thousand and ninety three (2,093) officers, making up 57% of the total officers due for promotion.
- The Sub-Professional Cadre consists of one thousand five hundred and eighty (1,580) officers, contributing 43% to the total eligible officers.

- The total officers for promotion across both cadres was three thousand six hundred and seventy-three (3,673) officers

ii. Gender Representation

- Professional Cadre: one thousand, two hundred and twenty-nine (1,229) males representing 58.7% and eight hundred and sixty-four (864) females representing 41.3%.
- Sub-Professional Cadre: nine hundred and twenty-eight (928) males representing 58.7% and six hundred and fifty-two (652) females representing 42.5%.

iii. Pass Rate Comparison

- The Professional Cadre exhibits a higher pass rate of 91.3%, reflecting a stronger qualification rate and a failed rate of 8.7% for one hundred and eighty-seven (187) officers.
- The Sub-Professional Cadre has a lower pass rate of 49.8%, indicating challenges in qualification attainment.

B. Processed Promotion for Category A and Category B Posts

Promotion for Category A and Category B Posts promotions are conducted by the Public Services Commission in collaboration with the Civil Service Council. Category A Officers are responsible for strategic, technical, and administrative leadership in the Ministry or Department. Category B Officers include Officers occupying Director and analogous grades responsible for providing technical leadership for the effective management of a Directorate or Division.

C. Processing of Category A promotions

A total of fourteen (14) promotions were processed during the period under review. Among the ten (10) individuals considered for Category A promotions to the position of Chief Director, seven (7) were male and three (3) were female. Additionally, one (1) male candidate was processed for each of the following positions: Deputy Controller and Accountant-General, Coordinating Director, Director of the Department of Feeder Roads, and Controller and Accountant-General. Overall, eleven (11) promotions (approximately 78.6%) were awarded to male candidates, while three (30) promotions (21.4%) were awarded to female candidates.

D. Processing of Category B promotions

An analysis of recent promotions within the Civil Service reveals significant variations across different occupational groups, accompanied by notable gender disparities.

In the Administrative class, the highest number of promotions processed was thirty (30). Females occupied twenty-two (22) of these positions, accounting for 73.3%, while males held eight (8) positions, representing 26.7%. The Engineering class had fifteen (15) promotions processed; males dominated with fourteen (14) while the females was only one (1) in the Economic class, out of seventeen (17) promotions processed, males secured thirteen (13) and females had four (4)

The Programme class had six (6), equally divided between males and females. In contrast, the Management Analyst class had six (6) with all being males. The Planning Class were five (5), with four (4) males and one (1) female. Similarly, in the Procurement and Supply Chain Management class, four (4) were processed comprising three (3) males and one (1) female. The IT/IM class had two promotions, evenly split between males and females. In the Social Development class, there was one (1) each for the male and female. Notably, the Architect sector had two (2) females, while the Tourism, Records, Veterinary, Research, and Estate classes each had one (1) male. In the Community Development category, there was only one (1) female.

Overall, out of a total of 104 promotions processed, males were sixty-three (63), 60.6%, while females were forty-one (41), 39.4%.

Actions to be undertaken

Based on the above, the Civil Service will undertake the following:

- a) **Implement Targeted Promotion Policies:** Develop and enforce policies that actively encourage and support the advancement of qualified female candidates, particularly in traditionally male-dominated fields.
- b) **Enhance Capacity Building and Professional Development Programs:** Invest in comprehensive training and mentorship programs tailored for women to equip them with the necessary skills and confidence to assume higher positions, thereby fostering a more balanced representation.
- c) **Conduct Regular Gender Audits:** Implement periodic reviews of promotion practices to identify biases and barriers affecting gender equality, enabling the development of strategies to create a more inclusive work environment.
- d) **Promote Gender Sensitization and Inclusive Culture:** Conduct regular training sessions to address unconscious biases and foster an inclusive organizational culture, reshaping perceptions and promoting equity within the workplace.

The analysis of human resource trends within the Civil Service provides valuable insights into staff strength, age and sex distribution, capacity development, recruitment, promotions, and staff movements. The data reveals an aging workforce at senior levels, highlighting the need for a structured succession plan to ensure continuity and institutional knowledge transfer. Gender representation shows progress, but efforts should be intensified by Civil Service organizations to achieve a more balanced workforce across all levels.

Capacity development initiatives, including workshops, academic and scheme of service training programs, remain critical for enhancing staff competencies and improving service delivery. Continuous improvement in the recruitment and promotions processes are essential to attracting and retaining high-performing personnel. Additionally, staff movements, including transfers and conversions, indicate the dynamic nature of the Civil Service and the importance of aligning human resources with institutional needs to foster a responsive, efficient, and future-ready Civil Service.

CHAPTER FOUR

4.0. REFORMS IN THE CIVIL SERVICE

4.1. Introduction

Reforms in the Civil Service are essential for enhancing service delivery and driving economic growth. As the key machinery for implementing government policies and programs, the Civil Service during the review period introduced and implemented various reforms to strengthen capacity of staff, streamlined work processes, and integrated technology into Civil Service operations. These efforts were aimed at advancing government priorities and fostering economic growth for the benefit of all Ghanaians.

This chapter analyses the reforms implemented across different Ministries, focusing on the types of reforms, their funding sources, impacts, challenges, and recommendations. It also includes comparative assessments of funding and outcomes to provide a comprehensive understanding of reforms across the Civil Service.

4.2. Types of Reforms

During the period under review, the reforms implemented across the sector Ministries were broadly categorized into four main types:

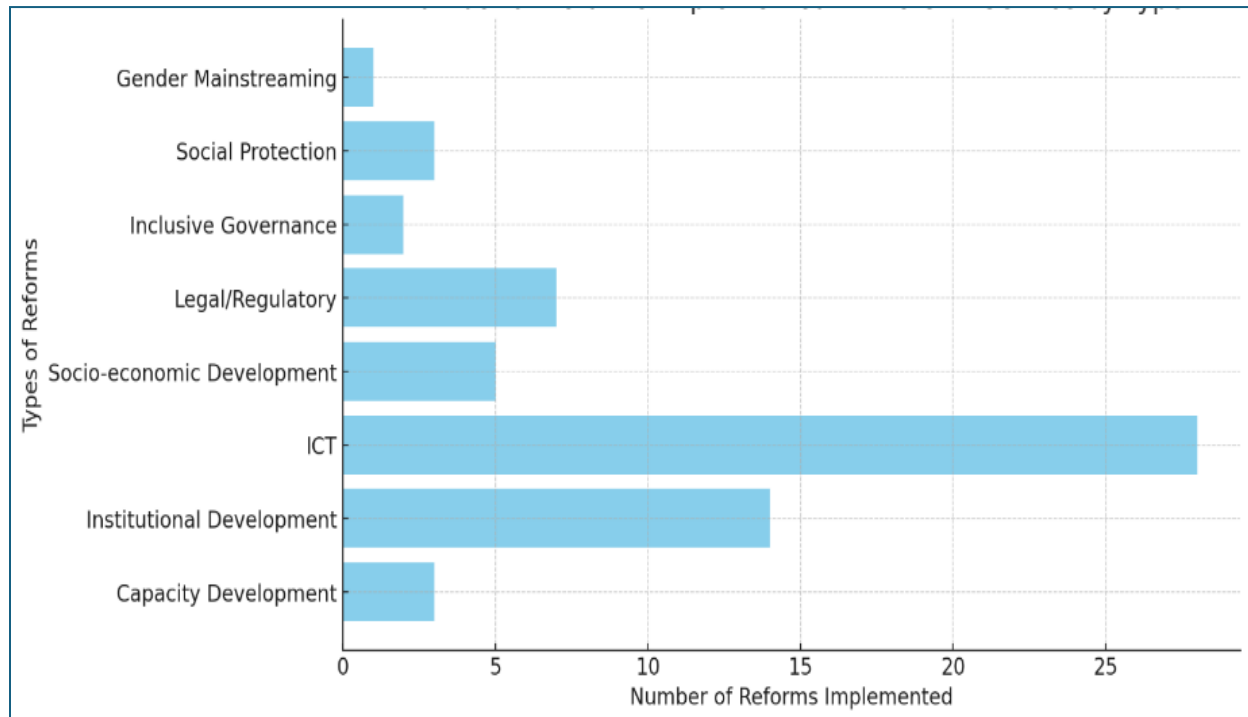
- **Operational/Institutional Development Reforms:** These include streamlining bureaucratic processes, enhancing efficiency in service delivery, and improving overall governance structures.
- **ICT Reforms:** Focused on the digitalization of services, these reforms aim to leverage technology to improve accessibility, transparency, and responsiveness of government services.
- **Capacity Development Reforms:** These involve training and development programs to enhance the skills and competencies of Civil Service staff, ensuring they are well-equipped to meet the evolving demands of their roles.
- **Inclusive Governance Reforms:** Targeted at promoting participatory governance, these reforms aim to involve a broader range of stakeholders in decision-making processes, thereby enhancing accountability and inclusiveness.
- **Legal/Regulatory Reforms:** Involves reviews or changes made to regulations, or legal frameworks aimed at improving the efficiency, fairness, transparency, and effectiveness of governance and public administration.

4.3. Analysis of Reforms Implemented in the Civil Service

4.3.1. Comparative Analysis of Reform Types Across Ministries

The graph below is a visual representation of the number of reforms implemented in the Civil Service by type.

Figure 4. 1: Reforms implemented in the Civil Service



A total of sixty-three (63) reforms were implemented Service-wide. ICT reforms constituted the highest number of reforms, with twenty-eight (28) initiatives implemented. The high focus on ICT aligns with broader national and global trends towards digital governance, where governments are expected to leverage technology to drive service delivery, innovation, transparency, and accountability.

Institutional Development fourteen (14) is the second most emphasized area. This reflects efforts to strengthen the structures and systems within the Civil Service to enhance efficiency and effectiveness.

The Legal/Regulatory seven (7) Reforms highlight the importance of updating and reviewing Civil Service legal and regulatory frameworks to ensure they align with contemporary needs and standards.

Inclusive Governance two (2) reforms, Social Protection three (3) reforms, and Gender Mainstreaming one (1) reform have relatively fewer reforms. This indicates that while these areas are recognized, they may not be receiving as much attention as compared to the other reforms.

A comparative analysis reveals that certain Ministries, such as the Ministry of Health and Ministry of Works and Housing, Ministry of Communication, Ministry of Foreign Affairs and Regional Integration have prioritized ICT and capacity-development reforms. These sector Ministries are focusing on digital records and e-learning platforms, E-feedback, Online Mission Accounting Return System, etc to improve work processes. In contrast, sector Ministry such as the Ministry of Local Government, Decentralization and Rural Development has placed a stronger emphasis on operational/Institutional Development reforms, particularly in decentralizing administrative functions to improve local governance.

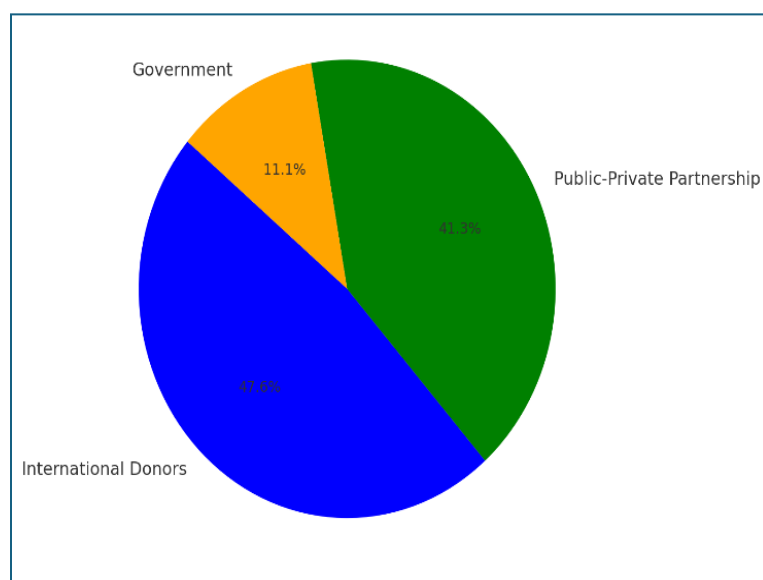
The Ministry of Employment and Labour Relations has undertaken significant steps towards modernizing and improving labour administration in Ghana, by reviewing the Labour Act, 2003 (Act 651) to provide a more robust legal framework for labour relations in the country. Also, the Ministry of Chieftaincy and Religious Affairs embarked on a review of the Chieftaincy Act, 2008 (Act 759) to address gaps in the legal framework, including provisions that were not aligned with recent developments.

This analysis highlights the varying focus areas across sector Ministries and suggests that while some sectors are advancing in digitalization, others may require more attention to operational efficiency, review of legal/regulatory frameworks and governance structures.

4.3.2. Comparative Funding Analysis

The reforms across the sector Ministries are supported by a mix of domestic and international funding sources:

Figure 4. 2: Reforms Implemented by source of funding



- **Government of Ghana (GoG):** A significant part of the reforms, especially in capacity development and operational improvements, is funded by the Government of Ghana (GoG). This reflects the government's commitment to training, development, and enhancing public sector work processes. Continued government support will ensure a skilled workforce and effective delivery service.

- **International Donors and**

Partners: Several reforms, especially those with a technological or digitalization focus, are

funded by international organizations such as the World Bank. The Ministry of Health's accounting reforms and the Ministry of Interior's online migration services are examples where World Bank funding has been crucial.

- **Public-Private Partnerships (PPP):** The comparative funding analysis shows that reforms funded by international donors and public-private partnerships have generally been more successful than those relying solely on government funding. For instance, the World Bank-funded e-government project in the Ministry of Communications and Digitalisation has significantly improved the accessibility and efficiency of public services.

This suggests that attracting external funding and forming strategic partnerships could be critical for the success of future reforms. Additionally, it highlights the importance of financial planning, strengthening local capacity, establishing robust monitoring and evaluation frameworks, and fostering transparency and communication to ensure sustainability in the reform process.

4.4. Impact of Reforms

The impact of the reforms implemented is significant across various Ministries:

- **Improved Efficiency and Service Delivery:** ICT reforms, such as the digitalization of processes within the Ministry of Health and the Ministry of Environment, Science, Technology, and Innovation, have streamlined operations, reduced corruption, and improved access to services. The Ghana Integrated Logistics Management Information System (GhiLMIS) system, for instance, has enhanced data accessibility, leading to better decision-making in the health sector.

The introduction of an online portal for business registration by the Registrar General's Department has led to a 30% increase in the number of new businesses registered annually, demonstrating the effectiveness of digital reforms. The digitalization of land records in the Ministry of Lands and Natural Resources has reduced significantly the turn-around time for deeds registration leading to increased public satisfaction and reduced opportunities for corruption.

However, challenges remain, particularly in sector Ministries where reforms have not been fully integrated into existing processes. In some cases, resistance to change has hindered the full realization of reform benefits, indicating the need for more robust change management strategies.

- **Enhanced Skills and Capabilities:** Capacity development reforms, like the mentorship and coaching programs in the Ministry of Works and Housing, have directly contributed to the professional development of Civil Service staff, thereby improving overall quality of service.

- **Better Stakeholder Engagement:** Reforms focused on inclusive governance, such as the Land Sector Multi-Stakeholder Platform (LSMSP), have led to more robust stakeholder participation, fostering a collaborative environment for policy and decision-making in the land sector.
- **Strengthened Financial Management:** Operational reforms in financial management, such as those in the Ministry of Health, have resulted in more robust and transparent accounting practices, reducing the likelihood of financial mismanagement.
- **Improved Records Management:** The Ministry of Fisheries and Aquaculture Development implemented the *Electronic Records Management System (ERMS)* in September 2022, which has significantly improved records management within the sector. By April 2023, the Ministry had recorded and stored over 2,142 correspondences on the system, reducing records retrieval time by 45%.

4.5. Key Implications of the Analysis

The analysis reveals critical areas that require attention to enhance the effectiveness of Civil Service reforms. These are as below:

- The emphasis on ICT reforms aligns with global digital governance trends. Government is required to prioritize cybersecurity, digital literacy, and infrastructure development within the Civil Service to maximize the impact of ICT reforms.
- The focus on strengthening government institutions and structures aims to enhance the effectiveness, efficiency, and resilience of the Civil Service. Expedited government support in enacting policies, regulations, and legal reforms will reinforce institutional frameworks, improve governance mechanisms, and ensure the continuity of government business.
- Gender mainstreaming, social protection, and inclusive governance reforms received limited attention, revealing potential gaps in promoting social equity and protection within the Civil Service. The Office of the Head of the Civil Service has commenced a Gender Mainstreaming Agenda in the Civil Service. This reform agenda will be operational in 2025. Addressing these areas with support from government; domesticating gender mainstreaming in development plans and budgeting are essential for a more balanced and inclusive reforms implementation.

4.6. Challenges encountered in reform implementation

Despite the positive impacts, several challenges have emerged across the reform initiatives:

- **Funding Constraints:** Several reforms, particularly those under the Ministry of Lands and Natural Resources and the Ministry of the Interior, have faced delays due to inadequate funding or delayed financial approvals. For instance, the Ministry of Lands and Natural Resources

encountered delays in the rollout of the digitalization projects due to prolonged financial model approvals by development partners.

- **Technological Barriers:** ICT-related reforms have encountered significant technological challenges. Issues such as poor internet connectivity, as seen in most sector Ministries, have hindered the full deployment and utilization of digital systems.
- **Resistance to Change:** Resistance to new policies and systems is another common challenge noted among some sector Ministries.

4.7. Recommendations for successful reforms implementation

Given the heavy investment in ICT reforms, the Civil Service can further reposition itself to meet the increasing digital service delivery demands by undertaking the following:

- a) **Capacity Development:** Sector Ministries should invest in continuous training and development programs to ensure Civil Service staff are equipped with the necessary digital skills and knowledge to operate in a tech-driven environment.
- b) **Strengthening Cybersecurity:** As reliance on digital platforms increases, it's crucial to strengthen cybersecurity measures to protect sensitive data and maintain public trust in digital services.
- c) **Public-Private Partnerships (PPPs):** Sector Ministries should actively pursue collaborations with the private sector and development partners to diversify their funding sources. By leveraging these partnerships, Ministries can reduce their reliance on Government of Ghana (GoG) funds and secure additional resources to support critical reforms. These collaborations can also bring in expertise, technology, and innovation from the private sector, enhancing the overall effectiveness and sustainability of reform initiatives.
- d) **Foster Collaboration and Coordination:** Advance inter-Ministerial collaboration and coordination to address overlapping challenges and share best practices. For example, Ministries facing similar technological challenges can collaborate on solutions, shared access to digital platforms.

The reforms being implemented across sector Ministries are pivotal in enhancing the efficiency, transparency, and effectiveness of public service delivery. While the impacts of these reforms are largely positive, significant challenges, particularly related to funding and technological barriers, need to be addressed to ensure the full realization of these initiatives. Continued support by the government in capacity development, robust stakeholder engagement, and the adoption of resilient digital infrastructure will be essential to overcoming these challenges and sustaining reforms implementation in the Civil Service.

CHAPTER FIVE

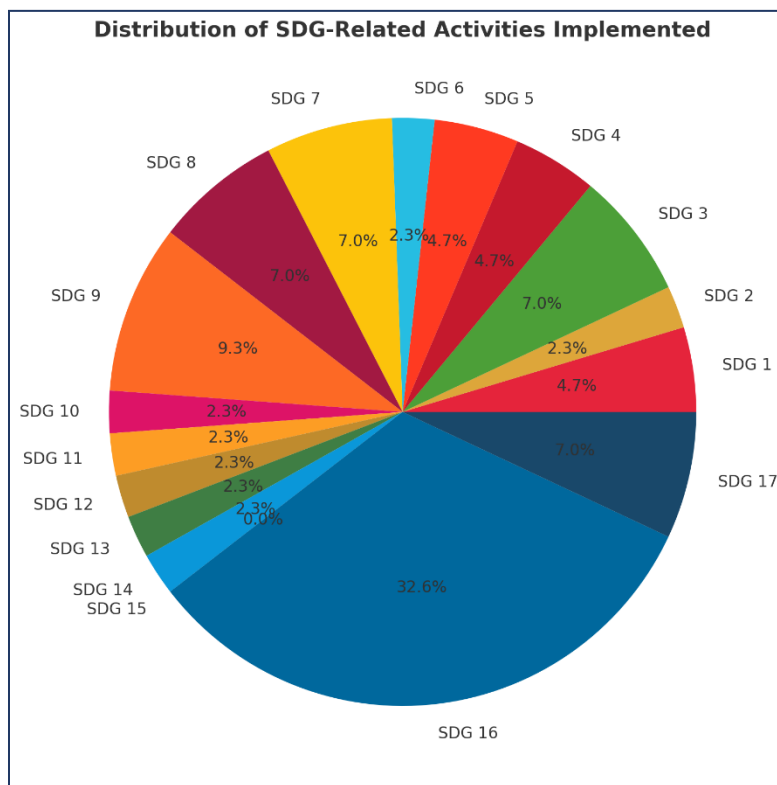
5.0.SUSTAINABLE DEVELOPMENT GOALS (SDGS) IMPLEMENTATION IN THE CIVIL SERVICE

5.1. Introduction

The Sustainable Development Goals (SDGs) provide a global framework for achieving economic, social, and environmental progress. The Civil Service plays an important role in implementing policies and programs that align with the 17 SDGs. This chapter highlights key initiatives, achievements, challenges, and recommendations for government in support of SDGs implementation in the Civil Service.

5.2. Analysis of the number of SDG-related activities implemented

Figure 5. 1: Distribution of SDG-Related Activities Implemented



The chart illustrates the distribution of SDG-related activities implemented across various goals. The data reveals that SDG 16 (Peace, Justice, and Strong Institutions) had the highest number of activities 32.6% of the total efforts. This suggests a strong focus on governance, institutional reforms, and justice-related initiatives.

SDG 9 (Industry, Innovation, and Infrastructure) follows with 9.3%, indicating notable efforts in economic and industrial development. Several goals, including SDG 3 (Good Health and Well-being), SDG 7 (Affordable and Clean Energy),

SDG 8 (Decent Work and Economic Growth), and SDG 17 (Partnerships for the Goals), each received 7% each, reflecting balanced attention to health, energy, economic growth, and global partnerships.

On the lower end, SDG 2 (Zero Hunger), SDG 6 (Clean Water and Sanitation), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption

and Production), SDG 13 (Climate Action), and SDG 14 (Life Below Water) each had activity 2.3% each, suggesting limited engagement in these areas. SDG 15 (Life on Land) recorded zero activities, highlighting a gap in environmental sustainability efforts related to land conservation.

Overall, the distribution suggests a priority on institutional reforms and social stability, while environmental sustainability and social equity require greater focus to ensure balanced SDG implementation.



Sustainable Development Goal 1 (SDG 1) aims to eradicate poverty in all its forms worldwide

The Ministry of Communication and Digitalization promoted equal access to economic opportunities and market information through ICT capacity-building initiatives. The Ghana Investment Fund for Electronic Communications (GIFEC) established 1,010 rural connectivity sites, expanding internet access to underserved communities. Collaborations with partners such as the International Telecommunication Union (ITU), CISCO and the Norwegian government have driven the Digital Transformation Center (DTC) project, which aims to enhance the digital skills of current and aspiring women entrepreneurs in marginalized areas.

The Ministry of Fisheries and Aquaculture Development in 2024 continued with the implementation of the Aquaculture for Food and Jobs (AFJ) Program and supplied fish farmers with fingerlings to stock their holding facilities. Fishers including Fish processors were also provided with fishing and processing inputs such as fishing nets, wire mesh and aluminium basins under the Fishing Input Support Scheme. The objective was to improve income levels and enhance their livelihoods.



Sustainable Development Goal 2 (SDG 2) aims to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture

The Ministry of Fisheries and Aquaculture Development made significant efforts to increase domestic fish production to ensure that the country meets its national food and nutrition security requirements. Accordingly, total domestic fish production by September 2024 was 441,800.19mt comprising 236,353.19mt from marine, 100,042.75mt from aquaculture and 105,404.25mt from inland fisheries. The production figure ensured that fish was available for consumption by Ghanaians to meet their protein requirements.

Sustainable Development Goal 3 (SDG 3) aims to ensure healthy lives and promote well-being for all at all ages.

In collaboration with the Ghana Health Service, the Ministry of Communication and Digitalization through Ghana Investment Fund for Electronic Communications (GIFEC), implemented efficient e-health systems aimed at reducing maternal mortality and enhancing healthcare delivery. These

systems provide reliable data, e-medical services, and advisory services, which have been especially crucial during health crises like the COVID-19 pandemic.

Global maternal mortality ratio is expected to reduce to less than 70 per 100,000 live births, by 2024, the Ministry of Health reduced maternal mortality to 115.45 deaths per 100,000 live births. The under-five mortality rate stands at 10.69 per 1,000 live births, while neonatal mortality is at 5.12 per 1,000 live births. The HIV infection rate is 1.32 per 1,000, with youth engagement in high-risk behaviours as a major contributor. Tuberculosis incidence stands at 53.7 per 100,000, constrained by inadequate outreach funding. Malaria remains prevalent, with an incidence rate of 162.3 per 1,000, largely due to poor sanitation practices. Awareness campaigns and partnerships with development agencies are being pursued to address these challenges. Family planning acceptor rates reached 32.83% in 2024, though limited contraceptive access and insufficient public awareness remain challenges. Essential health service coverage stands at 47.79% on a scale of 100. Poor road infrastructure and uneven healthcare distribution remain a challenge. 99% of children aged 12–23 months are fully vaccinated. The malaria vaccine rollout, covering over 90 districts, is expected to reach all regions by 2025.



Sustainable Development Goal 4 (SDG 4) aims to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

To improve learning outcomes in reading and mathematics among students in primary and lower secondary levels, the Ministry of Education implemented several initiatives: They included:

- Age-Appropriate Enrolment Drive: Encouraging the enrolment of children at the appropriate age to ensure timely education.
- National Standardized Tests: Administering tests in Primary 2 and Primary 4 to support differentiated learning.
- Mainstreaming Out-of-School Children: Integrating 17,340 out-of-school children into the formal education system.
- Learning Grants: Providing grants under the Ghana Accountability for Learning Outcomes Project (GALOP) to support low-performing basic schools and promote greater equity and accountability.

Additionally, the Ministry monitors the quality of school infrastructure through the annual Schools Census, assessing the availability of key resources such as electricity, internet access for pedagogical purposes, computers, adapted facilities for students with disabilities, basic drinking water, and adequate sanitation and handwashing facilities.

The School Connectivity Project under MOCD aims to make quality ICT education accessible to all, regardless of geographical location. The project provides educational institutions with high-

speed computers, printers, scanners, projectors, and servers, along with internet connectivity for at least two years, enabling students to participate in a digitized community.



Sustainable Development Goal 5 (SDG 5) aims to achieve gender equality and empower all women and girls.

Efforts to bridge the gender digital divide focussed on women and girls through projects like "Girls-in-ICT Skills for Entrepreneurship and Women Empowerment (ISEWE)." The Ministry of Communication Digitalization allocates 40% of training resources to building the capacity of women and girls, providing them with access to online resources and opportunities equal to their male counterparts.

The Ministry of Chieftaincy & Religious Affairs trained 130 Traditional Council Registrars and 50 Religious Leaders on Gender-Based Violence (GBV) and child marriage. Additionally, 9 Paramount Chiefs have committed to ending child marriage, aligning with efforts to eliminate violence against women and girls.



Sustainable Development Goal 6 (SDG 6) aims to ensure the availability and sustainable management of water and sanitation for all.

The Ministry Sanitation and Water Resources has assessed national water quality at 57.8% as of 2024. The Ministry has implemented 55% of the Integrated Water Resources Management (IWRM) framework to enhance sustainable water resource governance. Efforts to improve water and sanitation services have resulted in substantial progress:

- Access to Basic Drinking Water: 88.4% of the population now has access to basic drinking water services.
- Access to Basic Sanitation Services: 28.6% of the population has access to improved sanitation facilities.

Sustainable Development Goal 7 (SDG 7) aims to ensure access to affordable, reliable, sustainable, and modern energy for all.



The Ministry of Energy has made notable strides in advancing access to affordable, reliable, sustainable, and modern energy for all: They included:

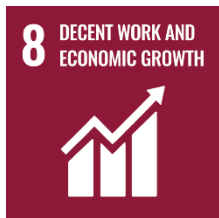
- Electricity Access: The national electricity access rate increased from 88.75% to 88.95%. In 2024, 400 communities were connected to the national grid, enhancing energy accessibility in underserved areas. However, challenges such as delays in procuring

essential materials like poles and energy meters have impeded project timelines and the number of communities connected. To address these issues, the Ministry plans to conduct regular stock assessments to maintain accurate inventory records and expedite procurement processes.

- **Nuclear Power Development:** The Ministry engaged the Lands Commission for site surveys and is collaborating with international partners on feasibility studies and technical arrangements in establishing a nuclear power plant Owner/Operator Company.
- **Mini-Grids:** Three new mini-grids funded by SECO were technically commissioned on November 28, 2024, connecting approximately six thousand (6,000) individuals in Alorkpem, Azizakpe.

The adoption of renewable energy systems, such as solar power, is a critical component in deploying the Ghana Rural Telephony and Digital Inclusion Project. Clean energy solutions are implemented at community information centres in rural areas to improve energy performance by the Ministry of Communication and Digitalization.

Sustainable Development Goal 8 (SDG 8) focuses on promoting sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.



Key initiatives by the Ministry of Employment and Labour Relations included the implementation of the National Green Jobs Strategy (2021-2025), collaboration with the Council for Technical and Vocational Education and Training (COTVET) on youth skills development, and enforcement of child labour laws through the Ghana Accelerated Action Plan Against Child Labour (GAAPACL).

The Ministry of Youth and Sports, through the National Youth Authority (NYA), undertook key initiatives aimed at reducing youth unemployment by equipping young people with entrepreneurial and vocational skills. These efforts included:

- **District Skills and Entrepreneurship Roadshow:** This initiative provided hands-on training for eight thousand and fifty-six (8,056) youth across eleven (11) regions, equipping them with employable and business development skills.
- **Entrepreneurial Capacity Building for Young Entrepreneurs:** In collaboration with the United Nations Development Program (UNDP), four hundred and thirty-three (433) young entrepreneurs received training to leverage opportunities presented by the African Continental Free Trade Area (AfCFTA). This initiative focused on fostering youth-led businesses and enhancing their competitiveness in regional and international markets.

Sustainable Development Goal 9 (SDG 9) focuses on building resilient infrastructure, promoting inclusive and sustainable industrialization, and fostering innovation.



The Ministry of Environment, Science, Technology, and Innovation increased research and development (R&D) activities, with R&D expenditure reaching 0.5% of GDP. Notably, one hundred and fifty (150) research findings were adopted by industries, and twenty (20) businesses incorporated R&D into their production processes. Additionally, 45% of Micro, Small, and Medium Enterprises (MSMEs) embraced locally developed technologies. Infrastructure development progressed with the near completion of the Foundry and Machine Tooling Centre.

The Ministry of Railways Development improved railway transport infrastructure, recording one hundred and two thousand and sixty-five (102,065) passengers on the Accra-Tema and Takoradi-Sekondi via Kojokrom railway lines as of December 2024.

Ministry of Trade and Industry had three hundred and twenty-one (321) One District One Factory (1D1F) companies established, with 169 operational, creating approximately 170,370 jobs as of December 2024. Ghana Free Zones Enclave recorded 29 new business licenses issued, thirty-seven thousand, and sixty-seven (37,067) jobs created and \$1.33 billion in export earnings as of September 2024. The Ghana Automotive Development Program saw thirteen (13) registered assemblers, with seven operational assembly plants.

The Ministry of Youth and Sports through the National Sports Authority (NSA) rehabilitated and developed some key sports infrastructure to enhance national and international sporting activities. Key achievements include:

- Rehabilitation of Major Sports Stadia: Renovation and upgrading of Accra Sports Stadium, Baba Yara Sports Stadium (Kumasi), Essipong Sports Stadium (Sekondi-Takoradi), and Cape Coast Sports Stadium to meet international standards for hosting major sporting events.
- Development of New Sports Facilities:
 - Borteyman Sports Complex: A state-of-the-art facility designed to host national and international sporting events.
 - Rugby Pitch: A dedicated venue for rugby development and competitions.

University of Ghana Sports Stadium: A newly constructed multi-purpose stadium to support sports development at the university and national levels

Ministry of Roads and Highways has prioritized investments in road infrastructure to improve accessibility and connectivity, particularly in rural areas.

- Rural Road Accessibility: Currently, 66.7% of the rural population resides within 2 km of an all-season road, significantly improving mobility and access to essential services.

- Sustainable Financing Initiatives: The Ministry is leveraging Public-Private Partnerships (PPPs) and infrastructure bonds to ensure long-term sustainability and maintenance of road networks

Sustainable Development Goal 10 (SDG 10) focuses on reducing inequality within and among countries.



The School Disability Project under the Ministry of Communication and Digitalization supplied equipment like computers and projectors to institutions in Akropong, Wa, and Wenchi, and trained 50 teachers in ICT under the Blind Union Capacity Building Program.

Sustainable Development Goal 11 (SDG 11) focuses on making cities and human settlements inclusive, safe, resilient, and sustainable.



To enhance public transport accessibility, the Ministry of Transport deployed a total of 245 BRT buses and 200 additional buses procured for use by the Metro Mass Transit Limited (MMTL) and the Intercity STC (ISTC). Two state-of-the-art transport terminals in Adenta and Tudu were completed to improve passenger convenience. The Ministry of Transport is collaborating with the Ministry of Roads and Highways (MRH) to develop dedicated infrastructure for public transport services and is pursuing partnerships with private sector-operated bus terminals to enhance passenger reception facilities.

To address the housing deficit and enhance urban resilience, the Ministry of Works and Housing:

- Completed 6,500 Affordable Housing Units under the National Affordable Housing Program, providing decent and cost-effective housing for low-to-middle-income citizens.
- Expanded Drainage Infrastructure to mitigate the effects of urban flooding, particularly in flood-prone areas of major cities.

Sustainable Development Goal 12 (SDG 12) focuses on ensuring sustainable consumption and production patterns



The Ministry of Environment, Science, Technology, and Innovation conducted a Sustainable Ocean Plan (SOP) Capacity Needs Assessment to ensure responsible resource management in the oil and gas sector. Waste management efforts, under the German-Financed E-waste Financial Cooperation Project, led to the retrieval of 215.49 tonnes of e-waste, including cables, batteries, and thermoplastics.

Sustainable Development Goal 13 (SDG 13) focuses on taking urgent action to combat climate change and its impacts.



The Ministry of Environment, Science, Technology, and Innovation integrated climate change mitigation and adaptation strategies into twelve (12) key sectors and monitored greenhouse gas emissions, which stood at 55.5 metric tonnes. Over one thousand, five hundred and fifty-eight (11,558) companies were issued environmental permits to ensure compliance with sustainability guidelines.

Sustainable Development Goal 14 (SDG 14) focuses on conserving and sustainably

The implementation of the 2024 Closed Fishing Season for marine fishing fleets by Ministry of Fisheries and Aquaculture Development was adopted as a fish stock recovery strategy and to reduce the excessive pressure on marine fisheries resources. The Ministry and Fisheries Commission in collaboration with the Ghana Fisheries Recovery Activity piloted the Electronic Monitoring System on three (3) trawl vessels from April 2024 to March 2024 to inform the decisions on full roll-out for all industrial in 2024.



Sustainable Development Goal 16 (SDG 16) focuses on promoting peaceful and inclusive societies, providing access to justice for all, and building effective, accountable, and inclusive institutions at all levels.



In 2024, the Ministry of Chieftaincy and Religious Affairs inaugurated sixty-five (65) Traditional Councils to enhance the role of traditional authorities in local governance, promoting responsive and participatory decision-making. The Ministry of the Interior is actively implementing objectives to reduce violence, terrorism, and organized crime, strengthen the rule of law, ensure equal access to justice, and combat corruption. Through the Ministry, the Ghana Police Service enhanced its operational capacity by establishing 60 new Formed Police Units (FPUs) in 2024, improving security service delivery.

The Ministry of Defence implemented several initiatives to reduce violence and related death rates: These included:

- Collaborative Security Operations: The Ghana Armed Forces (GAF), in partnership with the Ghana Police Service and other security agencies, conducted Operations Calm Life and Peace Trail to maintain law and order, particularly surrounding the General Elections, thereby reducing conflict and election-related violence.

- **Peacekeeping Contributions:** Ghana has been a significant contributor to international peacekeeping efforts. In 2023, the country's contribution stood at 9.02%, with a target to increase this to 15.00% in 2024. As of the third quarter of 2024, the contribution remained at 9.02%. To support these efforts, the GAF provided various equipment to Ghanaian battalions serving in UN missions, including high mobility light tactical vehicles, armoured personnel carriers, and other essential logistics.

The passage of the Right to Information (RTI) Act, 2019 (Act 989) marked a milestone in transparency. Key achievements include:

- Establishment of the RTI Implementation Secretariat.
- Five hundred and five (505) Information Units set up across public institutions.
- Development of the Online Records Management System (ORMS) to enhance accessibility.
- 1,749 information requests processed: One thousand, two hundred and twenty-five (1,225) approved, forty-two (42) granted, two hundred and eighty-one (281) rejected, one hundred and sixty-two (162) referred, nineteen (19) transferred, and twenty (20) deferred.
- An Annual Implementation Report on RTI submitted to Parliament for monitoring and compliance.

The Ministry of Parliamentary Affairs engaged stakeholders in reviewing the 1992 Constitution through:

- Formation of the Constitutional Review Consultative Committee (CRCC).
- Engagements with key stakeholders, including the Executive, Legislature, Judiciary, and CSOs.
- National stakeholder consultation on 13th June 2024 to discuss constitutional amendments.

As part of efforts to enhance public sector efficiency and service delivery, Office of the Head of the Civil Service,

- Implemented a Digital Performance Management System to improve accountability, efficiency, and real-time monitoring of staff performance.
- Conducted Capacity Building Programs for two thousand, five hundred (2,500) Civil Service Staff, equipping them with critical skills to improve public service delivery and governance.

Office of the Attorney General & Ministry of Justice (OAG & MoJ) key milestones in strengthening the legal and justice system included:

- Prosecution of One thousand, two-hundred and fifty (1,250) Corruption-Related Cases, achieving a 75% conviction rate, demonstrating the government's commitment to combating corruption and improving governance.

- Digitalization of Court Records and Case Tracking Systems, enhancing transparency, efficiency, and accessibility of legal proceedings.

The Office of the President spearheaded reforms to strengthen governance, national security, and service delivery. These included:

- Enhanced Inter-Agency Collaboration on National Security, fostering better coordination among security agencies to address emerging threats.
- Established a Presidential Delivery Tracker to monitor government projects, ensuring transparency, accountability, and timely implementation of key initiatives.



Sustainable Development Goal 17 (SDG 17) focuses on strengthening the means of implementation and revitalizing the global partnership for sustainable development.

The Ministry of Foreign Affairs and Regional Integration initiated the ratification of several international treaties and established three new diplomatic missions. High-level visits to Ghana reached thirty-six (36), significantly surpassing the projected twelve (12), with ongoing follow-up actions to implement agreements and Memoranda of Understanding (MoUs). Ten (10) Political and Joint Commission Consultations (PJCC) were held, along with ten trade promotion activities. Additionally, twelve (12) trade missions and made-in-Ghana exhibitions were organized abroad as part of efforts to promoting international trade and investment. All 66 Ghanaian missions now provide biometric passport services, and all Passport Application Centres (PACs) have transitioned to online services. Processing times for biometric passports averaged twenty-one (21) days, while consular ID cards were processed within the projected 12-hour timeframe. Visa application processing times averaged seventy-two (72) hours. Plans are in place to address technical challenges associated with the new biometric services.

The Ministry of Communication and Digitalization engaged in public-private partnerships to deploy sustainable solutions bridging the digital divide, collaborating with entities like the ITU and the World Bank on projects such as the Digital Transformation Centre Initiative.

Ministry of Trade and Industry accessed one hundred and fifty (150) new companies' markets under AfCFTA, exceeding the target of fifty (50) companies. Non-Traditional Exports (NTEs) reached \$4.2 billion as of September 2024.

5.3. Challenges in SDG Implementation

Key challenges identified sector -wide are enumerated below:

- **Limited funding for Pro-Poor Policies and programs**

Efforts to expand social protection programs, such as the Livelihood Empowerment Against Poverty (LEAP) initiative, are constrained by limited government funding and over-reliance on donor support. Additionally, reaching marginalized communities in remote areas remains difficult due to poor infrastructure and inadequate data on vulnerable populations. Furthermore, a mismatch between skills training and job market demands has resulted in limited employment opportunities for youth, even after completing training programs.

- **Inadequate Funding and Resource Allocation**

Critical sectors such as health, sanitation, and housing continue to suffer from inadequate budgetary allocations, leading to slow progress in service delivery. Government agencies often rely heavily on donor funding, which is not sustainable in the long run. Moreover, inefficient resource utilization and financial leakages further strain the already limited funds, reducing the impact of SDG-related projects.

- **Policy and Institutional Strengthening**

The effectiveness of governance frameworks is hindered by slow approval of policies, laws and regulations by Cabinet. Weak enforcement of existing governance laws and regulations has led to gaps in accountability, while resistance to institutional reforms prevents the adoption of modern, data-driven approaches to decision-making.

- **Limited Public-Private Partnerships (PPPs) and International Cooperation**

While Public-Private Partnerships (PPPs) are crucial for SDG financing and implementation, there is limited private sector interest due to the high risks associated with long-term infrastructure investments. Complex regulatory requirements and bureaucratic hurdles discourage partnerships, making it difficult to attract investors. Furthermore, there is a persistent dependence on external funding for major SDG-related projects, creating financial uncertainty.

- **Weak Enforcements of Environmental laws and Policies**

Environmental sustainability efforts are challenged by poor waste management systems and inadequate sanitation infrastructure, particularly in urban areas. Weak enforcement of environmental laws and policies further exacerbates issues such as pollution and deforestation. Additionally, climate change impacts, including extreme weather conditions and rising sea levels, threaten sustainable development and national resilience.

- **Inadequate Healthcare Systems in Rural Areas**

Access to quality healthcare remains uneven, with limited healthcare infrastructure in rural areas, making essential services inaccessible to many. The high cost of medical services and

pharmaceuticals places financial strain on households, limiting access to care. Furthermore, the shortage of skilled healthcare professionals, including doctors and nurses, negatively affects service delivery and patient outcomes.

- **Climate Action and Sustainable Urbanization**

The transition to a climate-resilient economy is hindered by the slow adoption of climate-friendly policies across various sectors. The high cost of sustainable urban planning and housing projects discourages investment in green infrastructure. Additionally, limited public awareness on climate resilience and environmental sustainability reduces community participation in eco-friendly initiatives.

- **Slow Public Sector Reforms Implementation**

Efforts to modernize the public sector are hampered by fragmented data management systems, making it difficult to track progress and make informed decisions. Resistance to change among Civil Service staff and public administrators slows down reform implementation.

The Civil Service has made significant progress in SDG implementation across various Ministries, contributing to national development and global sustainability targets. Despite these sectoral achievements, challenges such as limited resources, laws/ policy gaps and technical bottlenecks persist. Sustained and enhanced government support in strengthening inter-ministerial collaboration, capacity building, and secure sustainable financing mechanisms remains crucial for effective SDG implementation. Table 5.1. highlights key focus areas for government support for SDG implementation.

Table 5. 1: Key Focus Areas for Government Support in SDG Implementation

Key Focus Area	Priority Actions
Scaling Up Pro-Poor Policies	<ul style="list-style-type: none"> • Strengthen social protection programs like Livelihood Empowerment Against Poverty (LEAP) to reduce poverty (SDG 1). • Expand youth employment initiatives and skills training to address youth unemployment (SDG 8.6).
Funding and Resource Allocation	<ul style="list-style-type: none"> • Increase financial support for Health, Sanitation, and Housing to expand healthcare services, improve sanitation, and provide affordable housing. • Sustain investment in infrastructure projects under the Ministries of Roads, Transport, and Railways to ensure long-term sustainability. • Prioritize budget allocations that align with SDG targets for efficient resource distribution.

Key Focus Area	Priority Actions
Policy and Institutional Strengthening	<ul style="list-style-type: none"> • Strengthen transparency through effective implementation of the Right to Information Act. • Expedite the constitutional review process to enhance governance structures. • Enhance governance through digitalization, capacity-building, and performance management systems.
Public-Private Partnerships (PPPs)	<ul style="list-style-type: none"> • Facilitate private sector and development partner collaboration to co-fund and implement SDG-related projects.
Addressing Socioeconomic and Environmental Challenges	<ul style="list-style-type: none"> • Scale up clean water and sanitation initiatives (SDG 6). • Mainstream climate action across Ministries, particularly in urban planning, industrialization, and tourism for sustainable growth (SDG 13).
Revamping Healthcare Systems	<ul style="list-style-type: none"> • Improve Universal Health Coverage (UHC) through health infrastructure development and telemedicine expansion. • Enhance funding for preventive healthcare measures to combat communicable diseases (SDG 3.3).
Enhancing Governance and Anti-Corruption Measures	<ul style="list-style-type: none"> • Strengthen legal frameworks to improve judicial efficiency and transparency (SDG 16). • Expand digital governance initiatives to improve service delivery and reduce bureaucratic bottlenecks.
Accelerating Climate Action and Sustainable Urbanization	<ul style="list-style-type: none"> • Strengthen climate-resilient policies in housing, tourism, and industry. • Expand affordable housing programs while integrating climate-friendly urban planning (SDG 11.1).
Deepening Public Sector Reforms	<ul style="list-style-type: none"> • Expand across sector Ministries to improve decision-making and service delivery.

The Civil Service has made commendable contributions to achieving the Sustainable Development Goals, with strong emphasis on governance and institutional reforms. However, critical gaps remain in environmental sustainability, equitable resource allocation, and cross-sectoral collaboration. Addressing these challenges requires strengthened inter-ministerial coordination, enhanced institutional capacity, and sustainable financing will be key to achieving more balanced and inclusive progress toward national and global development goals.

CHAPTER SIX

6.0.GENDER MAINSTREAMING: THE PERSPECTIVE OF THE CIVIL SERVICE

6.1. Introduction

Gender mainstreaming in the Civil Service is a strategic approach aimed at promoting gender equality across all levels and policies. It involves integrating gender perspectives into the design, implementation, and evaluation of policies, programs, and services, ensuring that both women and men benefit equally from government actions. In the context of the Civil Service, gender mainstreaming is a critical reform strategy for achieving gender equality and fostering an inclusive, equitable work environment. It seeks to address existing gender disparities, promote inclusive decision-making, and ensure that gender equality is not only a goal but a core consideration in public administration.

Ghana enacted the Affirmative Action (Gender Equity) Act, 2024 (Act 1121), which provides for affirmative action for gender equity in the private and public sectors and for related purposes. Schedule four (4) of the Act enjoins Public Service Institutions to reserve specific seats for women in appointments, ensure gender balance in managerial and decision-making positions and ensure promotion of gender equity in human resource management. This has paved the way for the Service to ensure that gender is mainstreamed in all activities.

The main goal of the National Gender Policy, 2015, is to ensure integration of gender equality and women's empowerment concerns into the national development process to improve the social, legal, civic, political, economic and cultural conditions of the people of Ghana; particularly women and men, boys and girls in an appreciable manner and as required by National and International Frameworks.

The Office of the Head of the Civil Service is therefore facilitating the implementation of gender mainstreaming in all activities and programs of Ministries and Departments. This is expected to provide a practical foundation for advancing gender coordination and fostering inclusive practices in enhancing the overall performance of the Civil Service.

This chapter provides an overview of the progress, key initiatives in mainstreaming and challenges in the Civil Service in the year under review. As part of our commitment to sustainable development, this report also highlights the efforts made to integrate gender-responsive policies and practices across various sectors.

6.2. Development of Gender Strategy and Action Plans

The Office of the Head of the Civil Service was one of the institutions who implemented activities under the Public Sector Reform for Results Project (PSRRP), as part of the Public Sector Reform Strategy (PSRS) (2018-2023). One of the OHCS activities on the Public Sector Reform for Results

Project was the development of Institutional Gender Strategy and Action Plans and Scorecards applicable to OHCS and selected entities.

The consulting assignment was carried out by Sustainable Development Impact Consulting Group (SDICG). The objective was to identify and analyze gender issues within the Civil Service and mainstream gender considerations across all areas to create a supportive work environment that would enable staff to perform optimally. Additionally, the assignment aimed to equip Civil Service staff with the knowledge, skills, and attitudes needed to provide gender-sensitive services to the public, improving overall institutional quality and enhancing performance management in alignment with the National Public Sector Reform Strategy (NPSRS) goal.

The assignment involved conducting a Rapid Institutional Gender Assessment (RIGA) and preparing Institutional Gender Action Plans (GAPs) for the Office of the Head of the Civil Service (OHCS) and selected institutions. It also included training of these institutions on how to adopt and implement the action plans to address the gender gaps identified in the RIGA.

The Gender Action Plans were accompanied by scorecards, which provided the Civil Service with tools to assess progress and effectiveness in delivering gender-responsive services to both internal and external clients. Subsequently, selected officers from the institutions were trained as trainers to help influence their colleagues and foster greater gender awareness and responsiveness, ultimately ensuring more effective gender mainstreaming within their respective organizations.

6.2.1. Technical Approach to the Assignment

The conceptual framework called the ‘5 Ps Framework’ (Awori, Issaka, Pobee-Hayford, June 2022) was adopted for the assignment from the project proposal submitted by the consultant. The framework is a holistic approach to institutional gender integration under the themes of Policies, Personnel, Practice, Performance and Places. These elements facilitate a comprehensive cross-cutting assessment of gender responsiveness in an institution. The conceptual framework informed the data-gathering approach, presentation of findings, recommendations, and the design of GAPs and Scorecards.

6.2.2. Rapid Institutional Gender Assessment (RIGA)

The Rapid Institutional Gender Assessment (RIGA) was conducted in Office of the Head of the Civil Service (OHCS), Ministry of Health (MoH) and Ministry of Gender, Children and Social Protection (MoGCSP). It combined secondary research, including policy and report reviews, with primary research through focus group discussions, key informant interviews, and online surveys. The findings were used to develop Gender Action Plans (GAPs) and scorecards for addressing gender gaps and monitoring progress.

The RIGA aimed to understand the gender gaps within the OHCS and assess its role in supporting gender integration throughout the Civil Service; identify the challenges faced by the MOGCSP in coordinating gender efforts at both national and sectoral levels; and examine the challenges the MoH encountered in mainstreaming gender within its sector. Based on these findings, the objective was to provide recommendations for the development of Gender Action Plans (GAPs) and scorecards for the three institutions, with the potential for extending these strategies to the broader Civil Service.

6.2.3. Summary of Findings of the Three Institutions

Using the 5Ps framework, the study identified several key findings:

- **Personnel:** Gender equality is considered integral to the institutions' mandates, but there is a lack of awareness and understanding of gender equality concepts among staff. Training opportunities are limited, and gender parity in the Civil Service is lacking, with women predominantly in certain roles and men in others.
- **Policies:** The capacity to conduct gender analysis using sex-disaggregated data is weak. Gender policies and action plans are not well developed or consultative, and there is insufficient budget allocation for gender-related activities. Coordination mechanisms for gender initiatives are weak, and gender communication and advocacy systems are poorly developed. There is also a lack of anticipation for unintended consequences of policies affecting women.
- **Practices and Procedures:** Human resource practices, such as recruitment, placement, and onboarding, are not gender responsive. Gender discrimination and sexual harassment were identified as prevalent issues. There are gender gaps in maternity and paternity leave, but no discrepancies in wages or benefits.
- **Place:** The work environment in the MoGCSP and MoH is relatively gender-responsive, while OHCS facilities are not gender or disability-friendly. None of the institutions have gender-responsive childminding or daycare facilities, and transportation systems are not inclusive.
- **Performance:** Institutional mechanisms for gender equality are weak, and gender mainstreaming is not a performance indicator for staff. The MoGCSP's Department of Gender lacks the authority to enforce gender integration, and there is no dedicated team of gender experts to support Gender Desk Officers (GDOs).

6.2.4. Overall Recommendations for the Way Forward

Several key recommendations were made based on the findings:

- **Gender Equality Training and Capacity Building:** Implement gender equality training across all institutions, equipping staff with the skills to use gender analysis and disaggregate data in reporting.
- **Gender Disaggregated Data and Monitoring:** Strengthen the use of gender-disaggregated data for tracking promotions, ensuring gender balance, and improving gender monitoring, evaluation, and reporting systems.
- **Gender Parity Goals and Policies:** Set clear gender parity goals and timelines within the Civil Service and review and enforce sexual harassment policies to address gender-discriminatory practices.
- **Work Environment and Inclusivity:** Create a gender- and disability-friendly work environment, enhancing inter- and intra-ministerial coordination of gender equality efforts.
- **Performance Indicators and Accountability:** Integrate gender equality as a performance indicator for senior staff, finalize the accountability framework for gender desk officers and teams, and establish a ranking system to monitor gender performance across ministries.
- **Gender and Change Management System:** Develop a comprehensive gender and change management system, supported by leadership commitment, to foster greater gender sensitivity.
- **Timelines and Framework Implementation:** Implement a clear framework with timelines for training, capacity building, and the adoption of Gender Action Plans (GAPs) and scorecards across the Civil Service.

6.2.5. Development of Gender Action Plans and Scorecards

Based on the findings and recommendations from the Rapid Institutional Gender Assessment (RIGA), gender action plans and scorecards were developed to be validated, adopted, and complied with by the institutions. These action plans were structured around the 5Ps framework, and each thematic area was broken down into sub-themes, with specific activities and action steps to address the gender gaps identified.

For **Personnel**, the action plans included compiling gender training materials, incorporating gender equality training into institutional training plans, and rolling out in-house training programs for staff.

Regarding **Practices and Procedures**, the plans focused on ensuring that onboarding processes considered issues such as maternity and paternity leave, transfers, gender discrimination, and sexual harassment. They also aimed to promote gender parity in staff training, career development, and promotions. Additionally, the plans called for addressing issues in the Labour Act, 2003 (Act

651), particularly maternity complications, and creating mechanisms to help women manage unpaid work responsibilities before transfers. Efforts to tackle sexual harassment and gender discrimination were also prioritized.

For **Policies**, the action plans recommended establishing repositories of sex-disaggregated data and gender statistics for informed decision-making. They also emphasized the need to revitalize gender-responsive budgeting initiatives with the Ministry of Finance, revise monitoring and evaluation systems to be more gender-responsive, and strengthen gender information, education, and communication (IEC) within the ministries. Furthermore, the action plans encouraged policy advocacy, with a particular focus on amplifying women's voices in policymaking.

In terms of the **Place/Work Environment**, the action plans highlighted the need for improving accessibility, including ensuring disability access and creating disability-friendly washrooms. It also recommended providing child-friendly spaces equipped with the necessary facilities and engaging with the Ministry of Transport to create a gender, age, and disability-inclusive transportation system.

Finally, for **Performance**, the action plans called for mechanisms to capture gender-related information within and between ministries. They suggested collaborating with the OHCS to include gender performance indicators in Chief Directors' performance agreements and designating a Director for gender equality oversight in each ministry. The plans also recommended appointing and training Gender Focal Persons/GDOs in each department, with deputies to ensure continuity and institutional memory.

These action plans and scorecards were designed to address the gender gaps identified in the RIGA and create a more gender-responsive and inclusive environment within the institutions.

6.2.6. Post project Implementation activities

Some of the activities implemented by the pilot institutions on the action plan were as follows:

a) Review of Agreement of Pilot Institutions to Include Gender-Related Targets

The Chief Directors of the three pilot institutions (OHCS, MoGCSP, and MoH) were tasked with including gender-related targets in their 2024 Chief Directors' Performance Agreement (CDPA) during the mid-year review. This marked the first step in mainstreaming gender into the activities and programs of the Civil Service.

b) Gender Training and Capacity Building

The training aimed at deepening staff understanding of gender and inclusion. It equipped selected junior staff with critical knowledge and insights into gender issues and terminology.

c) Gender Reporting in Annual Progress Performance Reports

In collaboration with the MoGCSP, the OHCS reviewed templates for the Civil Service Annual Performance Report to make them gender-responsive, with a focus on gender-disaggregated data.

d) Establishment of the Gender Diversity Taskforce

The Office of the Head of Civil Service in collaboration with Emerging Public Leaders of Ghana, inaugurated a Gender Diversity Taskforce to promote systemic gender inclusion and diversity within the Civil Service. The taskforce advocates for policy reforms, address intersectional barriers, and empower women to take on leadership and decision-making roles at all levels of governance.

e) Appointment of Gender Focal Persons and Gender Champions

The Civil Service institutions nominated officers to serve as Gender Focal Persons and Gender Champions. These individuals have a mandate to ensure continuity and institutional memory for gender mainstreaming within the Ministries and Departments.

f) Institution of Gender and Information, Education, and Communication (IEC) System

To further institutionalize gender mainstreaming, the pilot institutions established a gender-focused IEC system. This system supported the dissemination of gender-related information across the Civil Service.

g) Development of Gender Policy and Strategy

The Ministry of Health developed a gender policy to guide gender mainstreaming and promote equality, fairness, and inclusivity within the Ministry and all its agencies. Similarly, the OHCS developed a gender strategy document outlining the Service's approach to promoting gender mainstreaming, equality, and inclusion.

The study findings highlighted significant gender disparities within the OHCS, MoH, and MoGCSP despite some gender initiatives. Key issues included limited awareness, inadequate training, gender imbalances in HR practices, and lack of gender-responsive work environments. The findings suggested the need for a comprehensive approach involving awareness-building, capacity development, policy formulation, and inclusive work environments. The OHCS, MoH, and MoGCSP were identified as central to promoting gender equality and fostering an inclusive gender culture within their institutions.

6.3. Gender Implemented Activities in the Civil Service

This section of the report presents an analysis of gender mainstreaming activities implemented in the Civil Service, focusing on policies, training programs, and institutional coordination efforts

aimed at promoting gender equality. The analysis addresses the challenges and concludes with recommendations for strengthening gender mainstreaming efforts within the Civil Service.

6.3.1. Gender Implemented Activities

The OHCS in 2024 initiated gender mainstreaming efforts within the Civil Service. Despite limited resources and limited reach, sector Ministries implemented key activities aimed at promoting gender inclusion. These are presented below:

A. Gender Policy Development, Sexual Harassment Prevention, and Gender-Specific Agricultural Strategies

The Ministry of Employment and Labour Relations (MELR), Ministry of Environment, Science, Technology and Innovation (MESTI), Ministry of the Interior, Ministry of Defence, Ministry of Education, Ministry of Food and Agriculture (MoFA), and Ministry of Gender, Children, and Social Protection (MoGCSP), have developed and implemented gender-related policies aimed at fostering equity, safety, and inclusion. These policies include the National Workplace HIV and Wellness Policy, the National Climate Change Policy, Sexual Harassment Policies, and gender-focused agricultural strategies. While some of these policies have been finalized and are operational, others are still in draft form or awaiting final approval, such as the Sexual Harassment Policy in the Ministry of Road and Highways for the Roads Sector.

These policies have had a significant impact in creating safer and more inclusive environments across various sectors. The National Workplace HIV and Wellness Policy has worked to protect the workforce from HIV-related health issues, while the Sexual Harassment Policies have increased awareness of harassment and provided clear reporting mechanisms, ensuring safer workplaces. In the agricultural sector, gender-focused policies, such as the Gender and Agricultural Development Strategy (GADS I and II), have improved women's access to agricultural resources and opportunities, boosting their participation in programs like Planting for Food and Jobs (PFJ), thereby enhancing livelihoods and empowering women and youth.

B. Gender Equality Training and Capacity Building

Gender equality training programs have been consistently implemented across Ministries such as Education; Finance; Food and Agriculture; Gender, Children, and Social Protection; and the Office of the Head of Civil Service (OHCS). These programs have focused on enhancing staff awareness of gender issues, promoting inclusivity, and ensuring gender equity in the workplace. While these initiatives have been ongoing, the scope and duration of the training varied across the institutions.

The training programs have significantly improved staff awareness and understanding of gender equality principles. Specific initiatives, such as MoGCSP's Gender Equality and Capacity Building Program, have empowered staff with tools to mainstream gender considerations in their

work. Overall, these efforts contributed to creating more inclusive workplace environments and enhanced gender sensitivity within the institutions.

C. Gender in Agriculture and Natural Resource Management

The Ministry of Food and Agriculture (MoFA) and the Ministry of Lands and Natural Resources (MLNR) focused on integrating gender, agriculture, and natural resource management. The initiatives aimed to ensure that women have equitable access to agricultural resources and that gender considerations are integrated into environmental and sustainability programs.

MoFA has seen improvements in women's access to extension services and agricultural inputs, while the MLNR has enhanced women's livelihoods through the Modified Taungya System, which combines tree planting with food cropping.

D. Gender Equality in Resource Access and Climate Change

The Ministry of Environment, Science, Technology and Innovation (MESTI) made strides in integrating gender considerations into climate change and environmental policies, such as the National Climate Change Policy and the National Environment Policy. These policies aim to ensure women's access to vital resources like land and credit, enabling their active participation in sustainable environmental management. However, some aspects of these policies are still in development, and the full integration of gender-sensitive measures remains a work in progress.

The implementation of gender-sensitive environmental policies has contributed to promoting women's involvement in climate change adaptation and sustainable environmental practices. Women, particularly in rural areas, have benefited from enhanced opportunities for participation in these sectors. Policies like the National Climate Change Policy have begun to improve gender equality in resource access and environmental management, fostering a more inclusive approach to climate action.

E. Institutional Collaboration and Coordination for Gender Mainstreaming

Institutions like the Ghana AIDS Commission, TUC (Trade Union Congress), and the GFD (Ghana Federation of Disabled) played a vital role in facilitating gender mainstreaming across various Ministries. These collaborations enhance the reach and effectiveness of gender policies and ensure that the voices of marginalized groups are heard.

Effective institutional collaboration fosters a holistic approach to gender mainstreaming, ensuring that policies are not only implemented but also adapted to the diverse needs of the population. Joint efforts lead to the better targeting of resources and interventions.

F. Gender Focal Persons and Institutional Leadership

The Ministry of Gender, Children and Social Protection (MoGCSP) and the Office of the Head of the Civil Service have established a leadership structure to oversee gender mainstreaming efforts by designating Gender Champions within the institutions. This institutional leadership ensures that gender is consistently considered in policy implementation and creates continuity in gender mainstreaming efforts.

Limited resources for training and supporting Gender Champions, along with lack of capacity in some cases, limit the effectiveness of this structure. Training programs for Gender Focal Persons should be expanded, and dedicated budgets should be allocated to support gender-related initiatives within Ministries. Periodic refreshers for Focal Persons will ensure continuous knowledge building.

G. Gender and Livelihood Support Initiatives

The Ministry of Land and Natural Resources (MLNR) implemented alternative livelihood support schemes through its Community Resource Management Areas (CREMA) initiatives. These programs have been initiated in selected communities, with ongoing training workshops in activities such as soap-making, beekeeping, and snail rearing. The Ministry collaborated with various institutions, including the Forestry Commission, COCOBOD, and community-based organizations, to deliver these initiatives.

The programs have had a positive impact, particularly for women in rural areas, by diversifying income sources and enhancing livelihoods. They contributed to reducing the pressure on forest resources by providing alternative livelihood options that promote environmental sustainability. The broader community also benefited from these initiatives, which helped mitigate over-dependence on dwindling forest resources.

H. Employment and Labor Relations

The Ministry of Employment and Labour Relations (MELR) took steps to include provisions on violence, harassment, and maternity protection in national labour policies. The Employment Equity Policy aims to promote a diverse and inclusive workforce. Although the policies are still in draft form, there has been progress in protecting the rights of workers, particularly women, and promoting inclusivity.

I. Gender in Defence and Security

The Ministry of Defence (MoD) has implemented the Defence Gender Policy, which aims to promote gender equality and ensure women's full participation in all defence sectors. This

initiative is closely coordinated with the Ministry of Gender, Children and Social Protection and the Ghana Armed Forces. The Defence Gender Policy has paved the way for more inclusive policies in the defence sector, increasing opportunities for women in defence roles.

J. Gender-Based Reporting and Monitoring

The Office of the Head of the Civil Service (OHCS) and the Ministry of Food and Agriculture (MoFA) have implemented a Gender-Based Reporting Template to enhance the capacity of Ministries and extension officers in tracking and reporting gender-sensitive data. This template helps ensure that gender considerations are integrated into programs and activities of the Civil Service as well as agricultural development programs. This reporting tool has improved the accuracy and relevance of gender data contributing to better-informed decision-making.

6.3.2. Challenges

The implementation of the activities was fraught with the following challenges:

- a) Limited financial resources hindered the effective implementation of gender equality training programs, particularly in areas such as sexual harassment awareness creation and gender-responsive practices.
- b) Poor collaboration among Ministries and external stakeholders led to fragmented efforts and delays in achieving outcomes, particularly in sectors such as agriculture and gender-based violence prevention.
- c) Cultural norms and structural issues, such as unequal access to resources, particularly in rural areas, limited women's participation and leadership in sectors like agriculture and climate change.
- d) The lack of adequate funding for gender-responsive climate change programs further limited their reach and effectiveness, along with slow policy integration.
- e) Challenges in gender-disaggregated data collection and inadequate logistics affected the full utilization of gender reporting tools and hindered effective monitoring.

6.3.3. Recommendations

The following recommendations are offered for management consideration.

- a) The Ministry of Finance should fast-track the approval of gender-related budgets and ensure sufficient funds are allocated to support gender training, awareness programs, and ensure accurate, gender-sensitive reporting across sector Ministries.

- b) Government needs to adopt a Gender Transformative Approach in key sectors, such as agriculture and climate change, to address cultural and structural barriers that hinder women's access to resources and opportunities.
- c) Ministries need to integrate gender equality training into regular staff development programs, extend training durations, and employ digital platforms for broader outreach.
- d) OHCS and MoGCSP should enhance coordination through inter-ministerial working groups and partnerships with external organizations to improve gender policy implementation and resource mobilization. Additionally, they must strengthen monitoring and compliance across sector Ministries while ensuring sustained commitment to promoting gender equality in leadership and other key areas.
- e) The Civil Service needs to explore alternative funding sources, such as public-private partnerships, to ensure sufficient resources for gender-responsive programs

In 2024, progress was made in mainstreaming gender in activities of the Civil Service, focusing on sexual harassment prevention, gender equality training, and women's empowerment in sectors like agriculture. However, challenges such as insufficient funding, slow policy implementation, and cultural barriers persisted. To improve, it's essential to secure resources, enhance coordination, and expand capacity-building programs, ensuring stronger integration of gender equality into Civil Service practices for sustainable development.

6.4. Gender Disaggregation in Committees and Decision-Making Bodies

This section of the report focuses on gender representation within the Civil Service, with specific emphasis on categorizing by Administrative Committees, Statutory Committees, and Ad hoc Committees. It examines the intersection of age and sex across these committees, assessing the status of gender equality in leadership and decision-making roles. The report highlights challenges and opportunities for improvement, particularly in achieving a balanced representation of both experienced and younger Officers.

The report aims to inform policies that promote gender parity, inclusivity, and equal opportunities within the Civil Service.

6.4.1. Analysis of Gender and Age Disaggregation in Decision-Making Committees

The analysis of gender and age distribution within decision-making committees in the Civil Service highlights significant disparities in representation. The data reveals that both gender and age imbalances persist across different sectors, which can impact inclusivity and the effectiveness of policies.

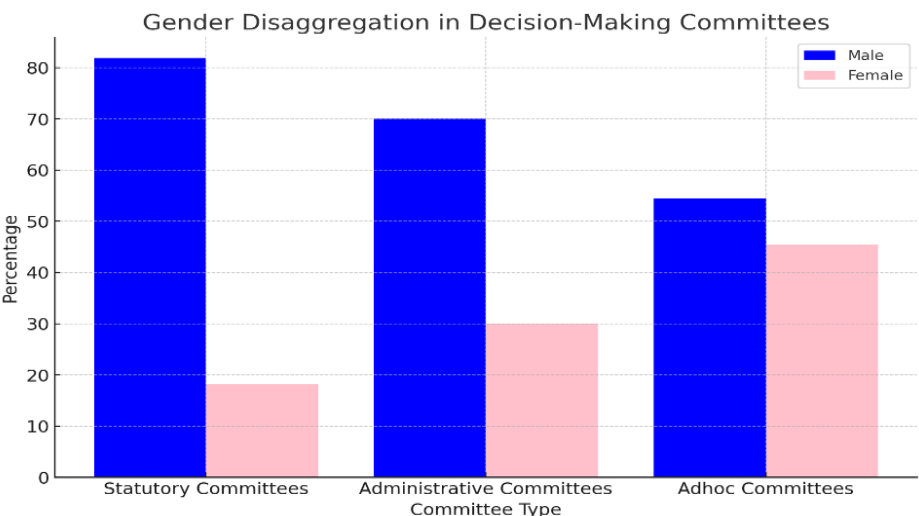
A. Disaggregation by Committee Type

Administrative, statutory, and ad hoc committees play a crucial role in the governance and operational efficiency of various ministries. These committees facilitate decision-making, ensure compliance with legal frameworks, and address specific organizational needs.

Administrative Committees are recurring bodies established to enhance and streamline organizational performance. These primarily include Management Meetings and various Sector Committee meetings across different Ministries, contributing to effective policy implementation and coordination.

Statutory Committees are mandated by law, with their formation and operations governed by legal provisions. These committees include the Adoption Board, Audit Committee, Central Tender Review Committee, Entity Tender Committee, and the Forest Commission Board, all of which play vital roles in ensuring regulatory compliance and accountability.

Figure 6. 1: Gender Disaggregation in Decision-Making Committees



Ad hoc Committees, on the other hand, are temporary bodies created to address specific issues or tasks within a defined timeframe. Examples of such committees include the Office Extension Project Committee, Ministry of Finance Entity Project Committee, and the

Baatsona Land Committee (MDPI). These committees provide targeted solutions to pressing administrative and policy concerns.

The graph examines gender distribution across different types of committees—statutory, administrative, and ad hoc. Statutory committees, such as those in the Ministry of Defence, remain overwhelmingly male-dominated, with men comprising 81.82% of members. This trend reflects deeply entrenched gender norms, particularly in sectors related to security and governance.

Administrative committees, including those in the Ministries of Finance, Transport, and Roads and Highways, also show a significant male majority, with men making up 70% of members. This reinforces the pattern of male leadership in financial and operational decision-making structures.

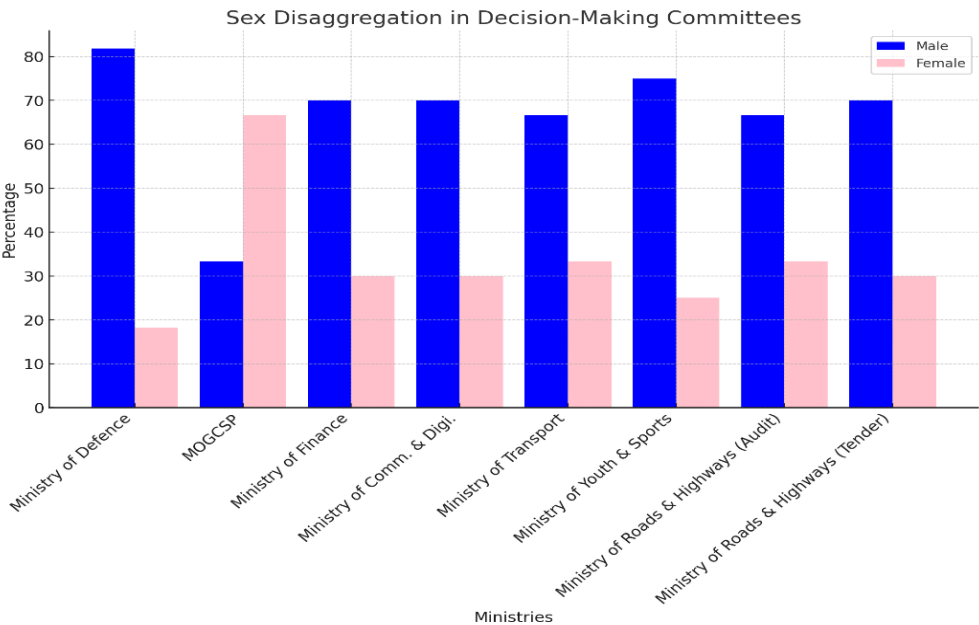
In contrast, ad hoc committees tend to be more gender inclusive. For instance, committees such as the National Honours and Awards exhibit a relatively balanced composition, with 54.54% male

and 45.46% female representation. This suggests that temporary committees are more flexible in gender representation compared to long-standing, institutionalized decision-making bodies, which often maintain rigid gender imbalances.

B. Gender Disaggregation

Figure 6. 2: Sex Disaggregation in Decision-Making Committees

The graph illustrates the gender composition of decision-making committees in the Civil Service. Given that the overall staff population is composed of 60.5% males and 39.5% females, the disparities observed in decision-making bodies highlight a critical representation gap.

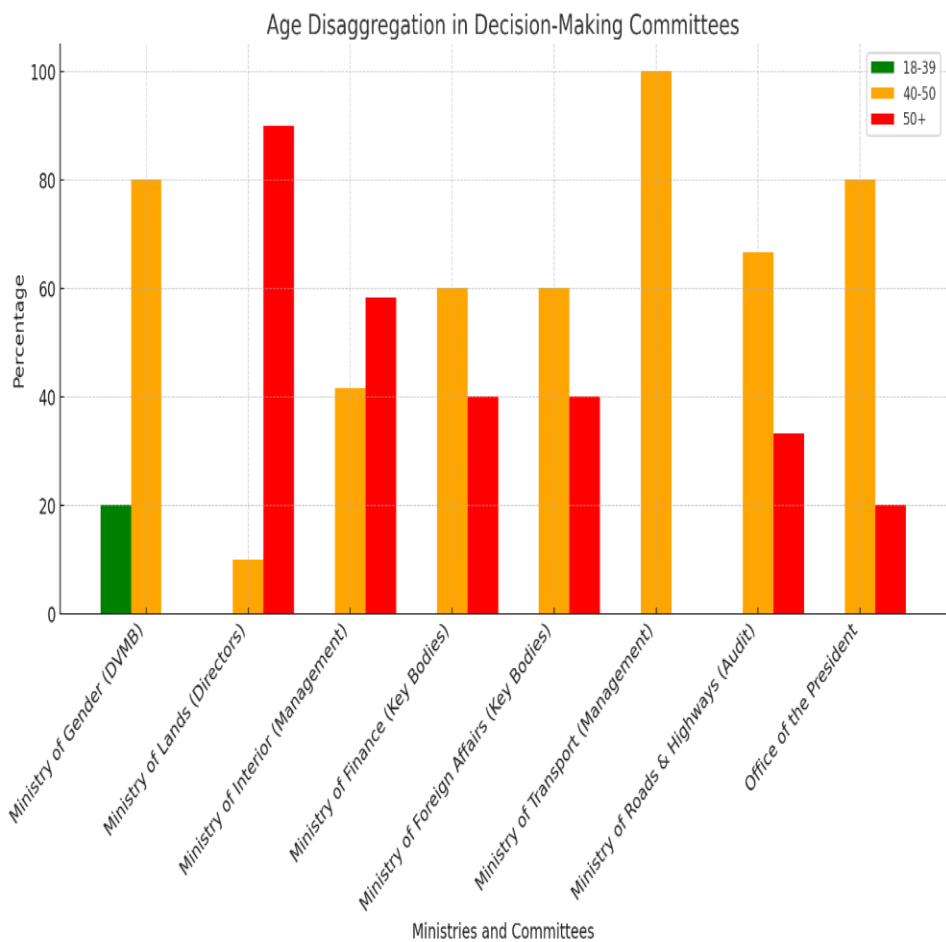


Ministries such as Defence, Finance, Transport, and Roads and Highways exhibit strong male dominance, with men accounting for over 66% of committee membership, surpassing their overall representation in the workforce. In contrast, the Ministry of Gender, Children, and Social Protection (MOGCSP) demonstrates a reverse distribution, with 33.33% male and 66.67% female representation, indicating a deliberate effort toward inclusivity.

However, other ministries, including the Ministry of Youth and Sports and the Ministry of Roads and Highways (Entity Tender Committee), report female representation below 30%, reinforcing a persistent gender gap in leadership roles. This underrepresentation is particularly predominant in Ministries overseeing critical areas such as infrastructure, finance, and security. Given the overall workforce composition, the low female participation suggests that decision-making processes in these sectors may not adequately reflect gender perspectives, potentially leading to policies that do not fully address the diverse needs of the population.

C. Age Disaggregation

Figure 6. 3: Age Disaggregation in Decision-Making Committees



The graph categorizes committee members into three age groups: 18-39, 40-50, and 50+. The findings reveal a significant underrepresentation of younger Officers in decision-making roles, particularly those aged 18-39, who constitute an average of 50% of the entire workforce in the Civil Service.

Ministries such as Finance, Foreign Affairs and Regional Integration, and the Office of the President have over 60% of their

committee members aged 40 and above, indicating a preference for more experienced personnel but limiting opportunities for fresh perspectives and innovation.

Among the few ministries trying to integrate younger individuals, the Ministry of Gender (Domestic Violence Management Board) stands out, with 20% of its members falling within the 18-39 age bracket. Conversely, the Ministry of Transport’s Management Meeting consists entirely of individuals aged 40-49, leaving no representation for those younger than 40 or older than 50. A similar trend is observed in the Ministry of Roads and Highways (Audit Committee) and the Office of the President, where a majority of members belong to the 40-49 and 50-59 age categories, with minimal participation from those under 39.

The overall lack of generational diversity in these committees raises concerns about their ability to foster innovation, adapt to digital transformation, and effectively address youth-related issues. Without the inclusion of younger voices, decision-making bodies risk becoming detached from emerging trends and evolving societal needs.

6.4.2. Key Insights and Implications

The following highlights were gleaned from the analysis above:

a) **Gender Disparity:**

Female Officers remain underrepresented in Ministries, particularly those overseeing finance, infrastructure, and security. This could impact policy inclusivity and responsiveness to gender issues.

b) **Age Disparity:**

Younger Officers (18-39) are significantly underrepresented, particularly in leadership roles. Ministries focused on digital transformation and modernization could benefit from a more diverse age representation.

c) **Structural Barriers:**

Statutory and administrative committees show persistent male dominance, while ad hoc committees tend to be more inclusive, indicating that temporary decision-making bodies may allow for more flexible gender representation.

6.4.3. Recommendations and Way Forward

The following commitments will be adopted by the Civil Service to enhance gender mainstreaming

- a) The Civil Service is set to introduce gender quotas across ministries to enhance female participation in decision-making committees. This initiative aims to ensure a more balanced representation of women in leadership roles, particularly in sectors where female participation has traditionally been low.
- b) The Civil Service, through its onboarding process, will actively integrate younger individuals (aged 18-39) into leadership roles, with a focus on innovation-driven sectors. This effort seeks to infuse fresh perspectives, drive digital transformation, and ensure that policies reflect the needs of younger generations.
- c) The Civil Service needs to conduct a review of statutory and administrative committee structures to align them with the inclusivity levels observed in ad hoc committees. This process will involve policy adjustments to foster greater diversity and equitable representation across all decision-making bodies

To effectively implement the Affirmative Action (Gender Equity) Act, 2024 (Act 1121) and the National Gender Policy, 2015, the Civil Service will take concrete measures to address gender and age disparities in leadership and decision-making. Institutions will be required to reserve seats for women, promote gender balance in managerial and leadership roles, and integrate gender equity

into human resource management, in accordance with legal mandates. Additionally, targeted interventions will be introduced to enhance women's representation in key sectors such as finance, security, and infrastructure, where they remain underrepresented.

Recognizing the importance of generational diversity, the Civil Service will establish clear pathways for younger officers to participate in decision-making. This will be achieved through mentorship programs, leadership development initiatives, and institutional reforms designed to integrate young professionals into governance structures. By institutionalizing these measures, the Civil Service will foster a more inclusive, representative, and progressive leadership framework that aligns with both national policies and international commitments to gender equity and equality.

CHAPTER SEVEN

7.0. KEY ACHIEVEMENTS OF THE CIVIL SERVICE IN 2024

7.1. Introduction

In 2024, the Civil Service remained dedicated to its mandate, effectively supporting the government in achieving its strategic objectives and promoting national development. This chapter outlines some key accomplishments of the Civil Service during the year. Details of specific institutional achievements are presented in appendix 1.

7.2. Achievements

A) Passage of the Affirmative Action (Gender Equity) Act

The Civil Service played a pivotal role in the passage of the Affirmative Action (Gender Equity) Act, 2024, (Act 1121). Following Cabinet approval in September 2023, the Ministry of Gender, Children and Social Protection (MoGCSP) engaged Parliament to expedite the legislative process.

Two key engagements took place in February and May 2024 with the Parliamentary Standing Committee on Gender and Children and the Parliamentary Select Committee on Legal, Constitutional, and Parliamentary Affairs. These efforts culminated in the successful passage of the Affirmative Action (Gender Equity) Act on 30th July, 2024.

On 11th September, 2024, H. E. Nana Addo Dankwa Akufo-Addo, President of the Republic of Ghana, assented to the Act, officially enacting it into law. This milestone has marked significant progress in promoting gender equality and empowerment in the country.

B) Implementation of the National Plastic Management Policy

To support the National Plastics Management Policy (NPMP), the Ministry of Environment, Science, Technology, and Innovation (MESTI) launched the "Plastic Not Seen Initiative" in the Mfantseman Municipal Area of Ghana's Central Region as part of its sustainable plastic waste management efforts. This initiative, developed by the University of Mines and Technology (UMaT) in partnership with the Mountain Research Institute (MRI), was executed under MESTI's Infrastructure Development Programs. It involved establishing a waste collection centre for processing and recycling plastic waste.

The pilot phase commenced in six senior high schools, where metallic bins were provided for plastic segregation. An incentive system was also introduced to encourage waste collection, reinforcing sustainable plastic waste management practices.

C) Development of the Ghana Tourism Policy and Revision of the Culture Policy

The Ministry of Tourism, Arts and Culture successfully developed the Ghana Tourism Policy through a structured and inclusive process. The initiative began with an inception meeting in Accra to discuss key thematic areas. Consultation workshops were then held across the southern and northern zones, covering multiple regions to gather stakeholder inputs. A final validation workshop in Ho brought together tourism stakeholders, academia, Ministries, Departments and Agencies (MDAs), and policy experts to refine the policy. Following these extensive consultations, an implementation plan was developed as the final step before submission to the Cabinet, pending the necessary funding for execution.

Additionally, the Ministry completed the revision of the Culture Policy, which serves as a foundation for promoting and preserving Ghana's cultural heritage. The revision process, initiated in 2022, included three major stakeholder engagements in Tamale on 25th January, Kumasi on 29th February, and Accra on 5th April, 2025. The process culminated in a validation workshop held in Accra on 13th August, 2024. Following these efforts, the revised Culture Policy was successfully approved by Cabinet.

D) Commissioning of 16 Public Employment Centres (PECs) Across the Country

As part of the Ghana Jobs and Skills Project (GJSP), the Ministry of Employment and Labour Relations (MELR) officially commissioned sixteen (16) new Public Employment Centres (PECs) across various regions of Ghana. These centres enhanced the Labour Department's capacity to monitor, regulate, and influence the country's labour market. Their establishment significantly improved access to employment services for both jobseekers and employers.

The primary objective of these PECs was to increase job opportunities and enhance skills training in Ghana. Additionally, they played a critical role in implementing and managing the Ghana Labour Market Information System (GLMIS) at the national level. The GLMIS, a comprehensive web-based platform, serves as a repository for all labour market data in Ghana. It facilitates interactions between employers and jobseekers by providing valuable insights into job vacancies, skills demand, and workforce availability. A key feature of the system is its ability to provide policymakers with real-time labour market data, thereby supporting evidence-based decision-making for job creation policies.

E) Integration of the Ghanaian Diaspora in National Development

During the year under review, the Ministry of Foreign Affairs and Regional Integration (MoFARI) implemented several initiatives aimed at integrating the Ghanaian diaspora into national development. From January 23 to 25, 2024, the Ministry participated in the 14th Session of the Global Forum on Migration and Development (GFMD) in Geneva, Switzerland, at the invitation

of GIZ Ghana. The summit focused on the theme, “From Environmental Concerns to Cultural Aspects of Migration: Adopting an Inclusive Approach to Meet the Challenges and Increase the Opportunities for Human Mobility.”

On March 26, 2024, the Ministry took part in a virtual summit organized by MEG-GIZ for Ghanaian Diaspora Women in Germany and selected EU countries, including France, Italy, Belgium, the Netherlands, and Spain. The summit explored the relationship between gender and diaspora engagement and its impact on sustainable development.

Further advancing diaspora engagement, the Ministry actively participated in the Afro-Diaspora and African Civil Society Conference held in Madrid, Spain, on May 9 and 10, 2024. The conference emphasized the contributions of African diaspora communities in Spain and worldwide, as well as the challenges they encounter.

On November 13, 2024, the Ministry participated in a virtual preparatory meeting for the 9th Pan-African Congress, scheduled to be held in Lomé, Togo, in 2025. This preparatory conference, organized in Salvador, Brazil, was a collaboration between the Embassy of the Republic of Togo in Brazil and the Brazilian government, focusing on the Sixth Region of the African Union (Diaspora).

F) Sensitization Programmes on Sexual and Gender-Based Violence, Teenage Pregnancy, and Harmful Cultural Practices

The Department of Gender collaborated with key partners to organize multiple programs aimed at raising awareness about sexual and gender-based violence (SGBV), teenage pregnancy, harmful cultural practices, and women’s sexual and reproductive health rights. These sensitization programs reached 68 communities and engaged over nineteen thousand, five hundred and forty-four (19,544) participants, including thirteen thousand, five hundred and eighty-five (13,585) females, five thousand, nine hundred and thirteen (5,913) males and forty-five (45) females with disabilities

Additionally, some participants received education on cybersecurity, the Ghana Education Service re-entry policy, and other relevant topics.

G) Construction of Forward Operating Base

The Ministry of Defence continued the construction of a Forward Operating Base (FOB) near the western border at Ezinlibo, initiated in 2019 under the National Strategic Programme. This project aims to safeguard the country's natural resources, including oil and gas. The construction entails a 1.2-kilometer breakwater, a jetty, ten accommodation units for 200 troops, a dual carriage road, and the procurement of essential equipment for the Ghana Navy, including ships, boats, firearms, and vehicles. As of December 31, 2023, the project was 55% complete. In 2024, the Ministry

successfully carried out quarterly site visits, engaged with project contractors, and reviewed monitoring reports. By December 31, 2024, the project had reached 76% completion, demonstrating steady progress towards enhancing security in the area.

H) Export Development

The Ministry of Trade and Industry actively promoted value-added exports to various international markets, including ECOWAS, the African market under the African Continental Free Trade Area (AfCFTA), the U.S. market under AGOA, the European market through the EU-Ghana Economic Partnership Agreement, and the UK market via the UK-Ghana Trade Partnership Agreement. Market access significantly expanded, with over fifty-one (51) out of one hundred (100) companies participating in trade expeditions. Exhibited products covered diverse sectors, including cosmetics, manufacturing, textiles, Agro-processing, pharmaceuticals, beverages, arts and crafts, construction, IT, and financial services. By the end of January 2024, over seven hundred (700) products were certified as AfCFTA-compliant and ready for export. Additionally, under the Free Zones Act, eighty-six (86) enterprises were granted licenses, bringing the total number of Free Zone companies to two hundred and sixty-one (261). These companies collectively invested \$719.06 million, generated \$7.615 billion in export earnings, and provided employment to eight thousand, four hundred and sixty-five (8,465) people.

I) Road Rehabilitation and Maintenance

In 2024, the Ministry of Roads and Highways ensured periodic maintenance activities such as re-graveling, spot improvements, and resealing were completed on 93.77 km of trunk roads, 565.83 km of feeder roads, and 231 km of urban roads. Additionally, minor rehabilitation works, including the construction of culverts and drainage structures, were completed on 519.32 km of trunk roads, 640.36 km of feeder roads, and 83 km of urban roads. The Ministry also piloted performance-based road contracting for the rehabilitation and maintenance of 1,052 km of roads across the Upper West, Bono East, and Northern Regions. In the Upper West Region, 98% of the rehabilitation of 670 km of feeder roads was completed. In Bono East, 191 km of feeder roads were rehabilitated, reaching 88% completion. In the Northern Region, the Tamale–Tatale road rehabilitation was divided into two lots: Lot 1 (Tatale–Zabzugu–Yendi Road, 66 km) reached 91% completion, while Lot 2 (Yendi–Tamale, 106 km) was 89% complete.

J) Preparation of 2024 Handing-Over Notes and support for seamless transition process

The Civil Service also provided technical and administrative support for the Transition Committee and its Sub-Committees in accordance with the Presidential (Transition) Act, 2012 (Act 845). This

facilitated the smooth and efficient transfer of power, ensuring continuity in governance and the effective functioning of state institutions

The Office of the President organized a review workshop for Chief Directors to refine the Handing-Over Notes template, ensuring it remains comprehensive and user-friendly for effective governance continuity. Additionally, a Quality Assurance Training was held on 17th July 2024 for key government representatives to enhance their expertise in maintaining high standards in transition documentation. These initiatives aimed to strengthen the efficiency and consistency of the government transition process.

Additionally, a Roundtable Conference was held from 10th to 21st September, 2024 to review reports from the Quality Assurance Teams. These teams assessed the Draft 2024 Handing-Over Notes submitted by Ministries, Departments, and Agencies (MDAs), Regional Coordinating Councils (RCCs), Metropolitan, Municipal, and District Assemblies (MMDAs). The conference facilitated a comprehensive evaluation of the reports to ensure they met the required standards, thereby reinforcing the integrity and reliability of the transition process.

Following this rigorous review, the finalized Handing-Over Notes were officially submitted to key stakeholders, including the President-elect, the Chief Justice, Parliament, the Council of State, and the Public Records and Archives Administration Department (PRAAD), ensuring a smooth and transparent transition of government.

K) Improvement in Domestic Revenue Mobilization

To enhance economic growth, the Ministry of Finance introduced measures to improve domestic revenue mobilization. By September 2024, GH¢12.57 billion had been disbursed from bilateral and multilateral sources, exceeding the projected GH¢12.06 billion. Of this amount, GH¢3.85 billion supported the general budget, while GH¢8.72 billion funded pro-poor projects. Loans accounted for 89% of the disbursements, while grants constituted 11%.

Tax revenue reached GH¢106,176.90 million, exceeding the target by GH¢1,735.20 million. Non-Tax Revenue (NTR) totalled GH¢11,311.25 million, surpassing the target by 4%. The Ministry secured a USD 2 billion Framework Agreement with South Korea's Economic Development Cooperation Fund (EDCF) to support transformative projects across various sectors.

Additionally, the Ghana Revenue Authority (GRA) expanded the implementation of the Electronic VAT invoicing system, covering six hundred (600) large taxpayers and over two thousand (2,000) SMEs. Administrative guidelines for the implementation of the Emissions Tax were also developed in collaboration with the Environmental Protection Agency (EPA).

L) Facilitation of Ghanaians in High-Level Positions in International Organizations

The Ministry of Foreign Affairs and Regional Integration successfully facilitated Ghana's candidatures and appointments to key positions in international organizations. On 6th June 2024, Ghana was elected as Vice-President of the 79th Session of the United Nations General Assembly. Additionally, during the 68th General Conference of the International Atomic Energy Agency (IAEA) held in Vienna, Austria, from 16th to 20th September 2024, Ghana secured a position on the Board of Governors for the 2024-2026 term.

Further strengthening Ghana's global influence, Ambassador Philbert I.K.A. Johnson was elected as Chair of the IAEA Board of Governors during its meeting on 23rd September 2024. In another significant achievement, Hon. Shirley Ayorkor Botchwey, the Minister, was elected as the 7th Secretary-General of the Commonwealth at the 27th Commonwealth Heads of Government Meeting in Apia, Samoa, from 21st to 26th October 2024.

Moreover, Ghana was re-elected as a member of the United Nations Commission on International Trade Law (UNCITRAL) for the 2025-2031 term during elections held in New York on 20th November 2024. These achievements underscored Ghana's growing leadership and influence in international diplomacy and governance.

M) Promotion of Economic Diplomacy

In 2024, the Ministry of Foreign Affairs and Regional Integration, in collaboration with the Ministry of Trade and Industry, successfully organized trade and investment activities to promote "Made-in-Ghana" goods and services and attract the necessary Foreign Direct Investments (FDIs) to support Ghana's industrialization agenda. As part of this initiative, several trade exhibitions were held, and trade missions were exchanged with various countries. Officers were also trained in trade and investment promotion to enhance their capacity in these areas.

The Ministry actively engaged in several key trade and investment events in 2024 to advance Ghana's economic interests. It participated in Africa Day in Austria and the FOODEX exhibition in Japan, while the Ghana-Malta and Ghana-Kenya Business Forums facilitated strategic trade agreements. In May, the Ministry hosted the 3rd Made-in-Ghana Trade and Investment Bazaar, attracting 223 businesses and securing a US\$2 million contract for a local construction firm. Additionally, the Ghana-EU Business Forum in July led to the launch of a €32 million initiative to support vaccine and pharmaceutical production. In October, the Ministry promoted Ghanaian beauty and cosmetic companies at the 5th Beauty Istanbul International Exhibition.

N) Procurement and Distribution of Light Cleansing Equipment

The Ministry of Local Government, Decentralisation and Rural Development procured and distributed seventeen (17) light cleansing equipment, including three street sweepers and fourteen

(14) drain-cleaning machines, to beneficiary Metropolitan, Municipal, and District Assemblies (MMDAs) under the GARID Project. These resources aim to enhance solid waste management by improving street cleaning and drain maintenance, thereby reducing litter in the Odaw Basin and coastal areas. These new tools complemented previously provided equipment, including seventeen (17) refuse compactor trucks, fifty-five (55) motorcycles, personal protective equipment (PPE), and other solid waste management tools.

O) Fight Against Corruption and Economic Crimes

The Office of the Attorney-General and Ministry of Justice's Public Prosecutions Division and the Economic and Organized Crime Office (EOCO) made significant strides in combating corruption and economic crime. The Public Prosecutions Division handled two thousand, five hundred and eleven (2,511) dockets and prosecuted 2,440 cases in various courts nationwide. EOCO successfully recovered GH¢161,292,732.37 by November 2024, including GH¢12,583,747.76 directly deposited into the Consolidated Fund and GH¢148,708,984.61 indirectly recovered for other institutions. Additionally, EOCO conducted investigations into four hundred and seven (447) cases, with fifteen (15) cases under prosecution. Although no court convictions were secured, these efforts reinforced EOCO's commitment to dismantling financial crimes. Furthermore, one hundred and thirteen (113) sensitization programs on cybercrime, gaming, human trafficking, and irregular migration were conducted, alongside two media engagements in multiple local languages to enhance public awareness.

P) Improving Access to Justice and Accountability

In 2024, the Office of the Attorney General and Ministry of Justice secured financial clearance to recruit seventy (70) new State Attorneys, increasing the total recruitments under the current Attorney-General's tenure to one hundred and thirty (130). Some of these attorneys were seconded to underserved public sector institutions. Additionally, the Minister championed the establishment of the Ghana Alternative Dispute Resolution (ADR) Centre, fulfilling a long-standing requirement of the ADR Act, 2010 (Act 798). The ADR Centre is expected to enhance the country's justice system by offering alternative mechanisms to litigation, positioning Ghana as an arbitration hub in West Africa. Furthermore, the first-ever training conference for Public Sector Lawyers was held from November 5–7, 2024. This conference aimed to build capacity in negotiation, contract structuring, drafting, and international arbitration.

Q) Development of a Strategic Framework for One-Stop-Shops (OSS) for Service Delivery

To enhance efficiency in public service delivery, the Civil Service initiated the establishment of One-Stop-Shops (OSS) to streamline service provision for citizens and the private sector. An inter-agency Technical Committee and an Oversight Committee were constituted to provide technical and strategic guidance in developing a Strategic Framework for the implementation and management of the OSS initiative.

A draft Strategic Framework was developed with insights from the Oversight Committee. To ensure a robust implementation plan, the Secretariat identified the need for financial and technical assistance to conduct a feasibility study. This study aimed to provide a solid foundation for the OSS initiative by informing the finalization of the framework, determining the implementation approach, and identifying potential funding models and partners. The findings from the feasibility study are expected to guide the phased rollout of One-Stop-Shops across the country, improving accessibility and efficiency in public service delivery.

R) Organization of the 2024 Civil Service Week Celebration

The 2024 Civil Service Week Celebration was held from April 24 to May 3 under the theme “Combating Threats to Sub-Regional Peace and Security: Perspectives of the Civil Service.” The event featured activities such as inter-ministerial tennis, women’s football tournaments, a press launch, a clean-up exercise, and a thanksgiving service. The awards ceremony was graced by the Minister for National Security, Mr. Albert Kan-Dapaah, and other distinguished guests. A total of One hundred and thirty-three (133) officers, including eighty-one (81) professional and sub-professional staff, twelve (12) Chief Directors, fourteen (14) Directors, three Heads of Department, five honorary awardees and eighteen (18) sponsors, were recognized in the special Head of Service awards category.

S) Establishment of the National Farmer Database

The Ministry of Food and Agriculture successfully established a National Farmer Database as a key component of PFJ 2.0. This initiative enhanced precise targeting, resource distribution, and program monitoring. Farmers were registered using biometric data integrated into the Ghana Agriculture and Agribusiness Platform (GhAAP). The system eliminated duplication, ensured transparency, and utilized GPS technology to map farms, recording crop types and sizes. Additionally, it captured demographic information, farm sizes, cropping systems, and access to services such as mechanization and extension. Each farmer was linked to an aggregator for input supply and produce recovery.

T) Ghana Digital Acceleration Program

The Ministry of Communication and Digitalisation expanded Internet Points of Presence from 120 to 534 under the Ghana Digital Acceleration Program. The Terms of Reference for recruiting a Transaction Advisor to design a PPP strategy were completed and submitted to the GDAP Secretariat. The procurement process for selecting a contractor commenced and is expected to be finalized by early 2025. These efforts significantly improved digital connectivity and transformation, particularly in underserved regions.

U) Implementation of the IMF Program

Significant progress was made by the Ministry of Finance in implementing the three-year, USD 3 billion IMF-supported post-COVID-19 Program for Economic Growth (PC-PEG), now in its second year. The Ministry successfully coordinated three reviews of the program since its approval by the IMF on May 17, 2023. These reviews, conducted semi-annually, assessed progress against Quantitative Performance Criteria (QPCs), Indicative Targets (ITs), and Structural Benchmarks (SBs).

Ghana successfully completed the first and second reviews on January 19 and June 28, 2024, respectively. On October 4, 2024, the country reached a Staff-Level Agreement (SLA) following the conclusion of the third review. The IMF determined that Ghana had met all six QPCs, four ITs, and nearly all structural benchmarks due by the end of September, marking the first time the country achieved all ITs in a review.

Key prior actions for the IMF Executive Board meeting included publishing the PURC's audit of ECG Revenue/Collection Accounts, drafting terms of reference for an ECG operations audit, submitting an Expenditure in Advance of Appropriation for Q1 2025 to Parliament, and proposing amendments to the Fiscal Responsibility Act (2018) to strengthen fiscal discipline. The IMF Board was expected to meet in December 2024, with a subsequent release of USD 360 million, bringing total disbursements to USD 1.92 billion. The Ministry's preparatory work facilitated Ghana's accelerated implementation of the program, achieving IMF Board approval within 5.2 months of SLA and the first and second reviews within 8 and 14 months, respectively.

V) Implementation of the YouStart Program

To address youth unemployment, the Ministry of Finance implemented the YouStart initiative, aimed at creating one million jobs. As of September 2024, a total of twenty-three thousand, six hundred and ninety-five (23,695) beneficiaries had completed Basic Level training under the YouStart Jobs and Skills project. This included five thousand, one hundred and eighty-three (5,183) males and eighteen thousand, five hundred and twelve (18,512) females. Seven thousand,

nine hundred and seventy-five (7,975) beneficiaries advanced to Intermediate Level training, while four thousand, five hundred and fourteen (4,514) completed the Advanced Level.

Additionally, the Ministry, through NEIP, trained two thousand (2000) beneficiaries under the Government of Ghana-sponsored YouStart DEP. These participants received training in entrepreneurship and practical skills such as yogurt preparation, fruit juice production, and detergent making. Two hundred beneficiaries received startup capital ranging from GH¢10,000 to GH¢50,000. A nationwide monitoring exercise was also initiated to assess the program's impact. Under the YouStart Commercial Program, financial institutions received training, and a technology platform was developed to process applications.

W) National Electrification Schemes

The Ministry of Energy provided engineering and consultancy services for electricity extension to 44 One District One Factory (1D1F) facilities at a cost of GH¢ 11,447,571.23. Engineering assessments were also conducted for ten additional 1D1F applications.

In support of the Government's one hundred and eleven (111) Hospital initiative, the Ministry supplied construction power to eight hospitals, including the Sewuah and Afari Military Hospitals, Komfo Anokye Teaching Hospital, and other district hospitals.

Under the Rural Electrification Programme, two hundred and seventy-six (276) communities were connected to the national grid, with an additional 124 at various stages of completion, expected to be connected by December 2024. The national electricity access rate reached 88.95%.

X) Preparation of National Register of Public Lands and Official Assets

The Office of the President received 162 data entries from MDAs, MMDAs, RCCs, OGM, and independent Constitutional Boards (ICB). These entries were compiled and used to update the official assets database, which now comprehensively records official vehicles, buildings, and accommodation. This initiative significantly improved the management and accountability of government assets.

Y) Promotion of Made-in-Ghana Products and Businesses

The Ministry of Foreign Affairs and Regional Integration facilitated the procurement of Made-in-Ghana products for Ghana's Missions abroad, including those in Lusaka, Windhoek, Dakar, Tokyo, Algiers, Berne, Paris, and Kuala Lumpur. This initiative aims to enhance trade and investment promotion efforts in accredited regions by increasing the visibility of Ghanaian products and attracting investment into key economic sectors.

Additionally, the Ministry, in collaboration with the Ghana Export-Import Bank, facilitated the establishment of Made-in-Ghana Corners in sixteen Ghanaian Missions abroad. This initiative is expected to expand to all Missions soon and serve as a foundation for the creation of Made-in-Ghana shops where Ghanaian products can be showcased and marketed globally.

In 2024, the Civil Service demonstrated its commitment to national development by successfully implementing key policies, programs, and initiatives across various sectors. These achievements reflect the Service's dedication to enhancing governance and service delivery. Continued efforts to build on these successes will further strengthen institutional effectiveness and contribute to sustainable national progress.

CHAPTER EIGHT

8.0. CHALLENGES, RECOMMENDATIONS AND CONCLUSION

8.1. Introduction

This chapter examines the challenges faced by the Civil Service in 2024, many of which have persisted over the years. While the Service has made significant strides in fulfilling its mandate, several of these issues continue to hinder its efficiency and effectiveness. Addressing these challenges is essential to enable the Civil Service to unlock its full potential.

8.2. Challenges

The Civil Service faces challenges that impact its mandate and service delivery. However, it remains committed to national development by adopting innovative strategies to improve operations. The key challenges during the review period were as follows:

A) Inadequate Office Space

The persistent shortage of office space led to severe overcrowding in several Ministries and Departments, creating an unhealthy and inefficient work environment. The poor state of office facilities, particularly in regional offices and headquarters, discouraged productivity and compromised the well-being of staff. The lack of conducive workspaces also hindered collaboration and efficient service delivery.

B) Funding Constraints

The heavy reliance on government funding resulted in chronic budget shortfalls, severely hampering the execution of key policies and programs. Many planned initiatives remained unimplemented or partially executed due to insufficient funds. Delays in budget disbursement, compounded by the ongoing IMF debt restructuring program, deprived Sector Ministries of critical resources for procurement, staff training, and essential services such as utility payments. These financial constraints significantly weakened the effectiveness of public service delivery.

C) Limited Technological Resources

The continued reliance on outdated office equipment and technology impeded efficiency across Ministries. Many Departments operate with systems that have long exceeded their functional lifespan, making data collection, analysis, and service delivery cumbersome. The absence of modern digital infrastructure reduced operational accuracy, slowed decision-making processes, and hampered effective engagement with stakeholders.

D) Encroachment on Lands and Illegal Mining Activities

Encroachment on government lands disrupted the expansion and implementation of key projects. Institutions such as the Ghana Atomic Energy Commission (GAEC) and the Council for Scientific and Industrial Research (CSIR) faced persistent land grabs due to inadequate security measures, hindering infrastructural development. Additionally, illegal mining (galamsey) activities posed significant environmental and economic threats, leaving degraded lands unusable. In the railway sector, unauthorized mining altered water courses, increasing project costs and endangering critical infrastructure.

E) Infrastructure and Logistics Deficiencies

The lack of adequate infrastructure and logistics severely constrained the efficiency of Ministries and Departments. Many lack operational vehicles, compelling staff to rely on personal resources to fulfil official duties. Insufficient residential accommodation for personnel further affected staff morale and retention. Moreover, unreliable internet connectivity hindered progress in digitalization, slowing down essential administrative processes and communication within the Civil Service.

F) Weak Legal and Regulatory Frameworks

The absence of comprehensive legal frameworks weakened the effectiveness of key programs. In the social protection sector, poor coordination at the sub-national level resulted in fragmented implementation of welfare initiatives. The lack of legal framework, such as a Social Protection Law, jeopardized the sustainability and impact of these programs, limiting the government's ability to provide consistent support to vulnerable populations.

G) Political-Administrative Interface

The relationship between political leadership and the administrative structure of the Civil Service is critical for effective governance. However, the arbitrary imposition of technical and administrative control by political authorities without following proper procedures has disrupted operations, weakened institutional structures, and lowered staff morale. These actions also hinder policy continuity and long-term development planning by replacing experienced personnel without proper transitions.

Additionally, the interference of Special Advisors and Assistants in administrative functions has blurred the lines between political leadership and bureaucratic administration. This intrusion

undermines accountability, disrupts workflow, and sidelines experienced Civil Service staff, threatening the neutrality and professionalism essential for effective governance.

H) Declining Human Resource Capacity

The Civil Service faced a decline in human resources in some specific sectors due to resignations. Mainly, poor working conditions, and the reclassification of officers into different occupational groups were some reasons for the resignations. Some critical Ministries experienced shortages of specialized personnel, such as Youth and Sports Development officers, Counsellors, and Coaches, affecting service delivery and program implementation. The limited availability of technical staff further strained the existing workforce, reducing overall efficiency and productivity.

8.3. Recommendations

To mitigate these challenges and enhance service delivery, the following are recommended for government consideration.

A) Improvement of Office Facilities and Accommodation

The government should expedite the completion of ongoing construction projects to provide adequate office spaces and residential accommodation for staff. Additionally, abandoned and uncompleted government buildings should be renovated and allocated to Civil Service personnel to reduce commuting challenges and enhance productivity. Access to these facilities should be transparent and straightforward.

B) Timely Release and Diversification of Funding Sources

Stronger engagement with the Ministry of Finance is necessary to ensure increased and timely disbursement of budgetary allocations. Ministries and Departments should prioritize available resources for essential logistics and program implementation. Additionally, they should explore alternative funding sources such as public-private partnerships, grants, and industry contributions to reduce dependency on government funding.

C) Provision of Adequate Logistics and Resources

The government should invest in modern IT infrastructure and office equipment to enhance productivity. The procurement of vehicles and other logistics, along with routine maintenance of existing resources, is crucial for effective service delivery. Collaboration with development

partners should also be strengthened to secure funding for essential logistics under approved budgets.

D) Protection of Government Lands

A coordinated effort involving government authorities and affected sectors should be undertaken to review, reclaim, and secure government lands. Adequate compensation should be provided to individuals genuinely affected by land reclamation efforts. Furthermore, legal titles should be secured for all institutional lands to prevent further encroachment and ensure government ownership.

E) Strengthening the Legal and Regulatory Framework

The government should expedite the passage and enforcement of legal and regulatory frameworks to enhance service delivery. The Ministry of Gender, Children, and Social Protection (MoGCSP) should collaborate with relevant stakeholders to strengthen social protection structures at the sub-national level. Establishing a comprehensive Social Protection Law will provide a stable legal foundation for the sector and ensure the sustainability of its programs.

F) Political administrative interface

The Civil Service recommends the need for clear role definitions and stronger coordination between political appointees and Civil Service staff in the execution of government policies and programs. This will help maintain the distinct functions of each group, prevent undue interference, and reinforce the professional integrity of the Civil Service while ensuring efficient policy implementation.

G) Strengthening Human Resource Capacity

Efforts should be made to improve working conditions and create incentives that attract and retain skilled personnel within the Civil Service. Ministries should also focus on capacity-building programs to enhance the technical expertise of staff, particularly in critical sectors such as youth and sports development.

Addressing the Civil Service's challenges is crucial for improving efficiency and national development. Persistent issues such as inadequate infrastructure, funding constraints, and weak legal frameworks, hinder progress. Implementing targeted reforms, including infrastructure upgrades, funding diversification, and capacity building, will strengthen the Service, enhance service delivery, and promote professional excellence in governance.

8.4. Conclusion

A strong and efficient public bureaucracy is fundamental to national development, with the Civil Service serving as a pillar of effective governance. In accordance with the Civil Service Act, 1993 (Act 327), the Civil Service remains dedicated to supporting the government in formulating and implementing policies that foster national growth. In 2024, notable achievements were made possible through the collective commitment of the Civil Service Council, management at all levels, staff, and key stakeholders.

A key highlight of the year was the Civil Service's role in ensuring a smooth and orderly transition of executive power, as required by the Presidential (Transition) Act, 2012 (Act 845). Through its administrative and technical support, the Service facilitated the preparation of comprehensive handing-over notes, coordinated transition processes, and upheld governance continuity across Ministries, Departments and Agencies.

Despite these successes, the challenges outlined in this report require urgent attention from the government and relevant stakeholders. Addressing these issues will further enhance the efficiency and effectiveness of the Civil Service in fulfilling its mandate. Moving forward, the Service remains dedicated to strengthening institutional capacity, improving policy implementation, and ensuring a seamless transition process that upholds governance stability and national progress.

APPENDICS

APPENDIX ONE (1): BRIEF SECTOR PROGRAMS AND ACHIEVEMENTS

The Sector Ministries derived their mandate from sections 11 and 13 of the Civil Service Act, 1993, (Act 327) and Executive Instrument (E.I.) 28 of 2021, 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 (2025) of the sector Ministries.

1.0 MINISTRY OF CHIEFTANCY AND RELIGIOUS AFFAIRS (MCRA)

The Ministry of Chieftaincy and Religious Affairs is responsible for overseeing chieftaincy and religious institutions to promote peaceful coexistence and national development.

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

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

1.1. Agencies

The Ministry's Agencies consisted of the following:

- 16 National House of Chiefs
- (16) Regional Houses of Chiefs
- Traditional Councils

1.2. Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a) Review of the Chieftaincy Act, 2008 (Act 759)

The Ministry continued with the review of the Chieftaincy Act, 2008 (Act 759) in the year 2024, aiming to improve the legislative framework for the chieftaincy institution and amended sections of the law to reflect current trends and address specific gaps. The review was implemented based on feedback from the Office of the Attorney-General and Ministry of Justice and National House of Chiefs on recommendations proposed by a committee set up by the Minister.

b) Settlement of Chieftaincy Cases

The Ministry, through the Judicial Committees at the National House of Chiefs, Regional Houses of Chiefs and Traditional Councils, resolved Forty-Five (45) Chieftaincy cases to promote peace and stability within the respective Traditional Areas. This has led to strengthening local governance,

enhancing development and investment, preserving the integrity of the chieftaincy institution and improving security. Addressing chieftaincy disputes has ensured that traditional authorities can play their roles as custodians of culture and facilitators of development, contributing to a peaceful and progressive society.

c) Inauguration of Sixty-Five Traditional Council

The Ministry, during the year under review inaugurated Sixty-Five (65) Traditional Councils, in the Greater Region (Teshie), in the Upper-East Region (Zuarungu), Oti Region (Apesokubi, Akroso, Adele, Ntrobu) and Volta Region (Hevi, Dzodze, Weta, Amugo-Vego, Awate, Agotime, Ave-Dakpa, Agave, Botoku, Akrofu, Sokpoe, Klefe, Takla, Kpedze, Sokode, Anfoeta, Kpenoe, Dofor, Volo, Fodjoku, Torgome, Mepe, Vume, Tefle, Bakpa, Tsrukpe, Helfi, Tsyome North, Tsyome South, Aveme, Sovie, Leklebi, Liati, Ziope, Ave-Afiadenyigbe, Ave-Dzalele, Ave-Havi, Ave-Dzadzepe, Nyive, Avee, Dodome, Lume, Dzolo, Akoviefe, Akome, Matse, Taviefe, Akoefe, Tanyigbe, Tokokoe, Holuta, Kpoeta, Saviefe, Goviefe, Atikpui, Hodzo, Tongor, Gbefi, Have) respectively. The aim was to strengthen and enhance the Chieftaincy administration at the local level to promote good governance. This has brought the total number of traditional councils to Two Hundred and Ninety-Nine (299) nationwide.

d) Preparation of Draft Legislative Instrument on Chieftaincy

The National House of Chiefs also prepared the draft Legislative Instrument on Chieftaincy (Members of the Regional Houses of Chiefs). This Instrument is a critical legal framework designed to streamline and regulate the procedures for determining membership within the National and Regional Houses of Chiefs in accordance with Section 6 (1) of the Chieftaincy Act, 2008 (Act 759). To ensure the document aligns with constitutional and statutory requirements, the Ministry has completed all preparatory processes, including stakeholder consultations and reviews by the Office of the Attorney-General and the Ministry of Justice. This is significant, particularly in view of the creation of six new regions.

e) Promoting Peace and Building Strong Partnerships

The Ministry engaged with religious and traditional leaders to build strong partnerships and leverage their influence in driving positive change and achieving sustainable development outcomes. This engagement was crucial for fostering community development, promoting peace, and addressing societal challenges. As trusted voices within their communities, these leaders play a significant role in conflict resolution, peacebuilding, human rights advocacy, religious tolerance, and community development. Effective collaborations have yielded notable benefits in these areas.

1.3.Sustainable Development Goals (SDGs)

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

a) SDG 16: PEACE JUSTICE AND STRONG INSTITUTIONS

16.7 Ensure Responsive, Inclusive, Participatory, and representative decision-making at all levels.

Proportion of the population who believed decision-making is inclusive and responsive, by sex, age, and disability and population group:

- Sixty-Five (65) Traditional Councils were inaugurated in 2024 to enhance the involvement of traditional authorities in local development.
- Commenced construction works for offices for Regional Houses of Chiefs of the Six newly created Regions. At various stages of completion.
- **16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all**

Proportion of the population who have experienced a dispute in the past two years and who accessed a formal or informal dispute resolution mechanism, by type of mechanism

- 9% (45 out of 497) of chieftaincy cases resolved by the Judicial Committees of the National and Regional Houses of Chiefs

b) SDG 5: Gender Equality

- **5.2. Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation**
- 5.2.1. Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual, or psychological violence by a current or former partner in the previous 12 months
 - 130 Traditional Council Registrars trained on Gender-
 - Based-Violence (GBV) and Child Marriage
 - 50 Religious leaders trained in GBV and Child Marriage
 - 9 Paramountcy have declared ending child marriage.

1.4. Financial Performance

The financial performance of the Ministry for the period is presented as follows:

	SOURCE	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
		A	B	C	E=(B-C)
1	GOG				
	Compensation of Employees	50,013,079.00	39,646,268.00	39,646,268.00	10,366,811.00
	Use of Goods & Services	10,995,337.00	3,142,240.15	3,142,240.15	7,853,096.85
	CAPEX	50,000,000.00	15,574,608.20	15,574,608.20	34,425,391.80
2	IGF	0.00	0.00	0.00	0.00
	TOTAL	111,008,416.00	63,363,116.35	63,363,116.35	47,645,299.65

1.5.Challenges

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

a) Inadequate Staff

The perennial challenge of *inadequate staff* at the Ministry Headquarters, Houses of Chiefs, and Traditional councils continued to plague the sector. This has affected the operations of the various chieftaincy institutions. As things stand, a staff gap of One Thousand Nine Hundred and Ninety-Five (1,995) has been identified.

b) Inadequate Funds

The Ministry relies solely on funds from the Government of Ghana. The Ministry does not generate Internally Generated Funds (IGF) to support its activities and operations. This has led to inadequate budget allocation for the Ministry, which has stalled several key policy initiatives such as the development of the National Policy on Religion, amendment of the Chieftaincy Act, codification of lines of successions to stools/skins, automation of the judicial processes and provision of equipment and logistics for effective service delivery.

c) Inadequate Office Space

Inadequate office space remains a major challenge for the Ministry, its Houses of Chiefs and majority of the Traditional Councils (which are located within Chiefs' palaces to the disadvantage of staff.

1.6. Forward Look

The following are the strategic and top priority areas of the Ministry for 2025.

- a) Monitor the ongoing construction of office complexes for the newly created six Regional Houses of Chiefs in North East, Savannah, Oti, Western North, Ahafo, and Bono East, respectively.
- b) Work with the Office of the Head of Civil Service to progressively fill the staffing gap at the establishment levels.
- c) Collaborate with its Development Partners will hold national validation workshops to finalize the draft National Policy on Religion and submit it to the Cabinet for approval.
- d) Legislative review processes for amending the Chieftaincy Act, 2008 (Act 759).
- e) Collaborate with the Regional Houses of Chiefs will continue to inaugurate additional Traditional Councils nationwide.

2.0 MINISTRY OF COMMUNICATIONS AND DIGITILISATION

The Ministry of Communications and Digitalisation (MoCD) is mandated to initiate and develop policies to promote the growth of the ICT landscape and foster economic development.

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

- Minister - Hon. Ursula Owusu -Ekuful
- Deputy Ministers - Hon Ama Pomaa Boateng (January – April, 2024)
Hon. Charles Acheampong (20th May, 2024 – Dec, 2025)
- Bureaucratic Head - Alexander Yaw Arphul

2.1. Agencies under the Ministry

The Ministry has 5 Sub-vented Agencies and six (6) Public Service Organizations:

Sub-Vented Agencies

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

Public Services Organisation

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

2.2. Sector Achievements

The achievements for the Ministry for the reporting year were as follows.

a) 2024 Ms. geek competition - July to September

The Ministry commenced the implementation of the Ms. Geek competition which aims to unearth innovation in young girls between the ages of 13- 21 years to come up with ICT solutions for socioeconomic challenges faced in their communities during the period under review.

The media launch was successfully held on 18th June 2024 and applications were opened for interested young girls to respond after which fifteen (15) finalists were selected to participate in a one-week intensive masterclass on their prototypes. Out of the fifteen (15) applicants, thirteen (13) responded to

and participated in the one-week residential intensive masterclass which was held from Sunday 28th July to Sunday 3rd August 2024. Ten (10) girls were finally selected to go for the grand finale.

The grand finale was held on 8th August 2024 at the Accra City Hotel. The winner, who was selected by a panel of judges, will represent Ghana at the Ms. Geek Africa to contest with her peers from other African countries.

b) Cyber Lab Program

The CyberLab Program seeks to facilitate the provision of internet connectivity, services, and facilities to designated unserved/underserved communities, institutions and schools in Ghana, delivering broadband access that is available to all potential users within each service area.

During the period under review, eleven (11) Community ICT Centres (CICs) across the country were equipped with a total of one hundred (100) computers and (seven) 7 printers. Additionally, the CIC at Obomeng in the Eastern Region has been refurbished. To improve the sustainability of these centres, Sustainability Management Committees (SMCs) have been established at five centres to manage their operations. The mode of operation of the SMC is contained in its constitution.

Under the Schools Connectivity Project, review of requests has been completed and beneficiary schools selected. Consequently, an e-Assessment of these selected schools has been undertaken for deployment to commence. It is anticipated that two hundred (200) schools and institutions will benefit from this Project this year.

c) Rural Connectivity Program (RCP)

The Rural Connectivity Program (RCP) aimed to construct 1,000 rural telephony sites to improve access to telecommunication services in underserved areas. As of December 2023, 1,008 sites had been built, 666 sites were fully integrated, and 572 sites were operational.

In 2024, additional activities included the construction of 2 more sites, bringing the total to 1,010 sites. Managed service activities, monitoring of site development, and resolution of contractual issues with Towercos and Mobile Network Operators (MNOs) were undertaken. A review of the Project Acceptance Test Report was completed, and outstanding contract balances were negotiated and settled.

By the end of 2024, 685 sites had been fully integrated, and 643 sites were operational. A Project Assessment Test was also undertaken, establishing status information for GRT&DIP sites. These efforts demonstrate significant progress in expanding rural connectivity and bridging the digital divide.

d) Community Centre Project (CIC)

The Community ICT Centre Project (CIC) being implemented by the Ghana Investment Fund for Electronic Communications (GIFEC) aims to provide community-wide access to full ICT services.

These services will be at publicly available locations referred to as CICs. In 2024, seven (7) newly built centres were equipped and commissioned, while a comprehensive assessment of 251 existing CICs was conducted. Fourteen (14) Sustainability Management Centres (SMCs) were established, and eleven (11) other centres were equipped with computers to facilitate the Digital Transformation Centre (DTC) training Program. The Obomeng CIC was also refurbished. Engagement letters had been sent to stakeholders for support, while beneficiary communities had been identified for the establishment of 50 SMCs. These activities contribute to enhancing ICT accessibility and promoting digital inclusion across communities.

e) Ghana Digital Acceleration Program (GDAP)

The Ghana Digital Acceleration Program (GDAP), one of the new flagship programs of the Ministry with financial support from the World Bank and being implemented by the Ghana Investment Fund for Electronic Communications (GIFEC) aimed at increasing access to broadband and financing broadband infrastructure in underserved areas. The program seeks to provide last-mile connectivity to rural community ICT centres and develop Public-Private Partnership (PPP) strategies to extend connectivity to lagging areas.

In 2024, the project was rescaled to increase Internet Points of Presence from one hundred and twenty (120) to five hundred and thirty-four (534). The Terms of Reference for recruiting a Transaction Advisor to design the PPP strategy had been completed and submitted to the GDAP Secretariat. Additionally, the procurement process to select a contractor had commenced and is expected to be completed early 2025. These initiatives mark progress in addressing connectivity challenges and fostering digital transformation in underserved regions.

2.3. Gender Mainstreaming

The Ministry's approach to gender mainstreaming is comprehensively outlined below:

a) Gender representation

During the 2024 reporting period, the Ministry operated through various committees, with gender representation varying across them. The Audit Committee had a membership of five (5) of which two (2) are females representing 40% while the Entity Tender Committee had membership of seven (7) with two (2) being females, representing 22% representation.

b) Gender Mainstreaming Activities

To promote gender mainstreaming, the Ministry organised a Client Service Day during Ghana's Client Service Week in October. The event focused on breast cancer awareness and prevention, with health professionals from Medstar Consult conducting sensitization sessions and physical screenings for female staff, ensuring their well-being.

As part of efforts to empower young girls in technology, the Ministry hosted the 2024 Open Day Celebration under the Girls-in-ICT Initiative. One hundred selected girls from the 2023 program in the Northern, Savanna, and Eastern regions were invited to Accra from July 28 to August 3, 2024. They visited ICT institutions such as ATC, MTN, AT, and Telecel for hands-on exposure and industry insights. Additionally, female Deputy Directors and staff members mentored the girls, sharing personal experiences to inspire them towards future achievements in the ICT sector.

2.4.Sustainable Development Goals (SDGs)

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

a) Goal 1: No poverty

Under this goal, the Ministry sought to enhance ICT Capacity Building; The goal of this program is to reinforce and expand the use and benefits of ICT for the public, by supporting a range of capacity building, education and awareness creation projects, both independent and in connection with other GIFEC projects.

At the end of the period, 1010 rural connectivity sites have been completed across the country. The project provided connectivity to residents in unserved and underserved communities. Citizens are utilizing access to connectivity to create and transact businesses thereby reducing poverty. Furthermore, through the partnership with ITU, CISCO and the Norwegian government, the Digital Transformation Center (DTC) project is providing digital capabilities and benefits of ICTs to the populace. The project is focusing on strengthening the capacity of current and potential women entrepreneurs on utilizing ICTs to support their livelihood in deprived communities.

b) Goal 2: Zero Hunger

Under this goal, the indicator was for a proportion of the population to use digital resources to improve food insecurity.

At the end of the period, provision was made through ICT services and access for farmers to market their agricultural and farm produce to stimulate purchases thereby increasing sales and reducing food insecurity as well.

Additionally, local content towards improving farming methods and crop yields has been developed to increase food production for the populace in a timely and efficient manner.

c) Goal 3: Good Health and Wellbeing

The indicator for this goal was for a proportion of health institutions to be fully digitized to provide efficient health delivery systems.

The Ministry through its agency GIFEC during the period under review, collaborated with the Ghana Health Service to institute an efficient e-health system to improve service delivery.

The project is aimed at reducing maternal mortality and poor health care delivery by providing efficient and reliable data systems, e-medical services and advisory services to people far and near.

Furthermore, awareness creation of health risks and challenges and data can also be transmitted to the people through internet access and educate staff especially during the time of COVID

2.5. Financial Performance

The Ministry’s financial performance for the period is presented below:

SOURCE	APPROVED BUDGET (GHS)	REVISED BUDGET (GHS)	AMOUNT RELEASED (GHS)	ACTUAL EXPENDITURE (GHS)	VARIANCE
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	51,288,681.00	51,288,681.00	18,843,836.45	18,417,455.60	32,444,844.55
Use of Goods & Services	174,798,008.00	174,798,008.00	7,837,361.15	6,385,022.50	166,960,646.85
CAPEX	360,753,009.00	360,753,009.00	248,463,045.30	232,320,363.42	112,289,963.70
IGF	59,987,869.00	59,987,869.00	25,362,011.33	11,226,501.14	34,625,857.67
World Bank	209,515,082.00	209,515,082.00	85,033,740.08	85,033,740.08	124,481,341.92
Others					
TOTAL	856,342,649.00	856,342,649.00	385,539,994.31	353383082.74	470,802,654.69

2.6. Challenges

a) Inadequate Funds for Capacity Development

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. The Ministry will focus a bit more on in-house training to cover larger numbers at a lesser cost.

b) Inadequate Funding to Operationalize Programs of Activity

According to sections in the Cybersecurity Act, 2020 (Act 1038), the Authority requires sustainable funding to operationalize the Programs of Activities (PoA) presented for the year 2024. The CSA

request a special allocation to cover recurrent expenditure (the use of Goods & Services) to enable the achievement of the mandate of the Cyber Security Authority (CSA). The Ministry will explore options for diversifying funding sources, such as public-private partnerships, grants, and industry contributions. This can help reduce reliance on a single funding stream and increase financial stability.

2.7. Forward Look

The following are the priority areas to be implemented by the sector Ministry in 2025

a) Regulatory Interventions

- Implementation of Legislative Instruments (L.I)
- Issuance of Final Licenses/ Accreditation to CSPs (100), CEs (50) & CPs (1,000)
- Implementation of Regulatory Mechanisms to enforce compliance by Licensees and Accreditation

b) Technical Operationalisation of the Cyber Security Authority (CSA)

- Completion of the facility to host the CSA
- Deployment of Technology Solutions as part of the operationalisation of the CSA

c) Protection of Critical Information Infrastructures (CIIs)

- Registration of CIIs
- Implementation of Audit and Compliance Program

d) Child Online Protection (COP)

- Capacity Building on the National COP Framework stakeholders
- Commemoration of the Africa Safer Internet Day (ASID) 2025
- Review and finalization of the draft COP Guidelines for Children, Parents, and Educators

e) Law Enforcement Liaison Unit (LELU) Operations

- Investigation and coordination with other law enforcement and security agencies
- Cybersecurity incidents and intelligence analysis and reporting activities
- Support the development and implementation of a Data Retention Framework for criminal justice purposes.
- Development of technology specification for interception capabilities for service providers

f) Capacity Building and Digital Skills Development

- Training of 4,800 individuals including youth, women, and Persons with Disabilities (PWDs) on IT related courses to be funded by GDAP.
- Training of 680 staff of MMDAs in digital skills and 84 staff in Geographical Information Systems (GIS) through GIZ grants.
- Training of 1,500 individuals through regular digital skills courses at GI-KACE.
- Collaboration with Parliament to train 276 Parliamentarians in collaborative tools and enhance their digital skills.
- Advocacy programs to expose 2,500 in-school youth to ICT career pathways.

g) Research and Innovation

- Continued research and innovation to develop e-governance and business solutions for public and private sector clients.

h) Digital Transformation of Postal Services

- Operationalization of e-services through the creation of e-service hubs at refurbished post offices under the e-transform project.
- Rehabilitation and digitization of 200 post offices to provide e-services in collaboration with government agencies.
- Integration of Sage 300 with EPS for real-time financial reporting.
- Revaluation of landed properties, including headquarters and regional post offices.
- Implementation of paperless policy initiatives, such as e-leave, e-memo, and e-filing Systems.
- Brand positioning of Speed link through media campaigns on TV, Radio, Magazines, Dailies.
- Development of local parcel business using a pickup and delivery app.

3.0 MINISTRY OF DEFENCE

The Ministry of Defence (MoD) is charged with the duty of formulating and managing the implementation of policies aimed at safeguarding the sovereignty and territorial integrity of the nation, as well as ensuring the protection of life and property.

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

- Minister - Hon. Dominic B.A Nitiwul (MP)
- Deputy Minister - Hon. Kofi Amankwa Manu (MP)
- Bureaucratic Head- Mr. Lawoetey Tettey (Ag. Chief Director)

3.1. Agencies of the Ministry

The Ministry has eleven (11) 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
- National College of Defence Studies

3.2. Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a) Construction of Army Headquarters (AHQ)

The Government, through the Ministry, commenced the building of the Army Headquarters on 29th October 2019, to accommodate the various units under the command and improve coordination by the headquarters. This was in response to the shifting dynamics of internal and external operations as well as advancements in military technology and materials. The project was originally planned to be completed by 30th June 2021; however, it stalled because of COVID-19 and financial limitations. As a result, the original contract was revised with the project scheduled to be constructed in phases. As of 31st December 2023, the project was 60% complete. The project is progressing at a steady pace, with 70% of the work completed as of December 31, 2024.

b) Construction of Forward Operating Base (FOB)

The construction of a Forward Operating Base (FOB) near the country's western border at Ezinlibo was started by the Ministry in 2019. This is part of the National Strategic Program to safeguard the nation's natural resources, including its oil and gas. The project's scope includes a 1.2 - kilometre breakwater, a jetty, construction of 10 Units of accommodation for 200 troops, construction of a dual carriage road and the procurement of equipment (ships, boats, guns, vehicles and many other facilities) for the Ghana Navy. The project as of 31st December 2023 was 55% complete. In 2024, the Ministry planned to organize quarterly site visits, engage project contractors and assess monitoring reports in a bid to meet all the project timelines. The FOB Project as of 31st December 2024 was 76% complete and progressing steadily.

c) Construction of 80 Half Compound Houses for Soldiers

In 2021, the Ministry commenced the construction of eighty (80) half compound residences for GAF personnel to alleviate the housing deficit. Work on the project continued unabated in 2023. For the year 2024, the Ministry planned to conduct site visits and review progress reports to determine work progress. During the period, the Ministry successfully implemented all the planned targets for the year. Consequently, as of 31st December 2024, 100% of work had been completed.

d) Signing of Memorandum of Understanding (MoU) between the Government of the Republic of Ghana and the Republic of Kenya

The Minister of Defence, Honourable Dominic Nitiwul, formalized a Memorandum of Understanding between the Government of the Republic of Ghana and the Republic of Kenya on cooperation in defence matters. This was done along the side-lines of the visit to Ghana by His Excellency William Samoei Ruto, President of the Republic of Kenya in March 2024 during a Ministerial Session held at the Accra International Conference Centre.

The Objective of the MOU was to establish a framework for cooperation between the parties on defence matters, regulate the status of parties in the host nation to enhance and strengthen the bilateral military cooperation between the two countries.

e) Newly inserted Contingent Owned Equipment

The Second Ghanaian Battalion (GHANBATT 2) of the United Nations Interim Security Force for Abyei (UNISFA) dedicated its newly inserted Contingent Owned Equipment (COE) at the Battalion Headquarters in April 2024. The fleet of vehicles and equipment dedicated included Bron transporter Russian (BTR), Armored Personnel Carriers (APCs), Toyota Land Cruiser Mark II vehicles, Toyota Land Cruiser Assault vehicles, KAMAZ Utility Trucks and KAMAZ Water Tankers. The others were Toyota Land Cruiser Ambulance, KAMAZ Fuel Tankers, IVECO Recovery Trucks, IVECO

Maintenance Van, fifty-two (52) High Mobility Light tactical vehicles, a Rosa Mitsubishi Fuso Bus, one thousand and seventy-five (1,075) pairs of fragmentation jackets and assorted engineering and earth moving equipment.

This was in fulfilment of the requirements of the Memorandum of Understanding between the United Nations (UN) and the Government of Ghana to enhance the operational efficiency of the GHANBATT.

3.3. Gender Mainstreaming

The Ministry during the period implemented the following gender mainstreaming related activities.

a. Gender Representation

As regards the administrative committees of the Ministry, the composition of women/females were as follows, Armed Forces Council two (2) females out of eleven (11) members, Ministerial Advisory Board zero (0) females out of seven (7) members, Entity Tender Committee one (1) female out of ten (10) members, Audit Committee two (2) females out of five (5) members with Management meeting comprising of four (4) females out of eight (8) members. While the Audit Committee and the Management Meeting demonstrated a good gender balance, the remaining three administrative committees showed a low representation of women. Data on membership in other ad-hoc committees reveal a similar trend. The details are as follows: Defence Industries Holding Company Board, with zero females out of eight members; Major Mahama Trust Fund Board, with one female out of six members; and the Veterans Administration, Ghana Board, with one female out of thirteen members.

The Ministry is therefore taking the necessary steps to ensure the inclusion of more women on the committees/boards of the Ministry to guarantee gender balance.

b. Gender mainstreaming activities

To incorporate gender perspectives into the operations of the Ministry of Defence and its agencies, the Ministry has published the Defence Gender Policy to promote gender equality, inclusivity, and women's empowerment. Additionally, the Ministry developed and published a Sexual Harassment Policy during the period under review, aiming to create a harassment-free workplace. It also enhanced its reporting systems by establishing an office staffed with experienced personnel to provide a safe space for reporting harassment and sex-related offenses.

3.4. Sustainable Development Goals (SDGS)

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

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

During the preparation of the Medium-Term Development Plan (2022-2025), the Ministry determined that the Sustainable Development Goals (SDGs) 16 (Peace, Justice, and Strong Institutions), 15 (Life on Land), 14 (Life Below Water), and 9 (Industry, Innovation, and Infrastructure) were directly related to the mandate and policy objectives of the Ministry. Consequently, these goals and their appropriate targets were set for achievement in the medium-term.

As of 31st December, 2024, progress towards the realization of the goals and the attainment of the targets had been made through the protection of the country's Exclusive Economic Zone (EEZ), the preservation of peace and the prevention of violent crimes and terrorism, the development of effective and transparent public institution with zero tolerance for corruption, the protection of the environment against degradation, easy access to information and improved access to information technology.

These achievements were made possible by the MoD's continuous monitoring of the nation's airspace, territorial waters, and borders; effective cooperation with sister security agencies; acquisition of equipment and logistics; improved human resource training and capacity building; defence cooperation; and the deployment of troops and equipment to international peacekeeping missions.

3.5. Financial Performance

The financial performance of the Ministry is presented below:

SOURCE		APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D	E=(B-C)
	Compensation of Employees	3,376,685,871	3,484,654,547	3,241,401,508	3,241,401,508	243,253,039
	Use of Goods & Services	117,986,475	360,743,014	117,986,475	117,986,475	242,756,539
	CAPEX	365,724,613	1,089,260,345	365,724,613	365,724,613	723,535,732
	IGF	30,754,897	30,754,897.00	-	28,735,436	2,019,461
	DEV'T PARTNERS e.g.					
	DANIDA/WB	-	-	-	-	-
	TOTAL	3,891,151,856	4,965,412,803	3,725,112,596	3,753,848,032	1,211,564,771

3.6. Challenges

The challenges encountered by the sector in the period under review were as follows:

a) Financial Constraints

The untimely and inadequate release of funds by the Ministry of Finance affected payments to suppliers and contractors which in turn affected procurement and other services rendered. The implementation of planned programs and projects were also affected in the period under review.

b) Logistical constraints

Inadequate office stationeries, vehicles, and fuel for official work affected productivity and service delivery. The Ministry intends to procure equipment and looks forward to continuing its program of routine maintenance on the current equipment base.

c) Inadequate Training of Technical Staff

The Ministry has inadequate technical staff. In this regard, strenuous efforts have been made to address the issue by offering members of staff pertinent technical training. However, because sponsored courses were typically not focused on addressing technical demands and staff deficits, the training received have been centred on general practice. Insufficient funding also makes it difficult for the Ministry to support specialized training that could address the gaps.

3.7. Forward Look

Below are the top priority areas (projects and programs) to be implemented by the Ministry in 2025.

a. Completion of Housing and infrastructure for GAF Officers and Men & Women

- Military Housing Project and SSNIT Housing Project
- VTB Project and GAF Investment Project
- Army Headquarters and Commander-in-Chief Sports Centre
- Resurfacing of Barracks Roads
- GAF Electrification projects
- Forward Operating Base (FOB), Ezinlibo
- Northern Border Areas Project (Forward Operating and Logistics Bases)
- GAF Base Ammunition Depot

- b. Provision of Adequate logistics for MoD/GAF
 - Procurement of Aircraft, Navy Ships and Patrol Boats
 - Procurement of military hardware (ammunitions, guns and vehicles)
- c. Provision of Good Health care for Personnel
 - Completion of 500-bed hospital facility at Afari, Kumasi.
 - Commencement of the construction of the Phase III of the 37 Military Hospital
 - Commencement of the construction of Tamale Military Hospital
- d. Defence Cooperation at home and abroad
 - Peace Support Operations
 - Internal Operations (ad-hoc)
 - Secure GAF Lands
 - Construction of Teshie waterfront community
 - Acquisition of over 10,000 acres plot at Aburi for GAF.
- e. Implementation of “Earned Dollar Policy”
- f. Capacity Building and GAF Recruitment

4.0 MINISTRY OF EDUCATION

The Ministry of Education is mandated to provide relevant education to all Ghanaians through the initiation and formulation of government policies and programs for the improvement of the sector.

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

- Minister - Hon. Dr. Yaw Osei Adutwum
- Deputy Ministers - Hon. Rev John Ntim Fordjour
Hon Gifty Twum Ampofo (January – April, 2004)
Hon. Kingsley Nyarko (September – December, 2024)
- Bureaucratic Head - Mrs. Mamle Andrews

4.1. Public Service Organizations

The Ministry had three (3) Public Service Organizations and sixteen (16) Public Boards and Corporations: They were:

Public Service Organisations

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

Public Boards and Corporations

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

4.2. Sector Achievements

The achievements for the Ministry for the reporting year were as follows:

a. Improved Learning Outcomes

The Ministry in 2017 as part of the curriculum reforms developed the National Standardized Framework, which will guide pupil assessment in line with curriculum needs in order to use performance data to initiate remedial measures to improve learning outcomes.

The Ministry in 2021 conducted the maiden National Standardized Test (NST) for Primary 2 pupils in all public basic schools across the country. In 2024 the Ministry organised the NST for pupils in primary 4 and primary 6 to assess their learning outcomes for targeted intervention. This assessment targeted private schools that registered to participate in the NST, awaiting the analysis and preparation of the NST report. However, 2022 NST report prepared in 2023 revealed the NST results recorded an increment in the mean score for both English and Mathematics from 54 and 46 in 2021 to 55.3 and 47.79 in 2022 respectively for pupil in primary 2 using 2021 as the base year.

b. Operationalization of STEM Schools



Specific to realising the target of 60:40 science to humanities ratio at the tertiary level, government has remained committed to the implementation of interventions that are focused on creating a STEM Pipeline for Tertiary Education.

Abomosu STEM School

In line with this, government committed to improve infrastructure for STEM education at the pre-tertiary level. As of 31st December, 2023 the construction of 10 STEM Schools and 10 STEM Centres had commenced across the country. The target for the year was to complete and operationalise five (5) STEM schools across the country. Currently, five (5) STEM Schools and two (2) STEM Centres have been completed and operationalised for the 2023/2024 academic year and the remaining are at various stages of completion. The operationalised schools include Kwadaso Creative Arts Senior High School, Dabaa J. A. Kuffuor Senior High Technical School, Akrodie

Science Senior High School, Weija STEM School and the Diaso Community Senior High School. The figures below shows images of the operationalised STEM Schools.

Kpasenkpe STEM School



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

Government in 2018 together with all key stakeholders in the sector, approved the Education Strategic Plan (ESP 2013-2030) to improve education in Ghana. Specifically, the ESP set a target to achieve a 40 percent Gross Tertiary Enrolment Ratio (GTER) as well as a 60:40 Sciences to Humanities ratio by 2030. In line with this, the Ministry obtained an Executive Approval for the establishment of the university. In 2024, the Ministry in collaboration with the Attorney General's office drafted the Bill for the establishment of the university and the bill has been submitted to Parliament for passage.

d. Conversion of Akrodie STEM School to the University of Engineering and Applied Science

The proposition to expand access to tertiary education has remained a long-standing goal of government tracing back from the 1992 Constitution, the Education Strategic Plan (2018 – 2030) and the 2019 Tertiary Education Policy. Consequently, the Education Strategic Plan (ESP, 2018-2030) has targeted to increase the Gross Tertiary Enrolment Ratio (GTER) from the current 20% to 40% and achieving a 60:40 ratio of Sciences to Humanities enrolment by 2030. To achieve the

overarching target, the Ministry engaged various stakeholders on the conversion of the Akrodie STEM School to the University of Engineering and Applied Sciences in the Ahafo Region. During the period under review, the Ministry received an executive approval and drafted the Bill for the establishment of the university, which has submitted to Parliament for passage. This intervention at the tertiary level will provide prospects to absorb students from Second Cycle STEM schools and provide an alternative pathway to higher education.

e. Pre-Engineering Program

The Ministry's Strategic Plan set an ambitious target of achieving 60:40 science to humanities ratio at the Tertiary level. However, Statistics at the Secondary level indicate that most students do not read the general science course at secondary level, hence limiting efforts at achieving the 60:40 target at the Tertiary level. In line with the STEM agenda of the Ministry, the Pre-engineering program was introduced in 2022 to train and orient students from the non-science background (Business, General Arts, Visual Arts, and Home Economics) to prepare them to read engineering program in tertiary institutions. Under the pre-engineering program, 91 from UMaT and 106 from Pentecost University have graduated from the pre-Engineering program.

Out of the 91 that graduated from UMaT, 90 of them are currently reading engineering at UMaT. Also, Kumasi Technical University in 2024, joined UMaT and Pentecost University to roll out the pre-engineering program.

4.3. Sustainable Development Goals

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

- **Goal 4: Quality Education**

By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes

Proportion of 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.

- Right age enrolment drive to ensure that pupil are enrolled early at the right age.
- National Standardized Test conducted for Primary 2 and Primary 4 to roll differentiated learning.
- Additionally, a total of 17,340 out of school children have been mainstreamed into formal education.
- Learning grants provided for selected low-performing basic schools under the GALOP Project while enhancing equity and accountability within the education sector.

4.4. Financial Performance

S/ N	SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
		A	B	C	D	E=(B-C)
1	GOG					
	Compensation of Employees	22,232,204,839.80	22,232,204,839.80	17,829,522,800.09	17,109,159,443.67	4,402,682,039.71
	Use of Goods & Services	2,966,064,497.00	2,966,064,497.00	2,501,230,518.81	1,640,898,208.76	464,833,978.19
	CAPEX	55,000,000.00	55,000,000.00	26,626,415.65	-	28,373,584.35
2	IGF	3,433,253,154.91	3,433,253,154.91	1,660,362,729.21	1,660,362,729.21	1,772,890,425.70
	Others	827,675,220.97	827,675,220.97	607,035,993.93	598,466,398.93	220,639,227.04
	TOTAL	29,514,197,712.68	29,514,197,712.68	22,624,778,457.69	21,008,886,780.57	6,889,419,254.99

4.5. Challenges

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

a) Funding Gap

For the period under review, the budgetary allocation for the implementation of key sector initiatives was limited and fell short of programmed expenditure for the implementation of these programs.

Adding to this, the release of the approved budget was also erratic. This has ultimately contributed to growing outstanding bills for the Ministry.

To mitigate these challenges in the ensuing year, the Ministry will continue to engage the Ministry of Finance (MoF) for increase its budgetary allocation and timely release of funds for the programs and projects of the Ministry while exploring the opportunities for alternative funding sources to finance the programs and projects of the Ministry.

b) Inadequate Logistics

Inadequate logistics have affected the effective and efficient operationalization of the sector. Timely availability of data is central to education sector management, enabling effective planning and implementation of policies, programs, and projects. However, Education Management Information System (EMIS) offices within the Regional and District Education Directorates across the country are

under-resourced and lack modern equipment necessary for the effective discharge of their duties. Limited access to funding has further constrained the Ministry's efforts to address these logistical challenges.

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

c) Depleting Stock of Learning Materials

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

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

4.6. Forward Look

The following are the strategic and top priority areas of the Ministry for 2025:

a) Education Management

- Strengthen Sector Monitoring and Evaluation systems.
- Train and develop teachers for deployment
- Increase Infrastructural development at all levels

b) Basic Education

- Disburse learning grant to 10,597 low performing basic schools in the country.
- Absorb registration fees of candidates from public Junior High Schools, provide Capitation Grant to all public basic schools and Feeding Grants to all public Special Schools.

c) Secondary Education

- Consolidate the gains of Free SHS/TVET by absorbing fees of all Senior High School Students.
- Complete all ongoing projects at the secondary levels.
- Complete and Operationalize uncompleted STEM Senior High Schools

d) TVET

- Rehabilitate and Upgrade Technical Universities and Technical and Vocational Training Centres,
- Upgrade and modernize the 34 NVTI Centres and establishment of State-of-the-art TVET Centres,

- Retool TVET Institutes, and the Construction of 21st Century TVET Institute

e) Tertiary Education

- Increase the number of Tertiary institutions implementing the Pre-engineering program to improve the Science to Humanities ratio
- Organize Higher/Tertiary Education Conference

5.0 MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS (MELR)

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

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

- Minister - Hon. Ignatius Baffour Awuah
- Deputy Minister - Hon. Dr. Festus Awuah Kwofie
- Bureaucratic Head - Mr. Kizito Ballans

5.1 Agencies under the Ministry

The Ministry had three (3) Civil Service Departments and eight (8) Sub-vented Agencies. They were:

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)
- Social Security and National Insurance Trust (SSNIT)

5.2 Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a. Automation of NPRA's operations

To enhance data accuracy, accessibility, and reliability of information across the pension sector, the agency in August 2024 implemented a Risk-Based Supervision System (RBSS) and an Enterprise Resource Planning System (ERPS) to automate key processes, reduce manual interventions and enhance efficiency.

b. Expansion of pension coverage to the informal sector

The Ministry through the National Pensions Regulatory Authority's (NPRAs) informal sector social security pension's registration initiative expanded coverage through partnerships with local associations, thus; GPRTU, Market Women Association, Farming and Fishing Communities Association etc. The NPRA as of December 2023 had approximately 8.11% informal sector members enrolled in pension schemes through its education and sensitization outreach programs and by November 2024 had increased to 9% bringing a total of 828, 498 informal sector workers enrolment.

c. Decentralisation of Pension Operations across the country

To ensure easy access to operations of the NPRA by stakeholders which includes pensioners, the Ministry facilitated the opening of six (6) zonal offices in Ashanti, Northern, Western, Bono, Greater Accra and Eastern regions by end of 2023. Additionally, one zonal office was opened in Cape Coast by end of 2024 to serve the Central Region and its environs.

d. Development of a Micro Pension Scheme for informal sector workers and self-employed

As part of the Pension Inclusion Policy, aimed at providing tailored pension solutions for Cocoa farmers, Fishers, Religious based people, women in pension and artisans which offers them financial stability and future security, the Sector was able to increase its coverage to 11.26% as of November 2024 out of 12% participating target by end of December 2024.

As part of the Pension Inclusion Policy, which aims to provide tailored pension solutions for cocoa farmers, fishers, religious-based individuals, women in pension, and artisans to ensure financial stability and future security, the sector has successfully increased its coverage to 11.26% as of November 2024. This represents significant progress toward the 12% participation target set for the end of December 2024.

e. Commissioning of 16 public employment centres (pecs) across the country

To regulate the labour market effectively for job opportunities and skill training, the Minister, as part of the Ghana Jobs and Skill Project (GJSP) commissioned 16 PECs across the country. This repositions the Labour Department to host the Ghana Labour Market Information System (GLMIS), a web-based repository of all labour market data/information at the national level. This creates a platform for interaction between employers and jobseekers that will provide policymakers with real-time labour market information which will feed into evidence-based policymaking on job creation.

f. Equipping the ministry and the labour department with vehicles

The Government through the Ministry and under the Ghana Jobs and Skills Project provided 16 Toyota Hilux pick-up vehicles to each of the 16 newly inaugurated Public Employment Centres (PECs) and a 32-seater Toyota Coaster minibus to the Ministry to facilitate staff movement.

5.3 Gender Mainstreaming

a. Gender Representation

Membership of committees, groups, or teams in terms of gender representation varied within the sector during the reporting year. This influenced decision making towards the achievement of the objectives of the various committees, groups or teams.

The Management Committee Meeting (EXCO) of the National Pensions Regulatory Authority (NPRA) aimed at developing and implementing strategic decisions to fulfil the office's mandate, had a total membership of 10. Of this, 40% (4 members) were female, and 60% (6 members) were male. On the other hand, the membership of the Management Development and Productivity Institute (MDPI) consisted of 3 males and 2 females, ensuring inclusivity and a diversity of opinions in decision-making and the introduction of new initiatives for the effective management of the Institute."

The 6 membership MDPI Baatsonaa Land Committee set up to promote shared and diverse responsibilities to enhance effective land regularization process had 50% on each side of the gender composition with 3 females and 3 males. The Institute's Office Building Project Committee constituted to offer diverse opinion in terms of direction for the commencement and completion of the project on the other hand tilted the membership composition towards females with 3 members and 2 males to appreciate the leadership qualities of women.

The Executive Management Committee (EXCO) Meeting (SSNIT) which had to develop and implement Strategic decisions to accomplish the Office mandate and objectives was made up of 15 members with females constituting 5 (25%) and males making up 75% with 10 representatives.

The Audit Committee (SSNIT) did not have any female representation, which would require a review in future composition of its membership.

b. Gender Mainstreaming Activities

The Sector Ministry, in collaboration with the Social Security and National Insurance Trust (SSNIT), organized several Gender equality training programmes to improve staff knowledge on gender equality at the workplace. The 10th All Female 'Women in HR' conference was held in August 2024 in collaboration with Ghana Employers Association.

Training for Gender Equality and Social Inclusion for Organizational Development under the auspices of the Sector was organised by SSNIT in partnership with the University of Ghana (UG) in October, 2024.

Female in Tech (FEMITECH) Conference 2024, in collaboration with the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE) was held in March, 2024.

Women in Leadership Programme i.e. The CLARiT “Class” Programme was organised by SSNIT in partnership with the Sector Ministry and Centre for Legal Advocacy Research Education and Training (CLARiT) in July, 2024.

Several efforts were adopted on the implementation of Gender related activities during the year under review. The gender desk at the Ministry in collaboration with the Ghana Aids Commission drafted and submitted to the Hon. Minister for consideration a key National Workplace HIV and wellness Policy.

Subsequently, strides were made to include provisions on Violence and Harassment and Maternity Protection in the draft labour bill to protect the rights of workers especially women. The draft bill is yet to be forwarded to the Attorney-General’s Department for onward submission to Parliament for passage. The Ministry also developed a draft Employment Equity Policy to promote an inclusive and competent workforce that values diversity

5.4 Sustainable Development Goals (SDGs)

The SDGs in-line with the Ministry’s activities were as follows:

- SDG 8: Promote inclusive and sustained economic growth, full and productive employment and decent work for all.

In order to explore the potential of green job creation in a circular economy, the Ministry collaborated with development partners including the European Union (EU), Stichting Nederlandse Vrijwilligers, "Foundation of Netherlands Volunteers" (SNV) , a Dutch NGO for international development, and the International Labour Organisation (ILO) to coordinate the implementation of the National Green Jobs Strategy 2021-2025, through training and/ sensitization of stakeholders such as the media, all Regional Planning and Budget Officers of MMDAs in the Northern, Upper West and Savannah Regions, Informal Waste Collector Groups to incorporate green jobs activities in their annual plans and programmes.

- SDG 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.

The Ministry developed the Ghana Accelerated Action Plan against Child Labour (GAAPACL), which is a five-year plan to combat child labour. The Ministry also developed the Hazardous Activities Framework (HAF).

5.5 Financial Performance

The financial performance of the Ministry for the period is presented as follows:

SOURCE		APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D	E=(B-C)
1	Compensation of Employees	10,743,108.00	145,588,514.00	205,053,746.00	84,327,675.00	-59,465,232.00
	Use of Goods & Services	3,606,451.00	316,781,389.00	314,340,568.00	7,774,697.00	2,440,821.00
	CAPEX	3,000,000.00	10,827,380.00	8,827,380.00	7,827,380.00	2,000,000.00
	WORLD BANK	77,127,959.33		77,127,959.33	76,664,938.95	463,020.38
	TOTAL	94,477,518.33	473,197,283.00	605,349,653.33	176,594,690.95	-54,561,390.62

5.6 Challenges

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

a. Inadequate Trained Staff

The three civil service departments; Labour Department (LD), Department of Co-operatives (DOC) and Department of Factories Inspectorates (DFI) are constrained with inadequate trained labour staff, dispute resolution officers, and administrative personnel to man all Districts/Municipals/ Metros of the country. These shortages limited their ability to expand their service offerings to inspect all factories, all shops, all Offices within the country, reduced their overall efficiency and delayed inspections, slowed dispute resolutions, and an overall reduction in the capacity to monitor compliance with labour laws. To address this, the Ministry intends to provide adequately trained staff to the above-mentioned institutions to enhance service delivery on the Sector's mandate.

b. Limited Technological Resources

Another challenge encountered during the year was obsolete office equipment. Outdated technology, lack of modern tools and the absence of digitized systems hindered efficient data collection, analysis and the Ministry's ability to track labour market trends, enforce regulations, and communicate effectively with stakeholders. Also, the Ministry lacked adequate scientific equipment which it relies on for Hygiene Monitoring across all the regions of Ghana. All these adversely affected services delivery during the reporting year. To mitigate this challenge, the Ministry plans to inculcate the use of modern technology to enhance efficient operations and effective service delivery within the Sector.

c. Low Level of Informal Sector Workers Participation of the SSNIT Scheme

Due to the low level of awareness of the scheme among the informal sector whose population remains largely unregulated, enrolment onto the scheme remains low at about 11% which is a long way off the 25% target by 2026. This presented a major challenge for the Ministry to ensure decent working conditions and social protection for workers within the sector. The Ministry intends to leverage on the mass media through public education initiatives to create awareness and collaborate with regulatory bodies like GRA, ORC, and NPRA, to get employers who are yet to register to do so.

d. Non-Payment of SSNIT Dues

The Scheme continues to be faced with the issue of compliance to contribution obligations by employers. The non-payment of due and overdue contributions by employers undermined the financial sustainability of the scheme during the year under review. To address this challenge, the Ministry will collaborate with institutions such as Ghana Revenue Authority (GRA), Office of the Registrar of Companies (ORC), and National Pensions regulatory Authority (NPRA), to help identify employers who are yet to register. This will increase enrolment and payment of dues.

e. Lack of viable alternative investment instruments for pension funds

Pension funds have relied on government securities over the years till present. There is the need for more alternative investment instruments that will impact positively on the Ghanaian economy.

f. Under-declaration of Salaries by Employers

The issue of under-declaration of salaries by employers continues to affect the accurate calculation and allocation of pension benefits. Strict enforcement of labour laws on defaulting employers in the payments of social contributions will ensure a good retirement income security for employees.

g. Lack of Permanent Head Office for MDPI

The continuous relocation of offices by the Management Development and Productivity Institute (MDPI) affected the implementation of its action plans which significantly impacted our service delivery and performance outcomes during the year under review. The MDPI intends to develop its Baatsona Land project by constructing an ultra-modern office complex and hostel facility to improve office space, support training activities, and generate income at a total cost of GHC 70,000,000 in the ensuing year.

h. Absence of Governing Board for MDPI

The issue of unavailability of a Governing Board delayed critical decision-making processes and oversight functions essential for the effective running of the Institute during the reporting year.

5.7 Forward Look

a. Development of National Productivity Indicators based on ILO and UNDP guidelines.

The Sector Ministry intends to mobilise funds in the ensuing year to conduct productivity research targeted at sectors of interest which will establish a credible database for policy guidance for government and enhanced data availability for academic and policy research. The estimated cost for this initiative is GHC 500,000.

b. Procurement of vehicles

The Management Development and Productivity Institute (MDPI) plans incur an estimated cost of GHC 2,658,000 to procure three vehicles, including a Toyota Hilux Pickup, Toyota Hiace Urvan, and Toyota Land Cruiser Prado 4WD to enhance logistical efficiency and address transportation challenges in 2025.

c. Construction of an Ultra-Modern Office Complex and Hostel Facility

The MDPI intends to develop its Baatsona Land project by constructing an ultra-modern office Complex and hostel facility to improve office space, support training activities, and generate income At a total cost of GHC 70,000,000. This underscores the project's strategic importance to MDPI long-term sustainability.

d. Resourcing of newly opened offices at the six (6) newly created regions

The Department of Factories Inspectorates (DFI) seeks to resource the newly opened offices at the new regions by close of the year 2025. This will ensure strict enforcement of Occupational safety and Health laws and regulations in workplaces to minimize industrial accidents and diseases.

e. Completion of Rehabilitated SSNIT Koforidua Office Complex

Trust intends to complete the ongoing rehabilitation of the Koforidua Office Complex which was started in 2023, by 2nd quarter of 2025 to enhance the value of the property.

6.0 MINISTRY OF ENERGY

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

The Political and bureaucratic heads of the Ministry were:

- Minister - Hon. Herbert Krapa (July-December 2024)
Hon. Dr. Matthew Opoku-Prempeh (Jan 2021-July 2024)
- Deputy Ministers - Hon. Collins Adomako Mensah (May 2024-December 2024)
Hon. John Kobina Abbam Sanie (May 2024-December 2024)
Hon. Herbert Krapa (February 2023 -July 2024)
Hon. Mohammed Amin Adam (Jan 2021- Feb 2024)
Hon. Andrew Kofi Egapa Mercer (April 2021-Feb 2024)
- Bureaucratic Head - Mrs. Wilhelmina Asamoah

6.1 Agencies under the Ministry

The Ministry had sixteen (16) Agencies as follows:

- Volta River Authority
- Bui Power Authority
- Ghana Grid Company (GRIDCO)
- Electricity Company of Ghana (ECG)
- Northern Electricity Distribution Company (NEDCO)
- Ghana National Petroleum Corporation
- Bulk Oil Storage & Transportation Company (BOST)
- Tema Oil Refinery (TOR)
- Ghana Cylinder Manufacturing Company (GCMC)
- Energy Commission (EC)
- Petroleum Commission
- Ghana National Gas Company
- Nuclear Power Ghana
- VRA- Resettlement Trust Fund
- Petroleum Hub Development Corporation
- National Petroleum Authority (NPA)

6.2 Sector Achievements

The following were the achievements of the Ministry during the period under review

a. Generation and Transmission

i. The Anwomaso Thermal Plant

In 2022, the MoEn transferred the Ameri Plant to VRA to facilitate the relocation of the plant from Aboadze to Kumasi. As of the end of the third quarter, 2024, all the ten (10) Units of the Ameri plants have been relocate to Kumasi. The last four units have been relocated to Anwomaso as of the fourth quarter and are yet to be commissioned.

ii. 400MW Early Power Project

The Early Power project is a 400MW thermal power project which is being developed in two stages. Stage 1, which is a combined cycle plant with a net output of 420MW, being constructed now and Stage 2, a combined cycle plant with a net output of 420 MW. As of July 17th, 2024, Early Power LTD had officially “Taken Over” the Bridge Power Plant from EPC Contractor and all the Units for Stage 1 have been successfully commissioned and were available to produce energy. The EPC Contractor fully handed over the plant to the EPL Power Operations team (the Operations and Maintenance team). The 200MW Stage 1 of the Early Power project achieved Commercial Operation on July 18, 2024. The project has been commissioned successfully as at the end of fourth quarter 2024.

b. Power Distribution:

i. Enterprise Resource Planning Software for SHEP Materials Management

The Ministry intended to organise refresher training for all stakeholders and fully operationalise the Inventory Management System (IMS) by the end of 2024. As of December 2024, inventory management activities, including tracking materials supplied and released, were conducted across various stores, particularly, the Northern Electricity Distribution Company (NEDCo) stores and the Materials Management Unit (MMU).

ii. Government Flagship Projects

The Ministry of Energy provided support in the form of engineering and consultancy services/electricity extension to 44no. One District One Factory (1D1F) facilities across the country at a cost of GH¢11, 447,571.23. Engineering assessments are ongoing for ten (10) more 1D1F applications to determine the scope of works/support to be provided.

As part of the implementation of GoG’s Agenda 111 Hospital program under the Ministry of Health, the Ministry of Energy supported this program by providing construction power to eight (8) facilities including 250-bed Sewuah Hospital, Military Hospital at Afari, substation and interconnecting

circuits at Komfo Anokye Teaching Hospital (KATH), Konongo Municipal Hospital, Kumawu District Hospital, Elubo Treatment Center, Fomena District Hospital and Tepa Municipal Hospital.

c. Renewable Alternative Energy

i. Scaling-up Renewable Energy Program

During the year under review, the Renewable Energy Unit completed the rehabilitation of the five pilot Mini Grids in the Greater Accra, Oti and Bono East regions, connected additional customers bringing total number of people with access to electricity to about 11,000. The rehabilitation has improved electricity supply to these off-grid island communities-Pediatorkope, Atigagome, Wayokope, Kudorkope and Aglakope. The rehabilitation was funded by SECO and VRA.

Also, the Unit has completed and conducted the technical commissioning of the three new mini grids funded by SECO on 28th November, 2024. About 6,000 people have been connected in Alorkpem, Azizakpe and Aflivie.

ii. Solar Lantern Distribution Program

Since the project began, a total of 196,556 solar lanterns have been distributed. The target for 2024 was to finalize the contract award and deliver 50% of the lanterns to the MMU, as well as distribute 40,000 solar lanterns.

In the first quarter, 4,250 solar lanterns were distributed. In the second quarter, 5,490 more lanterns were distributed, bringing the total to 206,296. In the third quarter, 2,125 solar lanterns were distributed, increasing the total to 208,421. In the fourth quarter, 2,311 solar lanterns were distributed, bringing the total to 210,732.

iii. 500,000 Improved Cookstoves Distribution Project

The Improved Cookstoves Distribution Project aimed to increase access to clean cooking solutions. As of December 2023, a total of 448,254 stoves have been distributed across selected districts in Ghana. Terms of reference of FNRB were developed and approved. The target for the year 2024 was to complete the 500,000 ICS project and the FNRB .

At the end of the fourth quarter, the total stove distribution stood at 471,000 and procurement of consultant to undertake FNRB study was about 80% complete.

Other Sector Achievements

d. Jubilee Production

The cumulative oil production on the Jubilee field for the period January to December 2024 representing the annual production for the year under review amounted to about 31.85 million barrels, translating into an average daily production of 87,019.25 barrels. Associated gas production for

period was 85,385.23 MMscf at an average daily rate of 233.29 MMscf/d. from the gas produced for the period, 32,797.68 MMscf of gas was exported to the processing plant.

e. Development of Tema Natural Gas Distribution Network

This project entails the construction of low-pressure and high-pressure pipelines in the Tema enclave to supply gas to domestic and industrial consumers.

The target for the year was to develop the Front-End Engineering Design (FEED) for the project and by the end of the year, the target was 66% achieved. Out of an approved budget of USD 1.2 million, USD188,000 was spent on the project.

6.3 Gender Mainstreaming

A brief on the implementation of Gender mainstreaming related activities of the Ministry is presented as follows:

a) Gender Representation

In the year 2024, one new female director was added to make members of the management meeting, nine (9) males and four (4) females with a female Chief Director being the chair at the meetings which has resulted in decisions taken to bridge the gender divide. Membership of the Audit Committee is skewed towards a greater number of males with five (5) males and one (1) female. No persons with disabilities were represented on the committees.

b) Gender Mainstreaming Activities

The Ministry organized programs aimed to empower women in the energy sector, promote gender equality in energy-related fields and raise awareness about the importance of gender diversity in the energy sector. These programs included Women-in-energy Outreach program, Men's Cooking Competition and Breast Cancer Screening. The Ministry is yet to develop a comprehensive energy sector gender policy together with its agencies even though some of the agencies have organisational gender policies.

6.4 Sustainable Development Goals (SDGs)

- **SDG Targets 7.2, 7.3, 7.a: Mini-grid Electrification using Renewable Energy technologies**

Number of mini-grids have been Completed and conducted the technical commissioning of the three new mini-grids funded by SECO on 28th November 2024. About 6,000 people have been connected in Alorkpem, Azizakpe and Aflivie.

- **SDG Targets 7.b: Electricity extended to deprived communities**

A total of 400 communities have been connected to the grid in 2024

- **SDG Targets 7: Low reliance on wood fuels**

22,746 units of Improved Charcoal Stoves were manufactured and distributed in 2024 bringing the total distribution since inception to 471,000.

- **SDG Target 9.b: Increased production from Jubilee field**

Annual Volume of 6.78 MMbbls of oil produced from TEN field.

6.5 Financial Performance

The Ministry's 2024 financial performance is depicted as below:

SOURCE		APPROVED BUDGET (GHC)	REVISED BUDGET (GHC)	ACTUAL RELEASED (GHC)	ACTUAL EXPENDITURE (GHC)	VARIANCE
	GOG	A	B	C	D	E=B-C
1	COMPENSATION	10,052,415.00	10,052,415.00	12,851,220.57	12,851,220.57	(2,798,805.57)
	GOODS AND SERVICES	10,800,000.00	10,800,000.00	4,295,132.33	4,295,132.33	6,504,867.67
	CAPEX	805,000,000.00	805,000,000.00	553,640,983.84	553,640,983.84	251,359,016.16
	AfDB&SECO	151,590,116.00	151,590,116.00	64,000,000.00	64,000,000.00	87,590,116.00
	Others					-
	TOTAL	977,442,531.00	977,442,531.00	634,787,336.74	634,787,336.74	342,655,194.26

6.6 Challenges

The Ministry encountered the following challenges during 2024:

- a. Delays in the submission of reports by Sector Agencies.

Delays in report submissions by Sector Agencies hindered the Ministry's workflow in obtaining accurate and confidential data for reporting.

- b. 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 the SOEs' ability to meet their short to medium-term contractual obligations to their creditor banks, suppliers, and trade creditors, as the SOEs became technically and financially insolvent. The Ministry of Energy 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 shortfalls and future recurrence.

- c. Delays in the procurement of contracts and completion of projects/Programs

Contract procurement and completion of projects and programs under the Ministry are taking longer than they should be due to bureaucracy and various challenges both foreseen and unforeseen. It is important that proper assessment and analysis are done to ensure that such challenges are noted and addressed appropriately before the beginning of all projects to ensure timely completion without further financial burden on the government kitty.

d. Unavailability of Materials for the Effective Implementation of Projects.

Availability of affordable energy across the country are the major concerns of the Ministry of Energy. Over the years, the Ministry has delivered upon its mandate through the implementation of the National Electrification Scheme (NES). The most dominant challenge that usually hinders the connection of targeted communities to the Grid has been the unavailability of materials such as poles, conductors, transformers and various electrical accessories at sites.

e. Delays in the release of funds from the Controller and Accountant-General's Department for the implementation of the Energy Commission's activities.

The Energy Commission is also faced with delays in the release of funds for the implementation of its planned activities and this is hampering the delivery of work.

6.7 Forward look

Below are the priority areas to be implemented by the sector Ministry in 2025.

a. Generation and Transmission

- Commencement of the 400/330 kV WAPP Ghana - Cote D'Ivoire Interconnection Reinforcement Project
- Commencement of the 330 kV 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 an Engineering, Procurement and Construction (EPC) contractor and obtain approvals to repower the 132 MW Takoradi (T3) thermal Power Plants.

b. Power Distribution

Additional 300 towns are expected to be connected under the SHEP-4, SHEP-5 and Turnkey Projects in 2025. The Ministry will continue the implementation of other Turnkey electrification projects that include:

- Turnkey electrification of 360 communities in the Northern, Northeast, Savanna, Upper West and Upper East Regions by seven selected Contractor.
- Proposed turnkey electrification of 80 communities in the Eastern Region by M/S ECO Int. Ltd.

c. Emergency Outage Reduction Project for ECG Operational Area

In addition to the Emergency Outage Reduction Project, the Ministry will assist ECG to undertake Improvement and expansion of ECG Distribution Networks in selected Districts across the country at an estimated cost of US\$100 million.

d. Government Flagship Projects

- Continue to provide support to the 1D1F GoG Flagship program with the provision of adequate funding by the Ministry of Finance (MoF). It is estimated that about GH¢20m would be required for about 20 1D1F projects.
- As part of the implementation of GoG's Agenda 111 Hospital program under the Ministry of Health, the Ministry of Energy will support the program by providing power to the sites that may require same, subject to the provision of adequate funds by the Ministry of Finance. (A conservative estimate for a dedicated 10MVA 33/11kV primary substation to provide an uninterrupted supply of power to a Regional or Municipal hospital is about GH¢55million).

e. Renewable and Alternative Energy Development

- Under the Solar Lantern Distribution Program, the Ministry will complete procurement process for additional 100,000 units of solar lanterns and receive first supply at our materials Management Unit (MMU) at Tema by the end of the first quarter of 2025.
- It is expected to commence Manufacturing of improved cookstoves (ICS) under the Better Planet ICS project.
- The implementation of the Ghana Scaling-Up Renewable Energy Project (SREP) will be continued by providing 35 mini grids and net metering with solar PV. The overall project cost is estimated at US\$ 85.88 million with Government counterpart funding US\$ 16 million. It is expected to secure additional counterpart funding up to a tune of 48 million Ghana Cedis. We expect to commence procurement of meters, solar home systems and materials for the 35 Mini grids.
- Under the Nuclear Power Development Program, the site acquisition process will continue. Selected vendor engagement will also continue with the establishment of an SPV.
- Under the Afram Plains Mini grid project, we expect to finalize funding arrangement with UNOPS, constitute project implementation arrangement and award contract for EPC by first quarter of 2025.

- We expect to acquire tax exemptions and commence processes for the import of material for the Water Energy Food Nexus project by the end of the first quarter of 2024. We will also obtain necessary permit for the construction.

f. Petroleum Development (Upstream)

- No new oil and gas producing fields are expected in the year 2025.
- Development of the Pecan Field in the Deep Water Tano/Cape Three Points Block is expected to commence.
- Appraisal Programs of four discoveries (Eban-1X, Akoma-1X, Aprokuma-1X and Afina-1X) will be continued.
- Exploration activities are expected to increase given the new petroleum agreements and the exploration license agreements signed.
- New petroleum agreements and exploration license agreements are expected to be signed.

g. Petroleum Development (Downstream)

- In the year 2025, it is anticipated that the World Bank's support under their PforR module will enable the Ministry to scale up the distribution of cookstoves to benefit some 180,000 households.
- The Ministry will continue pursuing its biofuel development and commercialization initiative, intended to decarbonize the transport sector through the adoption and use of biofuel blends.

h. Gas Commercialization

- The Combined Gas Sales Agreement (GSA) negotiations governing the Jubilee post-foundation gas and TEN Gas supply to be completed.
- The FEED for the Tema Natural Gas Distribution Network to be completed.

i. Petroleum Hub Development Corporation

- Establishment of protective buffers (live wall) along the boundary of the Hub.

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

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

The Ministry was headed politically and bureaucratically by the following:

- Minister (s) - Hon. Dr. Kweku Afriyie (till Feb. 14, 2024)
 - Hon. Ophelia Mensah Hayford (April 26, 2024 - Jan. 6, 2025)
- Bureaucratic Head - Mr. Patrick Nomo.

7.1 Agencies under the Ministry

The Ministry had six (6) agencies; they were the following:

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

7.2 Sector Achievements

The achievements of the Ministry during the reporting year were as follows:

a. Implementation of National Plastics Management Policy (NPMP).

As part of its environmentally sound management of plastic waste, the Ministry in collaboration with Mountain Research Institute (MRI) and University of Mines and Technology (UMaT) launched the “Plastic Not Seen Initiative” with financial support in 2023, through the Circular Economy Framework for the Plastics Sector in Ghana (CEF-PS), to construct a waste collection centre for the processing and upcycling of plastic waste in an environmentally sound manner.

In 2024, piloting started in six senior high schools with the provision of metallic bins for plastic segregation and an incentive system for waste collection.

b. Plastics Management Project.

(Establishing a circular economy framework for the plastics sector in Ghana (CEF-PS))

The Ministry developed a Draft Pilot Execution Agreements (PiEAs), reviewed by the Small and Medium Enterprises (SMEs) and United Nations Industrial Development Organisation (UNIDO) for all pilot projects, and a report on the assessment of SMEs proposals for disbursing funds to SMEs as part of the implementation of the CEF-PS. Subsequently, a meeting was held with the Attorney General's Department on 4th October 2024 to provide inputs into the draft PiEA for the SMEs. To ensure the implementation of the National Plastics Management Policy (NPMP), the Ministry through the CEF-PS project signed Pilot execution agreements for eight (8) out of the eleven (11) SMEs in the plastics value chain to whom financial and technical support will be provided to implement various pilots aimed at reducing plastics production and promoting alternative materials.

c. Promoting sound and recycling and disposal of waste of electrical and electronic equipment

To mitigate the indiscriminate disposal and open burning practices associated with e-waste management, the Ministry completed the construction of the Handover Centre (HOC) for e-waste storage in July, 2024 and broadened the pilot collection incentive for e-waste beyond the Old Fadama (Agbogbloshie) area to include additional communities in the Eastern, Ashanti, and Northern Regions. This led to the collection of over 709 tons of e-waste comprising 530.60 tons of cables, 115.20 tons of mixed batteries, 63.20 tons of thermoplastics, and 240 sets of Carbon Renewal Technologies (CRTs) between June 2020 to December 2024 which was tendered to qualified recyclers for environmentally sustainable recycling and disposal thereby reducing soil and air pollution and safeguarding public health.

d. National Climate Change Policy

As part of its commitment to tackle climate change issues, the Ministry together with its Agency, Environmental Protection Agency (EPA) developed a Carbon Market Framework document to guide engagements in the carbon market. The Carbon Market Office (CMO) has been set up and it delivered administrative and technical services to forty-three (43) project applications and eight (8) entity applications during the reporting year. In addition, Ghana signed a Bilateral Cooperation Agreement with the Governments of Switzerland, Singapore, and the Kingdom of Sweden.

The Ministry also supported energy efficiency improvement in the artisanal palm oil industry by installing twelve (12) new improved cookstoves with chimneys, steamers and clarification tanks to replace traditional cooking stoves in two (2) communities in the Mfantseman District of the Central Region (Toboase and Odumanu). These interventions contributed to reduction in air pollution, improved health and sanitation, quality palm oil, innovation, responsible production

contributing to the achievement of (SGD, 3, 7, 9, 12 & 13). So far 240 Artisan/Palm oil processors have been trained in sustainable oil production processes in the 2 communities.

Through the Ministry's efforts, Ghana participated in the second phase of the World Bank-sponsored West Africa Coastal Areas (WACA) Program, a five (5)-year initiative running from 2023 to 2027 and received an International Development Association (IDA) Credit of US\$150 million and a \$5 million Grant from PROBLUE under WACA ResIP 2 aimed to implement various interventions such as physical infrastructure, social projects, and nature-based solutions to enhance protection against coastal erosion, flooding, and pollution in a coordinated manner within the Korle Lagoon Area, Densu Delta, and Keta Lagoon Complex.

e. Establishment of Foundry and Machine Tooling Centre

The Ministry under the GhanaCARES "Obaatanpa" program, during the reporting year worked to support local engineering companies and complete a Foundry and Machine Tooling Centre. Phase I, focused on building the Foundry, which was 95% complete, with most equipment procured and delivered. Phase II, which included a Machine Tooling Centre (25% complete), a Patterns Development Shop (70% complete), and a Staff Canteen (70% complete), progressed, with equipment procurement approved by the Public Procurement Authority (PPA), awaiting contract signing. A Business Development Plan was developed and validated, and a contract was awarded to repair and fumigate a Ghana Atomic Energy Commission (GAEC) warehouse for temporary equipment storage. The Ministry further received PPA approval to hire two Foundry Engineers as consultants.

f. Disbursement of disease-free plantain plantlets

The Ministry through the Ghana Atomic Energy Commission (GAEC) during the period, produced and disbursed six thousand disease-free plantain plantlets to farmers, developed protocols to produce broilers, layers, quail and pigs with Black Soldier Fly (BSF)-based feed and the use of BSF-based organic fertilizer for vegetable production. Again, GAEC developed 4 new yellow flesh cassava varieties with high beta carotene content, high yield and resistance to cassava mosaic virus.

Training modules on tomato processing have also been created, with 18 farmers and processors trained in the technology to reduce post-harvest losses in tomatoes. Additionally, a training manual for black soldier fly (BSF) technologies was developed, and over 20 farmers trained in the use of BSF for the bioconversion of organic waste into high-quality protein for feed.

7.3 Gender mainstreaming.

a. Gender representation.

During the period under review, the Ministry made some strides in integrating gender considerations into its mandate by actively including women in training programmes, leadership roles, and resource access, ensuring their integral participation in environmental decision-making processes, though it

remained limited. For instance, the Fixed Assets Coordinating Unit responsible for assisting the Principal Spending Officer to undertake inventory of Fixed Assets and coordinate the retirement and disposal of Fixed Assets comprised seven (7) members, with only one (1) being female, while the Audit Committee had one (1) female member out of five (5). Similarly, the management committee included two (2) women among its nine (9) members. Despite this representation, the impact of gender considerations on committee outcomes had been minimal. The gender imbalance in these committees impacts the diverse perspectives in decision-making and underscores the need for more robust policies and practices to ensure gender inclusiveness and operational efficiency.

However, in line with the UNIDO guidelines on gender mainstreaming for environmental management of projects and utilising UNIDO's gender mainstreaming tools, the Ministry facilitated the participation of women at international forums such as the 2024 World Circular Economy Forum (WCEF) in Brussels, where two (2) out of four representatives from Ghana's eleven (11) pilot companies were women. Moreover, five (5) out of the eight (8) delegates from Ghana, representing 62.5% of participants supported by the CEF-PS project, were female.

b. Gender mainstreaming policies/activities.

The Ministry's activities and programs aimed at empowering and supporting the well-being of young females were instrumental during the reporting year. Key initiatives included the Sexual Harassment Policy, which is currently in the draft stage; the National Plastic Management Policy, which has strengthened the capacities of agencies involved in waste management and promoted the effective implementation of plastic waste strategies; the National Climate Change Policy, which has led to the development of a National Adaptation Strategy and Action Plan focused on improving water management, advancing climate-smart agriculture, and enhancing early warning systems for extreme weather; and the National Environment Policy, which has identified several gender-related challenges that hinder sustainable development.

7.4 Sustainable Development Goals (SDGs).

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

- SDG 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities Since 2016 to date Ghana through the Ministry recorded a reduction in carbon dioxide emissions by 2.2 million tonnes per annum of carbon dioxide as part of the implementation of various climate change adaptation and mitigation.
- SDG 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. So far over 437.88 tons of e-waste have been retrieved for the period of

2020-2023 These consist of 378.73 tonnes of cables, 36.23 tonnes of mixed batteries, 22.86 tonnes of thermoplastics and 120 sets of CRTs have been retrieved.

- SDG 13.2: Integrate climate change measures into national policies, strategies and planning Ghana through MESTI has developed a Climate Change Master Plan, National Adaption Strategy, Nationally Determined Contributions (NDCs,) Renewable Energy Master Plan during the period.

7.5 Financial Performance

The financial performance of the ministry is represented below:

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	5,288,606.00	5,288,606.00	5,601,019.73	5,601,019.73	(312,413.73)
Use of Goods & Services	197,978,253.00	197,978,253.00	132,575,271.10	86,579,748.89	65,402,981.9
CAPEX	152,339,971.00	152,339,971.00	13,498,690.35	13,223,719.24	138,841,280.65
IGF	0.00	0.00	0.00	0.00	0.00
DEV'T PARTNERS	180,975,636.00	180,975,636.00	125,062,811.10	80,029,964.93	45,032,846.17
Total	536,582,466.00	536,582,466.00	276,737,792.28	185,434,452.79	248,964,694.99

7.6 Challenges

The challenges encountered by the Ministry during the period were as follows;

a. Ongoing encroachment on lands belonging to the Ghana Atomic Energy Commission (GAEC) and the Council for Scientific and Industrial Research (CSIR)

These lands, essential for research and innovation, were lost over time, hampering the Ministry's capacity to contribute meaningfully to national scientific advancement and economic growth.

To mitigate this challenge The Ministry is urgently appealing for government intervention to allocate adequate capital expenditure (CAPEX) to address pressing infrastructural and operational needs. This includes the fencing of CSIR and GAEC lands to prevent encroachment by developers, which threatens the preservation of these valuable institutional assets.

b. Insufficient logistics

The lack of vehicles for nationwide inspections and programme implementation, hampered the Ministry's ability to monitor compliance with environmental, safety, and scientific standards. This logistical gap resulted in inconsistent enforcement of regulations and reduced efficacy of national programmes, thereby diminishing the Ministry's operational credibility and public confidence.

To mitigate this the National Biosafety Authority (NBA) requires funds to construct its head office and strengthen its logistical framework to enhance operational efficiency.

c. High electricity costs

High electricity costs, particularly in energy-intensive facilities such as GAEC laboratories and cold rooms, severely affected operations.

To mitigate this financial support is likewise needed to mitigate the high electricity costs that hinder laboratory operations at these institutions, ensuring uninterrupted research and service delivery.

d. Shortage of expertise

Shortage of expertise within the Nuclear Regulatory Authority (NRA) slowed the development of the Nuclear Power Programme. This expertise gap delayed the diversification of the national energy mix.

To mitigate this recruitment and training are necessary, as the NBA needs to hire and train an additional sixty-one (61) staff members to effectively support Ghana's emerging Nuclear Power Programme.

e. Infrastructure deficiencies - Dilapidated state of the NBA Head Office building

The dilapidated condition of the National Biosafety Authority (NBA) Head Office and the absence of a Molecular Biology Laboratory further weakened the Ministry's capacity to perform essential biosafety functions. These inadequacies jeopardised public health and safety while reducing the Ministry's effectiveness in managing Biosafety risks.

To mitigate this the National Biosafety Authority (NBA) requires funds to construct its head office and strengthen its logistical framework to enhance operational efficiency.

7.7 Forward Look

The following are the strategic and top priority areas of the Ministry for 2025:

- a. Implement the revised National STI Policy, currently awaiting cabinet approval, to advance science, technology, and innovation in Ghana.
- b. Operationalize the Science, Technology, and Innovation Management Information System (STIMIS) after completing the technical specifications and demonstrations.
- c. Facilitate sustainable plastics management by operationalizing the National Plastic Action Partnership (NPAP-GPAP) and the National Plastic Management Policy (NPMP).
- d. Continue to implement two investment projects related to the West Africa Coastal Areas (WACA) Programme.
- e. Continue implementing the Oil and Gas Environmental Policy.
- f. Dedication to reducing environmental pollution by implementing strategic initiatives.
- g. Continue implementing the National Framework for market and non-market mechanisms under two bilateral agreements on Article 6 signed with the governments of Sweden and Singapore Business mission to Ghana planned with the government of Singapore.
- h. Implement the incentive payment system for e-waste collection.
- i. Continue the construction and completion of the Foundry and operationalize the Foundry and Machine Tooling.

8.0 MINISTRY OF FINANCE (MOF)

The Ministry of Finance (MoF) is one of the Central Management Agencies (CMA) of Government, responsible for the central functions and providing focal points in government machinery for policy formulation.

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

- Minister - Hon. Ken Ofori-Atta (January to February, 2024)
Hon. Dr. Mohammed Amin Adam (Feb., 2024 to Dec., 2024)
- Hon. Minister(s) of State - Hon. Dr. Mohammed Amin Adam (February, 2024)
Hon. Abena Osei-Asare (Feb. 2024 to Dec, 2024)
- Deputy Ministers - Hon. Abena Osei-Asare (January to February, 2024)
Dr. John Ampontuah Kumah (March, 2024)
Hon. Dr. Alex Ampaabeng (February, 2024 to December, 2024)
Hon. Dr. Stephen Amoah (April, 2024 to December, 2024)
- Bureaucratic Head - Ms. Eva Esselba Mendis

8.1. Departments and Agencies of the Ministry

The Ministry has oversight responsibility over one Civil Service Department and 9 Sub-Vented Agencies.

Civil Service Department

- Controller and Accountant General's Department (CAGD)

Sub-vented Agencies

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

8.2. Sector Achievements

The Ministry's achievements for the reporting year were as follows:

a) Significant Progress in Ghana's IMF-Supported Economic Recovery Program

The USD 3 billion IMF-supported Post Covid-19 Program for Economic Growth (PC-PEG) is in its second year, showing strong progress. Approved on May 17, 2023, it has completed three reviews: the First and Second on January 19 and June 28, 2024, and the Third at the staff level on October 4, 2024. Ghana met all six Quantitative Performance Criteria (QPCs), all four Indicative Targets (ITs), exceeded the inflation target, and achieved most structural benchmarks, marking the first time all ITs were met. Key actions for the IMF Executive Board meeting in December 2024 include publishing an ECG Revenue/Collection Accounts audit, drafting terms for an ECG operations audit, submitting Q1 2025 Expenditure in Advance of Appropriation, and amending the Fiscal Responsibility Act (2018) to enhance fiscal discipline and establish a Fiscal Advisory Council. A successful review will release the 4th tranche of USD 360 million, bringing total disbursements to USD 1.92 billion. Implementation timelines emphasize swift progress, with effective measures restoring stability and driving recovery.

Implementation of Key Financial Sector Reform Initiatives

The Ghana Financial Sector Development Project (GFSDP) connected 2,296 Village Savings and Loans Association (VSLA) groups with 71,943 members to Financial Service Providers (FSPs) by September 2024. The Ghana Financial Inclusion Conference 2024, themed “Accelerating Financial Inclusion in a Digital Era,” was held on June 26–27, drawing over 400 participants. To support SME growth and Ghana's 5% economic growth target, the SME Growth and Opportunity Program, including the SME Financing Scheme and YouStart, was launched on July 16, 2024. The Ministry of Finance and Financial Intelligence Centre (FIC) advanced Anti-Money Laundering (AML) and countering the Financing of Proliferation Financing (CFT) initiatives by sensitising 550 tertiary students and launching an updated Money Laundering, Terrorist Financing and Proliferation Financing Risk (ML/TF/PF) risk assessment for completion by December 2024. Key efforts included training 1,303 stakeholders, disseminating 66 intelligence reports, submitting legislative instructions, and enhancing international collaboration.

b) Initiative towards Building a Sustainable Entrepreneurial Nation

YouStart has been introduced by the Government since 2022 to address the high rate of youth unemployment in the country through the 2022 Budget Statement and Economic Policy. Additionally, the National Entrepreneurship and Innovation Program (NEIP) which is a flagship policy initiative of Government 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 were introduced. During the period, a total of 23,695 beneficiaries under the YouStart Jobs and Skills project were trained. Under NEIP a total of 2,000 beneficiaries were trained in the following areas: Practical skills in Yoghurt preparation; fruit juices; bleaches; liquid soap and other detergents. Two hundred of these beneficiaries were provided with startup capital ranging from GHS 10,000.00 to GHS 50,000.00.

c) Improving Domestic Revenue Mobilization

During the review period, the Government disbursed GHS 12.57 billion from bilateral and multilateral sources, 4% above the GHS 12.06 billion projection, with GHS 3.85 billion allocated to the general budget and GHS 8.72 billion to pro-poor projects. Loans constituted 89% (GHS 11.22 billion), and grants 11% (GHS 1.35 billion), with multilateral sources providing 91% (GHS 11.49 billion). Tax revenue reached GHS 106,176.90 million, exceeding the target by GHS 1,735.20 million. Non-tax revenue (NTR) totalled GHS 11,311.25 million, 4% above target, with 15.9% (GHS 1,814.63 million) deposited into the Consolidated Fund and 84.1% (GHS 9,496.61 million) retained by approved entities. A USD 2 billion agreement with South Korea's Economic Development Cooperation Fund was signed to support infrastructure and other key sectors. The Ghana Revenue Authority (GRA) expanded the Electronic VAT invoicing system to over 2,600 taxpayers and developed emissions tax guidelines with the Environmental Protection Agency (EPA). The Ministry held 26 Development Partner meetings and integrated 18 projects, including the Ghana COVID-19 Emergency Preparedness Project, into the GIFMIS. Revenue laws such as the Excise Duty (Amendment) Act, 2023, were amended, compliance exercises on 32 sports betting operators were conducted, and the Withholding Tax on Winnings system was tested on GIFMIS.

d) Public Financial Management

Significant progress was made in Public Financial Management (PFM) during the reporting period. The 2023 Annual National Accounts, prepared per Section 81(1) of the Public Financial Management Act, 2016 (Act 921), consolidated funds from various sources, including Ministries, Department and Agencies (MDAs), Metropolitan, Municipal and District Assemblies (MMDAs), statutory funds, and State-Owned Enterprises (SOEs). By September 2024, 99.98% of unearned salaries were recovered. Efforts to align with International Public Sector Accounting Standards (IPSAS) included training for 25 financial monitoring staff and developing six technical tools such as reporting templates, accounting policies, and a fixed assets register. The University of Health and Allied Sciences (UHAS) was integrated into the National Payroll System, and 633,770 Government of Ghana (GoG) employees with National Identification Authority (NIA) numbers were captured in the Human Resource Management Information System (HRMIS), pending validation. Five donor-funded projects, including Water Sanitation and Hygiene – Sustainable Development Goal (WASH-SDG) and Mainstreaming Climate Change and Green Economy in Development Planning Process (MCCGRDPP), were added to the Ghana Integrated Financial Management Information System

(GIFMIS) to improve transparency in expenditure management. A draft policy on locally assembled vehicles was finalized and is awaiting Public Procurement Authority (PPA) Board approval. By Quarter 3 2024, 857 public entities were enrolled on the Ghana Electronic Procurement System (GHANEPS) Portal for procurement, with 401 publishing procurement plans and 266 using the platform for transactions. Over 3,083 tenders and 4,896 contract awards were published in Quarter 3, highlighting robust public procurement activity.

e) Public Debt Management

In compliance with Section 59 of the Public Financial Management Act, 2016 (Act 921), the 2024 Medium-Term Debt Management Strategy (MTDS) was prepared and presented to Cabinet. The MTDS aims to meet the Government's financing requirements at the lowest possible cost while maintaining a prudent degree of risk in alignment with the Medium-Term Fiscal Framework (MTTF). Furthermore, the 2024 Annual Borrowing and Recovery Plan, detailing how the Government's annual financing needs will be met, was prepared and published on the Ministry's website to enhance transparency and predictability in borrowing activities. To improve accountability in public debt management, the Ministry prepared and published the 2023 Annual Public Debt Report, as required by Section 72 of the Act. Additionally, quarterly Issuance Calendars for the first, second, and third quarters of 2024 were made available on the Ministry's website, providing further transparency in debt issuance planning. In line with Sections 66 and 67 of the Act, the Ministry assessed fiscal risks for government support in guarantees requested by 13 government institutions during the reporting period. Reports were completed for six entities: the University of Ghana (2 requests), Bulk Oil Storage and Transportation Company Limited (BOST), Ghana Airports Company Limited (GACL), University for Development Studies (UDS), Ghana Grid Company Limited (GRIDCo, 2 requests), and the Ghana Institute of Management and Public Administration (GIMPA). Other requesting institutions included Ghana Gas, Electricity Company of Ghana, and the Volta River Authority. These measures highlight the Ministry's commitment to prudent debt management, risk evaluation, and enhanced transparency in government financial operations.

8.3. Gender Mainstreaming

The Ministry's Gender Mainstreaming activities were as follows:

a) Gender Representation

The gender representation across various committees shows a more balanced composition, particularly in the 40-59 age range, with women making notable contributions. Gender consideration has led to enhanced collaboration, creativity, and decision-making at the Ministry. In Management Meetings, inclusiveness has fostered improved workplace conditions, while both the Entity Tender Committee and Central Tender Review Committee have benefitted from effective decision-making. The Ministry's Entity Project Committee demonstrates creativity and inclusiveness in the construction

process, and the Audit Committee shows improved compliance and decision-making, emphasizing the positive impact of fair gender representation.

b) Gender Policies and Activities

The Ministry developed its Gender Policy and Strategy in 2019 to promote gender equality and women's empowerment through staffing, training, and career development. With women making up 39% of the workforce across all levels, the Ministry has implemented several initiatives to enhance gender mainstreaming. In December 2023, the MoF Women's Mentoring Program (WMP) was launched under the theme "Empowering Women's Leadership in Public Service," providing mentorship opportunities for career growth. Additionally, selected female staff participated in the "How to Win at Work" training to develop essential career skills, while entry-level female staff received "Polished Professionalism" training to improve workplace communication and executive presence. In May 2024, the MoF Ladies Association was introduced to support social and professional networking among female employees. The Gender Policy has led to increased capacity-building opportunities, greater female leadership visibility, stronger professional networks, and improved work-life balance. However, challenges such as scheduling conflicts and limited participation in gender-related programs persist. To maximize the benefits of these initiatives, it is recommended that Divisions facilitate the active involvement of female staff in gender mainstreaming programs to support their career advancement and overall performance.

8.4. Sustainable Development Goals (SDGs)

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

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

Ghana's economy grew by 7.2% year-on-year in Q3 of 2024, the most since Q2 of 2019, following a 6.9% rise in the previous three-month period. Key economic activities, particularly the industrial (+10.4%) and services sectors (+6.4%), continued to show robust growth while the Agricultural sector advanced by 3.2%.

- **SDG 8.10.2P Number of active mobile money accounts**

In 2024, 59.7 percent of Ghanaians aged 15 and older had a mobile money account remaining stable from the previous year but showing a notable increase compared to 2018.

- **SDG 9.2.1 Manufacturing Value Added as a proportion of GDP and per capita**

Manufacturing Value Added (MVA) as a proportion of GDP stood at 11.23 percent in 2023. As of the second quarter of 2024, Ghana's manufacturing sector contributed around 4.7 billion GHS (approximately 317 million USD) to GDP, reflecting a notable decrease from the preceding quarter. Within the period observed, the contribution of manufacturing to GDP fluctuated.

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

Government Expenditure as a proportion of original approved budget was 86.6 in 2024.

- **SDG 17.1.1: Total Government Revenue as a Percentage of GDP**

Total government revenue stood at 14.5% in 2024, compared to 13.9% in 2022.

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

The share of the domestic budget funded by domestic taxes was 84.8% in 2024.

8.5. Financial Performance

The financial performance of the Ministry for the period was as below:

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG	A	B	C	D	E=(B-C)
Compensation of Employees	703,482,252.00	703,482,252.00	631,155,613.55	631,155,613.55	72,326,638.45
Use of Goods & Services	64,874,145.00	64,874,145.00	41,249,794.77	41,150,824.95	23,624,350.23
CAPEX	50,800,299.00	50,800,299.00	50,797,264.76	33,215,834.00	3,034.24
GOG TOTAL	819,156,696.00	819,156,696.00	723,202,673.08	705,522,272.50	95,954,022.92
IGF					
Use of Goods & Services	188,079,730.00	188,079,730.00	145,644,176.00	129,370,873.57	42,435,554.00
CAPEX	39,188,638.00	39,188,638.00	24,796,601.00	22,789,982.79	14,392,037.00
IGF TOTAL	227,268,368.00	227,268,368.00	170,440,777.00	152,160,856.36	56,827,591.00
Use of Goods & Services	1,110,163,992.00	1,110,163,992.00	919,389,452.72	872,684,345.98	190,774,539.28
CAPEX	8,380,603.00	8,380,603.00			
DONOR TOTAL	1,118,544,595.00	1,118,544,595.00	919,389,452.72	872,684,345.98	199,155,142.28
ABFA	11,200,000.00	11,200,000.00	10,020,000.00	10,020,000.00	1,180,000.00
TOTAL OVERALL BUDGET	2,176,169,659.00	2,176,169,659.00	1,823,052,902.80	1,740,387,474.84	353,116,756.20

8.6. Challenges

Some of the challenges that militated against implementation of the Ministry's activities in 2024 were as follows:

A. Ministry of Finance

- **Delays in Obtaining Audit Evidence and Responses**

Inability to obtain audit documentary evidence and responses to draft reports on time from Divisions during audit fieldwork delays and hinder the efficiency of the fieldwork, potentially impacting the overall audit timeline and quality of findings.

- **Implementation of audit recommendations by Management.**

Non-implementation of audit recommendations by management poses a significant challenge, as it prevents the organization from addressing identified weaknesses and improving internal controls.

B. Controller and Accountant General's Department

- **Upgrade of GIFMIS Financials**

Delay in the upgrade of GIFMIS financials is one key challenge the Department is facing. The current software slows down work processes, which causes many delays and reduces the general work output and work efficiency and makes it impossible to bring other modules.

- **Inadequate Budgetary Allocation**

The Department is handicapped in the implementation of its planned activities within the period due to resource constraints. The Department undertakes activities that are of national character including preparation of National Accounts, running of Payroll, renting of warehouse for Value Books, Electronic Funds Transfer (SWIFT payments), maintenance of GIFMIS infrastructure which are vital to the state. Therefore, inadequate budgetary allocation will hamper said activities stated above.

- **Inadequate Payroll Functional/Technical Staff with Oracle Certification**

Due to inadequate functional/technical staff in the Division, the few must always work overtime and most times during the weekend to prepare and update the IPPD2, whilst working hard to complete other deliverables like the linkage of NIA with the IPPD2 system.

- **Inadequate Storage Facilities at the Records Unit**

The repository is full, and most records are kept outside the records-keeping system, which is a serious operational risk. Currently, the repository at the Public Records and Archives Administration Department (PRAAD) is also full.

- **Unstable network connectivity at some MDAs/MMDAs hampering the smooth usage of GIFMIS.**

Ineffective usage of the GIFMIS by Covered Entities making it difficult to obtain the required data the systems for the National Accounts.

8.7. Forward Look

The Ministry's key priority projects and crucial activities for implementation in 2025 are as follows:

- Continue coordinating the implementation of the IMF backed Post COVID-19 Program for Economic Growth (PC-PEG) and the Ghana Cares "ObatanPa" Program.
- Build the necessary capacity and skills of staff to deliver on the mandate of the Ministry.
- Revenue mobilization efforts will continue to focus on enhancing tax compliance, expanding the tax base, digitization of both Tax and Non-Tax and improving external resource mobilization. In furtherance of this, there will be Operationalisation of GDCPS; Upgrade of DCMIS; Preparation of tax revenue forecasts for 2026 Budget and Medium-Term Tax Revenue forecast (2026-2029); Production of Non-Tax Revenue (NTR) Estimates; Submission of High Net Worth Individual (HNWI) Policy Document to MOF Management and Cabinet; and Operationalisation of E-VAT and E-Commerce Systems.
- Prepare tax revenue forecasts for the 2026 Budget and Medium-Term (2026-2029), produce Non-Tax Revenue (NTR) estimates, and submit the High Net Worth Individual (HNWI) Policy Document to MOF Management and Cabinet.
- Enhance Financial Sector Development through the:
 - Development of Regulations for the Anti-Money Laundering Act, 2020 (Act 1044);
 - Implementation of Year 3 recommendations of the Capital Market Master Plan (CMMP);
 - Coordination of Mutual Prosperity Dialogues; and
 - Operationalisation of YouStart Program
- Public debt management
 - Conduct 2025 Debt Sustainability Analysis
 - Prepare and update the 2025-2028 Medium-Term Debt Management Strategy
 - Prepare and submit the 2024 Annual Public Debt Report to Parliament; and
 - Conduct Credit Risk Assessments

9.0 MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT (MoFAD)

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

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

- Minister - Hon. Mrs. Mavis Hawa Koomson (MP)
- Deputy Minister(s) - Hon. Moses Anim (MP)
Hon. Abdul Musah Aziz Ayaba
- Bureaucratic Head - Ms. Miriam W.A. Kpakpah

9.1. Agencies of the Ministry

The Ministry had two (2) implementing Agencies. They were:

- The Fisheries Commission
- The National Premix Fuel Secretariat

9.2. Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a) Enactment of Fisheries (Port State Measures) Regulations, 2024

Ghana is a member of regional and international fisheries organizations and a signatory to key treaties, including the Port State Measures Agreement, aimed at combating Illegal, Unreported, and Unregulated (IUU) fishing. Despite its obligations, a review of Ghana's legal framework revealed gaps, particularly in implementing international fisheries instruments. IUU fishing continues to pose a significant threat to the effective management of the country's marine fisheries resources.

During the reporting year, the Ministry with the support of Food and Agriculture Organisation (FAO) under the “European Commission (EC) - funded project GCP/GLO/447/EC “Fourth Agreement on Port State Measures (PSMA) Global Capacity Development Programme Support Project” and through extensive stakeholder consultations developed the Fisheries Regulations, 2024 to improve fisheries governance. The Regulations were passed by Parliament on 4th September 2024.

b) Fisheries Legal Review and Drafting of Fisheries and Aquaculture Bill

The Fisheries Act, 2002 (Act 625), along with its 2014 amendment has not undergone significant review to align with emerging trends in sustainable fisheries management. The Act fails to address critical local issues, including aquaculture practices, post-harvest management, and trade. It also lacks comprehensive provisions for inland fisheries management and the selectivity of fishing gear.

Additionally, the Act does not adequately cover the impacts of climate change on fisheries or promote co-management practices.

Following these gaps, the Ministry secured Cabinet approval and drafted a new Fisheries and Aquaculture Bill to replace the Fisheries Act, 2002 (Act 625). The Bill was submitted to Parliament in November 2024 for consideration and passage. It aims to strengthen fisheries governance by promoting sustainability, expanding regulatory oversight, enhancing enforcement, and supporting aquaculture development

c) Development of Aquaculture for Food and Jobs (AFJ) Operational Plan

In 2024, the Ministry, with its Agencies, developed and validated a comprehensive Operational Plan for the AFJ Programme to guide its implementation. The Plan provides a strategic roadmap for ensuring coordination and impact, while the accompanying Manual defines procedures and management modalities. The Ministry is committed to its strict adherence, with oversight, monitoring, and evaluation to ensure compliance and effectiveness.

d) 2024 National Farmers' Day Celebration

In collaboration with the Ministry of Food and Agriculture and other stakeholders, the Ministry organized the 40th National Farmers' Day from 4th to 8th November 2024 in the Greater Accra Region under the theme "Building Climate-Resilient Agriculture for Sustainable Food Security." The event featured an agricultural fair, a Farmers' and Fishers' Forum, and an awards ceremony, with the Grand Durbar and Awards Night held on 8th November at Alisa Hotel and graced by H.E the President. As part of the celebration, six individuals in the fisheries sector were awarded across various categories for their contributions. The event successfully promoted agriculture and fisheries, providing a platform for discussions on key sector issues while attracting high public participation.





Pictures of 2024 National Farmers Day

e) **2024 Closed Season for all Fleets**

The Ministry and the Fisheries Commission held a national stakeholder meeting and press briefing to review the 2023 Closed Season and outline the 2024 implementation plan. Various fishing subsectors observed closed seasons, with high compliance leading to improved fish landings at marine landing beaches. To mitigate the economic impact on coastal fishing communities, the Ministry provided relief items and fishing inputs, including rice, oil, fishing nets, and processing materials. Additionally, a socio-economic assessment by the Ministry and Environmental Justice Foundation (EJF) found that while fishers accept the Closed Season as a recovery strategy, most lack alternative livelihoods, highlighting the need for income support. Also, a biological impact assessment has been initiated to evaluate the effect of the 2024 Closed Season on marine fish stocks.



Distribution of closed season relief items

9.3. Sustainable Development Goals

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

- Goal 16: End Poverty in All Its Forms Everywhere (Aquaculture Development)
 - 72 Students trained from the Aquaculture Training Centre (3 cohorts)
 - 96 beneficiaries were trained in fish farming practices

- Goal 2: End Hunger, Achieve Food Security and Improved Nutrition, and Promote Sustainable Agriculture
 - 441,800.19mt of fish produced as of September, 2024
 - 236,353.19mt Marine produced in metric tons

- Goal 14: Conserve and sustainably use the ocean, seas and marine resources for sustainable development. (Implementation of Close Season)
 - 2 Stakeholder engagements held
 - 1 month Closed Season implemented for artisanal and inshore fleets
 - 1-month Close Season implemented for industrial fleets for the close season
 - 2 months close season for the industrial fleets
 - 20,000 bags of rice and 8,334 cartons of oil distributed during the closed season
 - 3,000 bundles of wire mesh and 10,000 aluminium basins were distributed

- Goal 13: Take urgent action to combat climate change and its impacts (Co-Management Policy & Pause on new entrants of Canoes into the Marine Fisheries Sector)
 - 4 Co-Management Committees established to help with the management of the marine resources
 - 4 meetings held to sensitize stakeholders on the importance of managing fisheries resources for future generations

9.4. Financial Performance

The financial performance of the Ministry for the period is presented as follows:

	SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D	E=B-C
1	Compensation of Employees	28,264,220.00	28,264,220.00	26,633,541.00	26,633,541.00	1,630,679.00
	Use of Goods and Services	100,986,032.00	100,986,032.00	55,610,768.69	49,979,834.08	45,375,263.31
	CAPEX	169,521,999.00	169,521,999.00	47,395,475.81	31,025,481.52	122,126,523.19
2	IGF	50,581,032.00	50,581,032.00	43,241,575.57	43,569,367.18	7,339,456.43
	TOTAL	349,353,283.00	349,353,283.00	172,881,361.07	151,208,223.78	176,471,921.93

9.5. Challenges

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

a) Inadequate Funding for Key Activities

It faced significant financial constraints, as budgetary allocations were insufficient to support planned activities. In 2024, only GHS¢103,684,715.96 of the approved GHS¢213,308,814.53 was released, affecting major projects like the Aquaculture for Food and Jobs initiative. Additionally, low Internally Generated Funds (IGF) due to limited premix supply further strained resources. Ongoing discussions with the Ministry of Finance aim to improve funding allocation, while enhanced revenue collection strategies are being explored.

b) Weak Extension Service Delivery and Monitoring

Limited logistical support affected aquaculture's contribution to job creation, food security, and sustainable fisheries. The Fisheries Commission (FC) has 229 staff across national, regional, and zonal offices, but inadequate vehicles, motorbikes, fuel, laboratory facilities, and fish health experts hinder effective monitoring and extension services. Furthermore, the low number and limited technical

capacity of extension officers further weakened service delivery. Plans are underway to build the skills of FC staff to enhance service quality.

c) High Cost of Aquaculture Inputs

Aquaculture relies on essential inputs such as fingerlings, fish feed, and quality water. However, fish feed accounted for 70% of production costs and is expensive, making fish farming unprofitable. Many farmers had abandoned their facilities due to financial distress.

The Ministry seeks to partner with the private sector to establish local input manufacturing firms and collaborate with research institutions to develop alternative fish feed ingredients. Additionally, discussions with the Ministry of Food and Agriculture are ongoing to ensure the supply of essential inputs like wheat, maize, and soya bean meal.

d) Inadequate Office Facilities

The Fisheries Commission (FC) expanded its regional and zonal offices but lacked adequate office accommodation, relying on Regional Coordinating Councils, Agriculture Offices, and rented spaces. The Ministry itself is facing space constraints, with an almost full staff establishment of 88, leading to overcrowding and occupational safety concerns. To address this, the Ministry is constructing a Ministerial Block in Accra, while FC is renovating and refurbishing old structures

e) Infrastructure Deficit in the Fisheries Sector

Modernizing and sustaining the fisheries and aquaculture sector requires robust infrastructure, but the current facilities are inadequate. Key projects like the Anomabo Fisheries College and public hatchery rehabilitation shall continue in 2025 to provide necessary training and high-quality fingerlings. Completion of these projects is expected to help bridge the infrastructure gap.

f) Inadequate Premix Fuel Supply

Premix fuel, a crucial input for artisanal fishers, has faced supply challenges since 2022 due to foreign exchange fluctuations, delayed payments to Bulk Oil Distributors, and technical issues. Between 2019 and 2021, the annual premix supply averaged 100 million litres, but by November 2024, only 32.3 million litres had been supplied. This shortage increased fishing costs, reduced fisher profitability, and raised fish prices, impacting livelihoods in fishing communities.

9.6. Forward Look

The following are the strategic and top priority areas of the Ministry for 2025:

a) Management and Administration

- Fulfil fisheries-related international obligations
- Provide administrative support (utilities, transport, maintenance, staff welfare, etc.)
- Monitor projects and programmes
- Organize statutory meetings and general operations
- Improve infrastructure and logistics

b) Fisheries Resource Management

- Conduct baseline fish stock assessment on Volta Lake
- Emboss canoes and boats on Volta Lake
- Develop an Inland Fisheries Management Plan (IFMP)
- Establish 10 fisheries co-management committees
- Engage stakeholders on small-scale fishing craft re-characterization and moratorium review
- Conduct biannual engagements with Fisheries Co-management Committees
- Review and develop Annual Operational Plans (2024/2025 & 2025/2026)
- Organize national workshops, TV, and radio discussions on Marine Protected Areas (MPAs)
- Develop a sustainability plan for the livelihood programme
- Monitor marine environmental conditions affecting fisheries
- Conduct training in fish statistics processing and refresher training for data enumerators
- Implement Closed Season for all fleets

c) Aquaculture Development

- Improve logistical support for aquaculture extension services
- Enhance and digitalize aquaculture data collection
- Train officers in efficient data management and Bioflocs Technology
- Sensitize stakeholders on the Ghana National Aquaculture Development Plan (2024-2028)
- Establish guidelines for fish farm inspections and conduct inspections
- Set up a One-Stop-Shop for Aquaculture Licensing
- Continue development of quality, low-cost on-farm fish feed

d) Fisheries Law Enforcement

- Intensify fisheries enforcement patrols
- Recruit 30 additional Fisheries Observers
- Expand the Fisheries Watch Volunteer (FWV) programme
- Conduct 24/7 electronic monitoring of industrial fishing vessels
- Increase public awareness on fisheries laws and regulations
- Establish additional Landing Beach Enforcement Committees
- Continue implementing the National Plan of Action against IUU fishing
- Conduct inspections of trawlers (pre-departure, at-sea, and on-arrival)
- Roll out Electronic Monitoring Systems (EMS)
- Provide continuous capacity development for MCS staff
- Establish MCS offices in key inland communities

e) Aquatic Animal Health & Post-Harvest Management

- Develop an Aquatic Animal Health Strategy and Implementation Plan
- Create Streptococci and ISKNV Disease Control Plans
- Train Fisheries Officers and Veterinarians on Aquatic Animal Health
- Conduct routine biosecurity monitoring and surveillance at farms and landing beaches
- Upgrade and operationalize laboratories for routine diagnostics
- Develop and implement a National Post-Harvest Management Strategy
- Train officers and stakeholders on best post-harvest practices and trade
- Promote post-harvest sector infrastructure development
- Establish demonstration centres for hands-on training
- Maintain a national post-harvest database
- Strengthen the extension delivery system for post-harvest management
- Facilitate the formation of fisher associations within the post-harvest value chain

10.0 MINISTRY OF FOOD AND AGRICULTURE (MOFA)

The Ministry of Food and Agriculture (MOFA) is responsible for developing and executing of 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 following were the political and bureaucratic heads of the Ministry:

- Hon Minister - Hon. Bryan Acheampong (PhD)
- Deputy Minister - Hon. Yaw Frimpong Addo
- Deputy Minister - Hon. Alhaji Hardi Tufeiru
- Bureaucratic Head - Paul Saimeh (Acting Chief Director)

10.1. Agencies of the Ministry

The five (5) Sub-vented Agencies of the Ministry include:

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

10.2. Sector Achievements

The achievements of the Ministry for the reporting year were as follows.

a) Establishment of the National Farmer Database.

A national farmer database, a key component of Planting Food and Jobs (PFJ) 2.0, has been established to support accurate targeting, efficient resource allocation, and effective program monitoring. Farmers are registered biometrically, with their data integrated into the Ghana Agriculture and Agribusiness Platform (GhAAP). This system eliminates duplication, ensures accountability, and includes GPS-based farm mapping to capture crop types and sizes. The database also records farmers' demographics, farm sizes, cropping systems, and access to services like mechanization and extension, linking each farmer to an aggregator for input supply and produce recovery.

b) Farmer Registration

Field data from districts and regions indicate that 1,211,176 farmers have been registered, comprising 698 companies and 1,210,477 individual farmers, of which 620,462 are male and 590,015 are female. Additionally, 1,007,496 farms spanning approximately 8 million hectares have been mapped.

c) Poultry Production

A total of 7-million-day-old chicks, 12.8 million kilograms of poultry feed, and 52 million doses of vaccines were procured to support 16 anchor farmers and 500 out-grower farmers in scaling up chicken production to meet consumer demand.

d) Distribution of Agrochemicals

The Agrochemical distribution under the PFJ 2.0 has achieved a 100% supply rate, with 33,348 liters of Nicoking and 16,674 liters of Atrazine delivered to registered farmers. This efficient execution ensures that farmers have the necessary resources for effective pest and weed management to protect crops from pests and boost crop yields.

e) Irrigation Development

The following were achieved in irrigation development:

- Vea and Tamne Irrigation Schemes: Development of 850 hectares of irrigable land at the Vea Irrigation Scheme (30% completed) and 700 hectares at the Tamne Irrigation Scheme Phase 3 (68.5% completed).
- Economic Enclave Irrigation Projects (EEP): The Government is establishing EEPs, beginning with 7,000 hectares at the Afram Plains, with plans to replicate the initiative nationwide.
- Solar-Powered Boreholes: Construction of 500 solar-powered boreholes and 1,000 pumps to irrigate 6,250 hectares of farmland, enabling year-round vegetable production.

f) Input Credit System

During the reporting period, a total of 139,184 bags of agricultural inputs were distributed to support farming activities. The inputs included 3,733 bags of Maize - Lake 601 (10kg) and 7,300 bags of Maize Hybrid - Pioneer (5kg), emphasizing the promotion of improved maize varieties for enhanced productivity. Fertilizer distribution comprised 98,602 bags of NPK 20:10:10 (50kg) and 21,203 bags of Urea 46% (50kg), aimed at improving soil fertility and boosting crop yields. Rice inputs included 212 bags of Legon 1 (40kg) and 8,134 bags of CRI Amankwatia (40kg), supporting rice cultivation with high-quality seed varieties. These distributions reflect a targeted effort to provide farmers with essential inputs for increasing agricultural productivity and ensuring food security.

10.3. Gender Mainstreaming

The Ministry during the period implemented the following gender mainstreaming related activities.

a) Gender Representation

The Ministry currently has 11 national directors, including three females and eight males, resulting in a 27% representation of women in management positions. The 27% representation of women in management positions within the Ministry highlights progress toward gender inclusivity. Across all the committees there were no persons with disabilities.

b) Gender Mainstreaming Activities

MoFA implemented several policies, Programs and activities during the period under review to ensure gender equity, this included:

i. The National Gender Policy (2015)

This policy was fully implemented with the goal of promoting gender equality, empowerment, and equitable participation in national development. It serves as a foundational framework for addressing systemic gender inequalities across all sectors.

ii. Gender and Agricultural Development Strategy (GADS I & II)

The first phase of this strategy (GADS I) has been implemented, while the second phase (GADS II) is ongoing.

iii. Planting for Food and Jobs (PFJ) 2.0

This ongoing initiative is designed to boost agricultural productivity and food security while emphasizing inclusivity, particularly for women and youth.

iv. Gender-Based Reporting Template

The implementation of this tool has enhanced the technical capacities of Regional Women in Agricultural Development (WIAD) Officers, extension workers, and monitoring and evaluation officers.

v. Second Multi-Stakeholder Forum on Gender in Agriculture and Rural Advisory Services

This forum successfully brought together stakeholders to agree on a common goal of bridging gender gaps in access to rural advisory services for women farmers.

vi. The Gender and Agricultural Development Strategy (GADS I & II)

This has improved women's access to agricultural resources such as inputs, extension services, and training, enhancing their productivity and recognition in the agricultural sector. Similarly, the PFJ 2.0 initiative has created opportunities for women and youth to participate in agriculture, promoting economic empowerment and increasing access to subsidized inputs and technologies.

10.4. Sustainable Development Goals (SDGs)

In line with the food and Agric sector, the Ministry complied with the following SDGs:

- SDG 2.2: End all forms of malnutrition

The Ministry has supported school feeding programs, improved access to fortified foods, and promoted Dietary education. Increased production of nutrient-rich crops such as maize, rice, and soybeans has Contributed to addressing malnutrition.

- SDG 2.3: Double the productivity and incomes of small-scale food producers

Initiatives like the PFJ 2.0 program have enhanced access to quality seeds, fertilizers, and mechanized Services. Productivity of key crops like maize, rice, and soybeans are expected to increase (2024 crop Yield data not ready) with significant contributions to rural incomes.

10.5. Financial Performance of The Ministry

The financial performance of the Ministry is presented below:

Funding Source	Approved Budget	Revised Budget	Releases at mid-Dec.	Actual Expenditure	Variance
	A	B	C	D	E=(A-C)
GOG	2,095,740,298	2,095,740,298	1,413,571,817	1,411,866,817	682,168,481
ABFA	600,000,000	600,000,000	463,284,541	425,204,001	136,715,459
IGF	24,403,999	24,403,999	4,494,398	4,494,398	19,909,601
Donor	600,509,336	600,509,336	46,111,895	46,111,895	554,397,441
TOTAL	3,320,653,633	3,320,653,633	1,927,462,651	1,887,677,112	1,393,190,982

10.6. Challenges

The challenges the Ministry faced during the period under review are listed below.

a) Limited budgetary resources to scale up intervention and reach more

The available budget was not sufficient to fund the expansion of critical interventions aimed at improving the delivery of services and reaching a wider population. This constraint affected the Ministry's capacity to implement planned programs, limit the scope of outreach, and reduce the impact of key initiatives. As a result, certain areas and groups that were intended to benefit from the Ministry's programs could not be reached or supported adequately.

b) Inadequate office accommodation

The Ministry also faced challenges related to office accommodation. Inadequate office accommodation meant that staff had to work in overcrowded environments, leading to inefficiency and lack of adequate facilities for conducting day-to-day operations. This not only reduced staff morale but also hindered the Ministry's ability to deliver services effectively. Furthermore, lack of adequate space made it challenging to implement modern work processes and collaboration among different departments, resulting in delays in service delivery.

c) Untimely delivery of inputs.

Another challenge faced by the Ministry was the delayed delivery of essential inputs. Timely provision of inputs, such as seeds, fertilizers, and other agricultural supplies, is critical for ensuring that the Ministry's programs and interventions are carried out effectively. The delays in delivery of such inputs often led to disruptions in scheduled activities, such as planting seasons, training sessions, or outreach programs. These delays resulted in missed opportunities to assist farmers and other beneficiaries at the ideal time, thereby reducing the overall effectiveness of the Ministry's initiatives.

d) Limited production of improved seeds (hybrid maize, sorghum)

The production of improved seeds, such as hybrid maize and sorghum, is crucial for enhancing agricultural productivity and ensuring food security. However, the Ministry faced challenges related to the limited availability of these improved seeds. The scarcity of high-quality seeds resulted in inadequate supply for farmers, limiting their ability to adopt better farming practices and increase yields.

10.7. Forward Look

Below are the top priority areas (projects and programs) to be implemented by the sector Ministry in 2025.

a) Poultry and Livestock Production

- Distribution of high-quality breeds
- Provision of essential resources (feed, vaccines, veterinary services)
- Development of farm infrastructure (housing, equipment)

b) Crop Production Enhancement

- Access to quality agro-inputs (seeds, fertilizers, agro-chemicals)
- Expansion of mechanization and irrigation.
- Support for livestock development (e.g., supply of day-old chicks)

c) Storage Facilities

- Establishment of modern storage centres with temperature control, ventilation, and humidity management.

d) Farmer Credit Access

- Promotion of financial support and credit access for farmers to facilitate farm investments and growth.

11.0 MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION (MFARI)

The Ministry of Foreign Affairs and Regional Integration, in accordance with Article 73 of the 1992 Constitution of the Republic of Ghana, is the lead organ of State responsible for the initiation, management, coordination, and implementation of the programs and projects necessary to achieve the broad foreign policy objectives of the Government. It 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.

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

- Minister - Hon. Shirley Ayorkor Botchwey
- Deputy Ministers - Hon. Kwaku Ampratwum-Sarpong
Hon. Mavis Nkansah Boadu
- Bureaucratic Head - Amb. Ramses J. Cleland

11.1. Civil Service Departments and Sector Agencies

• Bureaux/ Civil Service Departments

The Ministry of Foreign Affairs and Regional Integration executes its functions through nineteen (19) Bureaux at Headquarters, including the Passport Office, Accra International Conference Centre (AICC) and the Foreign Service Institute (FSI), sixty-one (61) Diplomatic Missions and ten (10) Consulates-General and sixty-three (63) Honorary Consulates abroad. The sixty-one (61) Diplomatic Missions consist of fifty-eight (58) High Commissions and Embassies, one (1) Embassy and Permanent Mission to the United Nations Office in Vienna, and two (2) Permanent Missions to the United Nations Office in Geneva and New York.

• Sector Agencies

Three (3) sub-vented agencies/organizations operated 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).

11.2. Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a) Purchase, Construction, and Renovation of Properties

As part of measures to enhance Ghana's international image and influence, the Ministry of Foreign Affairs and Regional Integration gave a facelift and maintenance to landed properties in its Missions abroad and the Ministry by constructing/renovating the following projects:

- The Ministry's Annex Building
- A.L. Adu Lodge

- Chancery Building of the Nairobi Mission
- Residency of the Nairobi Mission
- Christopher Close in London
- Re-roofing Dacosta House in London
- Chancery Building in Rome
- Partial Renovation of Residency in Abuja
- Residency of the Kinshasa Mission
- Chancery Building of the Lome Mission
- Passport Head office
- Fence wall of the Ministry's Building
- Ministry's Main Building

b) Hosting of International Conferences

The Ministry successfully organized and hosted several significant events and conferences throughout the year. Among these was the ECOWAS Court of Justice Sensitization Program, which took place in Ghana from January 7 to 13, 2024 and the Second Edition of the Reflection Forum on Unconstitutional Changes of Government in Africa under the theme “Robust Response, Deepening Democracy, Sustainable Security”, held in Accra, Ghana, from March 18th to 19th, 2024.

On June 24, 2024, the Third Senior Officials Meeting (SOM) and Technical Consultation on ECOWAS Matters between Nigeria and Ghana, the 45th Ordinary Session of the Executive Council of the African Union, which took place from July, 18 to 19, 2024 and the 6th Mid-Year Coordination Meeting of the African Union were held in Accra.

Rounding off the series of high-profile engagements, the 6th Ordinary Session of the Assembly of Heads of State and Government of the Gulf of Guinea Commission was held in Accra from August 4th to 6th, 2024. These events underscored the Ministry's commitment to fostering regional cooperation and promoting dialogue on critical governance, security, and economic issues.

c) Economic Diplomacy

The Ministry, in collaboration with various partner Ministries, Departments, and Agencies (MDAs), actively promoted trade and investment to enhance Ghana's industrialization agenda. These efforts focused on showcasing “Made-in-Ghana” goods and services while attracting Foreign Direct Investments (FDIs). As part of these initiatives, the Ministry participated in trade exhibitions and provided training for officers in trade and investment promotion.

Key activities included the Ghana-Malta Business Forum on 18th January, 2024, which led to the signing of three Memoranda of Understanding (MoUs) on trade and investment. Additionally, the Ministry took part in the 49th International Food Ingredients and Beverages Exhibition (FOODEX) in Tokyo from March 5th to 8th, 2024.

On April 3rd, 2024, the Ghana-Kenya Business Forum facilitated the signing of multiple MoUs, including agreements between the Ghana Institute of Management and Public Administration (GIMPA) and the Kenya School of Governance, as well as between the Association of Ghana Industries (AGI) and the Kenya Association of Manufacturers (KAM).

Another major event was the 3rd Made-in-Ghana Trade and Investment Bazaar, held in Accra from May 23rd to 25th, 2024. The event featured 223 Ghanaian businesses and attracted nearly 5,000 visitors over three days. Notably, Jimam Company Limited, a Ghanaian construction firm, secured a \$2 million contract from a visiting patron during the Bazaar.

d) Permanent Joint Commission for Cooperation (PJCCs) and Political Consultations

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 (MoUs), initiating several projects in various sectors of the economy, boosting strategic investments and strengthening the role of the private sector. They included:

- The 6th Session of the Ghana-Angola Bilateral Commission for Cooperation (BCC) held in Luanda, from 17th to 19th February 2024 with the aim of deepening and strengthening the bonds of bilateral relations between Ghana and Angola as well as promoting cooperation in various areas of mutual interest. Nine (9) Memoranda of Understanding (MOUs) were signed at the end of the Session.
- Second Session of the Ghana-Kenya Permanent Joint Commission for Cooperation (PJCC) held virtually from 27th to 28th March 2024 and in-person on 2nd April, 2024. Eight MOUs were signed during the in-person meeting held in Accra.
- Political and Economic Consultations between the Ministry of Foreign Affairs and Regional Integration of Ghana and the Ministry for European and International Affairs of Austria held in Vienna on 26th April 2024.

e) Passport Administration

In 2024, the Passport Office undertook several key initiatives to enhance efficiency and service delivery. To improve passport processing, two new giant passport printers (ID 60) were installed in April 2024, thanks to a donation from Ghana's Honorary Consul in Beirut. These printers significantly increased daily passport production and helped reduce the backlog of applications.

Additionally, the Passport Office completed the construction of a Client Service building (Call Centre) and a new reception building at its headquarters in Accra. Both projects, which began in 2024, were completed in November and December, respectively.

In a move to transition from biometric to Chip-embedded passports, the Passport Office implemented a revised fee structure on April 1st, 2024. The cost of a 32-page passport booklet was increased from

GHC 100 to GHC 500, while the 48-page passport booklet rose from GH¢150 to GH¢644. This adjustment was necessary to sustain effective service delivery and cost recovery.

Furthermore, the Passport Office installed four new printers and deployed essential equipment, including computers, fingerprint scanners, document scanners, and signature pads, across its offices. The Chip-embedded passport system was successfully implemented at the Ridge Passport Office and the Cape Coast PAC, with ongoing deployment in other regional centers.

11.3. Gender Mainstreaming

A brief on the implementation of Gender mainstreaming related activities of the Ministry were as follows:

a) Gender Representation

With regards to Gender Mainstreaming of the Ministry, the National Honours and Awards Committee, which is responsible to recommend Foreign Service Officers for National Honours and Awards being organised by the Office of the President, had a relatively balanced gender distribution of 6 males and 5 females and offers diverse perspectives to enrich discussions.

Also, the composition of the Disciplinary Committee responsible for promotion of discipline in the area of administration has a unique dynamic with younger officers between the ages of 39 and 59 acting as a bridge for new perspectives. The Committee had 6 members of which 4 were males and 2 were females.

The End-of-year Planning Committee had 21 members, comprising of 13 males and 8 females. Across all committees, there were no persons with disabilities.

11.4. SUSTAINABLE DEVELOPMENT GOALS (SDGs)

- SDG 4, 6, 8, 10, 12, 13: **Enhance Ghana's image and influence abroad**

The Ministry initiated the ratification of several international treaties, protocols, and conventions and are still ongoing.

16 meetings/seminars were held to enhance foreign policy instead of 15 which was projected.

Two (2) candidates were elected to positions in international organizations during the year under review.

- SDGs 16, 17: **Passport and Consular Service Delivery**

All 66 Missions provided biometric passport services.

All PACS provided on-line services.

The average time for processing ID cards was 12 hours which is the same as projected.

- SDGs 2, 9, 17: **Promote international trade and investment**

12 Trade Missions and made in Ghana exhibitions were held abroad during the reporting period.

11.5. Financial Performance

The financial performance of the Ministry for the period is presented as follows:

SOURCE	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢) (B-C)
	(A)	(B)	(C)	
COMPENSATION OF EMPLOYEES				
GOG	1,039,322,077.25	979,723,778.71	979,723,778.71	59,598,298.54
IGF	421,692.00	421,692.00	421,692.00	
USE OF GOODS AND SERVICES				
GOG	14,000,000.00	6,316,387.54	6,316,387.54	7,683,612.46
IGF	115,061,504.00	115,061,504.28	115,061,504.28	
CAPITAL EXPENDITURE				
GOG	15,825,000.00	10,497,183.65	10,497,183.65	5,327,816.35
IGF	49,133,130.00	44,401,334.42	44,401,334.42	4,731,795.58
DP FUNDS	57,791,291.00			57,791,291.00
TOTAL	1,291,554,694.25	1,156,421,880.6 0	1,156,421,880.32	135,132,813.93

11.6. Challenges

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

a) **Exchange Rate Losses:**

A large component of the Ministry's budget incurred losses. 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.

b) **Delays in Remittances to Missions:**

The Ministry makes monthly disbursements to its Missions abroad for the payment of salaries, allowances and goods and services. In recent times, there have been delays in the transfer of these remittances to the Foreign Missions, placing some Missions in difficulty.

c) **Procurement & Estate Related Issues:**

The Ministry of Foreign Affairs and Regional Integration has been procuring goods, works and services for both the Ministry and its affiliated Missions across the world. These procurement activities for Goods, Works and Services 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.

11.7. Forward Look

The following are some programs and projects earmarked by the Ministry for 2025:

- A. Funding of Consular Fund with amount of **Two Million Dollars** by MoF/other financial options;
- B. Financial Proposals to construct properties for Missions abroad to reduce high rentals (Mortgage system);
- C. Request for approval of waiver of import duty on vehicles for Foreign Service Officers and Analogous appointees from other MDAs;
- D. Recruitment of 20 Officers to support operations;
- E. Proposed opening of Missions;
- F. 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;
- G. The Ministry's Economic Diplomacy agenda: Diversification and the expansion of the tourism industry as well as taking advantage of preferential arrangements and multilateral agreements.

12.0 MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION (MOGCSP)

The Ministry of Gender, Children and Social Protection (MoGCSP) is mandated to initiate, coordinate and formulate policies to promote gender mainstreaming, child development and social protection interventions across all sectors.

The following were the political and bureaucratic heads during the reporting period.

- | | | |
|---------------------|---|-----------------------------------|
| • Minister | - | Hon. Dakoa Newman (MP). |
| • Deputy Minister | - | Hon. Dr. Benjamin Yeboah Sekyere. |
| • Bureaucratic Head | - | Dr. Afisah Zakariah |

12.1. Departments and Agencies of the Ministry

The Ministry has 3 Departments, and 7 Secretariats as follows:

- Department of Gender
- Department of Children
- Department of Social Welfare (Decentralised)

Secretariats:

- Domestic Violence Secretariat
- Human Trafficking Secretariat
- Leap Management Secretariat
- Ghana School Feeding Program
- Ghana National Household Registry
- Central Adoption Authority
- Non-Profit Organisation.

Public Service Organisation

- National Council on Persons with Disability

12.2. Sector Achievement

The achievements of the Ministry during the reporting period are presented below.

a) Training of LEAP Female beneficiaries on the productive inclusive project on the Gender Actions Learning Systems (GALS) Methodology.

The Ministry, through the Department of Gender organised training workshops on the Gender Action Learning Systems for women LEAP beneficiaries on the Productive Inclusion Project from 13th to 14th June in Adidome in the Volta Region and 19th and 20th June in Fumbisi in the Upper East Region. The Gender Action Learning Systems (GALS) Methodology is a community-driven empowerment methodology designed to provide disadvantaged persons with greater control over their lives and to

foster a sustainable movement for gender justice. This program was geared to empowering women LEAP beneficiaries to have control over their lives. A total of 30 beneficiaries and their spouses benefited from this training.

b) Advocate for the passage of the Affirmative Action (Gender equality) bill into law.

The Ministry held two meetings with the Parliamentary Standing Committee on Gender and Children and the Parliamentary Select Committee on Legal, Constitutional and Legal Affairs to discuss the Affirmative Action (Gender Equality) Bill and advocate for the passage of the Bill into Law.

The Ministry held two (2) engagements with the Parliamentary Standing Committee on Gender and Children. Parliamentary Select Committee on Constitutional Parliamentary and Legal Affairs to advocate for the passage of the Affirmative Action Bill in February and May respectively. After the 1st and 2nd reading, subsequently, Parliament passed the Bill as the Affirmative Action (Gender Equity) Act 2024 on July 30th, 2024. The President of the Republic of Ghana, His Excellency, Nana Addo Dankwa Akuffo-Addo assented to the Act on 11th September 2024.

c) Commemoration of the 2024 Breast cancer awareness month.

In October 2024, the Department of Gender, organized breast cancer sensitization and screening events for the inmates of the Nsawam Female Prison, market women at Kaneshie Market, students of Kingsway Cluster of Schools at Kaneshie and the Staff of the Ministry of Gender, Children and Social Protection in Accra. The objective was to raise awareness on breast cancer, to provide free breast cancer screening for males and females, as well as introduce them to self-examination techniques. The beneficiary locations of the free breast screening were Nsawam Prison, 92 inmates and 7 officers, Kingsway cluster of schools, 199 students, Kaneshie Market 378 market women and 1 man, and MoGCSP 35 staff members. In all 712 people were screened with 10 suspected cases referred for medical attention.

d) Sensitization Programs on Sexual and Gender based violence, teenage pregnancy, harmful cultural practice including child marriage.

The Department sensitised 68 communities reaching over 19,544 participants made up of 13,585 females, 5,913 males and 45 females with disability on SGBV, teenage pregnancy, harmful cultural practices such as Child Marriage. Some participants were also sensitised on cyber security, the Ghana Education Service re-entry policy among others.

e) Commemoration of 2024 International Day of menstrual hygiene.

On the International Day for Menstrual Hygiene 2024 in May, the Ministry through the Department of Gender organized a sensitization and donation exercise aimed at promoting menstrual hygiene. It was also aimed at supporting vulnerable groups and raising awareness about the importance of menstrual health.

In all, six (6) institutions were visited namely Accra Psychiatric Hospital, Osu Correctional Centre, Odorgonno Senior High School, Accra Wesley Girls High School, Nsawam Female Prisons and some

basic schools in the Okaikwei South constituency. A total of 1008 packs of sanitary pads were donated to the above institutions to ensure that girls and women have access to essential menstrual hygiene products, thereby promoting their health and dignity. In addition to the donations, there was a comprehensive health talk and sensitization on menstruation to the beneficiary communities.

In the Western North Region, the Ministry collaborated with other stakeholders to sensitize adolescent's especially young girls on the importance of good menstrual health and hygiene as a fundamental right. Five hundred and ninety-two (592) students and ten (10) teachers were engaged. Sanitary pads were distributed to four hundred and four (404) girls from three schools within the Sefwi Wiawso Municipal Assembly.

In Ashanti Region 1,400 audience were sensitized on menstrual hygiene Management and Practices on Garden City Radio. The Ministry also sensitized 315 students (250 girls and 65 boys) on Menstrual Hygiene Management at Asuoyeboah M/A JHS in the Kwadaso Municipality. The Department again sensitized 420 female students on menstrual hygiene Management Practices.

In the Bono Region, the Department sensitized 1500 hundred girls on Menstrual Hygiene in 10 Schools in Sunyani, Sunyani West and Tain districts. 1000 sanitary pads were distributed to young girls on the day.

12.3. Gender Mainstreaming

The Ministry's approach to Gender Mainstreaming is presented below:

A. Gender Representation

The Ministry's Human Trafficking Management Board is made up of 19 members, comprising 9 males and 10 females. The Domestic Violence Management Board which comprises of 15 females and the Quarterly Domestic Violence Management Board which also comprise of 15 females do not make diverse perspective decisions due to the gender representation. NCPD - Governing Board had 13 members, comprising of 3 males (2 PWDs) and 10 females (2 PWDs). The composition of the committee provides diverse perspectives and a more inclusive decision-making process for initiating and implementing programs towards disability inclusion.

B. Gender Mainstreaming Activities

The Ministry developed 2024 Gender Action Plan (GAP), which serves as a critical operational tool for integrating Gender Mainstreaming into the Ministry's work processes.

During the reporting period, the Ministry demonstrated its commitment to implementing the 2024 GAP by mainstreaming gender considerations into the various levels of leadership, and programs, and activities of the Ministry. The initiative aimed at promoting gender equality, addressing issues of

sexual harassment, enhancing capacity-building efforts, and fostering inclusivity for persons with disabilities (PWDs). Some of these programs or activities included:

i. Implementation of MOGCSP Gender Action Plan

The Ministry, through the Department of Gender conducted training workshops focused on gender and inclusion at the workplace, sexual harassment, Gender-based Violence and the Affirmative Action (Gender Equity) Act 2024, Act 1121. A total of 100 staff participated in the training which was made up of 78 females and 22 males.

ii. Mentorship Program for Boys and Girls

In the Oti Region, the Ministry trained 40 girls on their reproductive health and rights, the implications of SGBV, teenage pregnancy, and child marriage. The Department also organised a mentorship program for 40 girls to become peer educators and advocates on ASRH, teenage pregnancy, SGBV, and child marriage in their schools and communities.

iii. Engaging Men and Boys on Gender Equality

In the Upper East Region, there were engagement sessions with Men and Boys club members in selected communities to address negative masculinities, and social and cultural norms, and to end harmful practices including child marriage. The participants were 219 (men; 96, boys 123). The Ministry through the Department also organized advocacy sessions with 200 men, boys, women, and girls using the updated child marriage advocacy toolkit and framework for engaging men and boys.

iv. Children's Rights Promotion, Protection and Development

The Ministry has undertaken a comprehensive child protection awareness campaign, successfully reaching out to a total of 2,177,353 individuals. Further, an additional 446,115 individuals have been engaged through the Ghanaian against Child Abuse social drive campaign to raise awareness among Ghanaians regarding the promotion and safeguarding of children's rights across the country. A total of 328,586 audience have been sensitized on the role of child rights promotion at the Community level using the Child Protection Tool Kit.

12.4. Sustainable Development Goals [SDGs]

The following are the SDGs attained by the Ministry during the period:

- **Goal 1: No Poverty: To reduce number of extremely poor household in Ghana.**
 - i. GNHR covered 8 regions out of 16 regions with data on 2,321,216 households out of which 690,204 are extremely poor.
 - ii. LEAP enrolled 325,528 households to receive bi-monthly cash grants.
 - iii. As part of the value chain of the GSFP, job opportunities have been created for 12000 women
 - iv. Caterers who also offer indirect jobs to 2 persons each on an average.

- v. The grant per child has also been increased by 50% (Ghc1.00 to1.50) to index inflation.
- **Goal 2: Zero Hunger: To increase the coverage of beneficiaries on the Ghana School Feeding Program.**
4,029,580 beneficiary pupils in 12,118 in 261 districts are benefiting from the free feeding on each school going day.
- **Goal 5: Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision -making in political, economic and public life**

The indicator was to address issues on proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18.

The Ministry implemented the following:

- Creation of Child Marriage Unit to accelerate the focus on ending child marriage by 2030.
- Development of child marriage information portal to make information readily accessible to the public on issue of child marriage.
- The development of National Strategic Framework and Operation Monitoring and Evaluation Plan on ending child marriage to guide the government in their implementation of intervention.
- Establishment of a National Coordination structure from the District to the regional and to the National level among others.

12.5.Financial Performance

The Financial performance of the Ministry for the period is presented as follows:

SOURCE		APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D	E=(B-C)
1	Compensation of Employees	70,720,493.00	70,720,493.00	91,751,869.42	91,751,869.42	(21,031,376.42)
	Use of Goods & Services	2,125,648,543.00	2,125,648,543.00	2,020,713,942.05	862,020,007.79	104,934,600.95
	CAPEX	12,000,000.00	12,000,000.00	8,031,397.03	-	3,968,602.97
2	IGF	1,192,839.00	1,192,839.00	538,943.37	538,943.37	653,895.63
3	DEV'T PARTNERS e.g.	183,398,406.00	183,398,406.00	162,380,680.06	162,032,545.73	21,017,725.94
	Total	2,392,960,281.00	2,392,960,281.00	2,283,416,831.93	1,116,343,366.31	109,543,449.07
	Donor Breakdown					
	World Bank			155,295,395.53	155,295,395.53	
	UNICEF			3,261,374.17	3,208,643.56	
	UNFPA			701,471.00	701,471.00	

	UNPRPD			1,292,100.00	996,696.28	
	World Vision			175,540.00	175,540.00	
	Catholic Relief Service			74,561.00	74,561.00	
	WFP			1,240,732.00	1,240,732.00	
	UNESCO			57,508.36	57,508.36	
	Emerging Public Leaders, Ghana			20,000.00	20,000.00	
	PRESBY HEALTH SERVICES			163,460.00	163,460.00	
	PLAN GHANA			29,488.00	29,488.00	
	AGYAPONG			3,000.00	3,000.00	
	PG ADVERTISING			8,000.00	8,000.00	
	AFROCARISOL LIMITED			3,000.00	3,000.00	
	EMPIRE			3,000.00	3,000.00	
	DREAMLINE CONSULT			4,000.00	4,000.00	
	PARK VIEW			15,000.00	15,000.00	
	RIDGE CHURCH			12,300.00	12,300.00	
	CROSSROAD INTERNATIONAL			20,750.00	20,750.00	
	TOTAL	2,392,960,281.00	2,392,960,281.00	162,380,680.06	162,032,545.73	109,543,449.07

12.6. Challenges of the Ministry

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

a) Delays in Submission and Approval of Annual Work Plans.

The timely execution of activities at the Social Protection Directorate is hindered by delays in the submission and approval of annual work plans, which adversely affects the overall implementation of planned Social Protection (SP) programs.

b) Inadequate coordination of initiatives and absence of SP Law.

Inadequate coordination of Social Protection initiatives at the sub-national level leading to fragmented implementation. Closely related to this is the absence of a comprehensive Social Protection Law to provide a legal framework for the sector, which has the tendency to adversely affect sustainability of Social Protection programs.

c) Limited communication and understanding of Social Protection Programs

Limited understanding among stakeholders and the public about the operations of the Social Protection, reduce program effectiveness. Additionally, inadequate awareness of platforms such as the “Boame App” and the Orange Support Centre hinders the reach of critical support by survivors. (The Boame App is a digital platform that connects survivors of Domestic and Gender-Based Violence with resource persons, while the Orange Support Centre is a helpline offering counselling and advice to survivors through its call centre).

d) Financial and Logistical Constraints.

Limited financial resources significantly hindered the effective execution of most of the Ministry’s programs. Inadequate government funding restricts program implementation, logistical needs, and opportunities for paid training programs. Logistical constraints, such as lack of vehicles and office equipment, severely impedes operational efficiency at both regional and National offices.

12.7. Forward Look

The following are the Strategic and top priority areas to be implemented by the Ministry in 2025:

A. Social Service.

- Provide one hot meal for all pupils under the beneficiary schools under the GSFP on every school going day.
- Build the capacity of caterers and cooks in innovative nutrition training to improve the quality of meals served to pupils.
- Advocate for the passage of a Bill to give legal backing to the operations of the Program.
- Provide bi-monthly cash grant and increase enrolment of beneficiary households to 400,000 in the country.
- Reassess of LEAP beneficiary households to ascertain number of graduating households.
- Monitor of the LEAP Program to ensure effective service delivery.

B. Social Developments.

- Monitor the management and disbursement of the 3% District Assembly Common Fund
- allocation for Persons with Disabilities.
- Develop framework for the inclusion of Sign Language in the public and private sectors.
- Strengthen grievance redress coordination across SP Programs.
- Implement Social Protection Emergency Response Strategy.
- Undertake bi-monthly spot check visits to LEAP payment sites.
- Undertake quarterly SP Sector Working Group Meetings.

C. Gender Equality and Women’s Empowerment.

- Organise bi-annual meetings on the implementation of the Adolescent Pregnancy Strategy.
- Organize sensitization on harmful cultural practices for religious and traditional leaders.

- Hold National Gender Equality Clinics for adolescents.
- Sensitize stakeholders on the passed Affirmative Action (Gender Equity Act 2024) Act 1121.
- Organise sensitization Programs to promote gender equality and equity.

D. Human Trafficking and Domestic Violence.

- Give care and protection to victims of trafficking in shelters.
- Sensitize Community to create awareness on issues of Human Trafficking, Migration and Child Labour.
- Commemorate the world day against Human Trafficking.
- Continue to provide trauma informed care and counselling to victims of Human Trafficking.
- Reintegrate rehabilitated victims with their families.
- Train key stakeholders and service providers on issues of trafficking.
- Implement the Strategic Framework on Ending Child Marriage in Ghana

13.0 MINISTRY OF HEALTH (MOH)

The Ministry of Health (MoH) is mandated to develop and coordinate relevant health policies towards effective health service delivery. The sector has a broader goal of ensuring good health and well-being for all people living in Ghana.

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

- Minister - Hon. Dr. Bernard Okoe Boye (MP)
- Deputy Ministers - Hon. Adelaide Ntim
Hon. Alexander Acquah
- Bureaucratic Head - Alhaji Hafiz Adam

13.1. Agencies under the Ministry

The Ministry had twenty-five (25) Agencies. They were.

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)
- Sunyani Teaching Hospital (STH)

Public Boards and Councils

- Medical and Dental Council (MDC)
- Nursing and Midwifery Council (NMC)
- Pharmacy Council (PC)
- Traditional Medicine Practice Council (TMPC)
- Allied Health Professions Council (AHPC)
- Food and Drugs Authority (FDA)
- Health Facilities Regulatory Agency (HeFRA)
- Mortuaries and Funeral Facilities Agency (MOFFA)
- Ghana Psychology Council (GPC)
- National Health Insurance Authority (NHIA)
- Mental Health Authority

Others

- Centre for Plant Medicine Research (CPMR)
- Ghana College of Physicians and Surgeons
- Ghana College of Pharmacists (GCPharm)
- Ghana College of Nursing and Midwives (GCNM)
- National Vaccine Institute (NVI)

Subvented Organizations

- Christian Health Association of Ghana (CHAG)
- Ghana Association of Quasi Health Institutions (GAQHI)
- Ahmadiyya Muslim Mission Ghana
- St. John's Ambulance Brigade

13.2. Sector Achievements

The achievements of the Ministry for the reporting year are as follows;

a) Health Policies, Strategies, and Guidelines

In 2024, the Ministry of Health (MoH) continued its efforts to provide strategic direction for the health sector by developing and disseminating various policies, strategies, and guidelines. These initiatives were designed to enhance healthcare delivery and address key public health challenges in Ghana. Among the notable policies introduced during the year were the National Genomic Surveillance Strategy for Pathogens of Pandemic Potential (2024-2028), the National Health Sector Gender Policy, the National Surgical, Obstetric, and Anaesthesia Plan (NSOAP), and the National Strategy for the Elimination of Trans-fatty Acids from Ghana's Food Supply. Additionally, the Ministry developed the National Sickle Cell Strategy (2024-2028), the National Health Quality Strategy (2024-2030), the National Health Financing Strategy (2023-2030), and the Health Infrastructure Strategic Plan (2025-2029).

Further, the Ministry initiated the development of several new policies and guidelines, including a Public Health Policy, a Review of the Public Health Act, 2012 (Act 851), a Health Security Policy for Ghana, a Medical Tourism Policy, a National Digital Health Policy, and a National Patient Referral Policy and Implementation Guidelines. These policies are expected to strengthen the health system and improve healthcare accessibility and efficiency across the country.

b) Health Infrastructure Projects

Investment in health infrastructure is a key driver in achieving Universal Health Coverage (UHC) and the Sustainable Development Goals (SDGs). Strengthening healthcare facilities leads to improved health outcomes, better clinical quality, and national development. However, in 2023, progress on various health infrastructure projects was significantly affected by a directive from the Ministry of

Finance suspending payments on most externally funded projects. This led Export Credit Agencies and financing institutions to halt disbursements for projects financed through export credit arrangements. Despite these challenges, the Ministry of Health was able to advance several critical projects.

Among these projects, the Obuasi Trauma Hospital reached 56% completion, while the Enyiresi Government Hospital advanced to 94%. The Obuasi Health Care Centre and the Anyinam Trauma Hospital each achieved 48% completion.

The Ministry also completed and commissioned the Urology and Nephrology Centre of Excellence at Korle Bu Teaching Hospital, a major milestone in specialized healthcare. Additionally, significant progress was made on the construction of 12 hospitals across the Eastern, Ashanti, Ahafo, and Greater Accra Regions, with an overall completion rate of 96%. The Achiase Hospital leads with 99% completion, followed by Adukrom at 97%. Other facilities, including those in Suame, Twedie, Manso Nkwanta, Drobonoso, and Kwabeng, are each over 94% complete.

Further efforts to strengthen healthcare delivery saw the completion of 12 Treatment and Holding Centres at various locations, including Dodowa, Pantang, Elubo, Kumasi South, Keta, Aflao, Sewua, Cape Coast, two centers at Korle Bu, and Zebilla. The rehabilitation of the Bolgatanga Regional Hospital (Phase III) was also successfully completed.

Additionally, the construction of the Maternity and Children's Block at Komfo Anokye Teaching Hospital (KATH) has reached 63% completion, with work actively ongoing.

Despite financial constraints, these achievements mark significant progress in expanding and improving Ghana's healthcare infrastructure, ensuring better access to quality healthcare services across the country.

c) Recruitment and Human Resource for Health Development

Health Human Resource Recruitment and Development continue to be critical in our quest to achieve Universal Health Care (UHC). Therefore, the Ministry of Health through the Ministry of Finance secured financial approval for the recruitment of the following health professionals in the year 2024. There was a financial approval for recruiting 4,619 health professionals across various cadres. Medical Officers account for 699 of the approved positions, while 510 House Officers have also been included. A significant portion of the approvals, 3,312, is allocated for replacements, indicating a substantial need to fill existing vacancies. Additionally, 42 officers each have been approved for Tolon Government Hospital and Karaga Government Hospital, suggesting targeted staffing efforts for these facilities. The overall recruitment plan highlights a strategic approach to strengthening healthcare delivery by addressing both workforce expansion and critical replacements.

d) Health Information System

The MoH made significant strides in advancing its Health Information System. Key achievements within the period under review included the launch of the National Health Database, and the Integrated National Laboratory Information System. The Ministry is in the process of developing the Digital health policy to drive implementation of these initiatives.

e) Health Regulation

The Health Sector Regulation program aims to ensure that standards are maintained and adhered to in the sector through regulation of professions, practice, facilities, food, medical products, herbal products and storage and disposal of human remains. In the period under review, the following activities and achievements were realised:

- Established National Vaccine Institute (NVI)
- Signed 8 MoU's between the local companies and Foreign BioPharma companies to facilitate Technology Transfer for Vaccine Manufacturing in Ghana Between Foreign Entities and Local Vaccine Manufacturers (Atlantic Lifesciences and Dek Vaccines) to facilitate the production of locally manufactured vaccines in Ghana.
- Obtained approval from PPA to support the procurement of Laboratory Equipment for Vaccine Lot Testing and Release.
- Re-certification to ISO 9001:2015 for regulatory and administrative functions and expansion of scope to include Western and Bono Regions.

f) Primary Healthcare Investment Program (PforR)

The Network of Practice (NoPs) is part of Ghana's Universal Health Care (UHC) Roadmap, and its goal is to reposition Primary Health Care as smart care for everyone regardless of socio-economic status. The major output from the Network of Practice is a model health centre program adopted as the model for improving Primary Health Care (PHC) in Ghana. The program aims to improve the coverage and quality of preventive, promotive, curative, rehabilitative, palliative, emergency care and mental healthcare by ensuring that health services delivered at the community and sub-district level are supported by and organized within the context of well-defined formal district health system. The program was developed by the Government of Ghana through the Ministry with financial and technical support from the World Bank, building on experiences from the Primary Healthcare Provider Network piloted in the Volta region. The Ministry and its agencies including Ghana Health Service, National Health Insurance Authority (NHIA), Health Facility Regulatory Agency (HeFRA), and Development Partners are key implementing partners of this program. The intervention is now being rolled out across the country. In total, 137 matured model health centres and 356 Networks have been identified across the country. In addition, 250 Physician Assistants (PAs) have been recruited and posted to these

model health centres to manage the operations. The implementing partners planned to establish 350 Network of Practice (NoPs) by the end of the year under review.

13.3. Gender Mainstreaming

a) Gender Representation

The Health Audit Committee consists of a total of 6 members, with 4 males and 2 females 66.7% and 33.3% respectively. The Entity Tender Committee has a total of 10 members, comprising 8 males (80%) and 2 females (20%) and the Budget Committee has a significantly larger membership, with 35 males (77.8%) and 10 females (22.2%).

b) Gender Mainstreaming Activities

The health sector is committed to gender mainstreaming in its policy development and program implementation. Consequently, all health sector policies, strategies, guidelines, and plans include sections addressing identified gender issues. The Ministry has established a Gender Desk under the Policy Planning, Monitoring and Evaluation (PPME) Directorate to lead this effort. This desk ensures that monitoring and evaluation frameworks incorporate gender disaggregation and focus on gender equity to assess the extent to which gender issues are addressed. In addition to the Gender Desk under the PPME Directorate, Gender Focal Persons have been appointed at the Ministry's Agencies to coordinate gender-related issues and report periodically to the Ministry's Gender Desk. Moreover, the National Health Sector Gender Policy and Action Plan has been finalized and launched to address gender inequalities in health. The policy aims to promote, restore, and maintain good health for all genders in Ghana by developing and implementing gender-responsive policies, strategies, and programs. This prioritization of gender issues in planning, implementation, monitoring, and evaluation will help position the Ministry of Health to effectively address gender inequalities.

13.4. Sustainable Development Goals (SDGs)

- **SDG 3.1: By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births**

The maternal mortality ratio stood at 115.45 deaths per 100,000 live births, while only 50.87% of births were attended by skilled health personnels.

- **SDG 3.2: By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births**

The under 5 mortality rate is 10.69 deaths per 1,000 live births, while the neonatal mortality rate stands at 5.12 deaths per 1,000 live births.

- **SDG 3.3: By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases**

The number of new HIV infections was recorded at 1.32 per 1,000 population, while tuberculosis incidence stood at 53.7 cases per 100,000 population. Malaria, however, remained the most prevalent, with an incidence rate of 162.3 per 1,000 population.

- **SDG 3.7: By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programs**

According to the 2017 Maternal Health Survey, 25% of married women aged 15–49 use modern contraception, with injectables (8%), implants (7%), and the pill (4%) being the most common methods. More recent routine administrative data from 2024 reports a family planning acceptor rate of 32.83% for any method, indicating progress in contraceptive uptake. Despite these efforts, adolescent fertility remains a concern, with the 2022 Ghana Demographic and Health Survey recording an adolescent birth rate of less than 1 (0.76) per 1,000 women aged 10–14 and 109 per 1,000 women aged 15–19.

- **SDG 3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all**

Ghana's coverage of essential health services stood at 47.79 on a scale of 100, indicating significant gaps in access to comprehensive healthcare. According to the 2023 Global UHC Tracking Report, the country is among the lower-middle-income countries (LMICs) with a high proportion of its population experiencing out-of-pocket (OOP) health expenditures that exceed 10% of household budgets or result in impoverishing health spending.

- **SDG 3.c: Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States**

Ghana's health worker density stood at 3.48 per 10,000 population, reflecting a critical shortage of healthcare professionals. Additionally, the distribution of doctors and other health professionals, including nurses and midwives, is highly inequitable, with a concentration in urban regions such as Greater Accra and Ashanti, while less developed regions face severe shortages.

- **SDG 3.b: Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, under the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all**

99% of children aged 12–23 months were fully vaccinated with basic antigens, ensuring high immunization coverage under the national program. Additionally, the health sector benefits from substantial budget support, with approximately 3 billion Ghana Cedis in official development assistance from development partners directed towards medical research and basic health services. Furthermore, more than 80% of health facilities have a core set of essential medicines available and affordable on a sustainable basis, contributing to improved healthcare accessibility and delivery.

13.5. Financial Performance

The financial performance of the ministry for the period is presented as follows:

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASE (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GoG	A	B	C	D=(A-B)
	Compensation of Employees	10,709,685,453	5,159,729,876	7,354,088,507	5,549,955,577
	Goods and Services	73,031,179	26,154,614	25,687,635	46,876,565
	Capital Expenditure	295,000,000	14,234,815	3,273,169	280,765,185
2	IGF	4,045,975,845	2,085,202,769	2,085,202,569	1,960,773,076
3	DP FUNDS	603,544,799	542,723,854	542,723,854	60,820,945
	TOTAL	15,727,237,276	7,828,045,928	10,010,975,734	7,899,191,348

13.6. Challenges

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

a) Energy Crisis in Healthcare

Some health facilities and agencies faced disconnections due to unpaid electricity bills, affecting service delivery. To address this issue, the Ministry plans to engage the Ministry of Energy for a sustainable solution. Additionally, exploring alternative energy sources such as solar power is being considered to ensure uninterrupted healthcare services.

b) Inadequate Funding for Critical Health Services

Funding constraints affected the procurement and co-financing of vaccines, as well as essential services like dialysis, which are not covered under the NHIS benefit package. To address this, the NHIA provides support for dialysis treatment for specific patient groups, while the NVI is facilitating local vaccine production. Additionally, the implementation of the Vaccine Transition Roadmap is underway to strengthen vaccine availability. The Ministry of Health (MoH) also plans to engage relevant institutions to address the de-capping of Internally Generated Funds (IGF) to enhance financial support for these critical health services.

c) Delayed Infrastructure Projects Due to Debt Restructuring

The debt exchange program led to the stalling of infrastructure projects, including the construction of the Central Medical Stores (CMS), resulting in audit queries on TCMs. To address this, the Ministry plans to engage the Ministry of Finance (MoF) to expedite negotiations with external banks and the IMF, as well as facilitate the payment of outstanding requests. Additionally, discussions with MoF and the contractor will be pursued to assess the implications of project delays and identify solutions for timely completion.

d) Frequent Outbreaks of Infectious Diseases

The country continued to face outbreaks of infectious diseases such as Marburg, Polio, and Yellow Fever. To combat these threats, decentralized Expanded Program on Immunization (EPI) structures are being utilized to respond effectively to emerging and re-emerging disease outbreaks. Additionally, collaboration with development partners remains a key strategy in strengthening disease surveillance, prevention, and response efforts.

13.7. Forward Look

The following are the strategic and top priority areas of the Ministry in 2025:

a) Essential services for the population

- Increase the availability of essential health service packages across the continuum of care at all levels
- Improve EPI coverage in urban centres
- Continue the implementation of the policy on HIV Test, Treat and Track (90 90 90), Prevention of Mother to Child Transmission (PMTCT) Option and B plus and reduction of Mother to Child Transmission (MTCT) of HIV Eliminate mother-to-child transmission of HIV
- Improve school health and nutrition services
- Strengthen Primary Health Care (PHC) Systems at the lower level through the Network of Practice concept

b) Management of clinical and public health emergencies

- Strengthen institutions to deliver responsive pre-hospital and clinical emergency services
- Set up and strengthen institutions to deliver responsive public health emergency services

c) Improve quality of care and information management

- Institutionalize quality standards and practices in the delivery of health services
- Strengthen the management and quality assurance of national laboratories and infectious disease centres
- Set up and make functional health systems research and innovation framework

d) Enhance efficiency in human resource performance

- Ensure the production, equitable deployment, and retention of health workforce
- Increase the pre-service and in-service training of healthcare workers in management of NCDs
- Increase the national capacity of delivery of mental health services
- Enhance human resource capacity for public health emergencies and medical emergency services

e) Health policy, financing and system strengthening

- Increase GoG revenue collection and allocation to the health sector
- Increase population coverage and sustainability of health insurance
- Strengthen the capacity of MoH and its agencies to mobilize resources
- Increase active coverage of the NHIS, particularly indigent categories

f) Institutionalize reforms in sector effectiveness

- Establish sustainable programs for prevention, screening, and early detection of NCDs, including cancers
- Strengthen and ensure compliance with referral processes and procedures between all levels of care
- Increase partnerships for better access to health services through the One-Health approach
- Strengthen the health regulatory bodies for improved efficiency

- Improving health infrastructure at Primary, Secondary and Tertiary facilities
- Continue the implementation of the Supply Chain Master Plan

14.0 MINISTRY OF INFORMATION (MOI)

The Ministry formulates policies and programs to engage citizens, ensuring development communications support national development and foster positive discourse.

The following were the political and bureaucratic of the Ministry:

- Minister - Hon. Fatima Abubakar
- Deputy Minister - Hon. Sylvester Tetteh
- Bureaucratic Head- Madam Fati Soale (Ag. Chief Director)

14.1. Department and Agencies of the Ministry

The Ministry has oversight responsibility over a Civil Service Department and five (5) non-sub-vented Agencies.

Civil Service Departments

- Information Services Department

Non-sub vented Agencies

- Ghana Publishing Corporation Limited (GPCL);
- Graphic Communications Group Ltd; and
- The New Times Corporation
- Ghana News Agency (GNA)
- Ghana Broadcasting Corporation (GBC)

14.2. Sector Achievements

The Ministry's achievements for the reporting year were as follows:

a) Government Communications (GOVCOM)

i. Minister's Press Briefing (MPB)

The Sector coordinated thirty-three (33) sessions of the Minister's Press Briefings for the year 2024 under the MPB program, which seeks to deepen transparency and public accountability by consistently keeping the public apprised of government activities.

ii. Mass Media Campaign

The Ministry embarked on a mass media campaign, utilizing a variety of media platforms to reach a large audience. This communication took place through television, radio, and print media across all 16 regions of Ghana.

iii. Public Opinion / Media Engagements

As part of efforts to enhance policy formulation, the Ministry initiated the Public Opinion / Media Engagement program in under which four public opinion/media engagements were held in 2024. This initiative significantly contributed to informed decision-making, public participation, and the exchange of ideas and information.

iv. Production of an E-Newsletter

The Ministry initiated the production of an E-Newsletter to enhance information dissemination among stakeholders, staff, and the public regarding the activities, plans, and Programs implemented by the Government. As of December 2024, four (4) electronic newsletters had been published on the Ministry's website, featuring stories and articles on executed activities.

v. Town Hall Meetings (THM)

Four Regional Town Hall Meetings were held in the Eastern, Greater Accra, Northern, and Central Regions to disseminate key government policies, plans, and programs directly to citizens. These meetings featured the participation of the President, Vice President, Senior Ministers, and selected Ministers, showcasing an open and inclusive government. The initiative promoted participatory democracy, inclusiveness, and decision-making at all levels.

b) Media Support Programs

i. Media Capacity Enhancement Program (MCEP)

A Volta River Authority (VRA) and MTN Ghana funded training programs were organized from September 10–13, 2024, at UNIMAC, South Legon Campus, to address capacity challenges in the media and strengthen its role as the fourth estate in governance. A total of 80 journalists participated in hybrid-format sessions covering modules such as Impact Journalism, Media Law, Media's Role in Socio-economic Development and Nation Building, Digital Media, Investigative Reporting, and Election Reporting.

ii. Coordinated Mechanism for the Safety of Journalists

The Ministry conducted a status report on its office, established in 2021, revealing the need for intensified collaboration with the National Media Commission (NMC) to fully operationalize the office and secure space for the Coordinated Mechanism for the Safety of Journalists. Additionally, the Ministry participated in the 2024 International Day to End Impunity for Crimes against Journalists (IDEI), held on November 6–7 at the African Union (AU) Headquarters in Addis Ababa, Ethiopia. Organized by UNESCO and the AU under the theme “Safety of Journalists in Crises and Emergencies,” the conference brought together global institutions and media stakeholders to discuss journalist safety, prevention, protection, and prosecution. Key objectives included raising awareness about the risks journalists face in crises, advocating for justice and the end of impunity for crimes against journalists, enhancing legal protections, and promoting AU and UNESCO initiatives like the UN Plan of Action on the Safety of Journalists and the Issue of Impunity

iii. Industry Support through Global Partnerships – (IFPIM)

The Government of Ghana, through the Ministry, has partnered with the International Fund for Public Interest Media (IFPIM) to fund Public Interest Media in Ghana and Africa. A Cabinet information paper has been submitted to the President, and the Ministry of Finance has allocated funds for acquiring office space at AESL for the IFPIM office's operationalization. A Tenancy Agreement between IFPIM, AESL, and the Ministry has been signed. On November 6, 2024, the Host Country Agreement between the Government of Ghana and IFPIM was signed. Following a review, the Attorney General's Department has advised that the agreement be ratified by Parliament to meet legal requirements and fully establish IFPIM's operations in Ghana.

iv. Efforts to Combat Misinformation and Disinformation in Ghana

In collaboration with other major stakeholders, the Ministry 2024, developed and validated a National Action Plan to Combat Mis/Disinformation in Ghana. This forms part of government's commitment to minimizing the detrimental effects of the menace which has gradually permeated the media space. A Cabinet Memorandum was submitted to Cabinet requesting approval for the implementation of the Plan. The successful implementation of the National Action Plan will help to safeguard the integrity of information, promote media literacy and foster a culture of responsible digital citizenship.

c) Harmonisation Of Government Visual Identity

The project aims to harmonize and unify the national identity, with the Ministry playing a key role. Standardized documents such as letterheads, call cards, logos, PowerPoint templates, memoranda, and press releases are being printed and distributed to MDAs (Ministries, Departments, and Agencies) and RCCs (Regional Coordinating Councils) for consistent use. Phase II of the project targets 553 institutions, including 219 departments/agencies, 53 foreign missions/embassies, and 261 Metropolitan, Municipal, and District Assemblies. So far, 275 agencies and departments have received their harmonized toolkit.

d) Legislation

i. Introduction of Broadcasting Bill

The Ministry of Information met the following major stakeholders to discuss some key policy positions underpinning the draft bill with the view of building consensus. The Ministry of Communications & Digitalization, The National Media Commission (NMC), The National Communications Authority (NCA). Additionally, during the reporting period, a Cabinet Memorandum on the draft bill was submitted to Cabinet for consideration.

ii. Legislative Instrument

The Right to Information (RTI) Act, 2019 (Act 989), in effect for over three years, has been crucial in combating corruption. In 2024, the Ministry of Information intensified efforts to ensure its effective implementation across public institutions. In collaboration with the RTI Commission, the Ministry is working on developing a Legislative Instrument (L.I) to support the Act. The Attorney General's Office has assigned a legal expert to help finalize the draft L.I., and engagements have taken place with the Subsidiary Legislation Committee of Parliament to advance its preparation for parliamentary consideration.

e) Information Services Department (ISD)

In 2024, the Department effectively carried out its mandate to disseminate information on government policies and programs while gathering feedback. Key activities included public education campaigns, compiling public reactions and monthly reports, conducting surveys, and providing pre and post publicity for national programs. The Department also published news stories about government activities on social media and online platforms and played a crucial role in enforcing the RTI Act.

f) Ghana News Agency (GNA)

By December 2024, the Agency had produced 25,467 local and 7,645 foreign news stories, focusing on election coverage, national economic recovery, and government interventions. A comprehensive action plan for election coverage included engagement with key election institutions, political parties, and civil society organizations. The coverage earned commendation from the Electoral Commission. The Agency also made progress on a \$3 million AfDB project, including renovations of the head office and regional offices, as well as procurement for new equipment. Social media performance showed steady growth, with 11K followers on Facebook and 18.7K on X. Management worked on a new Scheme of Service and reviewed the Agency's Strategic Plan to reposition it for greater commercial viability.

14.3. Gender Mainstreaming

a) Gender Representation

The gender representation analysis of the Ministry during the period highlights a generally balanced approach to leadership and decision-making roles. The management team comprises 15 members, with 8 males and 7 females, reflecting a near-equal distribution of 53.3% men and 46.7% women, showing a good gender balance in senior leadership. Similarly, the Entity Tender Committee, with 8 members, demonstrates an equal representation of 4 males and 4 females, signifying a clear effort to achieve gender parity in procurement decisions.

However, the Committee on the Celebration of Prostate Cancer Awareness Month exhibits a gender imbalance, with 2 males and 5 females (28.6% males and 71.4% females).

Overall, the Ministry's gender representation, with 28 males and 44 females, shows a slightly higher representation of women, with the inclusion of one person with disability, promoting diversity within the staff.

b) Gender Mainstreaming Activities

A Mental Health Awareness Campaign and Training Workshop was organized for Ministry staff, featuring the distribution of flyers and posters to raise awareness and reduce stigma around mental health. Staff were advised to reduce the stigma surrounding mental health issues and improve productivity by supporting mental health patients and work culture. One-on-one mental health screenings were also provided.

Additionally, Breast Cancer Awareness Month was observed for staff of the Ministry Staff and its agency Information Services Department (ISD) of with educational talks, a pink bow distribution, and screenings for all staff to promote early detection and prevention. Prostate Cancer Awareness Month involved educational sessions from doctors at Korle-Bu Teaching Hospital, free Prostate-Specific Antigen (PSA) testing for eligible male employees, and a donation to the Cancer Unit.

A Gender Policy for the Ministry aims to promote gender equality and equitable representation in the sector. The policy focuses on eliminating gender stereotypes, offering equal opportunities, and fostering an inclusive environment through professional development, gender audits, and regular reviews to ensure its effectiveness. The goal is to integrate gender sensitivity into information dissemination and create an inclusive atmosphere within the Ministry.

14.4. Sustainable Development Goals (SDGs)

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

- Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective accountable and institutions at all levels.

The Right to Information (RTI) Bill was passed into law in 2019, (AcT 989). The Act provides the constitutional right to information held by any public institution and to foster a culture of transparency and accountability in public affairs. As per the design, the status of implementation included the following:

- Under the reporting year, the Key Performance Indicator (KPI) was for all heads of public institutions (SIGA, MMDAs, and MDAs) to support RTI implementation
 - 16 RCCs, 260 MMDAs and 229 MDAs have administrative structure to support RTI implementation
- The following were achieved at the end of the period

- 505 Information Units were set up in various Public Institutions
- On-going preparation for the launch of Online Records Management System (ORMS)
- An Annual Implementation Report on the RTI has been submitted to Parliament
- 1,749 requests for information were received during the period under review; 1,225 were approved, 42 granted, 281 rejected, 162 referred, 19 transferred and 20 deferred

14.5. Financial Performance

The financial performance of the Ministry for the period is presented below:

#	SOURCE	2024 APPROPRIATION	2024 RELEASED BUDGET	ACTUAL PAYMENT (JAN-SEPT)	VARIANCE 1	VARIANCE 2
		A	B	C	D=A-B	E=B-C
1	Compensation of Employees					
	<i>GoG</i>	148,898,449.00	104,586,368.26	104,402,479.89	44,312,080.74	183,888.37
2	Goods and Services					
	<i>GoG</i>	8,021,801.00	3,439,466.07	3,463,733.47	4,582,334.93	(24,267.40)
	<i>IGF</i>	32,834,927.00	16,913,017.57	16,749,775.68	15,921,909.43	163241.89
3	CAPEX					
	<i>GoG</i>	70,000,000.00	450,000.00	429,761.76	69,550,000.00	20,238.24
	<i>IGF</i>	8,043,732.00	4,165,977.00	4,165,977.00	3,877,755.00	0.00
	Total	267,798,909.00	129,554,828.90	129,211,727.80	138,244,080.10	343,101.10

14.6. Challenges

Some of the challenges that militated against implementation of the Ministry's activities in 2024 are as follows:

a) Inadequate funding/Delay in release of funds

The Sector faced significant challenges due to inadequate funding and delays in budget releases, which hindered the implementation of projects, programs, and activities. This financial constraint led to a backlog of unmet requirements and affected the smooth and timely execution of planned initiatives. The Ghana News Agency (GNA) also experienced financial difficulties, impacting news gathering operations and resulting in staff demotivation due to delayed reimbursement of transport fares and

allowances for stringers. Additionally, the Agency urgently needs computers, accessories, and office furniture to improve efficiency and effectiveness.

b) Inadequate office space and Bad state of equipment of ISD

The Information Services Department (ISD) faces a critical challenge of inadequate spacing coupled with outdated and broken equipment, with some officers using personal devices for official duties. Maintenance, repairs, and replacements are hindered by insufficient funds, as budgetary releases from the Ministry of Finance are delayed and inadequate. To address these issues, ISD submitted a proposal to the Ministry of Finance to retain its Internally Generated Funds (IGF) to support the department's income-generating sections, thereby increasing revenue for equipment resources.

c) Dwindling Human Resource

Another challenge the Departments faced during the reporting year is its decreasing human resource base. Also, some Officers are converting from the Information Class to other Classes while others are resigning due to poor service conditions and lack of motivation. All these contributed to the reduction of the human resource base of the Department.

d) Roll-out of Phase II of the Harmonization Project

The delay in the submission of details by Institutions for production and the inability of some targeted institutions to meet the financial commitment.

e) Understaffing at GBC

Some critical operational areas were left without the requisite personnel to man them and thereby affecting the whole operation of the corporation. However, the corporation is seeking clearance from Government to recruit.

f) Vehicles and Agency's Deteriorating Office Buildings and Bungalows

The GNA's fleet of vehicles, primarily used for nationwide news gathering are outdated, leading to high maintenance and servicing costs. The Ministry still survives on the Ten pickup trucks which were supplied as far back as in 2007. The head office relies on two old vehicles, one donated for the General Manager for all its operations. Additionally, the GNA office buildings in Accra, Tema, Tamale, and Bolgatanga require urgent repairs, with the head office in a particularly poor condition, suffering from a leaking roof and deteriorating structures due to a lack of maintenance funds over the years.

• Inadequate Skills in Emerging Communication Technologies

The emerging of new communication technologies and platforms coupled with the limited knowledge of officers in these areas is another factor which is adversely affecting the execution of the Department's mandate, particularly in the regional and district offices.

14.7. Forward Look

The following are the strategic and top priority areas of the Ministry for 2025:

- a) Minister's Press Briefings
- b) Mass Media Campaign
- c) Reach on Social Media
- d) Regional Town Hall Meetings
- e) Nation Building updates

a) Legislation

- i. In 2025, the Ministry hopes to implement the Broadcasting law.
- ii. Commence the implementation of the subsiding legislation for the RTI Act.

b) Media Support Programs

- i. Organize trainings for the year and collaborate with Media Freedom Institutions to provide support for the implementation of the Framework for the Safety of Journalists in Ghana by the National Media Commission (NMC)
- ii. The Ministry hopes to receive approval from Cabinet in relation to the draft National Action on Mis/disinformation for its full implementation

c) Information Services Department (ISD)

Upgrade and enhance the skills of staff for efficient service delivery through the pursuit and adoption of relevant and comprehensive training Programs designed for all categories of staff. For instance the training for RIOs, DIOs and Journalists on alternative means of disseminating information apart from the use of cinema vans.

- i. Rebrand the Department by placing greater emphasis on Public Education, Public Relations and the Right to Information Programs.
- ii. Deploy high end state-of-the-art technology in information dissemination method by acquiring ultra-modern cinema vans, public address systems and outdoor display screens to enhance its capacity to support national events.
- iii. Employ staff with the requisite qualifications and replace staff who have left the service to reduce the high rate of attrition over the years.
- iv. Continue implementation of the ISD Retooling Program
- v. Embark on Public Education Campaigns
- vi. Embark on Public Relations Activities
- vii. Continue the operationalization of ISD Newsroom
- viii. Continue RTI Activities
- ix. Continue Research activities /feedback reports

d) Ghana News Agency (GNA)

The Ghana News Agency has outlined the following as its top priority areas of interest:

- i. Full roll-out of GNA Digital Transformation project
- ii. Expand generation of both local and foreign news
- iii. Procure modern news processing equipment
- iv. Build capacity of Staff on Multimedia
- v. Photo bank service for subscribers
- vi. Renovate GNA office buildings

e) Ghana Broadcasting Corporation (GBC)

- i. Established social media as key source of IGF
- ii. Enhance Regional presence in three (3) out of the six (6) created regions in collaboration with NCA
- iii. Purchase of two (2) OB Vans to cover National Programs and assignments
- iv. Improve general content to reflect the diversity of Ghanaian Culture and Values
- v. Dispose Analogue Transmitters
- vi. Complete Modernization of TV and Radio Studios
- vii. Replace Regional FM transmitters (4 for 2025)
- viii. Upgrade to current DTT (TI) platform to accommodate more channels.

15.0 MINISTRY OF THE INTERIOR

The Ministry of the Interior (MINTER) is mandated to provide policy direction and ensure internal security, maintenance of law and order in the country.

The Political and bureaucratic heads of the Ministry were:

- Minister - Hon. Ambrose Dery (MP) (1st January- 13th February 2024)
- Minister - Hon. Henry Quartey (MP) (14th February- 31st December 2024)
- Deputy Minister - Hon. Naana Eyiah (MP)
- Bureaucratic Head - Mrs. Doreen Panyin Annan (Acting Chief Director)

15.1. 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

15.2. Sector Achievements

The achievements of the ministry for the reporting year were as follows:

a) Enhanced police-citizen ratio.

In 2024, recruitment and deployment of more officers were undertaken. Despite these efforts, the Police-Citizen ratio as of September 2024 stood at 1:756 highlighting the challenges posed by rapid population growth, high attrition rate and resource constraints. However, the Ghana Police Service continues to maximize their capacity through strategic deployments and targeted operations to address crime effectively.

The enhanced focus on increasing police visibility and deploying officers strategically contributed to a more stable security environment. Communities reported improved confidence in law enforcement, with proactive measures helping to deter crime and maintain public order.

b) Enhanced Prison Conditions through reform

i. Prisons Service (Parole) Regulations

The focus of the policy is to improve correctional outcomes by reducing systemic challenges such as overcrowding in prisons and high rates of recidivism. This was to be achieved through the development and implementation of Parole Regulation. In 2024, Presidential approval for the drafting of the regulations was successfully obtained, demonstrating strong executive commitment to the reform agenda.

The draft regulations underwent a detailed review and pre-laying process with the Subsidiary Legislation Committee before being submitted to the Clerk of Parliament. This process aimed to build consensus among key stakeholders, including lawmakers, ensuring that the regulations were well-prepared for Parliamentary consideration. Unfortunately, Parliamentary sittings were adjourned until 16th December 2024, which fell short of the required twenty-one sitting days for the legislation to mature.

While Parliamentary approval had not yet been achieved by the end of the reporting year, the groundwork laid in 2024 significantly advanced the legislative agenda, positioning the initiative for success in the subsequent year.

ii. Community Service Bill

The Community Service Bill provides the legal framework for implementing community service as a sentencing alternative. This framework establishes guidelines for determining eligibility, monitoring compliance, and ensuring that community service aligns with public safety and rehabilitative goals.

In 2024, significant strides were made in advancing the initiative. A Cabinet Memorandum on the Community Service Bill was successfully prepared and submitted for approval. This marked a critical step toward institutionalizing community service as an alternative sentencing option. The memorandum highlighted the bill's alignment with broader justice reform goals and its potential to alleviate pressure on the prison system. However, Cabinet could not sit on the Memorandum before the end of the year and the tenure of government expired.

c) Sustained and Enhanced Peace Building Efforts - Public Safety and Enhanced Police Presence

The Ministry of the Interior, through its Conflicts & Disasters Management Program (P2), plays a pivotal role in improving national security and addressing public safety concerns across Ghana. A key initiative under this Program is the establishment and expansion of Formed Police Unit (FPU) Bases, which significantly contributes to maintaining peace and ensuring safety throughout the country.

In the year under review, a total of sixty (60) additional FPU Bases were established, increasing the overall number to one hundred and seventy-nine (179). This expansion marked a major enhancement in the presence and response capabilities of the police across the country. The new Bases are strategically positioned in regions where security threats have been a concern, improving response times and boosting public confidence in law enforcement.

d) Disaster Risk Management

In 2024, 5,937 public education and sensitization campaigns nationwide were successfully conducted. These campaigns were spread across different regions and communities, ensuring that a larger number of people were informed about the risks posed by disasters such as flooding and the necessary steps for preparedness. The increase in campaigns helped to significantly enhance public understanding and engagement with disaster risk reduction strategies.

e) Enhanced Public Safety and Fire Management (Fire Safety and Response)

The initiative seeks to enhance public safety by reinforcing efforts in fire management and prevention. In 2024, 4,773 fire outbreaks were successfully attended, demonstrating a strong fire response capacity. Additionally, 12,147 public fire safety education sessions were conducted, surpassing the

target of 7,500. The enhancement in educational initiatives helped to further raise awareness and educate the public on fire prevention and safety measures.

15.3. Gender mainstreaming

The implementation of gender mainstreaming related activities of the Ministry is presented as during the period under review were as follows:

a) Gender Representation

During the year under review, the Management Board of the Ministry was made up of 20 members, comprising 6 males (30%) and 14 females (70%) representing a positive on gender parity. The Office Extension Project Committee had a total of 8 members, of which 3 were males (37%) and 5 were females (63%). This enhanced women's participation and protection within the corporate setting. However, the Audit Committee was represented by 6 members, comprising 5 males and 1 female, representing the least gender friendly committee. No persons with disabilities were represented on the committees.

b) Gender Mainstreaming Activities

The Ministry of the Interior in 2024 worked with the Foundation for Security Development in Africa (FOSDA) to provide gender mainstreaming training to its Agencies and staff members.

With the development of Ghana National Action Plan II 2020-2025 (GHANAP 2) funded by FOSDA under the Women, Peace and Security Agenda, the Ministry has ensured 50% female participation in all training program. Through the implementation of GHANAP 2, the Ministry has built a close working relationship with the Ministry of Gender, Children and Social Protection. This partnership has resulted in policies becoming more gender sensitive and inclusive in Agencies under the Ministry such as the Ghana Immigration Service, Ghana Police Service and Ghana Prison Service. The Ministry has made a conscious effort in ensuring that gender equity is prioritized in key decision-making positions.

The PPBME Directorate is currently working on developing a gender policy that will address specific needs of women.

15.4. Sustainable Development goals (SDGs)

In the implementation of its planned activities, the Ministry attained the following SDGs:

Goal 16: Peace, Justice and Strong Institutions

Police Service is committed to enhancing its operational effectiveness and ensuring the safety and security of communities across the country. The Service plans to provide essential physical

infrastructure and logistics for all newly established Police Regions and Regional Formed Police Unit (RFPU) Bases, facilitating improved service delivery. That is why additional 60 FPU's were established in 2024.

Achieving SDG 16 requires collaborative efforts from governments, civil society, private sector and individuals to strengthen institutions, promote transparency and address root causes of violence, conflict and corruption.

When the above is achieved, the Ministry will be transforming the security services into a world-class security institution with modern infrastructure, including accommodation, health and training infrastructure facilities and ensuring efficiency and transparency in recruitment processes of the security services (SDG Targets 16.6, 16.a).

15.5. Financial Performance

The financial performance of the Ministry for the period under review is presented as follows:

SOURCE		APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D	E=(B-C)
	Compensation of Employees	7,895,484,636	7,895,484,636	6,047,708,639	6,047,708,639	1,847,775,997
1	Use of Goods & Services	127,473,911	127,473,911	91,407,567	7,350,265	36,066,344
	CAPEX	100,000,000	100,000,000	63,754,201	44,320,117	36,245,799
2	IGF	255,304,391	255,304,391	172,609,985	163,914,470	82,694,406
3	DEV'T PARTNERS e.g.					
	DANIDA					-
	JICA					-
	World Bank					-
	Others – DP Fund	-	-	8,386,382	8,386,382	(8,386,382)
	TOTAL	8,378,262,938	8,378,262,938	6,383,866,774.00	6,271,679,873	1,994,396,164

15.6. Challenges

During the period under review, the Ministry encountered the underlisted challenges:

i. Maintenance Cost and Indebtedness

The Ghana Prison Service and other security agencies encountered significant financial difficulties, which included:

- a. Outstanding institutional medical bills of GH¢5,164,192.69, negatively affecting the health of inmates
- b. The Ghana National Fire Service owes GH¢13,150,000.00, comprising GH¢5,650,000.00 for repair and maintenance works in 2024 and GH¢7,500,000.00 for firefighting fuel expenses, with an average cost of GH¢3,600.00 per fire attended.
- c. Insufficient funds to train cadets and recruits at Immigration Service Academy and Training School (ISATS).

ii. Inadequate Infrastructure and Logistics

The Ministry and its Agencies face severe limitations in infrastructure and logistics, which undermine its operational efficiency. These challenges include:

- a. Inadequate, malfunctioning and inaccessible fire hydrants including firefighting equipment.
- b. Insufficient operational vehicles and logistics across the Ministry and its Agencies.
- c. Inadequate office and residential accommodation for personnel.
- d. Lack of essential riot control vehicles and equipment, including modern armoured vehicles, water cannon vehicles, and associated facilities such as washing bays and mechanical workshops.
- e. Inadequate weapons and tactical equipment required for effective operations.

iii. Delay in Release of Funds

The Ministry is facing significant funding challenges, including:

- a. Inconsistent releases, which delays activity execution, project implementation, and service delivery, particularly for capital expenditure projects.
- b. Discrepancies between approved budgets and actual releases, especially for capital expenditure. This has hindered critical infrastructural projects and affected operational efficiency.

15.7. Forward Look

Below are the top priority areas (projects and Programs) to be implemented by the Ministry in 2025.

- Complete and furnish four-storey ultra-modern office complex
- Facilitate the releases of funds for capacity building or targeted training to build the capacity
- of Officers to deliver on the mandate of the Sector.
- Facilitate the creation of additional Regional Formed Police Units (RFPUs) to enhance public safety
- Retrain and retool the existing Crime Combat and Action Units to be more proactive in fighting violent crimes
- Facilitate the processes for establishment of the Substance Use Disorder Rehabilitation Fund for Narcotics Control Commission
- Assist Ghana Immigration Service in collaborating with the UNHCR and the Ghana Refugee Board as well as other key stakeholders in migration management
- Facilitate the recruitment, training, and deployment of personnel of the Sector.
- Enhance revenue mobilization and generation (non-Tax Revenue) of the Sector.
- Facilitate the procurement of specialized tools and equipment to aid the work of the Ministry and the Agencies (CCTV, surveillance equipment, all-terrain vehicles, etc).
- Facilitate the improvement of infrastructure facilities at the Immigration Service Academy and Training School at Assin Fosu, in the Central Region and Tapa in the Ashanti Region
- Facilitate the acquisition of land and the commencement of the construction of an office complex for Gaming Commission of Ghana and Ghana Refugee Board
- Review existing policies and initiate formulation of new policies in the sector including Migration Policy, Peace Building and Conflict Management Policy, etc.
- Develop a seven (7) year Strategic Plan for the Sector Ministry.

16.0 MINISTRY OF LANDS AND NATURAL RESOURCES (MLNR)

The Ministry of Lands and Natural Resources (MLNR) is mandated to ensure the sustainable management and utilization of the nation's lands, forests and wildlife resources as well as the efficient management of the mineral resources for socio-economic growth and development. The Ministry consists of three sub-sectors: Lands, Forestry and Mining.

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

- Minister - Hon. Samuel Abu Jinapor (MP)
- Deputy Ministers - Hon Benito Owusu-Bio (MP) (January – April 2024)
Hon George Mireku Duker (MP)
Hon Akwesi Konadu (MP) (June – December 2024)
- Bureaucratic Head - Prof. Patrick Agbesinyale

16.1. Departments and Agencies of the Ministry

The Ministry had oversight responsibility over; one (1) Civil Service Department, eight (8) Sub-vented Agencies, and ten (10) Public Boards:

Civil Service Departments

- Office of Administrator of Stool Lands.

Sub-vented Agencies

- Lands Commission
- Forestry Commission
- Minerals Commission
- Precious Mineral Marketing Company
- Ghana Geological Survey Authority
- Ghana Integrated Aluminium Development Corporation
- Ghana Integrated Iron and Steel Development Corporation
- Ghana Boundary Commission

Public Boards

- Forestry Commission (FC) Board
- Lands Commission (LC) Board
- Minerals Commission (MC) Board
- Ghana Geological Survey Authority (GGSA) Board
- Plantation Fund Board
- Ghana Boundary Commission (GBC) Board
- Minerals Development Fund (MDF) Board

- Precious Minerals Marketing Company (PMMC)
- Ghana Integrated Aluminium Development Corporation (GIADEC) Board
- Ghana Integrated Iron and Steel Development Corporation (GIISDEC) Board

16.2. Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a) Gold Production

Ghana cemented its position as Africa's leading producer of gold, following strategic policy interventions and program implementation aimed at boosting gold output. Under government's initiative to increase annual gold production, a target was set to achieve an annual increase of 4.5 million ounces of gold annually beginning from 2023.

As part of this initiative, the mining sub-sector has seen enhanced regulatory reforms, adoption of cutting-edge technology and increased collaboration with private sector stakeholders and this has contributed to the increase in gold production while ensuring sustainable practices in the sector. In 2023, Ghana's gold export revenue was valued at US\$7.8 billion representing 47.08% of total merchandise export and serving as the baseline for measuring the sub-sector's growth. As of December 2024, its projected US\$10 billion was received as gold export revenue, demonstrating remarkable progress and resilience in the face of global economic challenges.

In November 2024, the largest single-stream gold mine in Ghana and West Africa, Cardinal Namdini Mining Limited (CNML), a Chinese large-scale gold mining company, was commissioned in the Talensi District of the Upper East Region. The mine is expected to produce approximately 150 million tonnes of ore resulting in 5 million ounces of gold over a 15-year period. It is anticipated to create more jobs for the local population and stimulate the socio-economic development of the area.

b) Advancements in Mineral Extraction & Value Addition

Ghana has prioritized value addition in its mining sector, shifting from raw mineral exports to local processing and refining. The Value Addition Program, launched in 2017, focuses on key minerals such as gold, bauxite, iron ore, and manganese. To drive this initiative, the government established the Ghana Integrated Iron and Steel Development Corporation (GIISDEC) and the Ghana Integrated Aluminium Development Corporation (GIADEC). In 2024, significant progress was made, including the signing of an MOU between the Ministry and Aluminium Bahrain (ALBA) for a two-million-tonne alumina refinery and the granting of a mining lease to Ashanti Bauxite for a second bauxite mine at Nyinahini. Additionally, the completion of a 400-kilogram capacity gold refinery, a Public-Private Partnership (PPP) between the Government of Ghana, the Bank of Ghana, and Rosy Royal Limited of India, marks a major step in transitioning Ghana into a value-added gold producer.

Beyond gold and bauxite, Ghana is expanding into lithium production. After the discovery of commercially viable lithium by Atlantic Lithium in 2018, the company launched the Ewoyaa Lithium Project in 2024, developing Ghana's first lithium-producing mine. This project, along with other mineral advancements, strengthens Ghana's position in the global mining sector, boosts economic growth, and enhances the country's role in high-value mineral production.

c) Reconstruction of Appiatse

In January 2022, the Appiatse disaster, a devastating explosion caused by a collision between a motorcycle and a truck carrying mining explosives enroute to a mine in Bibiani led to the destruction of numerous buildings and loss of lives within the Appiatse community.

To support recovery efforts, government initiated the reconstruction project of the community through the Ministry's Mining Sector Agencies. As at May 2024, Phase One (1) of the project was completed and commissioned, which involved the construction of One Hundred and twenty-four (124) housing units, a school block with sanitary facilities, inner roads within the community, a market area and a green landscape with all equipped with electricity and water. Phase Two (2) involved the rehabilitation of buildings in the community that were partially affected by the blast. Currently, sod has been cut for the commencement of Phase Three (3), which will focus on the construction of sixty-seven (67) additional structures with other peripheral facilities.

d) Implementation of the National Forest Plantation Development Strategy

The National Forest Plantation Strategy is a program aimed at providing economic and environmental benefits with focus on landscape restoration to tackle the threat of deforestation. In 2023, the Ministry targeted to establish 25,000ha of forest plantation by both Government and Private sector respectively. Out of this target, 14,170ha was established by Government (10,836ha) and Private (3,334ha) sectors, with 10,830ha outstanding. For Enrichment Planting, a target of 1,200ha was set, of which 1,323ha was achieved, exceeding the set target.

In 2024, the annual target was set at 20,000 hectares (10,000 hectares each for the Government and Private sector). By December, the Government Sector had achieved 5,663 hectares, while the Private Sector had reached 2,249 hectares. For Enrichment Planting, 186 hectares were completed, falling short of the 1,200-hectare target.

e) Wildlife Resource Management Act, 2023 (Act 1115)

Act 2023, Act 1115 which consolidates laws relating to the management and protection of wildlife areas was passed by Parliament in July 2023 and assented to by the President of the Republic, H.E. Nana Addo Dankwa Akufo-Addo on the 1st of March 2024. The law would enable Community Resource Management Areas (CREMAs) to have legal backing to participate in forest governance,

allowing for public stakeholders being involved in how these areas are managed. Furthermore, the Act streamlines wildlife resource policies, ensuring consistency and aligning national wildlife management with international conventions.

f) Green Ghana Day & Green Street Project

Launched in 2021, the Green Ghana Project aims to promote afforestation across the country, including urban and suburban areas. In its inaugural year, over seven million trees were planted nationwide. The 2024 edition of Green Ghana Day, held in June, exceeded expectations, with over 13 million seedlings distributed for planting and achieving 139% of the initial 10 million target.

Regional distribution varied significantly, with some regions surpassing their targets by wide margins. Bono recorded the highest success rate at 236%, followed by Ashanti at 199% and Bono East at 201%. Other regions recorded the following: Central (190%), Upper West (159%), and Eastern (142%) exceeding their targets. However, Greater Accra achieved only 62% of its target, while North-East recorded the lowest performance at just 3%. The overall success of the initiative underscores growing national commitment to environmental sustainability and reforestation efforts.

g) Infrastructure Development

The Ministry through its land sector agencies is responsible for promoting effective land administration to support economic growth and national development.

To enhance land service delivery and provide a better working environment for staff, the Lands Commission undertook major infrastructural projects. The new Head Office building, initiated in 2017, was completed and commissioned by the Vice President in November 2024. The Greater Accra Regional Office is nearing completion, with Phases 1 and 2 finalised and Phase 3 expected to be completed by the first quarter of 2025. Construction of the Tema District Office, after minor setbacks, has resumed and is progressing steadily. Additionally, approval processes have begun for the construction of ultra-modern office facilities in 12 regions. In November 2024, the Public Procurement Authority (PPA) granted approval following a Value for Money audit, ensuring that these projects enhance service delivery and standardize office infrastructure nationwide.

16.3. Gender Mainstreaming

The Ministry's approach to gender mainstreaming during the period is outlined below.

a) Gender representation

During the 2024 reporting period, the Ministry, along with its Departments and Agencies, operated through various statutory, ad hoc, and administrative committees. The gender ratio among Directors stood at 10:1, with men representing 90% and women 10%. Gender representation across key committees

varied, with some showing significant inclusivity while others reflected an underrepresentation of women. For instance, the Fixed Asset Coordinating Unit had an equal gender split (4:4), whereas committees such as Risk Management (9:2), Green Ghana National Planning (39:11), and Entity Tender (5:1) exhibited male dominance. This imbalance extends to the composition of some Boards, Management, and other leadership structures for the sector.

b) Gender Mainstreaming Activities

To address gender disparities, the Ministry is committed to implementing targeted interventions such as gender quotas, mentorship programs, and capacity-building initiatives to empower women in leadership. Additionally, to foster unity and enhance staff competencies, the Ministry developed a Welfare Policy and a Training Policy during the reporting period. Both policies are currently awaiting management approval for implementation.

16.4. SUSTAINABLE DEVELOPMENT GOALS (SDGs)

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

- **Goal 15 Life on Land**

15.1.2: Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type.

The proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas was 79.35 % as of 2024.

15.2.1: Progress towards sustainable forest management

The progress towards sustainable forest management as of 2024 is presented as follows;

- Forest area increased by 0.03 percent, mainly plantation forest
- Degradation rate within protected areas reduced by 3 percent
- Above ground, biomass recorded growth over the period
- Total forest area under long-term management plan represents 25% of the total forest area.
- Total forest area under independently verified Forest Management Certification Scheme (FMCS) was 3.14 % (2,515 square kilometres) of the total forest area of Ghana.

15.4.1: Coverage by protected areas of important sites for mountain biodiversity

A total area of mountain biodiversity covered by protected areas as of 2024 amounts to 33, 952ha (Atewa and Tano Ofin) as the only Upland Evergreen forests. This represents 14 percent of the total land area.

16.5. Financial Performance

The financial performance of the Ministry for the period is presented as follows:

SOURCE		APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
#	GOG	A	B	C	D	E=(B-C)
1	Compensation of Employees	411,346,403	411,346,403	381,240,883	381,233,999	30,105,520
	Use of Goods & Services	117,464,670	117,464,670	92,076,614	91,946,040	25,388,056
	CAPEX	25,600,300	25,600,300	7,410,605	6,960,606	18,189,695
2	Total GoG	554,411,373	554,411,373	480,728,102	480,140,645	73,683,271
3	IGF	950,718,672	950,718,672	870,422,984	696,454,453	80,295,688
4	Total IGF	950,718,672	950,718,672	870,422,984	696,454,453	80,295,688
	World Bank	229,628,531	229,628,531	399,734,180	174,880,142	-170,105,649
	Others	0	0	0	0	-
6	Total DP	229,628,531	229,628,531	399,734,180	174,880,142	(170,105,649)
7	GRAND TOTAL	1,734,758,576	1,734,758,576	1,750,885,266	1,351,475,240	(16,126,690)

16.6. Challenges

a) Encroachment onto forest lands

Encroachment onto forest lands was a challenge for the Ministry. Most of these encroachments are for agricultural purposes, which in turn reduces or destroys the biodiversity of the forest. The culmination of these brings about other challenges such as the loss in forest biodiversity, reducing stock of traditional wood species for export, loss of forest-reliant livelihood and ecotourism as well as overall loss of national revenue.

b) Inadequate Funding for the Execution of Activities

Funding for the execution of activities was another challenge by the Ministry, making intra and external ministerial work difficult or impossible to execute. For instance, funding for the Ghana Integrated Aluminium Development Corporation (GIADEC) in relation to its operational expansion has been a looming hurdle. One which, if solved, will enable delivery of products and materials to other projects.

c. Illegal Mining

Illegal mining (Galamsey), despite being a predominantly mining-based problem, has grown to become a cross-sectoral issue, also affecting the Forestry and Land Sub-sectors. Clearing of the topsoil causes deforestation as land and foliage are cleared to make way for mineral sourcing. This sudden and drastic environmental change causes a negative effect on local biodiversity. Once mining activities come to an end, most concession owners fail to rehabilitate the area mined, leaving it as a hazard for both local people and wildlife and often making these lands unfit for reuse. Worsening the case are the instances of community members whose livelihoods depend on the existence of some of these protected areas taking part in illegal mining activities.

16.7. Forward Look

The following are the strategic and top priority of the Ministry for 2025:

- A. Review and formulate a new National Land Policy (1999)
- B. Review and formulate a new National Forest and Wildlife Policy (2012)
- C. Review and formulate a new National Minerals & Mining Policy (2014)
- D. Develop a Framework for Public-Private Partnership for the complete digitization of land records nationwide
- E. Develop a Land Sub-Sector Digital Transformation Strategy
- F. Develop a nationwide Customary Land Management Information System (CLMIS) and integrate with the Ghana Enterprise Land Information System (LIS).
- G. Facilitate the passage of the Regulations for the implementation of the Land Act, 2020 (Act 1036)
- H. Facilitate the passage of the Regulations for the Wildlife Resource Management Act, 2023 (Act 1115)
- I. Enhance the Ghana Forest Plantation Strategy
- J. Improve and expand the Green Ghana Day initiative

17.0 MINISTRY OF LOCAL GOVERNMENT, DECENTRALISATION AND RURAL DEVELOPMENT

The Ministry of Local Government, Decentralisation and Rural Development ensures the formulation of policies on local governance, rural and urban development, decentralisation and the design and delivery of appropriate systems to monitor the performance of Metropolitan, Municipal and District Assemblies (MMDAs).

The Ministry was headed politically and bureaucratically by the following:

- Minister - Hon. Martin Adjei-Mensah Korsah (MP)
- Minister of State - Hon. Osei Bonsu Amoah (MP)
- Deputy Minister - Hon. Abdulai Abanga (MP)
Hon. Vincent Ekow Assafuah (MP)
- Bureaucratic Head - Amin Abdul-Rahaman

17.1. Departments and Agencies under the Ministry

The Ministry had three (3) Civil Service Departments, two (2) Sub-vented Departments, one Non-sub-vented Agency, two (2) Public Service Organisations and four (4) Public Boards and Cooperations. They were:

Civil Service Departments

- Births and Deaths Registry (BDR)
- Department of Parks and Gardens (DPG)
- Department of Community Development (DoCD);

Sub-vented Agencies

- Social Investment Fund (SIF)
- District Assemblies Common Fund (DACF)

Non-Sub-vented Agency

- Institute of Local Government Studies (ILGS)

Public Service Organisations

- Office of the Head of the Local Government Service (OHLGS)
- Land Use and Spatial Planning Authority (LUSPA)

Public Boards and Cooperations

- Ministerial Advisory Board
- Institute of Local Government Studies Council

- Local Government Service Council
- Land Use and Spatial Planning Authority Board

17.2. Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a) Decentralisation Programme

In 2024, the Ministry implemented several initiatives to enhance decentralization and local governance. Key actions included:

Financial Support: GH¢ 110.59 million and GH¢ 344.85 million were transferred to 261 Metropolitan, Municipal and District Assemblies (MMDAs) for the District Performance Assessment Tool (DPAT) VI and VII.

Local Economic Development: The Local Economic Development (LED) Policy (2024-2029) was launched on September 10 to promote business growth and job creation at the district level.

Urban Development: The National Urban Policy (2024-2033) was submitted to Cabinet, and the Ministry organized the Ghana Urban Forum (GUF 2024) to advance sustainable urban policies.

Rural Development: A situational analysis report was submitted by the Bureau of Integrated Rural Development (BIRD) – KNUST, and a draft revised Rural Development Policy (RDP) was prepared for consultation.

Service Improvement: The OHLGS signed 2024 Performance Contracts with OHLGS, RCCs, and MMDAs, assessed 2023 performance, and conducted training on the Smart Workplace Portal and occupational health and safety.

GSCSP Training: The OHLGS, LUSPA, and Parks & Gardens trained officials from 35 MAs and 16 RCCs on spatial planning and service delivery.

These efforts aimed to strengthen local governance, economic growth, and urban and rural development.



Launch of LED Policy (2024-2029) and Implementation Plan

b) Community Development and Child Protection Initiatives

In 2024, the Department of Community Development enrolled 83 community educators at RDC, Kwaso, and trained 120 frontline staff in collaboration with the Department of Social Welfare. Additionally, 854 frontline officers and key stakeholders received training on the Child Protection Community Facilitation Toolkit (CPCFT) to strengthen child protection efforts. To enhance community-level skills training, CSIR validated 10 draft modules on non-farm businesses. Furthermore, a draft MoU for affiliating RDC with ILGS is currently pending approval by MLGDRD.



Training for frontline staff at the School of Social Work



Engagement of students on the use of Child Protection Toolkits

c) Urban Landscaping and Greening Initiatives

In 2024, the Department of Parks and Gardens landscaped 32,040m² of road medians in Accra, including Awodome and Cocoa Clinic roundabouts, and maintained 1,386,819m² of green spaces and propagated 417,926 seedlings for sale and institutional supply while planting 7,300 trees nationwide.

The Aburi Botanic Gardens recorded 166,069 tourist visits, and 202 students received horticulture training. Under the National Theatre to Pantang Junction Road Median project, site clearing and planting commenced with 500 seedlings already planted. A project nursery was established with 8,200 plants. Additionally, in collaboration with Zoomlion Ghana Limited, the Department has undertaken the Sustainable Greening and Beautification Project, clearing and landscaping key road corridors and public spaces across Accra.



Landscaping of the Ministerial Enclave



Landscaping work at Pobiman

d) National Zoning Reforms and Community Resettlement Progress

LUSPA revised the National Zoning Regulations and Planning Standards through consultative meetings and regional engagements. It conducted 12 sensitization programs across five regions and submitted a Cabinet Memorandum to amend the Land Use and Spatial Planning Act, 2016 (Act 925) during the period. The Authority, also facilitated local plan reviews, prepared 12 Resettlement Local Plans for communities affected by the Akosombo dam spillage, and ensured quality control for Strategic Development Frameworks (SDFs) in 11 districts under the GLRSSMP, now 70% complete. Additionally, LUSPA commenced the construction of its Head Office, as of December 2024, the project was 50% complete.



Exhibition of revised local plans at Labone residential area under the Revision of Local Plans



Ongoing construction of LUSPA Head Office

e) Gulf of Guinea Northern Regions Social Cohesion Project

During the reporting year, the Ministry disbursed GHS 232 million to implement subprojects across 48 beneficiary districts. A total of 460 out of 530 infrastructure subprojects were completed, with GHS 5.38 million paid to 3,314 community workers. Under the Local Economic Development (LED) initiative, 24,652 individuals from 744 livelihood groups received support, while 1,017 Common Interest Groups (CIGs) with 28,476 members received GHS 30.5 million in grants. The project also facilitated 20 sporting events, 15 cultural festivals, 10 youth parliamentary sittings, and 10 inter-community dialogues. Additionally, 29,873 local actors, including producers, district staff, RCC staff, CPIC members, CSOs, and community facilitators, were trained to enhance project implementation and livelihood activities.



Maternity Block at Keri, Nkwanta South



Distribution of Starter Pack to LED Groups, Nanumba North

f) Births and Deaths Registration Program

In 2024, the Registry recorded 492,694 births (67.5% of expected) and 45,062 deaths (32.1% of expected). It monitored the use of community population registers in 25 communities across three regions and explored ways to expand nationwide. Additionally, 280 staff from six regions were trained on the Registration of Births and Deaths Act, 2020 (Act 1027), in preparation for its full implementation in 2025. For the first time, the Registry, in collaboration with Ghana Statistical Services, published the 2022 Births and Deaths Registration Reports. With support from HISWAP, a consultant was engaged to develop an electronic statistical reporting system for improved monitoring across 261 MMDAs.



Media engagement during the Births and Deaths Registration Awareness Month



Training on Instructions Manual for officers within eleven (11) regions

17.3. Gender Mainstreaming

a) Gender Representation

The Ministry took steps to enhance its gender representation within its various boards, councils, and committees during the period. The total membership across its governance bodies comprised 102 individuals, with 72 males and 29 females. The Ministerial Advisory Board consisted of 8 members, of which 7 are male and 1 is female, translating to 87.5% male representation and 12.5% female representation. The ILGS Council had 12 members, with 9 males (75%) and 3 females (25%). The OHLGS Council consisted of 15 members, with 10 males (66.67%) and 5 females (33.33%). The LUSPA Board comprised 17 members, with 12 males (70.59%) and 5 females (29.41%). The GAPTE Board had the highest number of members, totalling 35, with 22 males (64.71%) and 12 females (35.29%). The Entity Tender Committee had 9 members, 7 of whom are male (77.78%) and 2 female (22.22%). Lastly, the Audit Committee consisted of 6 members, with 5 males (83.33%) and 1 female (16.67%). The Ministry acknowledges these gender disparities and aims to implement policies that encourage greater inclusivity and equitable representation across all decision-making bodies. 28.4% female and males constitute approximately 70.6% representation on the Ministry's Boards, Councils and Committee.

b) Gender Mainstreaming Activities

The Ministry demonstrated a strong commitment to promoting gender equality and inclusion across all levels of governance, programmes and project implementation during 2024 by integrating gender-responsive policies into management deliverables and outcomes of programmes and projects. The Ministry realised this by ensuring that the voices of women, men, and marginalized groups were equally represented in their decision-making processes. These efforts not only enhanced equity but also contributed to sustainable development by leveraging the diverse potential of all key stakeholders

Specifically in terms of gender mainstreaming activities, the Ministry during the reporting year designated a Female Deputy Director as a Gender Desk Officer. In addition to promoting gender mainstreaming, the implementation of Program and Projects such as Gulf of Guinea Northern Regions Social Cohesion (SOCO) Project, Ghana Productive Safety Net Project 2 (GPSNP) 2 and Ghana Secondary Cities Support Programme (GSCSP), special quota was given to women during the selection of unskilled labour, Community Facilitators, membership of Community Project Implementation Committees and beneficiaries of various capacity building and training activities.

17.4. Financial Performance

The financial performance of the Ministry for the period is presented as follows:

SOURCE		APPROVED BUDGET	REVISED BUDGET	AMOUNT RELEASED	ACTUAL EXPENDITURE	VARIANCE
S.N	GOG	A	B	C	D	E =(B-C)
1	Compensation of Employee	951,732,024.00	1,858,225,822.00	1,379,641,942.21	1,379,641,942.21	478,583,879.79
	Goods and Services	28,690,337.00	28,690,337.00	21,728,224.15	20,625,863.06	6,962,112.85
	CAPEX	158,354,600.00	158,354,600.00	58,507,544.00	30,149,624.84	99,847,056.00
2	IGF	9,178,252.00	12,476,252.00	8,170,295.08	8,170,295.08	4,305,956.92
3	DEV'T PARTNERS					
	WB	837,613,723.95	837,613,723.95	398,119,489.30	263,276,475.40	439,494,234.65
	UNICEF	500,000.00	500,000.00	4,572,008.00	4,572,008.00	- 4,072,008.00
	USAID	2,676,000.00	2,676,000.00	149,650.00	347,591.50	2,526,350.00
	UNCDF	5,752,736.00	5,752,736.00	1,787,971.52	2,450,489.96	3,964,764.48
	SECO	13,700,000.00	13,700,000.00	990,031.00	1,568,293.00	12,709,969.00
	DACF RFG	8,271,775.05	8,271,775.05	4,082,036.18	4,082,036.18	4,189,738.87
	GLOBAL AFFAIRS CANADA	500,000.00	500,000.00	155,478.00	637,698.00	344,522.00
	TOTAL	2,016,969,448.00	2,926,761,246.00	1,877,904,669.44	1,715,522,317.23	1,048,856,576.56

17.5. Challenges

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

a) MLGDRD

- **Limited Financial Resources**

Budget constraints and delayed fund releases impacted the Ministry's ability to effectively deliver services. In the short term, the Ministry engaged the Ministry of Finance to increase budget ceilings, while in the long term, it aims to leverage project funds for internal operations.

- **Untimely release of funds**

The delayed disbursement of funds significantly impacted the Ministry's ability to execute its work plans and programs as scheduled. This resulted in disruptions to key initiatives, slowed project implementation, and affected service delivery.

- **Inadequate Logistics**

Inadequate and overused logistics such as vehicles and office equipment made the work of the Ministry very challenging. Overused and outdated logistics reduced efficiency, slowed service delivery, and made it difficult for staff to perform their duties effectively.

- **Inadequate Office Space**

The Ministry is increasingly faced with inadequate space to accommodate the staff. In a short term, the Ministry has procured workstations for some offices while taking steps to construct an Office Block in the long term.

b) Department of Community Development

- **Lack of a Community Development Policy**

The absence of a national policy framework has led to uncoordinated efforts in community development.

- **No National-Level Coordination**

Community development activities are not centrally coordinated, affecting efficiency and alignment with national goals.

- **Ineffective Reporting System**

Weak communication and reporting structures between the Head Office, Regional, and District Offices hinder information flow and decision-making.

- **Absence of a Community Development Database**

There is currently no centralized database of organizations engaged in community development, limiting collaboration and resource allocation.

- **Limited Employment for RDC Graduates**

Graduates from the Rural Development College (RDC), Kwaso, are not being recruited into the Civil and Local Government Services, restricting their career opportunities and reducing the impact of their training.

c) Department of Parks and Gardens

- **Encroachment on Operational Sites**

The Department's lands and operational sites are increasingly being encroached upon, limiting space for essential activities.

- **Unregulated Planting on Road Medians**

Various organizations engage in inappropriate planting along road medians without proper coordination, affecting landscape aesthetics and maintenance.

- **Destruction of Lawns**

Service providers and pedestrians frequently damage lawns without prior consultation, leading to deteriorated green spaces.

- **Lack of a Horticultural Policy**

The absence of a comprehensive horticultural policy results in unstructured and inconsistent horticultural activities.

- **Inadequate Staffing**

The Departments of Parks and Gardens face a shortage of personnel, affecting efficiency and service delivery.

- **Limited Human Capacity Development**

There are insufficient training and capacity-building programs for staff, hindering professional growth and performance.

- **Deteriorating Regional and District Offices**

Many regional and district offices are in poor condition, affecting productivity and the effective execution of duties.

d) Births and Deaths Registry

- **Lack of Permanent Office Accommodation**

The Central Registry urgently requires a permanent office space, while several district and registry offices also need proper furnishing to enhance operations.

- **Inability to Consolidate Database Systems**

The absence of a data recovery site hinders efforts to integrate and upgrade database systems, affecting data management and security.

- **Insufficient Equipment for Digitization**

The lack of essential equipment delays the transition from manual records to electronic data systems, slowing the digitization process and efficiency of service delivery.

e) Institute of Local Government Studies

- **Lack of Core Operating Funds**

The Institute lacks the necessary financial resources to effectively roll out the Scheme of Service Training (SoST) programs for Local Government Service staff.

- **Absence of Government Subvention**

Despite legal provisions in Section 15 of the ILGS Act, 2003 (Act 647), which mandate government funding for its operations, the ILGS has yet to receive any budgetary allocation. This lack of core funding continues to hinder its ability to fulfil its mandate effectively.

Land Use and Spatial Planning Authority (LUSPA)

- **Inadequate Funding**

Limited financial resources restrict the execution of critical spatial planning activities.

- **Insufficient Office Accommodation and Logistics**

The Authority faces challenges with inadequate office space and essential logistics which affects efficiency and service delivery.

17.6. Forward Look

The Ministry's programs and projects for 2025 are as follows:

a) MLGDRD

- Launch the National Urban Policy and Implementation Plan. The Ministry will pursue the approval of the Policy. Once approved, the Ministry will launch and disseminate the Policy across the country. The workshop will include stakeholders from the various 216 District Assemblies, 16 Regional Coordinating Councils, Traditional Authorities, Non-Governmental Organisations, Civil Society Organisations and other interest Groups.
- Organize zonal sensitization and dissemination workshops on the Local Economic Development (LED) Policy and Implementation Plan (2024 – 2029) across the country.

- Hold Zonal Consultative workshops on the Draft RDP, finalise and launch the Policy for implementation.
- Continue to assess the performance of MMDAs for the 2023 and 2024 Fiscal Years in 2025.
- Complete the implementation of all urban infrastructure projects including markets, transport terminals, industrial parks, roads, storm drains, etc. at the local level by the last quarter of the year 2025.
- Expend a total amount of USD 42,699,879.60 (GHS 725,897,953.20) on the implementation of the Productive Inclusion, Labour-Intensive Public Works and Project Management components under the Ghana Productive Safety-Net Project II (GPSNP II) project in 2025.
- Scale up the Programme to include an additional 20 MMDAs to the already existing 180 MMDAs and disburse the allocated funds for the implementation of their Annual Action Plans. The Ministry will also conduct joint monitoring exercises and capacity
- Transfer a cedi equivalence of an amount of Two Hundred and Forty Thousand United State Dollars (240,000 USD) to 6No. Municipal and District Assemblies under the Phase II of the LoCAL-ACE Project
- Disburse a cedi equivalent of an amount of \$650,000 USD to all beneficiaries MMAs, for implementation of their Operations & Maintenance work plan particularly, desilting and dredging of earth drains and choked drains within their jurisdictions.
- Complete the implementation of the Junction improvement works.
- Complete 618 social and economic infrastructures and 60 markets. It will further provide 1,500 producer groups, comprising 45,000 individuals with financial and technical support under the project in 2025.
- Continue to monitor the implementation of RING II activities.
- Continue the construction of Kumasi Central Market Phase II.
- Complete community baseline survey in the 106 project communities to establish benchmarks for the project implementation, prepare a report to facilitate the identification and selection of SMEs for the Micro Credit facility under the IRDP 2 project. In addition, commence the disbursement of USD 3million credit facility to SMEs through Rural and Community Banks (RCBs) in the 23 project beneficiary districts and organise orientation workshops for selected PFIs (Microfinance Institutions and Rural and Community Banks) on the terms and conditions of the credit facility under the IRDP2 project.
- Complete and commission the remaining ongoing projects particularly the administration blocks and bungalows for RCCs, Decentralised Departments and Regional Police

Commands in the newly created regions. Additionally, the Ministry will initiate construction of 6No. Residences/Presidential Lodges, 96No. Bungalows/Flats for Senior and Junior Staff in the six new regions and collaborate with relevant MDAs to provide critical infrastructure and logistics for rapid socio-economic development in the new regions.

b) Department of Community Development

The Department will:

- Collaborate with SIDOS Foundation, Alliance for a Green Revolution in Africa (AGRA) and other Development Partners (DP) to train 311,634 vulnerable people on community-level skills for employment generation leading to poverty reduction.
- In collaboration with SIDOS Foundation will coordinate the provision of financial support for 430 brilliant but needy students in 43 districts in 5 Regions (Greater Accra, Eastern, Volta, Central and Western) and rehabilitate 43 dilapidated school buildings to ensure access to quality education in Ghanaian communities and facilitate the construction of 15 Community Health Planning and Services (CHPS) compounds in selected deprived communities.
- With support from AGRA, strengthen inclusive agricultural policies for women and youth towards Sustainable Agribusiness and Food Processing Transformation in Ghana.

c) Department of Parks and Gardens

The Department will:

- Facilitate the rapid development of the horticultural potential of Ghana, through public education, effective landscape beautification, maintenance programmes and conservation.
- Continue to facilitate ongoing processes for the redevelopment of the children's playground, construction of existing car parks and washrooms, create an events ground and rehabilitate the existing lover's walkway at the Aburi Botanic Gardens in collaboration with Ghana Tourism Authority (GTA).

d) Births and Deaths Registry

The Birth and Death Registry will:

- Continue with the digitization of manual records under the PSRRP to aid in expediting extractions and ensure correspondence of all manual registration data onto the electronic system.

e) The Institute of Local Government Studies

The Institute of Local Government Studies will:

- Help build the capacity for effective Local Governance through education and training, research, consultancy and advisory services.
- Undertake Research and Publication, Policy Engagement on Local Governance Reforms and continue to pursue winning bids for competitive consultancy assignment.
- Review Act 647 to culminate into the Institute obtaining a Presidential Charter, to operate as a fully-fledged specialised tertiary (degree awarding and research) institution, pursuant to sections 29(1)(2) and 40(1) of the Education Regulatory Bodies Act, 2020 (Act 1023).
- Facilitate coordination, collaboration and dialogue between research institutions, central government, local authorities, civil society and other relevant stakeholders on research and policy.

f) Land Use and Spatial Planning Authority (LUSPA)

Land Use and Spatial Planning Authority will:

- Establish the Ghana National Spatial Planning and Land Use Database and redevelop the Land Use Planning and Management Information System (LUPMIS) into a dynamic platform for spatial planning, development control and street addressing. Capacities of the Spatial Planning Committees (SPCs) and Technical Sub-Committees (TSC) in all MMDAs will be built on development permitting and land use planning and management. LUSPA will monitor all 16 RCCs and 261 MMDAs on the performance of their spatial planning functions and facilitate the preparation and review of local plans, structure plans and SDFs, especially for the 11 MMDAs under the Ghana Landscape Restoration and Small-Scale Mining (GLRSSM) Project being implemented in collaboration with the Environmental Protection Agency (EPA).

18.0 MINISTRY OF PARLIAMENTARY AFFAIRS

The Ministry of Parliamentary Affairs 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. The Ministry enhances governance through the effective harmonization of the relationship between the Legislature and the Executive.

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

- Minister - Hon. Osei Kyei-Mensah-Bonsu
- Bureaucratic Head - Mrs. Gifty Joyce Oteng Bosomprah (Ag.)

18.1.Sector Achievements

The achievements for the Ministry for the reporting year were as follows:

a) Report to engender debate towards a possible review of the 1992 Constitution Prepared and submitted to the President

The Constitutional Review Consultative Committee (CRCC) constituted by the Ministry was able to submit its report during the period under review. In its quest to respond to the call for a review, the Ministry engaged the Executive, legislative, Judiciary, Civil Society Organization (CSOs), and other key Stakeholders to consolidate their views on the draft report submitted by the Constitutional Review Consultative Committee (the “CRCC”) on the need for a possible review of the 1992 Constitution.

b) Facilitate a meeting on Building Consensus and Promoting Ownership for the Review of the 1992 Constitution.

The Ministry facilitated the organization of four meetings with the view of building consensus and promoting ownership for the review of the 1992 Constitution.

- i. Facilitated an engagement with the Executive, Legislative, Judiciary, Civil Society Organization (CSOs), and other key Stakeholders to consolidate their views on the draft report submitted by the Constitutional Review Consultative Committee (the “CRCC”) on the need for a possible review of the 1992 Constitution.
- ii. Facilitated a Workshop with Stakeholders on the proposed review of the 1992 Constitution.
- iii. Facilitated a follow-up meeting on the validation Workshop to finalise the findings from the Stakeholders’ Workshop held.
- iv. Facilitated a meeting to review and finalise the report of the CRCC.

18.2. Gender Mainstreaming

a) Gender Representation

During the reporting year, the Management had 9 Officers consisting of **5 men and 4 women**, with women representing **44.4%** of the team. The **Management Meeting** had **14 members**, with **8 men and 6 women**, meaning women constituted only **42.85%** of the committee.

The Advisory Board Committee had 9 members, consisting of **6 men and 3 women**, with women representing **33.33%** of the team. The **Audit Committee**, which plays a critical role in financial oversight, had **6 members**, with **4 men and 2 woman**, resulting in **33.33% female representation**. The **Entity Tender Committee**, responsible for overseeing procurement, comprised **10 members**, of which **6 were men and 4 were women**, with women making up **40%** of the team. Similarly, The Technical Committee for the preparation of Handing-Over Notes had 10 members with 6 men and 4 women which meant the women were 40%. The Budget Committee was made up of 11 members with 5 men and 6 women, resulting in 54.55% female representation.

Across all committees, there were no persons with disabilities, indicating a gap in broader inclusivity.

18.3. Sustainable Development Goals (SDGs)

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

- **Goal 16: Peace Justice and Strong Institutions**

Consistent with SDG 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.

Proportion of the Society that participated in Governance of the Country.

The Constitutional Review Consultative Committee (CRCC) which the Ministry constituted has been able to submit its report to the Ministry. In its quest to respond to the call for a review, the Ministry engaged the Executive, legislative, Judiciary, Civil Society Organization (CSOs), and other key Stakeholders to consolidate their views on the draft report submitted by the Constitutional Review Consultative Committee (the "CRCC") on the need for a possible review of the 1992 Constitution.

18.4. Financial Performance

The financial performance of the Ministry for the period is presented as follows:

S/N	SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
		A	B	C	D	E=(B-C)
1	GOG					
	Compensation of Employees	3,564,780.00	3,564,780.00	2,398,233.88	2,398,233.88	1,166,546.12
	Use of Goods & Services	3,816,254.00	3,816,254.00	4,464,683.89	4,464,683.89	-648,429.89
	CAPEX	2,000,000.00	3,889,110.52	3,241,261.54	3,241,261.52	647,848.98
2	IGF	N/A	N/A	N/A	N/A	N/A
3	DEV'T PARTNERS e.g.					
	DANIDA	N/A	N/A	N/A	N/A	N/A
	JICA	N/A	N/A	N/A	N/A	N/A
	World Bank	N/A	N/A	N/A	N/A	N/A
	Others	N/A	N/A	N/A	N/A	N/A
	TOTAL	9,381,034.00	11,270,144.52	10,104,179.31	10,104,179.29	1,165,965.21

18.5.Challenges

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

- a) Inadequate financial resources for the execution of key programs

Due to inadequate financial resources the Ministry was unable to execute a number of its planned activities during the period.

Despite the challenge outlined above, the Ministry has been working tirelessly to improve upon the general governance of Ghana, especially in the area of harmonization of the relationship between the Executive and Legislature.

18.6.Forward Look

Engagement with stakeholders to finalise the Constitutional review consultative processes.

- a) Institute mechanisms for effective inter-service/inter-sectoral collaboration and cooperation at district, regional, and national levels through workshops for MPs and MMDCEs on leadership and good governance.
- b) Collaborate with the office of the leader of government business in the monitoring and evaluation of the implementation of government programs and projects.
- c) Support the strengthening of the capacities of Parliament and Parliamentarians as well as the Leader of Government Business to perform their functions effectively.
- d) Support the strengthening of the Independent Governance Institutions to perform their functions effectively and efficiently.

19.0 MINISTRY OF RAILWAY DEVELOPMENT (MoRD)

The Ministry of Railway Development was established to ensure the development and formulation of policies, plans, and programmes to guide the development of the rail transport sector for movement of passengers and goods, facilitate trade, industrial development and stimulate economic growth.

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

- Minister - Hon. John-Peter Amewu (MP)
- Deputy Minister - Hon. Kwaku Asante-Boateng (MP)
- Bureaucratic Head- Mr. Desmond Boateng

19.1. Agencies under the ministry

The Ministry had oversight responsibility over a Sub-vented Agency and one Public Service Agencies of the Railway Sector:

Sub-vented Agency

- Ghana Railway Development Authority (GRDA)

Public Service Organization

- Ghana Railway Company Limited (GRCL)

19.2. Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a) Kojokrom to Manso Section (22km)

Construction works progressed on the Kojokrom to Manso section of the line by Messrs Amandi Investment Limited with funding by the Government of Ghana. As of December 2024, the project was 96% complete. The project had two (2) Railway Stations; one at Eshiem and the other at Manso, as well as a Halt at Angu.



**A Section of the Kojokrom-Manso Rail line
Eshiem Viaduct on the Kojokrom-**

b) Takoradi Port, Manso to Huni Valley Section (78km)

As part of the continuation of the Western Railway Line development project, the Contractor, commenced construction works in 2022 for the 78km section of the line from Manso to Huni Valley under a credit facility secured by Government from the Deutsche Bank. 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 Takoradi Port. The strategy is to ensure the existence of seamless railway connectivity for the efficient haulage of minerals (bauxite and manganese) and other bulk commodities along the Western corridor using the new standard gauge railway line. Physical progress, as of December, 2024 was about 22% and expected to be completed by May, 2026.



Embankment Works at Km40+850 to Km41+000, Amantin



Embankment Works at Km41+700 to Km47+850

c) Tema - Mpakadan Railway Line

The Tema-Mpakadan Standard Gauge Railway, a 97.97 km rail line, was successfully completed and commissioned in November 2024. A key part of the Ghana-Burkina Faso Railway Interconnectivity Project, it aims to enhance passenger and freight transport and logistics chain on the corridor between Tema and Buipe via the Volta Lake, with future connectivity to Ouagadougou to accelerate

development and economic growth of both countries and further to our neighbouring countries such as Burkina Faso, Mali and Niger.

Major components, including a 300m rail bridge over the Volta River, modernized stations, maintenance facilities, and freight yards, have been completed. Designed for a 21-ton axle load, passenger trains can reach 120 km/h, while freight trains operate at 80 km/h. The project included remodelled stations at Tema and six newly constructed stations, as well as two railheads linking Tema Port and Mpakadan to facilitate cargo movement across Ghana and neighbouring countries.



Tema-Mpakadan Railway



Tema Rail Maintenance facility

d) Procurement of New Standard Gauge Rolling Stock

With the completion date for the Tema-Mpakadan standard gauge railway line, it became imperative 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.

Under a Supplier's Agreement dated 8th December, 2022 the Ministry of Railway Development took delivery of two (2) new Diesel Multiple Unit (DMU) Trains for passenger operations on the Tema-Mpakadan standard gauge railway line. The trains were commissioned together with the Tema-Mpakadan Railway Line by His Excellency the President in November, 2024



Newly Procured Diesel Multiple Unit (DMU) Trains

e) Capacity Development for the Railway Sector

- **First Graduating Class of SRID to Boost Ghana's Railway Sector in 2024**

The School of Railways and Infrastructure Development (SRID) marked a major achievement in 2024 with the graduation of its first cohort of 222 students. Situated at the Railway Central Training Institute in Essikado, SRID supports Ghana's railway sector by training skilled professionals. With 2,298 students enrolled in eight BSc programmes under Railway and Allied Engineering (RAEP) and Infrastructure and Development (IDP), all graduates earn an additional certificate in Railway Technology. This milestone strengthens Ghana's railway industry, equipping graduates with expertise to drive sustainable infrastructure development.



UMaT School of Railways and Infrastructure Development

- **Rehabilitation of Store Houses at the Railway Location Workshop Complex**

The rehabilitation of twelve (12) Store Houses at the Location Workshop Complex in Sekondi, initiated in November 2021, reached 80% completion as of December 2024. These facilities, essential for storing railway maintenance materials, were upgraded to enhance operational efficiency. The project, contracted on 27th September 2021, marks a key step in strengthening Ghana's railway infrastructure.



On-going Rehabilitation of GRCL Store



On-going Rehabilitation of GRCL Houses

19.3. Gender Mainstreaming

a) Gender Representation

During the reporting year, the Ministry's Management comprised 7 members, including 5 males and 2 females. The inclusion of 2 females contributed to diverse perspectives in decision-making, ensuring a well-rounded approach to governance. The Committee for Chief Director Performance Evaluation, facilitated the evaluation process by providing necessary documentation, comprised 7 members, including 6 males and 1 female. As an administrative body, it plays a significant role in performance assessment within the Ministry. The presence of 1 female member enriched the decision-making process by bringing varied insights and perspectives.

b) Gender Mainstreaming Activities

The Ministry's efforts to promote gender mainstreaming included ensuring equal participation in the Scheme of Service Training, with 5 males and 5 females, achieving a perfectly balanced gender distribution of 50% each. Additionally, an Employee Motivation and Engagement program was organized, with 12 participants: 7 males and 5 females. This resulted in a gender representation of 58.3% male and 41.7% female. While these activities demonstrate progress in inclusivity, further efforts can be made to enhance gender balance across all training and development programs.

19.4. Sustainable Development Goals (SDGs)

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

- **SDG 9: Industry, Innovation, and Infrastructure in Railway Development**

Target 9.1-Aims to build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

- A total of 200,000 passengers estimated to be transported across the rail network in 2024.
Tema and Takoradi-Sekondi via Kojokrom.
- By the end of December 2024, 169,191 metric tonnes of manganese freight was transported by rail to the Takoradi Port.
- By the end of December 2024, a total of 102,065 passengers were transported between Accra-

19.5. Financial Performance

The financial performance of the Ministry for the period is presented as follows:

SOURCE		APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D	E=(B-C)
1	Compensation of Employees	7,242,437.00	7,242,437.00	7,001,655.16	7,001,655.16	240,781.84
	Use of Goods & Services	6,610,128.00	6,610,128.00	7,789,504.98	7,789,504.98	(1,179,376.98)
	CAPEX	247,400,000.00	247,400,000.00	213,482,417.98	213,482,417.98	33,917,582.02
	IGF					
2	Use of Goods & Services	4,768,189.00	4,768,189.00	4,768,189.00	4,759,004.14	0.00
	CAPEX	1,192,047.00	1,192,047.00	894,035.25	133,952.00	298,011.75
3	DEV'T PARTNERS					
	CAPEX	0.00	0.00	0.00	0.00	0.00
	TOTAL	267,212,801.00	267,212,801.00	233,935,802.37	233,166,534.26	33,276,998.63

19.6. Challenges

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

- **Financial Challenges Affecting Railway Construction Projects**

Railway construction projects faced delays due to inadequate funding and unpaid contractor fees. The Kojokrom-Manso section stalled with a US\$58 million shortfall, while US\$19 million remains unpaid for the completed Tema-Mpakadan Railway Line. The Adum-Kaase project has also been affected by pending payments. These financial constraints have led to work suspensions and could increase project costs. To address this, the government is exploring alternative funding sources, including internal revenue, debt financing, and Public-Private Partnerships (PPPs), to sustain railway development.

- **Obsolete Rolling Stock**

Most of the rolling stock currently being used for passenger and freight operations were old and had operational difficulties. All the rolling stock available were also narrow gauge and would soon phase out once the operations on the new standard gauge railway lines commence. Also, frequent breakdown of equipment and ineffective railway operations led to revenue losses. To address this, efforts are being made by the Government to provide funding for the acquisition of new rolling stock.

- **Operational Challenges**

GRCL's operations have declined due to poor tracks, obsolete equipment, and outdated rolling stock, limiting passenger services and disrupting freight haulage. The only active freight transport is manganese from Nsuta to Takoradi Port, but inefficiencies have led to revenue losses and a shrinking customer base. The rehabilitation of the Takoradi-Tarkwa-Nsuta section has improved haulage capacity, and the development of the new standard gauge railway network under the Railway Master Plan is expected to enhance efficiency, freight transport, and economic performance.

- **Encroachment of Railway Lands and Right-of-Way**

Encroachment on railway lands and right-of-way is obstructing development and increasing project costs. Years of neglect have led to unauthorized occupation, making land reclamation necessary and, in some cases, forcing costly realignments of railway corridors. To address this, the Ministry is working with key stakeholders to reclaim and protect railway lands while formalizing ownership to ensure smooth project implementation.

- **Illegal Mining Activities Along the Railway Corridors**

Illegal mining activities along railway corridors, particularly through wet sieving techniques, are causing significant environmental and structural challenges. Miners divert and block water sources, altering natural water flow and continuously excavating the ground within the railway's right of way. These activities disrupt the original survey model, leading to changes in railway design and potentially increasing project costs. To address this issue, the Ministry is working with security agencies, including

the Ministry of National Security, National Investigation Bureau, Police, and Military, to eliminate illegal mining along the rail corridors.

19.7. Forward Look

The Ministry's programs and projects for 2025 are as follows:

- a) Continue the construction of the 22km standard gauge railway line from Kojokrom to Manso.
- b) Pursue the extension of the line from Manso to Huni Valley (78km).
- c) Advance construction of the 6km suburban railway line in Kumasi (Adum to Kaase)
- d) Continue efforts towards implementing the Accra/Tema to Kumasi railway line, including the
- e) Bosuso to Kibi spur (351km).
- f) Commence operations on the completed 97.7km standard gauge railway line from Tema to Mpakadan.
- g) Deploy two newly procured Diesel Multiple Unit (DMU) trains for passenger services.
- h) Construct a pre-cast concrete fence wall along the Tema-Mpakadan railway corridor to enhance security and prevent encroachments.
- i) Collaborate with the Ministry of Finance to attract investors for railway projects along the Western and Eastern Corridors.
- j) Initiate the procurement process under the Public-Private Partnership Act 2020 (Act 1039) to engage private-sector concessionaires.

20.0 MINISTRY OF ROADS AND HIGHWAYS (MRH)

The Ministry of Roads and Highways is responsible for initiating, formulating, and overseeing the monitoring and evaluation of road infrastructure projects across the country. Additionally, the Ministry ensures effective coordination with its Departments and Agencies to develop an Integrated, well-maintained road network, fostering national connectivity and economic growth.

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

- Minister - Hon. Kwasi Amoako-Attah (January to February, 2024)
Hon. Francis Asenso-Boakye (February to December, 2024)
- Deputy Minister(s) - Hon. Stephen Pambiin Jalulah
Hon. Thomas Mbomba
- Bureaucratic Head - Ing. Dr. Abass Mohammed Awolu

20.1. Civil Service Departments and Agencies

The Ministry had two (2) Civil Service Departments and three (3) Agencies. These were:

Departments

- Department of Feeder Roads (DFR)
- Department of Urban Roads (DUR)

Sub-Vented Agency

- Ghana Highway Authority
- Ghana Road Fund Secretariat
- Koforidua Training Centre (KTC)

20.2.Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a) Road Rehabilitation and Maintenance Program

At the end of the reporting period, routine maintenance activities comprising grading, pothole patching, shoulder maintenance, and vegetation control had been carried out on 21,258.36km of the trunk road network; 15,730km of the feeder road network; and 1,517.29km of the urban road network. Within the same period periodic maintenance activities, comprising re-gravelling/spot improvement and resealing works were carried out on 93.77km, 565.83km and 231km of the trunk, feeder and urban road networks respectively. Also, minor rehabilitation works covering; minor upgrading and the construction of culverts and drainage structures were carried out on 519.32km of trunk roads.

The Ministry is currently piloting the implementation of performance-based road contracting through the rehabilitation and maintenance of about 1,052km of trunk and feeder roads. These roads are located in the Upper West, Bono East and Northern Regions. In the Upper West Region, the project involves rehabilitation of 670km of feeder roads. This has achieved physical progress of 98%. In the Bono East Region, the project involves rehabilitation of 191km of feeder roads. This has achieved a physical progress of 88%. In the Northern Region the rehabilitation of the Tamale – Tatale road were being constructed

in 2 lots. Lot 1 - Tatale – Zabzugu – Yendi Road (66km) is at 91% completion while the Lot 2 - Yendi – Tamale (106km) has achieved a progress of 89% as at the reporting period.

b) Set up of a Maintenance Call Centre

During the year under review, the Ministry set up a Maintenance Call Centre to promptly respond to the citizenry's report on potholes and traffic lights.

The call Centre, which was launched in July 2024, received Five Hundred and Seventy-Six (576) calls. Pothole patching contractors have since been procured to assist the Ministry in solving these complaints on potholes from the citizenry.

c) Road Safety and Environment Program

The Ministry pursued the implementation of the Law on Axle Load Limit as stipulated in the Road Traffic Regulation LI 2180. The implementation of the axle load program over the years has resulted in a significant decrease in the incidence of overloading. However, in 2024, studies showed that overloading had increased to 5.97%. Efforts are being made to install additional stations on specific routes and the use of mobile axle weighbridges to deter some truck drivers who still try to avoid the permanent stations by using detours.

d) Road, Interchange and Bridge Construction Program

The sector undertook various development activities including construction, major rehabilitation, reconstruction, and upgrading of roads as well as the construction of interchanges.

Construction of the Flowerpot Interchange and works on phase II of the Obetsebi Lamptey Circle Interchange was substantially completed and commissioned by H.E Nana Addo Dankwa Akuffo Addo on 19th November 2024 and 29th November, 2024 respectively.

Construction of Selected Roads in Sekondi-Takoradi was 62% complete as at the reporting period.

Works on the Suame Interchange Project Phase 2 also progressed steadily and was 65% complete. Works on Phase II have commenced with piling works ongoing. The project is 5% complete.

As part of efforts to dualise and improve safety along major trunk roads, works have started on the Tema – Aflao and the Tema – Akosombo roads. Works have however, stalled due to the Debt restructuring program. Progress of work currently stands at 30%. The Agona Nkwanta – Tarkwa road has achieved progress of 90.5%.

e) Traffic Light Restoration Program

The Department of Urban Roads currently manages a total of 403 traffic lights nationwide. Within the year, 277 traffic lights were maintained nationwide. Two (2) traffic lights were installed at Borteyman and Nsawam to augment the number of traffic lights and improve safety on our roads.

20.3. Gender Mainstreaming

a) Gender Representation

In the 2024 reporting period, the Ministry and its Departments/Agencies operated with both adhoc and statutory committees, ensuring that these committees had a fair representation of both males and females. Some committees include Audit, Budget, Entity Tender and Fixed Asset Coordinating Unit. The sector also has management meetings regularly to discuss the implementation of the sector's policies and programs.

The Ministry during the year also operated Four (4) additional committees namely, the Road Contractor Classification Committee, Ministerial Technical Committee, Parliamentary Questions Committee and Ethics & Compliance Committee.

b) Gender Mainstreaming

There is also a Gender Desk under the Policy, Planning and Budgeting Directorate tasked with promoting and ensuring the inclusion of gender issues in all the activities of the Ministry. The Gender Desk has looked out for effective reporting of gender-segregated data for all reports in the Ministry, facilitated the acquisition of gender guidelines for gender mainstreaming on projects and sensitizing staff on gender issues and code of ethics as part of the National Anti-Corruption Action Plan Week celebration activities.

20.4. Sustainable Development Goals (SDGs)

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

The Ministry focused on **SDG Target 9.1**.

- SDG Target 9.1: 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.

Build resilient infrastructure, promote sustainable industrialization and foster innovation.

During the period under review, the Ministry made 66.7% progress in developing 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.

20.5. Financial Performance

The financial performance of the Ministry over the period is presented as follows:

	SOURCE	APPROVED BUDGET GHS	REVISED BUDGET	AMOUNT RELEASED GHS	ACTUAL EXPENDITURE GHS	VARIANCE GHS
	GoG	A	B	C	D	E=(B-C)
	COMPENSATION OF EMPLOYEES	100,466,597.00	100,466,597.00	81,340,749.53	81,340,749.53	19,125,847.47
	USE OF GOODS AND SERVICES	7,386,837.00	7,386,837.00	18,268,855.00	1,967,963.00	(10,882,018.00)
	CAPEX					-
	IGF	30,963,743.00	30,963,743.00	36,133,905.23	36,133,905.23	(5,170,162.23)
	GoG	2,375,132,105.00	2,375,132,105.00	7,259,139,007.00	2,206,138,437.00	(4,884,006,902.00)
	ABFA	1,529,861,782.00	1,529,861,782.00	1,220,219,887.00	808,889,204.00	309,641,895.00
	IGF	11,043,770.00	11,043,770.00	13,180,813.87	13,180,813.87	(2,137,043.87)
	DP FUNDS	558,706,952.00	558,706,952.00	3,858,038,853.28	3,858,038,853.28	(3,299,331,901.28)
	TOTAL	4,613,561,786.00	4,613,561,786.00	12,486,322,070.91	7,005,689,925.91	(7,872,760,284.91)
	ROAD FUND	1,192,715,344.00	1,192,715,344.00	1,064,904,453.00	1,064,904,453.00	127,810,891.00
	GRAND TOTAL	5,806,277,130.00	5,806,277,130.00	13,551,226,523.91	8,070,594,378.91	(7,744,949,393.91)

20.6. Challenges

The challenges encountered during the period under review were:

a) Inadequate Financing.

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 concern which partly accounted for a critical setback to achieving substantial landmark besides the creation of a huge road infrastructure gap.

b) Delay in the release of funds

The issue of delays and inadequacy of funds released from the consolidated fund for Goods and Services was one major challenge which accounted for a huge backlog of unpaid bills for administrative activities such as maintenance of vehicles, utility services among others.

c) Inadequate Technical Staff

Getting the requisite technical staff in terms of numbers and skills to carry out supervision to ensure quality of works was a challenge.

d) Debt Restructuring.

The ongoing debt restructuring under the IMF program has led to the suspension of several Development Partner funded projects. Which were progressing smoothly and had achieved significant progress.

20.7. Forward Look

The following are the strategic and top priority areas of the Ministry for 2025:

For 2025, the Ministry will continue the maintenance of road assets to protect the huge investment made in the provision of road infrastructure. The Ministry will undertake 25,048km, 5,000km and 3,500km of routine maintenance activities on trunk, feeder and urban road networks respectively. Additionally, periodic maintenance activities will be undertaken on 223km, 500km and 800km of trunk, feeder and urban roads respectively. Also, 200km of trunk road, 500 km of feeder roads and 30km of urban roads have been earmarked for minor rehabilitation works.

With the Government's conclusion of negotiation with external creditors in June 2024 it is expected that contractors will quickly return to site and expedite action on the following projects: Construction of Kwame Nkrumah Interchange PTC, Takoradi, Lot 4 – Sinohydro

- a) La Beach Road Completion Project, Lot 1 (16.00km) Tema Road: Independence Arch to Nungua Barrier - 16.00km.
- b) La Beach Road Completion Project, Lot 2 (Coastal & Meridian Roads- Nungua Barrier to Tema- 10.60km.
- c) Construction of Sunyani and Berekum Inner City Roads (39km).
- d) Construction of Bolgatanga - Bawku – Polimakom (116.1km).
- e) Construction of Kumasi Inner City Roads (100km).
- f) Design and Construction of Tamale - Walewale Phase 1 Savelugu to Walewale (Km 30 - 113) (83km.
- g) Upgrading of Eastern Corridor Road LOT1 - Construction of Ashiaman Roundabout – Akosombo (64km)

21.0 MINISTRY OF SANITATION AND WATER RESOURCES (MSWR)

The Ministry of Sanitation and Water Resources (MSWR) is mandated to initiate and formulate water, environmental health and sanitation policies taking into account the needs and aspirations of the people. The political and bureaucratic heads of the Ministry were;

- Ministers - Hon. Dr. Freda Akosua Prempeh (January – April, 2024)
Hon. Lydia Seyram Alhasan (June – December, 2024)
- Deputy Minister - Hon. Amidu Chinnia Issahaku
- Bureaucratic Head - Mr. Noah Tumfo

21.1 Agencies of the Ministry

The Ministry has oversight responsibility over; two (2) Sub-vented Agencies, a Public Cooperation and an Institution:

Sub-vented Agencies

- Community Water and Sanitation Agency (CWSA)
- Water Resources Commission (WRC)

Public Boards, Corporations and Institution

- Ghana Water Limited (GWL)
- Accra School of Hygiene
- Ho School of Hygiene
- Tamale School of Hygiene

21.2 Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a) Greater Accra Sustainable Sanitation and Livelihoods Improvement Project (GASSLIP):

The Greater Accra Sustainable Sanitation and Livelihoods Improvement Project seeks to improve access to safe and sustainable sanitation and livelihoods of residents, focusing on urban and peri-urban poor communities in the Greater Accra Metropolitan Area (GAMA). The project includes the construction of domestic and municipal sanitation infrastructure; skills development and livelihood improvement initiatives; capacity building for sanitation service providers and district authorities to manage and deliver climate-resilient sanitation services effectively.

As part of its objectives, the project targeted the construction of 5,000 household toilets and 60 institutional toilets in GAMA to enhance sanitation and public health. 34 institutional toilets have been completed out of the targeted 60.

Additionally, 25 No. Skip Loaders (trucks), 50 No. Skips (containers) and 205 motorized tricycles were distributed to the Metropolitan and Municipal Assemblies (MMAs) in the Greater Accra.

b) Construction of Integrated Recycling and Compost Plants and Wastewater Treatment Plants (IRECOPs):

The Ministry is collaborating with the Private Sector to provide the necessary infrastructure for solid waste and liquid waste management in the country. The IRECOPs will process plastics, metals, paper and organic compost and the Wastewater Treatment Plants will treat faecal sludge. This is part of Government's efforts to ensure efficiency in the collection, transportation and processing of solid waste and wastewater into useful raw materials.

Nine (9) Integrated Recycling and Compost Plants (IRECOPs) and two (2) wastewater treatment plants were completed. The Ministry has signed management contracts with the private sector provider for the day-to-day management.

c) Review of the 2010 Environmental Sanitation Policy (ESP) and National Environmental Sanitation Strategy and Action Plan (NESSAP)

The ESP is a comprehensive policy framework aimed at addressing Ghana's environmental sanitation challenges. The Policy provides strategic direction for managing all forms of waste, develops an Implementation framework that sets out policy objectives, actions and measures, further defining the Institutional structure and arrangements to facilitate service delivery by sector agencies, local governments and the private sector. The NESSAP translates the policy objectives into implementable strategies and actions, as well as providing overarching guidance for the preparation of District Environmental Sanitation Strategy and Action Plans (DESSAPs) to guide implementation at the district level.

The Ministry has initiated a revision of the ESP to ensure its relevance and effectiveness. The review process, which began in February 2023, has progressed with the draft revised ESP ready. The draft NESSAP has also been submitted for stakeholders' review and finalization. It is expected that the review process of these two documents will be completed by March 2025.

d) Major Urban Water Supply Projects

i. Wenchi Water Project

The project involves the construction of a new water treatment facility with a capacity of 10,700m³/day (2.35MGD) and rehabilitate the existing ground water system to meet the current and future water requirements of the people up to the year 2045. The estimated cost of the project is € 39 Million and is expected to serve about 101,870 people within Wenchi and its environs i.e Wenchi, Droboso, Yoyoano, Beposo, Asuano, Koase, Nkonsia, Awisa, Wurompo, Tainso, Akete, Nwoase. Currently, the Project is about 70% complete.

ii. Sekondi-Takoradi Water Supply Project

The rehabilitation and new construction are estimated to cost €70 million. The project scope includes the construction of intake facility of capacity 220,000m³/day, supply and laying of a 5km raw water pipeline, construction of a new 100,000m³/day conventional Water Treatment Plant, construction of Ground Level Reservoirs and elevated Tanks with total capacity of about 6,000m³, supply and laying of 52km transmission pipeline from Bosomase to Takoradi. Overall, the project progress is currently 63% complete.

iii. Reconstruction of Ejura Water System in the Ashanti Region

The project involved the reconstruction of the broken-down water system at Ejura in the Ashanti Region. As of end of 2024, construction was 100% complete and the Contract under defect liability period.

e) Presidential Compact

The Ministry of Sanitation and Water Resources with the support of allied Ministries, Agencies and Stakeholders has developed a Presidential Compact on WASH as part of the Sanitation and Water for All initiatives. The development of the Presidential Compact on WASH is a sequel to the Ministerial Compact on WASH which was developed and signed by Ghana in April 2010. The implementation of the Ministerial Compact on WASH played a major role in the attainment of the Millennium Development Goals on Water at the end of December 2015. The development of the Presidential Compact is to re-energise and galvanise support from all Partners to ensure the attainment of the Sustainable Development Goal Six (6) targets on Water and Sanitation and the vision of “Leaving no One Behind” in accessing water, sanitation and hygiene services by 2030.

His Excellency, Nana Addo Dankwa Akufo-Addo, President of the Republic of Ghana signed the Presidential WASH Compact on Wednesday, August 28, 2024, at the Office of the President, Jubilee House.

21.3 Gender Mainstreaming

The following were the activities by the Ministry on gender mainstreaming during the reporting period.

a. Gender representation

The data highlights the composition of various Committees, Boards, and Management Teams within the Ministry. The analysis reveals a significant imbalance in gender representation, with males dominating most positions. The Management of the Ministry consisted of twelve (12) members with nine (9) males and three (3) females. The Ministerial Advisory Board was made up of nine (9) members, with six (6) males and three (3) females. Also, the Entity Tender Committee had nine (9) members and one (1) Secretary with seven (7) males and three (3) females. The Audit Committee consisted of five (5) members and one (1) Secretary with four (4) males and two (2) females. These figures underscore the underrepresentation of females in leadership roles across these bodies, highlighting a significant gender imbalance.

b. Gender mainstreaming activities

To improve staff competencies during the review period, the Ministry facilitated competency-based training for sixty-three (63) staff. The gender distribution was nearly balanced, with thirty- two (32) males of 51% and thirty- one (31) females of 49%.

The training programs offered by the Ministry included Scheme of Service Training, Workshops, Conferences and Seminars, and Study Leave. The Scheme of Service Training involved twenty (20) participants, with 6 males (30%) and 14 females (70%). The Study Leave program comprised five (5) participants, all of whom were male (100%), with no female representation. The Workshops, Conferences, and Seminars had thirty- eight (38) participants, including 21 males (55%) and 17 females (44%). The higher participation of females in certain training programs reflects the Ministry's efforts to empower women and promote gender equality in capacity-building initiatives.

21.4 Sustainable Development Goals (SDGs)

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

- **Goal 6: Clean Water and Sanitation**

Goal 6.1.1. By 2030, achieve universal and equitable access to safe and affordable drinking water for all in the period under review, 88.4% of the population had access to basic drinking water services.

- **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**

The Ministry attained a 28.6% of the population having access to basic sanitation services at the end of the period.

- **Goal 6.3.1. By 2023, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally**

Water quality is a challenge, however, as at the end of 2024, overall water quality assessment was 57.8.

- **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 was 1917 m³ per capita at the end of the period.

- **Goal 6.5.1. By 2030, implement integrated water resources management at all levels, including through trans-boundary cooperation as appropriate**

About 55% of the Integrated Water Resources Management (IWRM) was implemented across the country during the period.

21.5 Financial Performance

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

	SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDI TURE (GH¢)	VARIANCE
		A	B	C	D	E=(B-C)
1	GOG					
	Compensation of Employees	20,059,375.00	20,059,375.00	12,611,877.00	12,611,877.00	7,447,498.00
	Use of Goods & Services	7,418,004.00	7,418,004.00	2,950,119.00	2,950,119.00	4,467,885.00
	CAPEX	174,487,699.00	174,487,699.00	99,131,958.00	99,131,958.00	75,355,741.00
2	IGF					
	Use of Goods & Services	74,426,718.00	74,426,718.00	20,606,965.00	20,606,965.00	53,819,753.00
	CAPEX	2,406,826.00	2,406,826.00	9,146,400.00	9,146,400.00	-6,739,574.00
3	FUNDS/OTHERS					
	ABFA	50,984,800.00	50,984,800.00	36,079,692.00	36,079,692.00	14,905,108.00
4	DEV'T PARTNERS e.g.					
	World Bank (GARID)	968,377.50	968,377.50	968,377.50	1,933,899.61	
	Others (Operations)	1,535,266.14	1,535,266.14	1,535,266.14	1,535,266.14	-
	Sub-Total	2,503,643.64	2,503,643.64	2,503,643.64	3,469,165.75	
	TOTAL	332,287,065.64	332,287,065.64	183,030,654.64	183,996,176.75	149,256,411.00

21.6 Challenges

Challenges encountered by the Ministry during the period included the following:

a) Financial constraints/Inadequate Funding

The issue of insufficient financial resources is one of the major problems facing the Ministry and its Agencies. There remains a gap between available financial resources and the actual needs of the Sector. The substantial financial investments that are required to increase access to WASH services are constrained by inadequate allocation of funds due to competing national and district priorities.

b) Land Acquisition

Land availability and acquisition challenges for the siting of infrastructure hampered the successful implementation of sanitation projects as most suitable sites had either been developed or were earmarked for other purposes. The "Not in my backyard" (NIMBY) syndrome was prevalent, with opposition from residents to waste management facilities due to concerns about environmental pollution, odours and potential health risks.

c) Poor Water Quality

Most of our water sources are under threat due to increased pollution from illegal mining, municipal waste, and poor agricultural practices. This phenomenon is impacting negatively on the operations of some Sector Agencies especially Ghana Water Company Limited and Community Water and Sanitation Agency. Very high turbidity, colour, and some trace elements have been detected in the raw water sources, and this has led to increased associated costs in water treatment for consumption by the populace. Increased use of chemicals, serious breakdown of pumps and siltation of filter media are some of the operational challenges associated with poor water quality

21.7 FORWARD LOOK

The following are the Ministry's priorities for the year 2025:

a. Sanitation:

- Revision of the 2010 Environmental Sanitation Policy
- Greater Accra Resilient and Integrated Development Project
- Greater Accra Sustainable Sanitation and Livelihood Improvement Project
- Sustainable Faecal Sludge Management Project
- Greater Kumasi Sanitation and Water Project
- Revision of the WASH Emergency Preparedness and Response Plans
- Revision of the Guidelines for Targeting the Poor and Vulnerable for Sanitation Services
- Dissemination and implementation of the Revised Rural Sanitation Model and Strategy
- Revision of the ODF and SMS Plan
- Management of treatment and disposal facilities
- Evacuation of illegal, unauthorised and age-old refuse dumps
- Sustainable funding for household and institutional toilets

b. Urban & Rural Water:

- Continue the construction of Sekondi-Takoradi, Wenchi and Keta Water Supply Projects
- Hydrogeological investigation, drilling and construction of 11No. 203mm boreholes with associated works for the Saline belt and Juaben water systems.
- Rehabilitation and Expansion of Bimbilla piped Water Supply System
- Construction of 40 mechanized boreholes with storage and standpipes.
- Reconstruction of Goaso pipes Water Supply System
- Rehabilitation and Expansion of Chiana and Sandema piped Water Supply System
- Rehabilitation and Expansion of Kweiman – Danfa piped Water Supply System
- Laying of 28km of Transmission and Distribution Pipelines of Varying Sizes, Supply and Installation of 2no. 50m³ Packaged Water Treatment Plants, Supply and Installation of 3no. Hybrid Submersible Pumps Complete with Solar Farm on the Juaben Water System.
- Roll out of the Water Safety campaign.
- Increased funding for Rural Water Supply
- Sustainable funding for boreholes, household and institutional toilets
- Four (4) Pick-ups for basin offices

c. Others

- Roll out of Sector Information System (SIS) Continuation of infrastructural projects for the three (3) Schools of Hygiene

22.0 MINISTRY OF TOURISM, ARTS AND CULTURE (MOTAC)

The Ministry of Tourism, Arts and Culture is mandated to initiate, formulate and coordinate policies for the Tourism, Culture, and Creative Arts sector. The Ministry therefore ensured the creation of a stable policy environment for tourism promotion and management and to effectively integrate Ghanaian culture into all aspects of our national lives as a country.

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

- Minister - Hon. Matthew Agyapa Mercer.
- Deputy Minister - Hon. Mark Okraku Mantey.
- Bureaucratic Head - Mr. Robert Patrick Ankobiah.

22.1.Civil Service Departments and Sector Agencies

The Ministry had oversight responsibility over twelve (12) agencies and One (1) Civil Service Department, namely:

Civil Service Departments

- Bureau of Ghana Languages (BGL)

Public Service Organizations

- Ghana Tourism Authority (GTA)
- National Commission on Culture and ten (10) Regional Centres for National Culture
- Ghana Museums and Monuments Board
- National Theatre of Ghana and its three (3) resident groups
- Kwame Nkrumah Memorial Park
- National Folklore Board
- Pan African Writers Association
- National Film Authority
- Ghana Tourist Development Company (GTDC)
- Creative Arts Agency
- W.E.B. DU BOIS Memorial Centre
- Hotel, Tourism and Catering Training Institute (HOTCATT)

22.2. Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a. Development of Geese and Heroes' Parks into Major Tourist Sites

The Ministry, through the Ghana Tourism Authority in collaboration with the Korley Klottey Municipal Assembly and the National Security Ministry, was rehabilitating the Geese and

Nationalism Parks in Accra. The project was approximately 85% complete during the period. Upon completion, these parks will enhance the stock of leisure and recreational centres for tourism purposes.

b. Celebration of the 2024 edition of National Chocolate Day

The 2024 edition of National Chocolate Day, themed "Sweetening Ghana's Economy through Chocolate," focused on highlighting the significant contributions of the chocolate industry to Ghana's economy. This annual event, initiated by the Ministry in collaboration with the GTA, emphasised the importance of supporting local cocoa farmers, processors, and chocolatiers to drive economic growth and development.

The event was celebrated in various regions across Ghana, featuring a range of exciting activities, including: Chocolate Tasting and Exhibitions, Cocoa Farm Tours, Chocolate-Making Workshops and Chocolate-Themed Games and Competitions.

c. Upgrade of Tourist Sites

The Ministry of Tourism, Arts and Culture has been actively revamping Ghana's tourist attractions. In the first half of 2024, the Ministry rehabilitated several sites, including Tano Boase Sacred Grove, Denkyira Eco-Park, Pikworo Slave Camp, and Heritage Site. The Ministry also commissioned the Bonwire Kente Museum on January 10, 2024.

Furthermore, the Ministry commissioned the refurbished Salaga Slave Market, Wells, and Bath on July 22, 2024. This historic site, once a major hub for the Trans-Atlantic slave trade, has been transformed into a top-class culture and tourist destination.

d. Development of Ghana Tourism Policy and Revision of Culture Policy

The development of the Cultural Policy for the sector commenced in 2022. This policy serves as the basis for promoting and preserving Ghana's cultural heritage. The Ministry completed three stakeholder engagements in Tamale on 25th January, in Kumasi on 29th February, and in Accra on 5th April, with a validation workshop in Accra on 13th August 2024 to finalise the draft Culture Policy. The policy has since been approved by the Cabinet.

The Ministry has also implemented measures to meet the recommendations of the UNESCO Reactive Monitoring Team to prevent Ghana's delisting from the prestigious World Heritage List (WHL) by UNESCO.

e. Boosting Tourism Education

The Ministry, in collaboration with the Hotel, Catering and Tourism Training Institute (HOTCATT), enrolled 61 students (26 females and 35 males) in various programs, including Kitchen Skills, Front Office Skills, Housekeeping Skills, Restaurant Management, Food and Beverage Skills, Tour Guiding Skills, and Banqueting, Conference, and Event Management. To support the learning process, HOTCATT procured essential teaching materials, such as equipment for the front desk, housekeeping, kitchen, food and beverage unit, restaurant materials, and student learning resources.

Additionally, HOTCATT achieved several milestones, including the launching of an official website, developing a strategic plan and student handbook, and preparing and submitting required documents for accreditation licenses from the Council for Technical and Vocational Education and Training (CTVET) and the Ghana Tertiary Education Commission (GTEC).

22.3. Gender Mainstreaming

a. Gender representation

The ministry had a total of 15 members on the Management Committee, which consisted of 9 males and 6 females, representing 40% women and 60% men. The Entity Tender Committee was made up of 6 males and 4 females, which also saw women representing 40% and men 60%, again indicating male dominance. The Ministry's Audit Committee had 5 members, 3 males and 2 females. Comprising 40% female 60% male representation. The Ministerial Advisory Committee had a total of 9 members, consisting of 8 males and 1 female. In this case, women represented only 11.1%, while men made up 88.8%, which means that men had the predominant influence in providing strategic advice and policy recommendations to support the Ministry's mission and enhance its effectiveness.

Furthermore, the ministry's UN World Tourism Day Planning Committee (2024) had 14 members of 11 males and 3 females. Women represented just 21.4% and men 78.57%, reflecting a significant gender imbalance in the committee.

Across all committees, there were no members with disabilities, highlighting a considerable gap in inclusivity.

b. Gender mainstreaming activities.

The Ministry was yet to mainstream gender activities during the period, however it intends to focus on the following areas in 2025:

- Capacity building: Providing training and capacity-building programs for staff to enhance their understanding of gender mainstreaming and its importance in the sector.
- Policy development: Developing gender-sensitive policies to promote women's empowerment and gender equality.
- Partnerships and collaborations: Collaborating with organisations, such as UN Women and the World Tourism Organisation to promote gender equality and women's empowerment.

22.4. Sustainable Development Goals (SDGs)

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

- **SDG 8:** Promote, sustained inclusive and sustainable economic growth, full and productive employment and decent work for all.

The Ministry commenced the re-development of the Nationalism and Geese Parks, which were 85% complete. These projects enhance tourism infrastructure in Accra and preserve heritage sites, revenue mobilization and employment.

- **SDG 8.9:** Devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.

The Ministry's Culture Policy was revised and approved with the development and implementation of an M&E Framework outstanding.

Ghana Tourism Policy developed. This is awaiting Cabinet approval after Implementation Plan.

- **SDG 12:** Responsible Consumption and Production.

The Ministry had started cruise tourism and since 2023 had encouraged and allowed cruise ships to dock at the country's ports. The penetration level in the mix of other tourism components in Ghana stood at 15% during the period.

- **SDG 13:** Climate Action.

The Ministry had begun cruise tourism, and it is at 15% penetration into the mix of tourism components. This innovative and novel initiative incentivises the calls for the country to integrate climate change measures into tourism policies and planning.

Furthermore, the cruise tourism industry is transitioning to cleaner fuels, energy-efficient technologies, and carbon-neutral operations.

22.5. Financial Performance

The financial performance of the Ministry for the period is presented below:

SOURCE	APPROVED BUDGET (GHC)	REVISED BUDGET (GHC)	AMOUNT RELEASED (GHC)	ACTUALS EXPENDITURE (GHC)	VARIANCE (B-D)
Comp of Emp.					
GOG	85,832,188.00	85,832,188.00	97,841,735.91	97,841,735.91	-12,009,547.91
IGF					
Sub-Total	85,832,188.00	85,832,188.00	97,841,735.91	97,841,735.91	-12,009,547.91
Goods & Serv.					
GOG	50,000,000.00	50,000,000.00	26,158,481.75	25,005,893.84	24,994,106.16
IGF	22,211,801.84	22,211,801.84	21,384,347.24	21,384,347.24	827,454.60
DP	251,418.00	251,418.00	251,418.00	251,418.00	0.00
Sub-Total	72,463,219.84	72,463,219.84	47,794,246.99	46,641,659.08	25,821,560.76
CAPEX					
GOG	10,572,000.00	10,572,000.00	6,925,694.09	4,842,500.00	5,729,500.00
IGF	6,520,690.62	6,520,690.62	3,025,000.00	2,914,000.00	3,606,690.62
DP	0	0	0	0	0
Sub-Total	17,092,690.62	17,092,690.62	9,950,694.09	7,756,500.00	9,336,190.62
GRAND TOTAL	175,388,098.46	175,388,098.46	155,586,676.99	152,239,894.99	23,148,203.47

22.6. Challenges

The challenges the Ministry encountered during the reporting year were as follows:

a. Inadequate Budget Allocation

The untimely and insufficient release of funds for Goods & Services and CAPEX has hindered the execution of sector activities. The tourism sector's capital-intensive nature demands adequate financial resources.

To mitigate this Management is actively exploring partnerships with development agencies and implementing a Revenue Improvement Action Plan (RIAP) to boost internally generated funds.

b. Inadequate Office Space and Logistics

The growing staff strength within the Ministry and its agencies has placed immense pressure on the limited office space. This has affected productivity as many officers lack adequate workspace.

To mitigate this challenge management is considering short to medium-term measures, including flexible working hours, and redesigning existing office layouts, while pursuing donor funding for constructing a new office complex. Additionally, the lack of essential logistics and strong 4x4 vehicles have limited field activities affecting service delivery

To mitigate this Procurement of vehicles and equipment is under consideration through donor funding.

c. Piracy of BGL Publications

Piracy of BGL products remains a persistent challenge, affecting revenue generation and production costs. Pirates sell photocopied versions of BGL publications at lower prices, undermining the Bureau's sales. To mitigate this will support to combat piracy through enforcement and awareness campaigns is crucial to protect intellectual property and sustain the Bureau's operations.

d. Inadequate ICT Infrastructure

The Ministry's unreliable internet facility posed challenges to operational efficiency. A fast and reliable internet connection is critical for the competitive growth of contemporary tourism.

To mitigate this management plans to introduce a backup internet service provider and adopt the Government Workplace initiative to enhance file storage and security.

22.7. Forward Look

The following are the strategic and top priority areas of the Ministry for 2025.

- a. Capacity building: Providing training and capacity-building programs for staff to enhance their understanding of gender mainstreaming and its importance in the sector.
- b. Policy development: Developing gender-sensitive policies to promote women's empowerment and Gender equality.
- c. Partnerships and collaborations: Collaborating with organisations, such as UN Women and the World Tourism Organisation to promote gender equality and women's empowerment

23.0 MINISTRY OF TRADE AND INDUSTRY (MOTI)

The Ministry of Trade and Industry (MOTI) was mandated to formulate and develop trade and industry policies as well as supervise the implementation, monitoring and evaluation of these policies.

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

- | | | |
|----------------------|---|--|
| • Minister | - | Hon. Kobina Tahir Hammond |
| • Deputy Minister(s) | - | Hon. Michael Okyere Baafi
Hon. Dokua Asiamah-Adjei
Hon. Kofi Ahenkorah Marfo |
| • Bureaucratic Head | - | Mr. Patrick Yaw Nimo |

23.1. Agencies under the Ministry

The Ministry had three (3) Agencies. They were

- Ghana Export Promotion Authority (GEPA)
- Ghana Standards Authority (GSA)
- The Ghana National Procurement Agency Limited (GNPA)

23.2. Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a. One district one factory (1d1f)

In line with the government's Ten (10) Point Industrial Transformational Agenda, the Ministry launched the 1D1F policy to provide a comprehensive package of support to business promoters to establish at least one medium to large-scale industrial enterprise in each of the 261 Districts. This has led to the implementation of 321 projects at various stages out of which 169 projects are currently in operation with 152 under construction. Of the above total number, 142 districts, thus, 54% of total number of districts in Ghana have been covered under the Program with 170,370 jobs created.

b. Strategic anchor industries

The Ministry under the 10 selected strategic anchor industries of the Industrial Transformation Agenda provided a comprehensive package of support interventions including but not limited to tax/non-tax incentives to 82 manufacturing companies. This included, 13 Original Equipment Manufacturers (OEMs) in the automobile industry, 13 in Textiles and Garments, 15 in Pharmaceuticals, 25 in Vegetable Oils and fats, and 16 Industrial Starch (Cassava Starch/Ethanol) manufacturing companies during the year of review to attract and facilitate investment in the industries listed above as new growth poles in the Ghanaian economy.

c. Industrial Park and special economic area.

The Ministry during the reporting year facilitated the implementation of the “One Region One Park” policy in three (3) regions namely; Westpark – Shama, Western Region, Dawa and Apolonia industrial zones in Dawhenya and Oyibi in the Greater Accra Region respectively, as well as Greater Kumasi Industrial City – Ejisu, in the Ashanti Region in order to provide access to adequate and affordable land, utility services and business support services for industrial development.

d. Export development

The Ministry under the export development initiative promoted the addition of value to locally manufactured products such as Cosmetics, Manufacturing, Textiles and garments, Agro processing, pharmaceuticals, beverages, arts and crafts, construction, communication and IT, Financial services, business services, logistics to gain access to international markets such as ECOWAS market, the African Market, the USA market, the European market, and the UK markets. As at end of January 2024, over 700 products have been certified as AfCFTA compliant and ready to export to African countries.

The Ghana Free Zones Authority (GFZA) under the same agenda granted licenses to Eighty-Six (86) enterprises which brought the total number of Free Zones (FZ) enterprises to Two Hundred and Sixty-One (261) bringing in a total capital investment of US\$719.06 Million with total export earnings of US\$7,615.12 Billion and a total employment generation of 8,465 within the reporting year.

e. Small and medium-scale enterprise development

The Ministry as part of measures under the Small And Medium-scale Enterprise (SMEs) development agenda aimed at providing support for Micro, Small, and Medium Enterprises with high growth potential has completed and handed over 37 Business Resource Centres (BRCs), facilitated the Formal approval of MSME classification in Ghana through Legislative Instrument (L.I.2470), provided Business Development Services (BDS) to 1,399,566 beneficiaries to date, assisted 201,506 Businesses and 107,985 businesses to gain access to MSME information to improve upon their businesses and to operate active business bank accounts respectively. It also supported the establishment of 44,461 new businesses out of which 86,411 new and decent jobs were created. A total of 73,496 businesses were able to keep their business records properly. 50,399 businesses recorded increasing sales while 48,429 businesses recorded increased Profits with 40,519 businesses within the reporting year recording increment in production under the initiative. The Ministry also extended loans and grants facilities through Participating Financial Institutions (PFIs) to beneficiaries under the following components thus: CAPBUSS - GHS539, 888,803.96 (306,525 beneficiaries), NKOSUO Loan Scheme - GHS71, 363,306.30 (28,169 beneficiaries), PFIs - GHS 45,629,252.48 (10,690 beneficiaries) GJSP - GHS 30, 572,871.89 (2,975 beneficiaries) & GETP - GHS 145,859,022.33 (1,499 beneficiaries) respectively.

23.3. Sustainable Development Goals (SDGs)

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

- SDG 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation.

The Ministry launched the One District One Factory (1D1F) policy since 2017, and this has led to the construction of 321 companies out of which 169 has been completed as of December, 2024 as a result.

SDG 9.2: Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries

As of December, 2024, a total of 170,370 jobs had been created through the 169 1D1F companies in operation. 8,465 jobs were also created and a total of \$1.33 billion was realized as export earnings in the free zones enclave as of September, 2024.

- SDG 9.3: Increase the access of small-scale industrial and other enterprises particularly in developing countries, to financial services, including affordable credit, and their integration into value chains and markets

Credits facilities during the reporting year were extended to beneficiary businesses with high growth potential under the Ministry's Small and Medium-Scale Enterprises development initiative in the form of loans and grants through the Participating Financial Institutions (PFIs). The disbursements were captured under the following components thus: CAPBUSS - GHS539,888,803.96(306,525 beneficiaries), NKOSUO Loan Scheme - GHS71,363,306.30 (28,169 beneficiaries), PFIs - GHS 45,629,252.48 (10,690 beneficiaries) GJSP - GHS 30, 572,871.89 (2,975 beneficiaries) & GETP - GH¢145,859,022.33(1,499 beneficiaries) respectively.

- SDG 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

The Ministry facilitated during the reporting year, the registration and operation of a total of 13 Bona-fide assemblers under the Ghana Automotive Development Programme. A total of 7 assembly plants across Ghana were in operation as at December, 2024.

- SDG 9.c: Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities

The Ministry under the Business Regulatory Reforms (BRR) programme which is a key components of Government's Agenda for Economic and Industrial Transformation developed and deployed an online and interactive system called the Ghana Business Regulatory Reform Portal (GBRRP) under the year of review which provides open and

free access to business-related Laws, Regulations, Administrative Notices and Directives, forms, procedures, and fees that are in force in Ghana. The GBRRP currently has about one thousand one hundred and eight (1108) active registered users.

- SDG 17.10: Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda.

As of January 2024, the Ministry, through its aggressive value-addition to exports agenda, successfully added value to over 700 products that are now AfCFTA-compliant and ready for export to African countries. As a result, a total of 150 companies were supported in accessing new markets under the AfCFTA, far surpassing the initial target of assisting 50 companies.

23.4. Financial Performance

The financial performance of the Ministry for the period is presented as follows:

SOURCE		APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D	E=(B-C)
1	Compensation of Employees	98,714,849.01	98,714,849.01	85,850,080.09	85,850,080.09	12,864,768.92
	Use of Goods & Services	71,541,543.00	71,541,543.00	25,142,304.88	13,150,248.35	46,399,238.12
	CAPEX	320,000,000.00	320,000,000.00	140,013,442.14	96,000,000.00	179,986,557.86
2	IGF	282,179,441.95	282,179,441.95	173,568,196.01	173,568,196.01	108,611,245.94
3	DEV'T PARTNERS					
	IFAD	248,624,564.00	248,624,564.00	248,600,000.00	248,600,000.00	24,564.00
	TOTAL	1,021,060,397.96	1,021,060,397.96	673,174,023.12	617,168,524.45	347,886,374.84

23.5. Challenges

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

a) Inadequate Financial Resources

The inadequate allocation of funds which include Goods and Services for the Subsector negatively affected the ability of the Ministry to implement earmarked programmes and projects it set out to

achieve at the beginning of 2024 including the payment of compensation for acquired landbanks and the provision of basic on-site and off-site infrastructure. To mitigate this deficiency, the Ministry planned the implementation of the programmes and projects according to the most pressing of them. Additionally, it engaged some development partners in the implementation of its programmes.

b) Lack of access to financial credit

High cost of credit facilities and inadequate working capital for 1D1F companies by the Participating Financial Institutions (PFIs) during the year under review prevented these companies from operating at full capacity. To address this challenge, the Ministry intends to collaborate with stakeholders for the review of capped interest rate with PFIs.

c) High cost of raw materials

The escalation of prices of raw materials (especially agro based raw materials), utilities etc. within the reporting year reduced the capacity of 1D1F companies to increase production. The Ministry intends to collaborate with stakeholders to subsidize the cost of utilities for industrial promotion.

23.6. Forward look

The following are the strategic and top priority areas of the Ministry for 2025.

- a) Intensify support to existing and new processing companies in agribusiness
- b) Continue the implementation of the policy to support the production and supply of components and spare parts for the automotive industry.
- c) Continue to develop and implement policies geared towards attracting investment into strategic manufacturing sectors and facilitate access to international markets for Ghanaian products while strengthening export-finance institutions to provide tailor-made support for exports under AfCFTA
- d) Coordinate with the Ghana Export Promotion Authority (GEPA), Ministry of Local Government, Decentralisation and Rural Development (MLGDRD) under the Local Economic Development (LED) initiative to establish Export Trade Houses (ETHs) in selected markets, add value to Ghanaian products, promote made-in-Ghana products such as cocoa derivatives, cassava value chain products, fruits and vegetables leveraging on the opportunities AfCFTA, the United States of America and Europe provide to pursue aggressive selected international market entry programmes line with the Ministry's focus on Agribusiness.

24.0 MINISTRY OF TRANSPORT (MoT)

The Ministry of Transport is mandated to formulate policies, coordinate interventions, and monitor and evaluate the implementation of initiatives in the maritime, and inland waterways, aviation and road transport services sector.

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

- Hon Minister - Hon. Kwaku Ofori Asiamah
- Deputy Minister - Hon. Alhassan Sulemana Tampuli
Hon. Frederick Obeng Adom
- Bureaucratic Head - Mrs. Mabel Asi Sagoe

24.1. Agencies, Organisations and Boards

The Ministry had oversight three (3) Sub-Vented Agencies, one Public Service Organization and ten (10) Public Boards and Corporations.

Sub-vented Agencies

- National Road Safety Authority (NRSA)
- Driver and Vehicle Licensing Authority (DVLA)
- Aircraft Accident & Incident Investigation and Prevention Bureau (AIB)

Public Service Organisations

- Regional Maritime University (RMU)

Public Boards and Corporations

- Ghana Civil Aviation Authority (GCAA)
- Ghana Airports Company Limited (GCAL)
- Metro Mass Transit Company Limited (MMTL)
- Intercity STC Coaches Limited (ISTC)
- Volta Lake Transport Company Limited (VLTC)
- Ghana Ports and Harbours Authority (GPHA)
- Ghana Maritime Authority (GMA)
- Ghana Shippers Authority (GSA)
- Tema Shipyard and Drydock
- Drivers and Vehicle Licensing Authority (DVLA)

24.2. Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a) Dissemination of National Electric Vehicle Policy, 2023/Revised National Transport Policy, 2020 and Procurement of EV Buses

To promote a conducive environment for electric vehicle adoption and reduce transport sector emissions, the Ministry developed the National Electric Vehicle Policy (NEVP). The policy was successfully launched by H.E. the President of Ghana during COP 28 in Dubai, December 2023.

In 2024, the Ministry conducted a nationwide dissemination exercise to raise awareness, ensure smooth implementation, and share insights on the Revised National Transport Policy (NTP), approved in August 2020. Additionally, as part of efforts to support NEVP implementation and enhance sustainable mass transit, a contract was signed for the supply of 100 electric buses to MMTL. The first 10 buses were delivered and commissioned by H.E. the Vice President on November 27, 2024, and are now operational. The remaining buses are expected to be delivered in 2025.

b) Upgrade of the Kumasi Airport

The upgrade of Kumasi Airport to international status was completed and commissioned by H.E. the President of the Republic in May 2024, enhancing the country's connectivity for efficient movement of people, goods, and services while promoting tourism. Christened Prempeh I International Airport, it has the capacity to handle approximately one million passengers annually.

c) Development of Coastal Fish Landing Sites

To enhance the safety of artisanal fishermen and improve the overall well-being of coastal communities, the Government initiated the construction of twelve (12) modern fish landing sites and two (2) fishing ports. During the period under review, twelve (12) fish landing sites, substantially completed in December 2023 were handed over to the beneficiary District Assemblies for operationalization. The Jamestown Fishing Port, which was 67% complete as of December 2023, was fully completed and commissioned by H. E. the President. Full operationalization of the port is expected to commence in 2025

d) Road Safety

The National Road Safety Authority (NRSA) launched the "STAY ALIVE" campaign, which combined education, advocacy, and enforcement to combat road crashes. This campaign, along with other road safety interventions, significantly contributed to a 4.56% reduction in reported road traffic crashes in 2024. However, there was an increase of 7.53% in persons killed and 0.79% in persons injured compared to the previous year's figures.

e) Renewal of Fleet for the Metro Mass Transit Limited

As part of the fleet renewal program, the Ministry signed a contract for the supply of a total hundred (100) VDL buses for the MMTL of which 65 were delivered and deployed into service in December

2023. During the year under review, the remaining 35 were delivered and fully deployed into Operations.

f) Takoradi Oil and Gas Terminal

During the year under review, the construction of an Oil and Gas Services Terminal at Takoradi Port was completed and commissioned by His Excellency, the President, on Friday, November 22, 2024. The terminal, part of the strategic development plan, was designed as a one-stop logistics hub, offering comprehensive support services for offshore oil and gas exploration and production activities.

24.3. Gender Mainstreaming

a) Gender Representation

In 2024, the Ministry focused on improving gender representation within its committees and management teams, with several key efforts aimed at enhancing inclusivity and diverse decision-making processes. The Management meeting consisted of 4 males and 3 females, showing a gender distribution of 57.1% males and 42.9% females. This committee worked towards enhancing collaboration and prioritizing the Ministry's goals, contributing to improved workplace conditions.

The Office Extension Project Committee Meeting included 12 members, consisting of 4 males and 2 females, resulting in a male dominance of 85.7%. The committee focused on overseeing the project, budget, and schedule, with an emphasis on diverse perspectives, ensuring more inclusive decision-making in the construction of the office extension. There were no challenges or recommendations for this committee.

The Audit Committee meeting played a key role in financial reporting, risk management, and compliance. This committee comprised 4 males and 2 females, making up 66.7% males and 33.3% females. Gender consideration in this committee promoted diverse perspectives and more inclusive decision-making. Again, there were no challenges identified for this group.

The Ministerial Advisory Board, responsible for making decisions to effectively manage the sector, consisted of 8 males and 3 females, showing a gender distribution of 72.7% males and 27.3% females. This committee promoted the inclusion of diverse viewpoints in its decision-making processes, ensuring balanced perspectives for sector management.

The Fixed Asset Coordination Unit Committee, tasked with securing and maintaining Ministry assets, comprised 5 males and 2 females, with a male representation of 71.4% and female representation of 28.6%. This committee benefited from diverse ideas and perspectives, contributing to better decision-making on asset management.

b) Gender Mainstreaming Activities

In 2024, the Ministry introduced a Skills Development Training program aimed at promoting inclusivity and enhancing staff well-being. The program focused on equipping staff with vocational skills to ensure their self-sufficiency post-retirement. Participants, including one person with a disability, were successfully trained in these skills. Despite the success of the program, delays in funding affected the timely organization of the training. Moving forward, the Ministry intends to prioritize funding for such initiatives.

24.4. Sustainable Development Goals (SDGs)

The SDGs associated with the Ministry's activities are indicated below:

SDG Goal 11: Sustainable Cities and Communities

- **11.2: By 2030, provide access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, persons with disabilities and older persons**
- i. To give effect to the implementation of the National Electric Vehicle Policy, 2023 and promote a sustainable, affordable mass transit system, a contract was signed for the supply of a hundred (100) electric buses to the MMTL out of which ten (10) were supplied and deployed into services.
- ii. The 'Stay Alive' campaign, in conjunction with other road safety interventions, embarked by the National Road Safety Authority (NRSA) significantly contributed to a decrease of 4.56% in cases reported and 4.35% in vehicles involved.
- iii. Quality Bus Services instead of a Bus Rapid Transit (BRT) were introduced in 3 cities namely Accra, Kumasi and Takoradi with a total of 245 BRT buses procured for use by the MMTL and the ISTC. Two (2) State of the art Transport Terminals (Adenta and Tudu) were also completed.

24.5. Financial performance

The financial performance of the Ministry for the period is presented as follows:

SOURCE		APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D	E=(B-C)
1	Compensation of Employees	14,067,214.00	14,067,214.00	15,245,715.40	15,208,511.40	1,178,501.40
	Use of Goods & Services	7,255,842.00	7,255,842.00	2,885,629.78	1,994,265.00	4,370,212.22
	CAPEX	350,000,000.00	350,000,000.00	166,139,702.34	137,783,388.00	183,860,297.66
2	IGF	400,774,305.00	400,774,305.00	234,192,988.36	234,192,988.36	166,581,316.64
3	DEV'T PARTNERS e.g.					
	DANIDA					
	JICA					
	World Bank					
	Others	27,935,344	27,935,344	27,935,344	27,935,344	0
	TOTAL	800,032,705.00	800,032,705.00	446,399,379.88	417,114,496.76	353,633,325.12

24.6. Challenges

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

a) Inadequate Funding for Planned Training Programs

Some training programs indicated in the Training Plan could not be undertaken due to inadequate funds. Priority was therefore given to the Scheme of Service Training for Promotions. Moving forward, the Ministry will seek alternate funding sources, prioritize key training needs and examine cost-effective training options such as online courses or internal training programs.

b) Inadequate Office Accommodation

The Ministry did not have adequate office space to accommodate its current staff. As a result, some offices implemented flexible working arrangements in view of the limited office accommodation while awaiting the completion of the new Head Office Building Extension.

24.7. Forward Look

The following are the key priority projects for implementation by the Ministry in the 2025:

a) Procurement of 100 Electric Vehicle

- To improve sustainable transport and public mass transport services, the Ministry will facilitate the supply of the remaining 90 EV buses to revamp the operations of MMTL.

b) Review of the Road Traffic Act, 2004, (Act683) and Road Traffic Regulations, 2012 (L.I.2180)

- To ensure coherent governance framework for road transport, the Ministry will finalize the review of the Road Traffic Act (2004) and Regulations (2012) to address implementation issues and incorporate modern road transport practices.
- The Ministry will expedite the operationalisation of the National Road Safety Authority Regulations (2022). These regulations will establish a framework for:
 - Regulating Commercial Road Transport Services
 - Regulating Transport Units and Departments of Non-commercial Operators
 - Importing Road Safety Equipment
 - Conducting Road Safety Audit
 - Issuing Compliance Notices
 - Investing Road Traffic Crash and System Lapses
 - Managing the Funds of the Authority among others

c) Fleet Renewal Program

- The Ministry will continue to renew the public transportation system to ensure efficient public transport services.

d) Volta Lake Transport Improvement

- Complete the procurement process to engage a consultant and contractor to undertake the Volta Lake Transport Improvement Project.

e) Boankra Integrated Logistics Terminal Project

- Prioritize completing Phase I of the Boankra Integrated Logistics Terminal Project, which began in 2020. This project is aimed at facilitating transit trade and boosting Ghana's role as a regional transit hub.

f) Construction of Air-Traffic Control Tower (ATC) at KIA

- Continue the construction of the ultra-modern ATC Tower to ensure the provision of safe and secure air navigation services in Ghana.

25.0 MINISTRY OF WORKS AND HOUSING (MWH)

The Ministry of Works and Housing (MWH) is mandated to formulate and implement policies for the Works and Housing sub-sectors, focusing on driving national development. The Ministry further coordinate, monitor, and evaluate sector plans and programs.

The following were the Political and Bureaucratic Heads of the Ministry:

- Minister - Hon. Kojo Oppong Nkrumah, MP
- Deputy Minister - Hon. Prince Hamid Armah, MP
- Bureaucratic Head- Rev. Stephen Osei Yaw

25.1. Departments and Agencies

The Ministry had three Civil Service Departments, four Sub-vented Agencies, three Public Service Organizations and One Public Board:

Civil Service Departments

- Department of Rural Housing (DRH)
- Public Works Department (PWD)
- Rent Control Department (RCD)

Sub-vented Agencies

- Engineering Council (EC)
- Architects Registration Council (ARC)
- Real Estate Agency Council (REAC)
- Ghana Hydrological Authority (Hydro)

Public Service Organizations

- State Housing Company Limited (SHC)
- Architectural and Engineering Services Limited (AESL)
- Tema Development Company Limited (TDCL)

Public Boards

- Public Servants' Housing Loans Scheme Board (PSHLSB)

25.2. Sector Achievements

The Ministry's achievement for the reporting year were:

a) New Takoradi Emergency Sea Defence Project Phase III (Elmina)

The third phase of the New Takoradi Emergency Sea Defence Project at Elmina, launched in May

2019, aims to protect the 5km coastal stretch connecting Elmina to the Cape Coast-Takoradi road and the Elmina Beach resort. The project addresses severe tidal erosion, which has negatively impacted tourism and fishing, the main livelihoods of local residents. It was designed to be completed within 36 months. By December 31, 2023, the project was 95% complete. The project saw 100% completion during the reporting year and was commissioned by the Sector Minister on November 19, 2024. The picture below shows evidence of the revetment structure along the coastline.

A Section of the Completed Revetment Wall at Elmina



b) The Komenda Emergency Coastal Protection Project

The Komenda Emergency Coastal Protection Project, awarded in November 2018, is located in the Komenda/Edina/Eguafo/Abirem Municipality of Ghana's Central Region. It involves constructing armour rock groynes, riverbank and outlet protection, and a river bridge to safeguard a 3km coastal stretch. The two-year project was expected to be completed by November 2020. By December 31, 2023, the Komenda Emergency Coastal Protection Project was 99% complete, with a target of 100% completion in 2024. The project is now complete and has since been commissioned by the Sector Minister, along with the Komenda Fish Market developed as an ancillary facility. Evidence of the completion is depicted below:

Calm Beaches after the Construction of the Komenda Coastal Protection Structure



c) The Dansoman Emergency Coastal Protection Project

The coastal protection works at Dansoman in the Greater Accra Region, which commenced in April 2015, entails the construction of an armour rock structure with gabion system for beach stabilization to protect 2000metres of the Dansoman coastal stretch. As at 31st December, 2023, the project was about 95% complete and the target for 2024 was to achieve 100% completion. The project was completed during the reporting year and calm has restored along the coastline. Key results of the project include protection to lives and properties along the coast. The picture below shows evidence of the project completion.

Dansoman Emergency Coastal Protection Project



d) National Rental Assistance Scheme (NRAS)

In line with the government's policy to increase access to various affordable housing options, Government committed to establishing a National Rental Assistance Scheme. As of 31st December, 2023 the Scheme had been duly launched and successfully enrolled 1,105 beneficiaries in six (6) Regions across the country. The target for the year under review was to expand beneficiaries to 2,500 In the six (6) pilot Regions across the country for a period of two (2) years. By December, 2024, the National Rental Assistance Scheme (NRAS) had successfully enrolled a total of 2,590 Ghanaians Within the six selected regions for the pilot scheme.

e) Pokuase Affordable Housing Project

On August 1, 2023, H.E The President commissioned an 8,000-unit housing project at Pokuase under The Revised National Affordable Housing Project Programme. The project, in two phases of 4,000 Units each, spans 18 months per phase, with the Ministry in charge of horizontal infrastructure, Including drains, secondary roads, and civil works. By December 31, 2023, the project was Commissioned, and the contractors were mobilizing to site to commence works. At the end of the

Reporting year, infrastructure works was at 20.39% completion surpassing the target of 20% set for the year. The Figure below a section of the ongoing construction of the wall on the site.

Section of the Completed Section of the Wall at the Project Site



f) Security Services Housing Programme (Phase III)

As part of the efforts to increase access to safe, secure and adequate affordable housing for the security services, Government in August 2018 commenced the construction of 320 housing units at Tesano for the Ghana Police Service under the third phase of the Security Services Housing program. The project as of 31st December, 2023 was 95% complete. The target for the year 2024 was to achieve 100% completion. Currently, the project has been completed and duly commissioned.

The figure below shows a section of the completed housing units.

Section of the Completed Blocks under the Security Services Housing



25.3. Gender Mainstreaming

a) Gender Representation

In 2024, The Management team, which oversees the effective management of the sector, comprised 24 members, including 19 males and 5 females, reflecting a gender distribution of 79.2% males and 20.8% females. Similarly, representation at the Management Meetings, which is responsible for developing

and implementing strategic decisions to accomplish the Ministry's mandate, consisted of 18 members, with 11 males and 7 females, resulting in a gender ratio of 61.1% males and 38.9% females. The Ministerial Advisory Board, which promotes constant interaction between the Ministry and its service users while advising the Minister on policy adjustments, planning objectives, and operational strategies, had 11 members. This board was composed of 10 males and 1 female, showing a significant gender imbalance of 90.9% males and 9.1% females. The Entity Tender Committee (ETC) Meetings, responsible for ensuring compliance with procurement procedures outlined in the Public Procurement Act, consisted of 11 members, with 8 males and 3 females, resulting in a gender distribution of 72.7% males and 27.3% females.

The Audit Committee, tasked with overseeing the implementation of audit recommendations and ensuring compliance with legislative requirements, had 9 members, including 6 males and 3 females, which led to a gender breakdown of 66.7% males and 33.3% females. Finally, the Budget Committee, which ensures the proper allocation, disbursement, and accounting of public resources in accordance with the Financial Management Act, 2016 (Act 921), comprised 22 members, consisting of 17 males and 5 females, giving a gender representation of 77.3% males and 22.7% females.

The Ministry faced challenges with the low representation of women in leadership roles, particularly in strategic and advisory positions. This gender imbalance negatively impacted the Ministry's effectiveness and inclusivity, hindering its capacity to make responsive decisions. Despite efforts to promote gender inclusivity, male dominance remains prevalent across committees, which undermines the Ministry's commitment to inclusivity. To address this, recommendations were made to actively promote the nomination of more women, ensuring gender diversity and enhancing decision-making. Increasing female representation is vital for strengthening governance and improving the Ministry's ability to serve diverse communities effectively.

b) Gender Mainstreaming Activities

A key activity undertaken by the Ministry in 2024 in line with gender mainstreaming was the establishment of a Gender Desk, demonstrating its commitment to promoting gender-related initiatives and data-driven decision-making. This initiative plays a crucial role in coordinating gender-related activities and facilitating the use of gender-disaggregated data for informed policy decisions. A critical analysis of the Ministry's Gender Policy and its implementation in 2024 indicates positive progress in eliminating gender-based discriminatory regulations and practices. Notably, efforts have been made to safeguard staff against sexual harassment, reinforcing a safer and more inclusive work environment. To further strengthen gender mainstreaming, the Ministry has continued its educational activities to raise awareness, ensuring that all staff understand their role in upholding gender equality objectives.

25.4. Sustainable Development Goals

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

- **Goal 11: Sustainable cities and communities**

SDG 11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing. In this light the Ministry achieved the following:

- 37 units completed under the Legacy Court housing project at Adenta;
 - Ongoing housing developments by TDCL at Tema Community 25
 - 135 housing units completed and an additional 490 units ongoing at North Ridge, Roman Ridge, Lartebiokoshie, Labone and Airport for public servants;
 - 320 units for the Ghana Police Service at Tesano at 100% completed
 - 1,072 housing units at Kpone completed and an additional 800 has commenced under the GoG Affordable Housing Programme.
 - 405 housing units completed at Community 22 and an additional 179 has commenced and progressing steadily at Community 22 and Shai Hills respectively under the National Homeownership Fund (NHF).
 - NRAS established and successfully enrolled 2,590 Ghanaians.
 - Works commenced on the construction of 8,000 housing units at Pokuase/Amasaman.
-
- **SDG 11.5.1 Number of deaths, missing persons and persons affected by disaster per 100,000 people.**
 - 80km of coastline has been protected to protect lives, livelihoods and properties for the people along the coastline
 - Completed the design for the establishment of a FEWS System for Accra with procurement of equipment for FEWS ongoing.
 - 46.97km of drain constructed and more than 1,100km of drains excavated, re channelled and maintained
 - Dredging works ongoing along the Odaw channel under the GARID Project.
 - Commenced reconstruction of other critical drainage infrastructure at Achimota, Kaneshie, Akwteyman, Alogboshie and Nima

25.5. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	A	B	C	D	E = (A-C)
GOG		-			
Compensation of Employees	25,576,846.00	-	15,871,866.00	15,871,866.00	9,704,980.00
Use of Goods & Services	31,007,102.00	-	2,381,058.00	2,231,058.00	28,626,044.00
CAPEX	375,000,000.00	-	343,112,427.00	302,025,141.00	31,887,573.00
IGF	15,148,258.00	-	1,548,536.00	652,858.00	13,599,722.00
GARID	153,644,394.00	-	99,107,955.45	99,107,955.45	54,536,438.55
TOTAL	600,376,600.00	-	462,021,842.45	419,888,878.45	138,354,757.55

25.6. Challenges

Some challenges that militated against implementation of the Ministry's activities in 2024 are as follows:

a) Financial

Delays in issuing commencement certificates have disrupted the achievement of planned targets for the budget year. Additionally, fund releases from the Ministry of Finance were unreliable and fell short of programmed releases, with no commencement certificates issued during the review period. To address these challenges, the Ministry will engage the Ministry of Finance in the coming year to ensure the timely issuance of commencement certificates and the release of funds for its programs and projects of the Ministry. The Ministry will also explore additional funding, particularly from green and climate-related financing, to support climate-resilient and adaptation projects. To achieve this, the Ministry will collaborate with the newly established Climate Finance Division at the Ministry of Finance.

b) Human Resources - Inadequate Funds for Training

The budgetary allocation for capacity building efforts remains a challenge, adversely impacting on the efforts of the Ministry to implement its 2024 training plan to address critical skills and competency gaps for the Ministry. To mitigate this challenge, the Ministry will explore the opportunity to strengthen its training efforts within house training programmes as well as expand its engagement with

the development partners to explore additional opportunities to address the training gaps of the Ministry.

c) Logistics

During the period under review, the Ministry, along with some of its Departments and Agencies, experienced a shortage of logistics, including office facilities, equipment, supplies, and basic ICT equipment. This was due to a lack of funds and the necessary commencement certificate for procurement, negatively impacting service delivery. This situation was further exacerbated by budget cuts and the directive to prioritize clearing the Ministry's outstanding bills and commitments. To address this challenge, the Ministry will explore opportunities to obtain logistical support from Development Partners and Donors. Simultaneously, it will strengthen ongoing engagement to rationalize the procurement of priority logistics under the 2025 Budget.

25.7. Forward Look

The following are the Strategic and top Priority Areas of the Ministry for 2025:

- a) Continue with the implementation of the Pokuase Affordable Housing project and other ongoing redevelopment projects. TDC and SHCL will continue working on all ongoing housing developments to increase access to a variety of housing options.
- b) Mobilize for the construction of replacement housing houses for the victims of the Akosombo Dam Spillage and provide the opportunity under the 2025 approved budget to implement the District Housing Programme.
- c) Explore the opportunities presented under the National Rental Assistance Scheme to expand government's investment and rope in more private sector financing to increase the Scheme portfolio and provide the opportunity for more Ghanaians to access affordable rent advance.
- d) Continue with the implementation of critical coastal protection works at Dansoman, Axim, Ningo-Prampram, Anomabu, Cape Coast, Aboadze and Dixcove in the Greater Accra, Central and Western Regions of Ghana as well as commence works on the construction of footbridge at Komenda.
- e) Explore the opportunity to receive the requisite approvals to enable it to commence works on the Blekusu Coastal Protection Project (Phase II), Apam, Maritime University, Ningo-Prampram (Section B), La and Teshie, Kokrobite, Bortianor as well as Shama.
- f) Continue the construction of critical drainage channels under the 2018, 2020, 2023 and 2024 National Flood Control Programme (NFCP) as well as other priority drainage projects nationwide while exploring the opportunity to commence additional works under the 2025 NFCP.
- g) Expand efforts to secure support and scholarships for training and other capacity development initiatives from other state institutions and Development Partners, aiming to develop human capital for effective and efficient service delivery, despite the continuing challenge of limited budgetary allocation for capacity building.

26.0 MINISTRY OF YOUTH AND SPORTS (MOYS)

The Ministry of Youth and Sports is mandated to initiate and formulate Youth and Sports policies as well as coordinate and evaluate the efficiency and effectiveness of the performance of the Sector to achieve national integration and international recognition.

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

- Minister - Hon. Mustapha Ussif
- Deputy Minister - Hon. Evans Opoku Bobie
- Bureaucratic Head - Mr. William Kartey

26.1. Agencies under the Ministry

The Ministry had three (3) Agencies. They were:

- National Youth Authority
- National Sports Authority
- National Sports College

26.2. Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a) Hosting and Organisation of the 13th Africa Games, Accra 2023

Following the timely completion of sports facilities at Borteyman, Legon, and other selected locations, the Ministry successfully hosted and organized the 13th Africa Games in Accra from March 3rd to 24th, 2024. The Ministry exceeded the initial 90% target by the end of 2023, ensuring these facilities were fully operational, enabling the seamless delivery of the Games. This enhanced sporting infrastructure significantly contributed to Team Ghana's record-breaking performance, securing a remarkable 69 medals, including 19 gold, 29 silver, and 21 bronze.

b) Finalization of the Ghana Anti-Doping Bill.

In line with promoting clean sports, the Ghana Anti-Doping Act was passed by Parliament and assented to by the President in March 2024. This law, alongside the establishment of the Ghana Anti-Doping Agency, aims to prevent doping in athletics and supports the global effort toward fair play in sports.

c) Black Challenge of Ghana participation in the 2024 Amputee AFCON tournament in Egypt.

The Ministry's commitment to fostering a vibrant and inclusive sports ecosystem in Ghana was highlighted by the resounding victory of the Black Challenge of Ghana at the 2024 Amputee (Africa

Cup of Nations) AFCON in Egypt. This triumph not only brought immense pride to the nation but also showcased the exceptional talent within often-overlooked sporting disciplines.

d) Hosting and Organisation of the 2024 Rugby Women's Sevens Tournament

The Ministry during the reporting year successfully hosted the 2024 Rugby Women's Sevens Tournament from November 7th to 10th, at the University of Ghana Rugby pitch. This event showcased rugby talent and promoted female participation in sports across the continent. It marked a key moment in the development of rugby in Ghana and demonstrated the Ministry's commitment to gender equality in sports.

e) Construction of Astroturfs in selected Communities.

Recognizing the critical need for safe and accessible recreational spaces for youth, the Ministry prioritized the construction of Astroturf facilities in selected communities. This initiative aims to foster healthy lifestyles, promote community engagement, and develop essential life skills such as discipline and teamwork. By the end of November 2024, the Ministry had made significant progress, successfully completing and commissioning three of the twelve planned youth recreational spaces in Senchi, Yagaba, and Tuba.

f) Empowering the Youth through Entrepreneurship

To address the critical issue of youth unemployment and underemployment, the Ministry launched the Skills toward Employability and Productivity (STEP) program with the ambitious target of training at least 40 youth in each of 10 selected regions. STEP successfully equipped 547 youth across various regions with essential skills for employment and entrepreneurship, exceeding the initial target. Furthermore, the Ministry, in partnership with the United Nations Development Program (UNDP), recognizing the potential of the African Continental Free Trade Area (AfCFTA), empowered 433 youth through entrepreneurship training, equipping them with the skills to capitalize on emerging opportunities.

26.3. Gender Mainstreaming

The following were the activities by the Ministry on gender mainstreaming during the reporting period.

a) Gender Representation

During the reporting year, the Ministry's Management **Board** had 22 members, consisting of **14 men and 8 women**, with women representing **36.4%** of the board. While this was the most gender-diverse committee, male members still held the majority, potentially influencing decision-making dynamics. The **Ministerial Advisory Board** had **10 members**, with **7 men and 3 women**, meaning women constituted only **30%** of the board, limiting their influence on key policy discussions.

The **Entity Tender Committee**, responsible for overseeing procurement, comprised **10 members**, of which 8 were men and 2 were women, with women making up just 20% of the team. Similarly, the Audit Committee, which plays a critical role in financial oversight, had 8 members, with 6 men and 2 women, resulting in 25% female representation. Across all committees, there were no persons with disabilities, indicating a gap in broader inclusivity.

The gender imbalance in these committees affects the diversity of perspectives in decision-making, particularly in policy formulation, procurement processes, and financial governance. The limited presence of women may reduce the inclusiveness of discussions and outcomes, reinforcing barriers to leadership progression.

b) Gender Mainstreaming Activities

Activities and program undertaken by the Ministry to ensure the empowerment and well-being of young females were pivotal in the reporting year. Key initiatives included menstrual hygiene education, such as sensitizing 300 students in Kaneshie and 220 in Asankran-Breman and distributing sanitary pads. A survey on Sexual and Reproductive Health Rights (SRHR) reached 227 young people, with further awareness activities in schools like Wesley Methodist JHS and St. John the Baptist JHS. The International Day of the Girl Child was marked with a Girls' Dialogue Program, engaging 370 students. Additionally, hosting the WAFU Zone B U-17 Girls Tournament, promoted female participation in sports. The Ministry continues its commitment to gender equality and female empowerment.

26.4. Sustainable Development Goals (SDGs)

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

- **SDG 3.7:** Ensure universal access to sexual and reproductive health-care services, including family planning, information and education.
 - The National Youth Agency (NYA) reached over six million young people with information and knowledge on Sexual and Reproductive Health and Rights (SRHR) and sensitized over three thousand young people on Reproductive Health Education through various seminars across the country.
- **SDG 8.6:** Substantially reduce the proportion of youth not in employment, education or training.

The National Youth Agency (NYA) under this SDG.

- Empowered 8,056 young people with employability skills through the "District Skills and Entrepreneurship Roadshow," enhancing their job prospects.

- Equipped 433 youth with entrepreneurial skills through the "Empowering the youth through entrepreneurship" project, enabling them to capitalize on opportunities within the African Continental Free Trade Area (AfCFTA) and contribute to economic growth.
 - Provided valuable learning experiences to 120 youth through the Youth Leaders Forum, fostering their participation in African trade and economic development.
 - Trained 100 youth in Eastern Region in various vocational skills, increasing their employability and income-generating potential.
 - Provided apprenticeship and skills training to 120 youth in Western Region, enhancing their employability and contributing to poverty reduction.
- **SDG 9.1:** 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 National Sports Authority (NSA) rehabilitated four major stadia (Accra Sports Stadium, Baba Yara Stadium, Essipong, and Cape Coast Stadium) and completed the construction of three key sporting facilities: Borteyman Sports Complex, Rugby Pitch, and University of Ghana Sports Stadium.
- **SDG 16.6:** Develop effective, accountable and transparent institutions at all levels.
 - Twenty-five (25) Sports Associations were equipped by the NSA.
 - **SDG 10.2:** Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
- The NSA facilitated the participation of Ghanaian athletes in forty-five (45) international sports competitions.

26.5. Financial Performance

The financial performance of the Ministry for the period is presented as follows:

S/N	SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
		A	B	C	D	E=(B-C)
1	GOG					
	Compensation of Employees	37,833,906.00	37,833,906.00	44,428,183.87	44,428,183.87	(6,594,277.87)
	Use of Goods & Services	104,000,000.00	104,000,000.00	101,590,789.76	101,590,789.76	2,409,210.24
	CAPEX	50,000,000.00	50,000,000.00	46,762,863.46	46,762,863.46	3,237,136.54
2.	IGF	3,962,067.00	3,962,067.00	1,756,394.45	1,159,220.34	2,205,672.55
3	TOTAL	195,795,973.00	195,795,973.00	194,538,231.54	193,941,057.43	1,257,741.46

26.6. Challenges

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

- a) **Inadequate well-Resourced Youth and Sports Infrastructure with Facilities such as stadia, sports halls, swimming pools, fitness facilities, amongst others at the National, Regional and District levels**

The inadequate well-resourced Youth and Sports Infrastructure hindered sports development at the district and local levels, affecting the Ministry's ability to discover and maintain talents for National Sports Teams. To mitigate this challenge, the Ministry collaborated with public and private sector institutions to construct Astroturfs in various communities, supporting sports development.

- b) **Inadequate coordination and oversight of Youth programs and interventions.**

This led to the duplication of Youth Programs and interventions in separate institutions. To address this, a Youth Sector Coordinating Body was established to oversee all Youth programs and interventions and aligned all youth-focused institutions and agencies under one sector Ministry.

- c) **Inadequate critical personnel especially Youth and Sports Development Officers, Counsellors and Coaches to undertake Youth and Sports development, promotion and management.**

This led to poor performances in various sporting disciplines and affected the technical expertise needed to promote youth and sports development at the grassroots level. To mitigate this, some technical staff were sponsored to undertake various courses, workshops, conferences, and seminars both locally and internationally to enhance their knowledge and skills in youth and sports management.

d) Inadequate and delayed release of funds for successful execution of the Ministry's programs, projects and activities.

The inadequate and delayed release of funds hindered the successful execution of the Ministry's programs, projects, and activities, resulting in the inability to implement planned initiatives. To address this, the Ministry prioritized the most essential programs and allocated resources to them and engaged with private sector partners and other Public Sector Institutions to sponsor specific infrastructure projects.

e) Inadequate logistics and equipment such as vehicles, computers and its accessories.

The non-availability of adequate vehicles hindered the Ministry's ability to monitor the implementation of programs and projects across the Youth and Sports Sector. Additionally, the lack of computers and accessories affected the timely delivery of services within the sector. To address this, the Ministry relied on District and Regional Officers to monitor programs and projects at the local level and procured about a quarter of the needed laptops and desktop computers for some Staff in the respective Directorates to improve work efficiency and productivity.

26.7. Forward Look

The following are the strategic and top priority areas of the Ministry for 2025:

- a) Facilitate the participation of the national teams in the underlisted competitions:
 - Black Stars participation in the 2026 World cup Qualifiers
 - 2025 World Relays Championships, China
 - U-18/ U-20 African Athletics Championship, Madagascar
 - 2025 AFCON Tournament, Morocco
 - 2025 U-17 Women's World Cup Qualifiers
- b) Undertake sensitization on Ghana Anti-Doping Act, 2024 (Act 1116)
- c) Setup the Ghana Anti-Doping Agency
- d) Rehabilitate Accra, Baba Yara, Essipong, Tamale and New Edubiase sports stadia
- e) Finalize the National Sports Policy
- f) Commission research and studies to develop a National Database on Sports and a module for Determining the contribution of sports to Gross Domestic Product (GDP)
- g) Develop Strategic and National Action Plans on Youth, Peace and Security
- h) Develop National Volunteerism Policy
- i) Finalise the Legislative Instrument for the Youth Act, 2016 (Act 939)
- j) Complete the Youth Resource Centres in five (5) Regions Wa, Dormaa Ahenkro, Dunkwa, Axim and Ho
- k) Organise Annual Sports Investment Summit for corporate stakeholders
- l) Develop of a National Sports College Bill

- m) Finalise the development of scheme of service for the National Sports College and
- n) Organise and/or facilitate participation of NSA coaches and sports development officers in high Performance workshops and training (NSA & NSC-W)

27.0 OFFICE OF THE ATTORNEY GENERAL AND MINISTRY OF JUSTICE

The Office of the Attorney-General and Ministry of Justice (OAGMoJ) exists to formulate and coordinate policies, set standards, monitor and evaluate the implementation of the policies and performance of the sector to ensure effective justice delivery.

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

- Minister - Hon. Godfred Yeboah Dame
- Deputy Minister(s) - Hon. Alfred Tuah-Yeboah
- Hon. Diana Asonaba Dapaah
- Bureaucratic Head - Ms. Suweibatu Adam

27.1. Departments and Agencies

The Ministry has under it, one Civil Service Department, 7 Agencies and one Public Service Organization. They were:

- i. Civil Service Departments**
Registrar-General's Department
- ii. Sub-vented Agencies**
 - a) Legal Aid Commission
 - b) Council for Law Reporting
 - c) Law Reform Commission
 - d) General Legal Council (Ghana School of Law)
 - e) Economic and Organised Crime Office
 - f) Copyright Office
 - g) Office of the Registrar of Companies
- iii. Public Service Organisation**
Legal Service (Office of the Attorney-General)

27.2. Sector Achievements

The achievements of the Ministry for the reporting year were as follows:

a) Completion of the Law House Project

As of December 2023, the Law House Project was 80% complete. Through the Minister's efforts, the Ministry had funding for the continuation and completion of the project. It was completed and commissioned on 10th June, 2024.

b) Improving Access to Justice and Accountability

In 2024, the target was to embark upon further initiatives to enhance access to justice and accountability in the Public Service. The Ministry was granted financial clearance to recruit 70 new attorneys bringing the total number of attorneys recruited in the tenure of the current Attorney-General to 130. Some of these Attorneys have been seconded to underserved institutions in the Public Sector.

c) Defending all legal claims against the State and reversing the trend where huge monetary awards are made against the State

In fulfilment of its constitutional duties, the Office of the Attorney-General and the Ministry of Justice actively represented the State in Seven Hundred and Two (702) civil cases, compared to Eight Hundred and Seventy-One (871) cases in the previous year. These cases, if not diligently handled, could have led to substantial financial liabilities for the State in the form of judgment debts. Below are some cases;

- Saac Anan Riverson Versus The Attorney General & Another.
- High Trust Ghana Ltd Versus A.M.A Ltd Versus A.M.A.
- Modern Construction Ltd Versus The Attorney General.
- Inox India PVT LTD Versus Trojan Power LT. Ministry of Energy (Interested Party)
- Daniel Nyamede Versus Chief of Defence Staff and the Attorney-General.

d) Promoting the Fight against Corruption and Economic Crime

The Office of the Attorney-General's Public Prosecutions Division and the Economic and Organized Crime Office (EOCO) pursued a number of cases involving corruption and economic crime in order to demonstrate the government's commitment to combating corruption and economic crime. The Public Prosecutions Division of the Office received 2,511 dockets, initiated prosecutions in various courts across the country, and dealt with 2,440 cases as of December 2024. The heightened caseload reflects the Division's continuous commitment to addressing legal matters and upholding justice within the judicial system.

By the end of November 2024, EOCO has successfully recovered a total amount of GH¢ 161,292,732.37. This recovery is made up of GH¢ 12,583,747.76 as a direct recovery into the consolidated account and GH¢ 148,708,984.61 as an indirect recovery to other institutions from proceeds of crime.

e) Capacity Building Initiatives during the period by EOCO

The Office prioritised the skill development and capacity building of its officers by sponsoring a total of 598 officers to undergo various training programs in investigating techniques and related discipline (locally and internationally). This investment in training equips officers with the necessary knowledge and expertise to effectively combat economic and organized crime. The office also organised the 14th Conference of Heads of Commonwealth Anti-Corruption Agencies of Africa Conference.

f) The Registrar General's Department (RGD)

The Registrar-General's Department (RGD) successfully registered 1,239 marriages, establishing its commitment to facilitating marital unions. The RGD filed 2,051 Trademarks and Registered 1,419 trademarks, showcasing their dedication to protecting intellectual property rights during the period.

The Department filed 267 Patent and registered 441 Patent. In the field of industrial design, they filed 480 Industrial Design and Registered 382, highlighting their support for innovation and creative industries. The Department has as well registered 50 Geographical Indications.

The Marriage Unit was able to carry out diligently its core mandate of celebrating marriages. It further trained 1,020 Pastors, Metropolitan, Municipal and District Assembly officials (MMDAs).

The Department also generated a total amount of GH¢ 45,690,303.12 during the third quarter of the year. The Department processed a total amount of GH¢ 60,542,627.17) as death gratuities.

g) The Office of the Registrar of Companies (ORC)

The Office of the Register of Companies (ORC) generated a total amount of **GH¢ 108,625,027.04**. The Department registered **143,217** Businesses/companies establishing its commitment to providing legal recognition and protection for businesses. The Office has completed the migration of all data from the e-Registrar software to the Government-Cloud for Accra and the Regional Offices to enable the e-Registrar system run on a smooth and seamless path for improved service delivery.

The establishment of the ORC also necessitated the design and development of a new website which organizes content and structures to accommodate our services, processes, procedures, forms and fees. This website creates an intuitive and user-friendly interface for all users. The Uniform Resource Locator (URL) to the website is www.orc.gov.gh.

27.3. Gender Mainstreaming

A. Gender mainstreaming activities

In furtherance of Government's commitment to enhancing gender mainstreaming in all sectors, the Ministry developed a Gender Policy. Also, as a Ministry, the Annual Budget requires that gender issues are mainstreamed into budgeted programs and activities. In this regard, having a Gender Policy was useful in strengthening coordination as well as serving as a mechanism for effective gender mainstreaming and reporting.

The Ministry also established a Gender Focal Point and designated a staff member as Gender Desk Officer and requested its Department and Agencies to do likewise. This would facilitate inter-sectoral dialogues and actions on the promotion of gender inclusiveness in the sector.

The Gender Policy is being reviewed in line with the National Development Planning Commission (NDPC) Policy Formulation Guidelines.

27.4. Sustainable Development Goals (SDGs)

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

- **Goal 16: Peace, Justice and Strong Institutions**

Access to justice for all and build effective, accountable and inclusive institutions at all levels.

Number of corruption cases received.

Eight (8) high profile corruption cases involving 39 accused persons on trial. A judgment has been secured for one of the accused persons to pay the state GH¢ 90,000,000 Cedis and recovered GH¢ 38,808,074.14 from two accuse person persons charged with causing financial loss to the State.

- **Goal 17: Partnerships**

Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. The Companies Act has been passed into law and gazette as Companies Act, 2019 (Act 992).

27.5. Financial Performance

The financial performance of the Ministry for the period is presented as follows:

S/N	SOURCE	APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
		A	B	C	D=(A-B)
1	GOG				
	Compensation of Employees	185,685,924.00	181,326,792.96	133,204,382.20	4,359,131.04
	Use of Goods & Services	6,854,450.00	5,657,550.79	3,659,491.32	1,196,899.21
	CAPEX	45,187,288.00	44,452,271.31	22,851,307.17	735,016.69
2	IGF				
	Compensation of Employees	9,738,381.00	8,301,080.00	8,301,080.00	1,437,301.00
	Use of Goods & Services	112,918,554.00	51,189,071.43	51,189,071.43	61,729,482.57
	CAPEX	70,015,869.00	59,325,512.24	59,325,512.24	10,690,356.76
3	DEV'T PARTNERS e.g.				
	DANIDA/JICA/ WB etc				
	TOTAL	430,400,466.00	350,252,278.73	278,530,844.36	80,148,187.27

27.6. Challenges

The Challenges encountered by the Ministry and its Departments and Agencies during the period under review were:

a) Limited Number of Legal and Administrative Staff

The limited number of Attorneys as well as administrative staff poses a great challenge. The insufficient number of staff leads to an overwhelming workload for existing employees, resulting in delays and reduced efficiency in legal processes and administrative tasks.

b) Limited Office Space in Regional Offices

Inadequate office space hampers the efficient delivery of legal services, causing delays and a congested working environment at the Regional Offices. The situation has resulted in overcrowding of both administrative and legal staff in some of the offices and congestion in the regional offices.

c) Inadequate Office Equipment and Logistics

The Ministry and the Regional offices have inadequate office equipment and logistics to work with. The inadequate provision of basic IT infrastructure, equipment and logistics such as computers, printers, scanners, photocopy machines and stable internet. The few available are old and inefficient. This makes it difficult to carry out tasks expeditiously.

d) Inadequate funds to undertake Research, Monitoring and Evaluation activities outside Accra

The Ministry is struggling financially, and the situation is aggravated by delays in the release of funds. Lack of funds and delays in fund disbursement disrupt the Ministry's activities, causing setbacks in project implementation and service delivery. It is also unable to undertake research, monitoring and evaluation activities outside Accra due to lack of funds.

27.7. Forward Look

The following are the strategic and top priority areas of the Ministry for 2025:

a) Office of the Attorney-General

The Ministry will continue to work assiduously to promote the rule of law to strengthen the country's democratic culture as part of its primary obligation. It will also provide legal advice to the government, represent the state in court, prosecute all criminal offenses, and provide legal services to indigent clients.

b) Law Reports and Reviews

The Council for Law Reporting (CLR) in the year 202, the Council aims to publish the following reports; Publish 700 copies of the 2023-2024 GLR vol. 1, Publish 400 copies of the 2023 Review of Ghana Law (RGL), and Publish 700 copies of the 2016-2017 Vol. 2 GLR. This publication will

provide legal practitioners and scholars with valuable insights into recent developments in Ghanaian jurisprudence.

c) Law Reform Commission

The Law Reform Commission in the year 2025, plans to prepare report on Medical Records Law, draft a report on Law of Trusts and draft report on Law of Defamation. The Commission also intends to build capacity of ten (10) external and internal lawyers and conduct nationwide research.

d) Copyright and Entity Administration (Copyright Office)

The Copyright Office in the year 2025, plans to organize various activities and programs to promote and protect copyright in Ghana. It plans to register 1,000 copyright-protected works by the fourth quarter of 2025. The Office projects to organize five (5) sensitization workshops for targeted stakeholders and organize six (6) public awareness programs for educational institutions. It also intends to undertake public education programs in five (5) print and electronic media.

e) Copyright and Entity Administration (Registrar-General's Department)

The Registrar-General's Department anticipates achieving its target set in the registration of 1,500 marriages for the year 2025. The Department also plans to administer 680 estates in the year 2025. The Intellectual Property (IP) Unit of RGD expects to file 3,400 and register 2,800 Trademarks as well as organize public awareness programs on Intellectual Property laws, the National IP policy, and strategy in Ghana in 2025.

The Department plans to organise a Conference for all the 22 member states of the administrative council and council of ministers for ARIPO.

f) The Office of Registrar of Companies

The Office of the Registrar of Companies (ORC) in the year 2025 anticipates to register of 170,000 business and 170 Insolvency Practitioners. The Office will begin the Construction of ORC Offices and complete the phase one of the new office.

g) Management of Economic and Organised Crime (EOCO)

EOCO in 2025, will continue its unwavering commitment to combating economic and organized crimes in Ghana, safeguarding the financial interests of the country, and promoting a safer and more secure society.

The office projects in 2025 to investigate 400 cases, with 30 cases set to be prosecuted. By intensifying its investigative efforts and collaborating with relevant stakeholders, EOCO strives to enhance the prosecution of offenders as well as secure more convictions from the courts across the country.

Also, EOCO intends to carry out about 150 outreach programs specifically targeting Human Trafficking and Irregular Migration. By engaging with communities and vulnerable populations, EOCO seeks to combat these heinous crimes and protect potential victims.

h) Legal Education

The General Legal Council in 2025, expects to call 1,100 newly qualified lawyers to the Bar in October 2025 and this will include the 300-mini call of qualified lawyers to the bar in May, 2025. The Council through the Independent Examination Council will conduct entrance exams for 3,200 candidates and admit about 1,500 students into the 2025/2026 Academic Year in October 2025.

The Council through the school will Complete Phase 1 of the Re-development Project of Ghana School of Law to get more classroom space to ease the congestion of the school. Also, will conduct a non-statutory course in Criminal Prosecution for 100 officers from the Ghana Police Service, Immigration Service, and Fire Service among others in the year 2025.

i) Management and Administration

The Ministry in the year 2025, anticipates to renovate 3 regional offices in order to improve the working environment for staff.

The Ministry will organise a workshop to disseminate the findings of the assessment of Knowledge and Perceptions of the Public on the Plea-Bargaining arrangement in the administration of criminal justice in Ghana, which is the second phase of the research into plea-bargaining at the northern sector.

28.0 OFFICE OF THE HEAD OF THE CIVIL SERVICE (OHCS)

The Office of the Head of the Civil Service (OHCS) is responsible for formulating human resource and organizational development policies and guidelines for the Civil Service. In line with its legal framework, the Office supports the development and implementation of national and sector policies, programs, projects, and activities. It also monitors, evaluates, and continuously reviews the capabilities and performance of Ministries and Departments (M&Ds) to ensure the effective fulfilment of their mandates and the successful achievement of national goals.

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

- Head of Civil Service - Evans Aggrey-Darkoh, Ph.D.
- Bureaucratic Head - Mrs. Eunice Osae

28.1. Departments and Training Institutions

The Office had oversight responsibility over; four (4) Civil Service Departments, and three (3) Training Institutions. They were:

Civil Service Departments

- Management Services Department (MSD)
- Public Records and Archives Administration Department (PRAAD)
- Procurement and Supply Chain Management Department (PSCMD)

Training Institutions

- Civil Service Training Centre (CSTC)
- Government Secretarial School (GSS)
- Institute of Technical Supervision (ITS)

28.2. Sector Achievements

The achievements of the Office for the reporting year were as follows:

a) OHCS Public Sector Reforms for Result Project (PSRRP) Activities

The PSRRP is an initiative of the Government of Ghana that supports the implementation of the National Public Sector Reforms Strategy (NPSRS 2018-2023). It was implemented through the defunct Office of the Senior Minister under the Office of the President (OSM-Oop). The project, with a loan facility from the World Bank, aims at improving efficiency and accountability in the delivery of key public services to citizens and firms. The project has been restructured to focus on the Project Development Objectives.

In 2024, the OHCS completed the development of its Gender Action Plan; validated reviewed Training Manuals and Modules for its Training Institutions as part of the review of Curriculum and Training of Facilitators project; and Trained HR Officers and key stakeholders on the Framework for Continuous Organizational Learning. The Office also coordinated the upgrade of website and facilitated the establishment of a Video Conferencing facility as part of the project during the period. The Office further launched its website and video conferencing facility on 18th June, 2024.

The Office also coordinated and facilitated the delivery of IT equipment for Staff of the Management Services Department. The Office through its PIT members supported in the closure of the project.

b) Production of the 2023 Annual Performance Report of the Civil Service

The Head of the Civil Service is mandated by Section 85 of the Civil Service Act 1993, (PNDCL 327) to prepare and submit an annual report of the previous year to the Presidency within the first quarter of the ensuing year. In light of the above, a template for the preparation of the 2023 Civil Service Annual Performance report was prepared, submitted to the Ministries and sensitization exercise held for focal persons in November 2023 to enable them prepare their Sector Annual Performance Reports. The Annual Performance report was further developed, printed, disseminated to all key stakeholders with soft copy uploaded onto the OHCS website for easy access by the Ministries and Departments.

c) Organization of the 2024 Civil Service Week Celebration and 2023 Awards Ceremony

The theme for the Celebration was “Combating Threats to Sub-Regional Peace and Security: Perspectives of the Civil Service” was scheduled from 24th April to 3rd May 2024. Activities for the celebration included Inter-Ministerial Tennis, Women Football Tournaments, Press Launch, Clean-Up Exercise, Thanksgiving Service, among others. The Minister for National Security, Hon. Albert Kan-Dapaah was the Special Guest of Honour for the awards ceremony. Other dignitaries who participated in the celebration were Prof. Emmanuel Kwesi Aning - Director Faculty of Academic Affairs & Research, KAIPTC, sector Ministers, Chairman and members of the Civil Service Council.

One hundred and Thirty-three (133) officers comprising Eighty-one (81) Professional and Sub-professional staff, twelve (12) Chief Directors with their respective Fourteen (14) Directors and three (3) Heads of Department, Five (5) Honorary awards and eighteen (18) sponsors were awarded in the Special Head of Service Awards category. The 2024 Civil Service Week Celebration and 2023 Awards Ceremony was successful, and it is recommended that the celebration continues in subsequent years to project the strategic image of the Civil Service and reward staff and other citizens for their outstanding performance toward enhancing productivity in the Civil Service.

d) 2024 Online Recruitment

The Office opened its online application portal from 1st March to 31st May 2024 to receive applications for graduate online examinations for employment in the Ghana Civil Service. By the closure of the portal, 33,000 applications had been received and were processed for the second phase of the recruitment process which was an online examination scheduled for 2nd August 2024.

Out of the total applicants, 13,000 applicants successfully participated in the examination process. After which 1,000 applicants who scored 73.33% and above proceeded to the interview stage for final recruitment. Successful candidates were then issued appointment letters. The office led by the Recruitment and training Development Directorate further conducted interviews for Sixteen (16) Ministries and Nineteen (19) Departments to recruit sub-professionals (non-graduates).

e) Evaluation of 2023 Chief Directors' (CDs) Performance Agreement

To assess the performance of Chief Directors of Sector Ministries and drive improvement, the OHCS conducted a data verification exercise in January, 2024. This exercise covered all twenty-eight (28) Ministries and two (2) Extra-Ministerial Organizations, focusing on evaluating the deliverables outlined in the 2023 Chief Directors' Performance Agreements (CDPA). The Agreements were signed between Chief Directors and the Head of Civil Service with the endorsement by their respective Sector Ministers to be implemented for the 2023 Assessment year. Following this, the Head of Service, led the evaluation team, in March 2024, to meet with Chief Directors and their Sector Ministers, to assess their performances vis-à-vis the individual Feedback Reports on the findings from the data verification exercise.

The results from the 2023 evaluation process revealed that twelve (12) out of thirty (30) Chief Directors (40%) were ranked in the Excellent category. Ten (10) Chief Directors (33%) were rated Very Good, five (5) (17%) fell into the good category, and three (3) (10%) were ranked as Satisfactory. Notably, no Chief Director was rated Unsatisfactory during the period, reflecting improved overall performance. As of **2024**, the Chief Directors comprised **seventeen (17) males (57%)** and **thirteen (13) females (43%)**.

28.3. Gender Mainstreaming

a) Gender Representation

During the reporting year, the Offices' Management had 8 members, consisting of 5 men and 3 women, with women representing 37.5% of the team.

The Entity Tender Committee, responsible for overseeing procurement, comprised 20 members, of which 11 were men and 9 were women, with women making up 45% of the team. Similarly, the Audit Committee, which plays a critical role in financial oversight, had 5 members, with 4 men and 1 woman, resulting in 20% female representation. The Civil Service Week Planning Committee had 9 members with 5 men and 4 women which meant the women were 44.44%. The Awards and Evaluation Committee was made up of 5 members with 3 men and 2 women, resulting in 40% female representation. Across all committees, there were no persons with disabilities, indicating a gap in broader inclusivity.

b) Gender Mainstreaming Activities

The activities and programs implemented by the Office to promote the empowerment and well-being of females were instrumental during the reporting year. There was also a breast screening exercise aimed at early detection of breast cancer for staff of the OHCS. This was aimed at improving breast cancer detection and diagnosis methods to enable early detection and treatment. A Gender strategy and Action plan were developed for the OHCS. These aimed at promoting gender mainstreaming and equality. Selected staff of the office were trained on gender terminologies, definitions and policy approaches.

28.4. Sustainable Development Goals (SDGs)

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

- **Goal 16: Peace Justice and Strong Institutions**

16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

Proportion of population had reliable access to information from the OHCS quarterly through RTI requests and other requests.

16.a: Strengthen relevant National institutions, including through International cooperation, for building capacity to prevent violence and combat terrorism and crime.

Number of National capacity building programs and activities were held with international cooperations such as KAIPTC, World Bank, JICA, and KOICA among others periodically.

This also reflected in the celebration of the 2024 Civil Service Week and 2023 Awards Ceremony where several stakeholders were engaged such as the private sector, other public sector agencies and academia to collaborate combat.

28.5. Financial Performance

The financial performance of the Office for the period is presented as follows:

S/N	SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
		A	B	C	D	E=(B-C)
1	GOG					
	Compensation of Employees	34,495,805.66	34,495,805.66	33,097,059.72	37,484,265.26	1,398,745.94
	Use of Goods & Services	5,533,351.90	5,533,351.90	4,230,732.79	4,429,337.74	1,302,619.11
	Promotions & Training	4,070,000.00	4,070,000.00	4,070,000.00	4,070,000.00	0.00
	CAPEX	7,772,145.54	7,772,145.54	6,838,383.69	6,590,394.77	933,761.85
2	IGF	7,421,156.13	7,421,156.13	3,888,163.08	3,749,326.46	3,532,993.05
	DANIDA	0.00	0.00	0.00	0.00	0.00
	JICA	0.00	0.00	0.00	0.00	0.00
	World Bank	0.00	0.00	0.00	0.00	0.00
	Others	98,840.00	98,840.00	98,840.00	98,840.00	0.00
	TOTAL	51,970,143.10	51,970,143.10	52,223,179.28	56,422,164.23	-253,036.18

28.6. Challenges

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

a) Accommodation

The Government Secretarial School is in dire need of Hostels in Kumasi and Tamale, and renovation of hostels, classrooms and dining halls in GSS Sekondi and GSS Koforidua. All GSS Campuses urgently need computers to facilitate ICT Training for their students. We also lack an Official vehicle for the Principal, Accra, and five (5) Vehicles for the Assistant Principals in the Regions including buses to convey students during field/education trips. Besides, GSS Land Titles for GSS Sekondi, GSS Ho, GSS Koforidua and deal with encroachers on our lands especially in Kumasi.

b) Public Records

- Decaying and withering documents requiring preservative and conservative measures.
- Lack of computers and furniture both at the Head Office and Regional Offices.

- Non-existing regulatory framework rendering the PRAAD's mandate almost contested for by emerging records management business and MDA backed digitization project with huge sponsorship from donors.
 - Poor infrastructure especially in the Search Room which is the eye of the Department and in the Regional Offices.
 - Congested Records Centre, which does not allow for further storage of public documents.
- c) Finance**
- Inconsistent and unreliable budgetary allocation hampered the successful implementation of the procurement plan

28.7. Forward Look

i. Office of the Head of the Civil Service

- a) Facilitate the timely and comprehensive evaluation of Directors' performance for the 2024 fiscal year.
- b) Support the formulation and adoption of actionable plans and strategic frameworks to guide the organization in 2025.
- c) Review Chief Directors Performance Self-Assessment Report and undertake data verification/validation exercise for 30 Chief Directors.
- d) Undertake data verification in connection with the 2024 Composite Evaluation and prepare Feedback Reports for 30 Chief Directors as well as prepare Composite Report covering Performance of the 30 CDs.
- e) Receive and review 2024 end-of-year E-SPAR Report and prepare service-wide report covering a projected number of 18,000 officers in the Service.
- f) 2025 Composite Mid-year Monitoring Report on the implementation of the 2025 Performance Agreement for 30 Chief Directors
- g) Receive and review 2025 Mid-year Service delivery standards and operation of client service Unit Reports from 58 Civil Service institutions and prepare composite Report for the Service.
- h) Prepare 4th Quarter/Annual Progress Reports on the Implementation of the OHCS SMTDP 2022 – 2025 for onward submission to NDPC.
- i) Partner with PBMED in its monitoring of Performance Issues with focus on appraisals
- j) Increase the Ministry and department on-sited vetting of eligible officers for promotion
- k) Go on monitoring to sensitize schedule officers and eligible officers on issues relating to HR facilities.

ii. Government Secretarial School (GSS)

- a) Admission of qualified candidates for Secretary ship training.
- b) Training and Development of Professional Secretaries. Career Development of Professional Secretaries.
- c) Scheme of Service Training

- d) Procurement of Computers and Accessories, Office Furniture, Student Desks and Chairs, a Pick-Up Vehicle
- e) Maintenance of office building Construction of walls

iii. Public Records and Archives Administration Department (PRAAD)

- a) Organize International Archives Week
- b) Classify Systems for 5No. MDAs
- c) 10No. Records Offices of institutions decongested
- d) 3No. Records management Training sessions for institutions organized
- e) Records Management monitoring of twenty (30) MDAs conducted and ranked
- f) 4No. Finding Aids for the Search-room updated
- g) Private Archive operators and institutionally owned archives licensed
- h) 56,000 images of Archival Materials digitized

iv. Management Services Department (MSD)

- a) Develop, review and finalize Schemes of Service
- b) Review Service Charters
- c) Conduct Job Inspection, Management Reviews and develop Establishment Schedule for organizations
- d) Support twenty (20) MSD staff to attend schemes of service and other competency-based training by December 2025
- e) Publicize the role of MSD in Public Sector improvement and expansion
- f) Conduct Mid and End of Year Review Exercises
- g) Provide Logistics for the Smooth Running of the Office

29.0 OFFICE OF THE PRESIDENT (OOP)

The Office of the President (OoP) was formed under Article 57 of the 1992 Constitution of the Republic of Ghana and Section 2 of the Presidential Office Act, 1993 (Act 463). It is tasked with overseeing the Office of Government Machinery (OGM), which includes Civil Service Organizations, Departments, Agencies, as well as Councils and Commissions.

The list of political and bureaucratic heads are as follows:

- | | |
|--------------------------|---|
| • Chief of Staff | Hon. Akosua Frema Osei-Opare |
| • Deputy Chiefs of Staff | Mr. Emmanuel Adumua-Bossman
Mr. Fawaz Aliu |
| • Bureaucratic | Mr. H. M. Wood |

29.1. Secretariats and Agencies

The Ministry had six (6) Secretariats and thirteen (13) sub-vented Agencies.

Civil Service Departments

- Scholarship Secretariat (SS)
- State Protocol Department (SPD)
- Council of State (CoS)
- Public Sector Reform Secretariat (PSRS)
- Public Enterprise Secretariat (PES)
- Zongo & Inner-Cities Development Secretariat (ZICD)

Sub-vented Agencies.

- Office of Administrator- General (OA-G)
- 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)

- National Identification Authority (NIA)
- Coastal Development Authority (CODA)
- Middlebelt Development Authority (MBDA)
- Northern Development Authority (NDA)
- Zongo Development Fund (ZDF)

29.2. Sector Achievements

The achievements of the Office for the reporting year were as follows:

a) Development of a Comprehensive Gender Strategy

As part of the reform initiatives implemented under the Public Sector Reform for Results Project, the Public Sector Reform Secretariat engaged the services of Price Waterhouse Coopers to undertake a gender policy gap assessment of existing gender policies found in several different public documents (with the focus on eight (8) public institutions) to inform the development of a comprehensive gender strategy for the public sector for mainstreaming gender in its institutions operations and service delivery standards.

A draft gender policy gap assessment report was prepared, and a stakeholder validation was held to discuss the current situation of Ghana's Public Sector on gender-related issues and brainstorm strategic themes and initiatives for the development of a comprehensive gender strategy.

Consequently, the draft comprehensive gender strategy for public institutions was validated in April 2024. Following this, four (4) Zonal Trainer-of-Trainers workshops were held to train gender desk officers and key staff of Public Sector Organizations, Metropolitan, Municipal and District Assemblies (MMDAs) as well as staff of Ministries Departments and Agencies (MDAs) across the country. Participating institutions were also tasked to develop their gender action plans and budgets for adoption in their 2025 work plans and budget.

b) Construction of the Digital Youth Hub (DYH) facilities and Operationalization of the DYH

The establishment of the Digital Youth Hub (DYH) is progressing well, with significant developments in both construction and operationalization. The construction contract for the DYH, valued at GH¢ 86,422,117.50, has been awarded, focusing on five thematic areas: Agriculture, Health, Education, Financial Services, and Retail. As of now, the overall progress of the construction work stands at 67%, indicating a steady advancement toward completion.

To ensure the successful operationalization of the DYH, the Government of Ghana has allocated an initial endowment of USD 5 million. This funding is intended to establish the hub and support its financial sustainability in the long term.

In addition to financial preparations, a taskforce has been formed to collaborate with the Tony Blair Institute (TBI) in key areas, including the recruitment of a director for the hub. This taskforce is also responsible for designing various models, management plans, and an endowment policy tailored to the unique needs of the DYH.

Moreover, the Council for Scientific and Industrial Research (CSIR) and the West Africa Centre for Crop Improvement (WACCI) at the University of Ghana have each nominated a representative to the DYH taskforce, ensuring that diverse expertise is brought to the initiative.

c) Performance Contract Agreement with Specified Entities (SEs) by the State Interests and Governance Authority (SIGA)

The Authority successfully negotiated, signed and monitored the Annual Performance Contract Agreement with Seventy-Nine (79) Specified Entities in line with the Public Financial Management Regulation, 2019 (L.I 2378) and SIGA Act, 2019 (Act 990). The process saw an increase in the number of signed contracts, reaching 79 in 2024, a notable improvement from the previous year of 63. Efforts were directed towards expanding coverage, aiming for 100 specified entities in the 2025 contracts, fostering transparency and accountability through new indicators, including those related to the Right to Information (RTI).

d) Public Enterprises League Table (PELT) 3 & 4 League Table by the Public Enterprises Secretariat

The 2024 (PELT) 3 & 4 League Tables were published, along with an awards event for outstanding entities, driving competition that enhanced outcomes and compliance with the Public Financial Management (PFM) ACT, 2016, while encouraging specified entities through their rankings and highlighting key entities for stakeholder awareness.

e) Local and Foreign Tertiary Scholarship

Under the District Level Decentralization Scheme, The Scholarship Secretariat disbursed tuition fee of GH¢ 21,555,161.64 for eligible students for the 2023/2024 academic year in tertiary universities across the country during the period.

Payment of Scholarship arrears (2022/2023), Tuition and Allowances (2023/2024 academic year). Outstanding stipends, book, and medical allowances owed to students in various countries, including Morocco, Algeria, Spain, France, Cuba, Ukraine, Switzerland, and the United Kingdom, were paid

for the 2022/2023 academic year. The Secretariat further disbursed tuition and Nine (9) months allowances to students in Morocco, Algeria, Russia, Spain, France, Cuba, Serbia, China, and Hungary for the 2023/2024 academic year, amounting to GH ¢ 238,403,817.87 for Bilateral, Non-Bilateral And Year Abroad.

29.3. Gender Mainstreaming

a) Gender Representation

During the reporting year, the Ministry's Management team had 14 members, consisting of 11 men and 3 women, with women representing 21.43% of the management. The Management Meeting had 15 members, with 12 men and 3 women, meaning women constituted only 20% of the board, limiting the influence of women on key policy discussions. The Budget Committee was made up of 8 members, 5 men and 3 women meaning the women were 37.5%.

The Audit Committee, which plays a critical role in financial oversight, had 10 members, with 7 men and 3 women, resulting in 30% female representation. The Enterprise Risk Committee had 12 members, 7 men and 5 women. The women representation on this committee was 41.7% similarly the Entity Tender Committee, responsible for overseeing procurement, comprised **10 members**, of which **6 were men and 4 were women**, with women making up **40%** of the team. Across all committees, there were no persons with disabilities, indicating a gap in broader inclusivity.

b) Gender Mainstreaming Activities

- **Awards for Excellence:** At its 2024 Annual Conference, the IAA recognized outstanding female internal auditors with special awards, acknowledging their significant contributions to the field.
- **Engagement Programs:** In alignment with the annual global Internal Audit Awareness Month, the IAA established initiatives to attract young graduates and female professionals into the internal auditing profession, fostering sustained interest among young women.
- **Initiatives for Gender Inclusion**

SIGA is dedicated to closing the gender gap through various initiatives:

- i. **Affirmative Action:** Implementing policies that prioritize women in hiring and promotions.
- ii. **Quota System:** Ensuring a specific percentage of positions are filled by women.
- iii. **Mentoring Programs:** Providing guidance for women to advance in their careers.

- **Gender Balance Goals**

To ensure fair gender representation, the IAA has set a target for at least 30% female inclusion in its operations, with plans to increase this percentage annually to ultimately achieve a national affirmative action goal of 35%.

29.4. Sustainable Development Goals (SDGs)

- The implementation of key Sustainable Development Goals (SDGs), including promoting peaceful and inclusive societies (Goal 16), ensuring sustainable consumption and production patterns (Goal 12), revitalizing global partnerships for sustainable development (Goal 17), building resilient infrastructure and fostering innovation (Goal 9), and making cities and human settlements inclusive and sustainable (Goal 11), is progressing across various initiatives in the office.
- The implementation of key Sustainable Development Goals (SDGs) in Ghana, including enhancing family planning services (SDG 3), empowering women to make informed decisions regarding reproductive health (SDG 5), addressing the high rates of youth unemployment and disengagement from education (SDG 8), and fostering robust multi-stakeholder partnerships for sustainable development (SDG 17), is actively ongoing.
- SDG 16.6 focuses on developing effective, accountable, and transparent institutions across all levels of governance. In Ghana, significant strides have been made with the development of the 5th Open Government Partnership (OGP) National Action Plan (NAP), which has been submitted to the OGP support unit. Additionally, copies of NAP-5 have been disseminated widely, and various stakeholder engagement activities such as co-creation meetings, multi-stakeholder consultations, and validation sessions have been organized to ensure diverse input into the plan's infrastructure commitments.

29.5. Financial performance

The financial performance of the Office for the period is presented as follows:

S/ N	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
		A	B	C	D= (A - B)
1	GOG				
	Compensation of Employees	352,131,349	194,309,514.89	191,235,877.73	157,821,834.11
	Use of Goods & Services	924,143,874	506,620,987.05	498,961,184.86	417,522,886.95
	CAPEX	612,440,588	318,845,584.18	195,722,808.83	293,595,003.82
2	IGF	128,494,705	145,740,902.00	145,740,902.00	-17,246,197.00
3	DEV'T PARTNERS				
	i. DANIDA	0	0	0	0
	ii. JICA	0	0	0	0
	iii. World Bank	57,616,648	75,117,803.50	74,873,573.90	-17,501,155.50
	TOTAL	2,074,827,164	1,240,634,791.62	1,106,534,347.32	834,192,372.38

29.6.Challenges

The office of the president encountered the following challenges.

a) Inadequate Staff.

The inadequacy of human resources/personnel at all the Units affects service delivery. For instance, the shortage of drivers created by retirement, posting, resignation and death among others poses a risk of accidents as the drivers get overworked from dawn when they convey staff to the Office to dusk when they return home to prepare for the next day. The Estates Unit also lacks staff in the various processional areas.

b) Overaged Vehicles.

Owing to overage and bad condition of the vehicles, the Office incurs high cost of maintenance. The cumulative effect is that vehicles are sometime unavailable when needed, and this renders the operations of the Office difficult.

29.7. Forward Look

The Office of the President would coordinate the implementation of the following priority areas in the ensuing year:

- a) Amend the Presidential (Transition) Act 2012, Act 845
- b) Update the Ghana Official Assets Repository Program (GOARP)
- c) Improve Records and Database for Asset Management
- d) Finalize and Launch the NPSRS 2025-2029
- e) Develop a New Sector Medium-Term Development Plan (SMTDP)
- f) Implement Comprehensive Gender Strategy
- g) Facilitate Open Government Partnership (OGP) Initiative
- h) Stakeholder Engagements by the Public Enterprises Secretariat
- i) Disposal of Assets of Defunct Entities by the Public Enterprises Secretariat
- j) List selected SOEs on the Ghana Stock Exchange

APPENDIX TWO (2): MINISTRIES, OOP AND OHCS STAFF DATA DISAGGREGATED BY AGE AND SEX

SN	Name of Ministry	20 -29		30-39		40-49		50-59		60+		TOTAL	
		Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem
1.	Ministry of Chieftaincy and Religious Affairs	9	19	104	92	115	92	68	37	1	1	297	241
2.	Ministry of Communications and Digitalisation	9	8	20	22	14	19	18	14	0	0	61	63
3.	Ministry of Defence	3	3	10	11	9	13	8	12	0	0	30	39
4.	Ministry of Education	13	6	35	50	34	22	20	16	1	1	103	95
5.	Ministry of Employment and Labour Relations	13	12	23	24	28	16	6	17	1	0	71	69
6.	Ministry of Energy	12	11	23	28	42	18	18	16	3	0	98	73
7.	Ministry of Environment, Science, Technology and Innovation	2	3	19	16	14	17	16	9	0	0	51	45
8.	Ministry of Finance	35	40	120	85	155	116	102	35	3	0	415	276
9.	Ministry of Fisheries and Aquaculture Development	3	8	14	15	14	15	9	6	3	0	43	44
10.	Ministry of Food and Agriculture	175	65	1085	294	457	195	269	73	51	16	2037	643
11.	Ministry of Foreign Affairs and Regional Integration	24	43	91	142	86	133	92	75	1	0	294	393
12.	Ministry of Gender, Children and Social Protection	27	16	52	50	37	30	5	4	1	1	122	101
13.	Ministry of Health	4	12	31	42	38	34	39	29	0	0	112	117
14.	Ministry of Information	6	9	11	15	7	13	4	2	0	0	28	39
15.	Ministry of The Interior	1	6	13	27	12	22	9	12	0	0	35	67
16.	Ministry of Lands and Natural Resources	11	7	33	31	22	22	19	11	1	0	86	71
17.	Ministry of Local Government, Decentralisation and Rural Development	15	9	28	28	36	30	28	20	2	0	109	87
18.	Ministry of Parliamentary Affairs	1	1	4	9	7	5	0	3	0	0	12	18

SN	Name of Ministry	20 -29		30-39		40-49		50-59		60+		TOTAL	
		Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem
19.	Ministry of Railways Development	3	1	9	6	6	9	8	9	0	0	26	25
20.	Ministry of Roads and Highways	9	8	32	24	20	20	24	12	1	0	86	64
21.	Ministry of Sanitation and Water Resources	14	23	28	28	17	13	12	5	1	0	72	69
22.	Ministry of Tourism, Culture and Creative Arts	13	26	22	43	17	10	6	7	0	0	58	86
23.	Ministry of Trade and Industry	7	17	53	64	59	64	45	28	1	0	165	173
24.	Ministry of Transport	3	5	14	23	15	22	11	11	0	0	43	61
25.	Ministry of Works and Housing	7	9	26	36	28	20	14	12	0	0	75	77
26.	Ministry of Youth and Sports	8	4	21	18	36	14	9	10	0	0	74	46
27.	Office of The Attorney General and Ministry of Justice	10	4	36	40	39	23	21	23	0	0	106	90
28.	Office of The Head of The Civil Service	19	29	44	76	69	54	37	34	3	1	172	194
29.	Office of The President	422	25	51	100	72	103	78	99	43	4	666	331

APPENDIX THREE (3): DEPARTMENTS STAFF DATA DISAGGREGATED BY AGE AND SEX

SN	Name of Department	20 -29		30-39		40-49		50-59		60+		TOTAL	
		Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem
1.	Labour Department	11	6	58	50	65	25	66	17	0	0	200	98
2.	Department of Cooperatives	6	4	77	77	29	35	20	19	0	0	132	135
3.	Department of Factories Inspectorate	3	5	35	28	24	9	13	5	0	0	75	47
4.	Department of Community Development	0	2	19	27	30	21	14	5	0	0	63	55
5.	Births and Deaths Registry	8	7	72	30	39	11	14	4	0	0	133	52
6.	Department of Children	6	9	15	22	16	15	9	5	0	0	46	51
7.	Department of Urban Roads	44	17	79	32	67	20	35	11	0	0	225	80
8.	Department of Feeder Roads	13	9	17	8	27	18	17	3	0	0	74	38
9.	Koforidua Training Centre	0	2	3	11	8	3	16	3	0	0	27	19
10.	Rent Control Department	4	8	56	41	27	26	12	3	0	0	99	78
11.	Department of Rural Housing	1	2	17	5	7	3	2	1	0	0	27	11
12.	Public Works Department	7	3	42	17	84	16	42	7	0	0	175	43
13.	Public Records and Archives Department	5	0	27	25	52	22	20	9	0	1	104	57
14.	Procurement and Supply Chain Management Department	1	3	2	4	2	0	1	0	0	0	6	7
15.	Registrar General's Department	7	12	19	24	14	18	10	9	0	0	50	63
16.	Controller and Accountant-General's Department	76	73	523	439	908	492	689	440	4	0	2200	1444
17.	Management Services Department	4	0	18	25	19	12	18	0	0	0	59	37
18.	Information Services Department	50	76	253	217	291	211	174	33	0	0	768	537
19.	Department of Gender	3	4	13	30	10	16	7	5	0	0	33	55
20.	Department of Social Welfare	12	10	143	85	169	72	82	60	0	0	406	227

SN	Name of Department	20 -29		30-39		40-49		50-59		60+		TOTAL	
		Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem
21.	Department of Parks and Gardens	0	0	3	29	92	74	19	12	0	0	114	115
22.	Bureau of Ghana Languages	1	3	16	11	9	4	7	7	0	0	33	25
23.	State Protocol Department	4	7	9	8	14	10	19	8	2	0	48	33
****	Office of The Administrator of Stool Lands	2	8	79	34	54	44	49	19	1	0	185	105

APPENDIX FOUR (4): OCCUPATIONAL GROUPS IN THE CIVIL SERVICE

No.	Occupational Groups / Classes	Ministries			Departments			OOP and OHCS			Total		
		Male	Fem	Total	Male	Fem	Total	Male	Fem	Total	Male	Fem	Total
1.	Accountant	88	99	187	1878	1148	3026	13	11	24	1979	1258	3237
2.	Account Technician	2	8	10	165	119	284	1	1	2	168	128	296
3.	Admin	240	303	543	34	41	75	52	75	127	326	419	745
4.	Agric Officer	814	214	1028	0	1	1	0	0	0	814	215	1029
5.	Architect	2	0	2	4	2	6	0	1	1	6	3	9
6.	Artisan/Tradesman	25	1	26	246	11	257	43	0	43	314	12	326
7.	Bailiff	53	34	87	1	3	4	0	0	0	54	37	91
8.	Budget Officer/Analyst	58	46	104	3	1	4	5	5	10	66	52	118
9.	Caretaker	3	0	3	0	1	1	2	0	2	5	1	6
10.	Catering Officer	1	19	20	2	43	45	4	34	38	7	96	103
11.	Chemist	0	0	0	3	0	3	0	0	0	3	0	3
12.	Child Care Officer	0	13	13	4	104	108	0	0	0	4	117	121
13.	Commercial Officer	50	35	85	0	2	2	0	0	0	50	37	87
14.	Community Development Officer	6	1	7	52	46	98	1	1	2	59	48	107
15.	Company Inspector	0	1	1	69	68	137	1	0	1	70	69	139

No.	Occupational Groups / Classes	Ministries			Departments			OOP and OHCS			Total		
		Male	Fem	Total	Male	Fem	Total	Male	Fem	Total	Male	Fem	Total
16.	Co-Operative Officer	3	2	5	127	116	243	1	0	1	131	118	249
17.	Driver	551	2	553	231	1	232	103	2	105	885	5	890
18.	Economic Planning Officer	140	88	228	2	2	4	0	2	2	142	92	234
19.	Engineer	50	11	61	148	14	162	3	2	5	201	27	228
20.	Environmental Health and Sanitation	5	5	10	0	0	0	0	0	0	5	5	10
21.	Environmental Officer	7	3	10	0	0	0	0	0	0	7	3	10
22.	Estate Officer	11	6	17	15	8	23	0	0	0	26	14	40
23.	Executive Officer	157	120	277	130	119	249	31	28	59	318	267	585
24.	Factory Inspectorate	2	1	3	48	12	60	1	2	3	51	15	66
25.	Foreign Service Officer	213	255	468	1	4	5	0	1	1	214	260	474
26.	Geologist	1	1	2	24	6	30	0	0	0	25	7	32
27.	Industrial Officer	31	27	58	0	0	0	1	0	1	32	27	59
28.	Information Officer	52	40	92	505	406	911	7	2	9	564	448	1012
29.	Instructor	5	1	6	8	5	13	2	2	4	15	8	23
30.	Internal Auditor	163	125	288	31	28	59	44	30	74	238	183	421
31.	IT/IM Officer	138	31	169	118	25	143	30	10	40	286	66	352

No.	Occupational Groups / Classes	Ministries			Departments			OOP and OHCS			Total		
		Male	Fem	Total	Male	Fem	Total	Male	Fem	Total	Male	Fem	Total
32.	Journalist	0	0	0	8	5	13	0	0	0	8	5	13
33.	Labour Officer	8	5	13	135	54	189	1	0	1	144	59	203
34.	Labourer	135	132	267	174	137	311	47	38	85	356	307	663
35.	Management Analyst	0	2	2	21	13	34	0	0	0	21	15	36
36.	Mass Education	0	0	0	27	17	44	0	0	0	27	17	44
37.	Messenger	30	3	33	46	14	60	5	0	5	81	17	98
38.	Mobile Cinema Operator	3	0	3	166	6	172	0	0	9	169	6	175
39.	Parks and Gardens Officer	1	0	1	19	7	26	0	0	0	20	7	27
40.	Planning Officer	98	75	173	21	3	24	3	7	10	122	85	207
41.	Procurement and SupplyChain Manager	108	75	183	52	56	108	35	31	66	195	162	357
42.	Programmes Officer	149	239	388	50	88	138	24	26	50	223	353	576
43.	Protocol Officer	18	38	56	10	14	24	2	13	15	30	65	95
44.	Publication Officer	0	0	0	16	11	27	1	0	1	17	11	28
45.	Quantity Surveyor	17	1	18	82	25	107	2	0	2	101	26	127
46.	Receptionist / Telephonist	0	18	18	0	3	3	0	6	6	0	27	27
47.	Record	61	80	141	86	87	173	22	18	40	169	185	354

No.	Occupational Groups / Classes	Ministries			Departments			OOP and OHCS			Total		
		Male	Fem	Total	Male	Fem	Total	Male	Fem	Total	Male	Fem	Total
48.	Registrar	158	134	292	363	265	628	0	3	3	521	402	923
49.	Rent Officer	4	0	4	62	21	83	0	0	0	66	21	87
50.	Research Officer	62	36	98	11	3	14	10	5	15	83	44	127
51.	Revenue Inspector /Superintendent	3	4	7	1	0	1	43	21	64	47	25	72
52.	Secretarial	13	403	416	19	340	359	3	58	61	35	801	836
53.	Security	69	4	73	91	1	92	20	0	20	180	5	185
54.	Social Development Officer	11	15	26	114	152	266	1	2	3	126	169	295
55.	Steward	4	3	7	0	7	7	21	5	26	25	15	40
56.	Stool Land Officer	2	2	4	3	0	3	83	38	121	88	40	128
57.	Stores	11	2	13	6	5	11	2	0	2	19	7	26
58.	Sweeper	1	29	30	5	63	68	11	31	42	17	123	140
59.	Tech. Instructor	12	6	18	167	152	319	0	1	1	179	159	338
60.	Technical Officer/Assistant	344	96	440	308	67	375	3	1	4	655	164	819
61.	Technician	38	4	42	139	7	146	2	1	3	179	12	191
62.	Tourism Officer	10	16	26	0	0	0	0	0	0	10	16	26
63.	Town Planning Officer	0	0	0	28	15	43	0	0	0	28	15	43

No.	Occupational Groups / Classes	Ministries			Departments			OOP and OHCS			Total		
		Male	Fem	Total	Male	Fem	Total	Male	Fem	Total	Male	Fem	Total
64.	Training Management	0	1	1	0	0	0	12	5	17	12	6	18
65.	Training Officer	2	1	3	1	0	1	15	5	20	19	6	25
66.	Watchman	130	1	131	162	1	163	28	0	28	320	2	322
67.	Others	9	5	14	12	2	14	4	5	9	26	11	37
	TOTAL	4383	2922	7305	6255	3976	10231	745	529	1274	11383	7427	18810

