



REPUBLIC OF GHANA

# **2025** CIVIL SERVICE ANNUAL PERFORMANCE **REPORT**

**THEME** → **THE RESETTING AGENDA FOR  
SUSTAINABLE DEVELOPMENT IN GHANA:  
THE CIVIL SERVICE'S RESPONSIBILITIES.**



OFFICE OF THE HEAD  
OF THE CIVIL SERVICE

**APRIL  
2025**



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## LIST OF ACROYNMS

ABFA	- Annual Budget Funding Amount
AG	- Attorney-General
AI	- Artificial Intelligence
AICC	- Accra International Conference Centre
AIDS	- Acquired Immune Deficiency Syndrome
AML/CFT	- Anti-Money Laundering / Combating the Financing of Terrorism
APR	- Annual Performance Report / Annual Progress Report
ARIPO	- African Regional Intellectual Property Organisation
AU	- African Union
BEST	- Biennial Environment, Science and Technology Forum
BGL	- Bureau of Ghanaian Languages
BoG	- Bank of Ghana
CAGD	- Controller and Accountant-General's Department
CAPEX	- Capital Expenditure
CCTV	- Close-Circuit Television
CD	- Chief Director
CEF-PS	- Circular Economy Framework for the Plastics Sector
CEO	- Chief Executive Officer
CHS	- Centre for Health Security
CHPS	- Community-Based Health Planning and Services
CIC	- Community Information Centers
CMS	- Central Medical Stores / Correspondence Management System
CoE	- Compensation of Employees
COP	- Conference of Parties / Chief of Protocol
CoS	- Council of State / Conditions of Service / Chief of Staff
CP	- Child Protection
CPESD	- Coordinated Program of Economic and Social Development Policies

CPESDP Development Policies	-Coordinated Presidents Coordinated Program of Economic and Social
CSIR	- Council for Scientific and Industrial Research
CSOs	- Civil Society Organisations
DACF	- District Assembly Common Fund
DACF-RFG	- District Assemblies Common Fund – Responsiveness Factor Grant
DIHOC	- Defence Industries Holding Company
DVLA	- Driver and Vehicle Licensing Authority
ECCD	- Early Childhood Care & Development
ECG	- Electricity Company of Ghana
ECOWAS	- Economic Community of West African States
EOCO	- Economic and Organised Crime Office
EPC	- Enclave Power Company
EPI	- Expanded Program on Immunization
EPA	- Environmental Protection Agency
ESRP	- Energy Sector Recovery Program
EU	- European Union
FIFA	- Fédération Internationale de Football Association
FSO	- Foreign Service Officer
FSR	- Foreign Service Regulations
GAEC	- Ghana Atomic Energy Commission
GAF	- Ghana Armed Forces
GARID	- Greater Accra Resilience and Integrated Development Project
GBC	- Ghana Broadcasting Corporation
GBV	- Gender Based Violence
GDP	- Gross Domestic Product
GEA	- Ghana Enterprises Agency
GFGP	- Good Financial Grant Practice
GFZB	- Ghana Free Zones Board
GH¢	- Ghana Cedi

GHG	- Greenhouse Gas
GIADEC	- Ghana Integrated Aluminium Development Corporation
GIFEC	- Ghana Investment Fund for Electronic Communications
GIFMIS	- Ghana Integrated Financial Management Information System
GIISDEC	- Ghana Integrated Iron and Steel Development Corporation
GoG	- Government of Ghana
GPSNP	- Ghana Productive Safety Net Project
GSCSP	- Ghana Secondary Cities Support Program
GUMAP	- Ghana Urban Mobility and Accessibility Project
HIV	- Human Immunodeficiency Virus
HOD	- Heads of Departments
HRMIS	- Human Resource Management Information System
ICT	- Information and Communication Technology
IGF	- Internally Generated Funds
ILGS	- Institute of Local Government Studies
IMF	- International Monetary Fund
ISTC	- Intercity STC Coaches Limited
IT	- Information Technology
ITMOs	- Internationally Transferred Mitigation Outcomes
ITS	- Institute of Technical Supervision
KA IPTC	- Kofi Annan International Peacekeeping Training Centre
KATH	- Komfo Anokye Teaching Hospital
KPIs	- Key Performance Indicators
LEAP	- Livelihood Empowerment Against Poverty
LG	- Local Government
LGS	- Local Government Service
LIPW	- Labour Intensive Public Works
LMS	- LEAP Management Systems
LPG	- Liquefied Petroleum Gas
LUSPA	- Land Use and Spatial Planning Authority

MDA	- Millennium Development Authority
MDAs	- Ministries, Departments and Agencies
MDPI	- Management Development and Productivity Institute
MFA	- Ministry of Foreign Affairs and Regional Integration
MINTER	- Ministry of the Interior
MLNR	- Ministry of Lands and Natural Resources
MMDA	- Metropolitan, Municipal and District Assemblies
MMDCE	- Metropolitan, Municipal and District Chief Executive
MMTL	- Metro Mass Transit Limited
MoD	- Ministry of Defence
MoF	- Ministry of Finance
MoFA	- Ministry of Food and Agriculture
MoGCSP	- Ministry of Gender, Children and Social Protection
MoH	- Ministry of Health
MP	- Member of Parliament
MPA	- Marine Protected Area
MT	- Metric Tonne
MTNDPF	- Medium-Term National Development Policy Framework
M&E	- Monitoring and Evaluation
NACAP	- National Anti-Corruption Action Plan
NCA	- National Communications Authority
NCDs	- Non-Communicable Diseases
NET	- National Energy Transition
NHIS	- National Health Insurance Scheme
NITA	- National Information Technology Agency
NRA	- Nuclear Regulatory Authority
NSA	- National Sports Authority / National Service Authority
NSC	- National Sports College
NVTI	- National Vocational Training Institute
OAG	- Office of the Attorney-General

OAGMoJ	- Office of the Attorney-General and Ministry of Justice
OASL	- Office of the Administrator of Stool Lands
OGM	- Office of Government Machinery
OHCS	- Office of the Head of the Civil Service
OHLGS	- Office of the Head of the Local Government Service
OOP	- Office of the President
PDM	- Policy Decision Memo
PFM	- Public Financial Management
PFM-CD	- PFM Compliance Division
PKI	- Public Key Infrastructure
PNC	- Postnatal Care
PPA	- Public Procurement Authority
PPBMED	- Policy, Planning, Budgeting, Monitoring and Evaluation Directorate
PPP	- Public-Private Partnership
PRAAD	- Public Records and Archives Administration Department
PROBLUE	- World Bank PROBLUE Ocean and Blue Economy Initiative
PWDs	- Persons with Disability
R&D	- Research and Development
RCC	- Regional Coordinating Council
RIEF	- Research Impact Evaluation Framework
RSIM	- Research, Statistics and Information Management
RTI	- Right to Information
SDGs	- Sustainable Development Goals
SGBV	- Sexual and Gender-Based Violence
SMART	- Specific, Measurable, Attainable, Realistic, Timebound
SMEs	- Small and Medium-sized Enterprises
SOEs	- State-Owned Enterprises
SP	- Social Protection
SSNIT	- Social Security and National Insurance Trust
STI	- Science, Technology and Innovation

TCMs	- Temporary Certificates of Measurement
TVET	- Technical and Vocational Education and Training
UDS	- University for Development Studies
UHC	- Universal Health Coverage
UN	- United Nations
UNCITRAL	- United Nations Commission on International Trade Law
UNDP	- United Nations Development Program
UNESCO	- United Nations Educational, Scientific and Cultural Organisation.
UNICEF	- United Nations Children’s Emergency Fund
USA	- United States of America
USD	- United States Dollars
VAT	- Value-Added Tax
VTB	- Vneshtorgbank
WACA RESIP 2	- West Africa Coastal Areas Resilience Investment Project 2
WASSCE	- West African Senior School Certificate Examination
WIPO	- World Intellectual Property Organisation
WTO	- World Trade Organisation
YEA	- Youth Employment Agency

## FOREWORD

The 2025 Civil Service Annual Performance Report under the theme “The Resetting Agenda for sustainable development in Ghana: The Civil Service’s responsibilities” outlines how resourceful the Civil Service has performed within the last twelve (12) months in assisting the Government to formulate and implement policies and programs to undergird in the growth and development of Ghana.

This report highlights the remarkable progress made in various sectors, the implementation of reform initiatives and the ongoing commitment to embedding best practices in public administration.

The year 2025 marked a significant milestone, reflecting our collective efforts in transforming the Civil Service into a more efficient, effective, accountability, transparent and citizen-focused institution.

The core principles that underpin the work of the Civil Service; integrity, accountability, professionalism and inclusiveness, continue to guide our efforts as we strive to deliver good quality services to the people of Ghana.

The successful implementation of the Civil Service Reforms (including social protection and regulatory reforms and the establishment of a Gender Task Force), have significantly modernized our administrative processes and enhanced service delivery. These reforms have also enabled us to streamline our work processes, reduce bureaucratic bottlenecks and fostered a culture of innovation and continuous improvement. The adoption of digital technologies and e-Government initiatives have transformed our services by making them more accessible and efficient.

Furthermore, the Civil Service has demonstrated resilience agility and adaptability in the face of global challenges, including the ongoing impacts of technological advancements and the need for sustainable development. The commitment to skills development and capacity building have empowered our workforce, equipping them with skills and competencies to meet contemporary demands. Our focus on inclusivity and diversity has also promoted a more representative and equitable Civil Service.

The future of the Ghana Civil Service remains promising. The foundation laid in 2025 provides a solid platform for continued reform, innovation and service excellence.

It is my sincere hope that this report will inspire further collaboration, dedication and a shared vision for a Civil Service that truly serves as a catalyst for national development.

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

## EXECUTIVE SUMMARY

The Civil Service is one of the key Services of the Public Service of Ghana, as enshrined in Article 190 of the 1992 Constitution of Ghana. The Civil Service of Ghana per the Civil Service Act, 1993 (Act 327) is mandated to assist the government of the day in the formulation and implementation of Public Policies and Programs for National Development. Per section 85(1) of the Civil Service Act 1993 (Act 327), the Head of the Civil Service is mandated to submit an Annual Report accounting for the administration of the service for the preceding year. The 2025 Annual Performance Report therefore discusses the salient achievements of the Service including innovations. It also highlights areas requiring institutional and governmental interventions to make the service much more productive. The report is composed of eleven (11) Chapters.

**Chapter One** outlines the key utility of the Civil Service, established under the Civil Service Act, 1993 (Act 327). The service comprises the Office of the President, the Office of the Head of the Civil Service (OHCS), twenty-three (23) Ministries and twenty-three (23) Departments. The Service is currently advancing major reforms aimed at digital transformation, strengthened performance management, institutional capacity building and improved regulatory systems to enhance effectiveness, efficiency and responsiveness.

Guided by its mandate to support government in policy development and implementation, the Civil Service operates under a strategic framework anchored on a clear vision, mission and core values such as integrity, accountability, impartiality and professionalism. Its functions include; policy initiation, research, implementation, review and coordination undertaken in collaboration with key stakeholders. The Civil Service Council, inaugurated in August 2025, oversees policy development and direction of the Service.

**Chapter Two** discusses the Civil Service Policy Framework for the formulation and implementation of policies and programs within the various Ministries and Departments.

The Civil Service played a central role in advancing the government's development agenda by aligning its operations with inclusive growth, job creation, economic diversification and digital transformation. Through effective coordination, policy implementation and monitoring, the Service contributed to infrastructure development, improved service delivery and the integration of the Sustainable Development Goals (SDGs) and Agenda 2063 into national planning processes.

The 2025 Budget, themed, "Resetting the Economy for the Ghana We Want", provided the fiscal framework within which the Civil Service operated, allocating significant resources to Ministries and Departments while imposing expenditure controls and efficiency measures. This required strengthened financial management, prioritization of core mandates and improved revenue mobilization.

The 24-Hour Economy agenda seeks to further position the Civil Service as a key driver of economic transformation through extended service delivery, job creation and enhanced productivity across sectors.

Key policy directions from the 2025 State of the Nation Address as per Article 67 of the 1992 constitution, reinforced government's commitment to economic stabilization, infrastructure development, human capital investment and sectoral reforms in education, agriculture, energy, health and tourism. The Civil Service was instrumental in implementing these initiatives, contributing to measurable outcomes such as job creation, expanded infrastructure, improved social services and environmental sustainability.

In addition, the Civil Service Performance Management System, particularly the electronic Staff Performance Appraisal (e-SPA), strengthened accountability and efficiency, achieving high participation rates and promoting a results-oriented culture despite operational challenges. Overall, the Civil Service remained pivotal in translating national policies into actionable programs, ensuring effective governance and supporting Ghana's socio-economic transformation agenda.

**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 2023 to 2025.

In 2025, the Civil Service staff strength increased by 1.82% from 18,810 to 19,153 due to newly recruited officers and a low number of resignations and retirements. Gender analysis indicates a slight increase in both male and female staff between 2024 and 2025. Male staff increased by 0.68%, from 11,387 to 11,465, while female staff recorded a rise of 3.57%, from 7,423 to 7,688. The narrowing gender gap reflects the Civil Service's strategic efforts to promote gender parity within the Service. This initiative aligns with broader objectives to achieve gender balance within the service.

The chapter further discussed the following:

### **Occupational Groupings**

The Civil Service continues to operate across multiple occupational classes covering both professional and sub-professional categories. The distribution of staff across these occupational groupings reflects the functional diversity of the Service, with core administrative, financial, agricultural and information-related classes maintaining significant representation. There were 82 occupational group categories within the Civil Service. The Accounting Class records the highest representation, with 3,073 staff, constituting 16.1% of the total workforce. This is followed by the Agricultural Officers class (5.7%), Information Officers class (5.7%), Registrar class (5.0%) and Drivers class (4.4%). The gender analysis reveals that out of the 82 occupational categories, 15 are predominantly female-dominated, while 67 are male-dominated. The Information Technology and Information Management (IT/IM) class has 395 officers representing (2.1%) of the workforce.

## **Career progression**

In 2025, the Civil Service demonstrated a strong commitment to structured career management and workforce development, reflected in increased staff retention, strategic capacity building and a clear focus on gender parity. A significant strategic shift was observed with the senior staff population increasing by 10.63% (to 10,384), while junior staff declined by 7.99% (to 8,769), signaling the ongoing professionalization of the Service.

## **Capacity Building and Development**

Investment in human capital remained robust. Over thirteen thousand eight hundred (13,800) officers participated in training interventions, with a notable pivot from routine Scheme of Service training to mandate-driven, competency-based programs (4,420 participants) to support new government policies. A landmark achievement was the launch of the Civil Service Talent Management Program in November 2025, establishing a structured framework to identify, develop and retain high-performing officers, thereby strengthening leadership pipelines and succession planning.

## **Upgrading, Conversion and Promotions**

The Service recorded a significant rise in career advancement requests. Upgrading applications (sub-professional to professional) surged to 245 in 2025 (an 89% approval rate), while conversion requests totaled 153 (88% approved). A total of 3,553 officers were processed for promotion, with 3,623 documents vetted. However, a notable gender disparity persists, with male officers comprising 76% of promotion beneficiaries. In 2025, A total of twelve (12) Officers were appointed as Chief Directors, comprising eight (8) males and four (4) females. Additionally, two (2) Officers were appointed as Heads of Departments, made up of only two (2) males. Out of the ninety-five (95) Officers promoted to Category B positions (Director and analogous grades), fifty-six (56) were males and thirty-nine (39) were females. Overall, these trends indicate a near balanced gender parity across senior leadership and management levels in the Service.

The OHCS received Promotion Registers containing information on 5,234 officers due for promotion. Actual documents processed for promotion were 3,553, made up of 2,541 males (76%) and 1,012 females (24%), indicating a notable gender disparity.

## **Career Management Facilities and Staff Mobility**

Demand for career-enhancing facilities grew significantly. Secondment requests to other public institutions rose by 160% over three years (to 52 requests, 87% approved), indicating high external demand for Civil Service expertise. Leave of absence requests also increased by 75% (to 49 requests). Conversely, resignation requests remained high (80 in 2025, 100% approved), driven largely by professionals seeking better remuneration, highlighting ongoing challenges with competitive conditions of service.

## **Educational Qualification**

The Civil Service continues to implement capacity-building initiatives to strengthen professional competencies and technical expertise. The professional category remains dominated by officers with Bachelor's degrees, while the sub-professional category includes officers with WASSCE/SSCE, HND and Diploma qualifications. Bachelor's degrees have the highest percentage of staff (47.31%) under the professional class followed by officers with WASSCE/SSCE certificates, making up 15.71% of the population. HND holders account for 10.20%, while Diploma and Certificate holders represent 8.76% and 8.21% respectively. Master's degree holders constitute 8.32%, while PhD holders account for approximately 1% of the workforce.

## **Age Categorization**

The age data suggests that approximately 1,692 staff from the Professional category and 2,480 staff from the Sub-professional category are expected to retire from the Civil Service between 2025 and 2035, underscoring the need for robust succession planning.

## **Senior and Junior Staff Categorization**

The 2025 Civil Service workforce consists of 54.22% junior and 45.78% senior staff. The senior staff population appreciably increased by 10.63%, from 9,280 in 2024 to 10,384 in 2025. In contrast, the junior staff category exhibited a fall of 7.99%, from 9,530 in 2024 to 8,769 in 2025. Both senior and junior categories of staff are male dominated.

## **Training and Development**

As part of measures aimed at ensuring effectiveness and efficiency in service delivery, thirteen thousand, eight hundred and fifty-four (13,854) Civil Service staff participated in Scheme of Service, Competency-based and Workshop/Seminar/Conference training programs.

In 2025, 6,543 officers (3,737 males and 2,806 females) received Scheme of Service training. Competency-based training had 4,420 participants (2,318 males and 2,102 females). Workshops, seminars and conferences recorded 2,891 participants (1,516 males and 1,375 females). The Civil Service Training Centre trained 73% of officers.

## **Recruitment**

A total of sixteen (16) individuals were recruited in 2025, comprising eight (8) males and eight (8) females (50% to 50%), demonstrating the Civil Service's commitment to achieving gender parity. The Service was unable to expand its workforce further due to lack of financial clearance from the Ministry of Finance.

## **Study Leave**

In 2025, 41 officers (30 males and 11 females) were approved for study leave, a decrease of approximately 49% compared to 2023 due to operational demands and limited sponsorship slots.

## **Disciplinary Cases**

Disciplinary cases decreased significantly to 13 in 2025 from 42 in 2024. Male staff dominated the 90 disciplinary cases reported from 2023 to 2025, accounting for 70%. Vacation of post dominated reported misconduct (69 out of 90 cases).

**Chapter Four** highlights' reforms implemented across different Ministries. A total of sixty-three (63) reforms were implemented Service-wide. ICT and Innovation reforms constituted the highest number with twenty-eight (28) initiatives, followed by Institutional Restructuring with fourteen (14), Legal/Regulatory with seven (7) and Social Protection with three (3). Key reforms included the enactment of the Fisheries and Aquaculture Act, 2025 (Act 1146), the development of the Ghana Blue Economy Strategy, the establishment of the Cape Three Points Marine Protected Area and the ratification of the WTO Agreement on Fisheries Subsidies.

**Chapter Five** provides an overview of the implementation of the Sustainable Development Goals (SDGs) in 2025. The Civil Service's most direct and substantial contribution was recorded under SDG 16 (Peace, Justice and Strong Institutions). Notable progress was also achieved under SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-being), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth) and SDG 14 (Life Below Water).

**Chapter Six** discusses gender mainstreaming initiatives. The Affirmative Action (Gender Equity) Act, 2024 (Act 1121) provides the legal framework. The Civil Service established a Gender Diversity Taskforce, trained Gender Desk Officers and rolled out Institutional Gender Action Plans (GAPs). Female mentorship programs reached over 800 female mentees with approximately 200 mentors. Despite progress, statutory committees remain heavily male-dominated (72% male, 28% female), while ad-hoc committees show near parity (53% male, 47% female).

**Chapter Seven** presents the financial performance of Sector Ministries. The Social, Security and Governance and Legal Sectors recorded relatively high GoG releases. The Ministry of Finance successfully completed the Fourth IMF Review and reduced total public debt from GH¢ 726.7 billion (61.8% of GDP) to GH¢ 630.2 billion (45.0% of GDP).

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

- Launch of the Civil Service Talent Management Program
- Establishment of the Civil Service Employee Assistance Program (CSEAP) and Counselling Unit
- Organization of the 2025 Civil Service Week Celebration, with 118 officers recognized

- Passage of the Legal Education Reform Bill
- Passage of the Road Traffic (Amendments) Act, 2025 (Act 1153)
- Enactment of the Fisheries and Aquaculture Act, 2025 (Act 1146)
- Passage of the Social Protection Act, 2025 (Act 1148)
- Cabinet approval of the Ghana Blue Economy Strategy and first Marine Protected Area
- Enforcement of anti-illegal mining operations, seizing 443 excavators and arresting 1,486 persons
- Training and deployment of 1,000 Blue Water Guards
- Planting of 26.1 million trees across 18,964 hectares
- Completion of the Lartebikoshie Government Redevelopment Project (48 housing units)
- Successful completion of the IMF Fourth Review and sovereign credit rating upgrades
- Reduction of public debt from 61.8% to 45.0% of GDP
- Vaccination of over 32 million animals
- Recruitment of 15,872 health workers
- Qualification of the Black Stars for the 2026 FIFA World Cup
- Enlistment of Ghana's Highlife music on the UNESCO Representative List
- Launch of the One Million Coders Initiative pilot phase
- Introduction of chip-embedded passports with home delivery services
- Nationwide Gun Amnesty Program

**Chapter Nine** 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:

- Funding Constraints
- Inadequate Office Space
- Limited Technological Resources
- Encroachment on Lands and Illegal Activities
- Infrastructure and Logistics Deficiencies
- Weak Legal and Regulatory Frameworks

- Political-Administrative Interface
- Declining Human Resource Capacity
- Residential Accommodation and Traffic-Related Constraints

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

- Improvement of Office Facilities and Maintenance Systems
- Strengthening Funding Predictability and Financial Management
- Accelerating ICT Modernization and Digitization
- Protection and Management of Government Lands
- Updating Legal and Regulatory Frameworks
- Strengthening Political-Administrative Interface
- Improving Conditions of Service
- Robust Human Resource Capacity Building Initiatives
- Improved Accommodation and Transportation Interventions

**Chapter Ten** is devoted to the projection of the Ghana Civil Service. The chapter outlines a comprehensive and forward-looking agenda aimed at consolidating the gains made in 2025 while accelerating national development. The projections emphasize strategic priorities across key sectors, including infrastructure development, social protection, economic transformation, governance reform, digital modernization, environmental sustainability and national security. These planned interventions are aligned with national development frameworks and reflect a coordinated, results-oriented approach to improving service delivery and institutional performance.

Infrastructure development remains central to the 2026 agenda, with major investments planned in transport, energy, water, housing and public facilities to enhance connectivity, productivity and resilience. The social sector will focus on strengthening human capital through expanded healthcare services, improved education and skills development and enhanced social protection programs targeting vulnerable populations. In the economic sector, efforts will prioritize agricultural modernization, industrialization, investment promotion and tourism development to drive job creation and sustainable growth.

**Chapter Eleven** provides the conclusion of the report. It highlights the Civil Service's continued contribution to national development through strengthened governance systems, reform implementation and improved public service delivery across the Office of the President, the Office of the Head of the Civil Service, Ministries and Civil Service Departments. Significant progress was recorded in digital transformation, automation of administrative processes, regulatory reforms and

alignment of institutional activities with national development priorities and the Sustainable Development Goals (SDGs), resulting in improved efficiency, transparency and responsiveness.

A major achievement during the year was the increased use of human resource data analytics to support evidence-based decision-making, workforce planning, promotion management and succession planning. The Report also underscores efforts to promote gender equality and inclusivity through targeted interventions aimed at improving female representation in leadership and decision-making positions, strengthening gender mainstreaming and ensuring equitable recruitment processes. Additional gains were made in financial management reforms, ICT infrastructure development, legislative reviews and social sector interventions.

Despite these achievements, challenges such as resource constraints, infrastructure deficits, capacity gaps and staff attrition continued to affect service delivery. Ministries and Departments adopted mitigating measures including phased reform implementation, capacity-building programmes, digital process automation and strengthened monitoring systems. Overall, the Report reflects a Civil Service that is increasingly data-driven, reform-oriented and responsive to emerging governance demands, while emphasizing the need for sustained investment in human capital, digital innovation, gender equity and results-based management to support Ghana's long-term development aspirations.

## CHAPTER ONE

### 1.0. OVERVIEW OF THE CIVIL SERVICE

#### 1.1. Introduction

The Civil Service is one of the key institutions under the Public Service of Ghana. The Civil Service mandated under the Civil Service Act, 1993 (Act 327), is responsible for the initiation, monitoring, evaluation and coordinating implementation of government policies and programs in pursuit of national development goals.

The Civil Service currently consists of the Office of the President (OoP), the Office of the Head of the Civil Service (OHCS), twenty-three (23) Ministries and twenty-three (23) Departments. These institutions are responsible for policymaking, administration and service delivery to ensure effective policy formulation and implementation. In its pursuit of excellence, the Civil Service is advancing a continuous reforms agenda focused on 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 respond to contemporary challenges for improved service delivery.

In line with Section 85(1) of the Civil Service Act, 1993 (Act 327), the Head of the Civil Service is mandated to prepare an Annual Report on the administration of the Civil Service. The 2025 Annual Performance Report presents the Civil Service's performance during the year. The report also highlights areas that require government attention to improved service delivery and institutional performance.

#### 1.2. Strategic Framework of the Civil Service

**Object:** The Civil Service exists to assist 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 mobilization for the development of the state.

### 1.3. Functions of the Civil Service

As indicated in Section 3(1) of the Civil Service Act, 1993 (Act 327), the Civil 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 as follows:

**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 there should be no discrimination.

**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.

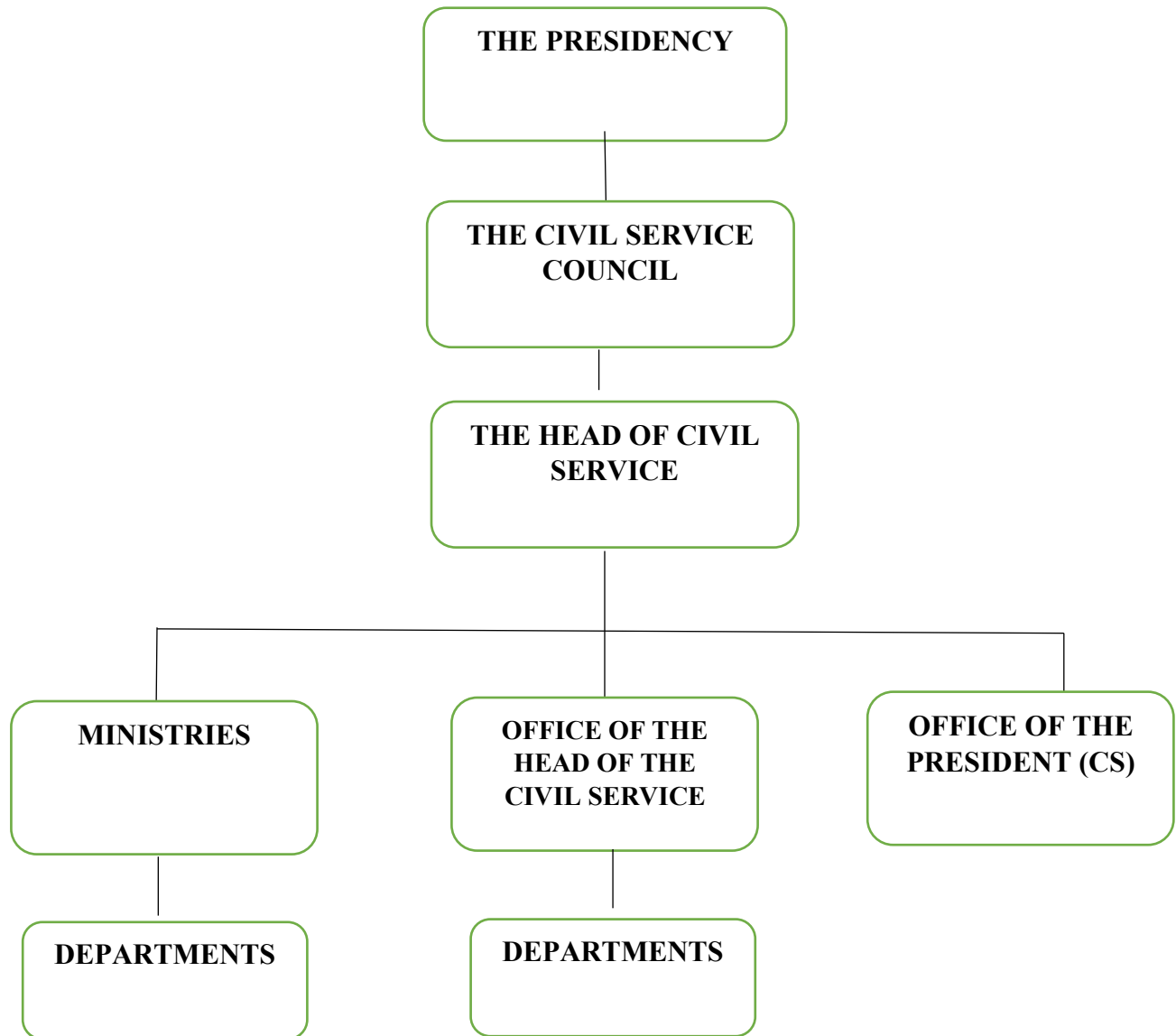
**Dedication-** Civil Service staff are to be committed to the task assigned and the achievement of organizational goals.

**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.

**Figure 1.1 Organogram of the Civil Service**



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

## 1.6. Members of the Civil Service Council

The Civil Service Council was inaugurated on August 19, 2025, at the Jubilee House, with Dr. Lawrence A. Kanae, sworn in as Chairman by the Chief of Staff, Hon. Julius Debrah, on behalf of the President, H. E. John Dramani Mahama. The table overleaf captures the members of the Civil Service Council.

The Council performs the following functions:

- Deliberate on the overall Government policy relating to the management of the Service and suggest improvements or modifications to the Government,
- Promote collaboration between institutions of higher education for training of civil servants for effective civil service performance,
- Advise and promote policies aimed at ensuring that the cost of the Service to Government is not excessive,
- Periodically review the objectives of the Civil Service in relation to political, economic, social and cultural changes,
- Make proposals for enhancing the relationship between the Government as employer and the members of the Ghana Service and
- Perform any other functions assigned to its under this Act

**Table 1.1 Members of the Civil Service Council**

No.	Names	Representation	Role
1.	Dr. Lawrence Akanweeke Kanae	Government Appointee	Chairperson
2.	Dr. Evans Aggrey-Darkoh	Head of the Civil Service	Member
3.	Dr. Esther Ofei-Aboagye	Government Appointee	Member
4.	Amb. Kwame A. Tenkorang	Retired Senior Civil Servant	Member
5.	Dr. Audrey Smock Amoah	NDPC	Member
6.	Justice Agnes M.A. Dordzie (Rtd)	Judicial Service Representative	Member
7.	Mr. Charles Kwame Dondieu	Government Appointee	Member
8.	Dr. Evans A. Dzikum	CLOGSAG Representative	Member

**Figure 1.2: Council Members of the Civil Ghana Civil Service**



## 1.7. Composition of the Civil Service

The Civil Service comprises the Office of the Head of the Civil Service, Office of the President (non-political), Twenty-Three (23) Ministries and Twenty-Three (23) Departments.

### a) Office of the Head of the Civil Service

The Office of the Head of the Civil Service (OHCS) assists 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**

According to Section 11(2) of the Civil Service Act, 1993 (Act 327), 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.

#### **d) Departments**

The Civil Service Department is mandated to undertake the implementation functions for which it was established. Within the 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 to perform functions of a strategic nature that cannot be established directly under a Ministry.

## **1.8. Organization of the Report**

This report is organized into Ten (10) chapters to ensure clarity, comprehensiveness and provide a forward-looking perspective to guide future planning and decision-making. Chapter One (1) highlights the strategic framework for the Civil Service, while Chapter Two (2) presents the Civil Service Policy Framework for the development of policies and programs. Chapter Three (3) provides a detailed analysis of human resource management, staff capacity development and their impact on government decision-making. Chapters Four (4) and Five (5) focus on Civil Service reforms and the contribution of the Civil Service to the implementation of the Sustainable Development Goals (SDGs), respectively. Chapter Six (6) delves into gender mainstreaming, highlighting gender representation and activities within the Civil Service. Chapter Seven (7) indicates the Financial Performance of Sector Ministries. Chapter eight (8) presents key sector achievements while Chapter Nine (9) highlights challenges faced by the Civil Service in fulfilling its mandate during the year and proffers recommendations for government action. Chapter ten (10) details the projections of the Service for 2026 and the report provides a conclusion in Chapter eleven (11).

## CHAPTER TWO

### 2.0. POLICY FRAMEWORK

#### 2.1. Introduction

Formulation and implementation of the 2025 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) 2025 Annual Budget Statement,
- d) 24 Hour Economy Policy Framework
- e) State of the Nation Address and
- f) 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) was 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.

The Medium-Term National Development Policy Framework (MTNDPF) 2026–2029 was issued by the National Development Planning Commission (NDPC) during the period under review to guide all Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs) in the preparation of their Sector Medium-Term Development Plans (SMTDPs). In compliance with this directive, all Civil Service Organisations subsequently prepared and submitted their SMTDPs to the NDPC.

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

The SDGs and Agenda 2063 were rolled into the Medium-Term National Development Policy Framework (MTNDPF) 2022-2025 and include 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 Sector 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 to measure government's commitment to the goals and whether government has operated within the proposed budget expenditure.

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

## 2.4. 2025 Budget Statement

The Government's 2025 Budget Statement was premised on the theme: "Resetting the Economy for the Ghana We Want". The 2025 budget emphasized restoring macroeconomic stability; consolidating public finances; rationalizing expenditure; easing the tax burden on citizens and businesses and prioritizing investments in human capital; infrastructure; and social protection.

The Budget provided allocations to Ministries, Departments and Agencies (MDAs) covering Compensation of Employees, Goods and Services and Capital Expenditure (CAPEX) from Government of Ghana (GoG) resources, Internally Generated Funds (IGF), Donors and other sources. A total of GH¢225,294,715,665 was allocated to Civil Service institutions (Sector Ministries). The Compensation of Employees accounted for GH¢76,203,158,241, Goods and Services accounted for GH¢141,845,129,796 and CAPEX accounted for GH¢7,246,427,627.

*(Source: Government of Ghana (2025). 2025 Budget Statement and Economic Policy "Resetting the Economy for the Ghana We Want", presented to Parliament on 11 March 2025. Ministry of Finance and Economic Planning, Accra, Ghana. Appendix 4A: MDA Expenditure Allocation).*

- **Resource Mobilized and Allocated**

Total Revenue and Grants for 2025 was projected at GH¢227.1 billion representing 17.2 percent of GDP. The projections are underpinned by non-oil revenue which is expected to yield at least 0.6% of the GDP. The non-tax revenue which constituted 80.7% and is estimated at GH¢181.6 billion. Non-Tax Revenue (Non-oil) is estimated at GH¢18.4 billion, representing about 8.2 percent of Domestic Revenue. GH¢13.6 billion of the amounts will be retained for use by MDAs, while GH¢4.8 billion will be lodged, with an estimated yield of GH¢274.6 million from the IGF Capping Policy.

Total Expenditures (Commitment) for 2025 has been programmed at GH¢270.9 billion. Primary Expenditure on a commitment basis (expenditures net of interest payments) was projected at GH¢206.8 billion in 2025 (14.8% of GDP), presenting a significant decline from 19.8% of GDP in 2024 and lower than the 2023 level of 15.6% of GDP.

Compensation of Employees, comprising wages and salaries, pensions, gratuities and social security has been programmed at GH¢76.2 billion. This reflects the 10% increase in the base pay granted to public servants on the Single Spine Salary Structure (SSSS). Capital Expenditure (CAPEX) for 2025 is projected at GH¢32.7 billion (2.3% of GDP). The domestically financed capex amounted to GH¢21.0 billion, comprising of MDAs related capex of GH¢7.2 billion (0.5% of GDP) and the "Big Push" capex of GH¢13.8 billion (1.0% of GDP). Foreign financed capex which is mainly disbursements of project loans and grants will amount to GH¢11.7 billion (0.8% of GDP).

- **Budget Balances and Financing Operations for 2025**

Based on the estimates for Total Revenue and Grants and Total Expenditure (commitment basis), the projected overall balance on commitment basis is a deficit of GH¢43.8 billion, equivalent to 3.1% of GDP. The corresponding Primary balance on commitment basis is a surplus of GH¢20.3 billion, equivalent to 1.5% of GDP. On cash basis, Overall balance is a deficit of GH¢56.9 billion, equivalent to 4.1 percent of GDP. The corresponding Primary balance on cash basis is a surplus of GH¢7.3 billion, equivalent to 0.5% of GDP. The cash deficit of GH¢56.9 billion is expected to be financed from both foreign and domestic sources.

Total Foreign financing will amount to GH¢21.4 billion (1.5% of GDP) on net basis. Foreign financing will include a provision for financing from IMF-ECF program disbursements of US\$720 million and World Bank Development Policy Operation (DPO) funding of US\$600 million. The cash deficit of GH¢56.9 billion is expected to be financed from both foreign and domestic sources. Total Foreign financing will amount to GH¢21.4 billion (1.5% of GDP) on net basis. Foreign financing will include a provision for financing from IMF-ECF program disbursements of US\$720 million and World Bank Development Policy Operation (DPO) funding of US\$600 million.

*(Source: Ministry of Finance, 2025 Budget Statement and Appropriation Act, 2025 (Act 1126))*

- **Implications for the Civil Service in 2025**

The 2025 fiscal framework provided a constrained operating environment for the Civil Service, driven by moderate revenue growth and tighter expenditure controls. Increased reliance on non-tax revenue and the enforcement of the IGF Capping Policy required Ministries and Departments to strengthen revenue mobilisation while adhering strictly to financial management and fiscal control regulations. The decline in primary expenditure as a share of GDP limited discretionary spending, thereby necessitating the prioritisation of core mandates and efficiency measures across the Civil Service.

The program increases in compensation, reflecting the 10% base pay adjustment under the Single Spine Salary Structure, enhanced employee welfare influencing productivity and highlighting the need for improved payroll management. In addition, the limited allocation for domestically financed capital expenditure highlighted the importance of prudent asset management and the effective utilisation of financed projects to sustain service delivery.

## **2.5. Ghana's 24-Hour Economy Policy Framework**

The 24-Hour Economy (24H+) policy is a flagship initiative to transform Ghana's economy by extending productive operations beyond the traditional workday. It aims to create jobs, boost

productivity and industrial output and strengthen competitiveness through continuous (round-the-clock) production and services. In broad terms, the policy seeks to build “a self-reliant, industrially competitive and export-driven” economy by better integrating value chains and using underutilized assets (factories, farms, infrastructure).

Key targets include creating 1.7 million new jobs over four years (as set out in the 2026–2029 development plan), raising the employment elasticity of growth (from ~0.29 to ~0.55) and shifting Ghana from commodity exports toward higher-value manufacturing and services. The policy also emphasizes inclusive growth in particular absorbing unemployed youth (22% unemployment) and underemployed workers (70% in vulnerable jobs) into better-paying positions.

The Civil Service and public sector lead the initial implementation to demonstrate viability). For instance, public hospitals, universities and agencies (immigration, licensing, etc.) are instructed to extend their working hours in shifts.

Civil Service institutions such as the Ministry of Finance; Ministry of Trade, Agribusiness and Industry; Ministry of Food and Agriculture; Ministry of Works, Housing and Water Resources; Ministry of Energy and Green Transition and Ministry of Tourism, Culture and Creative Arts will implement sectoral sub-programs (Grow24 for agribusiness, Make24 for manufacturing, Build24 for infrastructure, etc.). Public agencies like Development Bank Ghana, GIIF, Ghana EXIM Bank and the Bank of Ghana are mobilized for financing (as part of “Fund24”), while Ghana Statistical Service, BoG and IMF-linked reporting systems are tasked with monitoring progress. Local governments (MMDAs) and communities are engaged under a “GO24” civic mobilization initiative to align local plans and extend public services.

The Civil Service is central to the implementation of the 24H Policy. Under the GO24 program, every Ministry and government agency must integrate 24H+ objectives into its operations. Public Departments (e.g. passport office, Registries and Utility Services) are to introduce extended hours or extra shifts to improve service delivery (reducing waiting times and congestion). Government planners lead coordination through the new 24H Authority and inter-ministerial teams and oversee incentive schemes. The Treasury/Ministry of Finance provides funding and fiscal incentives and the Ghana Statistical Service/Bank of Ghana are charged with monitoring via existing reporting systems. The Civil Service also works with labour unions and human resource units in preparing shift rosters, reviewing wages and allowances and planning training to upskill new workers.

The 24H+ framework includes explicit targets and milestones to measure progress. Key indicators will likely cover jobs created, businesses participating, operational hours added, sectoral output (manufacturing, agribusiness, etc.), export volumes and utilization of infrastructure.

Ghana's 24-Hour Economy policy is a comprehensive framework led by the Presidency and implemented by an array of Ministries and Civil Service Departments. It combines fiscal incentives, legal reforms and public-sector reforms to extend operations, with the explicit aim of boosting employment and productivity. The Civil Service will play a leading role both as a Central Management Agency and coordinating Public Service Institution to ensure that success will be measured against clear targets.

*(Sources: Government announcements and strategy documents as well as independent analyses of Ghana's 24H+ program)*

## **2.6. Excerpts from the State of the Nation's Address for Sector Consideration**

In the 2025 State of the Nation Address, President of the Republic of Ghana, H.E. John Dramani Mahama, outlined measures to restore economic stability, improve service delivery and strengthen governance. The President noted that Ghana faced high inflation of 23.8% exceeding IMF threshold, cedi depreciation of 19% and a public debt of GHS 721 billion, several state-owned enterprises are also in debt including ECG which owes GHS68 billion in 2024. COCOBOD supplied 210,000 tonnes out of the rolled-over contract, resulting in a revenue loss of USD 840 million for both COCOBOD and the Ghanaian farmers.

Government therefore pledged to pursue prudent financial management and accountability while promoting inclusive growth. In the education sector, the President reaffirmed that the Free SHS/TVET program will not be cancelled but improved to enhance quality and access. As of 2024, 510,376 first-year students were enrolled, bringing total beneficiaries to about 3.4 million since inception. Tourism and culture remain key areas for economic diversification. Refurbished sites such as the Kwame Nkrumah Memorial Park, National Museum Gallery and the new Kente Museum at Bonwire boosted visitor numbers and supported local businesses. Major projects like the Accra Marine Drive and Osu Castle Precinct Redevelopment are also expected to enhance Ghana's tourism appeal.

In the 2025 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 continued to receive special recognition. In February 2025, the National Education Consultative Forum was inaugurated in Ho to guide comprehensive reforms. Measures announced included the redefined the scope of basic education and introduce "Zero to Hero" initiative to enhance foundational literacy and numeric, integrated ICT training into early childhood education, recruitment of

additional teachers, particularly in rural and underserved areas, with a 20% allowance for those serving in deprived communities.

As part of Teacher Dabr3 initiative, Government also pledged to build teacher accommodation facilities and restore Parent-Teacher Associations (PTAs) with oversight roles. Science, Technology, Engineering and Mathematics (STEM) and Technical, Vocational, Education and Training (TVET) education was expanded with the establishment of more model schools and laboratories across the country. These interventions are intended to improve access, equity and learning outcomes while equipping students with skills for the labour market. Government also introduced a no-fee stress policy to eliminate tertiary admission fees, which serve as a barrier to higher education for students and Enhanced Student Loan scheme.

### **Tourism Development**

The tourism sector continued to play a vital role in Ghana's economy. In 2024, the sector contributed GHS 15.42 billion, with projections to grow further in 2025. Government reaffirmed Ghana's branding as a preferred tourism destination, with the "December in GH" program attracting thousands of visitors annually. The Kwame Nkrumah Memorial Park, National Museum, Cape Coast Castle and Bonwire Kente Museum were highlighted as flagship cultural assets earmarked for further upgrading. Plans were announced to construct additional regional museums and eco-tourism sites to attract both domestic and international tourists. These interventions aim to diversify the tourism experience, create jobs and boost revenue generation.

### **Agriculture**

Ghana has fertile lands, abundant water supply and human resources, yet Ghana face paradox. Food import bill continues to soar, reaching alarming levels of over US\$2 billion annually. Through the Ministry of Food and Agriculture, government launched the Agriculture for Economic Transformation Agenda (AETA) and the Feed Ghana Program (FGP) in 2025. These initiatives seek to ensure food self-sufficiency, agro-industrial development and job creation. The program targets priority crops such as maize, rice, cassava, tomatoes and poultry, while establishing Farmer Service Centres, mechanization hubs and agro-production enclaves. Ghana imports 95% of its poultry needs which cost over US\$ 300 million annually. To reverse this trend government planned to revamp the poultry sector by investing in hatcheries, feed mills, processing and distribution, working toward eliminating poultry imports. The Nkoko Nkintinkiti project covered fifty -five thousand (55000) household producing eggs and fresh poultry for the market and help reduce the US\$300 million spent on importing chicken annually. The Address also highlighted the crisis in the cocoa sector, with COCOBOD's debt standing at GH¢32.5, including GH¢9.7 billion due in September 2025. The failure to deliver 333,767 tonnes of cocoa in the 2023/2024 season under rolled-over contracts resulted in estimated losses of US\$840

million, with a further US\$495 million expected. Government pledged urgent reforms to restore stability and protect 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 Fetei, Otuam 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**

The Address acknowledged the heavy debt burden in the energy sector, which stood at GH¢70 billion as of December 2024, with a financing shortfall of US\$2.2 billion (GH¢34 billion) projected for 2025. Government outlined measures to address these challenges, including enforcement of the Cash Waterfall Mechanism, consolidation of revenue accounts, metering and billing reforms and reduction of transmission and distribution losses. The President stressed greater transparency and private sector involvement to stabilise the sector. The Address also mentioned the postponement of the West African Gas Pipeline pigging exercise to 2025, which required emergency procurement of fuel to sustain generation. Renewable energy investments, particularly solar mini grids, are being scaled up as part of efforts to meet the 10% renewable energy target by 2030.

### **Mining**

The Ministry of Lands and Natural Resources continued reforms in the mining sector. By reducing the withholding tax on unprocessed gold for small-scale miners from 3 percent to 1.5 percent, the ministry facilitated sustained growth in gold exports, which rose nearly 900 percent between 2023 and 2025. Under the Green Ghana Project, over 20 million new trees were planted in 2025 alone, contributing to a total of more than 62 million trees planted within three years. This represents a 48 percent increase in national tree cover restoration efforts compared to the 2022 baseline, underscoring Ghana's commitment to environmental sustainability and climate action.

## **Infrastructure Development**

To promote the rule of law, Government in 2025, through the Ministry of Local Government, Decentralization and Rural Development and the District Assembly Common Fund, advanced the program of providing modern court infrastructure across the country. During the year under review, additional courthouses and bungalows were completed, bringing the total to over 200 facilities nationwide, significantly expanding access to justice. In Accra, the construction of the 12-storey Law House was completed and commissioned by the President to accommodate State Attorneys and provide office space for the Attorney-General's Department.

Government also undertook critical reforms to strengthen Ghana's judiciary, enhancing both capacity and accessibility. Key achievements included the completion of new courtrooms and administrative facilities, as well as the operationalization of the Court of Appeal complex in Kumasi, supported by 20 townhouses and a guesthouse for Justices serving in the northern sector. The rollout of the e-Justice system was expanded, fully digitizing case management and reducing processing times by an estimated 30 percent, thereby solidifying the judiciary's role as a bulwark of democracy and development.

The Ministry of Education embarked on a transformative journey to enhance STEM education, reaffirming its commitment to innovation and technological advancement. As part of this agenda, Government completed the construction of 25 STEM centres, 12 model STEM Senior High Schools and over 200 modern science laboratories nationwide, representing an increase of nearly 15 percent in laboratory capacity compared to 2023. These facilities are intended to boost science education, practical learning and innovation among young Ghanaians.

As part of efforts to expand healthcare infrastructure under Agenda 111, the Ministry of Health, through the Ghana Health Service, completed and operationalized a number of new district hospitals in 2025, while construction on several others advanced across the country. In addition, over 15,000 new health professionals were recruited into the health system, reducing the workforce deficit by 14 percent compared to 2024.

The Ministry of Roads and Highways prioritized the expansion and modernization of the road network. In 2025, Government reported progress on the construction and rehabilitation of over 13,000 kilometres of roads, including inter-regional highways, feeder roads and bridges. This represented a 7 percent increase over 2024 outputs, aimed at improving connectivity, trade and transportation efficiency nationwide.

Through the Ministry of Transport, the transformation of the Takoradi Harbour continued, culminating in the full operationalization of the Oil and Gas Services Terminal. This positioned the harbour as a world-class facility capable of servicing Ghana's petroleum and maritime industries.

The Ministry of Works, Housing and Water resource also pursued ambitious programs to address Ghana's housing deficit. In 2025, more than 1,200 affordable homes were completed across

Greater Accra and Ashanti Regions, while construction commenced on an additional 800 units in Kpone. The National Homeownership Fund continued its roll-out, delivering over 600 new homes to public servants, including the security services, under the Bungalow Redevelopment Scheme.

These interventions underscored Government's commitment to providing modern infrastructure, strengthening justice delivery, improving access to education and healthcare and addressing the housing needs of Ghanaians as part of the reset agenda.

### **YouStart Program for Youth and Women**

In 2025, Government continued the implementation of the YouStart Program as a central pillar of its youth employment and entrepreneurship agenda. Out of the total number of young people trained under the program, over 65,000 youth and women entrepreneurs successfully completed skills and business development courses nationwide. With support from the World Bank and other development partners, Government disbursed a total of GH¢72 million in grants and start-up capital to 5,230 young entrepreneurs across the country. These funds, processed through the Ghana Enterprise Agency (GEA), were used to operationalize new businesses in agribusiness, light manufacturing, ICT and creative industries.

Through the National Entrepreneurship and Innovation Program (NEIP) and GEA's complementary initiatives, an estimated 1.8 million Ghanaians benefitted from training, incubation and financial support in 2025. This directly contributed to the creation of over 120,000 jobs, strengthening Ghana's drive to build a resilient entrepreneurial ecosystem and empowering the youth to become job creators rather than job seekers.

### **Health Sector Employment and Support**

Ghana continued to address the critical shortage of health professionals in 2025, which had previously been estimated at 42%. To strengthen the workforce, the Ministry of Health, through the Ghana Health Service, recruited a total of 15,872 health workers across the country during the year under review. This comprised 15,600 nurses and midwives as well as 272 doctors and dentists, thereby reducing the overall workforce deficit by approximately 14 percent compared to 2024.

In addition to human resource investments, Government expanded health service coverage under the National Health Insurance Scheme (NHIS). The absorption of treatment costs for kidney patients under 18 years and above 60 years was sustained, with additional support extended to selected vulnerable groups. These interventions form part of government's broader health sector reforms to improve access, reduce inequities and build a resilient health system under Agenda 111. The government introduced Ghana Medical Trust Fund (MahamaCares) to finance the

treatment of non-communicable diseases which have raised over the past decade, address financial burden of patient requiring dialysis treatment, Cancer care.

## **Environmental Emission Reduction and Forest Management**

In 2025, Ghana consolidated its leadership role in environmental management and climate action. Building on achievements in 2024, the country continued to receive results-based payments under the World Bank's Carbon Fund for emission reduction efforts implemented through the Ghana Cocoa REDD+ Program. By the end of 2025, Ghana had secured an additional tranche of payments, making it the first African country to consecutively access this form of performance-based climate finance.

The government further strengthened its commitment to sustainable forest governance by expanding the implementation of the Forest Law Enforcement, Governance and Trade (FLEGT) licensing regime. Having become the first African country and the second globally to issue FLEGT licenses in June 2024, Ghana successfully scaled up issuance in 2025 to cover a wider range of timber exports, accounting for an estimated 60 percent of the nation's timber trade.

Under the Green Ghana Project, over 20 million trees were planted in 2025, raising the cumulative total to more than 62 million trees planted in the last three years, representing a 48 percent increase in tree cover restoration compared to 2022 levels. These interventions demonstrated Ghana's continued commitment to reducing emissions, restoring degraded forests and aligning national development with global climate goals.

*(Source: The President's State of the Nation Address delivered to Parliament, 3rd January 2025 – <https://www.parliament.gh/publications?journals>)*

## **2.7. 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
- Heads of Departments' Performance Agreement
- Directors/Analogous Grades Performance Agreement and

- Staff Performance Appraisal Instrument

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

The Office of the Head of the Civil Service (OHCS) continued the implementation of the Electronic Staff Performance Appraisal (e-SPA) system, introduced in 2021 to strengthen performance management and improve efficiency across the Civil Service. In the 2025 appraisal cycle, participation reached 89% of eligible officers, reflecting a 4% increase over the previous year, as a result of intensified compliance measures. Only 11% of eligible officers did not participate, due largely to reasons such as retirement, study leave, resignations, delayed approvals, or prolonged leave of absence.

The pool of eligible officers also expanded by 12% compared to 2024, driven by enhanced enforcement measures by OHCS, including linking appraisal compliance to promotions, postings and access to Human Resource facilities. This has contributed to a stronger culture of accountability within the Service.

Despite these gains, several operational challenges were noted. Disruptions caused by inter-ministerial postings after the planning phase persisted, alongside technical difficulties such as intermittent dashboard access errors, coding inconsistencies and poor internet connectivity in some locations. To address these bottlenecks, OHCS intensified collaboration with system developers to improve functionality, system stability and user support.

Importantly, 2025 also marked the full inclusion of Directors, Heads of Departments and Chief Directors in the e-SPA platform, broadening the system's scope and ensuring top-level accountability. Plans are underway to integrate analytics tools into the platform to enable real-time monitoring of staff performance and strengthen evidence-based decision-making.

*(Source: 2025 Service-wide mid-year Staff Performance Appraisal Report).*

## CHAPTER THREE

### 3.0. HUMAN RESOURCE ANALYSES

#### 3.1. Introduction

This section provides an overview of staff analysis, human resource management and capacity-building efforts within the Civil Service. The details provide a basis for effective strategic decision-making, workforce planning and ensure that human resource systems are aligned with the goals of the Civil Service.

#### 3.2. Staff Analysis

In accordance with Section 36 (a) of the Civil Service Act, 1993 (Act 327), the staff analysis provides a basis for the Civil Service Council to deliberate on the overall Government policy relating to the management of the Service and suggest improvements or modifications to Government.

The staff analysis seeks to identify trends, disparities and shifts in workforce characteristics in the Civil Service. Conducted as part of OHCS’s periodic human resource assessments, this analysis provides evidence-based insights into the overall sex, age and competency characteristics of the Service.

Understanding these dynamics is essential for aligning workforce planning with diversity and inclusion objectives to foster a balanced and equitable workplace. The analysis employs quantitative methods and visual representations to highlight significant patterns and variations observed over the years 2023, 2024 and 2025.

##### 3.2.1. Staff Strength

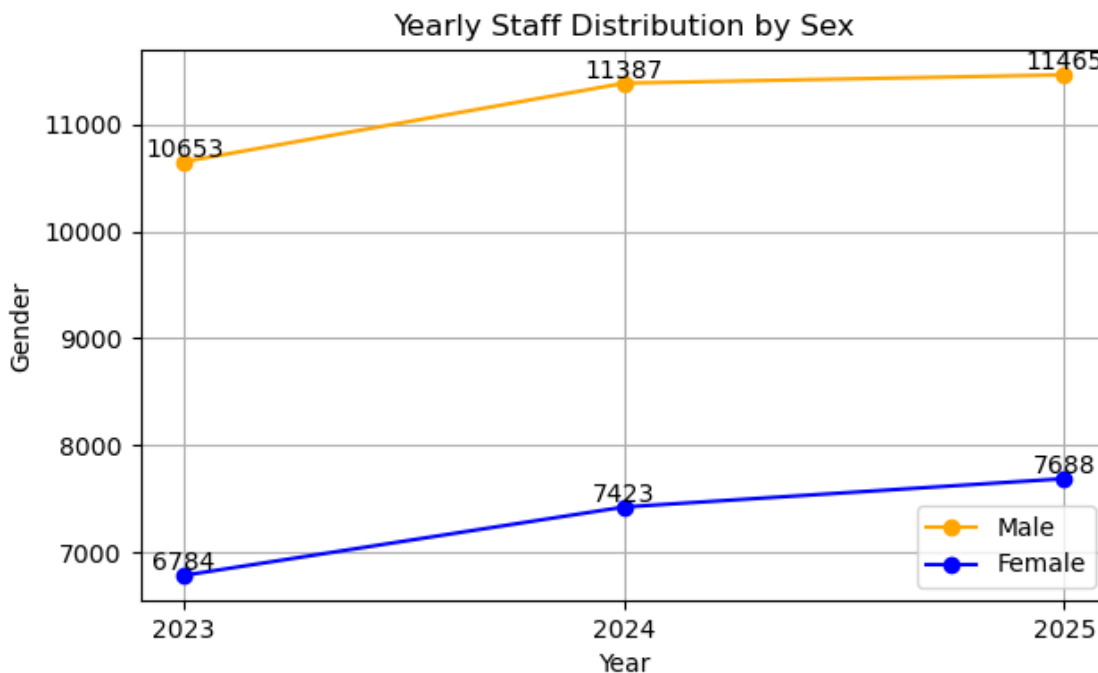
**Table 3.1: Staff Distribution by Sex**

<b>STAFF DISTRIBUTION BY SEX</b>												
<b>YEAR</b>	<b>MINISTRIES</b>			<b>DEPARTMENT</b>			<b>OFFICES OF GOVERNMENT</b>			<b>TOTAL</b>		
	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Fem</b>	<b>Total</b>	<b>Male</b>	<b>Fem</b>	<b>Total</b>
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
2025	4,546	3,181	7,727	6,134	3,954	10,088	785	553	1,338	11,465	7,688	19,153

*Source: Civil Service Data Base, 2025*

The total number of Civil Service staff for the years 2023, 2024 and 2025 is 17,437, 18,810 and 19,153 respectively. The data analysis reveals an increase of 7.87% from 2023 to 2024 and an increase of 1.82% from 2024 to 2025 in the number of Civil Service staff. Over the years 2023 to 2025, a total staff increment of 9.84% is observed. The increase in staff numbers is attributed to factors such as newly recruited officers in the service and a low number of resignations and retirements over the years of observation.

**Figure 3.1: Yearly Staff Distribution by sex**



*Source: 2025 Sector Ministries Annual Performance Reports.*

Figure 1 is an analysis of gender trends among Civil Service staff over the focus period (2023-2025). The graph shows a high increase in both male and female populations from 2023 to 2024 and a slight upward trend from 2024 to 2025 in both the male and female populations.

The male demographic experienced a significant increase of 6.89% from 2023 to 2024 and a slight increase of 0.68% between 2024 and 2025.

Similarly, the female staff population rose sharply by 9.42% from 2023 to 2024 and an increase of 3.57% from 2024 to 2025.

Overall, between 2023 and 2025, male staff numbers increased by 7.62% while female staff recorded a higher growth of 13.33%. The high growth in female staff over male staff reflects a strategic effort by the Office of the Head of Civil Service (OHCS) to foster gender parity within the Civil Service. This initiative supports the broader goal of achieving gender balance by the end of 2025.

### **3.2.2. Occupational Groupings**

Appendix two (2) presents a statistical overview of occupational groupings within the Civil Service, comprising 82 distinct categories. The Accounts class records the highest representation, with 3,073 staff members, constituting 16.1% of the total workforce. This is followed by the Agricultural Officers class (1,100 or 5.7%), Information Officers class (1,092 or 5.7%), Registrar class (960 or 5.0%) and Drivers class (851 or 4.4).

The sixth, seventh and eighth largest groups are the Administration class (847 or 4.4%), Secretarial class (788 or 4.1%) and Technical Officers/Assistants (751 or 3.9%), respectively. The Information Technology and Information Management (IT/IM) class ranks fourteenth, with 395 officers (2.1%), reflecting a deliberate effort by the government to support digitalization by increasing IT officer representation in the Civil Service.

At the lower end, several classes have fewer than 10 members, including Caretakers (7), Survey Technicians (3) and Ceramist (1), among others.

Gender distribution analysis reveals that out of the 82 occupational categories, 15 are predominantly female-dominated, while 67 are male-dominated. Female-dominated categories include the Administrative, Catering, Childcare, Foreign Service, Programme Officers, Protocol, Receptionist/Telephonist and Secretarial classes, among others as indicated in appendix ---of this report.

Analysis of the data indicates that staff are concentrated in a few large occupational classes, particularly accounting class which by the Public Financial Management Act, 2016 (Act 921) serves all covered entities. A relatively small proportion of IT/IM staff suggests the need for continued investment in digital skills to adequately support government's digitalization agenda.

The existence of very small occupational categories raises concerns about sustainability, succession planning and a need for a review of their objectives to ensure is viability. The predominance of male-dominated categories highlights the need to enhance gender equity and inclusion strategies, particularly in technical and leadership roles.

Overall, the findings underscore the importance of strategic workforce planning, capacity development and alignment of staffing structures with national priorities.

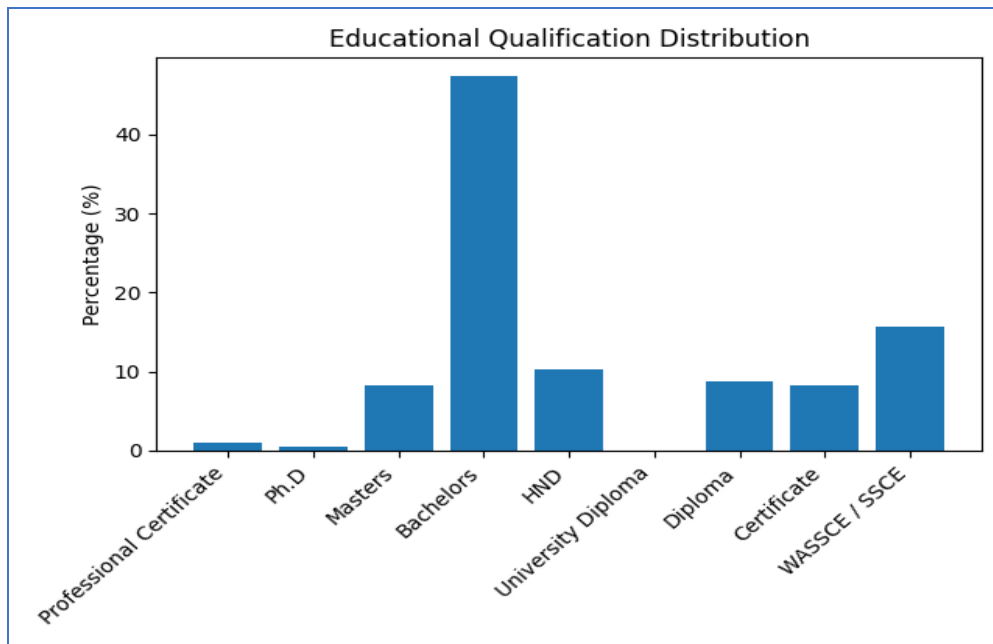
### **3.2.3. Educational Qualification**

This section provides a comprehensive evaluation of the educational qualifications of personnel across all sectors of the Civil Service, offering critical insights into the academic composition of the workforce. The analysis encompasses both Professional and Sub-professional categories, including qualifications such as Professional certifications, Doctoral degrees, Master's degrees, Bachelor's Degrees, Higher National Diplomas (HND), Diplomas, Certificates and WASSCE/SSCE. The objective is to identify prevailing trends, structural gaps and potential

opportunities for capacity enhancement and professional development. A nuanced understanding of the educational profile is essential for strategic workforce planning, competency alignment and institutional capacity building, thereby ensuring organisational resilience and competitiveness. This review further delineates key findings, sectoral disparities and their implications for future training and talent management strategies.

An analysis of the educational qualifications of officers indicates that the Civil Service workforce is predominantly composed of officers with Bachelor’s degrees, representing 47.31% of the total staff strength. Officers with WASSCE/SSCE qualifications constitute 15.71%, reflecting the presence of essential operational and support roles within the Service. Additionally, HND holders account for 10.20%, while Diploma and Certificate holders represent 8.76% and 8.21% respectively, demonstrating a diverse skills mix supporting administrative and technical functions. At the postgraduate level, Master’s degree holders constitute 8.32%, while Ph.D holders account for 1%, indicating that advanced academic specialization remains relatively limited. These trends suggest that while the Service benefits from a strong undergraduate knowledge base, there remains an opportunity to further strengthen policy analysis, research capacity and strategic leadership through targeted postgraduate training and professional development initiatives.

**Figure 3.2: Education qualification Distribution**



*Source: 2025 Sector Ministries Annual Performance Reports.*

The data shows that bachelor’s degree holders constitute nearly half of the workforce (47.31%), indicating that the Civil Service is largely composed of officers with undergraduate qualifications. This suggests a relatively strong professional knowledge base within the Service.

However, postgraduate qualifications remain relatively low, with Master's degree holders representing only 8.32% and Ph.D holders approximately 1%. This indicates potential room for strengthening advanced expertise, policy research capacity and strategic leadership within the Service.

15.71% of officers possess WASSCE/SSCE as their highest qualification, while Diploma, Certificate and HND holders collectively account for about 27.17% of the workforce. This reflects the continued presence of operational and administrative support roles that require mid-level or foundational qualifications.

### **3.2.4. Age Categorization**

This section presents the age distribution within the Professional Staff category of the Civil Service. According to Graph (3), the 27 Chief Directors are represented only in the age groups of 50-59 years and 60+ years. Specifically, there are 26 individuals aged (50-59 years) and 1 aged 60 and above. The presence of staff aged over 60 highlights a strategic retention approach, where certain individuals are retained on contractual terms. However, only 3.7% of Chief Directors are serving under such arrangements, while the remaining 96.3% are within the active working age for the Civil Service.

Further analysis covers the age distribution across Directors, Deputy Directors, Assistant Director I, Assistant Director II A and Assistant Director II B grades.

Among Directors, a total of 508 staff is categorized as follows: 1 aged (20-29 years), 6 aged (30-39 years), 166 (32.6%) aged (40-49 years), 305 (60%) aged (50-59 years).

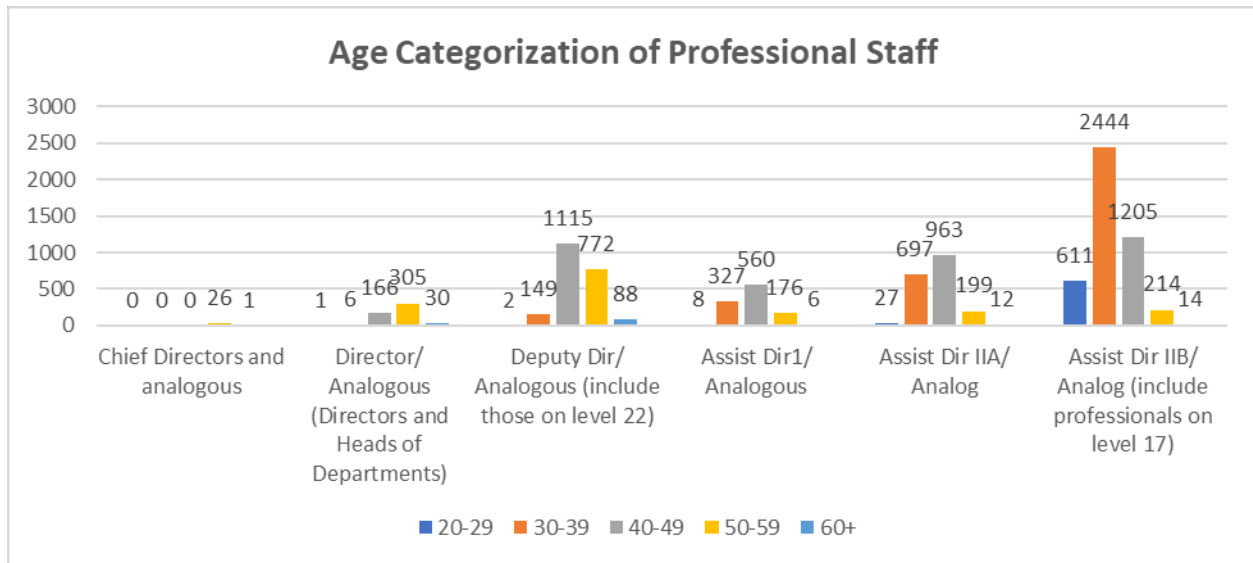
At the Deputy Director level, the distribution of 2,126 staff is as follows: 2 individuals aged (20-29 years), 149 (7%) aged (30-39 years), 1,115 (52.4%) aged (40-49 years), 772 (36.3%) aged (50-59 years). For Assistant Director I, the 1,077 officers are distributed as 8 aged (20-29 years), 327 (30.3%) aged (30-39 years), 560 (51.9%) aged (40-49 years), 176 (16.3%) aged (50-59 years).

At the Assistant Director IIA grade, among 1,898 officers, there are 27 aged (20-29 years), 697 aged (30-39 years), 963 aged (40-49 years), 199 (10.4%) aged (50-59 years).

Lastly, at the Assistant Director IIB level, the distribution of 4488 staff includes 611 (13.6%) aged (20-29 years), 2444 (54.4%) aged (30-39 years), 1205 (26.8%) aged (40-49 years), 214 (4.7%) aged (50-59 years) and 14 aged (60+ years).

These age dynamics underscore the need for the Civil Service to implement robust succession planning and talent development programs. Such initiatives are essential to ensure smooth transitions, maintain institutional knowledge and sustain operational effectiveness in the future. Graph (3) below is a graphic representation of the analysis.

**Figure 3.3: Age Categorization of Professional Staff**



Source: 2025 Sector Ministries Annual Performance Reports.

This section analyzes the age distribution under the Sub-Professional Staff section.

The data presents the age distribution of individuals across different grades in the Civil Service. At the Chief Executive Officer and analogous grades, there are 853 staff and the age groups are as follows: 413 (48.4%) individuals (40-49 years), 341(39.9%) individuals (50-59 years).

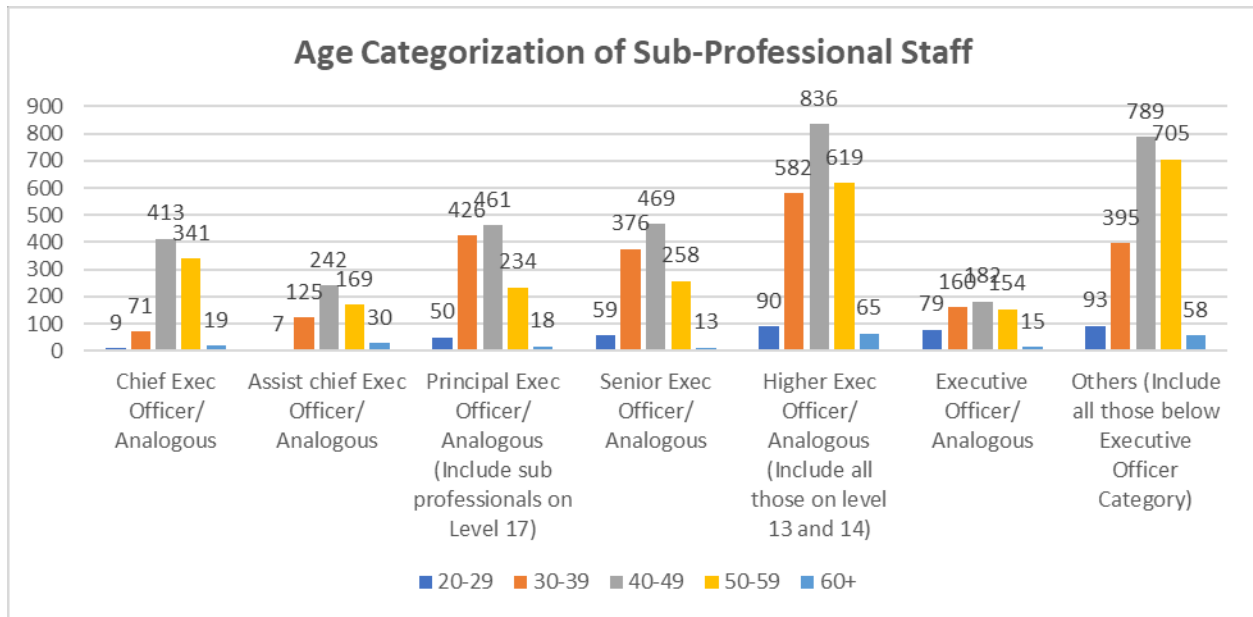
Similarly, at the Assistant Chief Executive Officer level, there are 573 staff and the distribution includes 7 individuals (20-29 years), 125 (21.8%) individuals (30-39 years), 242 (42.2%) individuals (40-49 years), 169 (29.4%) individuals (50-59 years).

At the Principal Executive and analogous level with 1189 staff, the age breakdown is as follows: 50 individuals (20-29 years), 426 (35.8%) (30-39 years), 461 (38.7%) (40-49 years), 234 (19.6%) (50-59 years).

In the Senior Executive Officer and analogous grades with 1175 staff, the age group with the largest number is (40-49 years) with 469 (39.9%) individuals, followed by 376 (32%) individuals aged (30-39 years), 258 (21.9%) aged (50-59 years). At the Higher Executive Officer and analogous grades with 2192 staff, the age distribution is as follows: 90 individuals (20-29 years), 582 (26.5%) (30-39 years), 836 (40-49 years), 619 (28.2%) (50-59 years). For Executive Officers and analogous grades with 590 staff, the distribution is: 79 individuals (20-29 years), 160 (27.1%) (30-39 years), 182 (30.8%) (40-49 years), 154 (26.1%) (50-59 years).

Finally, in the "Others" category of 2040 staff (which includes staff below Executive Officer and analogous grades), the age breakdown is: 93 individuals (20-29 years), 395 (19.3%) (30-39 years), 789 (38.6%) (40-49 years), 705 (34.5%) (50-59 years).

**Figure 3.4: Age Categorization of Sub Professional Staff**



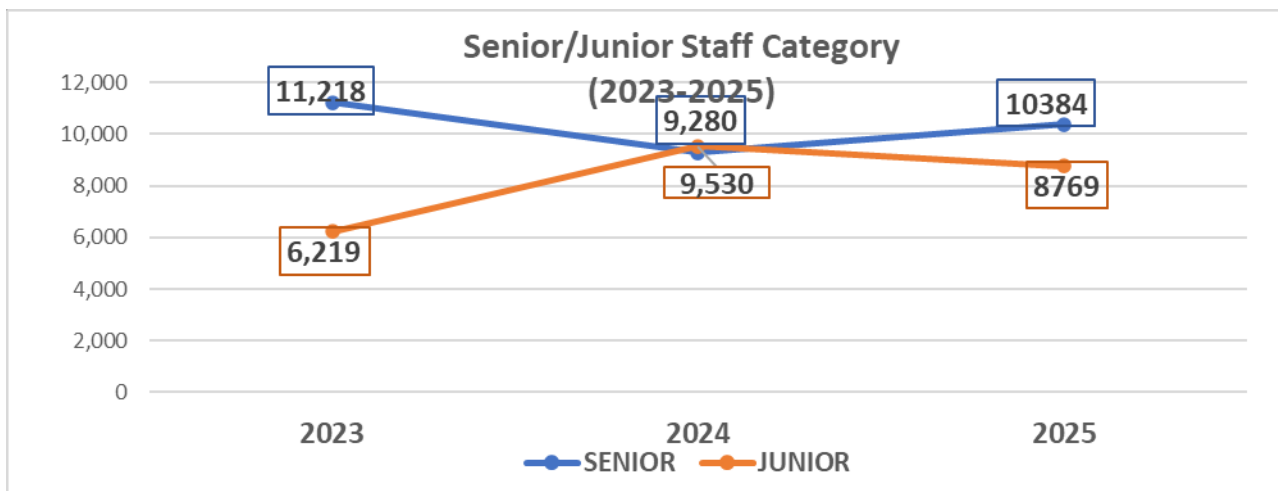
Source: 2025 Sector Ministries Annual Performance Reports.

The age data suggests that approximately 1,692 staff from the Professional category and 2480 staff from the Sub-professional category are expected to retire from the Civil Service between 2025 and 2035, with an estimated annual retirement rate of 248 officers at the Sub-professional level.

### 3.2.5. Senior and Junior Staff Categorization

The 2025 Civil Service workforce consists of 54.22% junior and 45.78% senior staff. Statistically, the senior staff population has appreciably increased by 10.63%, from 9,280 in 2024 to 10384 in 2025. In contrast, the junior staff category exhibited a fall of 7.99%, from 9,530 in 2024 to 8769 in 2025. These changes highlight notable variations in workforce distribution between the two years

**Figure 3.5: Categorization of Senior and Junior officers**



*Source: 2025 Sector Ministries Annual Performance Reports*

The increase in Senior Staff by 10.63% in 2025, coupled with a decline in Junior Staff by 7.99%, reflects ongoing Public Sector Reform efforts aimed at professionalizing and strengthening institutional capacity within the Civil Service. The upgrading of officers from sub-professional to professional grades and structured promotions at the sub-professional level signal progress toward building a more technically competent and performance-oriented Service. While this shift enhances supervisory and strategic capacity, it also underscores the need for reform-aligned workforce planning to maintain structural balance, ensure fiscal sustainability and support long-term succession management.

### 3.2.6. Sex disaggregation of the Senior and Junior Staff

Both the Senior and Junior categories of staff are male dominated. There are 36.81% more males than females in the Senior staff and 65.49% more males than females in the Junior staff. In total, there are 49.13% males over females.

Although gender-responsive recruitment, equitable promotion systems and leadership development initiatives are operational within the Civil Service, persistent disparities indicate the need to deepen implementation and strengthen accountability mechanisms. Government should consider introducing measurable gender parity targets, strengthening the female leadership process at entry levels and leveraging workforce analytics to identify structural bottlenecks. These measures will ensure that existing frameworks translate into sustained and measurable improvements in gender equity.

**Table 3.2 : Sex Disaggregation of Senior and Junior staff**

ORGANISATIONS	SENIOR			JUNIOR			TOTAL		
	Male	Fem	Total	Male	Fem	Total	Male	Fem	Total
<b>MINISTRIES</b>	2502	1942	4444	2044	1239	3283	4546	3181	7727
<b>DEPARTMENTS</b>	3183	2188	5371	2951	1766	4717	6134	3954	10088
<b>EXTRA MINISTERIAL</b>	314	255	569	471	298	769	785	553	1338
<b>TOTAL</b>	<b>5999</b>	<b>4385</b>	<b>10384</b>	<b>5466</b>	<b>3303</b>	<b>8769</b>	<b>11465</b>	<b>7688</b>	<b>19153</b>

*Source: Civil Service Data Base, 2025*

### **3.2. Training and Development**

Training and Development is a critical, continuous process through which organizations systematically enhance the knowledge, skills, competencies and attitudes of their workforce. Well-designed training interventions improve employee performance, increase productivity and support organizational growth by equipping staff to meet current and emerging job demands.

Through training and development, employees acquire essential technical competencies, including operational and digital skills, as well as soft skills such as communication, teamwork and problem-solving. A skilled and competent workforce performs tasks more efficiently and effectively, thereby improving service delivery as well as enhancing employee engagement, motivation and retention.

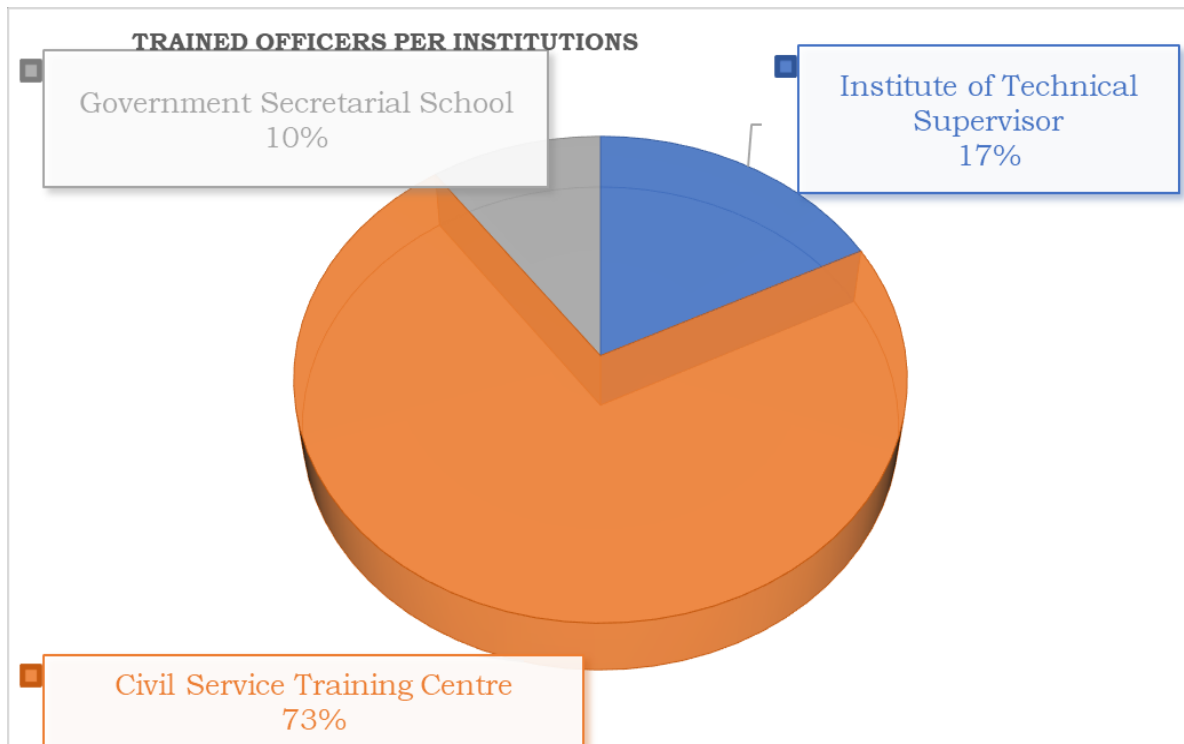
In recognition of the importance of capacity building, the Ghana Civil Service Training and Development Policy require officers to undertake a minimum of 40 hours of training annually. This requirement supports continuous skills upgrading and strategic competency management, enabling the Service to remain relevant, responsive and effective.

This section of the report provides an overview of 2025 training and development activities undertaken by the Civil Service.

#### **3.2.1. Scheme of Service Training**

Scheme of Service training ensures staff are equipped with the knowledge, skills and attitudes needed to improve performance and organizational effectiveness. This training is designed to address competency gaps and build capacity of staff in accordance with the scheme of service requirements

**Figure 3.6: Scheme of Service Training Disaggregation by sex 2023-2025**

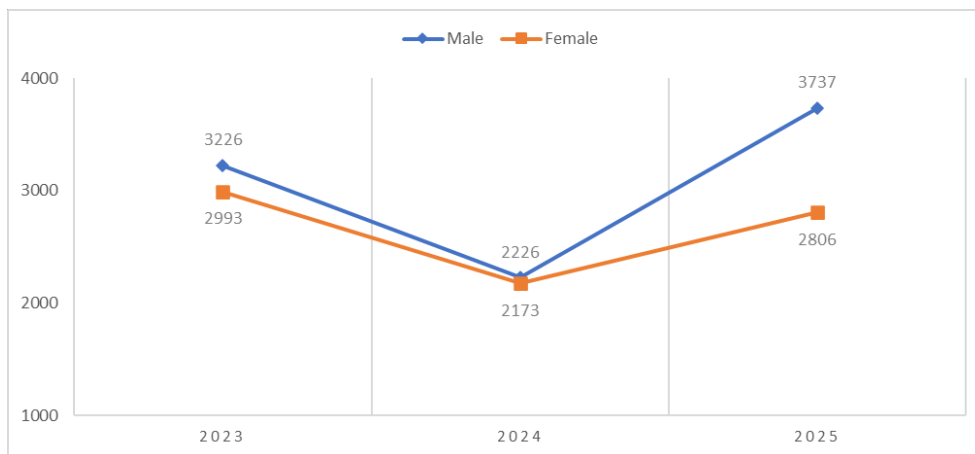


Source: Civil Service Data Base, 2025

In 2025, 6,543 officers comprising 3,737 males and 2,806 females across various occupational groups received training to help develop competencies required for their job roles.

In 2023, 6,219 officers underwent training, including 3,226 males and 2,993 females. In 2024, the number of officers dropped to 4,399, with 2,226 males and 2,173 females trained. By 2025, the number increased again to 66,543, with 3,737 males and 2,806 females participating.

**Figure 3.7: Competency-based training**



Source: Civil Service Data Base, 2025

The Civil Service Training Centre (CSTC) trained 4,748 Officers representing 73%; 1,145 Officers representing 17% participated in training at the Institute of Technical Supervision (ITS); and 650 Officers representing 10% also participated in training offered by the Government Secretarial School (GSS).

**3.2.2. Competency-based training**

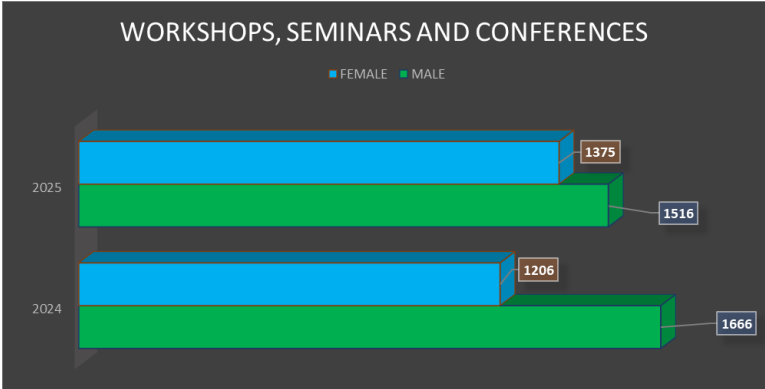
Competency-based training is designed to build staff skills and knowledge to meet an institutional mandate. Changes in government and policy direction meant that the Civil Service, as the formulators and implementers of government policies, needed to enhance its skills and knowledge to support policy implementation.

In 2025, 4,420 officers, comprising 2,318 male and 2,102 female, as compared to 1,633 male and 1,570 female in 2024, participated in various forms of training. Some of the training included gender-based capacity building to improve gender mainstreaming in the Civil Service. This indicates a strategic shift from routine Scheme of Service training toward targeted, mandate-driven capacity building, particularly in response to policy changes and emerging government priorities. Gender participation remained male-dominated, but female inclusion improved slightly in 2025.

**3.2.3. Workshop, Seminars and Conference**

Workshops, seminars and conferences are critical for skill development, networking and staying updated with industry trends. They provide opportunities for individuals and organizations to enhance their knowledge, foster innovation and build relationships for long-term career growth and development.

**Figure 3.8: Workshops, seminar and conferences**



Source: *Civil Service Data Base, 2025*

In 2025, 2,891 officers comprising 1,516 males and 1,375 females participated in institution-specific workshops, seminars and conferences.

In 2024, 2,872 staff comprising 1,666 males and 1,206 females participated in workshops, seminars and conferences to enhance staff skills and expand professional networks. The fair representation of male and female staff indicates the Civil Service's commitment to an inclusive approach to professional development.

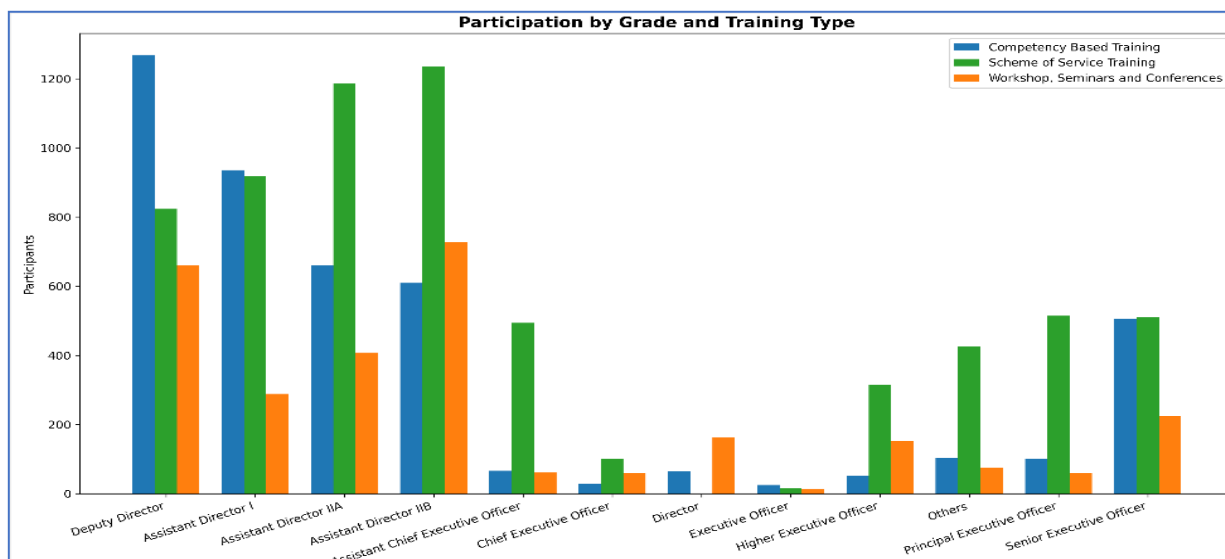
### 3.2.4. Training by Grade Levels and Gender Inclusiveness

The analysis of training participation across the Civil Service for the reporting year demonstrates important patterns in staff development engagement, grade-level capacity building and gender inclusiveness within the Service's human resource development efforts. A total of 13,854 officers participated in at least one training intervention, namely Scheme of Service, Competency based and Workshop, Seminars and Conferences training. Participants comprised 45.4% female and 54.6% male staff, reflecting a modest gender gap in overall participation.

### 3.2.5. Participation by Grade

Training participation was highest among the Deputy Director (2,753 participants), Assistant Director IIB (2,574), Assistant Director IIA (2,254), Assistant Director I (2,142) and Senior

**Figure 3.9: participation by Grade and Training type**



Source: Civil Service Data Base, 2025

Executive Officers/analogous (1,240) cadres, which together account for the core technical, operational and administrative leadership roles in the Service. This distribution indicates strong

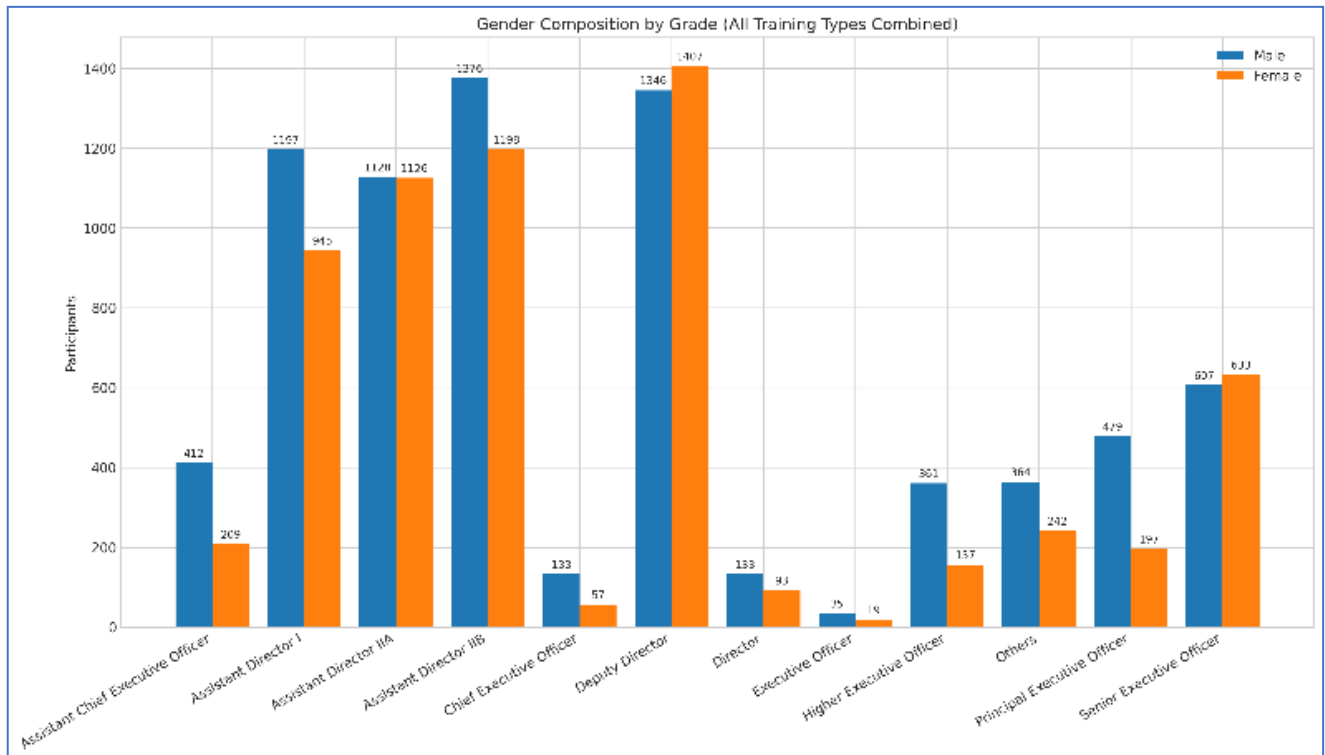
investment in strengthening the upper and mid-level management echelons, particularly among the operational and frontline administrative grades where service delivery interactions are concentrated.

Deputy Directors participated most in Competency-Based Training (46.1%), reinforcing leadership and technical proficiency at the highest operational level

Assistant Directors I participated almost equally in Competency-Based (43.7%) and Scheme of Service (42.9%) programs, indicating a balanced demand for both technical upgrading and role-specific progression skills.

Assistant Directors IIA and IIB showed a stronger inclination toward Scheme of Service Training (52.6% and 48.0% respectively), consistent with their roles as operational and frontline administrators requiring structured capacity enhancement

**Figure 3.10: Gender Composition Across Grade**



Source: Civil Service Data Base, 2025

Gender distribution across the Civil Service shows both balance and persistent disparities.

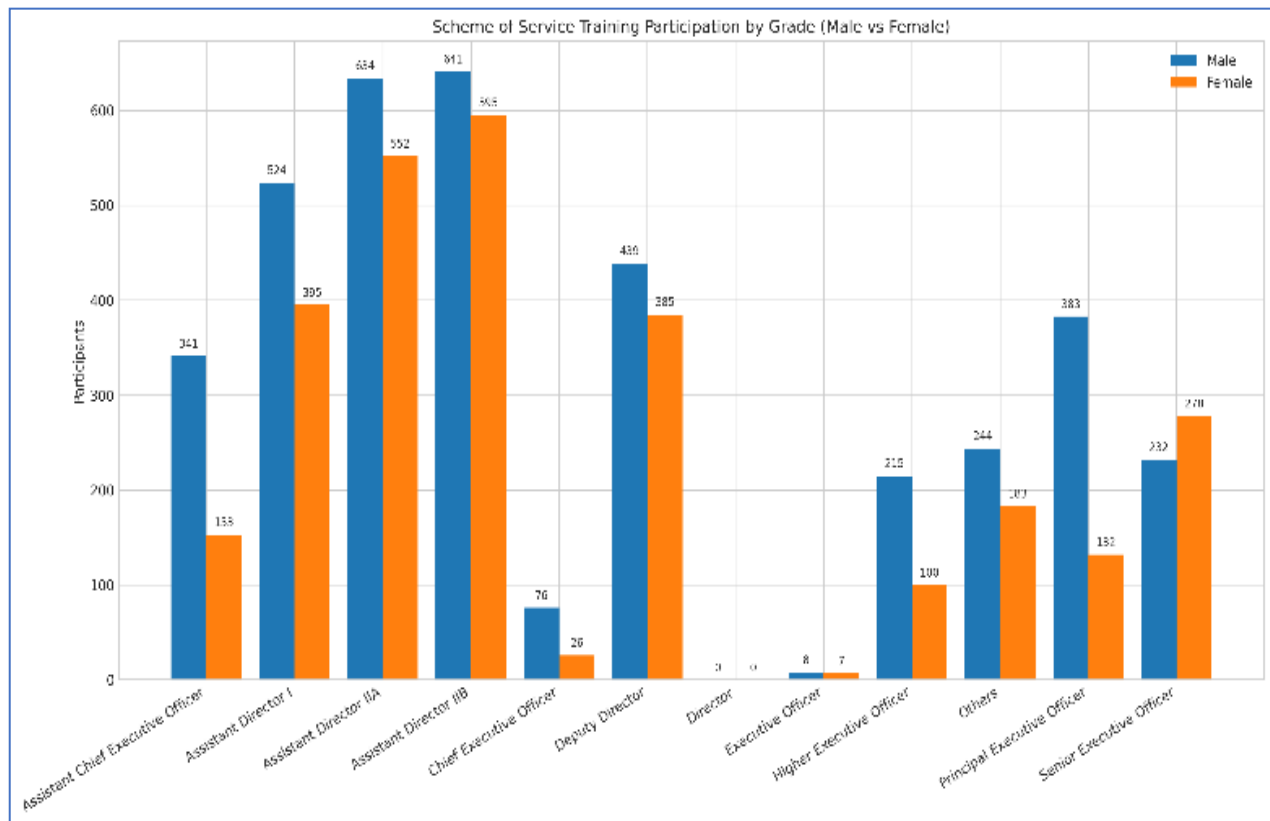
Across all training types. Deputy Directors exhibit the strongest female representation with 51.1% female and 48.9% male, showing progress toward leadership gender equity.

Assistant Director IIA reflects near-perfect parity (50% female; 50% male), indicating balanced access at key operational leadership levels.

Senior Executive Officers also reflect balanced participation (51.0% female; 49.0% male). However, several grades show pronounced male dominance:

- Principal Executive Officer: 70.9% male vs 29.1% female
- Chief Executive Officer: 70.0% male vs 30.0% female
- Higher Executive Officer: 69.7% male vs 30.3% female
- Executive Officer: 64.8% male vs 35.2% female

**Figure 3.11: Scheme of service Training disaggregation by grade and sex**



Source: Civil Service Data Base, 2025

Across the wider Service, some grades demonstrated significantly higher gender gaps. Male-dominated disparities were most prominent among the Principal Executive Officer Chief Executive Officer and Higher Executive Officer grades. These trends highlight opportunities to strengthen gender-inclusive HR strategies in mid-level administrative and technical grades.

Notably, female participation was strongly dominant in leadership-relevant training at the Deputy Director level, where Workshops and Seminars recorded female lead (65.1%)

This is a positive signal for senior-level gender representation and may reflect intentional leadership development efforts.

The data analysis suggests that while the Civil Service continues to invest heavily in staff development at all levels, gender disparities persist in several mid-level and technical cadres, as well as within specific training programs. At the leadership level, female representation is comparatively strong, indicating potential for sustained improvement in gender diversity across the upper tiers of the Service with deliberate succession planning and targeted capacity development.

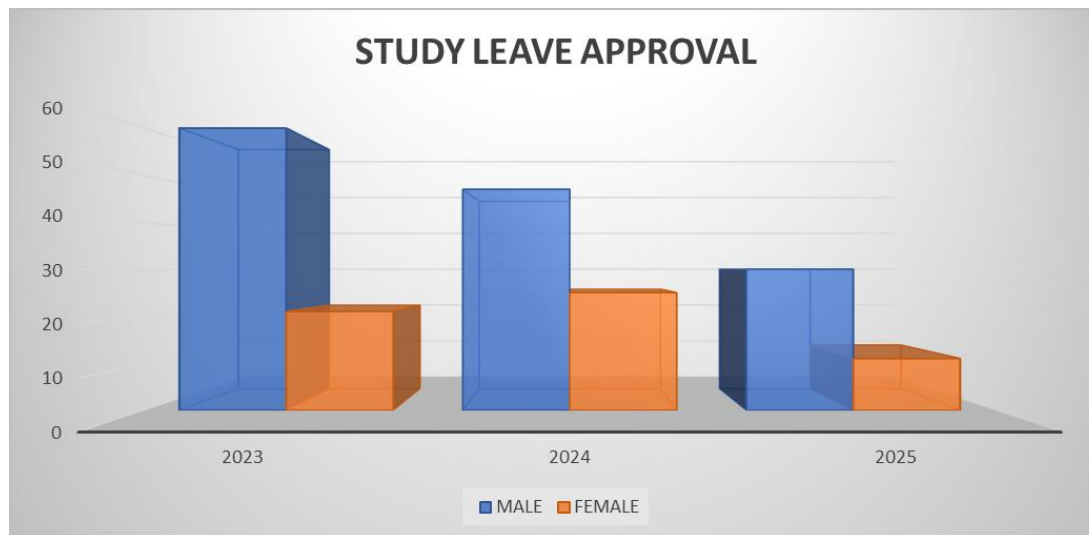
Strengthening equity in training nomination processes, enhancing outreach for female officers and monitoring training participation disaggregated by sex and grade can help reduce these imbalances. As part of efforts to understand this part the training nomination process, the Office of the Head of Civil Service in collaboration with external researcher from the Durham University in the United Kingdom is undertaking a study on organization politics to inform policy decisions in this regard.

### **3.3. Study Leave Applications**

Study leave is one of the human resource facilities for strengthening staff capacity within the Civil Service. It is designed for officers who have completed a minimum of 4 years of service and are sponsored under approved training schemes, either by their organizations or through self-financing. These courses are pursued at the postgraduate accredited institutions in Ghana or abroad. Over the years, institutions 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 undertake both long-term and short-term academic programs.

In 2025, 41 Officers (30 males and 11 females) were approved for study leave, with/without pay. Comparatively, in 2023, 60 males and 21 female officers were approved to pursue further education, while 47 males and 25 female Officers were granted approvals in 2024. study leave approvals decreased by approximately 49% compared to 2023 and by 43% compared to 2024. Although the total number of approved Officers declined in 2025, there was no significant change in the percentage of gender distribution compared to 2024.

**Figure 3.12: Study Leave approval disaggregated by sex**



*Source: Civil Service Data Base, 2025*

The downward trend in study leave approvals is attributed to operational demands, limited sponsorship slots and heightened eligibility scrutiny by the OHCS. Management of the Civil Service therefore needs to develop a strategic alignment between workforce planning and long-term human capital development priorities. Despite the decline, study leave remains a vital pathway for building advanced skills, enhancing leadership succession and sustaining institutional effectiveness across the Service.

### **3.3.1. Study Leave With Pay**

Officers on study leave with pay are still considered as staff on duty and are entitled to the requisite benefits during their period of study.

Out of 41 approved study leave applications, 33 Officers were granted study leave with pay. Of these, 27 were males and 6 were females. In terms of institutional distribution 30 were from Ministries, one (1) from a department and 2 from the Office of the Head of the Civil Service and the Office of the President respectively

The data indicates that many officers who accessed the study leave facility were in the Assistant Director IIA/Analogous category, a trend that was also observed in 2023 and 2024. This is largely because most Officers at this grade have completed the required four (4) years of continuous service following their substantive appointments and therefore take advantage of donor-funded opportunities to pursue Master's Degree programs.

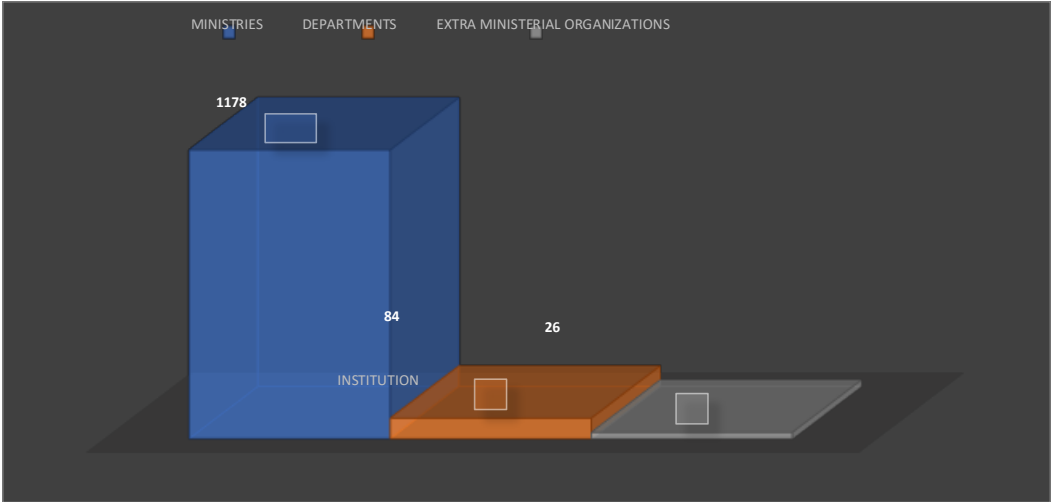
Officers within this category are bonded and are required to return to duty upon completion of their programs to apply the knowledge and skills acquired to their respective roles. However, over the years, some Officers, particularly those who pursued self-funded programs, have failed to return to the Service to serve their bond. In response, the Office has initiated measures to engage both beneficiaries and guarantors to recover the funds expended on their studies. This approach is intended to safeguard public resources and ensure that the country derives value from its investment in human capital development.

**3.3.2. Study Leave Without Pay**

It was observed that officers choose to take unpaid study leave, even when they are eligible for paid study leave. This decision may be attributed to their unwillingness to be bonded upon completion of their courses of study. Out of 41 approvals, 8 Officers were granted study leave without pay to pursue various programs. 6 were from the Ministries, one (1) from a Department and one (1) from the Office of the Head of the Civil Service.

Officers in the Assistant Director IIA/Analogous category accessed the facility most frequently, underscoring their commitment to acquiring additional knowledge and skills in preparation for higher responsibilities.

**Figure 3.13: Distribution of Study Leave with pay in the Civil Service Institutions**

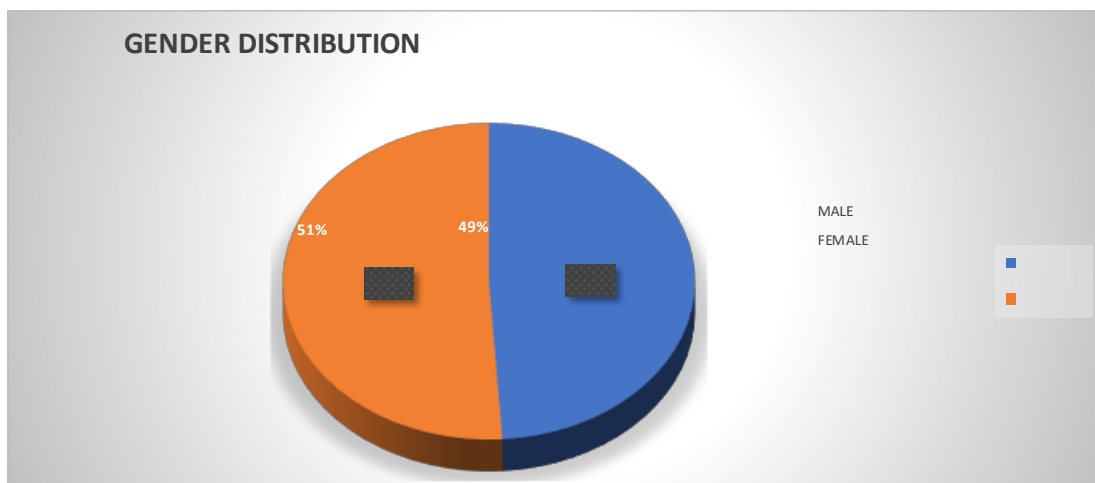


*Source: Civil Service Data Base, 2025*

### 3.3.3. Notification for Further Studies

Civil Service staff who seek admission to pursue further studies outside regular working hours while in active service must notify the Office of the Head of the Civil Service (OHCS), through their respective Ministries or Departments for approval. This is to enable their institutions to make specific internal arrangements with Officers pursuing such further studies. In 2025, 288 Officers' applications were approved for further studies. The gender ratio of the 288 officers shows near balance between males and females, with 141 approvals representing 49% for males and 147 approvals representing 51% for females.

**Figure 3.14: Notification for further studies: Gender Distribution**



*Source: Civil Service Data Base, 2025*

Over the years, the Service has recorded more male Officers attaining advanced qualifications than their female colleagues; however, in 2025 and 2024, female participation increased slightly compared to 2023. 178 of the applications were received from the Ministries, 84 from the Departments and 26 from the OoP and OHCS.

160 and 128 officers from the Professional and Sub-Professional cadre respectively notified OHCS of their further studies. This signifies a strong commitment among officers within the Sub-Professional Cadre to personal development, as well as a desire for institutional continuity through upgrading their qualifications to assume higher responsibilities. Similarly, officers within the Professional Cadre continue to enhance their competencies, which is a key requirement for progression to the next grade.

The programs pursued by these Officers cover a broad spectrum of disciplines, including Public Administration, Finance, Law, Information Technology, Agricultural Science and International Relations. The notification process enables the Office of the Head of the Civil Service to assess

the feasibility of Officers' academic pursuits and ensure that their studies do not compromise the performance of their professional responsibilities. These programs are undertaken by staff to facilitate requests for conversion and upgrading, particularly among officers in the Sub-Professional Cadre.

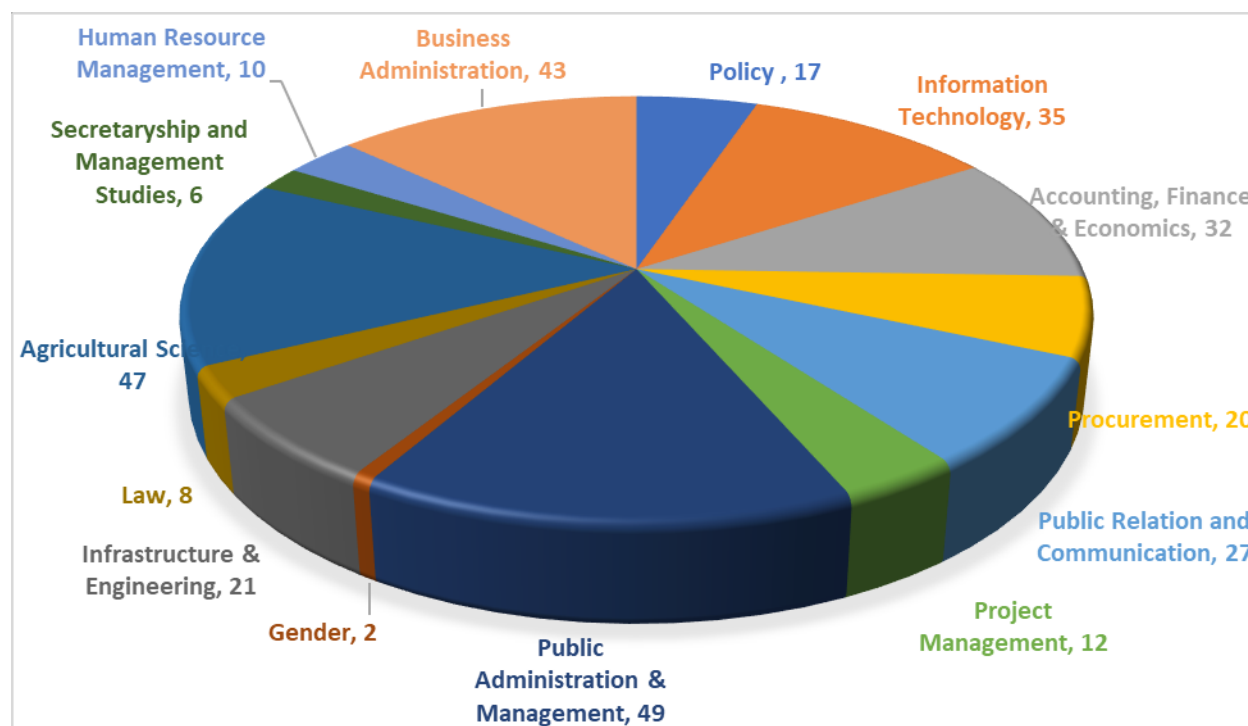
This initiative reflects the Ghana Civil Service's commitment to advancing a culture of continuous learning and professional development. Beyond benefiting individual officers, it strengthens the organization by cultivating a highly skilled, knowledgeable workforce capable of meeting the demands of a rapidly evolving public sector.

#### **3.3.4. Areas of Academic Training**

Academic training is a sustained process designed to build intellectual capacity and broaden general knowledge to promote personal and professional development. Within the Civil Service, such training is not limited to individual career progression but also serves as a key driver of institutional effectiveness, innovation and improved public service delivery.

In 2025, 328 Officers pursued further study in 14 academic fields. The highest participation was recorded in Public Administration and Management, followed closely by Agricultural Science and Business Administration. This pattern indicates a strong focus on strengthening administrative, managerial and technical competencies in agriculture, which are critical to effective governance and national development. Significant enrolment was also observed in Information Technology and Accounting, Finance and Economics, highlighting the growing emphasis on digital transformation, financial management and economic planning within the Service. Furthermore, Public Relations and Communication; and Infrastructure and Engineering recorded notable participation, underscoring the importance of communication skills and technical expertise in enhancing public sector service delivery.

**Figure 3.15: Areas of Academic Training**



Source: Civil Service Data Base, 2025

However, relatively low enrolment was observed in Policy, Law, Secretaryship and Management Studies and Gender Studies. Although these areas recorded fewer participants, they remain critical for policy formulation, legal compliance, administrative support and the promotion of inclusive governance. While the Service is well-resourced in mainstream operational areas, the low participation in specialized fields such as gender, law and policy suggests the need for targeted interventions and training incentives to ensure a more comprehensive and well-rounded skills base across the Civil Service.

### 3.4. Recruitment

To ensure that the Ghana Civil Service is equipped with the requisite human capital to enhance service delivery and productivity, the Office of the Head of the Civil Service (OHCS) engaged the services of 16 personnel to address the staffing needs within a specific Ministry and Department. This recruitment exercise was a follow-up to the 2024 financial clearance, which expired on 31st March 2025. Of the 16 successful applicants, 8 were posted to the Ministry of Foreign Affairs, while the remaining 8 were posted to the Information Services Department.

A breakdown of the recruitment data shows that 8 male and 8 females were recruited into the Civil Service. This demonstrates the OHCS commitment to achieving gender parity in the Service.

In 2025, the Civil Service was unable to expand its workforce further due to lack of financial clearance from the Ministry of Finance.

The 2025 Training, Development and Recruitment outcomes reaffirm the critical role of structured capacity-building in strengthening the effectiveness and sustainability of the Ghana Civil Service. The increase in training participation, particularly through the Scheme of Service and competency-based programs, reflects institutional commitment to equipping Officers with the requisite knowledge, skills and competencies to improve service delivery and career progression.

Overall, data underscore the need for increased budgetary support for training, strengthened monitoring of bonded Officers, expanded access to specialized and mandate-driven programs and strategic workforce planning. Sustained investment in human capital development will be essential to building a resilient, competent and future-ready Civil Service capable of effectively responding to evolving national development priorities.

### **3.5. Career Management**

The Office of the Head of the Civil Service facilitates the career development and prospects of officers through the processing of human resource facilities such as postings, transfers, secondments, promotions, conversions, upgrading of staff among others.

#### **3.5.1. Upgrading**

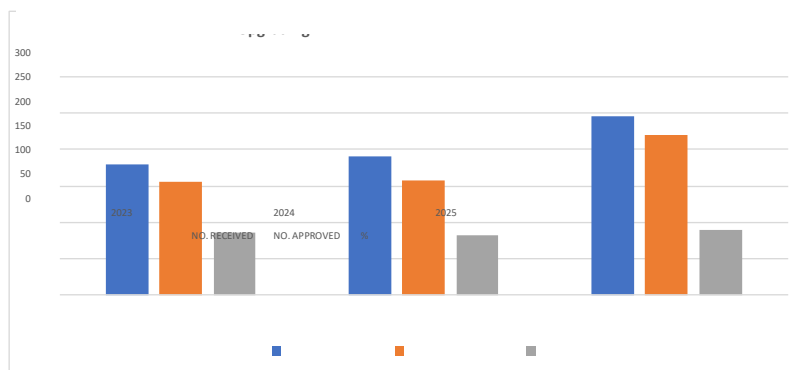
Upgrading refers to the progression of an Officer from a sub-professional cadre to the professional cadre within the same occupational group. The basis for this facility is the acquisition of higher academic or professional qualification of Officers. These requests mainly come from Officers in the Departmental Classes and a few of the general classes that have sub-professional classes. 245 requests for upgrading within various Occupational Classes were received from Ministries and Departments.

At the end of the year, (219, 89%) requests were approved having satisfied all the requirements, (5, 2%) requests were declined due to lack of vacancy per the establishment levels of the respective MDs, (28,11%) requests are pending the submission of the requisite documents namely Establishment levels, certified true copies of academic certificates among others.

Between 2023 and 2025, a total of 616 requests for upgrading were received, out of which 531 (86%) were approved across the various Occupational Classes. The data indicates a steady rise in applications over the three-year period, increasing from 180 in 2023 to 191 in 2024 and significantly to 245 in 2025.

This upward trend suggests a growing interest among Officers in career advancement and may be attributed to ongoing efforts to promote professionalism within the Civil Service and sustain institutional standards. Approval rates remained consistently high, rising from 86% in 2023, dipping slightly to 82% in 2024 and peaking at 89% in 2025, reflecting sustained institutional support for staff development.

**Figure 3.16: Approval upgrading request by class**



*Source: Civil Service Data Base, 2025*

Officers within the younger to middle age bracket (25-45 years) appear particularly motivated to obtain higher academic qualifications to enhance their financial security and career prospects.

Self-actualization also remains a key driver. In line with the objective of professionalizing the Civil Service, the requirement for Officers to obtain higher academic qualifications for progression into senior roles has encouraged many to pursue further education. Consequently, officers, especially those in early and mid-career stages, enrolled in academic programs to remain competitive with their peers and position themselves for advancement.

However, the impact of upgrading on staffing levels in some Ministries and Departments is noteworthy. In certain instances, upgraded Officers had to be reposted because existing establishment ceilings could not accommodate their new grades, resulting in the loss of experienced personnel and valuable institutional memory within their former units.

Additionally, technological advancements and modern learning methods continue to reshape workforce requirements. Some positions within the junior or sub-professional cadres are gradually becoming less relevant, contributing to the gradual erosion of these cadres as more Officers transition into professional classifications through upgrading.

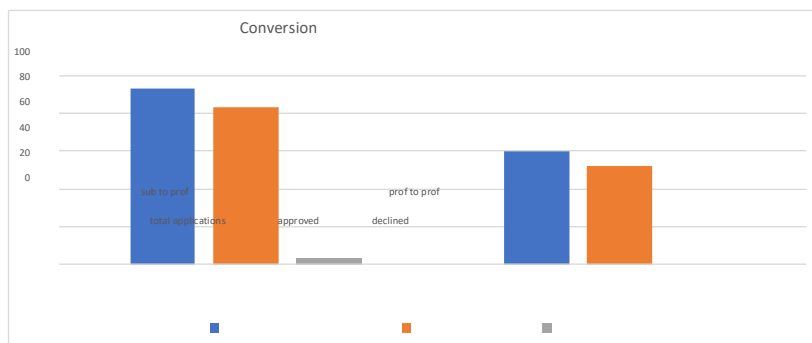
Using a proportional distribution of approximately 29:31:40 for 2023, 2024 and 2025 respectively, there has been a steady increase in the number of requests received over the three-

year period, with a notable rise in 2025. The number of requests approved remained relatively stable between 2023 (155) and 2024 (157), before increasing significantly to 219 in 2025.

This trend suggests growing awareness of the upgrading opportunity as well as increasing commitment among Officers to pursue professional development and career advancement within the Service.

### 3.5.2. Conversion

**Figure 3.17: Approved Conversion Request for 2025**



*Source: Civil Service Data Base, 2025*

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. At the end of the year, the Directorate received a number of requests from officers to join their desired classes. Consequently, the requests were categorized into conversion from one sub-professional class to another sub-professional class, sub-professional to professional class and from one professional class to another professional class. To ensure that deserving Officers were duly converted, Officers requesting for conversion took a mandatory competitive examination conducted at the Civil Service Training Centre. The pass mark for the examination was 50% for both cadres.

In the period under review, the Directorate received 153 applications from all cadres. Out of this, 135 (88%) were approved, 3 (2%) declined and the remaining 7 (10%) pending documentation / comments from the Departments. Out of a total of 153 conversion requests received, 135 were approved, comprising 83 sub-professional-professional conversions and 52 professional-to-professional conversions. The Sub-Professional category recorded the higher number of approvals, accounting for approximately 62% of all approved conversions, while professional-to-professional conversions constituted about 38%. This distribution indicates that most successful conversion applications originated from the sub-professional cadre, suggesting a stronger progression movement within that group. The approval rates were also notably high in

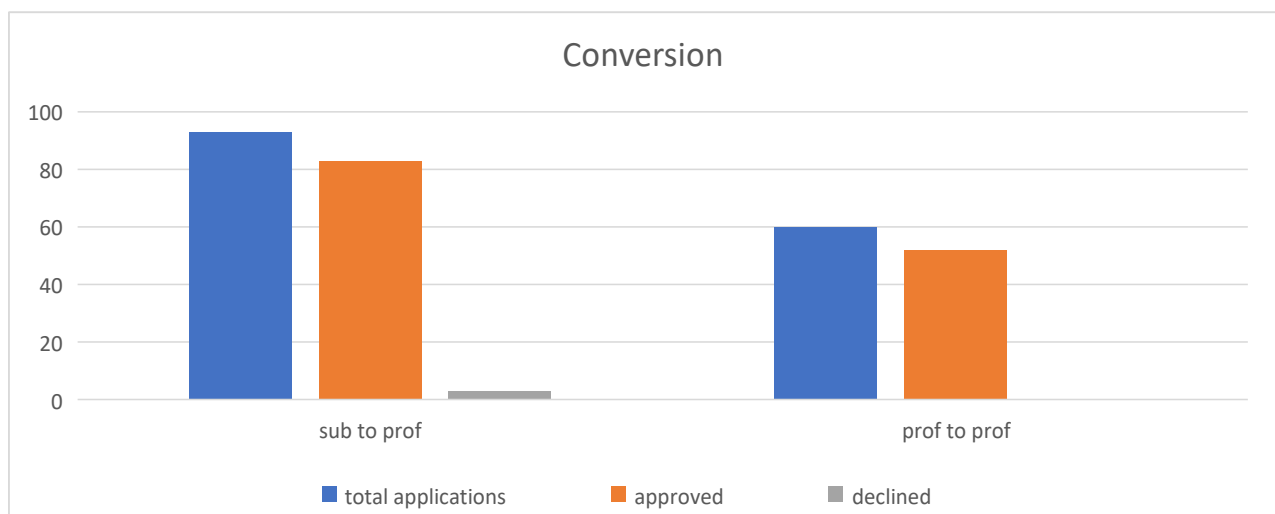
both categories, with roughly 89% of sub-professional requests and 87% of professional-to-professional requests granted, reflecting a generally supportive consideration process for conversion applications.

Between 2023 and 2025, the Directorate received a total of 442 conversion requests, out of which 338 (76%) were approved. The trend shows a sharp rise in applications from 110 in 2023 to 176 in 2024, followed by a moderate decline to 156 in 2025. Despite the slight drop in 2025, the number of requests remained significantly higher than the 2023 figure, indicating sustained interest in conversion opportunities. In terms of approvals, the numbers show a consistent upward trajectory across the period, increasing from 89 in 2023, to 114 in 2024 and further to 135 in 2025. Approval rates fluctuated but remained generally high, moving from approximately 81% in 2023, down to 65% in 2024 and rising sharply to about 87% in 2025. This pattern suggests strengthened processing outcomes and possibly improved alignment of applications with required criteria in 2025.

The underlying rationale for conversion remains the placement of appropriately skilled and technically competent Officers into roles that match their expertise. However, this objective continues to face challenges, as some Officers pursue academic programs without reference to the competency requirements of specific Occupational Classes, often assuming that acquiring higher qualifications automatically qualifies them for conversion to preferred grades.

Additionally, the motivations driving requests for conversion mirror those identified under upgrading, particularly the pursuit of career advancement, improved remuneration and professional recognition within the Service.

**Figure 3.18: Approved conversion request from 2023-2025**



*Source: Civil Service Data Base, 2025*

### 3.5.3. Correction of Date of Birth

During the period under review, a total of 27 requests were received for the correction of date of birth. Out of these, 21, representing approximately 78%, were approved. No applications were declined, while 6, representing about 22%, remain pending due to ongoing verification processes or incomplete documentation.

Overall, the data reflects a high approval rate and indicates that most applicants were able to provide adequate supporting evidence to justify their requests.

In 2023 to 2025, there was a marked fluctuation in the number of corrections of date of birth requests received by the Directorate. Applications increased from 20 in 2023 to a peak of 35 in 2024, before declining to 27 in 2025. Despite the drop in 2025, the figure remained higher than the 2023 level, indicating sustained awareness and continued demand for the service. Overall, 82 requests were received during the period, of which 64 (78%) were approved.

**Table 3.3: Approved Correction of Date of Births from 2023 to 2025**

YEAR	NO. RECEIVED	NO. APPROVED	% OF TOTAL
2023	20	13	25
2024	35	30	58
2025	27	21	77
<b>TOTAL</b>	<b>82</b>	<b>64</b>	<b>78</b>

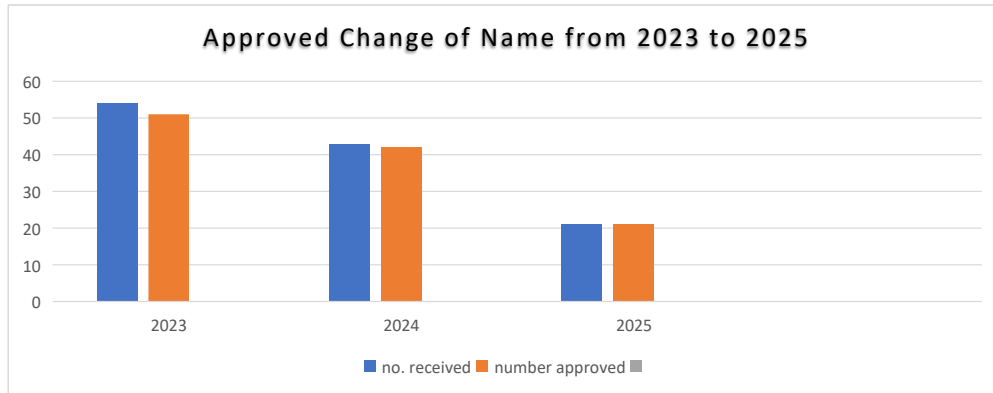
*Source: Civil Service Data Base, 2025*

The surge recorded in 2024, which accounted for the highest proportion of submissions, may be attributed to heightened awareness generated through sensitization initiatives undertaken by the Office of the Head of the Civil Service. Furthermore, increased access to education and the consolidation of national identification records has made Officers more conscious of the risks associated with discrepancies in dates of birth particularly their potential impact on pension processing and official records. Consequently, more Officers are taking steps to rectify inconsistencies and regularize their personal data.

### 3.5.4. Change of Name

In 2025, 21 applications for change of name, all of which were approved, representing a 100% approval rate. This indicates that applicants generally complied with the documentary requirements and verification standards necessary for processing such requests, resulting in no pending or declined cases during the period.

**Figure 3.19: Approved Correction of Date of Birth from 2023-2025**



*Source: Civil Service Data Base, 2025*

An analysis of applications for change of name between 2023 and 2025 shows a declining trend over the period. The number of requests decreased from 54 in 2023 to 43 in 2024 and further to 21 in 2025, with 2025 recording the lowest number of applicants, representing the smallest share of total submissions. In all, 173 applications were received during the period, out of which 157 (90%) were approved.

Consistent with observed patterns, a significant proportion of these requests were submitted by female Officers, largely for the purpose of adding or removing spouses' names following changes in marital status. Other applications were made to reflect changes in personal status, such as the conferment of chieftaincy titles, necessitating official updates to personal records.

### 3.5.5. Resignation

All 80 requests for resignation received and processed by the Office of the Head of the Civil Service were approved during the period under review, representing a 100% approval rate. This indicates that all applicants met the required procedures and documentation for separation from the Service, enabling the Directorate to process the notifications without delays or rejections.

**Figure 3.20: Approved Resignation from 2023-2025**



Approved Resignations (2023–2025) indicates a fluctuating rather than declining pattern in resignation requests over the three-year period. The number received reduced slightly from 77 in 2023 to 72 in 2024, but rose again to 80 in 2025, which represents the highest figure recorded within the review period. In total, 229 requests were received, of which 225 (98%) were approved, reflecting consistently high approval rates and compliance with exit procedures.

*Source: Civil Service Data Base, 2025*

Despite the minor variations in yearly totals, analysis shows a growing proportion of resignations originating from the professional cadre compared to the sub-professional cadre, suggesting increased mobility among highly skilled Officers. Reasons formally stated for resignation were largely “personal”; however, further review indicates that many Officers leave to pursue opportunities offering better remuneration and benefits elsewhere. Some Officers within the Assistant Director IIB and analogous grades cited the pursuit of higher academic qualifications as a basis for exiting the Service.

Another observable pattern across the three-year period is that most resignation requests were submitted by male Officers, indicating a gender imbalance in separation trends.

### 3.5.6. Secondment

Secondment is the movement of an officer in the Civil Service to another Public Service Institution upon request of the receiving organization. Secondment is granted for an initial period of 2 years which may be extended for additional one (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’s movement onto their payroll.

This year, a total of 52 requests were received requesting the service of Officers to augment departmental staffing needs. Of these, 45 (87%) were approved, 3 (6%) were declined and 4 (8%) are pending approval from the respective departmental Heads.

For applications requesting Officers from the departmental grade, the Heads of Classes are notified to nominate suitable Officers before final approval is granted by the Office of the Head of the Civil Service (OHCS). In some cases, the specific skills and competencies required are not readily available, which accounts for the four (4) requests currently pending. The data reveals a substantial increase in demand, with requests rising from 20 in 2023 to 52 in 2025 a 160% growth over the period. While the number of approved secondments has correspondingly

increased from 17 to 45, the approval rate fluctuated, dipping to 78% in 2024 before rebounding to a three-year high of 86% in 2025.

The high volume of requests, particularly the 52 received in 2025, indicates that the knowledge and expertise of Civil Service Officers are highly sought after by other institutions. The consistent approval rate, averaging 83% overall, demonstrates the Service's commitment to supporting other government bodies. It is worth noting that Officers on secondment consistently uphold the image of the Civil Service and their positive performance paves the way for requests for more of their colleagues to be seconded.

However, the Office of the Head of the Civil Service remains measured in its approach. While prepared to assist other institutions, stringent measures are in place to scrutinize requests carefully. This ensures that Officers on secondment are not placed in disadvantageous positions. The Civil Service is cognizant that secondments often come with perks and benefits not available within the Service. Therefore, it is necessary to carefully consider the placement of Officers' emoluments to facilitate their eventual return. Each year a seconded Officer remains at a recipient institution represents a loss of institutional memory, years of careful development and training and invaluable knowledge and expertise for the Civil Service. The high approval rate of 86% in 2025 suggests a balancing act has been achieved, meeting external demand while safeguarding the Service's internal capacity.

**Table 2.4: Approved Secondment from 2023-2025**

YEAR	NO. RECEIVED	NO. APPROVED	% of TOTAL
2023	20	17	85
2024	36	28	78
2025	52	45	86
<b>TOTAL</b>	<b>108</b>	<b>90</b>	<b>83</b>

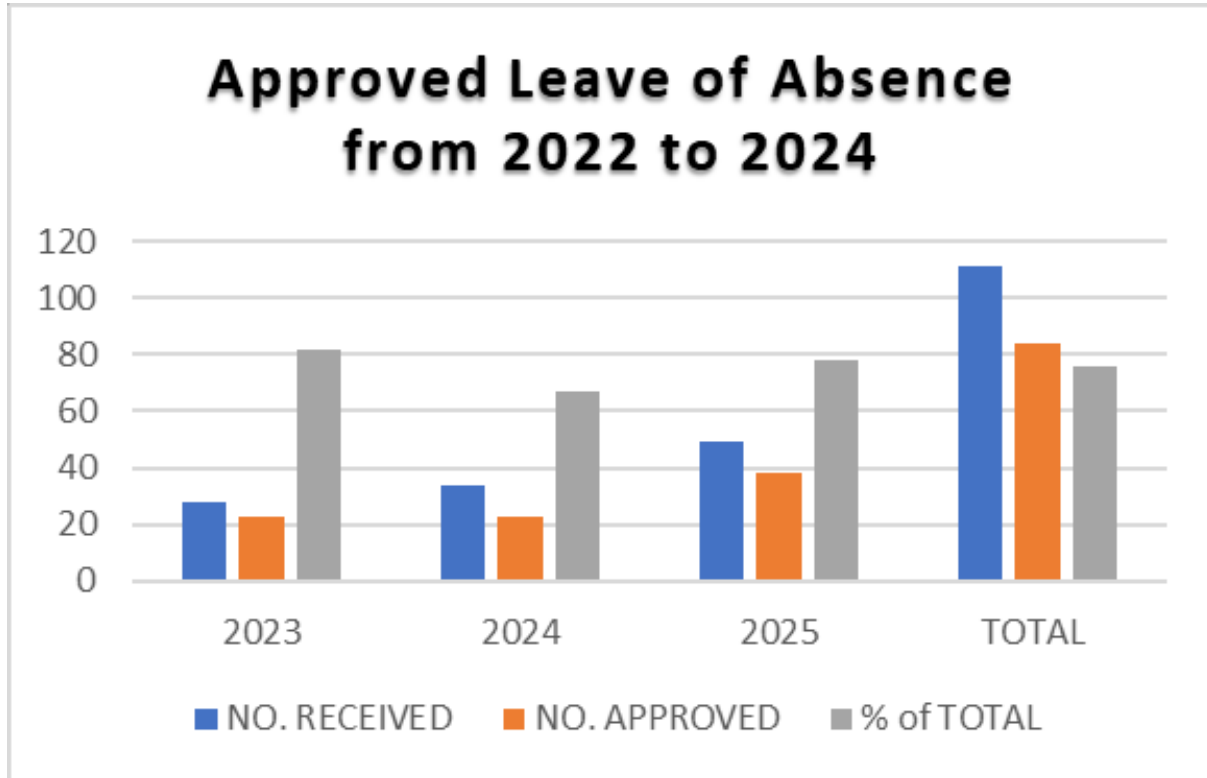
*Source: Civil Service Data Base, 2025*

### 3.5.7. 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 issue that needs 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 one to three (3) years.

As of December 2024, the Directorate received a total of 49 requests for secondment. Out of these, 38 were approved, representing 78% of the total applications. Nine requests were declined (18%), while 2 remained pending (4%).

Figure 3.21: Approved Leave of Absence from 2023-2025

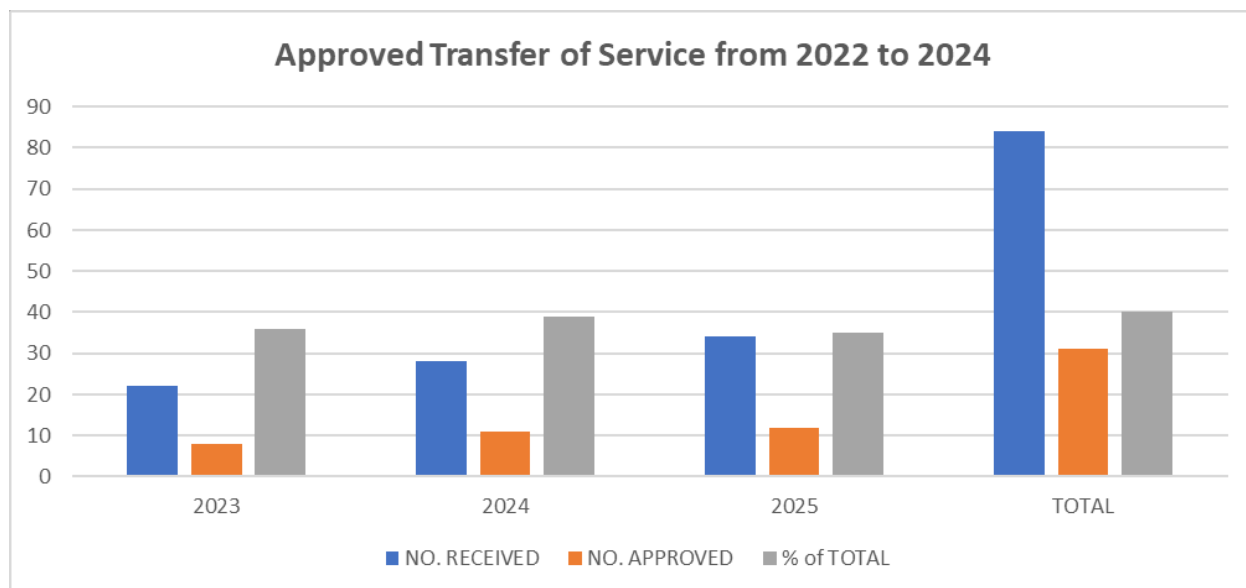


Source: Civil Service Data Base, 2025

The data indicates a significant and consistent rise in the number of leave of absence requests received by the Directorate, increasing from 28 in 2023 to 49 in 2025. This represents a 75% growth in demand over the three-year period. Correspondingly, the number of approvals has also increased, from 23 in 2023 to 38 in 2025.

While the approval rate fluctuated, dipping to 67% in 2024 before rebounding to 78% in 2025, the overall trend reflects the Directorate's responsiveness to the growing need for leave of absence. The total approvals over the period stand at 84 out of 111 requests, representing a 76% approval rate.

**Figure 3.22: Approved Transfer of service from 2023-2025**



*Source: Civil Service Data Base, 2025*

### 3.5.8. Transfer of Service

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

Over the past three years, a steady increase in the volume of requests received was observed, rising from 22 in 2023 to 34 in 2025. However, this upward trend in applications has not translated into a corresponding rise in approvals. While the number of approved requests grew marginally from 8 in 2023 to 12 in 2025, the approval rate has remained relatively stagnant and low, fluctuating within a narrow band of 35% to 39%. The total data shows that out of 84 requests received between 2023 and 2025, only 31 (representing 40%) were approved, indicating a consistently selective approval process over the period.

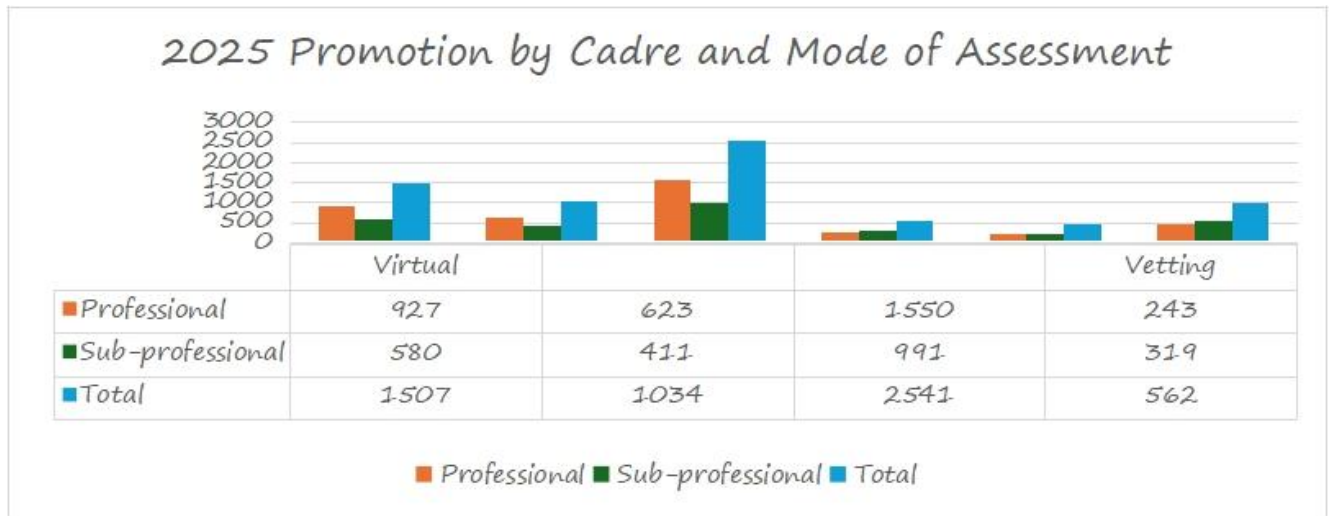
The persistently low approval rate can be attributed to several recurring administrative challenges. Key among the reasons for declining requests are the submission of incomplete documentation by applicants, a lack of available vacancies at recipient institutions and difficulties in ensuring proper placement for Officers. These bottlenecks suggest that while demand for these opportunities remains high and growing as evidenced by the increasing number of applications, the Directorate's ability to grant approvals is constrained by procedural and capacity limitations. Addressing these issues will be critical to improving the approval rate and meeting the aspirations of Officers seeking such opportunities.

### 3.5.9. 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 5,234 Officers due for promotion to the next higher grades from 57 institutions.

The register was aggregated into the occupational classes and training conducted by the various training institutions. Vetting commenced in May and ended in July 2025. Virtual Promotion interviews (service-wide) begun mid-September 2025 and ended in February 2026. Actual documents processed as at end of January 2026 was 3,623 made up of 2,541 (70%) virtually interviewed and (1,012, 30%) vetted.

**Figure 3.23: Promotion by Cadre and Mode of Assessment**



Source: Civil Service Data Base, 2025

During the period under review, a total of 3,553 officers were processed, comprising 2,541 males (76%) and 1,012 females (24%). The data indicates a notable gender disparity in participation within the Civil Service processes, with male officers significantly outnumbering their female counterparts. This imbalance suggests the need for continued efforts to strengthen gender-responsive human resource policies, particularly in areas such as recruitment, promotion and leadership development. Addressing this gap will be important for promoting inclusive representation, equitable career progression and balanced leadership within the Civil Service, while also supporting Government’s broader commitment to gender equality and effective public sector governance.

### 3.5.10. Category “A” Appointment and Category B Promotion

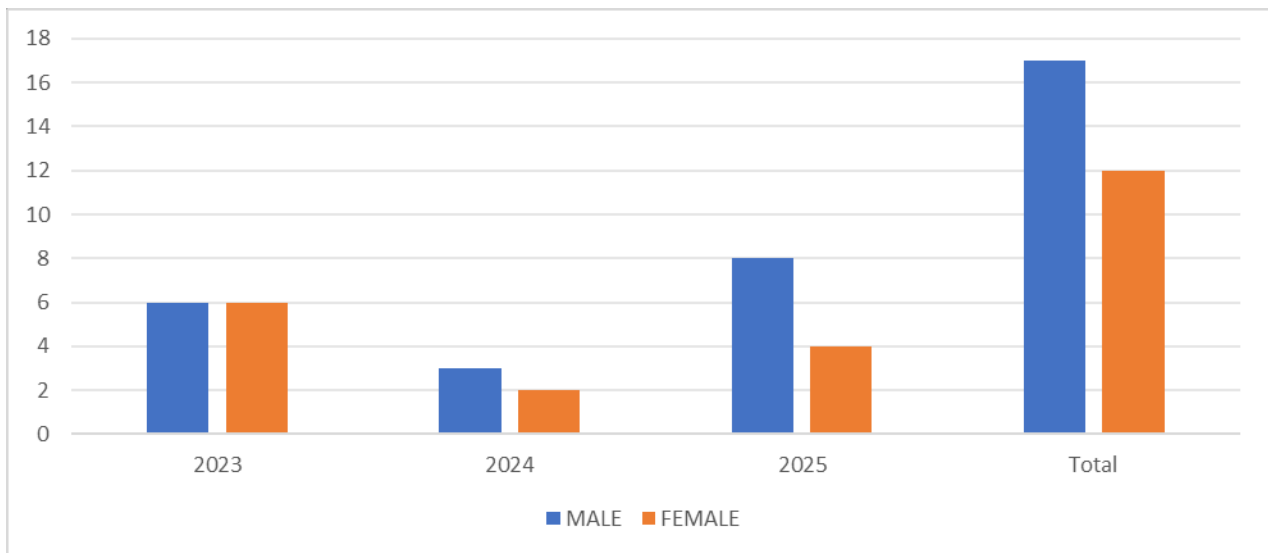
In the Civil Service, Chief Directors, Coordinating Directors and Heads of Departments are classified as Category A whereas Directors and analogous grades are classified as Category B. The President, acting in accordance with the advice of the Civil Service Council given in consultation with the Public Services Commission appoints the aforementioned positions.

This section of the report provides a trend analysis on Category A appointments and Category B promotions covering the period 2023 to 2025.

#### a) Chief Directors

From 2023 to 2025, a total of 29 Officers were appointed to the position of Chief Director in the Civil Service (see graph below). Of the 29 Officers appointed, male Chief Directors were 17 and female Chief Directors were 12 indicating that the position of Chief Director was male dominated in the Civil Service. The year 2024 recorded the lowest number of appointments made as compared to 2023 and 2025. Overall, the average age of Chief Director was 56 years.

**Figure 3.24: Appointment to Chief Director Position disaggregated by sex (2023-2025)**



*Source: Civil Service Data Base, 2025*

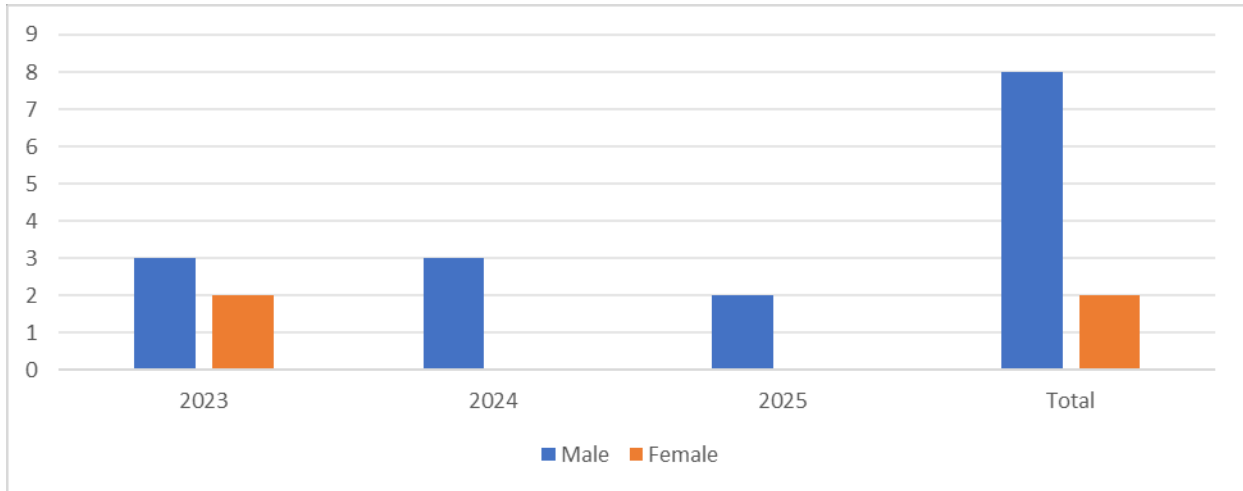
#### b) Coordinating Directors

Two coordinators were appointed after satisfying conditions for appointment over the three-year period. The years 2023 and 2025 recorded 1 appointment each whereas no appointments were made in 2024. Of the two Coordinating Directors, one was an appointment to the Ministry of Foreign Affairs and the other appointment to the Ministry of Finance.

**c) Heads of Departments**

From 2023 to 2025, ten officers were appointed as Heads of Departments. Across the period, male officers dominated the appointments as compared to female officers indicating unequal gender balance or representation. On average, approximately 3 officers were appointed each year.

**Figure 3.25: Appointment to Heads of Department Position Disaggregated by Sex (2023-2025)**



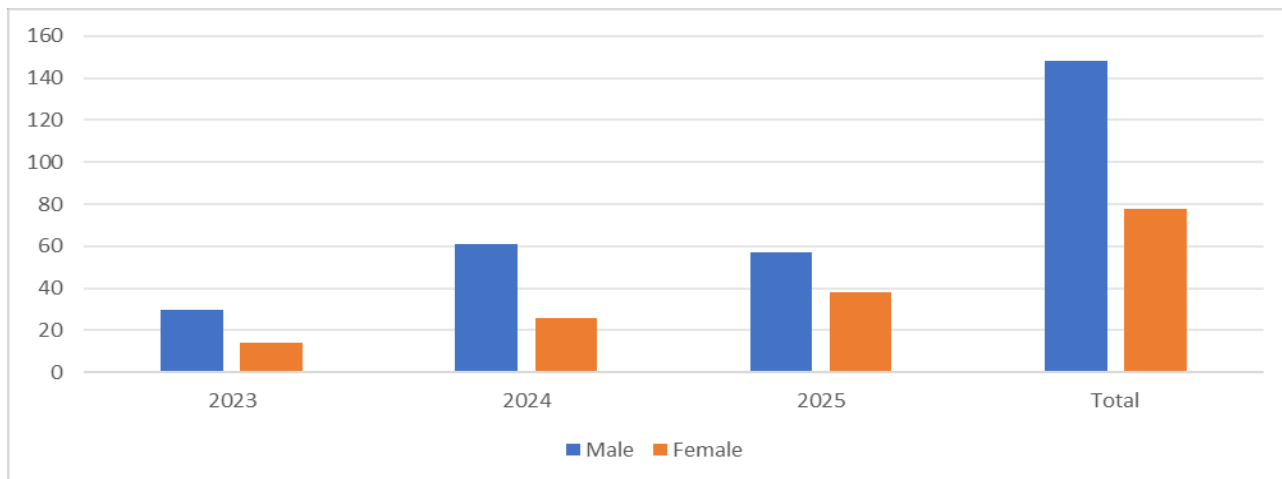
*Source: Civil Service Data Base, 2025*

**d) Directors (Category B)**

From 2023 to 2025, 226 Officers were promoted to various Category B posts (Director and analogous grades). Promotion to Category B post increased from 44 in 2023 to 87 in 2024 and 95 in 2025. Category B promotions were male dominated. Of the 226 Officers promoted from 2023 to 2025, 148 (65%) Officers were males and 78 (35%) Officers were females.

The graph below shows steady increase of female Officers being promoted over the three years.

**Figure 3.26: Promotion to Director Position Disaggregated by Sex (2023-2025)**



*Source: Civil Service Data Base, 2025*

Political interference emerged as a major challenge. This was evident in the appointment of acting Chief Directors as bureaucratic heads of certain Ministries, which reduced the number of available vacancies for the placement of both newly appointed and existing Chief Directors. Furthermore, directive issued during the transition period to halt all promotions, recruitments and appointments further constrained placement or posting decisions and delayed the release of appointment letters to successful candidates.

Gender representation in Category A posts (Chief Directors and Heads of Departments) is imbalanced as the position is male dominated. It is important to emphasize that some formal acting appointments were made when the Civil Service Council was not in place particularly for the Chief Director position. It is recommended that formal acting appointments be guided strictly by merit, rather than political consideration in order to prevent undue political pressure.

### **3.5.11. Disciplinary Measures**

The Civil Service Council is the highest Disciplinary Authority in the Civil Service with statutory responsibility to confirm the award of penalties to staff for misconduct. This section of the report analyses the receipt of disciplinary cases spanning three years (2023 to 2025), highlighting key developments and recommendations.

## A. Disciplinary Cases

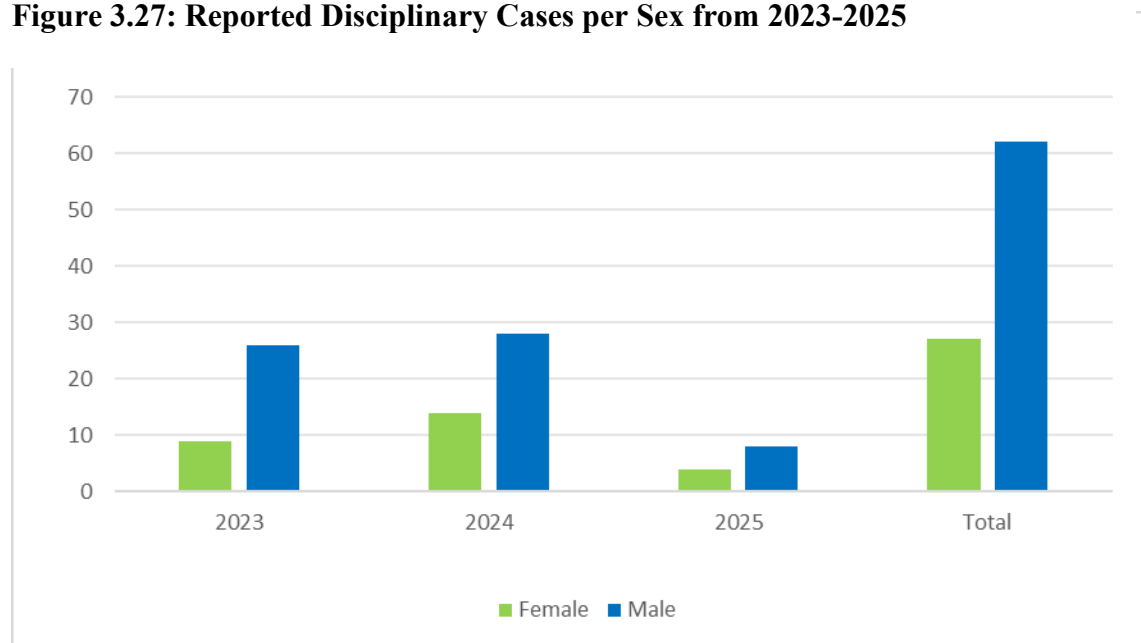
**Table 3.5: Number of Disciplinary cases received from 2023-2025**

Years	No. of Disciplinary cases received per year	Males	Females
2023	35	26	9
2024	42	28	14
2025	13	9	4
<b>Total</b>	<b>90</b>	<b>63</b>	<b>27</b>

*Source: Civil Service Data Base, 2025*

A trend analysis of disciplinary cases received showed increased from 35 in 2023 to 42 in 2024 and significantly decreased to 13 in 2025. This downward trend may suggest improved compliance with Civil Service rules and regulations or non-reporting of minor Offences.

**Figure 3.27: Reported Disciplinary Cases per Sex from 2023-2025**



*Source: Civil Service Data Base, 2025*

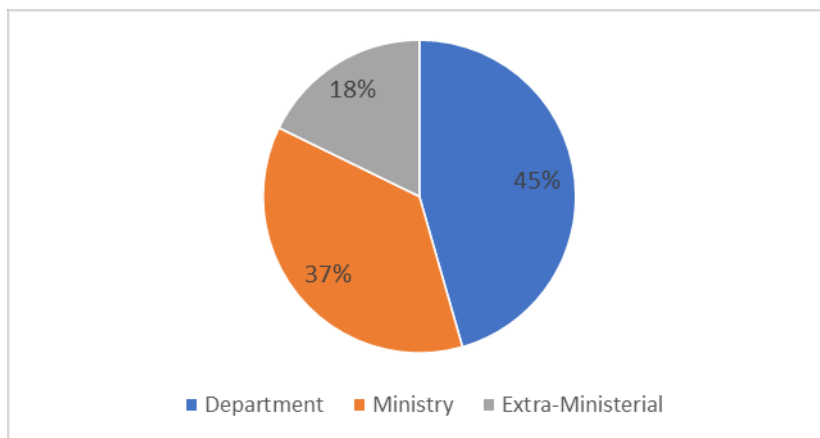
It was noted that female cases increased from 2023 to 2024 and subsequently declined in 2025. Likewise, male cases showed a moderate increase from 2023 to 2024 and declined in 2025. The increase in 2024 suggests a period of heightened reporting and incidence of misconduct. 2023 m

### B. Disciplinary cases from institutions

From 2023 to 2025, incidence of misconduct were reported from Departments, Ministries, Office of the Head of the Civil Service and the Office of the President. Together, Ministries and Departments accounted for 82% of the 90 reported disciplinary cases as compared to Office of the Head of the Civil Service and the Office of the President which recorded 18%

The data also showed that Departments recorded the highest number of reported disciplinary cases in 2023 and 2025. In 2024, the highest number of reported disciplinary cases was recorded within Ministries. Reported disciplinary cases in 2025 declined across all the institutions compared to 2023 and 2024 respectively. This may indicate reduced incidence of misconduct across all the institutions.

**Figure 3.28: Reported Disciplinary Cases per Institution**



Source: Civil Service Data Base, 2025

### C. Type of Misconduct

Vacation of post dominated the disciplinary cases reported from 2023 to 2025 as shown in the table below. Out of the 90 disciplinary cases reported, 69 were related to vacation of post and the other misconduct put together numbered 21. A trend analysis shows that reported cases of vacation of post was high in 2023, but peaked in 2024 and subsequently decreased in 2025 indicating low incidence of misconducts recorded in all the institutions.

Other misconducts reported from 2023 to 2025 included defrauding by false pretense, misappropriation of funds, fighting with colleagues, political participation, fraud, falsification of documents, insubordination, moral turpitude, theft and refusal to work.

**Table 3.6 Types of Misconduct reported from 2023 -2025**

<b>Row Labels</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Grand Total</b>
Defrauding by false pretence		1	1							1
Falsification of documents		1	1							1
Insubordination								1	1	1
Fraud					3	3				3
Misappropriation of public funds	1		1					1	1	2
Moral turpitude								1	1	1
Political Participation		3	3							3
Theft		1	1		2	2				3
Corruption charges (Criminal proceedings)								1	1	1
Vacation of post	6	20	26	12	23	35	3	5	8	69
Refusal to work				2		2				2
Lateness and Punctuality							1		1	1
Fighting with colleague	2		2							2
<b>TOTAL</b>	<b>9</b>	<b>26</b>	<b>35</b>	<b>14</b>	<b>28</b>	<b>42</b>	<b>4</b>	<b>9</b>	<b>13</b>	<b>90</b>

*Source: Civil Service Data Base, 2025*

The data further indicate a clear gender disparity in disciplinary cases, with male staff accounting for most reported cases across all three years. Male officers consistently recorded higher incidences of disciplinary action compared to their female counterparts.

It is also evident that not all cases of vacation of post attracted severe sanctions. In instances where officers provided reasonable justification, minor penalties such as warning letters, bonds of good behavior, or short-term salary suspension were applied. However, more serious misconduct, including unjustified absence, financial malfeasance, fraud, political participation and theft, attracted major penalties in line with established regulations.

A significant proportion of disciplinary cases originated from Ministries and Departments, underscoring their central role in initiating disciplinary processes. Nonetheless, some reports submitted to the OHCS were returned due to procedural deficiencies, particularly improper composition of disciplinary committees or failure to comply with established reporting guidelines.

In more severe instances, some officers were summarily dismissed following convictions by a court of law, while a few appeals lodged against disciplinary actions were unsuccessful. Additionally, requests for interdiction were often approved in consultation with the Civil Service Council. Such interdictions were necessary to prevent affected officers from interfering with ongoing investigations or related criminal proceedings.

Despite the structured framework for handling disciplinary matters, several challenges contributed to delays in the final determination of cases. A major issue was the frequent non-compliance with disciplinary procedures and reporting guidelines. In some cases, disciplinary committees were improperly constituted, notably lacking representation from CLOGSAG. Additionally, reports often failed to clearly specify recommended sanctions, were unsigned by committee members, or lacked sufficient evidence to support decision-making.

Further delays arose from cases that were pending before the courts, which limited the ability of the Secretariat to proceed with administrative actions. There were also instances of significant lag in the submission of disciplinary reports, even after advice had been given to constitute committees investigating alleged misconduct.

Finally, the complexity of certain cases requires additional information and clarification before decisions could be made, thereby prolonging the resolution process.

### 3.6. Exits from the Service

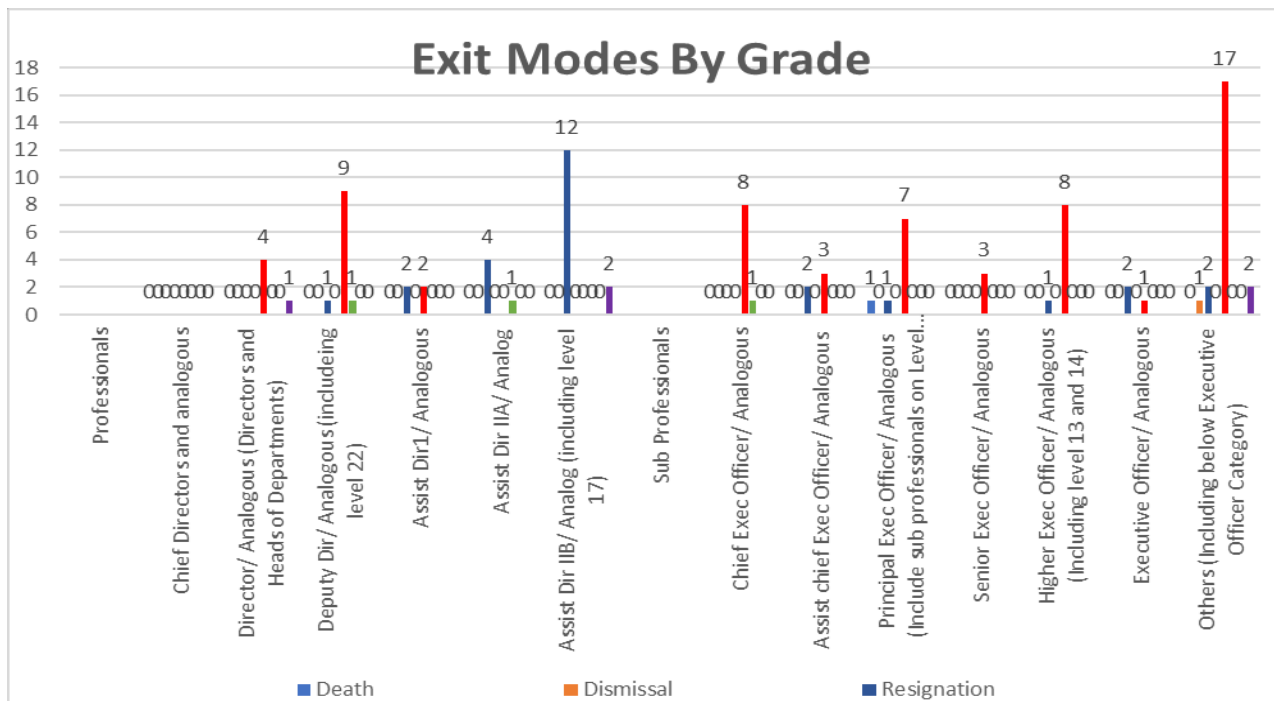
A total of 99 staff exits, attributed to various reasons including death, resignations, retirement, vacation of post and other factors.

The Director and analogous grades recorded five (5) exits. The Deputy Director and analogous grades experienced 11 exits, Assistant Director I recorded 4, Assistant Director IIA had 5 and Assistant Director IIB recorded 14.

Retirement accounted for the highest number of exits, totaling 62, due to reaching the statutory retirement age, representing 62.63% of the total exits, of which 47 were sub-professionals. Among the professionals, the Deputy Director and analogous class recorded the highest number of retirees, accounting for 14.52% (9) of the total retirees. Resignation was the second-highest reason, with 27 staff exiting. A detailed breakdown of the exits is provided below.

The reduced number of retirements and no transfers recorded as exit modes, as compared to previous years, highlights the deliberate strategy to improve human resource management, based on recommendations from previous reports. To mitigate the impact of an aging workforce caused by retirements, organizations should prioritize succession planning, implement knowledge transfer programs and adopt targeted recruitment strategies. Furthermore, fostering employee satisfaction, supporting career growth and promoting work-life balance can also help reduce resignation and encourage a more stable and committed workforce.

**Figure 3.29: Exit Modes by grade**



Source: Civil Service Data Base, 2025

## **Conclusion**

The Civil Service recorded steady workforce growth and some progress in gender inclusion within the period under review. Though disparities remain across roles and leadership. Staff are concentrated in a few key areas, with limited capacity in critical fields like IT and a shortage of advanced qualifications. While training and career development efforts are strong, they face alignment and administrative challenges. Rising resignations and secondments reflect increasing workforce mobility.

To sustain these gains and address emerging challenges, the Civil Service must adopt a more strategic approach to prioritizing succession planning, investing in advanced and specialized training and strengthening gender-responsive policies to close persistent gaps. Additionally Increased budgetary support, stronger accountability mechanisms and data-driven decision-making will be essential to building a resilient, agile and future-ready Civil Service capable of delivering on its mandate effectively.

## **CHAPTER FOUR**

### **4.0. CIVIL SERVICE REFORM IMPLEMENTATION**

#### **4.1. Introduction**

The implementation of Civil Service reforms during the period under review reflects Government's deliberate effort to reposition the public sector as a catalyst for economic recovery, productivity and inclusive national development. At a time of fiscal consolidation and economic adjustment, the Civil Service has remained central to stabilizing state operations, improving service delivery and sustaining confidence in public institutions. Across sector Ministries, reforms were pursued not as isolated administrative exercises, but as strategic interventions aimed at improving governance, enhancing efficiency, supporting private sector growth and safeguarding social outcomes.

The reform objectives focused on strengthening institutional frameworks, modernizing systems and processes, improving coordination and ensuring that Ministries are better equipped to deliver on their mandates in support of Ghana's economic reset. The following sections provide a detailed account of what specific sector Ministries did, the reforms undertaken and the outcomes achieved for national development and economic growth.

#### **4.2. Thematic Analysis of Civil Service Reforms Implementation**

To provide a strategic overview of reform direction and coherence across the Civil Service, the reforms have been analysed and aligned under four thematic reform clusters:

- a) ICT and Innovation Reforms
- b) Social Protection Reforms
- c) Regulatory Reforms
- d) Institutional Restructuring Reforms

This thematic analysis highlights reform trends, cross-sector linkages and Service-wide transformation during the period under review.

##### **4.2.1. Information, Communication Technology (ICT) and Innovation Reforms**

ICT and Innovation reforms represent one of the most dominant reform streams across Ministries. These reforms focused on digitization, automation of processes, strengthening of data systems, integration of platforms and improvement of service delivery through technology.

These ICT reforms collectively enhanced efficiency, reduced processing time, improved transparency and supported data-driven decision-making across the Civil Service.

#### **a) ICT Governance and Security Policy Reform**

The Ministry of Defence successfully implemented the ICT Governance and Security Policy to address longstanding weaknesses in ICT coordination, cybersecurity and system fragmentation. The reform established a unified governance and security framework, strengthened cybersecurity controls and improved operational efficiency across directorates. Stakeholder consultations informed the development of the policy, alongside detailed implementation guidelines and training materials, providing a solid foundation for sustained ICT management and risk reduction.

#### **b) Digitization of Records and Archives Management**

The Public Records and Archives Administration Department (PRAAD) advanced comprehensive records management reforms, transitioning paper-based records to digital formats. By 2025, over 1,000 priority records were digitized, staff were trained on digital systems and retrieval times decreased by approximately 60%. Complementary initiatives included the development of standardized policies, restructuring of records offices, licensing of private archives and digitization of 52,000 archival images, collectively enhancing accessibility, accountability, preservation and evidence-based decision-making across MDAs and State-Owned Enterprises.

#### **c) Digitization and Automation of Service Delivery**

**Land Services:** The Ministry of Lands and Natural Resources digitized over 10,000 land records and processed 1,980 applications through the Corporate Application Processing Centre (CAPC), improving data security, accessibility and turnaround times.

**Premix Fuel Management:** The Ministry of Fisheries and Aquaculture expanded automated premix fuel outlets from 42 to 64 nationwide, reducing diversion, improving transparency and increasing access for artisanal fishers.

**Passport Services:** The Ministry of Foreign Affairs modernized passport operations by introducing chip-enabled passports, mobile and home delivery services, 24-hour operations and reduced fees, enhancing accessibility, efficiency and global competitiveness.

#### **d) Interrelated Digital and Administrative Reforms**

The Ministry of Gender, Children and Social Protection implemented the Single Window Citizen Engagement Service (SWCES) to fully digitize grievance management and SGBV case referrals. By 2025, 100% of grievances were handled through the platform, eliminating travel time for

complainants, improving efficiency, confidentiality and accessibility. The Ministry also launched a formal ICT Policy, strengthening governance and enabling effective use of ICT resources despite limited infrastructure and staff capacity.

#### **e) VAT Reforms**

The Ministry of Finance developed a new VAT framework, including preparation of a VAT Bill, modernizing compliance processes, enhancing transparency and promoting a fairer business environment. These reforms strengthened domestic revenue mobilization and improved confidence in Ghana's tax administration.

#### **f) Correspondence Management Systems (CMS)**

Multiple Ministries, including the Ministry of the Interior and Ministry of Communication and Digital Innovations, implemented the CMS to replace fragmented paper-based processes. Phase One deployment automated creation, routing, approval, tracking and archiving of correspondence, significantly reducing turnaround times, enhancing accountability and improving inter-directorate coordination and real-time performance monitoring.

### **4.2.2. Institutional Restructuring**

Institutional restructuring reforms aimed at improving coordination, clarifying mandates, rationalizing structures and strengthening performance management systems across the Civil Service.

#### **a) Strengthening Institutional Capacity**

The Ministry of Finance undertook a restructuring exercise, expanding its organizational structure from eleven to thirteen Divisions while maintaining two specialized Units. The reorganization clarified functional alignment, enhanced specialization and strengthened Public Financial Management compliance, contributing to improved sovereign credit ratings and institutional credibility.

#### **b) National Retooling Program (Diagnostics and Digital Systems)**

The Ministry of Health launched the National Retooling Program to modernize diagnostic services and digital clinical decision-support systems. By upgrading laboratory capacity and deploying digital tools, the reform enhanced clinical efficiency, accuracy and service delivery across targeted health facilities.

### **c) Sports Infrastructure Governance and Management Reforms**

The Ministry of Sports and Recreation, through the National Sports Authority (NSA), implemented reforms to enhance governance, operational efficiency and revenue accountability of state-owned sports infrastructure. Key initiatives included: structured sector coordination, a Stadium Maintenance Manual, dual-layered booking systems, mandatory post-event inspections, the establishment of a Fixed Asset Coordinating Unit and digital ticketing. These reforms improved facility maintenance, transparency, asset management, revenue generation and compliance, laying a foundation for sustainable infrastructure management.

### **d) National Heritage Register Reform**

The Ministry of Tourism, Culture and Creative Arts developed a new National Heritage Register framework to improve coverage and thematic representation. Additionally, improvements to permanent museum exhibitions enhanced storytelling and audience engagement, despite resource constraints, through phased implementation and targeted staffing strategies.

### **e) Performance Management and Accountability**

A dedicated Delivery Unit was established to implement a performance management framework across the Ministry of Foreign Affairs. Ghanaian Ambassadors and High Commissioners were assigned clearly defined KPIs for trade promotion, diaspora engagement, cultural diplomacy and consular services, enhancing transparency, operational focus and measurable outcomes in foreign missions.

## **4.2.3. Legal Regulatory and Policy Reforms**

### **a) Fisheries Legal Review (Enactment of the Fisheries and Aquaculture Act, 2025 – Act 1146)**

To strengthen fisheries governance, sustainability, compliance and enforcement, a comprehensive legal reform was undertaken by the Ministry of Fisheries and Aquaculture to replace the outdated Fisheries Act, 2002 (Act 625). In 2025, the reform culminated in the enactment of the Fisheries and Aquaculture Act, 2025 (Act 1146), following Cabinet and Parliamentary approvals. The new Act provides enhanced legal clarity, stronger enforcement powers and a more robust framework for promoting sustainable fisheries and aquaculture practices.

### **b) Development of the Ghana Blue Economy Strategy**

In line with promoting sustainable ocean-based economic development, the Ministry of Fisheries and Aquaculture initiated the coordinated national Blue Economy framework. Prior to 2025, Ghana lacked a comprehensive national strategy to guide policy coherence, investment planning and sectoral alignment within marine and coastal economies. By December 2025, the Ghana Blue Economy Strategy was developed and approved by Cabinet, culminating in the finalization of a comprehensive strategy document. The Strategy provides a unified framework for coordinating policies, strengthening investment planning and promoting sustainable development across marine and coastal sectors.

### **c) Establishment of Marine Protected Area (Cape Three Points)**

To conserve critical marine ecosystems and rebuild declining fish stocks, the Ministry of Fisheries and Aquaculture took steps to establish Ghana's first Marine Protected Area (MPA) at Cape Three Points. As at 2024, Ghana had no officially designated MPA, despite mounting pressures on marine biodiversity and coastal ecosystems. In 2025, Cabinet approval was granted for the establishment of the Cape Three Points MPA, marking a historic milestone in marine conservation. This approval enabled the completion of the legal and policy groundwork necessary for formal designation and future operationalization of the MPA. The establishment of the MPA is expected to enhance ecosystem protection and contribute to long-term fisheries sustainability.

### **d) Review of the Rent Act, 1963 (Act 220)**

Ministry of Works and Housing reviewed the Rent Act, 1963 (Act 220) and the Rent Control Law, 1986 (P.N.D.C.L 138). The review aims to reform related legislation, remove existing constraints and introduce incentives that will stimulate private sector investment in the rental housing sector. The review seeks to maintain protection for low-income and vulnerable tenants against abuse and arbitrary actions, while also extending regulation to cover hostel accommodations in Ghana. During the period under review, consultative meetings were held with the Ministry of Tourism and the Ghana Tourism Authority to streamline the provisions for the regulations of Hostel facilities under the Rent Act.

### **e) Ratification of the WTO Agreement on Fisheries Subsidies**

In line with international commitments under SDG 14.6, Ghana undertook reforms to eliminate harmful fisheries subsidies and align national subsidy regimes with global obligations. As at 2024, the WTO Agreement on Fisheries Subsidies had not been ratified and subsidy measures were not fully aligned.

In May 2025, Ghana ratified the WTO Agreement on Fisheries Subsidies and the Instrument of Ratification was deposited at WTO Headquarters. This action has improved subsidy transparency, reduced the risk of overcapacity and overfishing and strengthened Ghana's international credibility in fisheries governance.

#### **f) Tree for Life Reforestation Initiative**

By 2025, the Ministry of Lands and Natural Resources had planted 26.1 million trees across 18,964 hectares, achieving 86.6% of the national target and contributing to forest restoration, carbon sequestration and environmental sustainability. While the initiative has reduced deforestation and improved carbon management, illegal mining and logging, along with limited enforcement resources, continue to pose challenges to fully protecting restored forest areas.

#### **g) National Health Workforce Transformation**

To support the achievement of Universal Health Coverage (UHC), The Ministry of Health established the National Workforce Policy. The policy was to build a resilient, adequately distributed and well-planned national health workforce. In response to the workforce shortages and regional imbalances, a National Health Workforce Policy Dialogue was convened in April 2025 to align investments, policy priorities and implementation strategies across key stakeholders. The dialogue brought together multiple actors within the health sector and resulted in a set of consensus-driven policy recommendations aimed at strengthening workforce planning and coordination.

The reform has improved strategic alignment in health workforce planning and provided a clearer policy direction for addressing workforce gaps. However, continued emigration of healthcare workers remains a major challenge, exerting additional pressure on the existing workforce. To mitigate this risk, it is recommended that retention incentives be accelerated, alongside enhanced support for rural postings and underserved regions.

#### **h) Development of Migration Policy and Strategies for Health Professionals**

The Ministry of Health developed a comprehensive Migration Policy and Strategies for Health Professionals to address the growing challenge of health workforce migration. The reform focused on strengthening institutional arrangements, enhancing inter-ministerial collaboration and analyzing factors influencing education, recruitment, retention and motivation. Expected outcomes include improved migration governance and coherence, as well as safer labour migration channels that reduce the risk of exploitation.

### **i) Research and Innovation Framework**

The Ministry of Environment, Science and Technology implemented reforms to strengthen the national research and innovation ecosystem, enhance industry collaboration and improve institutional credibility in grant management. The Research and Innovation Framework (RIF) and Research Impact Evaluation Framework (RIEF) were developed, validated and disseminated to research institutions, universities and industry partners, improving coordination, evidence-based decision-making and the socio-economic impact of research outputs.

The Ministry also launched the Biannual Environment, Science and Technology (BEST) Forum in June 2025, creating a structured platform for academia–industry–government dialogue, promoting commercialization, innovation uptake and partnerships to support industrial competitiveness.

### **4.2.4. Social Reforms**

Social Protection reforms were concentrated in Ministries with direct citizen-facing mandates, particularly those responsible for welfare, employment, education, health and livelihoods.

#### **a) Social Welfare Information Management System.**

By 2025, 210 Metropolitan, Municipal and District Assemblies actively used the Social Welfare Information Management System (SWIMS), entering 8,349 cases. The reform improved coordination, tracking and delivery of social welfare services nationwide, though ongoing staff training is required to ensure consistent and effective system use.

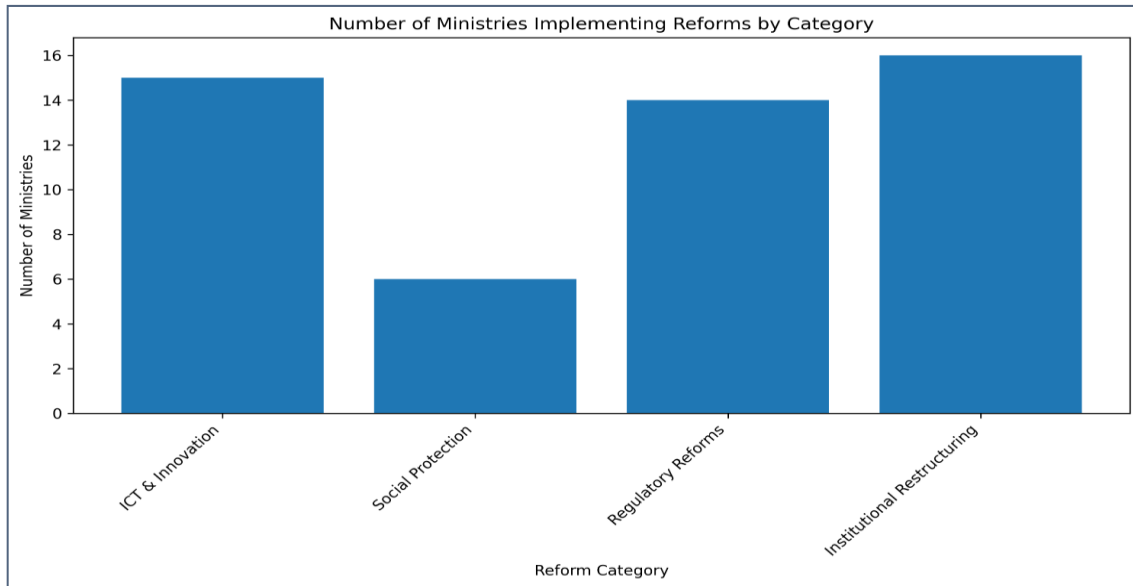
#### **b) National Electricity Access Initiative**

Reforms in the energy sector enhanced financial discipline, billing, revenue collection and transmission and distribution infrastructure. These interventions improved system reliability and operational efficiency, while large-scale renewable energy projects remain critical to ensuring long-term sustainability.

#### **c) Youth Tracker System**

The Ministry of Youth Development and Empowerment launched the Youth Tracker system in 2025, enabling at least 50% of youth interventions to report through a centralized platform. This improved data coordination, availability and quality, supporting evidence-based planning, monitoring and decision-making. Full adoption requires continued stakeholder engagement to overcome resistance and promote sustained use.

**Figure 4.1: Number of Ministries Implementing Reform by Categories**



*Source: 2025 Sector Ministries Annual Performance Reports*

The bar chart illustrates that ICT and Innovation reforms and Institutional Restructuring reforms are the most widely implemented reform categories across Ministries, indicating a system-wide emphasis on digital transformation and structural realignment within the Civil Service. Nearly all Ministries undertook reforms aimed at modernizing service delivery systems, automating processes and strengthening internal coordination frameworks. This reflects a deliberate government-wide strategy to improve efficiency, transparency and responsiveness through technology and organizational reform.

Regulatory reforms also feature prominently, particularly among economic and enforcement-oriented Ministries, demonstrating a strong focus on improving the business environment, streamlining compliance procedures and strengthening policy coherence. In contrast, Social Protection reforms are more concentrated within citizen-facing and welfare-oriented Ministries such as Health, Education, Employment, Gender, Local Government and Agriculture. This distribution suggests that while digitalization and institutional strengthening are universal reform drivers, social protection interventions remain strategically targeted to sectors directly responsible for human development and vulnerable populations.

### **4.3. Key Observations Across Ministries**

Reform implementation across Ministries demonstrates a strong Service-wide commitment to modernization, digital transformation and institutional strengthening. ICT reforms are the most prominent, reflecting sustained efforts to automate service delivery processes, digitize records, introduce online platforms and improve data management systems. These initiatives are

gradually reducing turnaround time, improving transparency and enhancing inter-agency coordination.

Institutional restructuring reforms are also widespread. Several Ministries undertook organizational realignments, mandate clarifications and internal process reengineering. These reforms aim to improve operational efficiency, reduce duplication of functions and strengthen accountability frameworks within the Civil Service.

Regulatory reforms are concentrated within economic, trade, security and human resource-management, these reforms focus on reviewing outdated laws, streamlining licensing regimes, strengthening compliance mechanisms and aligning sector regulations with national development priorities. Legislative reviews and policy harmonization efforts are ongoing in multiple sectors.

Social Protection reforms are targeted, largely implemented by citizen-facing Ministries such as Health, Education, Gender, Employment, Fisheries and aquaculture. These reforms prioritize vulnerable populations, expand access to essential services and enhance inclusion in national development processes.

Overall, the reform landscape reflects a balanced strategy: broad institutional and digital reforms across all Ministries, complemented by sector-specific social and regulatory interventions aligned with mandates.

#### **4.4. Key Challenges Identified**

Despite notable progress, several cross-cutting challenges affect reform implementation. These include:

- a) **Funding Constraints:** Limited and delayed budget releases slow the full operationalization of reforms, particularly ICT infrastructure projects and large-scale institutional restructuring.
- b) **Capacity Gaps:** Inadequate technical expertise, especially in digital systems management, data analytics and regulatory enforcement, affects sustainability of reforms.
- c) **Legislative and Policy Delays:** Slow review and passage of key legislative instruments delay enforcement of regulatory reforms and weaken compliance mechanisms.
- d) **Change Management Resistance:** Organizational restructuring and digitalization efforts sometimes encounter internal resistance due to fear of role displacement, unclear communication or limited stakeholder engagement.
- e) **ICT Infrastructure Limitations:** Uneven connectivity, hardware shortages and maintenance challenges hinder effective deployment of digital platforms, especially in regional offices.
- f) **Data Harmonization Challenges:** Fragmented data systems across Ministries limit interoperability and evidence-based decision-making.
- g) **Monitoring and Evaluation Gaps:** Some reforms lack clearly defined outcome indicators, making it difficult to measure impact beyond outputs.

#### 4.5. Recommendations for Strengthened Reform Implementation

To accelerate progress in Civil service reform implementation, the following strategic actions are recommended:

- a) **Prioritized Reform Financing:** Ministry of Finance to introduce a protected reform budget line within the Medium-Term Expenditure Framework to ensure predictable funding for high-impact reforms.
- b) **Strengthened Digital Capacity:** Office of the Head of the Civil Service in collaboration with training institutions to expand continuous training in ICT, data management and digital governance to build in-house expertise across Ministries.
- c) **Accelerated Legislative Review Processes:** Government in collaboration with sector Ministries to establish inter-ministerial technical committees to fast-track review and harmonizations of outdated regulatory frameworks.
- d) **Comprehensive Change Management Strategy:** Sector Ministries to institutionalize structured communication, stakeholder engagement and staff sensitization during restructuring and digital transitions.
- e) **Integrated Government Data Architecture:** Sector Ministries to promote interoperability through standardized data frameworks to enhance coordination and analytics across Ministries.
- f) **Results-Based Monitoring Framework:** Sector Ministries to properly align reform initiatives with measurable indicators (baseline, midline and target values) to improve accountability and performance tracking.
- g) **Equitable Infrastructure Deployment:** Government prioritize digital infrastructure expansion to regional offices to ensure nationwide reform impact.

#### Conclusion

The Civil Service has demonstrated strong commitment and capacity in advancing Government's reform agenda in support of resetting Ghana's economy. The reforms implemented across MDs have laid a solid foundation for improved governance, economic resilience and sustainable development. With sustained political support, adequate resources and continued collaboration, the Civil Service stands ready to deepen these reforms and deliver even greater value to citizens and the economy in the years ahead.

## CHAPTER FIVE

### 5.0. THE CONTRIBUTION OF THE CIVIL SERVICE TO THE IMPLEMENTATION OF THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

#### 5.1. Overview of SDG Implementation in 2025

The Civil Service continued to play a central role in the implementation of the Sustainable Development Goals (SDGs) through policy formulation, program coordination, service delivery, monitoring and institutional oversight across Ministries and Departments (MDs). The SDGs were mainstreamed into sector policies, strategies and annual work plans, ensuring alignment with national development priorities and the Medium-Term National Development Policy Framework.

The implementation approach adopted by MDs reflects a strong commitment to translating the SDGs from global aspirations into practical sector-specific interventions that address national socio-economic and governance challenges. Evidence from the 2025 reporting cycles indicates that SDG-related activities were largely integrated into routine government operations rather than implemented as stand-alone projects, thereby reinforcing sustainability and institutional ownership.

#### Key Areas of Civil Service Contribution to SDGs Delivery

The Civil Service's contribution to SDG implementation in 2025 was most pronounced in the following areas:

- **Policy development and coordination**, including the translation of SDG targets into sector policies, programs and regulatory frameworks.
- **Program implementation and supervision**, particularly in social services, economic production, environmental management and governance reforms.
- **Public service delivery**, through frontline institutions providing education, health, agricultural extension, social protection and administrative justice services.
- **Monitoring, evaluation and reporting**, including data collection, performance tracking and progress reporting on SDG indicators.
- **Stakeholder engagement and partnerships**, involving collaboration with local authorities, development partners, civil society organizations and the private sector.

These functions underscore the Civil Service's role as the primary institutional mechanism through which government commitments to the SDGs are operationalized.

## **5.2. Sector Contributions to Selected SDGs in 2025**

### **5.2.1. SDG 1 – No Poverty**

Secure land rights are fundamental to poverty reduction, enabling individuals and communities to access productive resources, engage in sustainable livelihoods and participate in economic development. Target 1.4.2 emphasizes equitable access to land ownership, use and control, particularly for vulnerable populations, including women.

The **Ministry of Lands and Natural Resources** focused on securing tenure rights to land, a critical intervention for poverty alleviation by enabling sustainable livelihoods and enhancing land security. This effort directly contributes to reducing poverty and supports the foundation for broader social and economic development.

These interventions contribute to poverty reduction, improved household food security and increased socio-economic stability, particularly in rural communities.

### **5.2.2. SDG 2: Zero Hunger**

Implementation of SDG 2 in 2025 focused on improving agricultural productivity, strengthening food systems and enhancing the livelihoods of small-scale producers. Interventions were implemented through sector Ministries, with the Civil Service providing policy coordination, institutional oversight and monitoring support.

The **Ministry of Fisheries and Aquaculture** implemented targeted interventions to improve fish production and productivity within the fisheries and aquaculture subsectors. In 2025, total fish production increased from 695,722.12 metric tonnes in 2024 to 758,800.04 metric tonnes in 2025, reflecting improved sector performance. In addition, 62 fish farmers were trained on best fisheries and aquaculture practices to enhance productivity and incomes. The Ministry also provided extension services to fish farmers, contributing to improved production techniques and farm management.

These interventions directly contributed to SDG Target 2.3, which seeks to double the agricultural productivity and incomes of small-scale food producers, while also reinforcing sustainable resource management under SDG 14 (Life Below Water).

The **Ministry of Trade, Agribusiness and Industry** contributed to the attainment of SDG 2 through agribusiness development and value chain interventions aimed at improving market access and promoting agro-processing. These efforts strengthened linkages between producers and processors and supported income generation, thereby contributing to food security and economic resilience.

Overall, these results demonstrate the Civil Service's coordinating role in food security policy implementation and supervision of sector interventions across production and value chain development

### **5.2.3. SDG 3: Good Health and Well-being.**

The Ministry of Health continues to make measurable progress toward the achievement of Sustainable Development Goal 3 on Good Health and Well-Being, although structural and equity challenges persist across several indicators.

Under Target 3.1 on maternal health, the maternal mortality ratio currently stands at 112.5 deaths per 100,000 live births, which remains above the 2030 target of less than 70 deaths per 100,000 live births. Skilled birth attendance is recorded at 56.80 percent, reflecting moderate progress but still constrained by inequitable access to services, shortages and maldistribution of skilled health personnel and gaps in quality emergency obstetric care.

With respect to child survival under Target 3.2, notable gains were made. The under-five mortality rate is 10.69 deaths per 1,000 live births, while the neonatal mortality rate stands at 5.2 deaths per 1,000 live births. Although these figures indicate significant improvement, neonatal mortality continues to be driven by preterm birth complications, infections and uneven access to quality neonatal care, particularly in underserved areas.

Progress under Target 3.3 on communicable diseases shows that the number of new HIV infections is 0.47 per 1,000 uninfected population. Tuberculosis incidence stands at 60.7 per 100,000 population, while malaria incidence remains high at 177 per 1,000 population. Despite ongoing prevention and treatment interventions, malaria transmission continues to pose a significant public health challenge.

Under Target 3.7 on sexual and reproductive health, data from the 2017 Maternal Health Survey indicates that 25 percent of married women aged 15–49 use a modern contraceptive method. Among these, injectables account for 8 percent, implants for 7 percent and the pill for 4 percent. Routine administrative data shows that the family planning acceptor rate for any method reached 35.7 percent in 2024. The adolescent birth rate is recorded at 0.76 per 1,000 women for ages 10–14 and 109 per 1,000 women for ages 15–19, according to the 2022 Ghana Demographic and Health Survey. These figures highlight persistent challenges related to teenage pregnancy and reproductive health access.

In relation to Universal Health Coverage under Target 3.8, the coverage of essential health services index stands at 50 out of 100, indicating moderate progress but significant room for improvement. The 2023 Global UHC Tracking Report further indicates that Ghana has a high proportion of its population experiencing catastrophic out-of-pocket health expenditures exceeding 10 percent of household budgets or resulting in impoverishment at the relative poverty line.

Regarding Target 3.c on health workforce strengthening, health worker density remains below optimal levels. Ghana currently has 0.22 doctors per 1,000 population and 1.84 nurses per 1,000 population. The density of midwives is 3.20 per 1,000 women of fertile age. Distribution remains inequitable, with higher concentrations of health professionals in Greater Accra and Ashanti Regions compared to rural and hard-to-reach areas.

Overall, while Ghana has achieved measurable progress in reducing under-five and neonatal mortality and maintaining relatively low HIV incidence, key challenges remain in maternal mortality reduction, malaria control, universal health coverage, financial risk protection and equitable health workforce distribution. Accelerated and targeted interventions will be required to meet the 2030 SDG targets.

#### **5.2.4. SDG 4: Quality Education**

Implementation of SDG 4 focused on improving access to quality education, strengthening institutional capacity and enhancing learning outcomes across the education sector. These interventions were aligned with national education policies and implemented through the oversight and coordination mechanisms of the Civil Service.

The **Ministry of Education** led efforts to improve teacher deployment and management, expand and rehabilitate educational infrastructure, implement curriculum reforms and strengthen institutional capacity within public education institutions. These actions are aimed at improving equity, quality and relevance in education delivery.

The Civil Service played a critical role in policy execution, institutional supervision and monitoring of sector performance indicators, ensuring that education reforms were effectively implemented.

#### **5.2.5. SDG 5: Gender Equality**

Gender mainstreaming remained a cross-cutting priority across MDs, reflecting government's commitment to inclusive development and equitable participation in public administration.

**The Office of the Head of the Civil Service (OHCS)** and the other sector Ministries spearheaded initiatives to promote gender-responsive policies, strengthen women's participation in leadership and decision-making and integrate gender considerations into institutional reforms. These interventions were aligned with Target 5.5, which seeks to ensure women's full and effective participation and equal opportunities for leadership at all levels.

The Civil Service established a Gender Diversity taskforce to oversee to address barriers to gender equity by advising leadership, recommending practical solutions and monitoring progress. The service also built capacity of gender desk officers to develop and facilitate implementation of gender action plans in their various institutions.

These efforts highlight the Civil Service's coordinating role in advancing gender equality across sectors and embedding inclusion within governance and administrative systems. It also promote inclusive policies and culture, thereby ensuring gender diversity translate into meaningful, measurable change across the organization.

### **5.2.6. SDG 8: Decent Work and Economic Growth**

Progress under SDG 8 was supported through employment-related policies, labour administration reforms, productivity enhancement initiatives and private sector facilitation.

Key institutions included the **Ministry of Labour, Jobs and Employment**, which focused on labour administration, employment policies and workplace standards and the Ministry of Trade, Agribusiness and Industry, which supported private sector development, industrial growth and job creation.

Civil Service interventions centred on policy coordination, regulatory oversight and institutional strengthening to support decent work, economic productivity and sustainable growth.

### **5.2.7. SDG 9 – Industry, Innovation and Infrastructure**

SDG 9 aims to build resilient infrastructure, promote sustainable industrialization and foster innovation to drive economic growth, employment and technological progress. It emphasizes the development of quality infrastructure, industrial modernization and research and development as foundations for inclusive and sustainable development.

The **Ministries of Trade, Agribusiness and Industry; Defence; Environment, Science and Technology; Communication, Digital Technology and Innovation; Roads and Highways; and Transport** contributed to infrastructure development, industrial modernization and technological innovation. Efforts include industrial park assessments, ICT infrastructure expansion, transport system enhancements and research and development promotion. Constraints include funding shortfalls, land acquisition issues and skill deficits.

The implementation of these activities strengthened industrial capacity, enhanced connectivity, modernized infrastructure and increased technological adoption foster economic competitiveness and sector resilience.

### **5.2.8. SDG 10 – Reduced Inequalities**

SDG 10 focuses on reducing social, economic and political disparities within and among countries. Targets 10.2 and 10.3 emphasize empowering and promoting the social, economic and political inclusion of all individuals, irrespective of age, gender, disability, or other status and ensuring equal opportunities while addressing discriminatory policies and practices.

The Ministry of Communication, Digital Technology and Innovation addresses inequalities through ICT interventions that enhance social and economic inclusion. The Ministry of the Interior works to reduce vulnerabilities among marginalized groups by promoting inclusive security and social protection frameworks, despite facing logistical and resource challenges.

The implementation of activities related to SDG 10 reduced social, economic and digital inequalities, enabling broader participation in economic and civic life while enhancing protection for vulnerable populations.

#### **5.2.9. SDG 11: Sustainable Cities and Communities**

Urban development and infrastructure delivery were key priorities in 2025, reflecting increasing urbanization and demand for sustainable urban systems.

The **Ministry of Works, Housing and Water Resources** implemented interventions aimed at housing delivery, water resource management and urban infrastructure development. Progress was made in housing delivery, coastal protection and flood management, including ongoing construction of affordable housing projects, protection of 84 km of coastline, completion of designs for a Flood Early Warning System for Accra and improvements to drainage infrastructure.

These initiatives contributed to improving urban living conditions and enhancing access to basic services, in line with **Target 11.2**, which promotes inclusive, safe, resilient and sustainable cities and communities.

#### **5.2.10. SDG 13: Climate Action**

Climate action was integrated into sector planning and policy implementation across MDs, reflecting the growing importance of climate resilience and environmental sustainability.

The **Ministry of Environment, Science and Technology (MEST)** led climate policy coordination, environmental protection initiatives and the mainstreaming of climate considerations into sector programs. These interventions supported mitigation and adaptation efforts and strengthened institutional responses to climate-related risks.

#### **5.2.11. SDG 14: Life Below Water**

Significant progress was recorded under SDG 14 through strengthened marine and fisheries governance.

The **Ministry of Fisheries and Aquaculture** implemented measures to regulate fishing activities, protect marine ecosystems, address illegal, unreported and unregulated (IUU) fishing. These actions contributed to targets 14.2 (marine ecosystem management), 14.4 (sustainable harvesting) and 14.6 (fisheries subsidies and regulation).

These interventions reinforced sustainable use of marine resources while supporting livelihoods dependent on fisheries.

### **5.2.12. SDG 15 – Life on Land**

SDG 15 aims to protect, restore and promote the sustainable use of terrestrial ecosystems, manage forests sustainably, combat desertification, halt and reverse land degradation and halt biodiversity loss. It focuses on conserving ecosystems, ensuring sustainable forest management, protecting biodiversity-rich areas and preventing the illegal exploitation of flora and fauna, thereby maintaining ecosystem services critical for human well-being and climate resilience.

The **Ministry of Lands and Natural Resources** prioritized terrestrial ecosystem conservation through forest preservation, biodiversity protection and combatting illegal wildlife trade. These initiatives are critical for maintaining ecosystem services and ensuring environmental sustainability amid ongoing pressures.

In line with targets 15.1, 15.2, 15.4, 15.5, the activities facilitated the conservation of terrestrial ecosystems, protection of biodiversity and strengthened ecosystem services critical for environmental sustainability.

### **5.2.13. SDG 16: Peace, Justice and Strong Institutions**

The Civil Service's most direct and substantial contribution to the SDGs in 2025 was recorded under SDG 16, which aligns closely with its core mandate.

Key institutions included the Ministry of Defence, the Office of the Attorney-General and Ministry of Justice, the Office of Government Machinery and the Office of the Head of the Civil Service. Interventions focused on institutional strengthening, security sector coordination, administrative justice, public sector reforms and governance systems enhancement.

These efforts reinforced accountability, rule of law and effective public administration, thereby strengthening the foundations for peace, justice and strong institutions.

## **5.3. Analytical Interpretation**

The SDG progress in 2025 was largely driven by the Civil Service's strong coordination, oversight and policy-alignment role, highlighting governance and institutional capacity as key enablers of sustainable development. Through integrated planning and cross-sector collaboration aligned with national policies, measurable gains were achieved across multiple SDGs.

The evidence demonstrates a clear and traceable linkage between sector Ministries, the SDGs they are responsible for and measurable development progress. Ministries implemented SDG-aligned interventions through routine policy execution and service delivery,

Notably, SDGs 2, 14 and 16 recorded the most clearly quantifiable results, particularly within the fisheries and governance sectors. Other SDGs recorded meaningful implementation progress,

although measurement remains constrained by data availability and reporting harmonization challenges across MDs.

This linkage confirms that:

- SDG delivery is occurring through core Civil Service mandates, not parallel structures;
- Ministries are actively contributing to SDG targets within their sector responsibilities; and
- Strengthening data systems and performance reporting will significantly enhance evidence-based decision-making.

#### **5.4. Cross-Cutting Challenges Affecting SDG Implementation**

Despite the progress made, the implementation of the SDGs in 2025 was affected by several cross-cutting challenges common across MDs. These included:

- Inadequate and unpredictable funding for SDG-related programs.
- Human resource capacity gaps, particularly in technical, analytical and monitoring and evaluation functions.
- Weak inter-ministerial coordination, leading to fragmentation and duplication of efforts.
- Logistics and infrastructure constraints affecting service delivery.
- Data gaps and limited integration of SDG monitoring systems.
- External factors such as climate variability and economic pressures.

These challenges are systemic in nature and highlight the need for coordinated whole-of-government responses rather than isolated sector-level interventions.

#### **5.5. Strategic Support Required from Government to Strengthen SDG Delivery**

The 2025 implementation experience demonstrates that while the Civil Service remains committed to advancing the SDGs, enhanced government support is required to sustain and scale results. Key areas for strategic support include:

##### **a) Strengthening Financing and Budget Alignment**

Improved alignment between SDG priorities and the national budgeting process is required. Predictable and adequately resourced funding for SDG-linked programs will enhance implementation efficiency and impact.

### **b) Investing in Human Resource and Institutional Capacity**

Targeted investments in skills development, particularly in planning, data analysis and monitoring and evaluation, are critical to strengthening SDG delivery across MDs.

### **c) Enhancing Digitalisation and Data Systems**

Harmonized SDG data systems and digital monitoring platforms will improve evidence-based decision-making, reduce reporting burdens and strengthen accountability.

### **d) Improving Inter-Ministerial Coordination**

Clear coordination mandates and strengthened oversight mechanisms will reduce duplication and enhance synergies across sectors, particularly for cross-cutting SDGs.

## **5.6. Conclusion**

In 2025, the Ghana Civil Service demonstrated its central role in advancing the Sustainable Development Goals through policy leadership, program implementation and institutional stewardship. While notable progress was achieved across several SDGs, sustaining momentum will require deliberate government support aimed at strengthening financing, capacity, coordination and data systems. With improved resourcing, harmonized data systems and strengthened coordination mandates, the Civil Service can significantly accelerate measurable SDG outcomes across all sectors.

Enhanced investment in the Civil Service will not only accelerate SDG implementation but also reinforce the foundations for inclusive growth, social development and strong institutions.

This report constitutes a comprehensive analytical component of the Civil Service 2025 Annual Performance Review, presenting a longitudinal trend analysis spanning the years 2023 to 2025. It systematically examines key developments, emergent patterns and significant variations in organizational performance over the review period. The primary objective is to identify and interpret performance trajectories within the Civil Service, thereby generating evidence-based insights and actionable recommendations to inform strategic decision-making and policy formulation at the management level.

## CHAPTER SIX

### 6.0. GENDER MAINSTREAMING IN THE CIVIL SERVICE

#### 6.1. Introduction

Gender mainstreaming is a global approach that ensures the interests and concerns of both females and males are considered in policies, programs and organisational practices. In this regard, the Civil Service places high priority on gender equality as a means of promoting fairness, inclusion and a conducive working environment within the Ministries and Departments.

This commitment is guided by key international and national frameworks including the Beijing Platform for Action, the Sustainable Development Goals, the 1992 Constitution of Ghana, the National Gender Policy (2015) and the Affirmative Action (Gender Equity) Act, 2024 (Act 1121). Collectively, these frameworks emphasize fair treatment, balanced representation and equal opportunities for females and males across the Civil Service.

The Affirmative Action (Gender Equity) Act, 2024 (Act 1121) represents a major step towards promoting gender equality in Ghana's public institutions. The Act requires gender considerations to be integrated into policy, budgeting and decision-making processes. In line with this, the Civil Service has launched a Gender Mainstreaming reform to embed gender perspectives across all programs, activities and operations. The Civil Service is implementing gender mainstreaming to strengthen equity, inclusiveness and accountability across its institutions. This was advanced under the Public Sector Reform for Results Project (PSRRP), a component of the National Public Sector Reform Strategy with support from the World Bank. A key focus of the PSRRP was the promotion of gender equality and inclusiveness within the Civil Service as a means of improving organisational performance and service delivery.

To support the implementation, the Civil Service, in collaboration with the Emerging Public Leaders of Ghana facilitated the development and rollout of Institutional Gender Action Plans (GAPs) to guide Ministries in mainstreaming gender into their core activities. These Action plans provide a structured approach for addressing gender gaps in areas such as representation, capacity development and workplace practices. The Civil Service in collaboration with Emerging Public Leaders (EPL) Ghana established the Civil Service Gender Diversity Taskforce to address systemic barriers to gender equality. Training programs were organised for Gender Desk Officers (GDOs) to equip them to lead and support the reform across their Ministries and Departments.

Within the period under review, service-wide activities were implemented to enhance coordination and provide direction for the successful mainstreaming of Gender in the Civil Service. These are as follows:

## 6.2. Gender- Diversity Taskforce Meetings

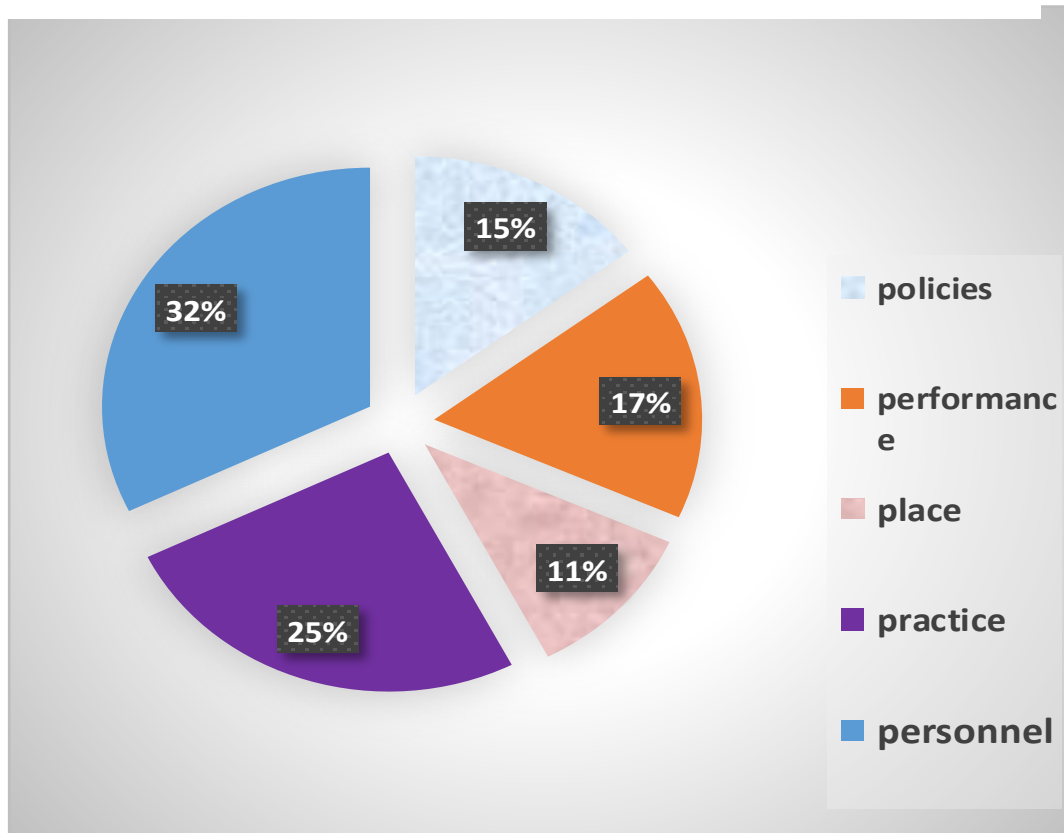
Three (3) Civil Service Gender Diversity Taskforce meetings were held to provide strategic direction for the mainstreaming of gender in the Civil Service. The membership of the Taskforce included Chief Directors from key Ministries (Gender, Children and Social Protection, Local Government, Chieftaincy and Religious Affairs, Education, Finance and Health) and OHCS with support from the Emerging Public Leaders of Ghana.

Key directives by the Taskforce included the approval for the establishment of Gender Desk Officers, development of gender action plans and gender-related training which were all implemented.

The Taskforce also encouraged Ministries and Departments to prioritise low-cost, scalable gender programs, integrate gender activities into Ministry budget lines and promote inclusive leadership by advancing female participation while engaging men as partners in gender initiatives.

## 6.3. Implementation of Gender Action Plans

**Figure: 6.1: Percentages of gender mainstreaming activities by Themes**



*Source: 2025 Sector Ministries Annual Performance Reports.*

This section presents a service-wide analysis of gender mainstreaming activities implemented by Ministries, Departments and Civil Service institutions.

All institutions implemented at least one gender-related activity, however, the extent to which institutions met their targets and translated activities into measurable outcomes varied. This reflects differences in institutional capacity, resources and leadership commitment.

The analysis is organized around five (5) key thematic areas of gender mainstreaming: Policies, personnel, process, place and performance.

The pie chart below shows the percentages of gender mainstreaming activities by themes (place, practice, policies, personnel and performance).

**a) Policies**

Policies accounted for 14.7% of all gender activities, making it the second smallest category and underscoring a persistent structural gap in the gender mainstreaming agenda. Only 35% of institutions reported substantive policy development or review work during the reporting period. The Ministry of Gender, Children and Social Protection developed a sector-specific sexual harassment policy with a draft concept note approved creating a framework for enhanced policy coordination on workplace harassment issues. The Office of the President commenced operationalization of the Civil Service Sexual Harassment Policy by organizing four (4) sensitization workshops to increase staff awareness of reporting mechanisms.

**b) Personnel**

Personnel interventions represented the largest proportion of gender activities at 32.2% of all reported actions, reflecting a service-wide conviction that human capital development serves as the foundational entry point for gender mainstreaming. Institutional coverage was nearly universal, with 92% of Ministries, Department and other Civil Service Institutions implementing some form of staff awareness or training activity.

**c) Practice**

Practice activities constituted 25.4% of all gender interventions, representing the Service's substantial effort to translate awareness into daily institutional behaviour. Majority of institutions (68%) implemented at least one practice-oriented activity.

**d) Places**

Place activities accounted for 10.7% of all reported activities, reflecting the most limited attention to physical and environmental dimensions of gender equality. A minimum of 42% of institutions commenced implementation of place-based improvements during the reporting period.

## **e) Performance**

Performance activities accounted for 17% of all interventions, highlighting a developing but insufficient focus on accountability and results-based gender management. Approximately more than half of institutions (58%) established some form of gender management structure.

### **Key issues**

The following issues were identified for consideration:

#### **i. Capacity Building Needs:**

Periodic Training limited broad gender competency. Sustained and inclusive training, combined with mentorship programs, is needed to institutionalize gender expertise.

#### **ii. Data Deficits:**

Limited collection and use of sex-disaggregated data hindered evidence-based decision-making, accountability and monitoring of gender outcomes across ministries.

#### **iii. Infrastructure Sustainability:**

Incomplete and poorly maintained gender-responsive infrastructure undermines staff trust and limits the long-term benefits of workplace inclusive initiatives.

#### **iv. Institutional Effectiveness:**

Gender management structures are more effective when empowered with clear mandates, budgets, performance indicators and direct leadership reporting, highlighting the importance of formal authority and accountability mechanisms.

#### **v. Equity in Implementation:**

The gender imbalance in participation indicates the need to ensure equitable access for field staff and balanced engagement of both males and females.

## **6.4. Gender Representations**

This section provides details of male and female representation on Committees and management structures in the Ministries, Departments and Civil Service Institutions.

### **a) Statutory Committees:**

Statutory committees, legally mandated to oversee critical functions showed the most pronounced gender imbalances across the Civil Service with an average composition of 72% male to 28% female. This significant disparity persists despite gender equity policies and represents a critical governance challenge, as these committees make consequential decisions about policy directions, resource allocation and regulatory frameworks.

The consistent male dominance in statutory committees suggests that legal mandates and established structures create more rigid barriers to gender-inclusive composition. These committees typically require specific expertise, seniority, or formal appointments that may disadvantage females due to historical barriers in career progression, technical training and professional networks.

### **Institutional Examples in statutory committee**

The Ministry of Defence recorded the most extreme gender imbalances across statutory committees. The Defence Industries Holding Committee (DIHOC) was composed of 89% male and 11% female members, while the Armed Forces Council recorded 83% male and 17% female representation. Similarly, the Ministerial Advisory Board maintained an 89% male and 11% female composition, highlighting deep-seated and systemic barriers to female participation in defence and security governance.

The Ministry of Local Government, Chieftaincy and Religious Affairs also exhibited notable gender imbalances, though less severe. Both the Entity Tender Committee and the Audit Committee recorded 80% male and 20% female representation, while the Ministerial Advisory Board showed a comparatively improved 67% male and 33% female composition. Despite this improvement, overall gender balance within the Ministry's statutory committees remains inadequate.

At the Ministry of Sports and Recreation, statutory committees displayed moderate to severe gender disparities. The Ministerial Advisory Board recorded 63% male and 37% female membership, while both the Audit Committee and the Entity Tender Committee recorded 60% male and 40% female representation. These figures suggest relatively better performance compared to more technical sectors, though parity has yet to be achieved.

The Office of the Head of the Civil Service demonstrated mixed outcomes across its statutory committees. The Management Committee recorded a comparatively balanced 55% male and 45% female composition, making it one of the better-performing statutory committees across the public service. In contrast, the Audit Committee recorded 71% male and 29% female membership, underscoring that gender balance varies significantly by committee function even within the same institution.

The Office of the Attorney-General and Ministry of Justice also presented a mixed picture. The Legal Service Board recorded 63% male and 37% female representation, while the Audit Committee was reported as 100% male and 0% female, although this may reflect data limitations.

The Ministry of Fisheries and Aquaculture Audit Committee presented (80% male, 20% female) and Ministry of Roads and Highways Audit Committee (80% male, 20% female) exemplify the

persistent gender gaps in financial oversight roles, despite evidence suggesting gender-diverse audit committees improve transparency and risk assessment.

Procurement and Tender Committees average 70% male to 30% female representation across institutions. The Ministry of Transport's Entity Tender Committee (78% male, 22% female) and Ministry of Defence's Entity Tender Committee (88% male, 12% female) showed severe imbalances, potentially affecting procurement decisions' fairness and inclusivity.

Policy and Advisory Boards showed variable gender balance, averaging 65% male to 35% female. The Ministry of Works, Housing and Water Resources Advisory Board (88% male, 12% female) showed extreme imbalance, while the Ministry of Sport's Advisory Board (63% male, 37% female) demonstrates better though still insufficient representation.

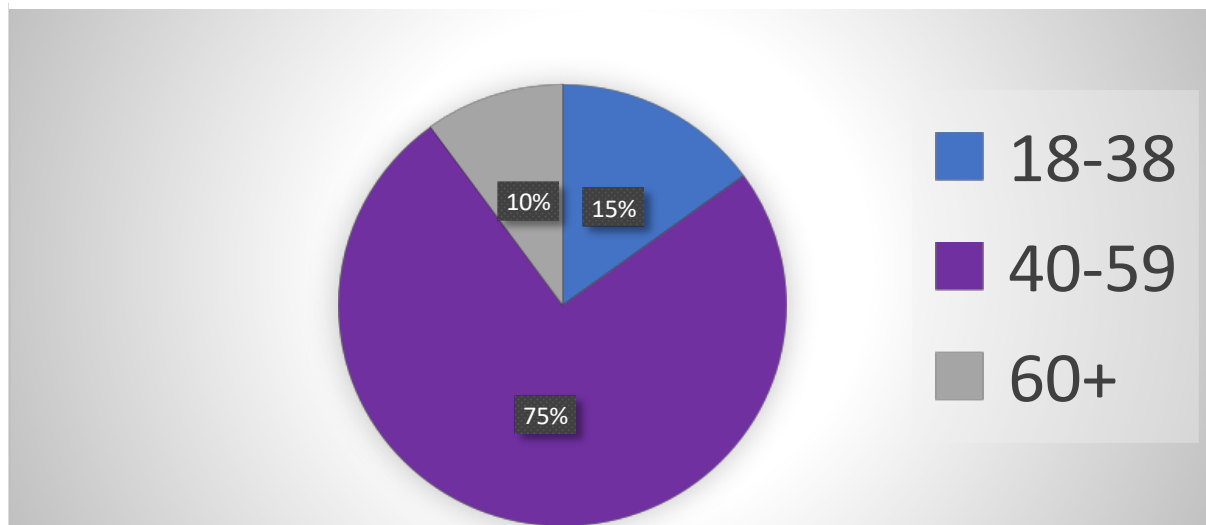
### Age Disaggregation in statutory Committees

Age disaggregation reveals that gender imbalances in statutory committees are most pronounced in the age cohorts that hold the most decision-making authority:

only 15% of statutory committee membership fall within 18-39 Age Group with a moderately imbalanced 60% male to 40% female ratio. The limited youth representation in statutory roles suggests pipeline challenges for future gender-balanced governance.

Approximately 75% of statutory committee membership fall within 40-59 Age Group with significant gender disparity at 74% male to 26% female. This cohort's dominance in statutory committees, combined with its pronounced gender imbalance represents the core challenge for gender-equitable governance.

**Figure 6.2: Age Disaggregation in Statutory Committees of all reporting institutions**



*Source: 2025 Sector Ministries Annual Performance Reports.*

Approximately 10% of statutory committee membership fall within 60+ Age Group with extreme male dominance at 85% male to 15% female. This pattern reflects both historical barriers to female career progression and the tendency to appoint retired male professionals to advisory statutory roles.

The Office of the Head of the Civil Service demonstrated varied age and gender dynamics across its committees. The Statutory Audit Committee shows strong male dominance among senior members, with 60+ members at 80% male and 20% female, while the 18–39 cohort is balanced at 50% male and 50% female.

The Office of the Attorney-General and Ministry of Justice shows strong female representation in key statutory roles. The Statutory Entity Tender Committee has a female-majority 40–59 cohort (63% female, 37% male) and a balanced 60+ group (50% each), promoting fairness in contract oversight.

### **b) Ad-hoc Committees**

Across the Civil Service, ad-hoc committees show the most promising gender balance statistics. These temporary committees, formed for specific projects or events, demonstrate an average gender composition of 53% male to 47% female. This near parity represents the highest level of gender equity among all committee types, suggesting that when institutions have flexibility in committee formation and face less rigid structural constraints, they can achieve more balanced representation.

The relative gender balance in ad-hoc committees indicates conscious efforts toward inclusivity in their formation. However, this positive trend requires contextualization, as ad-hoc committees typically address less consequential matters than their statutory counterparts. Their temporary nature and focused mandates mean that while they model inclusive practices, they do not necessarily influence core policy directions or institutional transformations.

### **Institutional Examples in Ad-hoc Committee**

Office of the President demonstrated exemplary gender balance in ad-hoc committees. The 2025 End-of-Year Party Committee shows a 44% male to 56% female composition, while their Disciplinary Committee maintains a balanced 60% male to 40% female ratio. Their Best Workers Committee shows 56% male to 44% female representation indicating consistent attention to gender balance across different ad-hoc functions.

State Protocol Department showed strong gender diversity across its ad-hoc committees. The Media Committee demonstrated 43% male to 57% female composition while their Fixed Access Sub-Committee showed an impressive 33% male to 67% female ratio. Their Research Committee maintains 40% male to 60% female representation indicating institutional commitment to gender-inclusive ad-hoc committee formation.

Ministry of Defence Presented a mixed picture in ad-hoc committee gender representation. Their Project Entity Committee showed 63% male to 37% female composition, while their Budget Committee demonstrates 60% male to 40% female representation. These figures, while showing male dominance represent better gender balance than the ministry's statutory committees, suggesting that even in male-dominated sectors, ad-hoc committees can achieve more equitable representation.

Government Secretariat School presented The Office Extension Project Committee with 40% male to 60% female representation indicating strong female participation in project-focused ad-hoc committees within educational institutions.

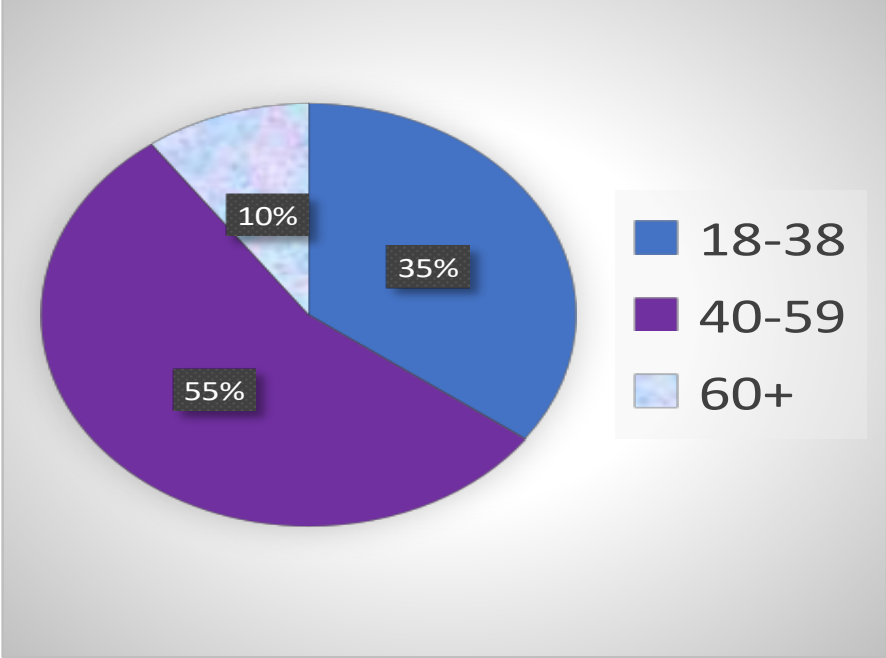
Social and Event Committees consistently showed the strongest gender balance with female representation often exceeding 50%. The Office of the President's End-of-Year Party Committee (56% female) exemplifies this trend, suggesting that committees focused on social, cultural, or staff welfare functions naturally attract more balanced participation.

The Ministry of Defence's Project Entity Committee presented (63% male, 37% female) and Government Secretariat School's Office Extension Committee (40% male, 60% female) illustrate the variability across institutions, with educational and social sector institutions generally achieving better gender balance in project committees.

**Age disaggregation in Ad-hoc Committees**

Age disaggregation in ad-hoc committees reveals generational patterns in gender representation:

**Figure 6.3: Age disaggregation in Ad-hoc committees of all the reporting institution**



Source: 2025 Sector Ministries Annual Performance Report

Approximately 35% of ad-hoc committee membership fall within 18-39 Age Group, with near-perfect gender balance at 51% male to 49% female. This generation shows the most equitable gender distribution across all committee types, suggesting positive trends in younger Civil Service Staff representation.

Approximately 55% of ad-hoc committee membership fall within 40-59 Age Group with a less balanced 58% male to 42% female ratio. This cohort shows persistent but less severe gender gaps compared to statutory committees, indicating that mid-career women face fewer barriers to ad-hoc committee participation than to statutory committee roles. equitable governance.

Ten percent (10%) of ad-hoc committee membership fall within 60+ Age Group with significant male dominance at 75% male to 25% female. This pattern reflects both the smaller proportion of older Civil Service staff in active service and historical barriers to female career progression that limit their representation in senior advisory roles.

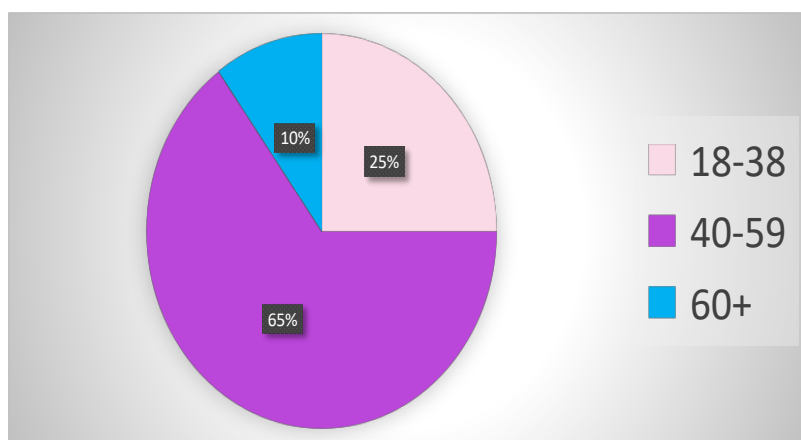
The office of the Attorney General and Ministry of Justice Ad-hoc Disciplinary Committee balances gender among younger members (50% male, 50% female) but the 40–59 group is male-dominated (67% male, 33% female), supporting impartial investigations while highlighting ongoing leadership-level gender gaps.

### **c) Administrative Committees**

Administrative committees, responsible for internal management and operational decisions, show moderate gender balance with an average composition of 58% male to 42% female across the Civil Service. This represents significant improvement over statutory committees but still falls short of gender parity. The better performance in administrative committees likely reflects their closer alignment with overall workforce composition and less rigid appointment requirements compared to statutory bodies.

The moderate gender balance in administrative committees suggests that when committees draw more directly from existing staff and focus on internal management functions, gender representation improves. However, the persistence of a gender gap even in these committees indicates that underlying workforce imbalances and institutional barriers continue to affect female participation in leadership and decision-making roles.

**Figure 6.4: Age Disaggregation in Administrative Committees of all the reporting institutions**



*Source: 2025 Sector Ministries Annual Performance Reports.*

Age patterns in administrative committees reveal how generational shifts affect gender representation in management and operational roles:

25% of administrative committee membership fall within 18-39 Age Group with relatively balanced 52% male to 48% female composition across the Civil Service. This near parity in younger cohorts suggests positive trends, though their limited overall representation restricts their impact on committee decisions.

Approximately 65% of administrative committee membership fall within 40-59 Age Group with moderate gender imbalance at 62% male to 38% female. While this represents better balance than the same cohort in statutory committees, the 24-percentage-point gender gap in mid-career administrative roles remains significant.

10% of administrative committee membership fall within 60+ Age Group with considerable male dominance at 78% male to 22% female. The limited presence of older professionals in active administrative roles, combined with historical barriers to female career progression, creates this imbalance.

### **Persistent Underrepresentation of Females**

A clear trend across numerous committees and management bodies is the low participation of females, particularly in senior and technical roles. For instance, several audit, procurement and asset management committees are heavily male dominated. In some cases. This imbalance limits the diversity of perspectives in decision-making and weakens the legitimacy of policies affecting all genders.

## **6.5. Female Mentorship and Coaching.**

During the period under review, female mentorship and coaching emerged as a key strategy for enhancing professional growth, leadership development and capacity building among females across the Civil Service. This initiative was implemented across all institutions that submitted End-of-Year gender mainstreaming reports reflecting a strong institutional commitment to empowering female officers and strengthening gender-responsive leadership.

### **a) Institutional Integration and Leadership Support**

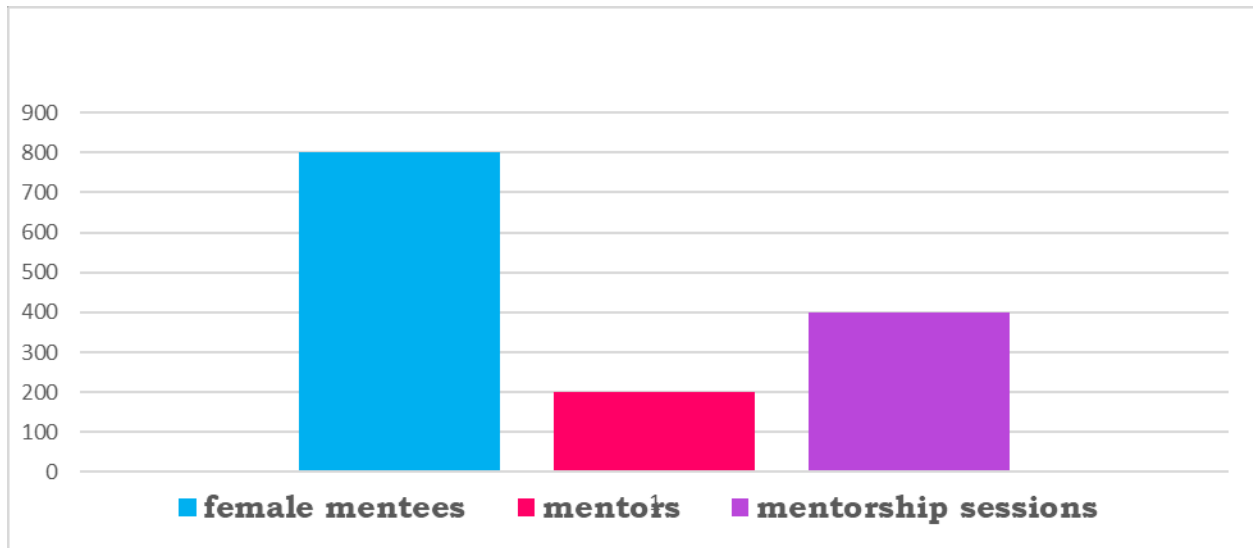
The data indicated that 85% of participating institutions had formally integrated mentorship activities into their Annual Work Plans, providing a structured and recognized framework for implementation. This formal integration was reinforced by strong senior leadership engagement, with over 95% of Ministries, Departments and other Civil Service institutions.

Leadership involvement was critical in sanctioning official time for mentoring interactions, allocating necessary resources and encouraging Directors to serve as mentors. Institutions also leveraged internal mechanisms effectively; approximately 90% utilized established structures such as Gender Desks, Human Resource Directorates and specialized training offices to anchor and operationalize their mentorship initiatives, ensuring alignment with broader organizational objectives.

### **b) Participation and Scope**

Mentorship programs reached a significant portion of the workforce. Across reporting institutions, over 800 female mentees were supported by approximately 200 mentors, creating a mentor-to-mentee ratio conducive to personalized guidance. More than 400 formal mentoring sessions were documented during the reporting period, though informal mentoring was also common. For instance, the Ministry of Transport integrated mentorship into daily workflow, indicating substantial unrecorded coaching and guidance.

**Figure 6.5: Participation and Scope**



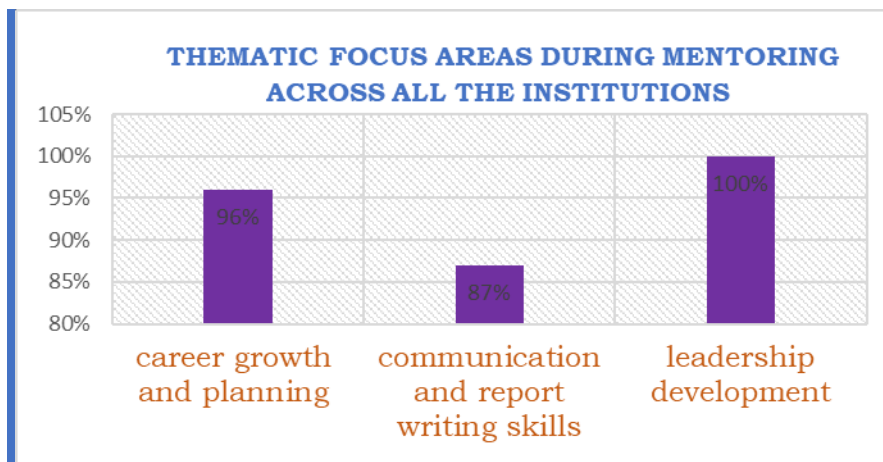
Source: 2025 Sector Ministries Annual Performance Reports.

**c) Thematic Focus Areas**

Across the Civil Service, mentorship programs emphasized several core thematic areas. Leadership development was the primary focus, implemented by one hundred percent (100%) of MDs. Career growth and planning were incorporated by 96% of institutions, supporting strategic career progression.

Communication and report-writing skills were emphasized by 87% of institutions, while gender awareness and empowerment were foundational components in 78% of institutions. The dominance of leadership development, combined with these complementary focus areas, reinforced the program’s objective of strengthening the pipeline of female leaders across Ghana’s Civil Service.

**Figure 6.6: Thematic focus areas during mentoring across all the institutions**



Source: 2025 Civil Service composite Gender Mainstreaming Report

#### **d) Key issues**

The following Issues were observed with the female mentorship and coaching initiative:

##### **i. Limited Coverage Despite High Integration**

Although 85% of institutions formally integrated female mentorship into work plans, the overall reach remains constrained, with participation concentrated in certain Ministries and less engagement in others.

##### **ii. Uneven Sector-Specific Adaptation**

Mentorship programs were well-adapted in technical sectors, but gaps remain in other Ministries where mentorship is less tailored or intensive.

##### **iii. Leadership Support**

Success heavily depends on senior leadership engagement. While most institutions reported strong support, weaker leadership in some institutions limited resource allocation, scheduling and mentor participation.

##### **iv. Focus on Leadership and Career Growth with Uneven Skill Development**

Leadership development and career planning dominate the mentorship programs while some competency gaps such as communication, report-writing and gender awareness were limited.

#### **6.6. Key recommendations and way forward**

Despite measurable progress in awareness creation, mentorship and establishment of gender structures, gender mainstreaming remains insufficiently institutionalized and largely activity driven. To consolidate gains and ensure sustainability, targeted Government support is required in several critical areas.

- a) Provision of dedicated budgetary allocations by the Ministry of Finance for gender mainstreaming across Ministries are necessary to address persistent funding constraints affecting policy finalization, infrastructure upgrades and mentorship sustainability.
- b) Government support is required to strengthen institutional authority and formal recognition of Gender Desk Officers, including clear mandates, reporting lines and integration into performance management systems.
- c) Investment in integrated data systems is needed to ensure systematic collection, analysis and utilization of sex-disaggregated and disability-disaggregated data for evidence-based decision-making and monitoring.
- d) Policy enforcement mechanisms must be strengthened to operationalize the Affirmative Action (Gender Equity) Act, 2024 (Act 1121), particularly in relation to balanced representation in statutory and high-level decision-making bodies.

- e) Government support is required to scale up structured capacity-building programs to move gender mainstreaming from awareness to technical competence in planning, budgeting, procurement and audit processes.
- f) Central oversight and accountability mechanisms led by senior leadership are essential to embed gender considerations into core Civil Service systems rather than treating them as stand-alone initiatives.

Sustained government commitment in these areas will be critical to transitioning gender mainstreaming from fragmented interventions to a fully institutionalized governance and performance reform within the Civil Service.

### **Conclusion**

Notable progress was made in gender training, mentorship and the establishment of gender management structures, implementation remains uneven and often ad hoc. This could be associated to the initial year of implementation where budget lines had already been drawn and approved. Key gaps include weak institutionalisation, limited budget alignment, poor utilisation of sex-disaggregated data and sustainability challenges in welfare and infrastructure initiatives.

Sustained impact will require embedding gender mainstreaming into core systems through dedicated budgets, standardised monitoring and evaluation, stronger data use, balanced representation in decision-making and positioning mentorship and gender leadership development as senior management priorities.

## CHAPTER SEVEN

### 7.0. FINANCIAL PERFORMANCE OF SECTOR MINISTRIES

#### 7.1. Introduction

The release of financial resources plays a critical role in determining the ability of Ministries and sectors to effectively implement planned programs and achieve their performance targets. For the 2025 performance year, an assessment of the percentage of funds released across sectors, based on Government of Ghana (GoG), Internally Generated Funds (IGF) and Donor sources, indicates varying levels of financial support to the Civil Service Institutions.

While some sectors recorded relatively high releases, others experienced moderate or low disbursements from certain funding sources. These variations have implications for the pace of program implementation, service delivery and the achievement of sector objectives.

This section presents an overview of funding release trends, highlights the implications of these trends for institutional performance and outlines recommendations for both Government and institutional management to improve financial planning and resource utilization.

#### 7.2. Funding Release Trends

The analysis of funding releases for the 2025 performance year indicates that the Government of Ghana (GoG) remained the principal source of financing for most ministries. Across several sectors, GoG releases were generally within moderate to high ranges, particularly within the Social, Security and Governance and Legal Sectors, reflecting continued government commitment to supporting core public service functions. However, releases from Internally Generated Funds (IGF) and Donor sources varied considerably among ministries, indicating differences in revenue mobilization capacity and the pace of disbursement of externally funded programs.

Within the Finance Sector, GoG releases were largely moderate across the ministries. For instance, the Ministry of Finance recorded GoG releases below 50% of its approved allocation, while IGF and donor releases were relatively higher. The Ministry of Fisheries and Aquaculture recorded comparatively stronger GoG releases, exceeding 70%, alongside moderate IGF support. In contrast, the Ministry of Food and Agriculture recorded moderate GoG releases but significantly low IGF and donor releases, both below 20%. The Ministry of Trade, Agribusiness and Industry recorded moderate GoG and IGF releases, while donor support for the ministry was comparatively higher.

The Social Sector recorded relatively strong GoG funding across most ministries. Several institutions, including the Ministry of Youth Development and Empowerment, Ministry of Education and Ministry of Tourism, Creative Arts and Culture, recorded GoG releases above 80% of approved allocations. The Ministry of Gender, Children and Social Protection also recorded near-full GoG releases, although donor support to the ministry remained relatively low. The Ministry of Health demonstrated strong IGF performance alongside moderate GoG and donor releases, indicating relatively strong internal revenue mobilization within the sector. In contrast, the Ministry of Labour, Jobs and Employment and the Ministry of Local Government, Chieftaincy and Religious Affairs recorded moderate GoG releases.

Within the Lands and Natural Resources Sector, GoG releases were generally moderate to high. The Ministry of Environment, Science and Technology recorded GoG releases above 70%, although donor support remained comparatively limited. Similarly, the Ministry of Lands and Natural Resources recorded moderate GoG releases but demonstrated relatively strong IGF performance, indicating the sector's capacity to mobilize internal revenue from natural resource-related activities.

The Security Sector recorded consistently high funding releases from both GoG and IGF sources. The Ministry of the Interior recorded near-full releases from both funding streams, while the Ministry of Defence recorded moderate to high releases, reflecting sustained government support for national security institutions.

Funding releases in the Infrastructure Sector varied significantly across ministries. While some institutions recorded moderate GoG releases, others relied more heavily on IGF and donor support. For example, the Ministry of Works, Housing and Water Resources recorded relatively low GoG releases but comparatively strong IGF and donor funding. In contrast, the Ministry of Roads and Highways recorded strong releases across all funding sources, including IGF and donor releases exceeding the approved allocations. The Ministry of Transport also recorded very strong IGF performance alongside moderate GoG releases.

In the Governance and Legal Sector, funding releases were generally high. Key institutions such as the Office of the President and the Ministry of Foreign Affairs recorded GoG releases above 90%, supported by strong IGF performance. The Office of the Attorney-General and Ministry of Justice also recorded strong GoG funding, while the Office of the Head of the Civil Service recorded moderate releases.

In a few cases, funding releases exceeded approved allocations, particularly in IGF and donor funding within infrastructure-related ministries. These occurrences may be attributed to supplementary allocations, reallocation of funds during the fiscal year, or the settlement of outstanding financial obligations.

### **7.3. Implications for Performance**

The observed variations in funding releases across sectors have direct implications for institutional performance and the implementation of government programs.

In the Finance Sector, relatively low releases from IGF and donor sources, particularly for the Ministry of Food and Agriculture, may constrain the implementation of agricultural development programs. Given the importance of the sector in supporting food security, employment and economic diversification, limited funding may affect the scale and effectiveness of planned interventions.

The Social Sector's relatively high GoG funding provides a strong foundation for delivering essential services in health, education, youth development and social protection. However, uneven donor funding across some ministries may affect the sustainability and expansion of externally funded programs, particularly those targeting vulnerable groups and community-based initiatives.

Within the Lands and Natural Resources Sector, strong IGF performance reflects the sector's capacity to generate revenue from natural resource activities. However, limited donor funding may affect the implementation of programs related to environmental protection, climate change mitigation and scientific research.

The consistently high funding releases within the Security Sector support operational readiness and strengthen the capacity of security institutions to maintain national stability and public safety.

In the Infrastructure Sector, the uneven pattern of funding releases may affect the timely execution of infrastructure projects. While strong IGF and donor funding provide alternative financing for some ministries, relatively low GoG releases for certain institutions may slow the pace of infrastructure development.

For the Governance and Legal Sector, strong GoG and IGF funding supports the effective functioning of governance institutions, legal administration and diplomatic engagements, thereby strengthening public sector coordination and policy implementation.

### **7.4. Recommendations**

#### **7.4.1. Recommendations to Government**

Strengthening the role of Government in the timely provision and coordination of financial resources is essential to improving sector performance and ensuring the effective implementation of national programs. The following measures are recommended:

- a) Ensure timely and adequate release of approved budgetary allocations to Ministries and sectors to support effective program implementation within the fiscal year.

- b) Enhance coordination with development partners to improve the predictability and timeliness of donor fund disbursements, particularly for programs that rely significantly on external financing.
- c) Prioritize adequate resource allocation to strategic sectors such as agriculture and infrastructure, given their importance in promoting economic growth, strengthening food security and supporting national development objectives.

#### **7.4.2. Recommendations to Management of Institutions**

Institutional management also plays a critical role in ensuring that available resources are effectively planned, managed and utilized to achieve sector performance targets. In this regard, the following actions are recommended:

- a) Strengthen financial planning and budgeting processes to ensure that program implementation schedules are aligned with expected funding flows.
- b) Enhance internally generated fund (IGF) mobilization strategies to reduce reliance on central government transfers and improve institutional financial sustainability.
- c) Strengthen monitoring and evaluation mechanisms to track the utilization of funds and assess their contribution to achieving institutional and sector performance targets.
- d) Promote effective resource prioritization and expenditure management to ensure that available funds are directed towards key programs and institutional mandates.

#### **Conclusion**

The analysis of funding releases for the 2025 performance year highlights varying levels of financial support across sectors and funding sources. While several ministries benefited from relatively high GoG funding, variations in IGF and donor releases affected the overall predictability of resources available for program implementation.

These funding dynamics have important implications for institutional performance and the timely execution of sector programs. Strengthening the predictability of funding releases, improving coordination with development partners and enhancing internal revenue mobilization will be essential in supporting effective budget execution.

By improving financial planning, resource allocation and accountability mechanisms, both Government and institutional management can enhance the efficiency of public expenditure and ensure the successful implementation of national development priorities.

## CHAPTER EIGHT

### 8.0. KEY ACHIEVEMENTS OF THE CIVIL SERVICE

#### Introduction

In 2025, the Civil Service continued to deliver on its mandate to support the government in achieving its strategic goals to promote national development. This chapter details the key achievements of the Civil Service in the year under review.

#### A. LEGAL AND GOVERNANCE SECTOR

##### i. Promotion of a Globally Competitive Foreign Service

In May 2025, the Ministry of Foreign Affairs inaugurated its Ministerial Advisory Board and the Governing Council of the Foreign Service Institute. These bodies provide high-level strategic oversight, support long-term planning and foster interagency collaboration, ensuring that Ghana's diplomacy remains agile, professional and aligned with national priorities.

To further embed accountability and performance excellence, the Ministry established a Delivery Unit to lead the rollout of Ghana's first-ever Key Performance Indicators (KPIs) for Ambassadors and High Commissioners.

This 500-page framework, launched by H.E. the President at the opening of the Conference of Heads of Mission on September 1, 2025, marks a historic milestone: for the first time, Ghanaian envoys are deployed with a clear, results-driven mandate. The KPIs are designed to ensure that Missions deliver measurable outcomes in trade promotion, diaspora engagement, market creation for Ghanaian products, cultural diplomacy and consular services, hallmarks of a modern, competitive foreign service.

##### ii. Civil Service Employee Assistance Program (CSEAP),

The establishment of the Civil Service Employee Assistance Program (CSEAP) underscores the Civil Service's commitment to staff welfare. Under this program, the Office of the Head of the Civil Service, in collaboration with the Ghana Psychological Council, established and operationalized the Civil Service Counselling Unit (CSCU) at the Office of the Head of the Civil Service (OHCS). The Unit was officially launched on 31st July 2025 to provide professional, confidential psychosocial support to Civil Service staff. The CSCU offers counselling, stress management, trauma support, family therapy, financial planning guidance and wellness programs to enhance staff well-being, emotional resilience and productivity.

In addition, workplace crèche facilities were inaugurated at the OHCS and the Ministry of Gender, Children and Social Protection. These facilities are intended to support working parents, particularly nursing mothers, by providing safe, nurturing childcare services in the workplace.

Collectively, these interventions strengthened employee welfare and work-life integration, fostering an inclusive and productive Civil Service environment.

### **iii. Legal Education Reform Bill**

In 2025, the Ministry of Justice identified legal education as a priority and obtained Cabinet approval for the Legal Education Reform Bill, which was laid before Parliament. The Bill proposes that all accredited universities offering Bachelor of Laws (LLB) programs will also be licensed to provide professional legal training. This change aims to increase access to legal education and reduce the bottleneck created by the Ghana School of Law, which has historically held a monopoly over professional legal training. Under the new system, the General Legal Council will administer bar examinations twice a year, providing more opportunities for law graduates to qualify for the bar.

The Legal Education Bill represents a significant shift in Ghana's approach to legal training, aiming to create a more equitable and accessible system for future lawyers. This will allow multiple institutions to train legal professionals and reform the bar examination process.

### **iv. Civil Service Talent Management Program**

The Civil Service successfully launched the Talent Management Program in November 2025, marking a significant milestone in the Office of the Head of Civil Service's reform agenda to build a competent, innovative and future-ready workforce. The Program established a structured framework for identifying, developing and retaining high-performing Officers, strengthening leadership pipelines and enhancing sustainable institutional performance.

Through targeted training, mentoring, coaching and experiential learning, the Program operationalized continuous learning, leadership development and succession planning across all levels of the Service. It addressed critical gaps in talent development by creating a coordinated capacity-building system that equipped Officers with the skills, knowledge and confidence required for effective performance and professional growth.

### **v. Gender Mainstreaming and Female Mentoring in the Civil Service**

The Office of the Head of Civil Service, in collaboration with the Ministry of Gender, Children and Social Protection and Emerging Public Leaders, Ghana, successfully implemented the Gender Mainstreaming Reform initiative, advancing inclusion, equity and gender diversity across the Civil Service.

The initiative introduced a Gender Mainstreaming Standard Operating Procedure, trained Gender Desk Officers and integrated Gender Action Plans into the performance agreements of senior officers. This strengthened accountability for gender outcomes by ensuring that Directors mentored female officers annually, thereby strengthening women's leadership.

A Gender Diversity Taskforce was also established to advance policy reforms, address intersectional challenges and provide mentoring and coaching. These measures collectively improved representation, expanded leadership opportunities for women and reinforced an inclusive Civil Service culture, enabling all personnel to contribute meaningfully to national development.

#### vi. **Organization of the 2025 Civil Service Week Celebration**

The 2025 Civil Service Week Celebration was successfully organized under the theme **“Adapting to Automation, Artificial Intelligence and E-Governance: The Civil Service in Contemporary Ghana”**. The celebration took place from 16<sup>th</sup> July to 25<sup>th</sup> July, 2025. The celebration marked a significant milestone in promoting institutional cohesion, enhancing staff motivation and strengthening public engagement across the Service. The week-long program provided a strategic platform to showcase ongoing reform initiatives, digital transformation efforts and innovation-driven service delivery improvements in line with the modernization agenda of the Ghana Civil Service. It also served as an avenue to reinforce the core values of professionalism, integrity, accountability and service excellence that underpin effective public administration.

The Awards ceremony was graced by the Chief of Staff of the Republic of Ghana, Honorable Julius Debrah and other distinguished guests. The Chief of Staff commended the Civil Service and re-affirmed government’s commitment to advancing a fully modernized, responsive and digitally empowered civil service. He urged Civil Service staff to be digitally literate, data driven and agile. He noted that while reform begins with leadership, their success rest on the commitment and capacity of the entire Service

With support from government, a total of one hundred and eighteen (118) officers were recognized for their outstanding performance during the year under review. Award recipients included Chief Directors, Heads of Departments, Directors, Professionals, Sub-Professionals and other honorary awardees, reflecting an inclusive recognition framework that celebrated excellence across all classes of staff.

## **B. FINANCE AND ECONOMIC SECTOR**

### **vii. Support for the 24-Hour Economy**

In support of the 24-Hour Economy Policy, the Civil Service took deliberate steps to position the public administration as an enabler of this transformative national agenda. Specifically, the Service has:

- initiated the re-engineering of workflows in key Ministries to support extended service delivery hours.
- reviewed operational processes to identify services that can be delivered on a shift or round-the-clock basis and begun repositioning itself in readiness for the full rollout of the Program.
- provided policy and administrative support to the 24-Hour Secretariat, as well as to sectors critical to the success of the 24-Hour Economy, including trade, agriculture, transport, energy and local government.

These efforts signal a significant shift from traditional bureaucratic operations toward a more agile, responsive and productivity-driven public service culture, one capable of supporting continuous economic activity and meeting the evolving expectations of the Ghanaian public.

### **viii. Organization of the National Economic Dialogue and Presentation of the 2025 Budget**

In 2025, the Ministry of Finance played a central role in stabilizing Ghana's economy and advancing the Government's reset agenda through inclusive dialogue, prudent fiscal management and sustained macroeconomic reforms.

The Ministry successfully organized a two-day National Economic Dialogue in March 2025 under the theme "Resetting Ghana: Building the Economy We Want Together." The Dialogue provided an inclusive platform for building national consensus on economic recovery and reform priorities. Key outcomes from the Dialogue directly informed the preparation and presentation of the 2025 Budget Statement and Economic Policy, the 2025 Mid-Year Fiscal Policy Review and the 2026 Budget Statement, ensuring alignment between public input, fiscal policy and medium-term development objectives.

Implementation of the International Monetary Fund (IMF)-supported post-COVID-19 Program for Economic Growth remained firmly on track throughout the year. Ghana successfully completed the Fourth Review in July 2025, unlocking additional IMF disbursements and reached a Staff-Level Agreement for the Fifth Review by October 2025. Corrective actions to address earlier slippages strengthened fiscal discipline, public financial management and procurement controls, restoring program credibility and reinforcing confidence among development partners.

#### ix. **Management of Public Debt**

Significant progress was recorded in **public debt management**, with provisional total public debt declined significantly from GH¢726.7 billion (61,8% of GDP) at end-December 2024 to GH¢ 630,2 billion (45.0% of GDP) by end- October 2025. This improvement reflected effective debt restructuring and fiscal consolidation efforts, contributing to enhanced macroeconomic stability. Ghana's reform momentum was further validated by **sovereign credit rating upgrades** by Standard and Poor's (**S&P**) **Global Ratings** and **Fitch Ratings**, signalling renewed investor confidence, improved debt sustainability and a positive outlook for regaining access to international capital markets.

To strengthen fiscal discipline and prevent the accumulation of arrears, the Ministry implemented comprehensive expenditure rationalization measures. These included amendments to the Public Financial Management Act, 2016 (ACT 921) to introduce a debt rule and an operational fiscal rule, the re-establishment of an Independent Fiscal Council and the creation of a Public Financial Management (PFM) Compliance Division to enforce commitment controls. The expansion of the Ghana Integrated Financial Management Information System (GIFMIS) to health institutions nationwide, partial integration with the Ghana Electronic Procurement System (GHANEPS), activation of a Blanket Purchase Order module and enhanced fiscal risk oversight further strengthened expenditure control, transparency and value for money.

#### x. **Revenue Mobilization Initiatives**

The Ministry of Finance pursued a broad set of policy, administrative and legislative measures to strengthen domestic revenue performance. Key actions included reviewing the Medium-Term Revenue Strategy, deploying an integrated Enterprise Resource Planning (ERP) system within the Ghana Revenue Authority, operationalizing VAT on non-life insurance and strengthening monitoring of goods in transit. The passage of several revenue-related Acts during the year modernized the tax framework, improved efficiency and supported fiscal sustainability. In addition, the Ministry deepened engagement with development partners and produced analytical Tax Revenue Performance Reports to support evidence-based revenue policy formulation.

Overall, the Ministry of Finance's performance in 2025 significantly advanced fiscal consolidation, macroeconomic stability and structural reform objectives, reinforcing the Civil Service's contribution to resetting the economy and laying a stronger foundation for growth, jobs and economic transformation.

#### xi. **Provide Regulatory and Technical Support to Industry**

The Ministry of Trade, Agribusiness and Industry, in collaboration with Price Waterhouse Coopers (PwC) and the Ghana Standards Authority (GSA), sensitized 25 Private Sector Operators (PSOs) on Environmental and Social Management Plans (ESMPs). These Private

Sector Operators were also assisted in obtaining the necessary Statutory Licenses, Certificates and Permits to ensure compliance with regulatory standards and safe operations. Consequently, meetings were held with Ghana Standards Authority (GSA) and Food and Drugs Authority (FDA) officials to discuss the operational and regulatory requirements of some ENABLE Youth facilities.

## **xii. Livestock Development Project**

The livestock development project, implemented by the Ministry of Food and Agriculture, is strategically designed to enhance national food security and strengthen farmers' livelihoods by safeguarding animal health. The project set an ambitious target for 2025 to vaccinate 70,000 head of livestock and 39.93 million poultry. Despite being in its first year of implementation, the project demonstrated remarkable early progress. By the close of the reporting period, implementation efforts had vaccinated over 32 million animals, including 64,819 head of livestock and 31.97 million poultry. The widespread vaccination campaign successfully reduced mortality and morbidity rates within the national herd and flock. This improvement in animal health was a fundamental step toward stabilizing and increasing farmers' production, thereby contributing to improved household income and bolstering Ghana's food security.

## **C. ENERGY & NATURAL RESOURCES SECTOR**

### **xiii. Enforcement of Anti-Illegal Mining Operations**

The Ministry of Lands and Natural Resources, in collaboration with the Ministry of Defense and the Ministry of the Interior, established the National Anti-Illegal Mining Operations Secretariat (NAIMOS) to support the fight against illegal mining. NAIMOS operations, supported by the Forestry Guards and the Police, led to the seizure of 443 excavators, 11 bulldozers, 86 pump-action guns, 31 motorcycles, 14 cars, 1,200 water pumps, 36 LPG cylinders and washing boards.

In addition, 1,486 people were arrested for illegal mining activities.

To safeguard the nation's water bodies, the Ministry trained and deployed 1,000 Blue Water Guards to complement NAIMOS's operational activities, thereby contributing to sustained enforcement against illegal mining.

### **xiv. Strengthened Cash Waterfall Mechanism (CWM) and Sustainable Revenue Management**

In 2025, the Ministry of Energy and Green Transition made significant progress in strengthening the Cash Waterfall Mechanism (CWM) to improve financial discipline and ensure a stable power supply. Robust policy directives were incorporated into updated CWM operating guidelines to

reinforce transparency, tighten accountability and promote predictable revenue allocation throughout the electricity value chain.

A major achievement was the operationalization of the Single Holding Account for ECG under the joint oversight of the Minister and the PURC. This measure significantly reduced revenue leakage and enhanced ECG's capacity to meet its payment obligations.

#### **xv. Advancement of Scientific and Industrial Solutions Delivery**

The Ministry of Environment, Science and Technology, working through the Council for Scientific and Industrial Research (CSIR), advanced the delivery of scientific and industrial solutions. Key achievements included conserving 814 plant accessions, distributing 172, producing 450 kg of pearl millet seed and developing millet-based cookies and noodles. Foundation seed production reached 20 MT of rice (13 MT distributed), 5.7 MT of maize (5.5 MT distributed) and 1.2 MT of legumes, with 2,630 yam planting materials produced.

CSIR, in partnership with the Association of Ghana Industries (AGI), fabricated agro-processing equipment, including dryers, extractors, juicers, extruders, hammer mills and vegetable slicers. A six-horsepower mower was developed for areas inaccessible to tractors.

### **D. INFRASTRUCTURE SECTOR**

#### **xvi. Road Safety and Environment Program**

The Ministry of Roads and Highways has implemented the Law on Axle Load Limit as stipulated in the Road Traffic Regulation LI 2180. Over the years, implementation of the axle load program has significantly reduced the incidence of overloading, which currently stands at 5.60%. However, some truckers still try to avoid the permanent stations by using detours. The Ministry is working to install additional stations on these routes or to use mobile axle weighbridges.

The Ministry, through the Department of Urban Roads, is constructing fourteen (14) footbridges at hazardous locations in Accra, Kumasi and Cape Coast. Overall project progress is currently 80%, with the bridges at various stages of completion. The pedestrian bridge at Tetegu in Accra has been substantially completed and is in use by the public.

**Table 3.1 Road safety and Environment program**

S/N	Bridge Location	Status
1	Tetegu	100% - Opened to Traffic
2	Abeka Lapaz	98% - Opened to Traffic
3	Presec Legon	88% - Bridge Launched
4	Kanda Mosque	87% - Bridge Launched
5	GBC Zebra Crossing	64% - Ongoing
6	Labone Junction,	72% - Ongoing
7	N1-Block Factory, Aplaku Junction	60% - Ongoing
8	Opoku Ware	78% - Ongoing
9	Yaa Asantewaa	72% - Ongoing
10	Appiah Minkah	62% - Ongoing
11	Abuakwa Market	57% - Ongoing
12	UCC southern Gate	95% - Bridge Launched
13	Assin Fosu	71% - Ongoing
14	Adisadel College, 2nd Gate	54% - Ongoing

**xvii. Repurposing of Terminal 2 at The Kotoka International Airport**

In response to increasing passenger traffic and congestion at Terminal 3 of the Kotoka International Airport, the Ghana Airports Company Limited (GACL), under the auspices of the Ministry of Transport, is repurposing Terminal 2 into a dual-use facility capable of handling both domestic and international flights. As of December 2024, the arrival hall was 15% complete, while work on the departure hall had not yet begun. As of the end of December 2025, the arrival hall was about 98% complete, while work on the departure hall was about 10% complete. This initiative aims to optimize infrastructure, enhance operational efficiency and improve the passenger experience.

**xviii. Government of Ghana Redevelopment Project at Lartebiokoshie**

As part of efforts to increase access to safe, secure and affordable housing options, particularly for government and other public officials, while optimizing the use of prime lands, the Ministry of Works, Housing and Water Resources continued implementing the Government Redevelopment Program at Lartebiokoshie. The project, which seeks to deliver 48 housing units and commenced in 2023, was expected to be completed by December 2025. As of December 31, 2024, the project was 65% complete and the target for the year was 100% completion. As of the

end of 2025, the project was 100% complete and has been allocated to public servants within the Greater Accra Region.

**xix. Review of the Road Traffic Act 2004 (Act 683)**

During the review period, the Ministry of Transport began processes to amend the Road Traffic Act 2004 (Act 683). Following extensive stakeholder consultations, Parliament passed the Amendment Bill, which was assented to by the President on 24th December 2025. The Road Traffic (Amendments) 2025 (Act 1153) provides the framework to, among other things, regulate the use of motorcycles and tricycles, popularly known as “Okada” and “pragya,” respectively, for commercial purposes, with strict licensing, training and safety standards for operators. Broadly, the Act will promote a safer, more organized and economically beneficial transport system.

**xx. Artificial Intelligence (AI) Ministerial Bootcamp**

The Ministry of Communication, Digital Technology and Innovations, in collaboration with the United Nations Development Program (UNDP), successfully organized the Ministerial AI Bootcamp on Advancing AI-Enabled Public Services from July 25 to 27, 2025, at Safari Valley Resort in the Eastern Region.

The high-level capacity-building program brought together Ministers and senior public officials from twenty-three (23) Ministries to strengthen leadership understanding of Artificial Intelligence, its implications for policy development and its practical application in improving public service delivery.

The Ministerial AI Bootcamp marks a significant milestone for the Ministry in 2025, reinforcing its leadership in driving innovation, accelerating digital transformation and promoting efficient, forward-looking public service delivery across government.

**E. SOCIAL SECTOR**

**xxi. Negotiation and Implementation of Public Service Base Pay**

In 2025, the Fair Wages and Salaries Commission (FWSC), under the auspices of the Ministry of Labour, Jobs and Employment, successfully concluded negotiations for the 2025 and 2026 Base Pay in accordance with the timelines set by the Public Financial Management Act, 2016 (Act 921). The negotiations resulted in agreed increments to basic salaries across the public services, ensuring full coverage of public-sector employees under the Single Spine Salary Structure. The timely conclusion of the base pay negotiations significantly contributed to maintaining industrial harmony and stability at the labor front, while reinforcing confidence in the Government’s commitment to structured and transparent wage administration.

## xxii. Decentralisation Program

In line with the Government's decentralization policy and in accordance with the operationalization of the Local Governance Act, 2016 (Act 936), this section outlines that the Ministry of Local Government, Chieftaincy and Religious Affairs, using the District Development Data Platform (DDDP), conducted the 9th Cycle of the District Performance Assessment Tool (DPAT) for all 261 MMDAs under the District Assemblies Common Fund - Responsive Factor Grant (DACF-RFG) Program. Four regional sensitization and dissemination workshops on the LED Policy (2024-2029) were conducted for the Ashanti, Bono, Bono East and Ahafo regions.

The Ministry also collaborated with the Inter-Ministerial Coordinating Committee on Decentralisation (IMCCoD) to organize 4 zonal consultative workshops and 2 national stakeholders' meetings on the development of the National Decentralisation Policy and Strategy (2026-2029). The consultations strengthened the decentralization agenda by promoting inclusiveness, coordination and shared ownership, leading to a more effective and responsive decentralized governance system.

In addition, the Ministry disbursed GH¢23,500,000.00 to the 261 MMDAs to pay monthly allowances to Hon. Assembly Members.

## xxiii. Health Infrastructure Projects

Health infrastructure is a vital pillar of health system development and a key driver of progress toward Universal Health Coverage (UHC) and the Sustainable Development Goals (SDGs). Investments in this area lead to improved health outcomes, enhanced clinical quality and the development of human capital, contributing to national growth and prosperity.

Summary of Health Infrastructure Projects undertaken during the period include the following:

**Table 4.2 Health Infrastructure project**

No.	Project	Implementation Status as of 2025
1.	Construction of 2 Regional & 6 District Hospitals by Euroget	At 68% completion.
2.	Construction of 26 CHPS Compounds (Otumi, Akim Nkwantanang, Gyakiti, Kwanyako, Jamasi, Wiaboman, Nsutam, Asunafo, Gbawe, Weija, Ananekrom, Nkroful Denkyira, Kwamoano, Ajumako Kumasi, Nwenoso No. 3, Ntunkumso, Akuakrom, Tanyigbe, Klefe Demetey, Kato, Koduakrom (near Nsoatre),	Otumi 65% completion Akim Nkwantanang at 53% completion Gyakiti at 48.3% completion Jamasi at 55.6% Wiaboman at 36.06% Asunafo at 72.26%

No.	Project	Implementation Status as of 2025
	Aboabo, Debiso, Kwagyekrom, Timeabu	Weija at 28% completion Kwamoano at 68% Ajumako Kumasi at 37% Nwenoso No.3 at 12.5% completion Akuakrom at 45% Klefe Demetey at 48% Kato at 25% progress Koduakrom (near Nsoatre) at 65.5% completion
3.	Completion and equipping of KATH Maternity and Childzren's Block	Overall progress at about 68%
4.	Construction of Eastern Regional Hospital in Koforidua	Overall progress is about 57%
5.	Construction of District Hospital at Obuasi, Anyinam Trauma Hospital and Rehabilitation of Enyiresi Government Hospital	Obuasi Trauma at 81% completion Obuari Health Centre at 65% Anyinam at 67% progress Enyiresi at 82% completion
7.	Rehabilitation and Expansion of La General Hospital - 180 Bed	Progress at 28%. Staff accommodation is at 70% with internal plastering completed. Main clinic block is at 23% completion.
9.	Completion of the New 400-Bed Maternity Block at Korle-Bu Teaching Hospital	Site preparatory works commenced but currently there's no activity on site.
11.	Rehabilitation of Effia Nkwanta hospital and construction of the western regional hospital	Overall progress is at 45% complete
12.	Construct and equip Five district hospitals in the Republic of Ghana	Contractor mobilised to site and commenced the bulk earthworks in preparation for the foundations but currently the Project is stalled due to issues with the ongoing Debt Restructuring.
13.	Construction of 3 District Hospital at Ayensuano, Offinso and Effiduase and Completion of Maternity Blocks at Tafo	Executive and Parliamentary approvals received for both Financing and supply contract.

No.	Project	Implementation Status as of 2025
	Hospital & Kumasi South Hospital and Residential Facility at Abrepo for Kumasi South Hospital	
14.	Supply and Installation of Medical Equipment for Eight (8) Selected District Hospital	Executive and Parliamentary approvals received for the Financing Agreement.

*Source: 2025 Ministry of Health Sector APR*

#### **xxiv. Child Protection and Development**

The Ministry of Gender, Children and Social Protection conducted a comprehensive child protection awareness campaign, reaching 1,023,526 individuals. The Ministry also revised the Children Act, 1998 (Act 560) and the Juvenile Justice Act, 2003 (Act 653) to reflect current trends in child protection and promotion, as well as to strengthen the legal and policy environment for the protection of children.

The Ministry received Cabinet’s approval on June 24, 2025, for the Revised 2025 Early Childhood Care and Development (ECCD) Policy, which aims to promote holistic development for children under 8 years of age. The policy will enhance coordination, strengthen the capacity of stakeholders, including health professionals and teachers and provide equitable access to ECCD services.

The Ministry also provided care and protection to 290 children in the three government Residential Homes for Children (RHCs), 63 juveniles at the Correctional Centers and 12 probationers under supervision. During the period, 106 Social Enquiry Reports (SERs) for the Family Tribunal and juvenile courts were submitted.

#### **xxv. Implementation of the National Apprenticeship Program (NAP)**

Through strategic partnerships with industry stakeholders and Master Craft Persons (MCPs), the Ministry of Youth Development and Empowerment delivered demand-driven vocational and technical training in trades such as tailoring, carpentry, ICT and agribusiness, ensuring immediate application of skills and sustainable livelihoods aligned with labor market needs. Trainees will receive start-up kits. This intervention seeks to bridge the gap between training and employment, empowering youth to become productive contributors to national development.

**xxvi. Rollout of the National Recreation and Wellness Program (NaRWP)**

The Ministry of Sports and Recreation activated Ghana's first coordinated nationwide recreation agenda through the NaRWP, designed to promote active living and reduce the national burden of noncommunicable diseases. The ministry conducted pioneering community activations at Mantse Agbona (Accra) and Anloga (Volta Region) during the Hogbetsotso festivities, engaging thousands in recreational sports, wellness sessions and community fitness. The NaRWP is positioned to become the largest public health–sport initiative in Ghana's history, anchoring sport as a tool for wellness, social cohesion and preventive healthcare.

**F. SECURITY AND PUBLIC SAFETY SECTOR**

**xxvii. Nationwide Gun Amnesty and Complementary Small Arms Control Measures**

The Nationwide Gun Amnesty Program was launched to reduce the proliferation of illicit small arms and light weapons through voluntary surrender, sustained public sensitization and complementary enforcement measures, with the overall aim of enhancing public safety and reducing violent crime.

The Ministry of the Interior, in collaboration with the National Commission on Small Arms and Light Weapons (NACSA), initiated and coordinated a nationwide Gun Amnesty Program from December 2024 to January 2025. The program was supported by extensive public sensitization and strengthened collaboration among security agencies and relevant stakeholders to promote compliance with firearms regulations.

**xxviii. Upgrading of medical facilities at 37 Military Hospital and Duala Medical Reception Station**

During the period under review, the Ministry of Defence strengthened medical support systems within the Ghana Armed Forces through targeted investments in health infrastructure and service delivery. At the 37 Military Hospital, a new oxygen generation system was installed to replace obsolete infrastructure, ensuring a stable, uninterrupted supply of medical oxygen, which is critical for emergency care, surgical procedures and intensive care services.

Furthermore, the Ministry enhanced diagnostic capacity by establishing a containerized laboratory at the Duala Medical Reception Station. The facility is fully equipped with modern laboratory and diagnostic equipment and has significantly reduced congestion at the 37 Military Hospital while improving access to timely medical testing for personnel at the Duala Barracks and nearby units. Collectively, these interventions have contributed to improved healthcare delivery, better health outcomes and enhanced operational readiness across the Ghana Armed Forces.

In 2025, the Civil Service embarked on a strategic resetting agenda to realign its priorities, structures and processes with emerging national development needs. Through the effective implementation of key policies, programs and initiatives across various sectors, the Service has reinforced its commitment to strengthening governance, improving service delivery and enhancing institutional performance. This resetting agenda provides a foundation to consolidate past achievements, address evolving challenges and drive more efficient, responsive and sustainable national development.

## CHAPTER NINE

### 9.0. CHALLENGES AND RECOMMENDATIONS

#### 9.1. Introduction

This chapter highlights the challenges faced by the Civil Service, many of which have persisted over the years. The Civil Service continues to play a central role in the formulation and implementation of Government policies and programs. However, the effective discharge of its mandate remains constrained by a number of systemic, financial and institutional challenges. Addressing these challenges is essential to enable the Civil Service to unlock its full potential.

#### 9.2. 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) Funding Constraints

The late and often insufficient release of approved Government budgetary allocations remains a major constraint on effective service delivery. Unpredictable cash flows have disrupted the implementation of several planned initiatives leaving many either unexecuted or only partially completed due to insufficient funding.

Multiple administrative and financial approval processes including delays in commitment authorizations further slow program execution. High operational and utility costs place sustained pressure on institutional budgets resulting in scaled-down activities, postponed interventions and low utilization of approved allocations in certain expenditure categories. These financial constraints weakened planning predictability and reduced the Civil Service's ability to respond promptly to emerging priorities.

##### B) Inadequate Office Space

Inadequate office accommodation and deteriorating public buildings continue to affect operational efficiency across Civil Service. Congested workspaces, insufficient storage and archival facilities and poorly maintained infrastructure reduce staff productivity and slow service delivery.

Most institutions adopted interim administrative and operational measures to maximise available office space and maintain continuity of operations. A comprehensive flexible working schedule was adopted to ensure utilization of office space.

Weak maintenance regimes and limited funding for routine and preventive maintenance contributed to the gradual deterioration of buildings, technical facilities and other operational assets.

### **C) Limited Technological Resources**

Although progress has been made toward digitization, many institutions continue to operate with inadequate and outdated ICT infrastructure. Weak ICT infrastructure and the slow pace of digitization continue to undermine efficiency across the Civil Service. Unreliable internet connectivity, frequent system downtime and limited access to modern ICT tools affect data integrity, records management and reporting timeliness.

The continued reliance on manual and paper-based processes in sector undermine efficiency across the Civil Service. Fragmented information systems and limited system integration further constrain digital transformation efforts and limit potential gains in transparency, accountability and service accessibility.

### **D) Conditions of Service of Civil Service Staff**

The uncompetitive conditions of service, particularly low remuneration, have significantly contributed to rising attrition within the Civil Service. In recent years, many officers have exited the Service in pursuit of more attractive compensation packages and improved career prospects in other public sector institutions and the private sector. This trend has resulted in the loss of experienced and highly skilled personnel, thereby weakening institutional memory, reducing operational efficiency and increasing the cost of recruitment and training of replacements.

### **E) Encroachment on Lands and Illegal Activities**

Encroachment on government lands remained a persistent challenge affecting planned expansion and infrastructure development. Delays in land acquisition processes, prolonged compensation arrangements and weak enforcement mechanisms create uncertainties in project planning and implementation. In some sectors, illegal activities on public lands increased environmental degradation, raised project costs and created legal and administrative disputes.

Limited logistics and staffing for regulatory and inspectorate functions reduce enforcement effectiveness allowing unauthorized occupation of public lands and non-compliance with regulatory standards to persist in the sector Ministries.

## **F) Infrastructure and Logistics Deficiencies**

Inadequate operational logistics including limited vehicles, specialized equipment and essential tools continue to constrain monitoring, supervision and regulatory activities. Weak asset management systems and insufficient funding for preventive maintenance led to progressive deterioration of public assets.

Some institutions relied on ageing vehicles and equipment with high maintenance costs and frequent breakdowns. Ageing infrastructure and limited safety equipment increase operational risks and affect service reliability.

## **G) Weak Legal and Regulatory Frameworks**

Outdated, fragmented legal and policy frameworks continue to constrain the effective execution of institutional mandates across several Ministries. In some cases, existing legislation does not adequately reflect current operational realities, emerging sector dynamics and contemporary governance standards, thereby creating gaps between policy intent and implementation practice. Fragmentation of related legal instruments across different statutes and regulations further leads to overlaps, inconsistencies and ambiguities in roles and responsibilities, which in turn weaken coordination and accountability. Additionally, delays in the approval and passage of key legislative instruments significantly slow the pace of reform implementation.

## **H) Political Administrative Interface**

The relationship between political leadership and the administrative structure of the Civil Service remains critical for effective governance. However, instances of blurred role boundaries and undue interface in administrative processes affected institutional stability and staff morale. Such developments undermining professionalism, neutrality and continuity in policy implementation and long-term development planning.

## **I) Declining Human Resource Capacity**

The Civil Service continued to experience staffing gaps in critical technical and professional areas. Resignations and limited incentives in certain areas contributed to the loss of experienced personnel thereby affecting institutional memory and technical expertise. High workload pressures, delays in recruitment and limited structured professional development opportunities affect productivity and institutional continuity.

## **J) Residential Accommodation and Traffic-Related Constraints**

The increasing cost of residential accommodation, particularly in major urban centres such as Accra and Kumasi, has become a significant challenge for Civil Service staff. Many officers, especially junior and middle-level staff, are unable to secure affordable housing within reasonable proximity to their workplaces. As a result, a substantial number are compelled to reside in distant communities where rent is relatively affordable.

This situation is compounded by worsening traffic congestion in urban areas. Long commuting hours often between two to four hours daily have become common for many officers. Over time, these accommodation and mobility challenges contribute to declining motivation, lower productivity levels and increased attrition within the Service.

### **9.3. Recommendations**

To mitigate the above challenges and enhance service delivery, the following measures are recommended for Government consideration:

#### **A) Improvement of Office Facilities and Maintenance Systems**

Ongoing construction and refurbishment projects should be prioritized by government to expand office accommodation and improve working conditions. A preventive and planned maintenance culture should be institutionalized by the government across Sector Ministries. Additionally, Dedicated resources should be allocated for routine maintenance and rehabilitation of ageing infrastructure. Asset registers and tracking systems should be strengthened to safeguard public investments and improve infrastructure reliability.

#### **B) Strengthening Funding Predictability and Financial Management**

Government in collaboration with the Ministry of Finance should be enhanced to improve the timeliness and predictability of fund releases. Early submission of procurement and cash plans, improved budget forecasting and streamlined approval processes are necessary to reduce delays.

Mobilization of Internally Generated Funds (IGF) and exploration of alternative financing mechanisms including public-private partnerships should be strengthened by sector Ministries to reduce over-reliance on central government allocations.

#### **C) Accelerating ICT Modernization and Digitization**

Government should invest in modern ICT infrastructure, reliable high-speed internet connectivity and secure digital systems across the Civil Service. Sector Ministries should progressively digitize core administrative processes to enhance efficiency, transparency and

service delivery. In addition, backup internet systems and redundant digital platforms should be introduced to ensure operational continuity and minimize disruptions in the event of system failures or connectivity challenges.

#### **D) Improving Conditions of Service**

Government, in collaboration with the Fair Wages and Salaries Commission to undertake a structured review of the remuneration framework to address internal inequities and enhance competitiveness relative to comparable public sector institutions. This review should prioritize critical and high-turnover cadres while ensuring fiscal sustainability.

#### **E) Protection and Management of Government Lands**

Measures should be intensified to secure and register public lands to prevent encroachment. Coordination with relevant land sector agencies should be strengthened to expedite acquisition and compensation processes. Monitoring and enforcement mechanisms should be reinforced to safeguard public assets and ensure compliance with applicable regulations.

#### **F) Strengthening Infrastructure and Logistics Management**

Phased procurement and refurbishment of vehicles and essential equipment should be undertaken alongside strengthened asset management systems by the government.

Asset optimization, improved logistics coordination and preventive maintenance systems should be institutionalized to enhance service reliability.

#### **G) Updating Legal and Regulatory Frameworks**

Relevant laws, policies and regulatory instruments should be reviewed and updated to align with emerging policy priorities. Outstanding legislative instruments should be fast-tracked to strengthen enforcement capacity and support reform implementation.

#### **H) Undue Political Influence on Civil Service Functions**

The Civil Service therefore recommends the establishment of clearer role definitions and strengthened coordination protocols 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 in administrative matters and reinforce the professional integrity, neutrality and effectiveness of the Civil Service while ensuring the seamless implementation of the government's agenda.

### **I) Strengthening Human Resource Capacity**

Recruitment processes should be accelerated to address critical staffing gaps. Continuous professional development, mentoring and structured training programs should be institutionalized particularly in technical and specialized areas. Improved working conditions and targeted incentives will support retention of skilled personnel and strengthen institutional resilience.

### **J) Improved Accommodation and Transportation Interventions**

Government should adopt a comprehensive approach to address accommodation and traffic-related challenges affecting Civil Service staff. This includes establishing dedicated Civil Service housing schemes through public-private partnerships, reviving government residential estates, introducing rent-to-own and subsidized mortgage options and reviewing housing allowances to reflect cost-of-living variations.

In addition, transport and mobility interventions such as staff shuttle systems and targeted traffic decongestion measures should be implemented by sector Ministries to reduce commuting stress and improve productivity.

Government should also accelerate decentralization efforts to reduce overconcentration of officers in Accra by investing in infrastructure development in regional and district capitals and promoting digitized workflows to minimize physical presence requirements.

Finally, conditions of service should be reviewed to reflect current economic realities, with the introduction of soft loan schemes and the integration of accommodation and commuting considerations into broader staff welfare and retention strategies.

## CHAPTER TEN

### 10.0. PROJECTIONS FOR 2026

#### 10.1. Introduction

The 2026 projections outline the strategic priorities and planned interventions of Ministries and Departments for the ensuing year, building on the performance and reform gains recorded in 2025. These forward-looking commitments reflect the Civil Service's continued focus on strengthening infrastructure development, expanding social protection, deepening economic transformation, enhancing government systems, accelerating digital modernization, promoting environmental sustainability and safeguarding national security.

The projections demonstrate a coordinated and results-oriented approach to policy implementation, aligned with national development objectives (Medium Term Development Plans) and sectoral strategies.

#### 10.2. Infrastructure Sector

In 2026, infrastructure development will remain a major driver of economic transformation and service delivery improvement.

Within the transport sub-sector, the Ministry of Transport will advance the establishment of a National Airline, oversee the completion of Phase 3 of the Kumasi Airport Runway Extension and support fleet renewal for Metro Mass Transit Limited (MMTL) and Intercity STC Coaches (ISTC), including the introduction of electric buses. The Ministry will also facilitate the development of a Coastal Water Transport System and strengthen inland waterways safety infrastructure at Akosombo. Railway expansion will be continued on the Western Railway Line (Kojokrom–Manso and Takoradi–Nsuta–Huni Valley corridors).

Road infrastructure improvements will be led by the Ministry of Roads and Highways, including nationwide maintenance of trunk, feeder and urban roads and feasibility studies for the Accra–Kumasi Expressway.

Energy sector expansion will be coordinated by the Ministry of Energy and Green Transition. The commissioning of the Anwomaso, Takoradi T3, AKSA and CENIT plants; completion of the 330kV Accra–Kumasi Transmission Line; implementation of the Ghana–Côte d'Ivoire Interconnection project; electrification under SHEP 4 and 5; rollout of the Tema Gas Infrastructure Network and implementation of a Utility-Scale Solar Auction will be undertaken.

Water supply expansion and sanitation improvements will be led by the Ministry of Works, Housing and Water Resources, including rural and urban water projects in Keta, Wenchi and Sekondi-Takoradi. Coastal protection works in vulnerable communities such as Dansoman and Ningo-Prampram.

Affordable housing development and flood control systems will also fall under the Ministry including completion of resettlement housing projects and expansion of urban drainage infrastructure.

Modernization of public facilities, including completion of the runway extension works at the Prempeh Agyeman I International Airport in Kumasi to accommodate medium-sized aircraft to improve air connectivity and facilitate trade and tourism, the Accra International Conference Centre and Passport Application Centres, will be coordinated by the Ministry of Tourism, Arts and Culture and the Ministry Foreign Affairs.

### **10.3. Social Sector**

The Social Sector agenda will focus on human capital development and inclusive social protection.

Health sector priorities will be led by the Ministry of Health, including scaling up the Essential Health Services Package, implementing the HIV 95-95-95 strategy, strengthening Primary Health Care systems, expanding maternal and child health services and operationalizing the Centre for Health Security.

The Ministry of Gender, Children and Social Protection will expand the LEAP Program to 400,000 households, strengthen the Ghana School Feeding Program, operationalize domestic violence shelters, implement the Affirmative Action (Gender Equity) Act 2024 (Act 1121) and support anti-human trafficking interventions.

Education sector interventions will be driven by the Ministry of Education, including expansion of TVET, youth digital skills programs such as the One Million Coders initiative and strengthening of educational infrastructure.

Youth employment and skills initiatives, including the Adwumawura Program and National Apprenticeship Program, will be coordinated by the Ministry of Youth Development in collaboration with the Ministry of Labour Jobs and Employment, which will also lead labour market reforms, minimum wage determination and Occupational Safety and Health legislation development.

#### **10.4. Economic Sector**

Agricultural modernization will be led by the Ministry of Food and Agriculture, including implementation of the Poultry Value Chain Revitalization Program, Irrigation for Wealth Program, expansion of mechanization services and strengthening of cold chain infrastructure.

Trade and industrial development will be spearheaded by the Ministry of Trade, Agribusiness and Industry including the Feed the Industry Program, Rapid Industrialization for Jobs Initiative and export promotion under the Accelerated Export Development Program (AEDP).

Investment promotion will be led by the Ministry of Finance, including development of a Foreign Direct Investment Strategy and operationalization of the National Assets Register. Financial sector reforms will include rollout of the National Microfinance Policy and implementation of the 10-Year Insurance Master Plan.

Tourism and creative arts development will be championed by the Ministry of Tourism, Culture and Creative Art, including tourism marketing, heritage development and creative industry promotion. Blue Economy policy development will be advanced in collaboration with the Ministry of Fisheries and Aquaculture Development.

#### **10.5. Governance and Institutional Development**

Public sector reform initiatives will be coordinated by the Office of the President, Public Sector Reform Secretariat and the OHCS. These include focusing on implementation of the National Public Sector Reform Strategy II, strengthening of the Integrated Performance Management System, HRMIS integration, payroll data harmonization and development of a National Grade and Pay Structure.

Legislative drafting and legal reform will be led by the Attorney-General's Department and the Ministry of Justice, including drafting of substantive and subsidiary legislation and prosecution of criminal cases.

Local governance reforms will be spearheaded by the Ministry of Local Government, Chieftaincy and Religious Affairs. These include operationalization of the National Urban Policy, District Performance Assessments (DPAT) and facilitation of DACF disbursement.

Land administration reforms will be undertaken by the Ministry of Lands and Natural Resources, including implementation of the Land Act (Act 1036) and strengthening of land registration systems.

#### **10.6. Digital Transformation and Innovation**

Digital modernization will be coordinated by the Ministry of Communications, Digital Technology and Innovations. This includes the rollout of Public Key Infrastructure (PKI), upgrade of GovNet, implementation of the Ghana Government Enterprise Architecture (GGEA) and development of a 5G licensing framework.

Cybersecurity strengthening, including the National Cyber Early Warning System and Cybersecurity Contingency Plan, will be led by the Cyber Security Authority under the Ministry.

Statistical and data governance improvements will be spearheaded by the Ministry of Finance through the Ghana Statistical Service under the National Statistics Development Strategy III.

### **10.7. Environment and Climate Sector**

Environmental sustainability initiatives will be led by the Ministry of Environment, Science and Technology. This will include the implementation of REDD+, publication of the National Carbon Budget and enforcement of Extended Producer Responsibility regulations.

Forestry and land restoration initiatives under the One Child, One Tree Initiative will be coordinated by the Ministry of Lands and Natural Resources. Coastal resilience projects under WACA RESIP 2 will be implemented in collaboration with the Ministry of Works, Housing and Water Resources and its agencies.

### **10.8. Security and Public Safety**

Security sector strengthening will be led by the Ministry of the Interior, including intelligence-led policing, small arms control enforcement, border management and disaster preparedness initiatives.

Defence infrastructure modernization and operational enhancements will be coordinated by the Ministry of Defence. This will include the expansion of Forward Operating Bases and procurement of equipment to strengthen national and sub-regional security.

### **Conclusion**

The 2026 forward projections demonstrate coordinated sectoral action across sector Ministries, reinforcing the Civil Service's central role in infrastructure expansion, social protection, economic transformation, governance reform, digital modernization, environmental sustainability and national security. Effective inter-ministerial collaboration will be critical to improving service delivery outcomes and achieving Ghana's long-term development priorities.

## CHAPTER ELEVEN

### 11.0. CONCLUSION

The 2025 Composite Annual Performance Report (APR) of the Civil Service provides a comprehensive synthesis of institutional performance, reform implementation, sector contributions and administrative improvements across Office of the President, the Office of the Head of the Civil Service, Ministries and the Civil Service Departments. The Report affirms the Civil Service's central role in promoting national development priorities through coordinated policy implementation, strengthened governance systems and improved public service delivery.

Across the chapters, notable progress was recorded in administrative and sector-specific reforms, digital transformation initiatives, regulatory strengthening and alignment with national development frameworks and the Sustainable Development Goals (SDGs). Ministries advanced institutional modernization efforts through automation, e-governance platforms and process re-engineering, contributing to improved efficiency, transparency and responsiveness to citizens' needs.

A key highlight of the 2025 performance year was the strengthened use of human resource data analytics to support evidence-based decision-making. The Service deepened efforts to harmonize and analyse recruitment, promotion, training, development and workforce distribution data. This enabled more informed workforce planning, identification of staffing gaps, analysis of age and skills profiles, monitoring promotion trends and improved deployment strategies across institutions. The increased utilization of administrative data enhanced transparency in HR processes, reduced turnaround time in promotions and supported strategic succession planning within critical cadres.

Significant efforts were also undertaken to promote gender parity and inclusiveness within the Civil Service. Data-driven assessments of gender representation across grades and occupational classes informed targeted interventions to address imbalances, particularly at senior and decision-making levels. Ministries and Departments strengthened gender mainstreaming strategies, supported leadership development opportunities and mentoring for women and ensured gender parity in recruitment processes. These measures contributed to gradual improvements in female representation in management roles and reinforced the Service's commitment to equitable participation and equal opportunity.

The Report further highlights progress in financial management reforms, legislative reviews, ICT infrastructure development and social sector interventions. Collectively, these initiatives strengthened institutional effectiveness, enhanced regulatory compliance and improved service delivery outcomes across sectors.

Notwithstanding these achievements, persistent challenges remain, including resource constraints, infrastructure deficits, capacity gaps in specialized areas, uncompetitive conditions of service contributing to attrition and delays in legislative processes. However, Ministries adopted mitigating strategies such as phased reform implementation, targeted capacity-building programs, digital process automation, strengthened monitoring systems and enhanced stakeholder coordination to address these constraints.

Overall, the year 2025 performance reflects a Civil Service that is increasingly data-driven, reform-oriented and responsive to emerging governance demands. The integration of human resource analytics, gender-responsive planning and digital innovation signals a transition toward a more modern, agile and performance-focused institution.

In conclusion, the gains recorded in 2025 provide a strong foundation for sustained institutional transformation. Continued investment in human capital development, digital infrastructure, gender equity initiatives and results-based management will be essential to consolidating progress. The Civil Service remains strategically positioned to drive efficient, transparent, inclusive and accountable governance in support of Ghana's long-term development aspirations.

## APPENDICES

### APPENDIX ONE (1): BRIEF SECTOR PROGRAMS AND ACHIEVEMENTS

The Sector Ministries derive their mandate from Sections 11 and 13 of the Civil Service Act, 1993 (Act 327) and the Civil Service (Ministries) Instrument, 2025 (E.I. 1), signed by His Excellency, President John Dramani Mahama on 9<sup>th</sup> January, 2025. Under these provisions, Sector Ministries are responsible for initiating, formulating and implementing Government policies and programs related to their sector.

This section of the report presents a summary of the Sector Ministries' key achievements, reform initiatives, financial performance, challenges encountered and projections for the ensuing year, 2026.

#### 1.0. MINISTRY OF COMMUNICATION, DIGITAL TECHNOLOGY AND INNOVATIONS

The Ministry of Communication, Digital Technology and Innovations was established with the core responsibility to initiate and develop policies to promote the growth of the ICT landscape and foster economic development.

The political and bureaucratic heads of the Ministry were:

Minister - Hon. Samuel Nartey George (MP) (January 2025)

Deputy Minister - Hon. Mohammed Adams Sukparu (MP) (July 2025)

Bureaucratic Head- Mr. Alexander Yaw Arphul (14th September 2022 to date)

#### 1.1. Civil Service Departments and Sector Agencies

The Ministry has oversight responsibility over 6 Sub-vented Agencies and 5 Non-Subvented Agencies.

##### Sub-vented Agencies

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

##### Non -Subvented Agencies

- National Communications Authority (NCA);
- Ghana Post Company Limited (GPCL);

- Ghana Investment Fund for Electronic Communications (GIFEC);
- Cyber Security Authority (CSA); and
- Ghana Digital Centre Limited (GDCL)

## **1.2. Sector Achievements**

The achievements of the ministry for 2025 were as follows:

- **One Million Coders Initiative**

The One Million Coders Program (OMCP), launched in April 2025 under Ghana’s Digital Economy Policy, is a national initiative by the Ministry of Communication, Digital Technology and Innovations aimed at equipping one million Ghanaians particularly the youth, women and underserved communities with practical digital skills to drive employment, entrepreneurship and innovation.

The pilot phase marked the beginning of this agenda and served as a test for scalability and effectiveness. During the pilot phase the program attracted an overwhelming 91,847 applications nationwide, reflecting a strong interest in digital skills development. Out of this number, 2,523 candidates were shortlisted and 1,665 participants were successfully enrolled and trained across 4 regions: Greater Accra, Ashanti, Bono and Upper East.

The training focused on industry-relevant courses such as Data Analytics, Cybersecurity, Network Support and Data Protection. The initiative also achieved significant visibility through a high-profile launch endorsed by His Excellency, the President and supported by extensive stakeholder collaboration.

- **Artificial Intelligence (AI) Ministerial Bootcamp**

In 2025, the Ministry, in collaboration with the United Nations Development Program (UNDP), successfully organised the Ministerial AI Bootcamp on Advancing AI-Enabled Public Services from 25th to 27th July, 2025 at Safari Valley Resort in the Eastern Region.

The high-level capacity-building program brought together Ministers and senior public officials from 23 Ministries, with the objective of strengthening leadership understanding of Artificial Intelligence, its implications for policy development and its practical application in improving public service delivery.

The Ministerial AI Bootcamp represents a significant milestone for the Ministry in 2025, reinforcing its leadership in driving innovation, accelerating digital transformation and promoting efficient, forward-looking public service delivery across government.

- **Implementation of ECOWAS Roaming Regulation C-REG-21/12/17**

On the regional front, the National Communications Authority (NCA) continued its leadership in implementing the ECOWAS Free Roaming Initiative, building on bilateral launches with Togo,

Benin and Côte d’Ivoire. Furthermore, the Ministry through the NCA concluded discussions with The Gambia and the roaming service has been implemented since September 2025, pending an official launch date. Ghana also signed another bilateral agreement with Burkina Faso to successfully conclude the free roaming arrangements with all its neighbouring countries.

The Authority also engaged with the Nigerian Communications Commission (NCC) to address ongoing concerns with ECOWAS roaming implementation. These discussions culminated in plans to organise a cross-country experience sharing session for Mobile Network Operators (MNOs). A draft Memorandum of Understanding was shared by NCA and currently under review by the NCC. By implementing the ECOWAS Roaming initiative Ghana is advancing the Digital Inclusion and Regional Integration Policy, specifically focused on affordable cross-border connectivity and harmonized telecom regulation within ECOWAS.

- **The National Emergency Telecommunications Plan (NETP) and EW4All**

In 2025, the Ministry through the National Communications Authority (NCA) recorded significant progress in advancing Ghana’s “Early Warning for All” initiative, a critical national priority aimed at enhancing disaster preparedness, risk reduction and emergency response. A key milestone was the completion of the draft National Emergency Telecommunications Plan (NETP), which establishes a strategic framework for the deployment of resilient, interoperable and secure communication systems during emergencies and national crises.

In collaboration with the Ghana Meteorological Agency (GMET), the Authority also developed a proof-of-concept multi-channel alert dissemination system, leveraging digital billboards to deliver real-time weather and hazard warnings to the public. This innovation demonstrates the potential of technology-enabled public communication to improve early warning coverage, response time and public safety outcomes, while reinforcing Ghana’s commitment to building a climate-resilient and disaster-ready communications ecosystem.

- **Expanding Rural Connectivity through the GRT&DIP**

Furthermore, in 2025, the Ministry through the Ghana Investment Fund for Electronic Communications (GIFEC) recorded steady progress under the Ghana Rural Telephony and Digital Inclusion Project (GRT&DIP), directly advancing SDG 9 (Industry, Innovation and Infrastructure) through the expansion of mobile network infrastructure to previously unserved and underserved communities. By extending reliable voice and data services to rural areas, the project also contributes significantly to SDG 10 (Reduced Inequalities) by promoting inclusive digital access and participation.

During the year under review, 223 rural telephony sites were successfully integrated into mobile network operators’ systems, while 224 sites were fully activated and commenced the delivery of mobile broadband services to beneficiary communities. These gains build on the national baseline of 1,561 telephony sites constructed as of December 2024, marking measurable progress toward

universal connectivity and reinforcing Ghana's broader digital inclusion and socio-economic development agenda.

### **1.3. Reforms**

The key reforms of the Ministry for 2025 are as follows:

- **Correspondence Management System (CMS)**

The Ministry has instituted the Correspondence Management System (CMS) as a high-impact governance and productivity reform, operating as a core application on the Smart Workplace Portal. Phase One of the CMS has been deployed to the Hon. Minister, the Chief Director and Directors of the Ministry. This top-down approach was deliberately adopted to entrench leadership ownership, enforce uniform standards and institutionalize discipline in correspondence management before full enterprise-wide rollout. The system is fully integrated within the Smart Workplace Portal and operational for leadership-level correspondence.

The Ministry encountered challenges related to initial user familiarity with the digital workflow system, this challenge required the need for comprehensive staff training and ensuring consistent technical support and system maintenance.

It is recommended that targeted training sessions be conducted for all staff ahead of full deployment, supported by a helpdesk for troubleshooting and system support. Continuous monitoring and evaluation of Phase One should be conducted to refine system functionality, address user concerns and ensure smooth enterprise-wide rollout.

### **1.4. Sustainable Development Goals (SDGs)**

In the implementation of its planned activities, the Ministry attained the following SDGs:

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

The Ministry sought to achieve this goal by educating children on internet safety and necessary steps to avert risks online. This was rolled out through the implementation of the Revised National Child Online Protection (COP) Framework to effectively respond to the current risks faced by children in their use of internet and digital services. Limited logistics is the challenge faced and the recommendation is the formation of strategic partnerships for COP program delivery

**SDG 4, SDG 9 & SDG 10 Target:** Expand ICT infrastructure and digital literacy nationwide

To advance quality education through improved ICT access in line with SDG 9 (strengthening ICT infrastructure) and SDG 10 (reducing digital inequality), the Cyber Laboratory and Institutional Support Program delivered measurable results. These include equipping 30 SHS ICT laboratories with 20 thin-client computers each, distributing 252 desktop computers nationwide and providing 340 laptops to 37 institutions and individuals. In addition, five RICs and seven CICs are

undergoing renovation, while construction of two new RICs in Greater Accra and Bono East has commenced.

Baseline achievements to date comprise 1,043 ICT laboratories established, 16 CICs renovated, 10 RICs constructed and over 5,000 ICT devices repaired. However, funding constraints, rising electricity costs and the occupation of some CICs by non-GIFEC entities have constrained maintenance activities and the establishment of ICT laboratories in schools.

As mitigating strategies to resolve the constraints of this SDG, the Ministry will engage in prioritization of high-impact facilities, engagement with host institutions and stakeholders and advocacy for sustainable funding and cost-sharing arrangements.

### 1.5. Financial Performance

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

	<b>SOURCE</b>	<b>APPROVED BUDGET (GH¢)</b>	<b>REVISED BUDGET (GH¢)</b>	<b>AMOUNT RELEASED (GH¢)</b>	<b>ACTUAL EXPENDITURE (GH¢)</b>	<b>VARIANCE</b>
	<b>GOG</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E=(B-C)</b>
	Compensation of Employees	9,813,208.00	9,813,208.00	10,855,831.47	10,855,831.47	<b>(1,042,623.47)</b>
	Use of Goods & Services	70,194,603.00	70,194,603.00	6,733,182.58	9,885,006.00	<b>63,461,420.42</b>
\\	CAPEX	220,000,000.00	220,000,000.00	190,000,000.00	187,441,527.61	<b>30,000,000.00</b>
	<b>IGF</b>	-	-	-	-	-
	<b>DEV'T PARTNERS e.g.</b>					
	World Bank	81,500,000.00	81,500,000.00	61,193,696.60	34,583,434.60	<b>20,306,303.40</b>
	<b>TOTAL</b>	<b>381,507,811.00</b>	<b>381,507,811.00</b>	<b>268,782,710.65</b>	<b>242,765,799.68</b>	<b>112,725,100.35</b>

## 1.6. Challenges

During the period under review, the Ministry encountered the underlisted challenges:

- **Inadequate funding for staff capacity development in critical competency areas and Operational activities**

One of the major challenges encountered during the period under review was inadequate funding for staff capacity development in critical competency areas such as Statistics and Data Analytics, Advanced Excel, Policy Development and Analysis, mandatory Scheme-of-Service training programs and Budget Preparation. This funding gap limited the scope and frequency of training interventions required to strengthen staff capacity.

- **Cyber Security Authority (CSA) faced funding constraints in operationalising its approved Programs**

The Cyber Security Authority (CSA) faced funding constraints in operationalising its approved Programs of Activities in line with the provisions of the Cybersecurity Act, 2020 (Act 1038). The lack of sustainable funding, particularly for recurrent expenditure under Goods and Services, affected the Authority's ability to fully execute its statutory mandate.

- **NCA also faced significant financial challenges**

The NCA also faced significant financial challenges as a result of the cap placed by the Ministry of Finance on how much of its IGF the Agency could spend.

## 1.7. Forward Look

Below are the top priority areas (projects and programs) to be implemented by the Ministry in 2026.

- a) **Rollout of Public Key Infrastructure (PKI):** NITA is operationalising a nationwide Public Key Infrastructure to strengthen trusted online transactions across the public sector. The PKI rollout enables secure authentication, digital signatures and eStamp, thereby enhancing the integrity, confidentiality and non-repudiation of e-Government services.
- b) **Assessment and Audit of Critical IT Infrastructure:** A comprehensive assessment and audit of critical Government IT infrastructure is being undertaken to evaluate resilience, compliance and operational readiness. This includes identifying vulnerabilities, mapping infrastructure dependencies and recommending actions to improve cybersecurity posture and service reliability across Ministries, Departments and Agencies (MDAs).
- c) **Implementation of the Ghana Government Enterprise Architecture (GGEA) and e-Government Interoperability Framework (e-GIF):** NITA is leading the implementation of the GGEA and e-GIF to promote standardisation and interoperability across Government Digital systems. This initiative supports unified data exchange, streamlined business processes and consistent ICT governance models to enhance

efficiency, avoid duplication and ensure a cohesive whole-of-government digital ecosystem.

- d) IT Equipment Type Approval and Certification:** As part of its regulatory mandate, NITA is enforcing the Type Approval and Certification regime for ICT equipment and devices. This ensures that all ICT products entering the Ghanaian market meet required technical, safety and electromagnetic compatibility standards. The initiative protects consumers, safeguards national networks and prevents the use of substandard or insecure technologies.
- e) GovNet Upgrade:** NITA is upgrading the Government of Ghana Network (GovNet) to improve connectivity, bandwidth capacity, reliability and security across government institutions. The upgrade enhances MDAs' access to shared platforms, cloud services and secure communication channels, supporting efficient delivery of Digital Public Services.
- f)** Review the regulatory framework for 5G connecting entity licensing for the deployment of 5G services and enforce licensing conditions.
- g)** Extend the Automated Spectrum Management System to cover automation of non-spectrum services and other enhancements including online applications (Web Portal for applicants).
- h)** Continue to develop new licences and review existing licences for: 1. Open Access Submarine Cable Licence 2. Unified Access Service Licence 3. Develop Innovative licensing regime to support deployment of Triple Play services.
- i)** Upgrade existing Type Approval Laboratories: 1. Upgrade EMF Lab 2. Upgrade RF and signalling Lab to test 4G and 5G devices 3. Upgrade of SAR Lab to test 5G devices.
- j)** Continue to implement ECOWAS Roaming Regulation C-REG-21/12/17 to reduce cost of roaming within the sub-region.

## **2.0. MINISTRY OF DEFENCE (MoD)**

The Ministry of Defence is mandated to initiate and formulate defence policies as well as coordinate, monitor and evaluate plans and programs and performance of the sector aimed at safeguarding the sovereignty and territorial integrity of the nation.

The Political and bureaucratic heads of the Ministry were:

Hon. Minister - Hon. Dr. Omane Boamah (5th February, 2025 - 6th August, 2025)

Ag. Hon. Minister - Hon. Dr. Cassiel Ato Baah Forson (7th August, 2025 to date)

Deputy Minister - Hon Ernest Brogya Genfi (12th March, 2025 to date)

Bureaucratic Head - Mr. E.A. Kartey (9th June, 2025 to date)

### **2.1. Sector Agencies**

The Ministry has oversight responsibility over 15 Public Service Organizations. These are:

- The General Headquarters
- The Ghana Army
- The Ghana Navy
- The Ghana Air Force
- Veterans Administration, Ghana (VAG)
- Office of the Defence Advisors
- Ghana Armed Forces Health Services (37 Military Hospital)
- Defence Industries Holding Company (DIHOC) Limited
- Ghana Armed Forces Command and Staff College (GAFCS)
- Ghana Military Academy and Training Schools (GMATS)
- Kofi Annan International Peacekeeping Training Centre (KAIPTC)
- Training and Doctrine Command (TRADOC)
- National College of Defence Studies
- Ghana Armed Forces Nursing Training Institution
- The Signals Training School (STS)

## 2.2. Sector Achievements

The achievements of the ministry for 2025 were as follows:

- **Construction of MoD Bungalow (Phase 1)**

During the review period, the objective to enhance staff welfare and operational readiness led to the Phase 1 Project “Reconstruction of Ministry of Defence Bungalows” which commenced in Accra in October, 2025 to address longstanding accommodation deficits for senior officials. The project involves the construction of a modern four-bedroom residence, a detached boys’ quarters and a gatehouse on a 300 square metre site to serve as official accommodation for the Deputy Minister for Defence. The project had reached approximately seventy-five per cent (75%) physical completion with major structural works completed.

- **Rehabilitation of Sewage, Water and Power Systems in Garrisons**

As part of efforts to strengthen rehabilitation of sewage, water and power systems, works have begun on the sewage treatment plants at the 37 Military Hospital and Sunyani Garrison to improve sanitation and sewage disposal. Galvanised pipelines at Burma Camp and Teshie have been replaced to address the persistent water distribution challenges while renovation and improvement of sewage lines continued at Burma Camp (Arakan and Duala), the Air Force Base (Burma Camp), Teshie, Sunyani, Takoradi (Air Force Base) and Apremido Barracks respectively.

In the same vein, Power stability has been enhanced through the upgrading and injection of transformers across selected garrisons to enable a reliable electricity supply for operations and accommodation facilities. Efforts to strengthen internal security, modern security fittings have been put in place with instalments at Burma Camp, Teshie Camp, Takoradi and Tamale barracks, for a safer living and operational environment.

- **Preparation and Certification of the 2026-2029 Sector Medium-Term Development Plan (SMTDP) of the Ministry of Defence**

In accordance with the National Development Planning (System) Act and Regulations, 2016 (L.I. 2232) and the National Development Policy Framework, the Ministry of Defence commenced and completed the preparation of its 2026-2029 Sector Medium-Term Development Plan (SMTDP) in 2025. To enhance efficiency and service delivery, the Ministry undertook extensive internal consultations and validation processes, incorporated NDPC review recommendations and aligned the Plan with national development priorities. The Plan received NDPC certification in October 2025, confirming full compliance with national planning requirements. This initiative aims to ensure statutory compliance, continuity in sector planning and the availability of a clear, costed and results-based framework in support of national security and public safety.

- **Capacity Building and Recruitment**

In response to capacity building and recruitment, the Ministry reinforced leadership and operational capacity within the Ghana Armed Forces. In April 2025, one hundred and sixty-three (163) Officer Cadets were commissioned into the Army, Navy and Air Force while three hundred and eighty-four (384) cadets remained in training at the Ghana Military Academy for commissioning in 2026. Additionally, a recruitment drive to enlist four thousand (4,000) personnel was initiated to support operations against illegal mining, protect forest and water resources and strengthen Forward Operating Bases. Seventy-six (76) officers completed the Junior Staff Course and ninety-seven (97) completed the Senior Staff Course including officers from allied countries.

### **2.3. Reforms**

During the reporting year, the Ministry implemented two key administrative reforms aimed at strengthening governance, improving coordination and enhancing service delivery.

- **ICT Governance and Security Policy Reform**

The Ministry's first reform focused on the development and implementation of an ICT Governance and Security Policy. The objective was to establish a unified, standardized and secure ICT governance framework to improve coordination across directorates, strengthen cybersecurity, reduce system duplication and safeguard information assets. At baseline in 2024, there was no unified ICT governance or security policy ICT processes were fragmented, cybersecurity controls were weak and there was duplication of ICT systems across directorates.

As of 2025, policy development was completed, stakeholder consultations were undertaken and the ICT Governance and Security Policy, implementation guidelines and training materials were developed. Outputs included the ICT Governance and Security Policy document, implementation guidelines and training and sensitization materials. The reform has resulted in improved ICT governance and coordination, strengthened cybersecurity posture, reduced operational and information security risks and enhanced efficiency in ICT service delivery. Challenges include coordination across multiple directorates, resource constraints for full rollout and the need for sustained capacity building. A phased rollout across directorates, continuous training and allocation of resources for cybersecurity have been recommended.

- **Pilot Reform to Strengthen Policy Development through the Policy Decision Memo (PDM) and Peer-to-Peer Learning Framework**

In 2025, the Pilot Reform on Policy Development through the Policy Decision Memo (PDM) and Peer-to-Peer Learning Framework, sought to strengthen policy formulation, internal coordination and evidence-based decision making through concise decision-support tools and collaborative learning. At baseline, there was no structured PDM framework. The pilot was implemented within PPBMED, nine officers were sensitized on the PDM application and three peer-to-peer learning sessions were conducted. Outputs included a one-page PDM template and

guidance, trained officers, reviewed draft policy memos and structured peer learning engagements. Additionally, the reform improved clarity, consistency and timeliness of policy advice and timelines of policy advice, reduced siloed working practices and enhanced analytical capacity within PPBMED during the pilot phase and time constraints for peer engagements. It is recommended that the PDM framework be refined based on pilot lessons, scaled up to other directorates and units and institutionalized as a routine peer-learning practice.

## **2.4. Sustainable Development Goals (SDGs)**

### **SDG Target 16.1: “Significantly reduce all forms of violence and related death rates”**

In 2025, the Ministry deployed 2,199 troops with the required equipment to United Nations and multilateral peacekeeping missions, reinforcing Ghana’s contribution to global peace and security. Under SDG 16.1, which seeks to significantly reduce all forms of violence and related death rates, the indicator focused on the number of troops deployed to peacekeeping missions in compliance with international operational standards. However, some challenges were the risk of troop withdrawal due to defective equipment and logistical constraints. To address these issues, the Ministry strengthened equipment verification processes, improved logistical planning and enhanced deployment support.

### **SDG Target 16.6: “Develop effective, accountable and transparent institutions at all levels”**

In line with SDG 16.6 (Develop effective, accountable and transparent institutions at all Levels), the Ministry updated its Client Service Charter and obtained certification for the 2026-2029 Sector Medium-Term Development Plan (SMTDP). The revised Charter was reviewed, validated and published and NDPC certification was secured to strengthen accountability and planning. However, challenges included aligning service standards with evolving operational needs and coordinating internal consultations. These were mitigated through structured stakeholder consultations, inclusive review processes and alignment with NDPC guidelines.

### **SDG Target 9.b: “Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for and increased access to, ICT and innovation**

In 2025, the Ministry focused on the existence of an ICT governance framework and system reliability as key indicators. It developed and adopted a comprehensive ICT Governance and Security Policy, improving cybersecurity, standardization and operational efficiency. Challenges included legacy ICT systems, uneven user capacity and resistance to change. To mitigate these challenges, the Ministry implemented targeted capacity-building initiatives and adopted a phased, structured policy rollout approach.

**SDG Target 9.1: “Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.”**

The Ministry under **SDG 9.1**, rehabilitated sewage, water and power systems across key military instalments, including the 37 Military Hospital and major garrisons, thereby enhancing service reliability. The main challenges were aging infrastructure and coordination across multiple sites. These were addressed through phased rehabilitation planning, strengthened technical supervision and active stakeholder engagement.

**SDG Target 3.8: Achieve universal health coverage, including access to quality essential health-care services and medicines.**

In line with **SDG 3.8**, the Ministry installed a new oxygen generation system at the 37 Military Hospital and established a containerized laboratory at Duala Medical Reception Station, improving access to and quality of care. However, challenges included high service demand and outdated health infrastructure. To address these, strategic investments were made in health infrastructure alongside the deployment of trained personnel.

## 2.5. Financial Performance

The Ministry’s financial performance for the reporting year 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	5,691,168,726.00	5,992,616,385.00	4,471,384,776.00	4,471,384,776.00	1,521,231,609.00
	Use of Goods & Services	379,748,309.00	542,737,080.00	301,622,591.00	290,853,593.00	241,114,489.00
	CAPEX	260,000,000.00	260,000,000.00	56,788,325.00	-	203,211,675.00
2	IGF	40,550,563.00	40,550,563.00	26,180,466.00	26,180,466.00	14,370,097.00
3	DEV'T PARTNERS e.g. DANIDA, JICA, World Bank, Others					
TOTAL		6,371,467,598.00	6,835,904,028.00	4,855,976,158.00	4,788,418,835.00	1,979,927,870.00

## **2.6. Challenges**

During the period under review, the Ministry encountered the following challenges:

- **Financial Constraints**

A major challenge encountered during the year under review was inadequate Goods and Services votes which affected routine maintenance of vehicles, provision of uniforms, office equipment and administration across Directorates and Units. Additionally, insufficient funding limited the Ministry's ability to secure and document Ghana Armed Forces (GAF) lands, leaving them vulnerable to encroachment. To address these challenges, the Ministry will prioritize critical expenditures, strengthen internal budget controls, as well as enhance engagement with the Ministry of Finance to improve the predictability and timeliness of fund releases.

- **Operational and Logistical Constraints**

The Ministry faced significant transport, logistical and operational-constraints affecting the efficiency and readiness of the Ghana Armed Forces. Limited availability of vehicles, vessels, fuel, spare parts, surveillance equipment, navigational charts and other critical resources has restricted operational mobility and effectiveness, particularly for the Navy. Rising recruitment without a corresponding increase in accommodation, transport and essential assets is further straining capacity. As a mitigating strategy, the Ministry will optimize existing assets through improved maintenance schedules, prioritized deployment, enhanced logistics coordination, phased acquisition and refurbishment of critical operational assets, upgrading navigation and communication systems and aligning recruitment levels with available logistical and accommodation capacity to improve overall operational efficiency and readiness.

- **ICT and Technological Challenges**

The Ministry experienced ICT-related challenges, including system downtime, inconsistent connectivity and disruptions during the testing of new ICT infrastructure which affected administrative processes and slowed service delivery. The transition from manual to digital workflows was also hindered by limited user capacity and inadequate training, leading some processes partially manual and inefficient. The Ministry plans to prioritize stabilizing existing ICT systems through maintenance, targeted troubleshooting, user support while focusing in the medium term on upgrading infrastructure, strengthening cybersecurity, expanding system coverage and fully digitising core administrative processes to improve efficiency and service delivery.

## **2.7. Forward Look**

The following are the top priority areas (projects and programs) to be implemented by the Ministry in 2026.

- Completion of housing and infrastructure projects, including SSNIT and VTB housing schemes, Forward Operating Bases, barracks in Central and Oti Regions and modernization of administrative and training facilities.
- Continued development of military medical facilities and healthcare support systems to promote personnel welfare.
- Enhancement of GAF living and operational environments, alongside procurement and maintenance of armoured personnel carriers, aircraft and other military hardware to strengthen logistics and operational effectiveness.
- Strengthening defence cooperation at home and abroad through peace support operations and targeted internal operations.
- Boosting DIHOC activities, enhancing local defence production, securing GAF lands and advancing capacity building and recruitment initiatives.

### **3.0. MINISTRY OF EDUCATION (MoE)**

The Ministry of Education (MoE) is mandated to provide relevant education to all Ghanaians as a vehicle for individual and national development.

The Political and bureaucratic heads of the Ministry were:

Minister	-	Hon. Haruna Iddrisu (January 2025 till date)
Deputy Minister	-	Hon. Dr. Clement Apaak (March 2025 till date)
Bureaucratic Head	-	Mrs. Lydia Obenewa Essuah (September, 2025 till date)

#### **3.1. Civil Service Departments and Sector Agencies**

The Ministry has oversight responsibility over 3 Public Service Organizations and 15 Public Boards and Corporations as listed below:

##### **Public Service Organizations**

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

##### **Public Boards and Corporations**

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

- Commission for Technical Vocational Education and Training (CTVET)
- Ghana Library Authority (GhLA)

### **3.2. Sector Achievements**

The achievements of the ministry for 2025 were as follows.

- **National Consultative Forum on Education**

The Ministry with the aid of an eight-member committee constituted by the President successfully organized the National Education Review Forum under the theme “*Transforming Education for a Sustainable Future*”. The consultations were undertaken at the National and Sub-national levels with national validation. The fora recorded a total participation of over 5,000 education sector stakeholders and received over 2,000 proposals and recommendations including a Free SHS survey with 20,000 respondents. A comprehensive report on the national education review forum submitted to the President on 5<sup>th</sup> June, 2025 and has subsequently been forwarded to the Ministry for implementation. Key recommendations from the forum were incorporated into the Education Sector Medium Term Plan 2026 – 2029.

- **Implement “No Academic Fee” Policy for First-Year Students in Public Tertiary Institutions.**

The Ministry through the Student Loan Trust Fund (SLTF) rolled out the implementation of the “No Academic Fee” policy for the first-year students in all public Universities. With a budgetary release of GH¢300 million (out of an allocation of GH¢499.8 million) a total of 151,824 first year students pursuing accredited tertiary program (degree or Diploma) received re-imburement of academic fee for the 2024/25 academic year. The “No fees stress policy” was launched by the President on 4<sup>th</sup> July, 2025 at Koforidua. The SLTF portal (<https://www.sltf.gov.gh>) was updated to capture and verify information of all first-year students’ data submitted from the public Universities. Subsequently, student information was integrated with their various bank accounts with the following updates: 215,950 students accessed the portal; 194,134 completed applications; 121,972 validated for disbursement, subsequently Fees were disbursed to 106,235 students with 8,367 payments outstanding. 7,370 students are awaiting confirmation prior to disbursement.

- **Introduction of Free Tertiary Education for Persons with Disabilities**

To promote inclusivity and equitable access to education at the Tertiary level, the President on 24<sup>th</sup> October, 2025 launched the Free Tertiary Education for PWDs at the Accra International Conference Centre. This initiative is to provide full tuition for tertiary students with disabilities enrolled in public tertiary institutions across the country. A budgetary allocation of

GH¢7,844,962 has been earmarked for the implementation of this program, reflecting the government's commitment to social equity and educational empowerment for marginalized groups.

A six-member committee has been constituted, chaired by Hon. Clement Abas Apaak, in collaboration with the Ghana Federation of Disability Organizations for the effective implementation of the commitment. This partnership underscores the government's dedication to engaging stakeholders and leveraging expertise to address the unique needs of persons with disabilities in the education sector. The policy aligns with government's vision of creating an inclusive educational system that fosters equal opportunities for all, regardless of physical or cognitive challenges. By removing financial barriers, the initiative seeks to empower students with disabilities to pursue academic excellence, enhance their employability and contribute meaningfully to national development.

- **Free Sanitary Pad Initiative**

The Government rolled out a nationwide program to provide free sanitary pads to female students at both basic and secondary school levels. Each female student received three packs per term at the basic level and four packs per semester at the secondary level, reinforcing the government's commitment to ensure gender equity and educational access for girls. This intervention addresses a critical barrier to education for many young girls, promoting health, dignity and uninterrupted learning across the country. A total of 6,607,095 sanitary pads (12 pieces per pack) were procured and distributed to female girls in 20,744 basic and 906 SHS/TVIs. Also 2,578,915 female students benefitted from the initiative.

- **Review Curricula and Assessment Systems**

The Ministry initiated the review of the curriculum aimed at aligning the education system with the demands of the 21<sup>st</sup> century. A curriculum review committee was constituted in 2025 to ensure that curricula and assessment systems reflect modern competencies, focusing on critical thinking, problem-solving, creativity and adaptability. A key emphasis of the reforms is the integration of STEM education, vocational skills, digital literacy, civic education and life skills into secondary education. This is to equip students with practical and technological skills necessary for global competitiveness, while fostering civic responsibility and personal development. By prioritizing these areas, the curriculum review seeks to bridge the gap between academic learning and real-world application, preparing learners for both higher education and the evolving job market.

- **Passage of Key Education Sector Bills**

Parliament passed a suite of education-related bills aimed at strengthening access, equity and institutional development within Ghana’s education sector. These included the Ghana Scholarships Authority Bill, which establishes the Ghana Scholarships Authority to ensure the transparent and equitable administration and award of government scholarships; the Ghana Education Trust Fund (GETFund) Amendment Bill, which amends Act 581 to provide financing for free secondary education, free tertiary education for persons with disabilities and free education for persons with special needs; and the University for Development Studies Bill, 2025, which reflects current realities by formalizing the upgrading of the Wa and Navrongo campuses into fully fledged universities.

### **3.3. Reforms**

During the period under review, the Ministry continued to coordinate and implement key reforms in line with the Education Strategic Plan (ESP 2018–2030), focusing on expanding access, improving quality and strengthening governance and financing across all levels of education.

- **Uncapping of GETFund for FSHS**

The Free Senior High School (FSHS) program improved significantly, enrolling 597,691 first-year students and raising total SHS enrolment to 1,470,015. By removing cost barriers, the initiative expanded access nationwide. To sustain implementation, the Ministry oversaw the uncapping of GETFund for FSHS financing and decentralized procurement of perishables to schools. Consequently, GHC278 million was disbursed for feeding, GH¢121 million for recurrent expenditure and feeding grants were increased to GH¢4.50 per day student and GH¢9.50 per boarding student.

- **Basic Education Curriculum Reform**

The Ministry drove the Basic Education Curriculum Reform, distributing 9.5 million textbooks and 273,075 teachers’ guides to standardize learning and assessment. Challenges with textbook availability are being addressed through engagement with publishers. Financing support was also strengthened, with GH¢63.77 million released as Capitation Grants benefiting over 6.1 million learners, GH¢8.99 million disbursed to special schools under the feeding grant and GH¢61.4 million released to absorb registration fees for 471,586 BECE candidates.

- **Passage of the Ghana Scholarships Bill**

To improve access to quality tertiary education and ensure fairness in the award of government scholarships, the Ministry spearheaded the passage of the Ghana Scholarships Bill, establishing the Ghana Scholarships Authority to ensure transparent, equitable and merit-based management of government scholarships. Research and innovation were also prioritized through the establishment of the National Research Fund Secretariat, operationalizing Act 1056 and securing

\$118.8 million under the SCALE initiative to enhance foundational learning, teaching quality and governance.

- **20% rural teacher allowance**

In addition, the Ministry commenced plans for a 20% rural teacher allowance to improve teacher motivation and retention, particularly in underserved areas, with a technical committee tasked to develop an implementation framework. At the same time, amendments to the University of Science and Technology (UST) Act, 1961 (ACT 80) were initiated to modernize governance and enhance institutional autonomy, aligning higher education governance with international best practices.

Overall, these reforms advanced access, equity, quality, financing and governance in Ghana's education sector, reinforcing the Ministry's role as the central coordinator of national education development.

### **3.4. Sustainable Development Goals (SDGs)**

**SDG 4** (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all),

In 2025, the Ministry of Education advanced initiatives aligned with SDG 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), particularly Target 4.1, which seeks to ensure that all girls and boys complete free, equitable and quality primary and secondary education by 2030, leading to relevant and effective learning outcomes. Progress toward this target is monitored through key indicators, including learners' proficiency in reading and mathematics at Grades 2/3, end of primary and lower secondary levels, as well as school access to essential services such as electricity, internet, computers, inclusive infrastructure, safe drinking water, sanitation and handwashing facilities.

To accelerate achievement of these goals, the Ministry implemented a right-age enrolment campaign to promote timely school entry, administered National Standardized Tests for Primary 2 and Primary 4 to inform differentiated teaching and learning and successfully mainstreamed 17,340 out-of-school children into formal education. Additionally, learning grants were disbursed to selected low-performing basic schools under the Ghana Accountability for Learning Outcomes Project (GALOP) to strengthen equity, school management and learning accountability.

The Ministry also strengthened data systems for evidence-based planning through the Annual School Census, with the 2024 exercise completed and data currently undergoing collation and validation. Despite these strides, challenges persist, including low Net Enrolment and Gross Enrolment Ratios, as well as constraints related to data accuracy and timeliness. In response, the Ministry has rolled out targeted interventions for out-of-school children and is collaborating with

development partners to enhance the quality, coverage and reliability of the school census for improved policy decision-making.

### 3.5. 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 (GH¢)
GOG	A	B	C	D	E = (B-C)
Compensation of Employees	27,149,518,449	27,149,518,449	16,647,803,249	16,647,803,249	10,501,715,200
Use of Goods & Services	1,123,519,342	1,123,519,342	414,314,577	410,420,896	709,204,765
CAPEX	120,000,000	120,000,000	120,000,000	-	108,000,000
Sub-Total	28,393,037,791	28,393,037,791	17,182,117,82	17,058,224,145	11,318,919,965
IGF	2,984,802,370	2,984,802,370	1,948,790,058	1,941,196,632	1,036,012,312
DEVELOPMENT PARTNERS					
World Bank	394,624,221	394,624,221	104,174,119	98,533,855	290,450,102
<b>TOTAL</b>	<b>31,772,464,382</b>	<b>31,772,464,382</b>	<b>19,235,082,003</b>	<b>19,097,954,632</b>	<b>12,645,382,379</b>

### 3.6. Challenges

During the period under review, the Ministry encountered the following challenges:

- **Funding Gap**

The budgetary allocations for the implementation of key sector initiatives were limited and fell short of programmed expenditure for the implementation of intended programs. To mitigate these challenges in subsequent years, the Ministry will continue to engage the Ministry of Finance (MoF) to increase its budgetary allocation and timely release of funds for the implementation of programs and projects. Efforts will also be made to explore the opportunities for alternative funding to finance the programs and projects.

- **Inadequate Logistics**

Inadequate logistics has been a major challenge, impacting on the efficient operationalisation of the sector's plans at both national and sub-national levels, hindering effective sector management and performance. Key among the logistical challenges were the poorly resourced regional and

district offices which lack modern equipment for discharging their duties. This results in untimely delivery of data needed for effective planning and implementation of sector policies, programs and projects. These logistical challenges are exacerbated due to the limited access to funds as aforementioned. To address the logistical gaps, the Ministry will explore opportunities for the provision of logistics to the regional and district offices under approved development partner support projects. Additionally, continuous engagements would be strengthened towards rationalizing the procurement of priority logistics under subsequent budgets.

- **Depleting Stock of Learning**

The stock of teaching and learning materials in basic schools was insufficient for students and teachers, negatively impacting teaching and learning in some locations. Additionally, the inadequacy of funds disbursed to the sector for the acquisition of the learning materials is culprit. To address this challenge, the Ministry will as a matter of urgency, continue engaging the MoF to increase the allocation to replenish the stock of learning materials while engaging other development partners and alternative funding sources for the acquisition of the learning materials.

### **3.7. Forward Look**

Below are the top priority areas (projects and programs) to be implemented by the Ministry in 2026.

#### **A. Education Management**

- Strengthened Sector Monitoring and Evaluation systems.
- Teacher development / training and deployment
- Increase Infrastructural development at all levels
- National Education and Leadership Institute
- Roll out free education for all learners with special needs in special and integrated schools.

#### **B. Basic Education**

- Disbursement of learning grant to 10,597 low performing basic schools in the country.
- The Ministry will continue with the absorb of the registration fees of candidates from public Junior High Schools, provide Capitation Grant to all public basic schools and Feeding Grants to all public Special Schools.

#### **C. Secondary Education**

- Upgrade majority Secondary schools into category A.
- Complete all ongoing projects at the secondary levels.

- Increase access to quality Secondary Education.
- Continue implementation of the free SHS/TVET

#### **D. TVET**

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

#### **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
- Continue the implementation of the no fee stress initiative
- Roll out the implementation of free tertiary education for persons with disability

#### **4.0. MINISTRY OF ENERGY AND GREEN TRANSITION (MoEnGT)**

The Ministry of Energy and Green Transition is mandated 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. Dr. John Abdulai Jinapor (MP) (January 2025- Present)

Deputy Minister - Hon. Richard Gyan-Mensah (March 2025- Present)

Bureaucratic Head - Mr. Solomon Adjetey Sowah (March 2025- Present)

##### **4.1. Sector Agencies**

###### **Sub-vented agencies**

The Ministry of Energy and Green Transition exercises oversight responsibility over a total of 16 Sector Agencies, comprising 8 Power Sector Agencies and 8 Petroleum Sector Agencies.

###### **Power Sector Agencies**

- Energy Commission (EC)
- Volta River Authority (VRA)
- Bui Power Authority (BPA)
- Ghana Grid Company Limited (GRIDCo)
- Electricity Company of Ghana (ECG)
- Northern Electricity Distribution Company (NEDCo)
- VRA -Resettlement Trust Fund (VRA- RTF)
- Nuclear Power Ghana (NPG))

###### **Petroleum Sector Agencies**

- Petroleum Commission (PC)
- National Petroleum Authority (NPA)
- Tema Oil Refinery (TOR)
- Ghana National Gas Company (GNGC)
- Ghana National Petroleum Corporation (GNPC)
- Bulk Oil Storage and Transportation Company (BOST)
- Ghana Cylinder Manufacturing Company (GCMC)

- Petroleum Hub Development Corporation (PHDC)

#### **4.2. Sector Achievements**

The Ministry's key achievements for the period 2025 were as follows:

- **WAPP Ghana – Cote D'Ivoire Interconnection Project**

As part of the Ghana Transmission Systems Improvement Projects, the West African Power Pool (WAPP) Secretariat, the Governments of Ghana and Cote d'Ivoire seek to undertake the construction of a high voltage transmission line from the outskirts of Bingerville (Cote d'Ivoire) to Dunkwa-On-Offin (Ghana) and its associated high voltage substations. In June 2025, the Ministry executed the following project documents towards the WAPP: i. Framework Arrangement for the Technical Steering Committee (TSC), ii. Procurement Arrangements Framework iii. Project and Institutional Framework and Memorandum of Understanding (MoU).

Furthermore, the loan agreement for the project is expected to be ratified by Parliament pursuant to Cabinet approval. The project when completed, would strengthen the transmission grids of the two countries for more power exchanges.

- **National Electrification Scheme (Rural Electrification)**

Under the Rural Electrification Program, a total of 400 communities were expected to be connected to the national grid. As of November 2025, 117 communities had been connected to the national grid. The national electricity access rate is 89.03%.

- **Strengthened Cash Waterfall Mechanism (CWM) and Sustainable Revenue Management**

In 2025, the Ministry made major progress in strengthening the Cash Waterfall Mechanism (CWM) to improve financial discipline and ensure stable power supply. Robust policy directives were incorporated into updated CWM operating guidelines, to reinforce transparency, tighten accountability and promote predictable revenue allocation throughout the electricity value chain.

A major achievement was the operationalization of the Single Holding Account for ECG under the joint oversight of the Minister and the PURC. This measure has significantly reduced revenue leakages and enhanced ECG's capacity to meet its payment obligations.

- **Energy Sector Recovery Program (ESRP) Reforms and Debt Reduction**

A landmark achievement under the ESRP is the reduction of energy sector debt by approximately USD 500 million, achieved through improved payment discipline, debt restructuring strategies and renegotiations with sector stakeholders. This substantial reduction

has improved the sector's financial outlook and created renewed fiscal space for further reforms. To enhance monitoring and accountability, the Ministry developed a digital tracker to monitor progress under IMF and World Bank-supported reform programs.

- **Enactment of the Legislative Instrument (L.I.) on Competitive Procurement of Power Generation**

The Ministry secured the passage of the Legislative Instrument (L.I.) on Competitive Procurement of Power Generation. Following Cabinet approval and completion of legal review by the Attorney-General's Department, the L.I. was laid before Parliament and has been passed into law.

This landmark reform institutes mandatory open and competitive procurement for all new power generation capacity, eliminating unsolicited proposals and ensuring procurement decisions are anchored in demand forecasting and least-cost planning principles. The new law strengthens transparency, improves value-for-money, reduces the risk of excess capacity and enhances investor confidence in Ghana's energy sector.

- **All-in-One Solar Street Lighting Project**

As part of efforts to improve public security at night through streetlighting, the smart solar streetlighting project was rolled out with the pilot covering the installation of 2,450 solar streetlights in the Ashanti region ongoing. The pilot is estimated to cover a total length of 69.8km of road in the Mankya North and South and Tafo sub metros. As of December 2024, a total of 904 solar streetlights had been installed. In the first quarter of 2025, a total of 1,177 were installed.

Contract was awarded to seven (7) Contractors for the installation of 23,500 units across the country. Project scopes completed, validation surveys at 50% state of completion.

#### **4.3. Sustainable Development Goals (SDGs)**

In 2025, the Ministry played a pivotal role in Ghana's implementation of the Sustainable Development Goals (SDG 7) (Affordable and Clean Energy), with strong linkages to SDGs 9, 11, 12, 13 and 17.

Grid expansion and off-grid renewable solutions have improved access in previously underserved communities. Renewable energy deployment has increased, particularly in solar power generation, although its share in the overall energy mix remains relatively modest.

Energy infrastructure development, including gas utilisation and transmission upgrades, has strengthened power generation capacity and system stability.

#### 4.4. Reforms

Reform efforts pursued in 2025 included financial discipline measures, grid modernisation, renewable energy expansion, strengthened regulatory oversight and promotion of private sector participation through public-private partnerships.

These initiatives produced tangible results: expanded transmission and distribution infrastructure, improved governance frameworks, increased renewable energy capacity, better gas infrastructure utilisation and enhanced monitoring systems. Outcomes included improved system stability, reduced outages, increased investor confidence, more reliable power supply and progress toward sustainability and financial viability.

#### 4.5. Financial Performance

The Ministry's Financial Performance for 2025 was as follows

SOURCE		APPROVED BUDGET	REVISED BUDGET	AMOUNT RELEASED	ACTUAL EXPENDITUR E	VARIANCE
		(GH¢)	(GH¢)	(GH¢)	(GH¢)	(GH¢)
1	GOG	A	B	C	D	E = (B-C)
	Compensation of Employees	318,184,467.00	341,068,072.40	330,821,351.28	330,821,351.28	10,246,721
	<i>o/w GoG</i>	15,351,908.00	11,767,973.30	10,849,134.18	10,849,134.18	918,839
	Use of Goods & Services	189,415,342.00	247,107,588.87	103,162,043.13	102,612,043.13	143,945,546
	<i>o/w GoG</i>	38,671,646.00	24,768,791.68	6,626,579.64	6,076,579.64	18,142,212
	CAPEX	773,305,526.00	338,290,078.19	25,405,686.71	25,405,686.71	312,884,391
	<i>o/w GoG</i>	300,000,000.00	180,000,000.00	0.00	0.00	180,000,000
	<b>Sub-Total</b>	1,634,928,889	1,143,002,504	476,864,795	475,764,795	666,137,710
2	<b>IGF</b>	567,821,835.00	709,928,974.48	441,913,367.30	441,913,367.30	268,015,607
3	<b>DEVELEOPMENT PARTNERS</b>					
	<b>FOREIGN LOANS &amp; GRANTS</b>	359,059,946.00				
	<b>TOTAL</b>	2,561,810,670	1,852,931,479	918,778,162	917,678,162	934,153,317

#### 4.6. Challenges

The following are the challenges encountered by the Ministry during the year:

- **Low public awareness of the environmental and safety implications**

A major challenge is low public awareness of the environmental and safety implications of energy production, transportation and consumption. Limited prioritisation of environmental concerns in oil and gas production, particularly gas flaring and weak coordination among energy sector stakeholders on climate change interventions have constrained the Ministry's efforts to promote sustainable energy practices. This has increased environmental risks, potential regulatory penalties and slowed the adoption of green energy initiatives.

To address this, the Ministry will implement targeted public awareness campaigns and strengthen inter-agency coordination for environmental compliance in the short term, while institutionalising environmental monitoring frameworks and integrating sustainability into energy sector planning in the medium term.

- **Delays in the issuance of Commitment Authorisation Certificates**

Implementation of the National LPG Promotion Program (NLPGPP) faced delays. Although the 2025 Work Plan targeted the distribution of 180,000 single-burner LPG cookstoves to about 60 Metropolitan, Municipal and District Assemblies (MMDAs), procurement has not commenced due to delays in issuing Commitment Authorisation Certificates. This has slowed access to clean cooking energy and limited related social and health benefits.

In the short term, the Ministry will expedite procurement authorisations and distribution, while medium-term measures will strengthen approval processes and streamline project planning to prevent recurrence.

- **Unavailability of critical materials**

Project implementation across the Ministry was constrained by the shortage of critical materials, particularly for the Small Hydropower Electrification Projects (SHEP). Delays in procuring poles, conductors and energy meters have extended timelines, limited electricity access, slowed grid expansion and affected program performance.

Short-term measures include sourcing alternative suppliers and promoting local manufacturing, while medium-term strategies focus on inventory management and long-term procurement planning.

- **Financial constraints**

Financial constraints remain a significant bottleneck. Limited funding for power projects, including caps on donor disbursements, has slowed critical processes. For instance, the progress of the Front-End Engineering Design (FEED) has been delayed due to slow payments from BOST Energies, extending project schedules beyond original projections.

The Ministry plans to reallocate budgetary resources to priority projects and negotiate flexible donor funding schedules in the short-term and in the medium-term, explore public-private partnerships and innovative financing mechanisms for sustainable funding.

#### **4.7. Forward look**

The following are the priority areas for 2026:

##### **A. Power Sector**

- Commission the remaining 50 MW of the Anwomaso Power Plant Phase II by the end of the first quarter,
- Operationalize the 132 MW Takoradi Thermal Plant (T3) by year-end,
- Commission Phase I of both the AKSA (171 MW) and CENIT (110 MW) plants in Anwomaso and
- A Utility-Scale Solar Auction will also be launched to expand renewable energy capacity.

##### **B. Power transmission:**

- Secure approval and commence preparatory activities for major projects, including the KfW 330kV Accra–Kumasi transmission line, the 330kV Ghana–Côte d’Ivoire interconnection and the Ghana Goes Solar initiative, enhancing national and regional grid stability.

##### **C. Power distribution:**

- Connecting an additional 400 towns under the SHEP-4, SHEP-5 and Turnkey Projects,
- Other Turnkey electrification projects will cover the Northern, Upper East, Upper West, North East, Savannah, Ashanti, Eastern, Western, Volta and Brong Ahafo Regions;
- Continue the nationwide streetlights rehabilitation program and
- Support the government’s 24-hour economy initiative and implement a comprehensive national electrification scheme targeting four regions per year, starting with Central, Savannah, Volta and Oti Regions under the GoG Big Push Flagship Program.

#### **D. Upstream Petroleum Sector**

- Prioritise the improvement of policy and legislation in the upstream petroleum sector, with focus on completing the ongoing review and amendment of the Petroleum (Exploration and Production) Act, 2016 (Act 919), ensuring alignment with the Onshore Petroleum Exploration and Production Policy. This effort aims to enhance transparency, regulatory efficiency, environmental and safety standards and investor certainty.
- License technically competent and financially capable entities to explore and produce petroleum,
- Ensure timely evaluation of applications, negotiation of Petroleum Agreements and submission of concluded agreements for approval and ratification.
- Strengthen monitoring and oversight of petroleum operations—including exploration, production and decommissioning activities—through improved data collection, field monitoring and compliance enforcement to promote responsible resource utilisation.

#### **E. The gas sector will see strategic interventions, including:**

- The revision of the Gas Master Plan,
- Development of the Tema Gas Infrastructure Network and
- Gas-to-power maintenance planning.

#### **F. Petroleum Downstream Sector**

- The National LPG Promotion Program (NLPGPP) aiming to provide 450,000 households and 7,000 commercial cooking entities in rural and peri-urban areas with clean and environmentally friendly LPG cookstoves.
- Advance plans for a new petroleum discharge facility at Tema Port,
- Implement petroleum downstream sector reforms,
- Finalise the National Strategic Fuel Reserve Policy (NSFRP) and
- Develop a Petroleum Downstream Infrastructure Master Plan to guide long-term sector development.

## 5.0. MINISTRY OF ENVIRONMENT, SCIENCE AND TECHNOLOGY (MEST)

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

The Political and Bureaucratic heads of the Ministry were:

Hon. Minister	- Hon. Dr. Ibrahim Murtala Muhammed (10 <sup>th</sup> February 2025 to 6 <sup>th</sup> August 2026)
Acting Hon. Minister	- Hon. Emmanuel Armah-Kofi Buah (7 <sup>th</sup> August 2025 to to-date)
Bureaucratic Head	- Ms. Suweibatu Adam (15 <sup>th</sup> April 2025 to date)

### 5.1. Civil Service Departments and Sector Agencies

The Ministry of Environment, Science, Technology and Innovation has oversight responsibility of (6) Agencies:

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

### 5.2. Sector Achievements

The achievements of the Ministry during the period under review were as following:

- **National Plastics Management Policy**

As part of the Ministry's effort to strengthen effective environmentally sound plastics management eight (8) of the eleven (11) selected SMEs received USD 331,606 in technical and financial support for biodegradable plastics production and for recycling of food grade and construction grade materials during the period under review. To promote plastics circularity, a draft Extended Producer Responsibility Legislative Instrument was developed under the World Bank PROBLUE initiative. This intervention has increase capacity for sustainable plastics management built, enhanced adoption of innovative technologies to deal with plastics, create

awareness on sustainable management of plastics and its potential economic benefit, facilitated job creation by converting plastic waste into valuable resources.

- **National Climate Change Policy**

During the period under review, the Ministry achieved an emissions reduction of 33,159.73 KtCO<sub>2e</sub> by 2025, representing 52% of the 2030 target. Sixty-eight (68) carbon market projects have been onboarded, with four (4) authorised, yielding a combined mitigation potential of 5.2 million tonnes. Ghana successfully transferred 11,733 tonnes of Internationally Transferred Mitigation Outcomes (ITMOs), becoming the first in Africa, second globally and the largest globally in ITMO exchanges. Additionally, 100 projects are under development and eight (8) have been authorised for implementation, covering clean cookstoves, rice systems, waste to compost, clean cooling and electric motorbike initiatives. A total of 11,773 tonnes of CO<sub>2e</sub> was issued and transferred to the Government of Switzerland from a clean cookstove project. The Ministry also advanced climate change education and district level engagements to support mainstreaming into Medium Term Development Plans.

Furthermore, through the WACA RESIP 2 project, the Ministry is implementing physical, social and nature-based solutions to address coastal erosion and flooding in the Densu Delta and the Keta Lagoon Complex. To commemorate World Environment Day, the Ministry launched the “One Child, One Tree” initiative under the Tree for Life Reforestation Program, planting an estimated 655,000 trees nationwide to promote environmental stewardship and climate resilience.

- **Establishment of Foundry and Machine Tooling Centre.**

During the period under review, the Ministry continued implementation of the Foundry and Machine Tooling Centre Project initiated in 2017 to strengthen local engineering and manufacturing capacity. Phase I of the project remains 95% complete with equipment delivered and installed on site while efforts are ongoing to settle outstanding payments to engineers and consultants to enable full operationalisation. Progress was recorded under Phase II covering the Machine Tooling Centre, Patterns Shop and Staff Canteen which have now reached approximately 76% completion. Procurement approvals for additional equipment have been secured and machinery has been ordered pending payment.

- **Implementation of Electronic and Electrical Waste Management Policy**

In 2025 as part of the Ministry’s effort to enhance waste management, 172.41 tonnes of e-waste comprising mixed batteries, thermoplastics and cables were collected by June 2025, bringing total collections since inception to 927.56 tonnes. To support environmentally sound recycling, 100 tonnes of cables and 30 tonnes of thermoplastics were tendered to certified recyclers. A total of 194 staff from 59 Metropolitan, Municipal and District Assemblies received training on sound

e-waste management practices. Three e-waste dismantling and holding centres are being established at Sege (Ada West), Nkronso (Eastern Region) and Tamale (Northern Region) to enhance national e-waste processing capacity.

- **Enhancing Service Delivery using ICT**

The Ministry undertook actions to enhance the existing MEST Headquarters ICT Policy to reflect sectorial needs drawing on the existing ICT policy and the 2024 ICT Training Report. During the period under review, a revised draft ICT Policy was submitted for management approval.

In addition, the Ministry organised two (2) ICT training workshops for Senior and Management Staff on the Smart Workplace Portal. The workshops focused on improving digital collaboration, electronic document handling, workflow management and the effective use of ICT tools to support administrative processes and decision-making.

### **5.3. Reforms**

The Ministry implemented key reforms during the period under review to strengthen the national research and innovation ecosystem, improve research–industry collaboration and enhance institutional credibility in grant management.

- **Development of the Research and Innovation Framework (RIF) and Research Impact Evaluation Framework (RIEF)**

The Ministry implemented the Development of the Research and Innovation Framework (RIF) and Research Impact Evaluation Framework (RIEF) to align national research to priority development needs and strengthen mechanisms for assessing research impact. As of 2024, although the STI policy existed, there were no standardised national frameworks for research alignment and impact assessment. In 2025, two frameworks were developed, validated and certified for use by research institutions, universities, industry and the private sector. The RIF and RIEF were disseminated and capacity-building sessions conducted for key stakeholders. The reform contributed to enhanced coordination of national research, improved evidence-based decision-making and increased impact of research on socio-economic development. Challenges encountered included limited awareness among sub-national research actors and inadequate funding for nationwide sensitisation. Research Commercialisation and Innovation Uptake,

- **Launch of the Biannual Environment, Science and Technology (BEST) Forum**

The Ministry launched the Biannual Environment, Science and Technology (BEST) Forum to strengthen collaboration between research institutions and industry for innovation, adoption and commercialisation. As of 2024, collaboration was supported mainly through existing national platforms by industry players. In June 2025, the BEST Forum was launched with participation from academia, industry and public institutions. The reform resulted in the establishment of a national platform for research–industry dialogue and the creation of a database of research

innovations. Outcomes achieved include increased uptake of local innovations and strengthened partnerships supporting industrial competitiveness. Challenges included limited private sector participation in the early stages and resource constraints for sustaining the forum.

- **Attainment of Gold Rating under the Good Financial Grant Practices (GFGP)**

The Ministry attained Gold Rating under Good Financial Grant Practices (GFGP) to enhance its credibility in managing internationally competitive research grants. As of 2024, a complete template for GFGP certification had been developed. In 2025, the Ministry was awarded the highest “Gold Rating” during the GFGP assessment, indicating full compliance with global financial grant management standards. The achievement increased trust from international partners and enhanced the Ministry’s capacity to attract and manage competitive global grants. Continuous compliance requirements and the need for periodic staff retraining to maintain standards were identified as key challenges.

#### **5.4. Sustainable Development Goals (SDGs)**

##### **SDG 9.5: Enhance scientific research and upgrade technological capabilities, including increasing R&D spending**

The Ministry continued its efforts to enhance scientific research and technological capabilities. The Ministry track progress through two key indicators. This included research and development expenditure as a proportion of GDP and the number of research findings adopted by industry. In 2025, research and development expenditure stood at 0.42% of GDP with 250 research findings adopted by industry.

Also, to support industrial application of research, the Ministry assisted 50 businesses to adopt R&D in production (ongoing). The effort is constraint by inadequate Government of Ghana (GoG) funding for research which limits the scope of scientific inquiry and the number of businesses that can be supported.

##### **SDG Target 9.4: Upgrade infrastructure and retrofit industries to make them sustainable.**

During the period under review, 85% of MSMEs adopted improved locally packaged technologies indicating strong uptake of locally developed innovations. This indicates a successful transfer of sustainable technologies to the industrial base. Expansion is limited by inadequate Government of Ghana funding for research which constrains broader implementation.

**SDG Target 17.7: Promote development, transfer and dissemination of environmentally sound technologies.**

During the reporting period, the Ministry began the construction of the Foundry and Machine Tooling Centre, which is 76% complete reflecting substantial progress toward operationalization. This facility is expected to improve local manufacturing and technological self-sufficiency upon completion.

The completion of this critical infrastructure has been hampered by delays in the release of funds from the Ministry of Finance.

**SDG Target 12.2: Achieve sustainable management and efficient use of natural resources**

Through its climate action initiatives, the Ministry contributes to the sustainable management of natural resources. Ghana's updated Nationally Determined Contributions (GH-NDCs 2.0) aim for a 64 MtCO<sub>2e</sub> mitigation target by 2030. As of 2025, the Ministry has achieved roughly 50% progress with an estimated 33 MtCO<sub>2e</sub> mitigated per year reflecting more efficient use and management of the country's natural capital. The effectiveness of these resource management programs is currently constrained by weak international and local collaboration.

Also, in waste management, the Ministry has successfully overseen the collection of 172.41 tonnes of e-waste (as of June 2025). This includes hazardous streams such as mixed batteries, thermoplastics and cables demonstrating a strong commitment to the sound management of chemicals and waste throughout their lifecycle. In the e-waste sector specifically, logistical issues such as the distance to collection centres and low incentives for collecting Cathode Ray Tubes (CRTs) have been identified as key barriers to achieving higher collection and treatment rates.

**SDG Target 13.2: Integrate climate change measures into national policies, strategies and planning**

The Ministry has achieved a landmark success in mainstreaming climate action across the Ghanaian economy. In 2025, climate change priorities were integrated into 13 sectors with GHG levels recorded at 59.9 Mt demonstrating mainstreaming of climate priorities. Progress is affected by donor dependency, limiting sustainability.

**SDG Target 13.2: Strengthen climate governance and environmental compliance**

During the period under review, the Ministry maintains a strong regulatory framework for environmental governance. A total of 13,177 companies have been issued with Environmental Assessment (EA) and Environmental Management Plan (EMP) permits. This process builds the capacity of industries to understand and manage their environmental impact, ensuring that economic activities are conducted with adequate climate and environmental oversight.

## 5.5. Financial Performance

The Ministry's Financial Performance during the reporting period 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)
<b>1 Compensation of Employees</b>	5,928,850.00	5,928,850.00	7,427,076.02	7,427,076.02	(1,498,226.02)
<b>Use of Goods &amp; Services</b>	5,494,915.65	5,494,915.65	4,490,500.00	3,120,500.00	1,004,415.65
<b>CAPEX</b>	110,000,000.00	110,000,000.00	77,000,000.00	0.00	33,000,000.00
<b>2 IGF</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3 DEV'T PARTNERS</b>					
	49,552,000.00	49,552,000.00	14,275,200.90	14,275,200.90	35,276,799.10
<b>TOTAL</b>	<b>170,975,765.00</b>	<b>170,975,765.00</b>	<b>103,192,776.92</b>	<b>24,822,776.92</b>	<b>67,782,988.73</b>

## 5.6. Challenges

During the period under review, the Ministry encountered the underlisted challenges:

- **High cost of electricity**

The high cost of electricity remained a major burden for Agencies, particularly those operating energy-intensive facilities such as laboratories and cold rooms. This situation threatened uninterrupted scientific and regulatory operations and placed additional pressure on limited Agency budgets. To address this challenge the Ministry recommends intensify engagements with Government to secure increased and predictable funding to meet the high cost of electricity charges, purchase the required vehicles and ensure the effective implementation of Sector activities. Adequate financing is essential for sustaining laboratory operations, enhancing regulatory capacity and supporting research and innovation.

- **Encroachment on GAEC and CSIR lands**

Ongoing encroachment on GAEC and CSIR lands hampered the development of new infrastructure and threatened the loss of critical land reserves required for future institutional

expansion. The shortage of vehicles further limited the capacity of Agencies to undertake nationwide inspections, enforce regulatory frameworks and monitor compliance, leading to gaps in national oversight. To mitigate these challenges, the Ministry proposes funding for **GAEC** and **CSIR** to construct perimeter fence walls to prevent further encroachment and safeguard national scientific and research assets.

- **Weak prosecution of environmental crimes**

Weak prosecution of environmental crimes contributed to persistent non-compliance with environmental regulations, undermining national sustainability objectives and diluting the deterrent effect of enforcement actions. Delays in the approval of NRA regulations slowed progress in the development of Ghana’s Nuclear Power Program, limiting readiness for nuclear energy integration into the national energy mix. To address these challenges, the Ministry recommend scaling up training and capacity-building programs for the Judiciary and law enforcement Agencies to improve their understanding of environmental crimes and their adverse impacts on sustainable development. Enhanced enforcement capability will improve compliance and strengthen environmental protection efforts.

The Ministry further recommends interventions by Cabinet and Parliament to promote stronger collaboration among environmental regulatory Agencies, ensuring coherence in policy implementation, information sharing and enforcement activities across the Sector.

- **Absence of a functional Molecular Biology Laboratory for the NBA**

The absence of a functional Molecular Biology Laboratory for the NBA, combined with increased biosafety and biosecurity risks, compromised the Ministry’s ability to regulate biotechnology effectively and ensure public health safety. Collectively, these impacts reduced the overall effectiveness of Sector interventions and slowed progress towards key national development goals. To address these challenges, the Ministry proposes to expand the NBA’s regulatory scope to include biosafety, biosecurity and genetechnology of biological, aligning regulatory functions with global trends in biotechnology and strengthening national preparedness for emerging biosafety and biosecurity risks.

## **5.7. Forward Look**

Below are the top priority areas (Project and Programs to be implemented by the Ministry in 2026:

- Expand the “One Child, One Tree” initiative, targeting the planting of one million trees in collaboration with EPA and MLNR. This forms part of the broader “Tree for Life” program aimed at instilling environmental stewardship in schoolchildren nationwide.
- Publish a new national carbon budget to guide carbon market project development.

- Engage with the Adaptation Fund to mobilise USD 15 million toward building climate resilience in the Eastern Region.
- Undertake extensive capacity building for all sectors and at least twenty MMDAs to mainstream biodiversity into district and sector planning.
- Assess national progress toward biodiversity targets and finalise the National Biodiversity Policy and revised National Biodiversity Strategy and Action Plan (NBSAP).
- Implementation of the WACA RESIP 2 Project will continue, focusing on delivering physical, social and nature-based solutions to protect vulnerable coastal areas within the Densu Delta and Keta Lagoon Complex.
- Community engagement will be strengthened to ensure sustainability and enhance resilience to erosion and flooding.
- Finalise the Extended Producer Responsibility (EPR) Legislative Instrument for submission to Cabinet and Parliament.
- Enforce the newly passed regulations on effluent management, air quality, ozone protection, petroleum operations and certification of air conditioners, consistent with its mandate to promote sustainable development.
- Continue the implementation of the e-waste incentive payment system and scale up e-waste collection through full operationalisation of the Hand Over Centre (HOC). MEST will also advance plastics circularity by operationalising the National Plastic Action Partnership (NPAP–GPAP) and implementing the National Plastic Management Policy (NPMP). Under the GEF-funded Circular Economy Framework for the Plastics Sector (CEF-PS)
- Disburse financial and technical support to SMEs to scale up pilots in biodegradable plastics, food-grade recycling and construction-grade recycling solutions.
- Complete and operationalise the Foundry and Machine Tooling Centre, enhancing national capacity for precision manufacturing and metal fabrication. This will strengthen local engineering capability, promote industrial self-sufficiency and contribute to job creation and economic transformation
- Strengthen sectoral data governance through the implementation of National Statistics Development Strategy III (NSDS III), manage research grants, undertake research impact evaluations and promote Open Science and scientific dissemination to enhance visibility and uptake of research results.
- Support for the commercialisation of research and innovation will be intensified across the STI ecosystem.

- Implement land restoration efforts and nature-based flood control solutions, alongside a comprehensive Staff Capacity Enhancement Program to equip personnel with the skills required to deliver on national STI and environmental priorities.

## 6.0. MINISTRY OF FINANCE (MoF)

The Ministry is established to ensure effective and efficient financial management in all Government transactions. It has, as its broad function, the formulation and implementation of sound fiscal and financial policies of the Government and managing the economy generally.

The Political and bureaucratic heads of the Ministry were:

Minister	- Hon. Dr. Cassiel Ato Forson (MP) (January 2026)
Deputy Director	- Hon. Thomas Nyarko Ampem (MP) (March 2025)
Bureaucratic Head	- Ms. Eva Esselba Mends (Jan - April 2025)
Bureaucratic Head	- Mr. Patrick Nomo (April 2025 - Date)

### 6.1. Civil Service Departments and Sector Agencies

The Ministry has oversight responsibility over 1 Civil Service Departments and 9 Agencies.

#### Civil Service Departments

- Controller and Accountant General's Department (CAGD)

#### 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

### 6.2. Sector Achievements

In 2025, the Ministry's sector achievements were as below:

- Organisation of the National Economic Dialogue on the theme “Resetting Ghana: **Building the Economy We Want Together**” and presentation of the 2025 budget

The Government, through the Ministry of Finance, organised a two-day National Economic Dialogue on the theme “Resetting Ghana: Building the Economy We Want Together” on 3rd and 4th March 2025. The forum provided a platform for Ghanaians to discuss pressing economic challenges and identify actionable solutions to foster sustainable growth and development. Outcomes of this Dialogue were incorporated into the preparation of the 2025 Budget Statement and Economic Policy, which was presented to Parliament on 11<sup>th</sup> March, 2025 under the theme

“Resetting the Economy for the Ghana We Want”. Additionally, in line with Section 28 of the Public Financial Management Act, 2016 (Act 921), the 2025 Mid-Year Fiscal Policy Review was presented to Parliament on 24<sup>th</sup> July, 2025. Further, the 2026 Budget Statement and Economic Policy was also presented to Parliament on 13th November 2025 under the theme “Resetting for Growth, Jobs and Economic Transformation.”

- **Implementation of the 3-year, USD 3 billion IMF-supported Post COVID-19 Program for Economic Growth (PC-PEG)**

In May 2023, the Executive Board of the IMF approved a 3-year, USD 3 billion IMF-supported Post COVID-19 Program for Economic Growth (PC-PEG). As of end December 2024, the program had gone through three reviews with a total disbursement of US\$1.92 billion. The implementation of this Program remained on track, with significant progress recorded in 2025. A Staff-Level Agreement for the Fourth Review was reached on 15<sup>th</sup> April, 2025. On 7<sup>th</sup> July, 2025, the IMF Executive Board approved the SLA, unlocking US\$367 million in disbursements to Ghana. The Fifth Review also reached the SLA on 10<sup>th</sup> October, 2025. Upon IMF Executive Board approval, this will trigger an additional disbursement of US\$385 million before the end of 2025, further strengthening Ghana’s external financing position.

Despite initial breaches in some structural benchmarks and quantitative targets in 2024, corrective measures were implemented, including accelerating the implementation of fiscal and debt measures, as well as introducing essential reforms in public financial management and public procurement.

Key milestones achieved in 2025 to bring the program back on track included:

- Completion of an audit of payables and commitments, with recommendations set for implementation to strengthen the commitment control system, including Bank Transfer Advice (BTAs) at CAGD,
- Amendment of the Public Procurement Act to include commitment authorisation before procurement approvals, reinforcing control and transparency and
- Completion of a restructuring of the National Investment Bank (NIB) in collaboration with the Bank of Ghana.

- **Prudent Management of Public Debt**

Ghana’s provisional total public debt declined significantly, from GH¢726.7 billion (61.8% of GDP) at end-December 2024 to GH¢630.2 billion (45.0% of GDP) by end-October 2025. External debt fell sharply by GH¢97.6 billion (23.4%), dropping from GH¢416.8 billion in December 2024 to GH¢319.2 billion in October 2025 and domestic debt remained broadly stable, rising only modestly from GH¢309.8 billion to GH¢311.0 billion over the same period.

This trajectory reflects Ghana’s progress in debt restructuring and fiscal consolidation, reinforcing confidence in the country’s economic recovery path.

Furthermore, Ghana's Sovereign Credit Ratings saw a major boost during the period. Fitch and S&P Global Ratings upgraded Ghana, reflecting renewed investor confidence and affirmation of Ghana's economic recovery and fiscal consolidation efforts. On 9<sup>th</sup> May, 2025, S&P Global Ratings upgraded Ghana's Foreign-Currency Sovereign Credit Rating from Selective Default (SD) to CCC+, citing progress in external debt restructuring and strong reform commitment. The upgrade also reflects declining inflation, a strengthening cedi and prudent expenditure-led fiscal consolidation, with a targeted primary surplus of 1.5 percent of GDP in 2025. Subsequently, on 16<sup>th</sup> June, 2025, Fitch Ratings upgraded Ghana's Long-Term Foreign-Currency Issuer Default Rating from Restricted Default (RD) to 'B-' with a Stable Outlook. These Sovereign Credit Rating upgrades serve as important endorsements of Ghana's macroeconomic policy direction and reaffirm the country's commitment to debt sustainability, credible reforms and regaining access to the International Capital Markets.

- **2026-2029 MoF Sector Medium Term Development Plan**

The 2026-2029 Sector Medium-Term Development Plan (SMTDP) for the Ministry was prepared and submitted to the National Development Planning Commission (NDPC) on 13<sup>th</sup> June, 2025, in fulfilment of the provisions in the National Development Planning (System) Act 1994, (Act 480) and the National Development Planning (System) Regulations 2016, (L.I. 2232), that mandates the Commission to regulate planning practices through legislative instruments, policy frameworks and guidelines. Upon successful review by the Commission, an approval certificate was issued to the Ministry on 3<sup>rd</sup> September 2025, making the Ministry one of the first to obtain approval from the Commission.

- **Expenditure Rationalisation Measures**

To contain expenditures and prevent the accumulation of arrears, a range of expenditure rationalisation measures were implemented during the period under review. These included:

- Amendment of the Public Financial Management Act, 2016 (Act 921) to introduce a debt rule targeting a debt-to-GDP ratio of 45 percent by 2034, an operational fiscal rule of a 1.5 percent primary surplus on commitment basis and the re-introduction of an Independent Fiscal Council.
- Establishment of a PFM Compliance Division at the Ministry of Finance to monitor adherence to fiscal commitments and ensuring that all procurement activities are initiated only after obtaining commitment authorization from the Hon. Minister and with plans to publish a Commitment Control Compliance League Table. The first compliance notice to that effect was published on 10<sup>th</sup> October 2025.
- Deployed GIFMIS to 549 Ghana Health Institutions onto the GIFMIS. These are: Ghana Health Service Headquarters, 16 Regional Health Directorates, 261 District Health Directorates, 3 Program sites and 268 facilities (District Hospitals, Polyclinics, Health Centres and Health Training Institutions).

- Partial integration of GHANEPS with GIFMIS has been completed.
- Operationalisation of the ECG single account mechanism to enforce the Cash Waterfall Mechanism in line with guidelines and the need to ensure regular and adequate payments to IPPs.
- Reconstitution of the Fiscal Risk Committee in pursuant to Regulation 9 (2) of the Public Financial Management Regulations, 2019 (L.I. 2378). The Committee is mandated to review the Fiscal Risk Statement and other reports related to fiscal risk management; provide directives on the implementation of relevant policy recommendations arising from fiscal risk studies; and propose priority areas for further research on fiscal risks, among others.
- Activation of a Blanket Purchase Order (BPO) Module on the GIFMIS platform to ensure that covered entities operate within the approved indicative Medium-Term resource allocations. This functionality requires MDAs to fully disclose the resource requirements and timelines for all ongoing and newly approved projects. Only projects that have been duly approved and captured in the mandatory Public Investment Plan (PIP) will be eligible for payment upon execution of works or delivery of services.
- Preparation and submission of the 2024 annual report on the implementation of Arrears Clearance and Implementation Strategy with updates on the measures of the Strategy from relevant stakeholders in March 2025. This served as an input into the 2025 Annual Budget Statement and Policy of Government. Similarly, updates on the measures for the period January to May were submitted by the various stakeholders, which were consolidated, reviewed and submitted to management.
- As part of efforts to improve Value for Money in public procurement, the Public Procurement Authority (PPA) engaged consultants to enhance the existing Unit Cost of Infrastructure (UCOI) system. This system is intended to support Public Entities (PEs) in accurately costing budget programs and preparing realistic budgets and procurement plans. Experts in the built environment were also engaged to support the enhancement exercise.

### 6.3. Reforms

The key reforms of the Ministry for 2025 were as follows:

- **Completion of the VAT Reforms**

To address inefficiencies in Ghana's VAT system, a comprehensive review of the VAT administration was proposed. The regime's cascading structure, where the **GETFund Levy (2.5%)**, **NHIL (2.5%)** and **COVID-19 Levy (1%)** are added to the 15% VAT base and the inability of businesses to claim these levies as input taxes, push the **effective VAT rate to around 22%**. This had increased the burden on households, reduced economic welfare, raised deadweight loss and lowered VAT compliance which the reform sought to address.

- **Institutional Restructuring**

To make the Ministry of Finance more effective in the delivery of its mandate, the Ministry restructured its Head Office Divisions. Two new Divisions, namely, the Real Sector Division and the Research Division were carved out of the hitherto Economic Strategy and Research Division and the Compliance Division, was also established. In addition, two Units of the Human Capital and General Administration Division, namely, the Accounts and Procurement Units, were elevated into Divisions - Finance and Procurement Divisions. Additionally, staff were re-assigned across Divisions to enhance operational efficiencies across them.

#### **6.4. Sustainable Development Goals (SDGs)**

In the implementation of its planned activities, the Ministry attained the following SDGs:

##### **Goal 8: Decent Work and Economic Growth**

**Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, the Ministry under SDG Target 8.1.1.** aimed to measure Annual growth rate of real GDP per capita. The performance in 2025 indicated macroeconomic target showed an overall real GDP growth of approximately 4.0% for 2025. Real GDP per capita growth in 2025 projected at about 2.1% grew by 5.5% y/y in Q3 2025, supporting per capita gains.

Meanwhile, Ghana's economy grew by 7.2% year-on-year in Q3 2024, the most since Q2 2019, following a 6.9% rise in the previous three-month period. Key economic activities, particularly the industrial (+10.4%) and services (+6.4%) sectors, continued to show robust growth. Furthermore, the agricultural sector advanced by 3.2%.

##### **SDG Target 8.10.2P - Number of active mobile money accounts**

As of 2023, active mobile money accounts were 21.6 million compared to 17.9 million in 2021.

In August 2025, active mobile money accounts reached approximately 25.1 million (registered approximately GH¢ 77.7 million). This represented a strong expansion alongside record transaction values. As of February 2024, e-money transactions in Ghana amounted to 196 billion Ghanaian cedis (GHS), with output of US\$12.9 billion.

Mobile money value peaked at GH¢365bn in April 2025, August 2025 recorded GH¢354.1bn. Cumulative January to October 2025 transactions were approximately 3.6 trillion Ghanaian Cedis (~GH¢3.6tn), signalling continued growth.

##### **SDG Target 9:2.1 - Manufacturing Value Added as a proportion of GDP and per capita**

As of 2024 Q3, the manufacturing sector in Ghana contributed GHS 4.7 billion Ghanaian cedis to US\$317 million of the country's GDP. The contribution of manufacturing to GDP fluctuated, peaking in the first quarter of 2022, at approximately GH¢6.4 billion.

Manufacturing growth slowed progressively over the first 3 quarters of 2025: declining from about 5.6% y/y in Q1 to around 5.0% y/y in Q2, before easing further to 3.9% y/y in Q3.

### SDG Target 17:1.1 - Total Government Revenue as a Percentage of GDP

The total government revenue stood at 14.5% in 2024 in comparison to 13.9% in 2022; and 15.3 percent in 2021. The provisional total government revenue and grants for the first three quarters of 2025 amounted to GH¢154.9 billion, equivalent to 11.1% of GDP; compared to the projected 16.1% of the equivalent of GH¢225.9 billion.

### 6.5. Financial Performance

The financial performance of the Ministry in 2025 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)
<b>1</b>	Compensation of Employees	942,102,324.00	942,102,324.00	369,978,641.00	369,978,641.00	572,123,683.00
	Use of Goods & Services	122,011,900.00	122,011,900.00	89,803,018.14	43,584,420.00	32,208,881.86
	CAPEX	67,470,412.00	67,470,412.00	41,800,633.00	17,390,144.00	25,669,779.00
	<b>GOG TOTAL</b>	<b>1,131,584,636.00</b>	<b>1,131,584,636.00</b>	<b>501,582,292.14</b>	<b>430,953,205.00</b>	<b>630,002,343.86</b>
<b>2</b>	<b>IGF</b>	-	-	-	-	-
	COE	40,612,877.00	40,612,877.00	24,703,534.00	24,703,534.00	15,909,343.00
	Use of Goods & Services	235,699,338.00	235,699,338.00	204,864,491.00	144,645,270.00	30,834,847.00
	CAPEX	52,317,322.00	52,317,322.00	8,525,298.00	4,242,579.00	43,792,024.00
	<b>IGF TOTAL</b>	<b>328,629,537.00</b>	<b>328,629,537.00</b>	<b>238,093,323.00</b>	<b>173,591,383.00</b>	<b>90,536,214.00</b>
<b>3</b>	<b>FOREIGN LOANS AND GRANTS</b>					
	Use of Goods & Services	1,413,536,000.00	1,413,536,000.00	901,493,493.98	901,493,493.98	512,042,506.02
	CAPEX	285,739,000.00	285,739,000.00	6,033,193.00	6,033,193.00	279,705,807.00
	<b>FL&amp;G TOT.</b>	<b>1,699,275,000.00</b>	<b>1,699,275,000.00</b>	<b>907,526,686.98</b>	<b>907,526,686.98</b>	<b>791,748,313.02</b>
	<b>TOTAL</b>	<b>3,159,489,173.00</b>	<b>3,159,489,173.00</b>	<b>1,647,202,302.12</b>	<b>1,512,071,274.98</b>	<b>1,512,286,870.88</b>

## 6.6. Challenges

In 2025, the Ministry encountered the underlisted challenges:

- **Lack of subscription to global economic information websites on business, markets, news, data**

The Ministry's lack of subscription to global economic information websites on business, markets, news, data and analysis hampers timely access to relevant information for effective decision-making. To address this, it is recommended that the Ministry allocates funds from the 50 percent retained surplus of the AU Import Levy Account to support critical political and regional integration functions. This will enable the Ministry to send multiple staff to participate in regional meetings to reduce workload pressures on a few individuals, as well as subscribe to platforms like Bloomberg or Trading Economics for enhanced research, as well as reinstate a structured French language training program for staff.

- **High Attrition rate of Staff in Agencies**

The rate of staff attrition in key government institutions including the Public Procurement Authority (PPA) and the Ghana Statistical Service (GSS) continues to negatively affect service delivery. We recommend that steps be taken to address this challenge by recruiting new staff and taking steps to contain the staff attrition experienced in these institutions.

- **Lack of official physical presence of PPA in 13 out of the 16 regions**

PPA lack of official physical presence in 13 out of the 16 regions hinders its capacity to provide nationwide support and oversight for public procurement activities. It is recommended that PPA should be supported to establish additional offices across the country.

## 6.7. Forward Look

Below are the top priority areas (projects and programs) to be implemented in 2026.

- **National Assets Register**

To enhance public asset governance, the Ministry will roll out the Fixed Asset Register Framework nationwide in 2026, paving the way for a National Assets Register. A new Integrated Bank of Projects (IBP) will also be launched to centralise the database of all public investment projects. Together, these systems will improve accountability, reduce duplication and ensure value for money in infrastructure spending.

- **Financial Sector**

A National Microfinance Policy is being finalised to strengthen regulation and expand financial inclusion, while the Ghana Deposit Protection (Amendment) Bill, 2025, laid before Parliament, will modernize depositor protection and align the scheme with global standards. A new Securities Industry Bill will also be introduced to replace the 2016 Act and address regulatory gaps exposed by past crises.

In 2026, the Ministry, in collaboration with industry stakeholders, will develop a 10-Year Insurance Master Plan (IMP) to transform the insurance industry into a growth catalyst and enhance resilience against systemic shocks.

In 2026, Ghana will undergo its third FATF/GIABA Mutual Evaluation, with the FIC leading implementation of the National AML/CFT Policy to improve compliance, supervision and enforcement.

- **Public Procurement**

In 2026, the PPA will open new zonal offices in Tamale and Ho, conduct the 2025 Annual Procurement Assessment and promote Sustainable Public Procurement (SPP) through legislative updates and awareness campaigns. The Ministry intends to undertake several programs in 2026. The Government's overall policy direction for 2026 and the medium term is to focus on revitalising and transforming the economy by creating opportunities and the enabling environment for sustainable and broad-based economic growth.

## 7.0. MINISTRY OF FISHERIES AND AQUACULTURE

The Ministry of Fisheries and Aquaculture is mandated to formulate, coordinate and implement policies and strategies for the sustainable development, regulation and governance of Ghana's fisheries and aquaculture sector.

The Political and bureaucratic heads of the Ministry are:

Minister - Hon. Emelia Arthur (MP) (January 2025 to Date)

Bureaucratic Head - Ms. Marian W. A. Kpakpah

### 7.1. Sector Agencies

The Ministry has oversight responsibility over the underlisted Public Service Organisations.

- Fisheries Commission (FC) and
- National Premix Fuel Secretariat (NPFS).

### 7.2. Sector Achievements

The achievements of the ministry for the reporting year were as follows.

- **Enactment of the Fisheries and Aquaculture Act, 2025 (Act 1146)**

During the reporting year, the Ministry achieved a major milestone in fisheries sector with the passage and enactment of the Fisheries and Aquaculture Act, 2025 (Act 1146), replacing the outdated Fisheries Act, 2002 (Act 625) and its related amendments and regulations. This reform forms part of efforts to modernise Ghana's fisheries governance framework to enhance sustainability, strengthen compliance and enforcement, promote co-management and improve gender and social inclusion.

The achievement builds on a comprehensive review of the legal framework initiated in 2024 with support from the Government of Norway under the Fish for Development Project, which involved extensive stakeholder consultations across the sector. In 2025, the draft Bill was further revised to align with Government policy priorities, followed by renewed stakeholder engagements and parliamentary processes. The Bill was subsequently passed by Parliament in July 2025 and assented to in August 2025.

A key outcome of the Act is the extension of the Inshore Exclusion Zone from six to twelve nautical miles to strengthen protection of marine resources, with the zone gazetted in December 2025 to enable enforcement. Overall, the enactment of Act 1146 provides a modern and comprehensive legal framework to support sustainable fisheries management, enhance sector productivity and strengthen the long-term socio-economic contribution of the fisheries and aquaculture sector to national development.

- **Ratification of the WTO Agreement on Fisheries Subsidies**

During the reporting year, Ghana successfully completed the domestic ratification of the WTO Agreement on Fisheries Subsidies and deposited its Instrument of Acceptance, formally becoming bound by the Agreement in June 2025. This follows the global adoption of the Agreement at the WTO's 12th Ministerial Conference in June 2022.

The Agreement establishes a framework to prohibit harmful fisheries subsidies that contribute to overfishing, illegal, unreported and unregulated fishing and depletion of fish stocks, in line with SDG 14.6. Ghana's ratification reflects its commitment as a coastal, flag and port state to sustainable fisheries management and international environmental governance.

In 2025, Cabinet approved the ratification on 22nd April, after which a Joint Parliamentary Memorandum was submitted in line with Article 75 of the 1992 Constitution. Parliament ratified the Agreement on 30th May, followed by Presidential assent on 9th June and subsequent deposit with the WTO Director-General in Geneva.

This achievement reinforces Ghana's commitment to eliminating harmful subsidies, strengthens compliance with global trade and environmental frameworks, enhances its international standing and supports the long-term sustainability of the fisheries sector and coastal livelihoods.

- **Development and Approval of the Ghana Blue Economy Strategy**

In 2025, the Ministry achieved a key milestone by developing and securing Cabinet approval for a unified national Blue Economy Strategy. The Strategy establishes a coordinated framework to sustainably harness Ghana's marine, coastal and inland aquatic resources for economic growth, job creation, climate resilience and environmental sustainability.

This initiative addresses longstanding constraints such as fragmented governance, weak coordination, limited investment and policy inconsistencies, which have hindered the full potential of sectors including fisheries, aquaculture, tourism, maritime transport, energy and environmental conservation.

A multidisciplinary National Blue Economy Technical Committee was constituted to develop the Strategy in alignment with national priorities and global frameworks. The resulting document outlines a transformative vision to position aquatic resources as drivers of inclusive growth, environmental stewardship and resilience.

The Strategy adopts a cross-sectoral approach focused on ecosystem restoration, sustainable aquaculture and mariculture, maritime safety and security and the modernisation of ports and inland water transport. It also promotes access to blue finance, supports coastal and riparian communities—especially women and youth—and is anchored on six pillars: Blue Wealth, Blue Health, Blue Knowledge, Blue Finance, Blue Equity and Blue Safety and Security.

Developed through a participatory and evidence-based process, including stakeholder consultations and a national validation workshop in September 2025, the approved Strategy provides a comprehensive policy framework and national roadmap for unlocking the socio-

economic potential of Ghana’s aquatic resources while ensuring environmental sustainability and alignment with regional and global agendas.

- **Organization of the National Conference of Chief Fishermen and Queen Fishmongers**

The Ministry also organized the first National Conference of Chief Fishermen and Queen Fishmongers on 20–21 November 2025 at the Accra International Conference Centre under the theme “Resetting Fisheries: Chief Fishermen and Fishmongers as Guardians and Partners in Sustainable Fisheries Management.” The conference brought together traditional leaders, government officials, development partners and civil society to strengthen co-management, align policy and community-based management under the Fisheries and Aquaculture Act, 2025 (Act 1146) and build consensus on fisheries restoration and livelihood improvement.

Key outcomes included Ghana’s first Marine Protected Area at Cape Three Points, integration of traditional leaders into co-management and enforcement, youth-led coastal conservation initiatives, legal recognition of Chief Fishermen and Queen Fishmongers and adoption of by-laws enhancing local governance, marking a major step in sustainable fisheries governance.

- **Organisation of MoFA Side Event at the Third United Nations Ocean Conference (UNOC 3), Nice, France**

In 2025, the Ministry strengthened Ghana’s international engagement on oceans and fisheries by organizing a side event at the Third United Nations Ocean Conference (UNOC 3) in Nice, France (9–13 June). The event, titled “Bridging the Conservation Gap: Integrating Indigenous Practices for Equitable Fisheries in Ghana,” convened experts from academia, international organisations and local fisheries institutions to discuss integrating indigenous knowledge, local governance and modern fisheries management.

Key outcomes included documenting traditional fishing practices, incorporating them into education and policy, prioritizing inland fisheries, assessing social impacts of Blue Economy initiatives and enhancing community participation. The side event reinforced Ghana’s leadership in sustainable, equitable and culturally grounded fisheries governance, strengthened international partnerships and showcased its commitment to global ocean conservation and Blue Economy objectives.

### **7.3. Reforms**

- **Digitization of Records**

In 2025, the Ministry of Fisheries and Aquaculture expanded its Electronic Records Management System, capturing over 3,418 priority records. This reform improved data security, reduced records retrieval time by approximately 65% and enhanced overall service delivery. Challenges such as limited IT infrastructure and staff capacity are being addressed through ongoing investment, training and structured change-management initiatives.

- **Premix Fuel Automation**

To improve transparency and access in the distribution of premix fuel for artisanal fishers, the Ministry oversaw the installation of 22 additional automated outlets, increasing the nationwide total from 42 to 64. This reform is expected to reduce diversion, improve service efficiency and strengthen monitoring and accountability. Further scaling-up and stakeholder engagement are recommended to maximise its impact.

#### **7.4. Sustainable Development Goals (SDGs)**

In 2025, the Ministry implemented key initiatives aligned with the Sustainable Development Goals, enhancing food security, livelihoods, gender inclusion, ecosystem sustainability, climate resilience and partnerships in the fisheries and aquaculture sector.

##### **SDG 1: No Poverty**

The Ministry supported small-scale fishers and aquaculture operators through training, technical assistance and livelihood interventions, increasing incomes and reducing poverty in coastal and inland fishing communities.

##### **SDG 2: Zero Hunger**

Fish production was expanded through aquaculture development, farmer training and strengthened extension services, ensuring improved access to affordable and nutritious fish for households nationwide.

##### **SDG 5: Gender Equality**

A Gender Inclusion Action Plan (2026–2030) was developed, with women constituting 57% of the Ministry’s top management, promoting leadership opportunities, equitable participation and empowerment in the sector.

##### **SDG 12: Responsible Consumption and Production**

Targeted training for fish processors improved post-harvest handling and reduced food losses, supporting sustainable utilization of fisheries resources.

##### **SDG 13: Climate Action**

The Ministry implemented climate-smart aquaculture practices, integrated climate resilience measures into the Inland Fisheries Management Plan and aligned interventions with the Ghana Blue Economy Strategy to mitigate climate risks and strengthen sector resilience.

##### **SDG 14: Life Below Water**

Key measures included enforcing closed seasons for semi-industrial and industrial fleets, implementing trawl gear selectivity directives, extending the Inshore Exclusion Zone from 6 to 12 nautical miles and securing Cabinet approval for Ghana’s first Marine Protected Area at Cape Three Points. A draft Inland Fisheries Management Plan was also developed to ensure sustainable management of inland water bodies.

## SDG 17: Partnerships for the Goals

The Ministry organized the first National Chief Fishermen and Queen Fishmongers Conference and strengthened collaboration with fisheries associations, research institutions, academia, NGOs/CSOs and the private sector, enhancing multi-stakeholder partnerships and inclusive governance.

### 7.5. 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)
1 Compensation of Employees	226,613,456	226,613,455	157,400,722	157,400,722	69,212,733
Use of Goods & Services	1,451,152,897	1,291,152,897	713,991,143	297,503,106	577,161,754
CAPEX	1,227,138,629	1,387,138,629	588,465,491	253,211,488	798,673,138
2 IGF	29,657,398	29,657,398	5,821,303	4,157,972	23,836,095
3 DEV'T PARTNERS e.g.					
Others- DP Fund	1,298,857,863	1,298,857,863	210,372,607	205,891,939	1,088,485,256
<b>TOTAL</b>	<b>4,233,420,243</b>	<b>4,233,420,242</b>	<b>1,676,051,266</b>	<b>918,165,227</b>	<b>2,557,368,976</b>

### 7.6. Challenges

During the year 2025 reporting, the Ministry and its implementing agencies encountered the following challenges:

- **Inadequate Budgetary Allocation.**

A critical challenge was inadequate budgetary allocation, compounded by the absence of ABFA and Development Partner funding. The limited fiscal resources constrained the Ministry's ability to fully implement planned programs, invest in priority infrastructure, expand extension services and support artisanal and aquaculture operators. To address this, the Ministry will intensify advocacy for increased budgetary support, strengthen mobilization of Internally Generated Funds (IGF), explore alternative financing mechanisms and prioritize cost-effective interventions aligned with national development objectives.

- **Inadequate Fisheries and Aquaculture Infrastructure**

Shortages of landing sites, cold storage facilities, hatcheries and aquaculture production support systems limited productivity, value addition and resilience across the sector. To mitigate this, the Ministry will promote public–private partnerships for infrastructure development, prioritize strategic investments in critical facilities and leverage digital and climate-resilient infrastructure solutions.

- **High Cost of Aquaculture Inputs**

The persistently high cost of fish feed, cages and quality fingerlings constrained small- and medium-scale fish farmers, limiting aquaculture expansion and profitability. To address this, the Ministry will provide targeted subsidized feed interventions, promote local production of alternative fish feeds, encourage private sector investment in hatcheries and facilitate access to affordable financing for aquaculture enterprises.

- **Delays in Payment of Under-recoveries to Bulk Distribution Companies (BDCs)**

Payment delays disrupted premix fuel supply to artisanal fishers, reducing fishing effort and negatively affecting livelihoods. To address this, the Ministry will streamline approval and payment processes, introduce automated payment systems and scale up the production and use of condensate as a sustainable alternative to premix fuel.

- **Low Enforcement and Compliance of Fisheries Laws**

Limited compliance among artisanal fishers, both inland and marine, contributed to overfishing, habitat degradation and unsustainable resource use. To address this, the Ministry will strengthen patrol and monitoring systems, intensify community sensitization on the Fisheries and Aquaculture Act, 2025 (Act 1146), expand community-based co-management arrangements and implement capacity-building programs for fishers on regulatory compliance.

- **Bureaucratic and Complex Aquaculture Licensing Regime**

Lengthy and cumbersome licensing procedures hindered new investment and constrained sector growth. To address this, the Ministry will streamline licensing processes, deploy a one-stop digital aquaculture licensing platform and provide clear technical guidance and support to applicants.

- **Weak Extension Service Delivery**

Limited logistics and skills gaps among extension personnel restricted farmers’ access to technical guidance and innovations. To address this, the Ministry will provide targeted capacity-building, deploy mobile extension units, invest in transport and ICT tools and implement continuous professional development programs to strengthen service coverage and effectiveness.

- **Inadequate Fish Markets and Market Information**

Insufficient market infrastructure and poor access to timely market information constrained value chain efficiency, reduced incomes and increased post-harvest losses. To address this, the Ministry will develop and modernize landing sites and market facilities, establish digital platforms for market information and strengthen producer-processor-buyer linkages.

- **Inadequate Office Space and Equipment**

Limited office space, furniture and ICT equipment affected staff productivity and administrative efficiency. To address this, the Ministry will optimize existing space, procure essential equipment, expand infrastructure where necessary and accelerate digitization of office processes.

- **Activities of Galamsey (Illegal Small-Scale Mining) and Sand Winning**

Illegal mining and sand winning degraded inland fisheries habitats, compromising productivity, potable water supply and community livelihoods. To address this, the Ministry will strengthen multi-sectoral collaboration, enhance enforcement of environmental and fisheries regulations and actively engage communities in habitat protection initiatives.

## **7.7. Forward Look**

Below are the top priority areas (projects and programs) to be implemented by the Ministry in 2026.

- Finalize and enforce the Fisheries and Aquaculture Act, 2025 (Act 1146) regulations to strengthen compliance, reduce illegal fishing and improve sector governance.
- Draft and approve the Ghana National Blue Economy Policy to guide sustainable ocean-based development and support the establishment of the Blue Economy Commission.
- Complete the Anomabo Fisheries College infrastructure, install facilities, approve curricula and admit students to enhance technical skills and human capital in fisheries and aquaculture.
- Construct modern fish markets at Dambai and Shama and develop integrated facilities at Shama to improve processing, storage and living conditions for artisanal fishers.
- Develop and implement a communication strategy to improve stakeholder engagement, promote sustainable practices and enhance compliance with regulations.
- Conduct feasibility studies for at least one additional Marine Protected Area to conserve ecosystems, rebuild fish stocks and involve local communities.
- Undertake comprehensive stock and environmental assessments to inform adaptive management, ecosystem-based approaches and sustainable fisheries interventions.
- Complete and implement the Inland Fisheries Management Plan to strengthen governance, integrate climate-resilient practices and improve livelihoods and food security.

## 8.0. MINISTRY OF FOOD AND AGRICULTURE (MoFA)

The Ministry of Food and Agriculture (MoFA) serves as the lead agency responsible for formulating and implementing policies and strategies aimed at advancing the development of the agricultural sector.

The Political and bureaucratic heads of the Ministry are:

<b>Minister</b>	- <b>Hon. Eric Opoku (10<sup>th</sup> February, 2025-Date)</b>
Deputy Minister	- Hon. John Dumelo (25 <sup>th</sup> June, 2025-Date)
Bureaucratic Head	- Mr. Paul Saimeh (4 <sup>th</sup> December, 2023-Date)

### 8.1. Sector Agencies

The Ministry has oversight responsibility over 5 Sub-vented Agencies as follows:

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

### 8.2. Sector Achievements

The achievements of the ministry for the reporting year were as follows.

- **Strengthening Cereals and Legumes Production under the Feed Ghana Program**

In 2025, the Ministry advanced the cereals and legumes value chains (maize, rice, sorghum and soybean) as key staples for food security and industrial use. Despite increased production, only 38.5% of rice consumed locally met demand, highlighting a persistent supply gap. To promote these crops, the Ministry facilitated access to quality inputs including certified seeds, fertilizers, agrochemicals, extension services, storage facilities and processing support. By December 2025, approximately 4,000 MT of seeds (21.3% of the 18,770 MT target) and 74,000 MT of fertilizer (32% of the 231,535 MT target) were procured and distributed nationwide including to institutional partners such as the National Service Authority, Ghana Prisons Service, Ghana National Fire Service and major universities. Additionally, the Ministry procured and installed fertilizer analysis equipment to ensure input quality, establish regular testing systems, safeguard farmer investments and optimize crop nutrition.

- **Progress of the Yaredua Vegetable Development Project**

The Ministry implemented the YEREDUA Project under the Feed Ghana Program to build a competitive and sustainable vegetable sector, boost domestic production, improve market systems and support farmers in increasing productivity, incomes and national food security. In its first year (2025), the project targeted the procurement and supply of 52.8MT of vegetable seeds (tomato, pepper, onion) and 140,997 kilograms of fertilizer. By December 2025, the fertilizer distribution was completed exceeding the target with 150,000 kilograms supplied (106% of target) while 3.143MT of seeds (6% of target) had been delivered. These inputs laid a strong foundation for enhancing vegetable yields and establishing a platform for expanded impact as seed distribution continues.

- **Poultry Farm-to-Table Initiative to Boost Domestic Poultry Production**

The project aims to bolster domestic production of poultry and enhance food security. In this regard, the Ministry's target for 2025 was to support 50 anchor farmers with 3-million-day-old chicks, 18,000MT of feed and 16,000 doses of vaccines to raise healthy broiler flocks for local consumption. By the close of 2025, about 50 anchor farmers were successfully selected alongside the procurement of 2million broiler chicks and 1-million-layer chicks while the delivery protocols of day-old chicks/feed/vaccines have started. This strategic intervention is expected to yield measurable outcomes in the short to long-term contributing to a reduction in annual poultry meat imports while increasing domestic poultry meat production.

- **Nkoko Nketenkete Project to Improve Household Food Security and Income**

The Nkoko Nketenkete project commenced in 2025 with the ambitious goal of enhancing household food security and income for 25,000 households. From a baseline of zero (0) in 2024, the project has procured 500,000 Kuroilers targeted for 2025. These birds are currently being prepared for distribution to the targeted 10,000 households, marking significant progress toward the project's objective. This successful procurement and impending delivery directly support the expected dual outcomes: enhancing the food and nutritional security of participating households and providing a sustainable pathway for increased household income through poultry farming.

- **Livestock Development Project Strengthening Animal Health and National Food Security**

The livestock development project is strategically implemented to enhance national food security and strengthen farmer livelihoods by safeguarding animal health. The project set an ambitious target in 2025 to vaccinate 70,000 heads of livestock and 39.93 million poultry. Despite being in its first year of implementation, the project has demonstrated remarkable early progress. By the close of the reporting period, implementation efforts have already secured the vaccination of over 32 million animals. This includes the vaccination of 64,819 head of livestock and 31.97 million poultry. The widespread vaccination campaign has successfully reduced mortality and

morbidity rates within the national herd and flock. This improvement in animal health is a fundamental step toward stabilizing and increasing farmers' production, thereby contributing to improved household income and bolstering Ghana's food security.

### **8.3. Reforms**

#### **Installation of CCTV Cameras and Security Doors**

In 2025, the ministry launched an administrative security reform to reduce theft and unauthorized access to the office building. The objective of the reform was to reduce theft and unauthorised access to the office building. At a baseline of zero, the Ministry has successfully installed and operationalized 53 CCTV cameras, 2 security doors and 4 access control systems. This has led to a marked decrease in theft incidents and improved overall building security. The project was completed without any major challenges.

### **8.4. Sustainable Development Goals (SDGs)**

In the implementation of its planned activities, the Ministry attained the following SDGs:

#### **Goal 1.2: (Reduce Poverty)**

The agricultural sector implemented several interventions in 2025 to reduce rural poverty, including the distribution of seeds and fertilizers for staple cereals, legumes and vegetables to boost yields. In addition, millions of chicks were procured to enhance domestic meat and egg production, thereby reducing reliance on imports. Livestock and poultry were mass-vaccinated to safeguard food sources. While procurement delays posed challenges, these were mitigated through strengthened market linkages and the expansion of structured trading platforms, ensuring that inputs reached farmers more efficiently.

#### **Goal 2.1: (End hunger and ensure access to safe, nutritious food)**

The Nkoko Nketenkete Project was implemented to improve food security and household incomes, targeting 10,000 households through the distribution of 500,000 Kuroiler birds. This initiative helped increase access to safe and nutritious food among the beneficiaries. The sector faced challenges such as climate variability, rising input costs and post-harvest losses; these were addressed by expanding irrigation systems, strengthening buffer stock management and scaling up climate-smart agriculture interventions to protect yields and income.

#### **Goal 2.3: (Double Productivity and Income of Small-Scale food producers)**

Efforts to enhance the productivity and incomes of small-scale food producers included input subsidies, mechanization support and extension reforms. Although full productivity data for 2025 are not yet available, these interventions aimed to maximize the productivity potential of smallholder farmers. Challenges such as low mechanization coverage and limited access to finance were being addressed through scaling private-sector mechanization and improving agricultural finance, including credit guarantee schemes, to ensure that farmers had both the tools and resources to increase output and income.

## Goal 2.4: (Ensure Sustainable Food Production System)

To ensure sustainable food production, the sector promoted climate-smart agriculture, conservation practices and sustainable land management aimed at maintaining soil fertility and long-term production sustainability. Limited adoption due to high costs and knowledge gaps remained a challenge; however, these were being mitigated through strengthened extension services, incentives for sustainable practices and farmer training programs, enabling producers to adopt environmentally sustainable methods while maintaining productivity.

## Goal 12.3: (Reduce Food Losses along production and supply chains)

Efforts to reduce food losses along the production and supply chains focused on improving storage, processing and buffer stock operations to minimize post-harvest losses. The sector faced challenges including inadequate cold chain infrastructure and logistical constraints, which were being addressed through the expansion of warehouse receipt systems and the promotion of agro-processing initiatives. These measures aimed to ensure that more produce reached markets and consumers in good condition, reducing waste and supporting both income generation and food security.

## 8.5. 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)
<b>1</b> Compensation of Employees	226,613,456.00	226,613,455.00	157,400,722.00	157,400,722.00	69,212,733.00
Use of Goods & Services	1,451,152,897.00	1,291,152,897.00	713,991,143.00	297,503,106.00	577,161,754.00
CAPEX	1,227,138,629.00	1,387,138,629.00	588,465,491.00	253,211,488.00	798,673,138.00
<b>2 IGF</b>	29,657,398.00	29,657,398.00	5,821,303.00	4,157,972.00	23,836,095.00
<b>3 DEV'T PARTNERS e.g.</b>					
	1,298,857,863.00	1,298,857,863.00	210,372,607.00	205,891,939.00	1,088,485,256.00
<b>TOTAL</b>	4,233,420,243.00	4,233,420,242.00	1,676,051,266.00	918,165,227.00	2,557,368,976.00

## 8.6. Challenges

During the period under review, the Ministry encountered the underlisted challenges:

- **Limited Budgetary Resources**

The agricultural sector faced limited budgetary resources which constrained the scaling up of interventions and restricted the ability to reach more farmers. To address this, MOFA has been exploring alternative sources of funding from development partners to ensure that critical programs can be expanded and more farmers can benefit from the interventions.

- **Inadequate Office Accommodation**

Inadequate office accommodation affected staff efficiency and operational coordination within the sector. To mitigate this challenge, action has been initiated for the construction of a new office complex which is expected to improve working conditions and support the effective delivery of agricultural programs.

- **Limited Production of Improved Seeds**

The limited production of improved seeds such as hybrid maize and sorghum posed a constraint on increasing crop productivity. As a mitigating measure, the sector is importing seeds from the ECOWAS region in the short term while simultaneously developing local seed production capacity to ensure long-term sustainability and availability of quality planting materials.

- **Inadequate Staff Training and E-SPAR Access**

Inadequate training for staff and limited access to the E-SPAR platform led to an increased number of non-participations during the review period. To address this, training programs have been implemented and access to the E-SPAR platform has also been improved, enabling staff to participate fully in review processes and enhancing the overall efficiency of monitoring and reporting activities.

## 8.7. Forward Look

Below are the top priority areas (projects and programs) to be implemented by the Ministry in 2026.

- A central priority for 2026 is the scaling up of domestic food production to strengthen national food security and reduce dependence on food imports, particularly for rice, maize, poultry, vegetables and livestock products. The Poultry Value Chain Revitalization Program, Livestock Development and Ruminant Expansion Projects and Vegetable Development Program will aim at stabilizing food availability and moderating food inflation.
- Recognizing climate variability as a major risk to agricultural output, the 2026 budget prioritizes expansion and rehabilitation of irrigation infrastructure to support all-year production. The Irrigation for Wealth Program and Sustainable Land and Water Management Projects are designed to enhance resilience and reduce yield volatility.

- Improving labour productivity and reducing drudgery remain key strategic objectives. Programs such as Agricultural Mechanisation Services Centres (AMSECs) and establishment and operationalization of Farmers' Service Centres (FSCs) places strong emphasis on mechanization services, including tractor services, harvesting and processing equipment.
- Reducing post-harvest losses and strengthening market linkages constitute a top strategic focus. Budgeted interventions include expansion of storage, warehousing and Cold chain infrastructure; National Buffer Stock operations; Warehouse Receipt System strengthening; and expanded use of structured markets such as the Ghana Commodity Exchange.
- Youth engagement in agriculture remains a strategic priority, with budget support to scale up AgriNext Youth in Agriculture Program, Agribusiness Incubation and Start-Up Support Projects and Youth access to land and technology schemes.

## 9.0. MINISTRY OF FOREIGN AFFAIRS (MFA)

The Ministry of Foreign Affairs is the principal organ of state responsible for the administrative and proactive initiation, formulation, coordination and management of Ghana's Foreign Policy. The Ministry comprises the Headquarters, 51 Diplomatic Missions, 6 Consulate-Generals and 58 Honorary Consulates. The political and bureaucratic heads of the Ministry:

Minister	-	Hon. Samuel Okudzeto Ablakwa (February 2025 to date)
Deputy Minister	-	Hon. James Gyakye Quayson (August 2025 to date)
Chief Director	-	Amb. Khadija Iddrisu (August 2025 to date)

### 9.1. Civil Service Departments and Sector Agencies

#### Civil Service Departments

- Accra International Conference Centre (AICC)
- Passport Office
- Foreign Service Institute

#### Sub-vented agencies

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

### 9.2. Sector achievements

The following were some of the Ministry's achievements in 2025:

- **Promote A Globally Competitive Foreign Service**

The Ministry inaugurated its Ministerial Advisory Board and the Governing Council of the Foreign Service Institute in May 2025. These bodies provide high-level strategic oversight, support long-term planning and foster inter-agency collaboration, ensuring that Ghana's diplomacy remains agile, professional and aligned with national priorities.

To further embed accountability and performance excellence, the Ministry established a Delivery Unit, headed by former Ambassador H.E. Alexander Grant Ntrakwa. The Unit spearheaded the rollout of Ghana's first-ever Key Performance Indicators (KPIs) for Ambassadors and High Commissioners. This 500-page framework, launched by H. E. the President at the opening of the Conference of Heads of Mission on 1st September 2025, represents a historic milestone: for the first time, Ghanaian envoys are being deployed with a clear, results-driven mandate. The KPIs are designed to ensure that Missions deliver measurable outcomes in trade promotion, diaspora

engagement, market creation for Ghanaian products, cultural diplomacy and consular services, which are hallmarks of a modern, competitive foreign service.

- **Strategic Transitioning from Renting to Infrastructure Development (STRIDE) Initiative**

In line with the Ministry's strategic objective of enhancing Ghana's image and influence abroad, 2025 marked a historic milestone with the successful launch of the Strategic Transitioning from Renting to Infrastructure Development (STRIDE) initiative. This bold program represents a paradigm shift from the longstanding reliance on rented facilities to a sustainable model of constructing, purchasing and renovating Ghana's diplomatic missions worldwide.

The Ministry secured Cabinet approval for a landmark allocation of US\$300,000,000 to implement the STRIDE. This investment underscores the government's commitment to strengthening Ghana's diplomatic presence and ensuring that the nation's missions abroad reflect the dignity, resilience and aspirations of the Republic.

- **Humanitarian Diplomacy**

Under the humanitarian diplomacy initiative launched by His Excellency President John Dramani Mahama, the Ministry facilitated a series of humanitarian interventions in 2025. These efforts demonstrated Ghana's solidarity with sister nations and reaffirmed its commitment to global peace, justice and human dignity, while enhancing the country's reputation as a responsible and principled member of the international community.

As part of these interventions, Ghana extended a humanitarian donation of cocoa products to the State of Palestine on 1<sup>st</sup> August, 2025 in support of Palestinians displaced by the Israel–Gaza conflict. This gesture underscored Ghana's longstanding commitment to peace and justice and further strengthened its standing in multilateral fora, including the United Nations and the African Union.

In addition, on 7<sup>th</sup> November, 2025, the Ministry coordinated the delivery of relief items valued at over GH¢10 million to Jamaica, Cuba and Sudan. The assistance provided to Jamaica and Cuba supported recovery efforts following the devastation caused by Hurricane Melissa, while the donation to Sudan was intended to assist displaced populations affected by the ongoing conflict. These interventions collectively highlighted Ghana's commitment to humanitarian support and international solidarity.

- **Bilateral Relations**

During the period under review, the Ministry facilitated several high-level diplomatic engagements that yielded tangible outcomes, particularly in strengthening bilateral cooperation. As part of efforts to promote the free movement of persons and enhance people-to-people exchanges, Ghana concluded several visa waiver agreements with partner countries. These included agreements covering all categories of passports with Morocco, Antigua and Barbuda,

the Commonwealth of Dominica, Mozambique and São Tomé and Príncipe, as well as agreements covering diplomatic and service passports with Algeria, Angola, Colombia and Serbia.

The Ministry also advanced Ghana's labour diplomacy agenda by concluding labour mobility agreements with Jordan, Barbados, Qatar, the United Arab Emirates and Grenada, aimed at facilitating the export of Ghanaian human resources and creating employment opportunities for Ghanaian citizens.

In addition, the Ministry strengthened bilateral relations through Political Consultations and meetings of the Permanent Joint Commission for Cooperation (PJCC) with key partners. Notable among these were the Ghana–European Union Partnership Dialogue held in Accra on 17<sup>th</sup> June, 2025, which focused on trade and investment, climate action, security cooperation and youth employment. Political consultations were also held with Qatar (Accra, 24<sup>th</sup> April, 2025), Kuwait (Kuwait, 26<sup>th</sup> May, 2025) and the Netherlands (The Hague, 2<sup>nd</sup> July, 2025), where discussions covered areas such as tourism, health cooperation, labour exchange, maritime cooperation, migration, human rights, trade and investment and collaboration in agriculture and food security.

- **United States Visa Restrictions and Reversal**

In July 2025, the United States Department of State revised its visa reciprocity schedule for several countries, including Ghana, reducing the validity of many non-immigrant visas, notably B-1/B-2 (Business/Tourism) and specific student and exchange categories, to single-entry visas valid for three (3) months. The restrictions created considerable inconvenience for Ghanaian students, business persons, tourists, families and officials, while risking disruption to people-to-people and official exchanges.

Following sustained and constructive high-level diplomatic engagement led by the Minister for Foreign Affairs, Ghanaian applicants are now once again eligible for five-year multiple-entry visas, together with enhanced consular privileges. Out of 36 countries affected by the visa restrictions, only Ghana has been restored to eligibility for the five-year multiple-entry visa.

- **Passport Administration**

In 2025, the Ministry of Foreign Affairs, through the Passport Office, implemented a series of transformative reforms aimed at improving passport administration and service delivery. These initiatives were guided by the Ministry's strategic objective of decentralising services, enhancing accessibility for Ghanaians both at home and abroad and aligning Ghana's passport system with international best practices.

As part of these reforms, the Ministry expanded access to passport services by establishing new Passport Application Centres (PACs) and setting up a Passport Capturing Centre in Lagos, while upgrading equipment at the Mission in Nairobi. The passport system was also enhanced through

migration from biometric to chip-embedded passports to improve security and align with international standards.

Additionally, the Ministry introduced an electronic passport tracking system and a courier delivery service to improve convenience for applicants. A 24-hour passport service was also launched to expedite processing, alongside a reduction in passport fees to make services more accessible to Ghanaians.

### **9.3. Sustainable development goals (SDGs)**

#### **Enhance Ghana's image and influence abroad (SDG 8, 10, 12, 13)**

The 2025 projection for number of meetings/seminars to enhance foreign policy was 30, the Ministry exceeded expectations, recording 33 meetings/seminars.

The target for number of international treaties/protocols/conventions ratified was 15 in 2025 with 13 successfully ratified. The Projection was for number of candidates from Ghana elected/appointed to positions in international organisations to be 10, however, 17 Ghanaians were successfully elected/appointed, surpassing the target.

#### **Passport and Consular Service Delivery (SDG 16, 17)**

Currently, 66 Missions provide biometric passport services and the Ministry successfully achieved this SDG by using **8 hours** for the processing time for consular ID cards.

#### **Promote international trade and investment (SDG 9, 17)**

The projection for the number of Ghanaian goods and services promoted through diplomatic missions was 30 in 2025 with 22 promotions achieved at the end of the period.

The projection for number of trade missions and Made-in-Ghana exhibitions held abroad was 32 in the year with 23 exhibitions/missions achieved.

### **9.4. Reforms**

The Ministry undertook a series of transformative reforms to strengthen institutional capacity, enhance service delivery and align Ghana's diplomacy with the Government's Reset Agenda. These reforms were designed to modernise operations, improve accountability and expand the Ministry's global influence. The key reforms include:

#### **A. Performance Management and Accountability**

- Creation of a Delivery Unit: Led by a former Ambassador, this unit introduced a groundbreaking performance management system.
- Launch of Key Performance Indicators (KPIs) for Ambassadors and High Commissioners: For the first time, Ghanaian envoys were equipped with measurable

benchmarks in trade promotion, diaspora engagement, cultural diplomacy and consular services.

#### B. Passport and Service Delivery

- Introduction of Chip-Embedded Passports: Enhanced security features positioned Ghana among Africa’s leaders in travel document innovation.
- Rollout of Home Delivery and Mobile Passport Services: Improved accessibility by bringing passport services directly to citizens.

### 9.5. Financial performance

The Ministry’s Financial Performance for 2025 was as follows:

SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
	A	B	C	D	E = (B-C)
<b>COMPENSATION OF EMPLOYEES</b>					
<b>GOG</b>	1,162,486,887.00	1,162,486,887.00	1,128,479,600.73	1,128,479,600.73	34,007,286.27
<b>IGF</b>	421,692.00	421,692.00	421,692.00	421,692.00	
<b>USE OF GOODS AND SERVICES</b>					
<b>GOG</b>	12,033,950.00	12,033,950.00	8,794,756.00	8,794,756.00	3,239,194.00
<b>IGF</b>	215,148,275.00	215,148,275.00	214,898,275.00	214,898,275.00	250,000.00
<b>CAPITAL EXPENDITURE</b>					
<b>GOG</b>	10,334,128.00	10,334,128.00	6,200,477.00	1,711,500.48	4,133,651.00
<b>IGF</b>	85,774,844.00	85,774,844.00	61,425,769.68	61,425,769.68	4,349,074.32
<b>TOTAL</b>	<b>1,486,199,776.00</b>	<b>1,486,199,776.00</b>	<b>1,411,425,814.41</b>	<b>1,415,731,593.89</b>	<b>65,979,205.59</b>

### 9.6. Challenges

The following challenges were encountered by the Ministry and its Missions Abroad:

#### A. Infrastructure and Property Management

- **High rental charges at Missions abroad**

Due to the limited number of government-owned properties, Missions are compelled to lease expensive private facilities for Chanceries and Residences. This strains the Ministry’s budget and reduces funds available for other diplomatic priorities.

The mitigative strategy for this challenge is to develop and implement a long-term Mission Property Acquisition Strategy, prioritising the purchase or construction of Chanceries and Residences in high-cost and strategic locations.

- **Poor state of physical infrastructure at Missions**

Many Chanceries and Residences are in dilapidated condition, undermining Ghana's diplomatic image and affecting staff morale. To resolve this challenge the Ministry will undertake a comprehensive condition assessment of all Mission properties and develop a prioritised maintenance and rehabilitation plan.

## **B. Financial and Budgetary Constraints**

- **Delayed and non-payment of assessed contributions to international organisations**

Ghana's credibility and voting rights in multilateral organisations are jeopardised when contributions are not paid on time. The Ministry will continue to strengthen coordination between it and the Ministry of Finance and the Controller and Accountant-General's Department to ensure timely releases and payments.

- **Non-operationalisation of the Consular and Humanitarian Fund**

This fund, intended to support distressed citizens abroad, remains inactive, limiting the Ministry's ability to respond to emergencies. As a mitigative measure, the Ministry plans to Fast-track the operationalisation of the Consular and Humanitarian Fund through the issuance of the necessary legislative and administrative instruments.

## **C. Security and Strategic Representation**

### **Lack of Defence Attachés in conflict-prone countries**

Ghana does not have Defence Attachés in key volatile regions such as Mali, Niger, Burkina Faso, DRC, Iran, Israel and Libya. This weakens intelligence gathering, security cooperation and Ghana's ability to safeguard its citizens in unstable environments. To address this challenge, the Ministry will continue to strengthen collaboration with the Ministry of Defence, National Security Council and intelligence agencies to enhance information sharing and coordinated responses.

## **9.7. Forward look**

The following are the priority areas for 2026:

### **AU, UN & Multilateral Engagement**

- Preparation of AU Presidential Reports (financial institutions, gender, reparations)

- Finalisation of UN Reparations Resolution Roadmap
- Development of AU 2027 Chairmanship Strategy Document (preparation, manifesto, execution)
- Organisation of Presidential AU Champion Events
- Definition of Next Phase of AU Responsibilities and Priority Areas for Upcoming Summits
- Submission of Paper on Structure and Coordination of International Engagement under the “Accra Reset Initiative.”
- Creation of Bilateral and Multilateral Projects Database & Online Coordination System
- Development of Policy Guidelines on Hosting International Organisations (WAHO, UNCITRAL lessons)
- Strengthening Collaboration with CARICOM
- Development of Framework for Working with Special Envoys (Caribbean, Pacific, Gulf)
- Consular Affairs & Diaspora Engagement
- Expansion of Student Desks Policy to All Missions, with Manual Development
- Compilation of Consular Report on Ghanaians Incarcerated Abroad (special intervention)
- Adoption of Action Plan to Seek Justice for Ghanaians Abroad (labour disputes, injuries, killings)
- Submission of Paper on E-Visa Policy and Future of Consular Affairs in Missions
- Negotiation and Signing of Visa Waiver Agreements (2026 target: 15)
- Negotiation of Labour Mobility Agreements (2026 target: 10)

### **Institutional Development & Governance**

- Review and Outdooing of Staff Code of Conduct
- Review of Posting and Promotion Policy
- Identification of Critical Gaps in MFA Recruitment
- Review of Local Staff Conditions of Service
- Approval of 2026 Procurement Timelines
- Review of All Contracts
- Resolution of Access/Digital Conundrum
- Development of Manual to Improve Efficiency and Productivity (Ambassadors)
- Subscription to International Publications

### **Infrastructure, Assets & Facilities**

- Closure and Renovation of the Accra International Conference Centre (AICC), with Bookings Report to Minister
- Procurement of Two Domes for AICC (post-January vacuum)
- Establishment of AICC Board and Management (new organogram)
- Design and Rollout of Moderate-Sized Passport Application Centres Nationwide

- Submission of Paper on MFA's Former Headquarters Building
- Development Strategy for MFA Lands (Airport, Kanda, etc., including encroached sites)
- Formulation of Assets Management Strategy
- Completion of Asset Register (domestic and foreign)
- Ministry Exterior Facelift
- Creation of Photo Gallery for MFA Former Presidents and Foreign Ministers
- Exploration of Establishing a Foreign Ministry Museum (committee formation)
- Formation of Committee for Naming MFA Facilities
- Establishment of MFA Clinic
- Exploration of Opportunities for Gym and Children's Daycare Centre (committee formation)
- Development of Guidelines for Adu Lodge Utilisation (residential facilities)

### **Human Resources & Institutional Capacity**

- Appointment of Full-Time Non-FSO CEO for FSI
- Finalisation of FSR Alignments for Implementation
- Filling of HR Vacancies Across Missions
- Formulation of Buses Utilisation and Maintenance Guidelines
- Equipping the Protocol Bureau

### **Strategic Planning & Policy Innovation**

- Submission of Annual Workplans by all Bureaux
- Development of STRIDE Roadmap (breakdown into timelines)
- New VIP Lounge and Review of Access Protocol & Management Policy

### **Establishment of New Missions**

- Consulates-General in Lisbon, Portugal and Massachusetts, USA,
- Embassies in Ireland and Mexico
- High Commission in Singapore

## **10.0. MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION (MoGCSP)**

The Ministry of Gender, Children and Social Protection initiates, coordinates and formulates policies to promote gender mainstreaming, child development and social protection interventions across all sectors. These efforts are aimed at achieving gender equity, promoting the survival and development of children, harmonizing social protection interventions to better target vulnerable, excluded persons and persons with disabilities and integrating the fulfilment of their rights, empowerment and full participation into national development.

The political and bureaucratic heads of the Ministry were:

Hon. Minister	- Hon. Dr. Agnes Naa Momo Lartey (MP) (31 <sup>st</sup> 2025 to Date)
Bureaucratic Head	- Dr. Afisah Zakariah (20 <sup>th</sup> August, 2018 to date)

### **10.1 Civil Service Departments and Sector Agencies**

The Ministry had 3 Civil Service Departments, 7 Secretariats and a Public Service Organisation

#### **List of Sector Departments**

##### **Civil Service Departments**

- Department of Gender
- Department of Children
- Department of Social Welfare (Decentralised)

##### **Secretariats**

- Domestic Violence Secretariat
- Human Trafficking Secretariat
- Leap Management Secretariat
- Ghana School Feeding Program
- Ghana National Household Registry
- Central Adoption Authority
- Non-Profit Organisation Secretariat

##### **Public Service Organisation**

National Council on Persons with Disability

## **10.2. Key Sector Achievements**

During the year 2025, the Ministry achieved the following:

- **Child Protection and Development**

In 2025, the Ministry successfully undertook a comprehensive child protection awareness campaign, reaching out to a total of 1,023,526 individuals.

The Ministry also received Cabinet's approval on the 24<sup>th</sup> June, 2025 for the Revised 2025 Early Childhood Care and Development (ECCD) Policy which aims to promote holistic development for children under 8 years. The policy will enhance coordination, strengthen the capacity of stakeholders including health professionals and teachers and provide equitable access to ECCD services.

The Ministry also provided care and protection to 290 children in the three government Residential Homes for Children (RHCs), 63 juveniles at the Correctional Centres and 12 probationers under supervision. Within the period, 106 Social Enquiry Reports (SERs) for the Family Tribunal and juvenile courts were submitted.

The International Children's Day celebration was commemorated with the 7th Sitting of the National Children's Parliament.

- **Gender Equality and Women Empowerment**

Following the passage of the Affirmative Action (Gender Equity) Act, 2024 (Act 1121), the Ministry officially launched the Act in 2025 to promote implementation. The Ministry also established the Gender Equity Committee to ensure smooth implementation of the Act.

The Ministry is finalizing a Legislative Instrument for submission to Parliament towards the implementation of the Affirmative Action Act (AAA). The legislative instrument will provide a framework for the implementation of the Act, avoiding ambiguity and providing clarity and certainty.

Sensitization workshops were organized for over 1,000 people at the National and Regional level to increase awareness of stakeholders on the newly passed Affirmative Action (Gender Equity) Act 2024 (Act 1121). The 2015 National Gender Policy was also revised and Cabinet on 24<sup>th</sup> June, 2025 approved the revised National Gender Policy 2025 to further strengthen gender mainstreaming, women's empowerment and inclusion of the most vulnerable in the national development.

In collaboration with its stakeholders, the Ministry also held 65 sensitization programs to sensitize over 9,972 people including community leaders, youth, adolescent, religious bodies, traditional leaders and parents on the effect of teenage pregnancy, child marriage, sexual and gender based violence issues and harmful cultural practices.

- **Human Trafficking and Domestic Violence**

The Ministry provided trauma informed care, rehabilitation services and reintegration support to one hundred and twenty-four (124) victims of human trafficking at the shelters. Also, the Ministry commemorated the world day against human trafficking (Blue day) with media launch and awareness creation for 850 stakeholders including 40 media houses to raise awareness on the dangers and issues of human trafficking. The Ministry also organized capacity building training for 80 law enforcement officers to detect and prosecute offences of human trafficking.

The Ministry also received Cabinet's approval on the 22<sup>nd</sup> April, 2025 for the revised Domestic Violence policy which will ensure better protection of survivors of Domestic Violence in line with National and International laws and standards and response to the current needs of Ghanaians.

The 16 Days of Activism against sexual and gender-based violence was commemorated with a National launch at Kaneshie Market in the Greater Accra Region and a media campaign launch against domestic violence on Happy FM. Ashanti Regions. 40 selected market executives were also trained to serve as paralegals in the Bono and Upper East Regions.

The Ministry also provided medical, legal and psychosocial support to 85 survivors of domestic/sexual and gender-based violence. The Ministry continues to provide case management services to victims of sexual and gender-based violence (SGBV) through the Orange Support Centre through a toll-free line at 0800 111 222.

- **Ghana School Feeding Program**

During the period under review, the program provided one hot nutritious meal to 4,231,059 pupils in 12,045 from KG to Primary six public schools in all the 261 districts of the country for 2024/2025 academic year. The program also provided gainful employment to 34,000 caterers and cooks nationwide. Payments for first, second and third terms of 2024/2025 academic year were made to caterers.

The Ministry also monitored 4,419 selected schools across the country to ascertain the effectiveness of the program. The monitoring exercise revealed that food quality has seen some improvement with more caterers using the regional menu which intern has improved the use of local foodstuff.

- **Social Protection**

The Ministry facilitated the passage of the Social Protection Act, 2025 (ACT 1148) to strengthen the Social Protection floor of the country and make social protection a right of citizenry in 2025. To further strengthen the implementation of Act 1148, the Ministry through consultation with key stakeholders has finalised a legislative instrument for the implementation of the Act. The

Ministry is awaiting the final approval from the office of the Attorney General and Ministry of Justice for onward submission to Parliament for the necessary approval.

The Ministry, through the Single Window Citizen Engagement Service (SWCES) has demonstrated effective grievance management, with a substantial resolution rate for reported cases. By December 2025, 1420 cases related to the government's flagship programs and other social issues such as domestic violence, child labour, human trafficking was received, of which 966 were resolved, representing 68% in terms of the resolution rate.

### **10.3. Reforms**

- **Digitization of case management (Single Window Citizen Engagement Service (SWCES) (Orange Support Center) with a toll-free line at 0800 111 222.**

This reform was designed to ensure effective grievance management and timely resolution of reported cases in relation to social protection programs. By 2024, 1,986 cases had been received with an 87% resolution rate. As of 2025, 100% of grievances were received and managed through the system, with 1,420 cases submitted and 966 resolved. This digital system significantly reduced travelling time by 100%, allowing citizens to report grievances conveniently without visiting offices in person.

In addition to general grievance handling, the SWCES was also used to provide case management services to victims of sexual and gender-based violence (SGBV). By 2024, 80 cases had been received and referred to the appropriate organizations for redress. As of 2025, 85 cases were received and referred ensuring survivors had access to the medical, legal and psychosocial support they required. This intervention eased the burden of travelling to the office and encouraged survivors to report cases, improving access to timely protection and support services.

- **Digitization of reporting and service delivery (Social Welfare Information Management System (SWIMS))**

This reform was aimed at promoting responsive, accessible, coordinated and timely delivery of social welfare services at the district level. By 2024, 180 MMDAs were using the system. As of 2025, 80% of MMDAs were using SWIMS, with 210 actively engaged and 8,349 cases entered onto the platform. This reform improved social welfare service delivery, particularly at the district level, by enabling better coordination, tracking and responsiveness to social welfare needs.

- **ICT Policy**

The Ministry also advanced the ICT Policy reform which was intended to provide a governance framework for a secure and ICT-enabled social development environment in line with the Government of Ghana's digitalisation agenda. By 2024, the policy was still in draft form. As of 2025, the ICT Policy had been launched and disseminated to staff leading to improved and

efficient use of IT resources across the Ministry. This reform supports more effective operations and ensures that staff have a clear framework for the secure and responsible use of ICT in service delivery.

#### **10.4. Sustainable Development Goals (SDGs)**

##### **SDG 1: No Poverty. Alleviate poverty and poverty-related issues.**

During the period under review, five cycles of LEAP cash grants (93rd to 97th cycles) were successfully disbursed to 314,208 extremely poor households nationwide. To safeguard beneficiaries against rising living costs, LEAP grants were indexed to inflation, resulting in increased transfer values. In addition, the passage of the Social Protection Act, 2025 (Act 1148) marked a major milestone by strengthening the legal and institutional framework for the delivery and coordination of social protection programs in Ghana.

##### **SDG 2: Zero Hunger. Achieve food security and improved nutrition.**

The Ministry through the Ghana School Feeding Program (GSFP) helped to reduce extreme poverty by increasing coverage of student beneficiaries to 4.3m nationwide ensuring access to at least one nutritious meal per school day. To enhance the quality of meals served, the daily feeding grant per child was increased from GH¢1.50 to GH¢2.00, while practical training was provided to caterers to improve food preparation, hygiene and nutritional standards.

##### **SDG 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres.**

85 survivors of sexual and gender-based violence (SGBV) received comprehensive medical, legal and psychosocial support. The Ministry also rescued and reintegrated 124 victims of human trafficking, supporting their recovery and reintegration into society. To enhance community-level justice and reporting, 40 market paralegals were trained in the Bono and Upper East Regions. Additionally, 65 sensitization programs were organized, reaching 9,972 participants to raise awareness on SGBV, teenage pregnancy, child marriage and other harmful cultural practices.

##### **SDG 5.5: Ensure women's full and effective participation and equal opportunities for leadership.**

The Ministry launched the Affirmative Action (Gender Equity) Act, 2024 (Act 1121) to addressing persistent gender disparities in political and public leadership. At the community level, the Gender Action Learning Systems (GALS) methodology was implemented by the Ministry to empower women economically and socially.

The Ministry also organized the First National Men’s Conference on Positive Masculinity in December 2025, to redefining masculinity as a force for gender equity and end violence against women and girls.

### **SDG 8.7: (Eradication of Child Labour, Forced Labour and Human Trafficking)**

During the period under review, the Ministry provided trauma-informed care (counselling, medical, education) to 124 victims of trafficking and successfully reintegrated them including children and adults. In addition, sensitization programs were held for over 3,800 students in the Western North and Volta Regions to help them identify and report trafficking and irregular migration. The Ministry further trained 60 law enforcement officers on trafficking and child labour to strengthen response and enforcement. As part of national advocacy and coordination efforts, the Ministry commemorated the Human Trafficking Law 20<sup>th</sup> anniversary, while continuing to provide care for 124 victims both Children and Adults.

### **SDG 10.2: Reduced Inequality**

During the period under review, the Ministry assisted 5,457 patients with hospital welfare services including the waiver of hospital bills and surgeries to reduce financial barriers to healthcare for vulnerable persons. In addition, the Ministry placed 26 children with foster parents and licensed 12 Residential Home Care (RHCs) to ensure adherence to required standards of care. To promote social and economic inclusion of persons with disabilities, 293 PWDs (165 males and 123 females) received employable skills training at Rehabilitation Centres in Accra, Edwenase and Bolga.

## 10.5. Financial Performance

The financial performance of the Ministry in 2025 is presented below.

SOURCE		APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	ACTUAL RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG		A	B	C	D	E=B-C
1	COMPENSATION	111,788,273.00	111,788,273.00	106,481,857.54	106,481,857.54	5,306,415.46
	GOODS AND SERVICES	2,745,889,337.00	2,745,889,337.00	2,744,516,620.20	2,649,577,805.79	1,372,716.80
	CAPEX	1,600,000.00	1,600,000.00	1,600,000.00	-	-
2	IGF	1,185,697.00	1,185,697.00	797,485.00	613,792.83	388,212.00
3	DEV'T PARTNERS e.g. JICA	30,970,000.00	30,970,000.00	3,195,155.00	3,195,155.00	27,774,845.00
	<b>TOTAL</b>	<b>2,891,433,307.00</b>	<b>2,891,433,307.00</b>	<b>2,856,591,117.74</b>	<b>2,759,868,611.16</b>	<b>34,842,189.26</b>

## 10.6. Challenges

The following listed below were the challenges the Ministry faced:

- **Financial and Logistical Constraints**

Limited financial resources have constrained the effective implementation of the Ministry's programs. Inadequate budgetary allocations affect program delivery, logistics, infrastructure and access to paid training, while shortages of vehicles and office equipment reduce operational efficiency at both national and regional levels. To address these challenges, the Ministry recommends increased government funding and strengthened collaboration with development partners for technical and logistical support.

- **Staffing and Capacity Building Issues**

Inadequate staffing levels and skills gaps in some departments and regional offices have reduced efficiency in program implementation and service delivery. To address this, the Ministry will liaise with the Office of the Head of the Civil Service (OHCS) for recruitment/posting of staff and engage development partners to provide technical support and targeted capacity-building programs.

- **Limited awareness and understanding of Social Protection Programs**

Limited awareness among stakeholders and the public about Social Protection operations undermines program effectiveness. Inadequate knowledge of key platforms, such as the Boame

App, the Orange Support Centre and the Single Window Citizens Engagement Service (SWCES), also restrict access to critical support for survivors. To address this, the Ministry will implement a Communication and Advocacy Strategy to improve information dissemination, build consensus and strengthen public support. In addition, targeted stakeholder training will be conducted on the use and benefits of the Boame App, the Orange Support Centre and SWCES.

- **Lack of a Social Protection Shock Response Strategy (SPSRS)**

The absence of a structured Social Protection Shock Response Strategy (SPSRS) weakens the sector's ability to respond effectively to emergencies affecting vulnerable populations. To address this gap, the Ministry will develop and operationalize the SPSRS with stakeholder input and train dedicated staff in emergency response planning to strengthen institutional capacity.

- **Chieftaincy Disputes and Data Collection**

Chieftaincy disputes in some communities' hinder engagement with traditional authorities, which is a critical protocol for initiating community-level activities, including data collection and service delivery. These disputes create divisions and mistrust, limiting cooperation and undermining effective program implementation.

To address this, the Ministry will strengthen collaboration with MoLGDRD and the OHLGS to reinforce sub-national social protection structures and engage the Parliamentary Select Committee to expedite passage of the Social Protection Bill.

## **10.7. Forward Look**

The top priority areas (project and program) to be implemented by the Ministry in 2026 are:

- Provide one hot meal for all pupils under the beneficiary schools under the GSFP on every school 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.
- Reassessment and monitoring of LEAP beneficiary households to ascertain number of graduating households and ensure effective service delivery.
- Monitoring of the management and disbursement of the 3% District Assembly Common Fund allocation for Persons with Disabilities.
- Development of framework for the inclusion of Sign Language in the public and private sectors
- Strengthen grievance redress coordination across SP programs
- Implement Social Protection Emergency Response Strategy.

- Organise bi-annual meetings on the implementation of the Adolescent Pregnancy Strategy.
- Sensitize stakeholders on the passed Affirmative Action (Gender Equity Act 2024) Act 1121
- Give care and protection to victims of trafficking in shelters
- Community sensitization to create awareness on issues of Human Trafficking, Migration and Child Labour
- Continue to provide trauma informed care and counselling to victims of Human Trafficking
- Reintegrate rehabilitated victims with their families
- Implement the Strategic Framework on Ending Child Marriage in Ghana
- Operationalize Domestic Violence shelter to receive and take care of SGBV survivors
- Embark on the 16 Days of Activism Campaign against Domestic/Sexual and Gender-Based Violence and commemorate the International Day of Zero Tolerance against Female Genital Mutilation and educate the public on the dangers of such acts
- Community sensitization to create awareness on issues of SGBV and Child Marriage
- Facilitate MIS integration and creation of a dashboard for Ministry headquarters
- Management of MoGCSP website and social interactive platforms
- Conduct and produce planning, mid-year and end-of-year reports on staff performance appraisal
- Coordinate the signing and evaluation of Performance Agreement for Heads of Departments (HoDs)/Secretariats and Directors
- Child Rights Promotion, Protection and Development
- Compile and submit Ghana's response to concluding observations of UN Committee on the Rights of the Child
- Engage Stakeholders on Child Protection issues (including Reporting and Referral of CP cases)
- Finalise and launch the Revised ECCD Policy Framework
- Roll out of the Strategic Plan for Street Connected Persons

## **11.0. MINISTRY OF HEALTH (MOH)**

The Ministry of Health (MoH) is mandated to develop and co-ordinate relevant health policies towards effective health service delivery in Ghana. The sector has four main objectives with a broader goal of ensuring good health and well-being for all people living in Ghana.

The Political and bureaucratic heads of the Ministry were:

Minister - Hon. Kwaben Mintah Akandoh (MP) (February, 2025 – Date)

Deputy Minister - Dr. Grace Ayensu-Danquah (MP) (July, 2025 – Date)

Bureaucratic Head - Mr. Desmond Boateng (June, 2025 – Date)

### **11.1 . Sector Agencies**

The Ministry has oversight over the following sub-vented organisations and Public Service Organisations:

#### **Sub-vented Organizations**

- Christian Health Association of Ghana (CHAG)
- Ghana Association of Quasi Health Institutions (GAQHI)
- Ahmadiyya Muslim Mission Ghana
- St. John’s Ambulance Brigade

#### **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)

## **11.2. Sector achievements**

Highlights of the Ministry's 2025 achievements were as follows:

- **Health Policies, Strategies and Guidelines**

In line with the Ministry's mandate to provide strategic direction for the health sector, the MoH continued to develop and disseminate several policies, strategies and guidelines. The policies, strategies and guidelines developed in the year under review included Health Security Policy & Integrated Framework, National Patient Referral Policy and Implementation Guidelines, Ghana Medical Trust Fund (MahamaCares) Cabinet Memo and Information Papers and National Health Accounts (2023).

The development process for the following policies, guidelines and strategies, was also initiated in 2025: Human Tissue and Organ Transplant Policy, Review of the Public Health Act, 2012 (Act 851), National Eye Health Policy and National Strategy on Diabetic Retinopathy.

- **Health Infrastructure Projects**

Health infrastructure is a vital pillar of health system development and a key driver in achieving Universal Health Coverage (UHC) and the Sustainable Development Goals (SDGs). Investments in this area lead to improved health outcomes, enhanced clinical quality and the development of human capital, contributing to national growth and prosperity.

Summary of Health Infrastructure Projects undertaken during the period included the following:

No.	Project	Implementation Status as of 2025
1.	Construction of 2 Regional & 6 District Hospitals by Euroget	At 68% completion.
2.	Construction of 26 CHPS Compounds (Otumi, Akim Nkwantanang, Gyakiti, Kwanyako, Jamasi, Wiaboman, Nsutam, Asunafo, Gbawe, Weija, Anankrom, Nkroful Denkyira, Kwamoano, Ajumako Kumasi, Nwenoso No. 3, Ntunkumso, Akuakrom, Tanyigbe, Klefe Demetey, Kato, Koduakrom (near Nsoatre), Aboabo, Debiso, Kwagyekrom, Timeabu	Otumi 65% completion , Akim Nkwantanang at 53% completion Gyakiti at 48.3% completion Jamasi at 55.6% Wiaboman at 36.06% Asunafo at 72.26% Weija at 28% completion Kwamoano at 68% Ajumako Kumasi at 37% Nwenoso No.3 at 12.5% completion Akuakrom at 45% Klefe Demetey at 48% Kato at 25% progress Koduakrom (near Nsoatre) at 65.5% completion
3.	Completion and equipping of KATH Maternity and Children's Block	Overall progress at about 68%
4.	Construction of Eastern Regional Hospital in Koforidua	Overall progress is about 57%
5.	Construction of District Hospital at Obuasi, Anyinam Trauma Hospital and Rehabilitation of Enyiresi Government Hospital	Obuasi Trauma at 81% completion Obuari Health Centre at 65% Anyinam at 67% progress Enyiresi at 82% completion
7.	Rehabilitation and Expansion of La General Hospital - 180 Bed	Progress at 28%. Staff accommodation is at 70% with internal plastering completed. Main clinic block is at 23% completion.

No.	Project	Implementation Status as of 2025
9.	Completion of the New 400-Bed Maternity Block at Korle-Bu Teaching Hospital	Site preparatory works commenced but currently there's no activity on site.
11.	Rehabilitation of Effia Nkwanta hospital and construction of the western regional hospital	Overall progress is at 45% complete
12.	Construct and equip Five district hospitals in the Republic of Ghana	Contractor mobilised to site and commenced the bulk earthworks in preparation for the foundations but currently the Project is stalled due to issues with the ongoing Debt Restructuring.
13.	Construction of 3 District Hospital at Ayensuano, Offinso and Effiduase and Completion of Maternity Blocks at Tafo Hospital & Kumasi South Hospital and Residential Facility at Abrepo for Kumasi South Hospital	Executive and Parliamentary approvals received for both Financing and supply contract.
14.	Supply and Installation of Medical Equipment for Eight (8) Selected District Hospital	Executive and Parliamentary approvals received for the Financing Agreement.

- **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). The Ministry of Health, through the Ministry of Finance, secured financial approval for the recruitment of 203 Medical Officers and 13,500 Nurses & Midwives.

- **Health Information System**

The MoH has made significant strides in advancing its Health Information System. Key achievements within the period under review include the development of the Health Sector Central Information Dissemination Platform (E-Library) with 45 Data Managers trained in its use for centralised information access and dissemination.

### 11.3. Sustainable development goals (SDGs)

**Goal 3.** Ensure healthy lives and promote well-being for all ages.

Under target 3.1, its focus is to reduce the global maternal mortality ratio to less than 70 per 100,000 live births by 2030. In 2025 the Ministry achieved a 112.5 deaths per 100,000 livebirths with the proportion of births attended by skilled health personnel increasing by 56.8%.

Target 3.2 focuses on ending 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 by 2030.

The Ministry made a progress of 10.69 deaths per 1,000 livebirths with 5.2 deaths per 1,000 livebirths

#### 11.4. Reforms

- **Health financing reforms (NHIL uncapping and NHIS stability)**

The objective of the reform was to stabilise NHIS financing; increase coverage and benefits. In the reporting year, the NHIL was fully uncapped and significant budget increase realized for NHIS & medicines.

- **Reduction in Cost of forms for Health Training Institutions Admission for 2026/2027 Academic Year**

The objective of this reform was to guarantee equitable access to health training education and improve the efficiency, transparency and convenience of the admission process. In 2025, admission into all Health Training Institutions (HTIs) was successfully conducted for the 2025/2026 academic year and officially commenced the academic calendar.

- **National Retooling Program (diagnostics amd digital systems)**

The objective was to modernise diagnostics, laboratory and clinical decision support. By December 2025 the National Retooling Program was initiated.

#### 11.5. Financial performance

The Ministry's Financial Performance for 2025 was as follows:

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	9,939,964,121.00	8,885,044,074.68	8,885,044,074.68	1,054,920,046.32
	Use of Goods & Services	309,487,290.00	202,042,909.30	123,867,889.05	107,444,380.70
	CAPEX	101,125,170.00	75,387,619.00	16,640,385.51	25,737,551.00
2	IGF	379,885,033.21	228,311,199.91	220,008,552.81	151,573,833.30
	DEV'T PARTNERS e.g.				
	<b>TOTAL</b>	<b>10,730,461,614.21</b>	<b>9,390,785,802.89</b>	<b>9,245,560,902.05</b>	<b>1,339,675,811.32</b>

## 11.6. Challenges

The following are the challenges encountered by the Ministry during the year:

- **Delays in approvals and release of funds**

Internal administrative delays in approvals and release of funds from MoF for GoG/ABFA funded projects was a major challenge for the Ministry in 2025. To address this gap, the Ministry will expedite action on payment requests, regularly hold discussions as well as follow up with the Ministry of Finance.

- **Debt exchange program**

The debt exchange program stalled many infrastructure projects, e.g. construction of Central Medical Stores (CMS), causing Audit queries on TCMs. The Ministry will engage MoF to expedite action on negotiations with external banks and IMF and payment of outstanding requests to address this gap. It will further engage MoF and the Contractor on the implication of the delay in the delivery of the project (CMS).

- **Lack of adherence to project timelines**

Lack of adherence to project timelines due to non-release of funds, thereby affected overall project completion in the reporting period. The Ministry will extend contract duration and request for extension of Loans by MOF for donor funded projects moving forward.

## 11.7. Forward look

The following are the priority areas for 2026:

### **Essential services for the population**

- Increase the availability of essential health service packages across the continuum of care at all levels
- Improve EPI coverage in urban centres
- Continue the implementation of the policy on HIV Test, Treat and Track (95 95 95), Prevention of Mother to Child Transmission (PMTCT) Option and B plus and reduction of Mother to Child Transmission (MTCT) of HIV Eliminate mother-to-child transmission of HIV
- Establish the Centre for Health Security (CHS)
- Strengthen Primary Health Care (PHC) Systems at the lower level through the Network of Practice concept
- Implement the revised Essential Health Services Package (ESHP)

### **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

### **Improve quality of care and information management**

- Improve provision of quality essential maternal health service
- Improve the quality-of-service delivery at all levels for ANC, intrapartum care, PNC and newborn care
- Increase the quality and coverage of perinatal death audits
- Improve collection, entry, analysis and utilisation of data on NCDs in Ghana
- Strengthen the management and quality assurance of national laboratories and infectious Disease centres
- Establish a system for the generation of nationally representative data
- Improve the quality-of-service delivery for the care of children
- Strengthen the management and quality assurance of medical equipment, laboratories, protocol and infectious disease centres
- Strengthen the Last Mile Distribution (LMD) system
- Strengthen Health Sector Procurement
- Strengthen Warehousing for Health Commodities
- Improve, standardise and integrate financial and health information and supporting systems
- Set up and make functional health systems research and innovation framework

### **Enhance efficiency in human resource performance**

- Ensure the production, equitable deployment and retention of health workforce
- Increase the pre-service and in-service training of healthcare workers
- Increase the national capacity of delivery of mental health services
- Enhance human resource capacity for public health emergencies and medical emergency services

### **Health policy, financing and system strengthening**

- Strengthen governance system for improved performance
- Increase GoG revenue collection and allocation to the health sector

### **Institutionalise reforms in sector effectiveness**

- Institutionalise quality standards and practices in the delivery of health services
- Establish sustainable programs for prevention, screening and early detection of NCDs, including cancers
- Improve the quality-of-service delivery at all levels for ANC, intrapartum care, PNC and new-born care

- Improve collection, entry, analysis and utilisation of data on NCDs in Ghana
- Strengthen and ensure compliance with referral processes and procedures between all levels of care
- Increase the use of Information and Communication Technology for Emergency Care and Surveillance
- 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
- Improve and harmonise provider payment systems to increase the efficiency of spending

### **Other Government Priority Areas for 2025**

Implement free primary health care from CHPS compound to polyclinic level.

### **Capital Investment**

- Construction of 12 Community-Based Health Planning Service (CHPS) at various locations for the Ministry of Health- 2025 (Sites to be determined)
- Construction of six Nursing Training Colleges (Sites to be determined)
- Rehabilitation of Juaboso Hospital
- Reconstruction of Sandema District Hospital
- Upgrade of Besease Polyclinic to a District
- Supply and Installation of Equipment for CHPS Compounds initiated in 2018/2019 and other specialised hospital facilities
- Purchase of Trucks for Central Medical Stores

## **12.0. MINISTRY OF THE INTERIOR (MINTER)**

The Ministry of the Interior 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. Muntaka Mohammed-Mubarak (MP) (30<sup>th</sup> Jan- 31<sup>st</sup> Dec 2025)  
Deputy Minister - Hon. Ebenezer O. Terlabi, (MP) (13<sup>th</sup> March - 31<sup>st</sup> Dec 2025)  
Bureaucratic Head - Mrs. Doreen P. Annan (Ag. Chief Director)

### **12.1. Civil Service Departments and Sector Agencies**

The Ministry has oversight responsibility over (1) Sub-vented Agency, (10) Public Service Organisations and (2) Public Boards and Corporations

#### **Sub-vented Agencies**

- Gaming Commission (GC)

#### **Public Service Organisations**

- National Commission on Small Arms and Light Weapons-(NACSA);
- Ghana National Fire Service-(GNFS);
- National Disaster Management Organization-(NADMO);
- National Peace Council (NPC);
- Ghana Police Service (GPS);
- Ghana Prisons Service (GPS);
- Narcotics Control Commission (NACOC);
- Ghana Immigration Service (GIS);
- Ghana Refugee Board (GRB)
- National Security Council Secretariat; and
- 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; and
- National Identification Authority Board.

## **12.2. Sector Achievements**

- **Digital Transformation of Operations**

The Digital Transformation of Operations initiative seeks to modernise service delivery and internal administrative processes within the Ministry through the deployment of digital platforms.

In 2025, the Ministry successfully deployed and operationalised the MINTER e-Service Platform (MeSP). The platform supported the electronic processing of selected public-facing services and internal administrative workflows, including submissions, approvals and documentation. This reduced dependence on manual procedures and improved coordination across departments and agencies.

- **Enhanced Crime Management and Policing Operations**

This intervention focused on strengthening national crime prevention and policing through intensified intelligence-led operations, increased police visibility and enhanced community engagement. The Ghana Police Service intensified intelligence-led operations, including targeted anti-galamsey interventions that resulted in the confiscation of one hundred and forty (140) mining machines and the dismantling of organised criminal syndicates. Community policing initiatives were further strengthened under the “Peace Protect” program, with over fifteen thousand (15,000) officers deployed nationwide to support patrols and visibility operations.

- **Street Begging Intervention Program**

The Street Begging Intervention Program was implemented to address public order, social protection and migration management challenges through coordinated enforcement actions and welfare interventions involving key sector institutions.

In collaboration with the Ministry of Gender, Children and Social Protection (Department of Social Welfare) and the Ghana Immigration Service, coordinated operations were undertaken. A total of 2,241 street beggars were identified, removed from the streets and processed.

- **Nationwide Gun Amnesty and Complementary Small Arms Control Measures**

The Nationwide Gun Amnesty Program was initiated to reduce the proliferation of illicit small arms and light weapons through voluntary surrender, sustained public sensitisation and complementary enforcement measures, with the overall aim of enhancing public safety and reducing violent crime.

In 2025, the Ministry, in collaboration with the National Commission on Small Arms and Light Weapons (NACSA), initiated and coordinated a nationwide Gun Amnesty Program from December 2024 to January 2025. The program was supported by extensive public sensitisation and strengthened collaboration among security agencies and relevant stakeholders to promote compliance with firearms regulations.

- **Logistics and Retooling for Enhanced Operational Readiness of the Sector**

This intervention focused on strengthening the operational readiness of the sector through the provision of vehicles, equipment and improved office infrastructure to support effective service delivery and internal security operations. The Minister presented sixty (60) pickup vehicles and thirty (30) motorbikes to the Ghana Police Service to support patrol and rapid response operations. The Ghana National Fire Service received fifteen (15) pickup vehicles and five (5) motorbikes, while the Narcotics Control Commission (NACOC) and other agencies benefited from targeted vehicle procurements. In addition, significant progress was made on the construction of the Ministry's ultra-modern multi-storey office complex.

### **12.3. Sustainable Development Goals (SDGs)**

During the 2025 reporting period, the Ministry actively implemented interventions aligned with the following Sustainable Development Goals (SDGs):

#### **SDG 16 – Peace, Justice and Strong Institutions:**

The Ministry promoted public safety, crime prevention, access to justice, effective law enforcement and strong, accountable security institutions.

#### **SDG 5 – Gender Equality:**

Mainstreaming gender considerations within peace and security interventions and promoting the participation and protection of women and girls was the focus of the Ministry.

### **SDG 10 – Reduced Inequalities:**

The Ministry sought to address vulnerabilities among migrants, street beggars, inmates and other marginalised groups through inclusive security and social protection interventions.

### **SDG 11 - Sustainable Cities and Communities / Rehabilitation:**

Enhancing urban safety, resilience and the rehabilitation of vulnerable populations through inclusive infrastructure, community-based programs and social reintegration initiatives was the focus.

### **SDG 17 – Partnerships for the Goals:**

Strengthening collaboration with MDAs, security agencies, development partners and civil society organisations to deliver coordinated and effective outcomes was the focus.

The Ministry integrated SDG considerations into key policy initiatives and programs, including crime management and policing operations, the nationwide Gun Amnesty Program, street begging interventions, disaster risk reduction activities and institutional strengthening initiatives. The development of a National Strategy Against Transnational Organised Crime further reinforced the Ministry’s commitment to addressing emerging security threats in line with SDG 16, while embedding gender and partnership considerations.

## **12.4. Reforms**

### **Implementation of Revised Fees and Charges for the Ministry of the Interior and its Agencies**

The key reform of the Ministry was to revise fees and charges by seeking to enhance revenue mobilisation, promote transparency and accountability in service delivery and ensure compliance with statutory requirements governing fees and charges. It is intended to standardise fees across Agencies under the Ministry, reduce revenue leakages and improve financial sustainability in line with the Fees and Charges (Miscellaneous Provisions) Act, 2022 (Act 1080) and its subsequent amendments.

As of November 2025, Parliament approved the new Fees and Charges applicable to the Ministry of the Interior and its Agencies. Following this approval, the Ministry formally notified all Agencies to commence implementation of the revised fees in accordance with the approved schedule. Agencies were directed to ensure full compliance with the new fees and to take immediate steps to operationalise the revised charges.

## 12.5. Financial Performance

The Ministry's Financial Performance for 2025 was as follows:

SOURCE		APPROVED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
GOG		A	B	C	D=(A-B)
1	Compensation of Employees	9,939,964,121.00	8,885,044,074.68	8,885,044,074.68	<b>1,054,920,046.32</b>
	Use of Goods & Services	309,487,290.00	202,042,909.30	123,867,889.05	<b>107,444,380.70</b>
	CAPEX	101,125,170.00	75,387,619.00	16,640,385.51	<b>25,737,551.00</b>
2	<b>IGF</b>	379,885,033.21	228,311,199.91	220,008,552.81	<b>151,573,833.30</b>
<b>DEV'T PARTNERS e.g.</b>					
3	DANIDA	-	-	-	-
	JICA	-	-	-	-
	World Bank	-	-	-	-
	Others	-	-	-	-
<b>TOTAL</b>		<b>10,730,461,614.21</b>	<b>9,390,785,802.89</b>	<b>9,245,560,902.05</b>	<b>1,339,675,811.32</b>

## 12.6. Challenges

The following are the challenges encountered by the Ministry during the year:

- **Inadequate budgetary releases**

Inadequate budgetary releases adversely affected the Ministry's efforts to modernise infrastructure across its Agencies. Planned upgrades to critical facilities, information and communication technology (ICT) systems, logistics platforms and operational equipment were either delayed or scaled down. As a result, some Agencies continued to rely on ageing infrastructure and legacy systems, which limited efficiency, slowed service delivery processes and reduced the overall effectiveness of internal operations.

To mitigate these challenges in the short term, the Ministry prioritised the optimisation of available resources through improved planning, reallocation of funds to critical operations and strengthened inter-agency collaboration to avoid duplication of efforts

- **Funding constraints**

The funding constraints had implications for the Ministry's contribution to the Government's 24-Hour Economy agenda. Sustaining round-the-clock security, emergency response and public safety services requires significant investment in personnel, logistics, equipment maintenance and welfare. Limited financial resources hindered the ability of security and emergency services to consistently operate at optimal capacity throughout the day and night, thereby affecting the extent to which the Ministry could fully support uninterrupted economic activity.

The Ministry also intensified engagement with the Ministry of Finance and relevant oversight institutions to advocate for timely releases and supplementary funding, while exploring Public-Private Partnership (PPP) options and deepening collaboration with Civil Society Organisations (CSOs) and development partners.

- **Border security operations**

Border security operations were impacted by budgetary limitations. Insufficient funding reduced the Ministry's capacity to deploy modern surveillance technologies, enhance mobility and logistics for border patrols and provide advanced training for personnel tasked with managing transnational security threats. These constraints affected the ability of Agencies to respond proactively to emerging cross-border crimes, including smuggling, trafficking and other organised criminal activities.

- **Inadequate Training**

Inadequate training continued affecting the capacity of officers within the security Agencies to meet evolving operational demands.

## **12.7. Forward Look**

In 2026, the Ministry intends to embark on the following activities:

- Completion and operationalisation of the Ministry's ultra-modern office complex to improve administrative efficiency;
- Expansion and enhancement of the MINTER e-Service platform and digital records management;
- Deepening crime prevention and intelligence-led policing, including strengthened community policing and sustained visibility operations;
- Strengthening small arms control, building on the gun amnesty outcomes through sustained sensitisation and enforcement;
- Improved logistics and infrastructure support to agencies, especially emergency response and border security operations;
- Enhanced disaster preparedness, risk reduction measures and operational readiness;

- Workforce strengthening, including succession planning, knowledge retention systems and targeted recruitment for specialised technical functions.
- Effective implementation monitoring of the revised Fees and Charges regime, supported by public communication and compliance supervision; and
- Sustained SDG and gender mainstreaming, including structured gender-responsive capacity building and stronger partnerships for delivery.

## **13.0. MINISTRY OF LABOUR, JOBS AND EMPLOYMENT (MLJE)**

The Ministry of Labour, Jobs and Employment is mandated to formulate policies on labour, jobs and employment, develop sector plans and coordinate sector-specific interventions. It also promotes harmonious labour relations and workplace safety, supports the elimination of child labour and monitors the implementation of policies, programs and projects to accelerate employment creation for national development.

The Political and bureaucratic heads of the Ministry were:

Minister - Hon. Dr. Abdul-Rashid Hassan Pelpuo (MP) (February 2026)

Bureaucratic Head - Mr. Hamidu Adakurugu, Esq. (May 2025)

### **13.1 Civil Service Departments and Sector Agencies**

The Ministry has oversight responsibility over 3 Civil Service Departments, 5 Sub-vented Agencies.

#### **Civil Service Departments**

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

#### **Agencies**

- Management Development and Productivity Institute (MDPI)
- Ghana Co-operatives College (GCCo)
- Ghana Co-operatives Council (GCC)
- National Labour Commission (NLC)
- Fair Wages and Salaries Commission (FWSC)

### **13.2. Sector Achievements**

The achievements of the ministry for the 2025 reporting year were as follows.

- **Review of Bilateral Labour Agreements and Labour Migration Governance**

In furtherance of efforts to strengthen labour migration governance, the Ministry continued the review of bilateral labour agreements with destination countries. In 2025, progress was made in reviewing a draft Memorandum of Understanding between Ghana and Italy, building on earlier reviews of agreements with other destination countries. This intervention contributed to enhancing the protection of Ghanaian migrant workers and supported the orderly, safe and responsible management of labour migration.

- **Development of the National Occupational Safety and Health (OSH) Profile**

The Ministry advanced work on the development of the National Occupational Safety and Health (OSH) Profile in 2025. Key activities undertaken included the preparation of concept notes and terms of reference, stakeholder consultations and the establishment of a framework for a national OSH database. These efforts laid a critical foundation for strengthening OSH governance and informing the development of national OSH policy and legislation aimed at improving workplace safety, health standards and risk management.

- **Review of the Labour Bill and Legislative Reforms**

In the area of legislative reform, the Ministry undertook a comprehensive review of the Labour Bill, building on the first draft developed earlier. The review process focused on aligning the Bill with prevailing national labour policies, international labour standards and emerging workforce dynamics. This initiative is expected to result in a more robust, modern and responsive legal framework to support employment relations, worker protection and industrial harmony.

- **Promotion of Green Jobs and Social Dialogue through National Dialogue and Green Jobs Fair**

Additionally, the Ministry organised a National Dialogue and Green Jobs Fair to promote green employment opportunities and advance social dialogue on green policies. The event brought together key stakeholders from government, the private sector and civil society to raise awareness of green and circular economic opportunities. This initiative strengthened multi-stakeholder collaboration on sustainable development and supported national efforts towards climate-responsive, inclusive and sustainable job creation.

- **Negotiation and Implementation of Public Service Base Pay**

In 2025, the Fair Wages and Salaries Commission (FWSC) successfully concluded negotiations for the 2025 and 2026 Base Pay in accordance with the timelines stipulated under the Public Financial Management Act, 2016 (Act 921). The negotiation process resulted in agreed increments on basic salaries across the public services, ensuring full coverage of public sector employees under the Single Spine Salary Structure. The timely conclusion of the base pay negotiations contributed significantly to maintaining industrial harmony and stability at the labour front, while reinforcing confidence in the Government's commitment to structured and transparent wage administration.

- **Negotiation of Conditions of Service for Public Service Institutions**

As part of efforts to promote equity and fairness in compensation administration, the FWSC undertook negotiations on Conditions of Service for four (4) Public Service Institutions during

the year under review. Negotiations were completed for selected unions and institutions. These engagements strengthened structured dialogue between Government and organised labour and contributed to improved labour relations across the public services

### **13.3 Reforms**

The key reforms of the Ministry for 2025 were as follows:

- **Introduction of the Labour Inspection App**

The Labour Department introduced the Labour Inspection App to digitise inspection processes, enhancing efficiency, accuracy and transparency. Previously reliant on paper-based systems, inspections were slow and prone to errors. In 2025, the app was rolled out nationwide, enabling instant field uploads and faster reporting, while reducing paperwork and improving data consistency. The reform strengthened compliance monitoring and transparency, though challenges remain, including technical glitches, limited devices and the need for ongoing digital literacy support. To address these, it is recommended to provide additional devices and power banks, establish a technical helpdesk and conduct regular refresher training for inspectors.

- **Establishment of Knowledge-Sharing Fora**

In 2025, the Ministry established structured knowledge-sharing fora to promote continuous learning, enhance collaboration and improve understanding of departmental mandates. Previously informal and inconsistent, knowledge sharing has since become regular, facilitating the exchange of experiences and best practices, strengthening internal communication and enhancing institutional learning. Challenges included scheduling conflicts and limited documentation of shared knowledge; it is therefore recommended to implement a formal schedule, track attendance and circulate summaries of key lessons.

- **Aligning Pay to Individual and Institutional Performance**

To promote a productivity-oriented public sector and accountability through performance-based rewards, the Fair Wages and Salaries Commission initiated reforms to align pay with individual and institutional performance. As of 2024, no public service institutions had pay structures linked to productivity. In 2025, twenty-one institutions were selected for a pilot study, supported by two Technical Committees, draft concept and policy papers and preparatory engagements with seventeen institutions. Ongoing research into international performance management systems will inform best practices, with the pilot rollout scheduled for 2026, laying the foundation for a performance-driven compensation framework.

### **13.4. Sustainable Development Goals (SDGs)**

In the implementation of its planned activities, the Ministry attained the following SDGs:

#### **Goal 8: Decent Work and Economic Growth**

##### **SDG Target 8.8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**

Under SDG Target 8.8 the Ministry sought to promote sustained, inclusive and sustainable economic growth and decent work for all by protecting labour rights and promoting safe working environments, including migrant workers. In 2025, key outputs included the review and update of bilateral labour agreements and the Labour Bill. However, implementation was constrained by limited data on migrant worker conditions. To address this issue, the Ministry proposes strengthening continuous bilateral engagement and Improved inter-agency data sharing and coordination.

##### **SDG Target 8:4 - Improve resource efficiency and decouple growth from environmental degradation.**

The Ministry as part of efforts to achieve this goal organized the National Green Jobs Dialogue and Fair. Challenges included limited public awareness of green jobs and Weak coordination among stakeholders. Mitigating strategies include a national dialogue to promote social dialogue on green policies and multi-stakeholder collaboration on green and circular economy initiatives

##### **SDG Target 8:5 - Achieve full and productive employment and decent work for all.**

Unemployment rate, by sex, age and persons with disabilities and number of jobseekers successfully placed into employment were the indicators. The Ministry through the Labour Department facilitated job matching programs to connect unemployed youth with employers, addressing youth employment challenges. Insufficient resources to make employment promotion effective and efficient was the challenge. To tackle this challenge, the Ministry proposes leveraging resources of social partners in the employment promotion ecosystem.

### 13.5. Financial Performance

The financial performance of the Ministry in 2025 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	10,647,144.00	10,647,144.00	8,005,620.00	8,005,620.00	2,641,524.00
Goods & Services	10,215,242.00	18,781,210.00	9,729,548.00	7,389,901.00	9,051,662.00
CAPEX	-	-	-	-	-
2 IGF	-	-	-	-	-
<b>TOTAL</b>	<b>20,862,386.00</b>	<b>29,428,354.00</b>	<b>17,735,168.00</b>	<b>15,395,521.00</b>	<b>11,693,186.00</b>
			<b>0</b>	<b>0</b>	

### 13.6. Challenges

In 2025, the Ministry encountered the underlisted challenges:

- **Inadequate Financial and Logistical Resources**

Inadequate financial and logistical resources to fully execute planned programs and activities was key to the Ministry's operations. This constraint resulted in delays in implementation timelines and limited the scope of some interventions, thereby affecting the Ministry's ability to deliver services within the expected timeframes. To address this challenge, the Ministry prioritised critical activities, strengthened internal planning processes and explored opportunities for collaboration with development partners to supplement available resources.

- **Weak Data Availability and Inter-Agency Coordination**

Another significant challenge related to weak data availability and coordination among relevant institutions. Fragmented data systems and delays in receiving information from partner agencies made it difficult to effectively monitor progress, assess outcomes and produce timely and accurate reports. This, in turn, affected evidence-based decision-making and performance tracking. In response, the Ministry intensified efforts to strengthen inter-agency collaboration, improve data-sharing mechanisms and leverage digital tools such as the Ghana Labour Market Information System (GLMIS) to enhance data collection and reporting.

- **Lengthy Consultative and Approval Processes**

The Ministry also faced challenges associated with lengthy consultative and approval processes, particularly in relation to policy and legislative reforms. Extensive stakeholder consultations, while necessary, contributed to delays in finalising key reforms and slowed overall implementation progress. To mitigate this, the Ministry adopted a phased approach to reform implementation and sustained engagement with stakeholders to maintain momentum while ensuring inclusiveness and consensus-building.

- **Sweeping of MDPI's Internally Generated Funds into the Consolidated Fund**

The sweeping of MDPI's Internally Generated Funds (IGF) into the consolidated fund significantly disrupted the Institute's operational activities during the period under review. This provides the understanding that critical funds meant for day-to-day operations, training delivery, consultancy support and administrative functions were unavailable when needed. The situation affected the Institute's ability to implement planned activities and weakened overall performance. Short and medium-term strategies include engaging the Ministry of Finance for a retention arrangement, strengthening financial reporting to justify operational needs and exploring permissible alternative revenue streams to ease funding gaps.

- **Decline in Patronage of MDPI's Services**

The slow patronage of MDPI's services by its regular clients, largely due to transitional activities associated with the change of government, posed a major challenge in 2025. This provided the understanding that demand for training, consultancy and productivity advisory services reduced significantly, thereby affecting revenue generation and the execution of planned programs. The low service uptake created delays in achieving performance targets. Short and medium-term measures include intensifying stakeholder engagement, offering targeted productivity solutions for new public-sector leadership and expanding marketing activities to sustain demand irrespective of political transitions.

### **13.7. Forward Look**

Below are the top priority areas (projects and programs) to be implemented in 2026.

- Labour Market Regulation and Wage Administration
- Labour Migration Governance
- Occupational Safety and Health (OSH)
- Legislative and Policy Reform
- Review of the National Labour Migration Policy (NLMP)
- Green Jobs and Climate-Responsive Employment

- Drafting and Submission of the Independent Emoluments Commission (IEC) Constitutional Instrument
- Institutional Reforms and Capacity Strengthening
- Development of a National Emoluments Policy Framework
- Development of a Performance-Based Pay Policy
- Development and Maintenance of a Comprehensive National Wage Information System
- Payroll Data Cleansing and HRMIS Integration
- Development of a National Grade and Pay Structure
- Strategic Communication and Stakeholder Engagement
- Service Delivery Standards and Negotiation Protocols
- Establishment of MDPI Satellite Offices in Selected Regions
- Strengthening Data Management

## **14.0. 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 its mineral resources for socio-economic growth and development.

The political and bureaucratic heads of the Ministry were:

Minister	- Hon. Emmanuel Armah-Kofi Buah (January 2025 to Date)
Deputy Minister	- Hon. Yusif Sulemana (April 2025 to Date)
Bureaucratic Head	- Innocent Marcus Haligah (May 2025 to Date)

### **14.1. Civil Service Departments and Sector Agencies**

The Ministry had oversight responsibility over one (1) Civil Service Department, seven (7) Sub-vented Agencies and nine (9) Public Boards and Corporations.

#### **Civil Service Department**

- Office of Administrator of Stool Lands

#### **Sub-vented Agencies**

- Lands Commission
- Forestry Commission
- Minerals Commission
- Ghana Geological Survey Authority
- Ghana Integrated Aluminium Development Corporation
- Ghana Integrated Iron and Steel Development Corporation
- Ghana Boundary Commission

#### **Public Boards and Corporations**

- Forestry Commission (FC) Board
- Lands Commission (LC) Board
- Minerals Commission (MC) Board
- Ghana Geological Survey Authority (GGSA) Board
- Plantation Fund Board
- Ghana Boundary Commission (GBC) Board
- Minerals Development Fund (MDF) Board
- Ghana Integrated Aluminium Development Corporation (GIADEC) Board
- Ghana Integrated Iron and Steel Development Corporation (GIISDEC) Board

## 14.2. Sector Achievements

The achievements of the Ministry for 2025 are categorised into 3 main sectors as follows:

### A. Mining Sector

#### • Enforcement of Anti-Illegal Mining Operations

The Ministry, in collaboration with the Ministries of Defence and the Interior, established the National Anti-Illegal Mining Operations Secretariat (NAIMOS) to combat illegal mining. With support from the Forestry Guards and the Police, NAIMOS operations led to the seizure of 443 excavators, 11 bulldozers, 86 pump-action guns, 31 motorbikes, 14 cars, 1,200 water pumps, 36 LPG cylinders and washing boards, as well as the arrest of 1,486 persons. Additionally, the Ministry trained and deployed 1,000 Blue Water Guards to complement NAIMOS operations and safeguard the nation's water bodies.

#### • Monitoring, Tracking and Oversight of Mining Equipment

To enhance accountability and effective monitoring, the Ministry, through the Minerals Commission, developed a framework for tracking earth-moving and mining equipment. As of November 2025, 895 GPS tracking devices had been installed to enable real-time monitoring and promote responsible equipment use, while 1,575 machines were registered under the Importation Policy to strengthen oversight and compliance across the mining value chain.

#### • Development of an Integrated Aluminium Industry

The Ministry, through the Ghana Integrated Aluminium Development Corporation (GIADEC), completed the acquisition of six bauxite leases, which are currently before Parliament for ratification to secure legal ownership and attract international investment. To operationalise its commercial strategy, GIADEC established a dedicated Commercial Department and ring-fenced Block A of the Nyinahin concession, containing approximately 120 million metric tonnes of bauxite, for immediate extraction and offtake to generate project revenue. The strategy also positions remaining bauxite concessions as incentives for strategic investors undertaking major infrastructure projects, including railway development, port expansion and domestic alumina refinery construction.

In addition, GIADEC secured a Memoranda of Understanding with global aluminium firms such as Emirates Global Aluminium (EGA) and Rusal, while advancing negotiations with Chinese and Indian aluminium companies to broaden the investor base.

## **B. Forestry Sub-Sector**

### **• Sustainable Forest Management, Restoration and Governance**

In line with Government's efforts to reduce deforestation and forest degradation while strengthening forest governance, the Ministry implemented a range of restoration, regulatory and industry-focused interventions in 2025.

The Tree for Life Reforestation Initiative, launched in March 2025, targeted the restoration of degraded and mined-out landscapes through the planting of 30 million trees across 22,000 hectares. As of November 2025, 26,101,180 trees covering 18,964 hectares had been planted using public planting, private plantations, enrichment planting, trees on farms, amenity planting and the Modified Taunya System (MTS). In addition, the Ministry, in partnership with the private sector, reclaimed 143 hectares of degraded mined-out areas in the Western North and Ashanti Regions, with efforts ongoing to expand reclamation nationwide.

Forest governance was significantly strengthened in 2025 with Ghana becoming the first African country and second globally after Indonesia to issue the Forest Law Enforcement, Governance and Trade (FLEGT) License in August under the Ghana–EU Voluntary Partnership Agreement, enhancing transparency, accountability, the Timber Legality Assurance System and Ghana's leadership in legal and sustainable timber trade while supporting the Sustainable Development Goals.

Forest industry performance also improved, with 180,012 cubic metres of timber and timber products valued at €82.5 million exported by October 2025 (about 60% of the annual target) and 1.51 million cubic metres of natural forest timber harvested by November 2025, achieving 75.5% of the annual target and exceeding the 1.24 million cubic metres recorded during the same period in 2024.

## **C. Land Sub-Sector**

### **• Digitalisation and Automation of Land Administration Services**

In 2025, the Lands Sub-Sector achieved significant improvements in efficiency, transparency and service delivery through the digitalization and automation of land administration processes. The Enterprise Land Information System (ELIS) was enhanced and rolled out to six new regions in addition to Western, Ashanti, Central and Greater Accra Regions. Business processes were re-engineered, providing improved digital workflows for first registration, transfers, mortgages, discharges and rent management. The strengthened Complaints and Advisory Centre resolved over 2,500 client complaints, while the Corporate Application Processing Centre (CAPC) processed 1,980 applications, up from 252 in 2024, significantly reducing turnaround time for banking-related land transactions. These reforms increased accountability, enhanced public confidence and positioned the Lands Commission to generate higher revenue through efficient, transparent service delivery.

### 14.3. Reforms

In 2025, the Ministry implemented three key reform initiatives to enhance service delivery, environmental sustainability and livelihoods.

- **Digitalization and Automation of Land Service Delivery reform**

Under the Digitalization and Automation of Land Service Delivery reform, the number of applications registered at the Corporate Application Processing Centre (CAPC) increased from a 2024 baseline of 252 to 1,980 in 2025, supported by the digitization of over 10,000 land records and the deployment of a digital records management system in three Departments. This has improved data security, accessibility and turnaround time.

- **The tree for Life Reforestation Initiative addressed deforestation and forest degradation**

The Tree for Life Reforestation Initiative addressed deforestation and forest degradation, with a 2024 baseline of thirteen (13) million seedlings distributed nationwide and 86.6% of the 2025 target achieved through the planting of 26,101,180 trees across 18,964 hectares, against a target of 30 million trees covering 22,000 hectares. The initiative has contributed to reduced deforestation and improved carbon emission mitigation.

- **Introduction of the Responsible Cooperative Mining and Skills Development Program (RCOMSDEP)**

In addition, the Responsible Cooperative Mining and Skills Development Program (RCOMSDEP) promoted responsible mining and alternative livelihoods for Youth in mining communities. By 2025, three (3) cooperative mining schemes had been launched, 127 youth trained and provided with start-up kits in various vocational trades within the Obuasi enclave, six (6) cooperative mining groups registered in the Western Region and one (1) operational permit issued to the Aniwa Teleku-Bukazo Cooperative Society. The program has supported livelihood diversification and reduced dependence on illegal mining.

### 14.4. Sustainable Development Goals (SDGs)

#### **SDG 1: No Poverty**

Under SDG 1: **No Poverty**, the Ministry promoted **secure land and tree tenure, empowering communities to benefit from forest resources**. Through Collaborative Forest Management and the Modified Taungya System, supported by Benefit Sharing Agreements in plantations and off-reserve tree management, communities gained greater economic participation, improved livelihoods and enhanced tenure security.

#### **SDG 15: Life on Land**

In 2025, the Ministry of Lands and Natural Resources made significant progress towards achieving **SDG 15: Life on Land** through the operationalisation of the Legality Assurance System and the Ghana Wood Tracking System, strengthening legal timber trade, forest

governance and transparency across the sub-sector. Restoration efforts led to substantial localised improvements, with over 200,000 hectares of degraded land rehabilitated through enrichment planting, plantation establishment and assisted natural regeneration, particularly in high-risk forest reserves. Ghana’s biodiversity sites, including forest reserves, wildlife protected areas and RAMSAR sites, representing approximately 16 % of the country’s key terrestrial and freshwater ecosystems, were maintained under formal protection.

The Ministry also strengthened the protection of upland evergreen forests, such as the Atewa and Tano-Offin reserves, covering around 33,952 hectares (~14% of upland forest ecosystems), through enhanced enforcement and boundary demarcation supported by sustainable financing mechanisms. These efforts were complemented by the expansion of forest certification following interim FSC standards and the issuance of FLEGT licenses, reinforcing sustainable forest management and responsible timber trade.

#### 14.5. 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)
1	Compensation of Employees	469,698,051.00	469,698,051.00	381,947,464.59	385,974,877.59	87,750,586.41
	Goods & Services	110,943,501.00	110,943,501.00	97,061,576.00	44,860,989.68	13,881,925.00
	CAPEX	65,140,060.00	65,140,060.00	-	0	65,140,060.00
2	IGF	886,418,027	886,418,027	706,482,018.77	680,983,429.03	179,936,008.23
3	DEV'T PARTNERS e.g. DANIDA, JICA, World Bank					
	Others	285,250,000	285,250,000	61,299,769.87	4,262,070.07	223,950,230.13
	<b>TOTAL</b>	<b>1,817,449,639.00</b>	<b>1,817,449,639.00</b>	<b>1,246,790,829.23</b>	<b>1,116,081,366.37</b>	<b>570,658,809.77</b>

#### 14.6. Challenges

During the period under review, the Ministry encountered the underlisted challenges:

- **Inadequate Funding of Lands Commission Activities and Garnishee Orders on the Commission’s Accounts**

The Lands Commission was constrained by inadequate funding due to the 33% IGF retention and the impact of multiple garnishee orders, which affected service delivery. However,

Government approval of a 100% IGF retention in the 2026 Budget is expected to improve operations and support the digitalisation of land administration services.

- **Illegal Mining**

Illegal mining remained the major challenge in the mining sub-sector, compounded by inadequate funding for geological investigations, encroachment on quarry sites, illegal sand-winning, delays in operationalising Act 928, regulatory constraints and high exploration costs. The Ministry responded through programs such as Responsible Cooperative Mining, NAIMOS, funding for geological investigations and the passage of the L.I. for Act 928.

- **Inadequate funds for the reclamation and restoration of mined-out sites in Forest Reserves**

In the forestry sub-sector, inadequate funding for reclamation and restoration of mined-out sites, coupled with illegal mining and logging in forest reserves, limited enforcement capacity and prolonged judicial processes, constrained forest protection efforts. The Ministry plans to involve the private sector in reclamation and restoration activities from 2026.

#### **14.7. Forward Look**

Below are the top priority areas (projects and programs) to be implemented by the Ministry in 2026:

##### **A. Land Administration & Management**

- Decentralization of Land Services Delivery
- Scale-up digitization and Re-engineering of Business Processes
- Lands Sector Coordination and Management
- Preparation of the LI and Implementation of the Land Act 2020 (Act 1036) and the Lands Commission Act, 2008 (Act 767)
- Public Sensitization Activities
- Monitoring of Projects and Programs
- Open 5 new district offices
- Facilitate the establishment of 5 Customary Lands Secretariats (CLSs)
- Implementation/monitoring of digitalisation activities in 90 Districts
- Data Collection using OASL APP
- Servicing and maintenance of OASL App
- Operational monitoring of 10 regions, 120 districts, & 99 CLSs
- Internal auditing of 10 regions and 117 district offices
- Public education for 700 communities
- Public Durbars in 100 Traditional Areas to engage them
- Organize Educational Programs for 380 Stools.

- Educate and sensitize 95 MMDAs
- Ground rent assessment and collection.
- Monitoring the use of stool land revenue in 20 MMDAs

#### **B. Forest & Wildlife Development & Management**

- Plantation Development and Landscapes Restoration
- Sustainable Forest Management and Protection
- Sustainable Management and Protection of Wildlife Resources and Ecotourism Development
- Timber Trade and Industry Development
- Law Enforcement (Governance & Trade (FLEGT)/
- Voluntary Partnership Agreement (VPA)
- Climate Change (Reducing Emission from Forest Degradation and Deforestation (REDD+)
- Coordination and facilitation of forest and wildlife management
- Monitoring and Evaluation
- Ghana REDD+ Strategy Implementation

#### **C. Mineral Resource Development & Management**

- Global Commercial Roadshows
- Feasibility Studies & Consultancy Services
- Technology & Software Subscriptions
- ESG and Community Engagement
- Logistics Blueprint & Transport Studies
- Initial Infrastructure Development
- Operational logistics and equipment
- Blue Water Initiative
- Geological Investigation
- Alternative Livelihood Project (Tree for Life)
- Monitoring and Inspection
- Amendment of the Minerals and Mining Policy, Act & Regulations
- Continuing and extend ongoing Mineral Resource Estimations
- Mineral Resource Validation exercise
- Development of Legislative Instrument (L.I.) for GIISDEC ACT 988
- Draft Scrap Metal Polic, work on required documentations and registration dealers to promote scrap metal dealership
- Procure and acquiring a Data Storage Center for Geological and exploration data for GIISDEC

- Development of Corporate Plan and Business development framework for the Iron and Steel Industry - Ghana
- Cooperative Mining Scheme
- Vocational training and entrepreneurship development
- Project administration, communication, monitoring and evaluation

**D. Land and Maritime Boundary Management**

- Boundary Pillars and Ortophoto of Corridor of Boundary
- Inventory on Land Boundary Pillars
- Survey Land Boundary Pillars
- Maritime Patrols
- Community sensitization programs and forums
- Planting of boundary pillars
- Conduct field research on border security risk, vulnerability assessment and other border-related issues.

## **15.0. MINISTRY OF LOCAL GOVERNMENT, CHIEFTAINCY AND RELIGIOUS AFFAIRS (MLGCRA)**

The Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA) is responsible for formulating policies and coordinating the implementation of Government programs in the areas of decentralisation, local governance, rural and urban development, environmental health and sanitation as well as chieftaincy and religious affairs.

The Political and bureaucratic heads of the Ministry were:

- Minister - Hon. Ahmed Ibrahim (MP) (January 2025 – Date)
- Deputy Minister - Hon. Rita Naa Odoley-Sowah (MP) (March 2025 –Date)
- Bureaucratic Head - Amin Abdul-Rahaman (April 2023 – Date)

### **15.1. Civil Service Departments and Sector Agencies**

The Ministry has oversight responsibility over three (3) Civil Service Departments, two (2) Sub-vented Agencies, two (2) Public Service Organisations and three (3) Public Boards and Corporations.

#### **Civil Service Departments**

- Births and Deaths Registry (BDR)
- Department of Parks and Gardens (DPG)
- Department of Community Development (DoCD)

#### **Sub-vented Agencies**

- Social Investment Fund (SIF)
- District Assemblies Common Fund (DACF)

#### **Public Service Organisations**

- Office of the Head of the Local Government Service (OHLGS)
- Land Use and Spatial Planning Authority

#### **Public Boards and Corporations**

- Institute of Local Government Studies Council
- Local Government Service Council
- Land Use and Spatial Planning Authority Board

## **15.2. Sector Achievements**

The achievements of the Ministry for 2025 were as follows.

### **A. Implementation of Key Decentralisation Initiatives to Strengthen Local Governance and District Performance**

The Ministry in 2025 undertook several initiatives in fulfilment of its decentralisation mandate. To strengthen decentralisation and enhance the performance of District Assemblies, the Ministry with the use of the District Development Data Platform (DDDP) conducted the 9th Cycle of the District Performance Assessment Tool (DPAT) for all 261 MMDAs under the District Assemblies Common Fund - Responsive Factor Grant (DACF-RFG) Program. A 4 Regional sensitisation and dissemination workshops on the LED Policy (2024-2029) was conducted for the Ashanti, Bono, Bono East and Ahafo regions. The Ministry also collaborated with the Inter-Ministerial Coordinating Committee on Decentralisation (IMCCoD) to organise 4No. zonal consultative workshops and 2No. national stakeholders' meetings on the development of the National Decentralisation Policy and Strategy (2026-2029). In addition, the Ministry disbursed a total of GHS 23,500,000.00 to the 261 MMDAs for the payment of monthly allowances to Hon. Assembly Members.

### **B. Rollout of Capacity Building, Community Empowerment and Social Development Programmes**

During the year under review, the Ministry, through the Department of Community Development, strengthened community engagement and social development through targeted capacity-building initiatives. A total of 66 community educators (29 females and 37 males) were trained at the Rural Development College (RDC), Kwaso to support RCCs, MMDAs and other institutions. Additionally, 94 frontline officers and key stakeholders (59 females and 35 males) were trained in the Child Protection Community Facilitation Toolkit (CPCFT) while 256 women and youth acquired skills in income-generating activities such as fashion designing and cookery. The Department also facilitated 915 adult education campaigns on key social issues including child protection, civil registration, NHIS enrolment and sanitation initiatives and trained 315 LED groups on Village Savings and Loans Association (VSLA) schemes.



*Community - level skills training in Shea butter extraction at Kumbungu District in the Northern Region.*



*A section of Community Educators under training at the Rural Development College – Kwaso.*

### **C. Progress in Horticulture, Landscaping and Urban Greening**

In 2025, the Department of Parks and Gardens maintained a total green space area of 1,869,589m<sup>2</sup>, trained 1,673 (921 males, 752 females) students in horticulture, propagated 203,249 seedlings for sale and distribution and landscaped a total area of 108,758m<sup>2</sup>. A total of 570 wreaths and bouquets were produced for sale and 8 commercial and residential spaces landscaped. Additionally, 4,348 trees were planted across the country and the Aburi Botanic Gardens welcomed 83,203 (51,582 females, 31,621 males) tourist visits. Renovation works at the Botanic Gardens are currently underway including refurbishment of chalets, installation of streetlights, labelling of trees and sanitary areas and the construction of a reception and revenue collection office in collaboration with the Volta River Authority. A four-seater toilet facility is also being renovated by the Gardens.



*Planting being carried out on the Spintex road median, close to flowerpot.*

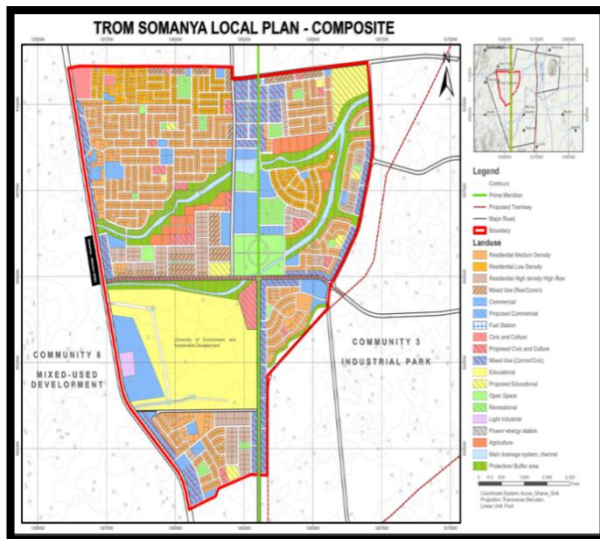


*Weeding of a road median close to Manet Junction.*

#### **D. Spatial Planning Reforms and Implementation Initiatives by the Land Use and Spatial Planning Authority**

During the reporting year, the Land Use and Spatial Planning Authority (LUSPA), with support from GIZ, revised the Zoning Guidelines and Planning Standards and the Manual for the Preparation of Spatial Plans following stakeholder consultations and a national validation workshop, with the revised documents scheduled for launch on 3rd November 2025. Under the redevelopment of the Land Use and Planning Management Information System (LUPMIS) into a web-based platform, working visits were undertaken to 16 Metropolitan, Municipal and District Assemblies across 10 regions to gather data on existing land use and spatial planning processes.

Additionally, LUSPA prepared a Draft Baseline Assessment Report and an updated flood hotspot map for 17 beneficiary Metropolitan and Municipal Assemblies under the Joint Integrated Odaw Basin Spatial Development Plan (GARID Project). Capacity building was also provided to Regional Spatial Planning Committees in Western North, Bono, Volta and Bono East regions under the Ghana Secondary Cities Support Project. The Authority further strengthened collaboration with key institutions including the Energy Commission and GNPC to support the implementation of the Fees and Charges Regulations, 2023 (L.I. 2481), conducted 18 public sensitisation programmes on spatial planning across several regions and prepared a draft Local Plan covering 2,200 acres in selected communities within the Yilo Krobo Municipality.



*Public Forum on Draft Local Plan under the Preparation of Base Maps and Local Plans for Selected Communities in the Yilo Krobo Municipal Area.*

*Preparation of Base map for the University Sector.*

### **E. Ghana Productive Safety-Net Project (GPSNP):**

During the reporting year, the Ministry, under the Ghana Productive Safety Net 2 Project (GPSNP2), provided entrepreneurial skills training and enterprise start-up grants totaling GHS24.23 million to 13,194 beneficiaries from extremely poor households under the Productive



*Common Interest Group (CIG) into Shea Butter Processing in Wa*

Inclusion (PI) component. In addition, GHS37.91 million was paid as wages to 65,020 beneficiaries engaged under the Labour-Intensive Public Works (LIPW) programme. Cumulatively (2022–2025), 29,358 beneficiaries have received enterprise support under the Productive Inclusion component with total grants amounting to GHS79.24 million, while 83,197 beneficiaries have been provided short-term employment under LIPW with GHS181.16 million disbursed as wages.

### **15.3. Reforms**

#### **Realignment of Ministry**

Following an executive and administrative reform, the Ministry underwent a significant realignment to streamline its operations and expand its mandate. This process involved a comprehensive review and update of the Ministry's Organizational Manual to reflect its new structure. Notably, the reform resulted in the merger of the former Ministry of Local Government, Decentralization and Rural Development with the portfolios of Chieftaincy and Religious Affairs, as well as Sanitation. This strategic integration has positioned the Ministry to better coordinate governance, traditional affairs and environmental health at the local level.

### **15.4. Sustainable Development Goals (SDGs)**

In 2025, the Ministry implemented a range of policies, programs and projects that contributed directly to the achievement of several Sustainable Development Goals (SDGs), enhancing poverty reduction, local governance, community empowerment, urban greening, climate resilience and partnerships across Ghana's 261 Metropolitan, Municipal and District Assemblies.

#### **SDG 1: No Poverty,**

Under **SDG 1: No Poverty**, the Ministry supported extremely poor households through the Ghana Productive Safety Net Project (GPSNP2), providing entrepreneurial skills training and enterprise start-up grants to 13,194 beneficiaries. In addition, the Labour Intensive Public Works (LIPW) program offered short-term employment to 65,020 individuals, thereby increasing income opportunities and reducing extreme poverty.

#### **SDG 4: Quality Education**

In pursuit of **SDG 4: Quality Education**, the Ministry conducted capacity-building initiatives that trained 66 community educators, 94 frontline officers and 315 LED groups in skills including child protection, community facilitation and Village Savings and Loans Association (VSLA) schemes. Adult education campaigns reached 915 participants, improving literacy and knowledge on key social issues such as civil registration and NHIS enrolment.

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

For **SDG 8: Decent Work and Economic Growth**, the Productive Inclusion and LIPW programs enhanced livelihood opportunities and fostered local economic participation. Training of women and youth in income-generating activities, including fashion designing and cookery, promoted entrepreneurship and sustainable employment.

#### **SDG 11: Sustainable Cities and Communities**

Contributing to **SDG 11: Sustainable Cities and Communities**, the Ministry maintained 1,869,589 m<sup>2</sup> of green space, landscaped 108,758 m<sup>2</sup> and planted 4,348 trees. Renovation and development of the Aburi Botanic Gardens enhanced public spaces and eco-tourism, while spatial planning reforms implemented by LUSPA improved land use planning, urban management and local infrastructure development across multiple regions.

#### **SDG 13: Climate Action**

Under **SDG 13: Climate Action**, integration of updated flood hotspot maps and environmental planning into LUSPA initiatives supported climate resilience and disaster risk reduction at the local level. Urban greening and tree planting activities contributed to carbon sequestration and broader climate mitigation efforts.

#### **SDG 16: Peace, Justice and Strong Institutions**

In line with **SDG 16: Peace, Justice and Strong Institutions**, the Ministry strengthened decentralisation through the DPAT assessment, DACF-RFG disbursements and the development of the National Decentralisation Policy, thereby enhancing local governance, transparency and institutional performance. Capacity building for regional and local authorities further improved public service delivery and encouraged community participation in governance.

#### **SDG 17: Partnerships for the Goals**

Finally, in support of **SDG 17: Partnerships for the Goals**, the Ministry collaborated with GIZ, the Energy Commission, GNPC and other stakeholders to advance spatial planning reforms, policy development and capacity-building activities. Multi-level coordination ensured the effective implementation of projects across all 261 MMDAs, fostering strong partnerships for sustainable development.

## 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)
1 Compensation of Employees	546,031,327.60	546,031,327.60	261,010,923.93	261,010,923.93	478,583,879.79
Use of Goods & Services	21,645,747.00	21,645,747.00	14,605,923.81	14,295,923.81	<b>7,039,823.19</b>
CAPEX	116,300,000.00	116,300,000.00	81,110,000.00	14,796,823.39	99,847,056.00
2 IGF	7,374,835.00	7,374,835.00	4,946,739.62	4,946,739.62	4,305,956.92
3 DEV'T PARTNERS e.g.					
World Bank (GSCSP, GPSNP 2, GARID, SOC O)	772,817,213.00	772,817,213.00	369,087,971.58	369,087,971.58	403,729,241.42
UNICEF (ISS)	500,000.00	500,000.00	2,183,541.00	2,183,541.00	(1,683,541.00)
Global Affairs Canada (SIGRA)	2,300,000.00	2,300,000.00	993,524.50	993,524.50	1,306,475.50
DACF-RFG	200,000,000.00	200,000,000.00	2,594,224.56	2,594,224.56	197,405,775.44
UNCDF (Local-Green)	4,500,000.00	4,500,000.00	458,443.00	458,443.00	4,041,557.00
Sanitation	9,500,000.00	9,500,000.00	1,219,898.07	1,219,898.07	8,280,101.93
Un-Habitat(Smart Cities)	3,300,000.00	3,300,000.00	4,064,042.50	4,064,042.50	(764,042.50)
Takoradi And Kumasi Markets	10,000,000.00	10,000,000.00	877,858.29	877,858.29	9,122,141.71
<b>TOTAL</b>	<b>1,694,269,122.60</b>	<b>1,694,269,122.60</b>	<b>743,153,090.86</b>	<b>676,529,914.25</b>	<b>1,211,214,425.40</b>

## 15.6. Challenges

During the year under review, the Ministry and its Agencies encountered the following challenges that hindered effective service delivery and project implementation:

- **Delays in Project Implementation**

Sweeping of project accounts and conditional approvals by the Ministry of Finance caused delays in programs and project execution, slowing down community development initiatives and local governance improvements.

- **Inadequate Financial Resources and Untimely Release of funds**

Limited budget ceilings and delayed releases constrained the Ministry's operations, preventing some planned programs from being fully implemented and affecting timely support to Metropolitan, Municipal and District Assemblies (MMDAs).

Late disbursement of funds disrupted scheduled activities, delayed payment of allowances to Assembly Members and affected the rollout of key interventions in social and infrastructure development.

- **Inadequate Office Space and poor infrastructure.**

Staff accommodation became insufficient following realignment, affecting workflow and efficiency. While temporary workstations were procured, operations remained constrained until a new office block could be constructed. Again, poor infrastructure at the Rural Development College (RDC), Kwaso reduced the College's effectiveness in building skilled community development personnel.

Again, the lack of permanent offices for the Central Registry of the Births and Deaths Registry and poorly furnished regional offices slowed service delivery and limited efficiency in registration processes

- **Absence of Legal framework**

Without a legal framework, the Department faced limitations in policy enforcement, program standardisation and formal recognition of community development activities. Again, the lack of a formal policy limited guidance on planting, maintenance and conservation practices across regions.

- **Encroachment of Operational Sites**

Lands such as the Aburi Botanic Gardens and regional offices of the Department of Parks and Gardens were encroached upon, reducing the space available for horticultural activities and public recreation.

- **Insufficient Digitisation Equipment**

Limited equipment for the Births and Deaths Registry delayed the conversion of manual records into electronic systems, affecting timely access to vital statistics and long-term data management.

## 15.7. Forward Look

Below are the top priority areas (projects and programs) to be implemented by the Ministry in 2026:

### A. National Urban Policy (NUP) & Implementation Plan

- Launch and disseminate the revised policy nationwide
- Stakeholders include 216 District Assemblies, 16 RCCs, Traditional Authorities, NGOs, CSOs, etc.

### B. Local Economic Development (LED) Policy (2024–2029)

Continue zonal sensitisation in remaining regions to promote local business growth and employment opportunities.

### C. Review of Rural Development Policy (2019)

Hold zonal consultative workshops, finalize and launch the updated policy.

### D. DACF Responsiveness Factor Grant (DACF-RFG)

- Transfer ~GHS1.2 billion to 261 MMDAs for implementation of 2026 Annual Action Plans
- Conduct 10th cycle DPAT assessment, MMDCE performance tracking and capacity building
- Additional GHS72 million to 45 less endowed districts for socio-economic infrastructure projects.

### E. Ghana Secondary Cities Support Program (GSCSP)

Complete ongoing projects, initiate supplementary projects, disburse funds to MAs, RCCs and OHLGS

### F. Ghana Productive Safety Net Project II (GPSNP II)

- Productive Inclusion: Disburse US\$16.08 million to 31,476 extreme poor beneficiaries
- Labour Intensive Public Works: US\$18.96 million for 81,000 beneficiaries, delivering dams, roads, plantations and recreational parks
- Provide 2,000 kitchens under Ghana School Feeding Program.

### G. Integrated Social Services (ISS)

Scale up to 20 additional MMDAs (total 230), with fund disbursement for social welfare interventions.

### H. Greater Accra Resilient and Integrated Development (GARID)

Disburse \$650,000 equivalent to MMDAs for flood management, solid waste management and basic infrastructure.

### **I. Ghana Urban Mobility and Accessibility Project (GUMAP)**

Implement GUMAP Phase II to improve mobility in Greater Accra, Tamale and Sekondi-Takoradi through Sustainable Urban Mobility Plans (SUMPs) and pilot infrastructure projects.

### **J. Kumasi Central Market Redevelopment**

Continue Phase II construction to modernize the market and improve roads/utilities.

### **K. Social Investment Fund (SIF)**

- Complete 175 remaining socio-economic infrastructures
- Identify SMEs for microcredit facility and request release of remaining US\$2 million

### **L. Department of Community Development**

- Train 650 stakeholders on Child Protection Community Facilitation Toolkit
- Train 2,200 women and youth in Local Economic Development (LED) activities
- Train 70 community educators in social protection and development
- Promote 5,000 adult education campaigns and 250 LED groups on VSLA schemes
- Collaborate with CSIR for green technology (eco-friendly fuel briquettes) creating 100 jobs.

### **M. Department of Parks and Gardens**

- Maintain 2,500,000 m<sup>2</sup> landscaped area; aim for 195,000 visits to Aburi Botanic Gardens.
- Cultivation of Horticultural Products: Restock nurseries with 400,000 seedlings for sale and landscape projects.
- Environmental Conservation: Redevelop children's playground, car parks, washrooms, events ground and rehabilitate lover's walkway in collaboration with Ghana Tourism Authority.

### **N. Birth and Death Registry**

- Register 735,966 births and 58,581 deaths
- Continue implementation of Births and Deaths Act 1027 (2020) and Civil Registration & Vital Statistics Strategic Plan (2025–2030)
- Complete digitization of manual records, staff training on data protection and public sensitization campaigns

## **16.0 MINISTRY OF ROADS AND HIGHWAYS (MRH)**

The Ministry of Roads and Highways is established to provide strategic leadership through policy formulation, coordination, monitoring and evaluation of the road infrastructure sector to support sustainable national development in Ghana.

The political and bureaucratic heads of the Ministry were:

Minister	-	Hon. Gorgens Kwame Agbodza (January 2025 to date)
Deputy Minister	-	Hon. Alhassan Suhuyini (March 2025 to date)
Bureaucratic Head	-	Ing. James Amoo-Gottfried (Ag. Chief Director) (December 2024 to January 2025)
		Ing. Samuel Akuaku (Chief Director) (February 2025 to date)

### **16.1 Civil Service Departments and Sector Agencies**

The Ministry had oversight responsibility over 2 Civil Service Departments, 2 Sub-vented Agencies and 1 Public Service Organisation and 1 Training Centre.

#### **Civil Service Departments**

- Department of Feeder Roads
- Department of Urban Roads

#### **Sub-vented Agencies**

- Ghana Highway Authority (GHA)
- Ghana Road Fund Secretariat

#### **Public Service Organisations/Training Centre**

- Road Maintenance Trust Fund (RMTF)
- Koforidua Training Centre (KTC)

### **16.2. Sector Achievements**

The achievements of the ministry for year 2025 were as follows:

#### **A. Road Rehabilitation and Maintenance Program**

The Ministry of Roads and Highways focused on routine, periodic and minor rehabilitation works to safeguard government's road infrastructure investments. By the end of the reporting period, routine maintenance including grading, pothole patching, shoulder maintenance and vegetation control was completed on 26,316km of trunk roads, 10,664.4 km of feeder roads and 3,148.69 km of urban roads. Periodic maintenance such as re-gravelling, spot improvements and resealing was carried out on 39 km of trunk roads, 313.1 km of feeder roads and 733.44 km of

urban roads. Minor rehabilitation works, including minor upgrading and construction of culverts and drainage structures, were implemented on 297 km of trunk roads, 659 km of feeder roads and 283.48 km of urban roads.

## B. Road and Bridge Construction Program

During the period under review, the Ministry implemented extensive road and bridge infrastructure projects nationwide, including construction, rehabilitation, upgrading, dualization and interchange development to enhance mobility, safety and economic connectivity.

In the feeder roads sub-sector, three new steel bridges were constructed and one existing bridge replaced under the TSIP OPBRC Project in the Bono East Region, with all four bridges and their approach



**Tetegu Pedestrian Bridge**



**Ofankor – Nsawam Road Project**

Suame Interchange Project (Phase 2) local roads component reached 72% completion, complementing the main 4-tier interchange, which reached 5% completion.

Under the Accra–Kumasi Highway by-pass program, construction of by-passes at Osino, Anyinam, Enyiresi and Konongo progressed steadily, with individual lots achieving 61%–100% completion. The dualisation of the Nsawam–

roads completed at Dawuda, Kojo Kuma and Abamba, where a weak single-span bridge was replaced with a 36-metre double-span bridge.

The Tema–Aflao Road Phase 1 (17 km) reached 23% completion, while the Sekondi–Takoradi Roads Improvement Project (Phase 1) achieved 90% completion. The



**Sod-cutting of Dodowa-Afiinya Road**

Ofankor Road (33.4 km) reached 75.3% completion, while the Dome–Kitase Road (22 km) achieved 24.85%. The design, supply and installation of 50 Steel Composite Czech Bridges reached 87% completion. Bridges over the Black Volta at Buipe, White Volta at Yapei and Daboya and the Nawuni Bridge progressed to 33% completion.

Several trunk road upgrades were also advanced. The Kasoa–Winneba Road (30 km) dualisation, including interchanges and flyovers, recorded 58%–70% completion. The Adenta–Dodowa Road (22 km) reached 49.65% completion and the Takoradi–Agona Nkwanta Road (23 km) reached 62.79%. Under the Eastern Corridor Road Development Program, the Dufor–Asikuma Junction Road (39.2 km) and Asutuare–Aveyime Road (24 km), with two grade-separated interchanges, progressed to 28.87%. Section 1 of the Accra–Tema Motorway Extension Project (19.5 km) recorded 29% completion.

### **C. Traffic Light Restoration Program**

The Department of Urban Roads manages a total of 403 traffic lights systems nationwide. During the year under review, a total of 283 traffic light systems were maintained nationwide to ensure their functionality and reliability. The works included inspections, servicing, repairs, replacement of faulty components and synchronization adjustments to improve traffic flow.

This effort was vital to national development, as effective traffic management enhanced road safety, reduced congestion and facilitated the smooth movement of people and goods. It also supported economic productivity and reflected the Government’s commitment to maintaining safe and efficient transport infrastructure.

### **D. Monitoring and Evaluation**

Regional Monitoring exercises were conducted in 5 regions during the reporting period, with over 112 projects inspected. One (1) Joint Monitoring Meeting was held with Agencies and their Regional Heads in August to discuss the findings of the Monitoring Exercise. In addition, 90 Estimates for new projects and 27 Variation Orders were also reviewed during the reporting period. The average processing time for Interim Payment Certificate in 2025 was reduced to 3.12 days.

These actions strengthened oversight and accountability in the roads sector, improved project delivery timelines and enhanced infrastructure development, thereby supporting national connectivity and economic growth.

### **16.3. Reforms**

The reform that occurred during the period under review is indicated below:

#### **Road Maintenance Trust Fund (RMTF)**

In August 2025, Government initiated a major reform of the road maintenance financing framework with the establishment of the Road Maintenance Trust Fund (RMTF) under the Road Maintenance Trust Fund Act, 2025 (Act 1147). The Fund was established to ensure sustainable, transparent and performance-linked financing for the maintenance and rehabilitation of public roads, bridges and related infrastructure nationwide. The reform was introduced to address persistent challenges associated with the former Road Fund regime such as irregular funding flows, exposure to litigation and garnishment, weak accountability mechanisms and limited integration with modern digital asset management systems.

The primary object of the Road Maintenance Trust Fund is to ensure predictable and ring-fenced financing for routine, periodic and emergency maintenance as well as minor rehabilitation works on public road infrastructure. The governing body of the Fund is the Board of Trustees and the day-to-day administration is done by the Administrator.

### **16.4. Sustainable Development Goals (SDGs)**

#### **SDG Target 9.1: Develop quality, reliable, sustainable and resilient infrastructure**

The Road Sector policy objectives have been aligned with the Sustainable Development Goals (SDGs) with the expectation that the successful implementation of these objectives will contribute directly to achieving the relevant SDG targets. The Ministry focused on SDG Target 9.1 which seeks to develop quality, reliable, sustainable and resilient infrastructure—including regional and trans-border networks, to support economic development and human well-being while ensuring affordable and equitable access for all by the end of December 2024.

Progress under this target is measured using the proportion of the rural population living within two kilometers of an all-season road. By the end of the reporting period 2025, 66.7 % of the rural population had access within this distance reflecting notable progress toward the target.

The sector continues to face challenges particularly insufficient funding for the construction of new roads and maintenance of the existing network. To mitigate this, the Ministry is exploring innovative financing mechanisms including; Public–Private Partnerships (PPPs) to sustain and accelerate road infrastructure development while ensuring equitable access.

## 16.5 . Financial Performance

The financial performance of the Ministry for 2025 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)
<b>Compensation of Employees</b>	126,872,669.00	126,872,669.00	95,549,399.80	95,549,399.80	31,323,269.20
<b>Use of Goods and Services</b>	3,693,419.00	3,693,419.00	1,361,678.00	949,094.00	2,331,741.00
<b>CAPEX</b>		-			
<b>IGF</b>	49,406,051.00	49,406,051.00	50,739,077.30	50,739,077.30	-
<b>GoG</b>	2,275,132,105.00	2,275,132,105.00	1,960,625,656.00	89,135,021.00	314,506,449.00
<b>IGF</b>	5,356,456.00	5,356,456.00	5,364,725.56	5,364,702.56	-
<b>DP Funds</b>	784,519,000.00	784,519,000.00	1,156,089,738.94	1,156,089,738.94	-
<b>TOTAL</b>	<b>3,244,979,700.00</b>	<b>3,244,979,700.00</b>	<b>3,269,730,275.60</b>	<b>1,397,827,033.60</b>	<b>348,161,459.20</b>
<b>Road Fund</b>	2,814,916,075.00	2,814,916,075.00	-	-	-
<b>GRAND TOTAL</b>	<b>6,059,895,775.00</b>	<b>6,059,895,775.00</b>	<b>3,269,730,275.60</b>	<b>1,397,827,033.60</b>	<b>348,161,459.20</b>

### 16.5. Challenges

In the year 2025, the Ministry encountered the underlisted challenges:

- **Inadequate Financing**

Road construction and maintenance are capital intensive, yet the Ministry remained heavily reliant on three traditional funding sources: the Consolidated Fund, Road Maintenance Trust Fund and Development Partner support. The limited funds contributed to delays, unmet targets and a widening road infrastructure gap. Mitigation measures included preparing procurement plans aligned with approved budgets, pursuing Public–Private Partnership (PPP) initiatives and negotiating with Development Partners for improved financing.

- **Delay and Insufficient Funding**

Delays and insufficiency of funds from the Consolidated Fund for Goods and Services created a backlog of unpaid bills for administrative activities, including vehicle maintenance and utility services. To address this challenge Ministry engaged the Ministry of Finance to improve allocations and release timeliness, cleared arrears owed to statutory committees and obtained approval to retain a portion of its Internally Generated Funds (IGF) to support committee operations, reducing reliance on Government funds.

- **Inadequate Technical Staff**

Shortages in skilled technical staff affected supervision and quality assurance of works. To address this, the Koforidua Training Centre (KTC) was supported to provide targeted training in monitoring, supervision and other relevant skills.

## **16.6. Forward Look**

Below are the top priority areas (projects and programs) to be implemented in 2026:

- 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 1,000km of trunk, feeder and urban roads respectively. Also, 200km of trunk road, 500 km of feeder roads and 100km of urban roads have been earmarked for minor rehabilitation works.
- Continue all stalled projects within the coming year and complete them accordingly.
- Prioritize the Big Push Program by the Government and ensure that contractors are working according to schedule. The Ministry would liaise with the Finance Ministry to ensure that payment for works done are prompt according to the contract. Strict supervision by staff of the Ministry would be carried out during the year.
- Commence feasibility studies on the Accra-Kumasi Expressway within the year to allow for procurement of goods, works and services on the project.

## **17.0. MINISTRY OF SPORTS AND RECREATION (MSR)**

The Ministry of Sports and Recreation is responsible for policy formulation, coordination of sector plan preparation & implementation, Monitoring and Evaluation of the Sports and recreation Sector programs and international collaborations and partnerships.

The Political and bureaucratic heads of the Ministry were:

Minister - Hon. Kofi Iddie Adams (MP-Buem) (March, 2025 to date)

Bureaucratic Head - Wilhelmina Asamoah (Mrs.) (Chief Director)

### **17.1. Civil Service Departments and Sector Agencies**

The Agencies operating under the Ministry are:

- National Sports Authority (NSA)
- National Sports College (NSC)
- Ghana Anti-Doping Agency (GADA)
- Recreation and Wellness Office

### **17.2. Sector Achievements**

The achievements of the Ministry for 2025 were as follows:

- **Approval of Ghana Sports Fund Bill**

The Parliament of Ghana, in December, 2025 approved a Bill for the establishment of the Ghana Sports Fund. The object of the Fund is to provide sustainable financing for sports development, athlete welfare, infrastructure, grassroots programs and talent nurturing across various disciplines. The Fund would be financed through multiple revenue streams, including allocations from the national budget, sports lotteries, portions of taxes on betting and gaming, event gate receipts, sponsorships, athlete transfer fees and contributions from international partners.

- **Sports Human Resource Development**

In 2025, the National Sports College (NSC) in collaboration with various stakeholders conducted multiple capacity-building programs for sports development, training over 400 coaches and technical officials through courses in coaching, fitness, sports psychology, first aid, wheelchair tennis and rugby. The goal was to enhance professional skills, talent identification and promoting women's participation in sports.

- **National Sports College (NSC) Bill**

A Cabinet Memorandum for the review of the National Sports College (NSC), Winneba Bill was submitted to Cabinet for approval. The purpose is to enable the NSC operate with a legal framework that is adequate and allow it to function effectively as a modern sports training institution as well as secure sustainable funding for comprehensive sports development in Ghana, ensuring better governance and accountability for the sector.

- **The Ghana Black Star Qualification for the 2026 FIFA World Cup**

Ghana's Senior National Team (Black Stars) successfully qualified for the 2026 FIFA World Cup to be hosted in the United States, Canada and Mexico in June, 2026. Ghana ranked highest in Group 1 with 25 points-making Ghana's fifth qualification for the World Cup and currently 72<sup>nd</sup> in the FIFA Men's World Rankings and 14<sup>th</sup> on the African. In order to support effective participation two Committees namely the Policy Oversight Committee and the Inter-Ministerial Technical Committee were established in November 2025 to provide strategic direction on financing diplomatic engagement security and safety and promotion of Foreign Direct Investment opportunities.

- **Black Queen Participation in Women's AFCON Tournament**

The Black Queens secured a Bronze Medal at the 2025 Women's Africa Cup of Nations (WAFCON) in Morocco, defeating South Africa on penalties in the third-place play-off. There were also African Schools Football Championship (Accra) for U-15 Girls who won Gold with U-15 Boys winning Bronze at same event. Similarly, U-17 Boys won a Silver at WAFU Zone B Championship and qualified for U-17 AFCON 2025.

### **17.3. Reforms**

The following were the Reforms implemented by the Ministry of Sport and Recreation with the supports of its stakeholders.

#### **A. Sector Specific Reforms**

- **Sector Coordination Engagement**

The introduction of sector coordination engagements is a sector-specific reform aimed at strengthening coordination, governance and information sharing among stakeholders in sports infrastructure management. As of 2024, coordination was ad hoc and informal.

During the period under review, the Ministry held quarterly sector coordination engagements with its Agencies to deliberate on priority programs of the sector, resource mobilization, challenges and recommended actions. The initiative enhanced collaboration and implementation of the sector programs and projects.

- **Development of Facility Maintenance Plan:**

Another sector-specific reform is the development and implementation of the Stadium Maintenance Manual. This reform seeks to standardise operations and ensure consistent maintenance of NSA-managed stadiums. As of

2024, there were no standardised maintenance guidelines. During the period under review a Stadium Maintenance Manual to standardize operations of NSA-managed venues was developed and implemented nationwide. The manual provided for consistent pitch maintenance schedules, ensuring that multi-use venues remain sports-ready despite hosting entertainment and civic events. This has improved facility condition, safety and extended infrastructure lifespan.

## **B. Administrative Reforms**

- **Strategic Records Management**

The dual-layered booking and records system (manual and digital) is an administrative reform intended to improve transparency, record accuracy, facility utilisation and revenue accountability. As of 2024 manual records were used only with data gaps.

During the period under review, the Ministry with the approval of the NSA Board introduced a dual-layered booking and records management system (manual and digital) for stadia and facility usage across the country. The intervention significantly improved revenue generation and contributed to information decision making.

- **Digitalization of Ticketing Systems:**

The digitalisation of ticketing systems at the NSA is an administrative reform intended to promote transparency, accountability, improved revenue generation and operational efficiency. As of 2024, ticketing was manual with revenue leakages.

During the period under review, digital ticketing system was deployed at major venues at the NSA to promote transparency, accountability, improved revenue generation and enhanced overall operational efficiency. This improved revenue mobilisation and operational efficiency.

## **17.4. Sustainable Development Goals (SDGs)**

The following highlights the Ministry's SDG-focused activities aimed at enhancing health, education, inclusion, employment opportunities and partnerships throughout the sports sector in 2025.

### **SDG 3: Good Health and Well-being**

The Ministry implemented a series of recreational sports activities, including triathlon, arm wrestling and mass aerobics during major cultural and religious festivals such as Homowo, Aboakyire and Hogbetsotso. These activities encouraged community participation, promoted physical fitness and raised awareness about healthy lifestyles.

#### SDG 4: Quality Education

The Ministry carried out school and university sports programs to complement academic learning. These initiatives helped develop teamwork, discipline and physical skills among students, while promoting the integration of sports into the education system.

#### SDG 8: Decent Work and Economic Growth

The Ministry implemented the Play Abroad Program, creating opportunities for sportsmen to gain skills and employment abroad. This initiative contributed to youth empowerment and enhanced livelihood opportunities.

#### SDG 10: Reduced Inequalities

The Ministry implemented inclusive youth sports programs across disciplines such as football, basketball, swimming and athletics. These programs ensured equal access and participation for young people from different communities and backgrounds.

#### SDG 17: Partnerships for the Goals

The Ministry implemented strategic partnerships through bilateral cooperation arrangements and Inter-ministerial Committees. These collaborations strengthened coordination and collective efforts toward achieving shared sports development objectives.

### 17.5. Financial Performance

The financial performance of the Ministry for 2025 is presented below.

	SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	ACTUAL RELEASED (GH¢)	ACTUAL EXPENDITUR E (GH¢)	VARIANCE
	GOG	A	B	C	D	E=B-C
1	COMPENSATION	36,989,566.00	36,989,566.00	38,442,880.08	38,442,880.08	(1,453,314.08)
	GOODS AND SERVICES	24,780,000.00	24,780,000.00	23,892,778.94	23,892,778.94	887,221.06
	CAPEX	-	-	-	-	-
2	IGF	4,129,890.00	4,129,890.00	-	787,922.08	-
3	DEV'T PARTNERS e.g.					
	JICA	-	-	-	-	-
	<b>TOTAL</b>	<b>65,899,456.00</b>	<b>65,899,456.00</b>	<b>62,335,659.02</b>	<b>63,123,581.10</b>	<b>(566,093.02)</b>

## 17.6. Challenges

During the year 2025, the Ministry encountered the following challenges:

- **Inadequate Resources for Sports Development**

Ghana's 2026 sports calendar includes major international competitions such as WAFCON, the FIFA World Cup, the African Athletics Championships, the Youth Olympic Games and the Commonwealth Games. Over fifty (50) sports federations will require technical and financial support, yet current budgetary allocations are inadequate.

To bridge this gap, the Ministry will fast-track the operationalisation of the National Sports Development Fund Act, 2025 and deepen engagement with the private sector and Development Partners to mobilise co-financing for programs and athlete preparation

- **Inadequate Oversight and Maintenance of Public-Funded Astro Turf Facilities**

Over 150 artificial turfs constructed under various government initiatives operate without unified asset control, leading to inconsistent maintenance, underutilization and lack of alignment with national sports development goals.

To address this challenge the Ministry intends to commence a legislative and administrative transfer of all publicly funded Astro Turf facilities to the National Sports Authority (NSA) for proper management and structured programming. It also plans to integrate these assets under the NSA's Fixed Asset Coordinating Unit to ensure valuation, inventory tracking and periodic maintenance.

- **Unclear Post-Completion Ownership of Youth Resource Centres**

Several Youth Resource Centres constructed by the Ministry are nearing completion, but the absence of a formal framework for long-term management risks underutilisation. To address this, the Ministry will establish a policy directive to transfer custodianship of completed facilities to the National Sports Authority and integrate the Centres into the national sporting facilities plan to ensure structured use and sustainable maintenance.

- **Inadequate Investment in Recreation and Preventive Health Infrastructure**

Although the National Recreation and Wellness Program has begun initial activations, it lacks sustained funding, institutional leverage and cross-ministerial integration required for long-term impact. Initiate phased rehabilitation of key urban parks and designate the Ministry as the legal custodian of renovated facilities.

To resolve this challenge, the Ministry will establish co-funding mechanisms related sports sector institutions to integrate recreation as part of Ghana's national preventive health and wellness strategy.

- **Fiscal Incentives to Stimulate Sponsorship and Equipment Support**

Federations and sports partners face prohibitive duties on imported sports equipment. To address this gap the Ministry plans to establish a tax exemption window for imported sports equipment donated to federations, technical agencies, or the Ministry under approved development partnerships.

## **17.7. Forward Look**

The following are the top priority areas (projects and programs) to be implemented in 2026.

### **A. Sports Policy and Legal Initiatives**

- Review of Draft Sports Policy and Development of Strategy to reflect the strategic mandate of the sector. The policy provides a broad framework for the promotion of sports governance with a budget line of GH¢380,000.00.
- Drafting of Ghana Sports Fund Regulation to operationalize the Sports fund and provide for sustainable financing for sports programs and related activities. The budget earmarked for the activity is GH¢450,000.
- Review of National Sports Act 2016 (Act 934) to strongly empower the National Sports Authority to exercise its regulatory functions and ensure compliance for sports sustainability. An amount of GH¢330,000 has been approved for the review exercise.
- Drafting of National Sports College Bill to adequately position the College as a modern sports human resource training institution in the Sub-region. A budget of GH¢300,000 has been allotted for the activity.
- Drafting of Anti-Doping Regulations to fully operationalize Act, 2024 (Act 1116). On ensure clean sports. The corresponding budget is GH¢510, 000.00.
- Rollout of National recreation and wellness Programs across the country to promote health and wellbeing among the citizens with a budget of GH¢500,000

### **B. Sports Events Management**

Organization and Participation in international and local Competitions: WAFCON, the FIFA World Cup, African Athletics Championships, Youth Olympic Games and the Commonwealth Games as well as support to Sports Federations. The activities have a consolidated budget of GH¢ 211.7 million.

### **C. Sports Infrastructure Development**

Construction of 8 Mini Stadia at various locations in the country at a cost of GH¢200million. This would be an on-going project until the planned number of stadia are constructed to promote

grassroot sports development. Also, some existing sports infrastructure at various levels of completion across the country would be rehabilitated in 2026.

## **18.0. MINISTRY OF TOURISM, CULTURE AND CREATIVE ARTS (MoTCCA)**

The Ministry of Tourism, Culture and Creative Arts is mandated to promote sustainable tourism development, while leveraging Ghanaian culture and creative arts as key drivers of accelerated national development.

The Political and Bureaucratic Heads of the Ministry were as follows:

Hon. Minister	- Hon. Abla Dzifa Gomashie (January – December 2025)
Hon. Deputy Minister	- Hon. Yussif Issaka Jajah (March – December 2025)
Bureaucratic Head	- Mr. Joseph Kwasi Amoah (August – December 2025)

### **18.1. Civil Service Departments and Sector Agencies**

The Ministry has oversight responsibility of 3 Civil Service Departments, 10 Public Service organization and 8 Public Boards and Corporations:

#### **Civil Service Departments**

- Bureau of Ghana Languages (BGL)
- W.E.B. DU BOIS Memorial Centre
- Hotel, Tourism and Catering Training Institute (HOTCATT)

#### **Public Service Organisations**

- Ghana Tourism Authority (GTA)
- National Commission on Culture and ten (10) Regional Centers for National Culture
- Ghana Museums and Monuments Board
- National Theatre of Ghana and its three (3) resident groups: The National Dance Company, The National Drama Company and The National Symphony Orchestra
- Kwame Nkrumah Memorial Park
- National Folklore Board
- Pan African Writers Association
- National Film Authority
- Ghana Tourist Development Company (GTDC) - an Autonomous Quasi-Public Private entity involved in the public-sector development of the commercial aspects and investment of the tourism sector.
- Creative Arts Agency

## **Public Boards and Corporations**

- Ghana Tourism Development Company (GTDC) Board
- Ghana Tourism Authority (GTA) Board
- National Folklore (NFB) Board
- National Theatre of Ghana (NTG) Board
- National Film Authority (NFA) Board
- Ghana Museums and Monuments Board (GMMB) Board
- National Commission on Culture (NCC) Board
- Du Bois Memorial Centre Board.

## **18.2. Sector Achievements**

The achievements of the Ministry for 2025 were as follows:

- **Enlisting Highlife on the UNESCO Representative List**

During the period under review, the Ministry successfully produced a video documentary on Ghana's Highlife music and dance and completed the submission of the Dossier to UNESCO. While the enlisting process experienced initial delays due to the concurrent listing of Kente, the activities were ultimately 96% completed during the period under review. By the end of the year, Ghana's Highlife music and dance was officially recognized on the UNESCO Representative List, becoming the country's second intangible cultural heritage to be enlisted. This achievement not only showcases Ghana's rich musical heritage but also strengthens its cultural identity on the global stage.

- **National Film Dialogue**

During the period under review, the Ministry through the National Film Authority (NFA) successfully organised the maiden edition of the Film Dialogue in September, 2025 at the Cedi Conference Centre, University of Ghana, Legon. The event convened a broad cross-section of Ghana's film eco-system, including filmmakers, producers, distributors, policymakers, academics and international partners, united by a shared commitment to accelerating the growth and sustainability of the local film industry. In 2025, efforts to enhance collaboration among local and international film stakeholders were intensified. Although partnerships existed prior to 2024, they were often unstructured and limited in scope. Through courtesy calls, collaboration meetings, participation in sector networks and dialogue platforms, the Ministry fostered stronger institutional relationships. These engagements supported film production, regulatory frameworks and the promotion of Ghanaian cinema, laying the foundation for a more coordinated and robust film industry.

- **Wear Ghana Festival**

In March 2025, the Ministry successfully co-ordinated the nationwide observance of the Wear Ghana Festival across all regions and districts, working through its lead agency, the National Commission on Culture and the Centres for National Culture. The festival achieved broad national participation and visibility, reinforcing its status as a key cultural initiative on the national calendar. The initiative was aimed at promoting Ghanaian culture by encouraging citizens to proudly wear locally produced textiles and apparel, thereby deepening appreciation for indigenous craftsmanship and cultural identity. Beyond cultural expression, the festival contributed to economic empowerment by stimulating demand for locally made fabrics and garments, supporting artisans, designers and textile producers, generating employment opportunities and fostering value-chain development within the creative economy. In doing so, the initiative supported national development efforts and reinforced the importance of self-reliance and cultural pride as drivers of sustainable growth.

- **International Mother Language Day Celebration**

During the reporting period, the 2025 International Mother Language Day was commemorated in collaboration with the Bureau of Ghana Languages, with a strong focus on promoting linguistic diversity and cultural identity. The celebration aimed to raise awareness of the critical role that mother tongue languages play in education, cultural preservation and national identity.

The event underscored the importance of integrating Ghanaian languages into the school system as a means of enhancing learning outcomes, strengthening cultural values and fostering a sense of identity and belonging among learners. By highlighting mother tongue education, the celebration reaffirmed language as a vital expression of Ghanaian heritage and an essential tool for preserving the country's rich cultural diversity for present and future generations.

- **Cruise Tourism**

During the reporting period, the Ghana Tourism Authority (GTA) actively participated in the Global Sea Trade Expo, an international platform designed to showcase cruise destinations and foster partnerships with cruise lines, travel agencies and tour operators. This engagement provided Ghana with an opportunity to highlight its rich cultural heritage, scenic coastal landscapes and modern port infrastructure, positioning the country as an attractive stopover for international cruise itineraries.

Currently, cruise tourism operations are focused on Tema and Takoradi Ports, which serve as the main entry points for visiting cruise ships. Since Ghana's active participation in the Sea Trade Cruise Global Fair in Miami two years ago, cruise arrivals have recorded consistent and notable growth, with 5,479 cruise passengers recorded across the Takoradi and Tema harbours. This upward trend reflects increasing international recognition of Ghana as a safe, culturally vibrant and logistically capable cruise destination **and** demonstrates the effectiveness of targeted marketing and industry engagement strategies.

Through continued promotion, strategic partnerships and infrastructure readiness at key ports, Ghana is steadily enhancing its visibility on the global cruise tourism map. This initiative not only contributes to foreign exchange earnings and local economic development but also provides opportunities for small and medium enterprises, local cultural performers and hospitality providers to benefit directly from increased tourist arrivals.

- **Launch of “Accra by Night” tour**

In support of the Government’s 24-hour economy policy and the promotion of night tourism, the Ghana Tourism Development Company (GTDC), in collaboration with the Ghana Tourism Authority (GTA) and under the auspices of the Ministry, officially launched the maiden edition of the “Accra By Night” tour, an innovative initiative designed to position Accra as a dynamic and attractive nightlife tourism destination during the period under review. The initiative is designed to position Accra as a vibrant and attractive nightlife tourism destination. The guided night tour, piloted with stops at key sites is set to run monthly on the last Friday of each month. The launch event was held at the Accra Tourist Information Centre (ATIC) and brought together key stakeholders, including the Honourable Minister for Tourism, Culture and Creative Arts, Directors of the Ministry, Heads of the thirteen Agencies under the Ministry and members of the Diplomatic Corps.

The event was infused with rich cultural expressions, featuring traditional drumming, dance performances and storytelling that reflected Ghana’s diverse cultural heritage and set the tone for an immersive nocturnal tourism experience.

### **18.3. Reforms**

In 2025, the Ministry implemented a series of institutional, cultural, administrative and technical reforms aimed at strengthening heritage management, governance systems, administrative efficiency and national cultural development.

- **Use of Ghanaian Languages for National Development**

As part of efforts to promote cultural identity and inclusive national development, the Ministry initiated reforms to encourage the use of Ghanaian languages. In 2024, classrooms faced a shortage of Ghanaian language teachers which hindered effective mother-language instructional support.

In December 2025, a successful National Dialogue was organized, resulting in renewed national attention toward mother-language education. The reform has contributed to positive behavioural and policy shifts, including government efforts toward developing a national language policy, increased use of mother languages in homes and reduced punishment of children for speaking indigenous languages in schools. Key challenges persisted particularly the inadequate of trained teachers and teaching-learning materials.

- **Redevelopment of the W.E.B. Du Bois Centre**

The redevelopment of the W.E.B. Du Bois Centre represents a major infrastructure reform undertaken through private sector participation. Following Cabinet approval in 2024, implementation activities in 2025 focused on reviewing agreements prior to formal signing and commencement of full-scale redevelopment works.

The reform aims to increase visitation and revenue generation at the Centre contributing to its long-term financial sustainability and supporting Ghana's cultural tourism development agenda. However, progress has been constrained by funding mobilisation challenges which have slowed the transition from agreement review to full project execution

- **Introduction of Building Archaeology Methods**

A technical and institutional reform was introduced in October 2025 through collaboration with Expertise France and partners. The reform formed part of the NKABOM Project and focused on the introduction and institutionalization of building archaeology methods in Ghana's heritage management framework. In 2024, Building archaeology methods were not practiced in Ghana. However, in 2025 Building archaeology methods were implemented under the NKABOM project.

The reform has enhanced documentation quality of heritage sites and resulted in the training of four Monument Conservators. Challenges include skills gaps and lack of high-specification computers required for data processing.

- **Strengthened Quality Assurance for Condition Surveys**

To address weaknesses in heritage condition assessments, procedural reforms were introduced in January 2025. In 2024, many reports were incomplete and lacked adequate diagnostic analysis. During the period under review, the enforcement of clearer Terms of Reference (TORs) and the introduction of more structured review processes contributed to improved report quality and strengthened evidence-based decision-making for heritage conservation. Despite these gains, challenges remain, particularly the limited clarity on assessment standards in relation to the relevant International Council on Monuments and Sites (ICOMOS) charters.

- **National Heritage Register Reform**

The Ministry initiated reforms to develop a more comprehensive and thematic National Heritage Register. In 2024, the register lacked detailed structure and adequate coverage which limited its effectiveness as a planning and conservation tool. .

In 2025, a new framework is currently under development, expected to improve national heritage documentation and coverage. Progress is monitored through the number of sites reviewed. However, resource constraints remain a major challenge.

- **Conservation of Gold Weights in the GMMB Collection**

In 2025, the conservation of Akan gold weights continued with support from the Bank of America Arts Project and internally generated funds. The program applies specialized

conservation chemicals and methods to preserve artefacts central to Ghana's historical trade and symbolic systems. The reform supports long-term preservation and contributes to ongoing exhibitions. Documentation and digitization efforts commenced following the procurement of a camera and laptop enhancing record keeping. However, exhausted funds, lack of dedicated conservation financing, shortage of laboratory technicians, unsafe working environments and inadequate personal protective equipment have slowed progress.

#### **18.4. Sustainable Development Goals (SDGs)**

In 2025, the Ministry implemented programs and activities aligned with selected Sustainable Development Goals (SDGs). The following underlisted were the SDGs implemented by the Ministry:

##### **SDG 8: Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All**

During the year under review, the Ministry commenced the re-development of Nationalism Park and Geese Park which are currently 85% complete. These projects enhance tourism infrastructure in Accra and preserve heritage sites, revenue mobilisation and employment. However, limited stakeholder engagement reinforces low awareness creation and has been a challenge.

##### **SDG 8.9: Devise and Implement Policies to Promote Sustainable Tourism that Create Jobs and Promote Local Culture and Products**

During the period under review, the Culture Policy was revised and approved. The remaining Monitoring and Evaluation (M&E) Framework and Implementation Plan is still ongoing. In addition, the Ghana Tourism Policy was developed and is awaiting Cabinet approval after the Implementation Plan. Implementation faced challenges including the need for expertise in M&E Framework development and delays in the release of the budget for the development of the implementation plan.

##### **SDG 12: Responsible Consumption and Production**

The Ministry has started cruise tourism and allowed cruise ships to dock at the country's ports since 2023. The penetration level in the mix of other tourism components in Ghana is 15%. Progress is constrained by rigidity in transitioning from fossil fuels to cleaner, energy-efficient technologies, as well as limited capacity to track and implement sustainable practices across the tourism sector.

##### **SDG 13: Climate Action**

The Ministry has begun cruise tourism and it is about 15% penetration within the mix of tourism components in Ghana. This innovative and novel initiative incentivizes the calls for the country to integrate climate change measures into tourism policies and planning. Again, the cruise tourism industry is transitioning to cleaner fuels, energy-efficient technologies and carbon-

neutral operations. However, cruise tourism remains an avid contributor to greenhouse gas emissions and air pollution, reinforced by rigidity in transitioning from fossil fuels to cleaner fuels and energy-efficient technologies.

### **SDG 17: Partnerships for the Goals – Target 17.17 Encourage and Promote Effective Public, Public-Private and Civil Society Partnerships**

The sector Ministry rehabilitated Tano Boase Sacred Grove, Denkyira Eco-Park and Salaga Slave Market with all projects being 100% completed. Progress was constrained by difficulties in mobilizing sufficient resources for capacity-building and the development of robust data systems.

### **18.5. Financial Performance**

The Ministry’s Financial performance for the reporting year is presented as follows:

<b>SOURCE</b>	<b>APPROVED BUDGET (GH¢)</b>	<b>REVISED BUDGET (GH¢)</b>	<b>AMOUNT RELEASED (GH¢)</b>	<b>ACTUAL EXPENDITURE (GH¢)</b>
<b>GOG</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>E= (A-B)</b>
<b>Compensation of Employees</b>	<b>108,363.74</b>	<b>108,363.74</b>	<b>108,363.74</b>	<b>0.00</b>
<b>o/w GoG</b>	108,363.74	108,363.74	108,363.74	0.00
<b>IGF</b>	-	-	-	-
<b>Use of Goods and Services</b>	<b>36,579.85</b>	<b>25,564.80</b>	<b>24,477.40</b>	<b>11015.05</b>
<b>o/w GoG</b>	7,500.00	4,375.00	4,375.00	3125.00
<b>IGF</b>	29,079.85	21,189.80	20,102.40	7890.05
<b>Capital Expenditure (CAPEX)</b>	<b>59,654.24</b>	<b>39,965.50</b>	<b>12,553.43</b>	<b>19688.74</b>
<b>o/w GoG</b>	51,030.17	35,700.00	9,048.73	15330.17
<b>IGF</b>	8,624.07	4,265.50	3,504.70	4358.57
<b>TOTAL</b>	<b>204,597.83</b>	<b>173,894.04</b>	<b>145,394.57</b>	<b>30,703.79</b>

## 18.6. Challenges

During the period under review, the Ministry encountered the underlisted challenges:

- **Lack of ICT Facilities**

The W.E.B. Du Bois Centre currently lacks essential ICT facilities, including computers, printers and reliable internet connectivity at the museum and guesthouse. These deficiencies have limited the Centre's ability to promote its activities effectively and manage operations efficiently. To address this challenge the Ministry's Management is actively exploring solutions to install the required facilities to enhance productivity, improve digital outreach and streamline operations.

- **Inadequate ICT Infrastructure**

The Ministry's broader ICT infrastructure, particularly internet connectivity, has been un-reliable, hindering operational efficiency. Fast and stable internet access is essential for the competitive growth of modern tourism services and for seamless administrative functions. To address this, management plans to introduce a backup internet service provider and implement the Government Workplace initiative, which will enhance secure file storage and data management.

Collectively, these ICT-related challenges have constrained the Ministry's ability to deliver timely and effective services. The Ministry recommends short-and-medium-term strategies to address the challenges by securing funding through partnerships, enhancing internally generated revenue and investing in infrastructure to improve operational efficiency and sustainability.

- **In-adequate Budget Allocation for Goods and Services and CAPEX**

The Ministry faces challenges due to delayed and insufficient budgetary releases for Goods and Services and Capital Expenditures (CAPEX). Tourism is a capital-intensive sector requiring adequate funding for the implementation of policies, programs and projects. To mitigate this, the Ministry's management is exploring partnerships with development partners to supplement funding and is considering the adoption of a Revenue Improvement Action Plan (RIAP) to enhance internally generated funds (IGF).

- **Lack of Transportation (W.E.B. Du Bois Centre)**

The Centre's Tata Zenon pickup has been out of service for the past two years, severely limiting its ability to carry out essential activities. To mitigate this challenge the Ministry's Management intends to resolve this and many other challenges through agreement and collaboration with the Du Bois Foundation.

- **Employment of Casual Workers (W.E.B. Du Bois Centre)**

The Centre currently pays seven casual workers from its internally generated funds, which reduces resources available for other productive programs. Despite repeated requests for technical and financial clearance to fully integrate these workers into the government payroll, approval has not yet been granted. Addressing this issue remains a priority to optimise resource allocation and enhance operational efficiency.

These challenges collectively underscore the need for targeted interventions to strengthen the Ministry's operational capacity, infrastructure and resource management, ensuring the effective delivery of its mandate.

### **18.7. Forward Look**

Below are the top priorities areas (Project and programs) to be implemented by the Ministry in 2026

- **Institutional Strengthening and Administrative Effectiveness**

This program aims to enhance governance, institutional capacity and operational efficiency within the Ministry and its affiliated agencies. Key initiatives will include process improvements, adoption of modern ICT solutions, capacity building for staff and the development of robust monitoring and evaluation frameworks to ensure accountability and effective service delivery.

- **Tourism Infrastructure and Heritage Development Program**

The Ministry will focus on developing and modernising tourism and heritage infrastructure to enhance visitor experiences and preserve cultural and natural assets. This includes the rehabilitation of heritage sites, enhancement of visitor facilities and the establishment of sustainable infrastructure that supports domestic and international tourism growth.

- **Tourism Marketing, Promotion and Market Intelligence Development Program**

To attract a wider audience and strengthen Ghana's tourism brand, this program will leverage data-driven market intelligence, innovative promotional campaigns and strategic partnerships. Efforts will focus on positioning Ghana as a premier destination for cultural tourism, eco-tourism and heritage-based experiences, while increasing tourist arrivals and foreign exchange earnings.

- **Tourism Standards, Regulation and Capacity Enhancement Program**

Ensuring high-quality service delivery across the tourism and hospitality sector is critical. This program will focus on the development and enforcement of sector standards, regulatory compliance and the professional development of tourism operators and service providers. Training initiatives will be prioritised to elevate the overall quality and competitiveness of the sector.

- **National Culture, Creative Arts and Heritage Development Program**

Recognising the intrinsic link between culture, creative industries and tourism, this program aims to promote, preserve and develop Ghanaian cultural expressions. Initiatives will include support for cultural festivals, creative entrepreneurship, arts education, conservation of heritage artifacts and the expansion of cultural infrastructure to stimulate innovation, inclusivity and economic growth.

Through these programs, the Ministry seeks to build a resilient, inclusive and sustainable tourism and cultural sector that contributes meaningfully to Ghana's economic growth, international visibility and national identity.

## **19.0. MINISTRY OF TRADE, AGRIBUSINESS AND INDUSTRY (MOTAI)**

The Ministry of Trade, Agribusiness and Industry (MOTAI) is mandated to provide policy direction and ensure efficient, effective and quality services to the business and industrial community, especially private sector operators.

The Political and Bureaucratic heads of the Ministry are:

- Minister - Hon. Elizabeth Ofosu-Adjaye (Jan 24, 2025 to date)  
Deputy Minister - Hon. Sampson Ahi (Mar 12, 2025 to date)  
Bureaucratic Head - Mr. Noah Tumfo (February 2025 to date)

### **19.1. Sector Agencies**

The Ministry has oversight responsibility over three (3) Sub-vented Agencies, five (5) Public Boards and Corporations and five (5) State Owned Enterprises.

#### **Sub-vented Agencies**

- Ghana Export Promotion Authority (GEPA)
- Ghana Standards Authority (GSA)
- Ghana National Procurement Agency Limited (GNPA)

#### **Public Boards and Corporations**

- Ghana Enterprises Agency (GEA)
- Ghana Free Zones Authority (GFZA)
- Ghana International Trade Commission (GITC)
- Central Region Development Commission (CEDECOM)
- Gratis Foundation of Ghana

#### **State Owned Enterprises**

- Ghana Trade Fair Company Limited (GTFC),
- Ghana Heavy Equipment Limited (GHEL),
- GIHOC Distilleries Company Limited
- Volta Star Textiles Limited
- Northern Star Tomato Company Limited.

## **19.2. Sector Achievements**

The achievements of the ministry for the reporting year were as follows.

- **Trade Development – Production Capacity enhanced**

The Ministry organised round table discussions with stakeholders. These discussions focused on the impact of the 10% US tariff on Ghanaian exports and explored ways for the government to support exporters in enhancing their exports. There was also an engagement with key stakeholders to address systemic challenges within the cement and sanitary pad industries. These engagements yielded positive results and contributed immensely to Ghana's trade sector in the period under review.

- **Promoting Investment and Growth through Strategic Anchor Industries in Ghana**

Under the Strategic Anchor Industries component, the Ministry during the period under review commenced a comprehensive package of support interventions to attract and facilitate investment in key sectors identified as new growth poles for the Ghanaian economy. The initiative focused on ten strategically selected industries including Vehicle Assembly and Component Manufacturing, Textiles and Garments, Pharmaceuticals, Petrochemicals, Vegetable Oils and Fats derived from Oil Palm, Industrial Chemicals derived from Industrial Salt, Industrial Starch derived from Cassava, Integrated Bauxite and Aluminium, Integrated Iron and Steel and Machinery and Equipment Manufacturing. By targeting these sectors, the Ministry aims to stimulate industrialization, enhance local production capacity and accelerate sustainable economic growth in Ghana.

- **Industrial Development - Provide Regulatory and Technical Support to Industry**

The Ministry in collaboration with PwC and GSA, sensitized 25 PSOs on Environmental and Social Management Plans (ESMPs). Also, these Private Sector Operators were assisted in acquiring necessary Statutory Licenses, Certificates and Permits to ensure compliance with regulatory standards and safe operations. Consequently, meetings were held on Wednesday 18th June 2025 with Ghana Standards Authority (GSA) and 25<sup>th</sup> June, 2025 with the Food and Drugs Authority (FDA) officials to discuss the operational and regulatory requirements of some ENABLE Youth facilities.

- **Facilitating Industrial Growth through the “One Region One Park” Initiative**

The Ministry is implementing the “One Region One Park” initiative to promote industrial development across Ghana through well-planned and secure industrial zones. The policy establishes an industrial land bank acquisition and security system at national, regional and district levels, improves access to litigation-free land and essential utilities and promotes spatial distribution of industrial activities. By providing modern infrastructure, institutional frameworks and specialized services, the initiative encourages industrial clusters, networking, spillover benefits and ensures a robust regulatory framework for Special Economic Zones in line with global best practices.

The Greater Kumasi Industrial City and Special Economic Zone (GKIC & SEZ) is the flagship SEZ under the Ghana Economic Transformation Project, funded by the World Bank. Covering 3,390 acres in Ejisu Municipality, Ashanti Region, it is designed as a Four-In-One International Industrial City integrating Production, Livelihood, Ecology and Infrastructure. Phase 1, with a budget of USD 32,790,143.83 for Project Management, EPC and related works. While initially scheduled to conclude in September 2025, environmental and social safeguard challenges, alongside the project extension to 30<sup>th</sup> June 2026, made some activities continue beyond the original timeline.

**Status of Implementation: Public and Private Industrial Parks (IPs) and Special Economic Zones (SEZs)**

<b>NO</b>	<b>NAME OF PARK/ENCLAVE</b>	<b>LAND SIZE</b>	<b>OPERATOR</b>	<b>STATUS</b>	<b>LOCATION</b>
1	Tema Export Processing Zone	1,200 Acres	GFZB	Operational	Tema
2	Sekondi Industrial Park	2,668.78 Acres	GFZB	Not fully operational - Still under dev't	Eshiem-Mpintsin, Western Region
3	Dawa Industrial Park	2,000 Acres	LMI Holdings	Operational	Dawa, Near Ada Kpetoe
4	Apolonia Industrial Park	2,325 Acres	Rendeavour Co. Ltd	Not fully operational	Oyibi, Accra
5	WestPark Industrial Park	400 Acres	BlackIvy LLC	Under development	Shama, Yabiw Free Zone
6	Silicon Accra Technology City	60 Acres	Twelve Springs Investment Group	Under development	East Legon Hills, Kpone Katamanso
7	<b>Bright International</b>	<b>1,200 acres</b>	<b>Greenhouse International Devt. Group</b>	<b>Operational</b>	<b>Afienva Akosombo Road</b>

### Public Sites Identified and Assessed for IPs & SEZs

NO.	NAME OF ENCLAVE/ PARK	LAND SIZE	OPERATOR	STATUS	LOCATION
1	Shama IP	1,600 Acres	GFZA	Not developed	Yabiw, Western Region
2	Ashanti Export Processing Zone	1,099-Acres	GFZA	Not developed	Ejisu, Ashanti Region

- **Development of the Special Economic Zones Policy, Legal and Regulatory Framework**

The development of the Special Economic Zones (SEZ) Policy, Legal and Regulatory Framework in Ghana is being supported by the World Bank under the Ghana Economic Transformation Project. Work on the SEZ Policy began in 2023 with the final draft scheduled for Cabinet approval while the development of the legal and regulatory framework commenced in December 2024 and the SEZ Bill is currently under review before submission to Parliament. The Ministry is responsible for implementing the Free Zones program to promote economic development and provide regulations for free zones and related activities.

During the year under review, the program continued to deliver positive results with 86 new enterprises granted licenses bringing the total number of Free Zones companies to 261. These enterprises collectively represent a capital investment of US\$719.06 million, generated export earnings of US\$7,615.12 billion and provided employment to 8,465 individuals, highlighting the significant contribution of the SEZ framework to Ghana’s industrial growth and economic transformation.

### 19.3. Reforms

During the reporting year, the Ministry implemented several key reforms aimed at modernizing service delivery, enhancing operational efficiency and improving client convenience.

- **Enhanced Efficiency through Correspondence Tracking**

To enhance administrative efficiency and accountability, the Ministry introduced a Correspondence Tracker system. This reform improves efficiency, transparency and monitoring of official correspondence, ensuring timely responses, better record-keeping and strengthened institutional workflow management.

- **Targeted Training Programs for Officers**

The Ministry implemented targeted training programs for officers assigned to specific tasks to enhance productivity and performance. This reform focused on equipping officers with the requisite skills and competencies to improve output and service delivery during the year under review.

- **Training in Basic Parliamentary Practices and Procedures**

Training in Basic Parliamentary Practices and Procedures improved staff performance by enhancing participants' understanding of legislative processes, parliamentary reporting and official communication with Parliament. Officers are now better equipped to draft memoranda, respond to parliamentary questions and prepare briefs.

- **International Capacity-Building Programs**

The Ministry leveraged fully sponsored capacity-building programs offered by the Chinese and Japanese Governments to strengthen staff competencies. This reform initiative enhanced technical knowledge, exposure to international best practices and institutional capacity development.

#### 19.4. Sustainable Development Goals (SDGs)

The Ministry's programs and projects are more inclined to Goal 9 of the Sustainable Development Goals which seeks to build resilient infrastructure, promote sustainable industrialization and foster innovation. However, other goals impact on the activities of the Ministry such as goal 17 which calls for global partnership to strengthen the means of implementation for sustainable development.

#### 19.5. Financial Performance

The financial performance of the Ministry was 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	188,102,358	188,102,358	127,733,973.86	127,733,973.86	60,368,384.14
Use of Goods & Services	263,866,961	263,866,961	176,339,064.89	169,845,377.37	87,547,896.11
CAPEX	945,255,011	945,255,011	24,396,280.19	19,596,280.19	920,858,730.81
IGF	326,945,630	326,945,630	179,693,845	179,693,845	147,251,785.00
<b>DEV'T PARTNERS e.g. DANIDA, JICA, WOLD BANK etc.</b>					
Others Fund -DP	55,974,200	55,974,200	34,961,076.12	34,961,076.12	21,013,123.88
<b>TOTAL</b>	<b>1,780,144,160</b>	<b>1,780,144,160</b>	<b>543,124,240.06</b>	<b>531830,552.54</b>	<b>1,237,019,919.94</b>

## 19.6. Challenges

During the period under review, the Ministry encountered the underlisted challenges:

- **Inadequate Funding Significantly Constrained the Implementation of Programs and Projects**

Inadequate funding remained a major challenge during the period under review, limiting the Ministry's ability to fully implement planned programs and achieve its 2025 development objectives. Funding delays and shortfalls affected activities such as compensation payments under the Greater Kumasi Industrial City (GKIC) and Special Economic Zone (SEZ) Project in the Ejisu Municipality of the Ashanti Region. In response, the Ministry reprioritized programs to align with available resources and strengthened engagement with development partners to mobilize additional financial and technical support.

- **Delays in Compensation Payments Have Led to Increased Claims and Stalled Infrastructure Development at the GKIC & SEZ Project Site**

Delays in compensation payments have led the Traditional Council and some landowners to demand a review of previously approved compensation values, which were validated by the Lands Commission and its Land Valuation Division. This situation has stalled the construction of off-site infrastructure at the GKIC and SEZ Project site, thereby slowing progress toward attracting private sector investment for industrial development. The Ministry intends to engage Traditional Authorities to renegotiate compensation terms and establish feasible payment schedules, while ensuring that all state-vested lands designated for industrial parks and SEZs are properly acquired and registered to prevent future disputes.

- **Unreliable Internet Connectivity and Logistical Constraints Disrupted Operational Efficiency**

Unreliable internet connectivity and logistical limitations affected operational efficiency, particularly in accessing online platforms, conducting virtual meetings and maintaining timely communication. Limited availability of official vehicles and fuel further constrained field activities. To maintain workflow, staff relied on personal internet resources and, in some cases, used personal vehicles and funds to support program implementation and official duties.

- **Limited Office Equipment and Operational Resources Adversely Affected Staff Efficiency**

Limited access to essential office equipment and operational resources—including computers, laptops, office supplies, cleaning materials and air-conditioning units—negatively affected staff productivity. In several cases, malfunctioning or insufficient equipment delayed task execution. To mitigate these constraints, officers relied on personal tools and resources to ensure continuity of work and service delivery.

## **19.7. Forward Look**

Below are the top priority areas (projects and programs) to be implemented by the Ministry in 2026.

- **Agribusiness**

The Ministry will facilitate and coordinate the implementation of the Agribusiness programs across the country. This is to expand production through contract farming for selected products. The programs will support value addition and value extension for selected agro produce (shea, rice, maize, groundnuts, cassava, potato, soya etc).

- **Feed the Industry Program**

The first objective is Agro-processing which looks at Agro-Industrial processing Zones, Reviving Agro-Industrial SOEs, Critical Raw Materials Production and Boosting Production capacity Utilization towards 24-hour productivity.

The second objective is the Industry Program which deals with Strategic Industries (Heavy), Strategic Industries (Light Manufacturing) and Support for Industries Manufacturing Incentives

- **Accelerated Export Development Program**

The Accelerated Export Development Program (AEDP) is a dedicated initiative designed to deliver Ghana's shared vision for rapid growth and transformation of the non-traditional export sector, by volume, value and employment outcome. The program implementation is under 4 pillars which are Investment in AEDP Booster Projects, Targeted Support to Export-Ready SMEs, Enhanced Coordination of Export Support Services, Targeted Policy and Regulatory Reforms.

- **African Continental Free Trade Area**

Government will continue to develop and implement policies towards attracting investment into strategic manufacturing sectors and use the network of missions and representational offices on the continent to pursue market access for Ghanaian products. Government will continue to deepen support for export orientation programs/institutions to deliver tailor-made support for exports under AfCFTA.

- **Competitiveness and Market Access of MSMEs**

MOTAI will promote activities that enhances policy research and development. The Ministry intends to strengthen the technical and institutional capacity of the private sector to participate in international trade; implement trade and industrial policy by organizing outreach programs, disseminating information on trade agreements and protocol their effect on trade and industry and organize programs to increase and diversify exports.

## **20.0. MINISTRY OF TRANSPORT (MoT)**

The Ministry of Transport is mandated to formulate policies on road transport services, railways, aviation, maritime and inland waterways; coordinate sector interventions; and monitor and evaluate the implementation of policies, programs/projects to ensure high standards of safety, security and cooperation in the Transport Sector.

The political and bureaucratic heads of the Ministry were:

Minister	-	Hon. Joseph Bukari Nikpe (February 2025 to date)
Deputy Minister	-	Hon. Dorcas Affo-Toffey (August 2025 to date)
Bureaucratic Head	-	Mr. William Kartey (November 2025 to date)

### **20.1 Civil Service Departments and Sector Agencies**

The Ministry had oversight responsibility over 3 Sub-vented Agency, a Public Service Organisation and 11 Public Boards and Corporations

#### **Sub-vented Agencies**

- National Road Safety Authority (NRSA)
- Driver and Vehicle Licensing Authority (DVLA)
- Ghana Railway Development Authority (GRDA)

#### **Public Service Organisations**

- Regional Maritime University (RMU)

#### **Public Boards and Corporations**

- Ghana Civil Aviation Authority (GCAA)
- Ghana Airports Company Limited (GACL)
- 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 Ltd. (TSY)
- Aircraft Accident & Incident Investigation and Prevention Bureau (AIB)
- Ghana Railway Company Limited (GRCL)

## **20.2. Sector Achievements**

The achievements of the ministry for 2025 were as follows.

- **Review of the Road Traffic Act 2004 (Act 683)**

The Ministry initiated the amendment of the Road Traffic Act, 2004 (Act 683). Following extensive stakeholder consultations, Parliament passed the Amendment Bill, which was assented to by the President on 24<sup>th</sup> December, 2025. The Road Traffic (Amendments) 2025 (Act 1153) now provides a regulatory framework for the commercial use of motorcycles and tricycles (“Okada” and “Pragya”), including strict licensing, training and safety standards for operators.

- **Establishment of National Air Carrier**

As part of efforts by Government to reestablish a National Airline, a ten-member Task Force was constituted in May 2025 to oversee the processes. By September 2025, a detailed business model and operational framework was completed and submitted to the Office of the President to guide engagement with a strategic partner. The Airline, when established, will improve air connectivity and support trade and tourism.

- **Repurposing of Terminal 2 at The Kotoka International Airport**

In response to increasing passenger traffic and congestion at Terminal 3 of the Kotoka International Airport, the Ghana Airports Company Limited (GACL) is repurposing Terminal 2 into a dual-use facility capable of handling both domestic and international flights. As of end of December 2025, the arrival hall was about 98% complete, while work at the departure hall was about 10% complete. This initiative aims to optimize infrastructure, enhance operational efficiency and improve passenger experience.

- **Operationalization of Tema-Mpakadan Railway Line**

The 97-kilometer standard gauge railway Tema-Mpakadan railway line, a key link of the Eastern multimodal transport corridor from Tema Port via the Volta Lake to Buipe and beyond was completed in June 2024 with two (2) Diesel Multiple Unit (DMU) Trains delivered by the end of December 2024. During the reporting year, the Ghana Railway Development Authority, commenced passenger operations on the railway following successful testing. The passenger services facilitated commuter rail travel on the heavily congested corridor between Tema, Afiencya and Adome.

- **Implementation of Twenty-Four Hour Policy**

To enhance efficiency and service delivery under the 24-hour Economy Policy, the Ghana Ports and Harbours Authority (GPHA), in collaboration with the Ghana Revenue Authority (GRA) and

other state agencies, commenced 24-hour operations at the Tema Port in August 2025, enabling importers and shippers to conduct port-related business around the clock.

In the same vein, the Driver and Vehicle Licensing Authority (DVLA) inaugurated a modern 24-hour operational office in the Adentan Municipality in May 2025 to improve accessibility and convenience for motorists. This initiative is being progressively extended to other regional DVLA offices nationwide in support of Government's 24-hour economy agenda.

- **Improvement of Safety and Security on Maritime and Inland Waterways**

As part of efforts to strengthen safety and security, the Ghana Maritime Authority (GMA) is upgrading its Vessel Traffic Management and Information System (VTMIS) to provide 24-hour electronic surveillance of Ghana's coastline, exclusive economic zone and marine resources. By the end of December 2025, all major equipment for installation had been delivered. Once upgraded, the system will improve navigational safety, maritime security and environmental protection, while addressing illegal activities such as drug trafficking, piracy, armed robbery and Illegal, Unreported and Unregulated (IUU) fishing.

Additionally, to enhance inland water transport safety, Ghana Maritime Authority (GMA) deployed personnel and equipment on the Volta Lake. In September 2025, the Search and Rescue boat Martey Korle was deployed and stationed at Kpando-Torkor to support enforcement and rescue operations on the lake.

### **20.3. Reforms**

During the reporting year, the Ministry implemented several key reforms aimed at modernizing service delivery, enhancing operational efficiency and improving client convenience.

- **Introduction of Ultra Offices under a hybrid public-private partnership model.**

The Driver and Vehicle Licensing Authority (DVLA) introduced Ultra Offices under a hybrid public-private partnership model. These modern, well-equipped and properly regulated facilities expanded service delivery capacity nationwide, providing expedited driver and vehicle licensing services. The establishment of the Ultra Offices reduced congestion at existing DVLA offices, improved client experience and strengthened operational efficiency, particularly in high-demand urban centres.

- **Commencement of 24/7 operations at Tema Port**

In support of Ghana's "24-Hour Economy" initiative, the Tema Port commenced 24/7 operations, enabling importers to clear goods at any time and reducing congestion at key terminals, including Transit, Reefer and the Golden Jubilee Terminal. The initiative integrated customs, banking support and other relevant agencies to improve efficiency, reduce costs and strengthen Ghana's position as a competitive trade hub. Complementing this, the DVLA opened

a 24-hour operational office at the Adenta Bus Terminal, providing continuous services to motorists in Adenta and surrounding areas, improving accessibility, reducing queues and enhancing service convenience.

The Ghana Airports Company Limited extended night operations at Prempeh Agyemang I International Airport from 8pm to 11pm and at Tamale International Airport from 6pm to 10pm. This extension has contributed to improved passenger convenience and increased aircraft movements, rising from 14,410 in September 2024 to 15,004 in the same period in 2025, thereby supporting domestic connectivity and the 24-Hour Economy initiative.

- **Introduction of new Drive from Port (DP) stickers**

Additionally, the DVLA introduced new DP stickers for imported vehicles to curb the misuse of DP plates on multiple vehicles. The rollout of these stickers has strengthened security and improved revenue generation in vehicle registration and monitoring.

#### **20.4. Sustainable Development Goals (SDGs)**

##### **SDG 9 (Build resilient infrastructure, promote sustainable industrialization and foster innovation & SDG 11 (Sustainable Cities and Communities)).**

In 2025, the Ministry advanced several initiatives aligned with key Sustainable Development Goals. Under SDG 9 (Build resilient infrastructure, promote sustainable industrialization and foster innovation), the Ministry pursued the introduction of a coastal water transport system along Ghana's coast and inland waterways. The procurement process, which began in July 2025, had reached the stage of negotiations to select a consultant to commence feasibility studies. This system is designed to support sustainable urban mobility in coastal cities, reducing congestion and pressure on road networks, particularly along the Afrao–Elubo corridor, thereby also contributing to SDG 11 (Sustainable Cities and Communities).

##### **SDG 13 (Take urgent action to combat climate change and its impacts)**

In line with SDG 13 (Take urgent action to combat climate change and its impacts), the Ministry promoted the adoption of Sustainable Aviation Fuel (SAF) as a key measure to reduce aviation-related greenhouse gas emissions. SAF has the potential to lower emissions by 60–80 percent compared to conventional jet fuel, supporting Ghana's aviation decarbonisation efforts under its Nationally Determined Contributions (NDCs) to the Paris Agreement. Feasibility studies have been completed, with the final report available to guide future implementation.

Further contributing to SDG 9 and SDG 13, the Ministry operationalized the Tema–Mpakadan Railway Line, a major infrastructure investment improving connectivity between Tema Port, the inland corridor and Volta Lake. The railway enhances the efficient movement of freight and passengers, alleviates logistical bottlenecks and supports socio-economic growth. The introduction of passenger rail services on the Tema–Afienuya corridor in October 2025 promotes

a modal shift from road to rail, offering a more energy-efficient mode of transport and lower greenhouse gas emissions, thus reinforcing Ghana's climate action and sustainable development objectives.

## 20.5. Financial Performance

The Ministry's financial performance for the reporting year is presented as follows:

N o.	SOURCE	APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
1	GOG	A	B	C	D	E = (B-C)
	Compensation of Employees	26,018,448.00	26,018,448.00	21,476,118.29	20,438,547.86	4,542,329.71
	Goods & Services	3,059,135.00	3,059,135.00	2,540,387.44	1,599,277.00	518,747.56
	CAPEX	163,513,824.00	163,513,824.00	99,831,125.00	30,920,309.00	63,682,699.00
	<b>Sub-Total</b>	<b>192,591,407.00</b>	<b>192,591,407.00</b>	<b>123,847,630.73</b>	<b>52,958,133.86</b>	<b>68,743,776.27</b>
2	IGF	801,481,350.28	801,481,350.28	796,495,018.68	796,495,018.68	4,986,331.60
3	<b>DEVELOPMENT PARTNERS</b>					
	World Bank	97,800,000.00	97,800,000.00	-	-	97,800,000.00
	<b>TOTAL</b>	<b>1,091,872,757.28</b>	<b>1,091,872,757.28</b>	<b>920,342,649.41</b>	<b>849,453,152.54</b>	<b>171,530,107.87</b>

## 20.6. Challenges

During the period under review, the Ministry encountered the underlisted challenges:

- **Delays in Obtaining Commitment Authorizations**

A major challenge encountered during the year under review was the delay in the issuance of Commitment Authorizations by the Ministry of Finance which affected the timely execution of planned programs and projects. Although the policy serves as an expenditure control measure, the lengthy process adversely impacted project delivery. The Ministry recommends streamlining the authorization process to improve efficiency.

- **Delays in the Release of Funds to Contractors**

Outstanding claims and high indebtedness to contractors and service providers, particularly in the railway sub-sector, slowed construction works on the Western Railway Line. These delays risk cost overruns due to extensions of project completion timelines.

- **Inadequate funding for Planning Training Programs**

Limited funding constrained the implementation of planned training programs. Priority was given to Scheme of Service training for promotion, while most competency-based training programs were deferred. The Ministry prioritized staff capacity development and explored alternative funding sources to support its capacity development plans moving forward.

- **Inadequate Office Accommodation**

The Ministry did not have adequate office space to accommodate its current staff. As an interim measure, some offices implemented flexible working arrangements during the year. To address this challenge, the Ministry will complete the construction works at its office building extension to accommodate its staff.

- **Railway Labour Issues**

The Ghana Railway Company Limited (GRCL) faced operational challenges due to deteriorated infrastructure and low revenue generation, resulting in salary arrears. During the year, GH¢10 million was released by the Ministry of Finance to pay four out of fourteen months of outstanding salaries as of December 2025. The Ministry is seeking policy approval for private sector participation to enhance railway operations.

- **Limited Port Facilities on the Volta Lake to Facilitate Multi-modal Transport**

The absence of port infrastructure at the terminal point of the railway line at Mpakadan limits the ability to generate the full potential of the planned multi-modal transport corridor between the Tema and Buie as originally conceived.

There is however a proposal to develop an inland port at Asikuma which will require an extension of the existing line to this new location. A proposal to construct a branch line from Afienya to link the new industrial zone at Dawa is also under consideration.

- **Activities of Illegal Mining and Encroachment of Railway Right-of-Way**

Illegal mining (galamsey), encroachment, vandalism and theft along railway corridors, especially on the Western and Eastern lines, have damaged soil formations and railway assets, which threaten future projects through increased costs and potential corridor realignments. As a mitigating strategy, the Ministry, through the Ghana Railway Development Authority, is

collaborating with key stakeholders to reclaim and protect railway right-of-way and to secure land titles nationwide.

- **Delays in Procurement Issues**

Despite obtaining approval from the Public Procurement Authority for several procurements, delays were experienced at the Attorney-General's Department, where submitted documents had not been responded to as of October 2025.

To address these delays, the Ministry will intensify engagement with the Attorney-General's Department to expedite the review and release of the documents.

## **20.7. Forward Look**

Below are the top priority areas (projects and programs) to be implemented by the Ministry in 2026.

- Establish a National Airline to improve air connectivity and enhance trade and tourism
- Complete the extension of the runway at Prempeh Agyeman I International Airport in Kumasi (Phase 3) to accommodate medium-size aircraft
- Continue construction of the standard gauge Western Railway Line (Kojokrom–Manso, 22km; Takoradi Port–Manso–Nsuta–Huni Valley, 78km) to enhance freight haulage and reduce passenger travel time
- Operationalize motorcycles and tricycles (“Okada”) for fare-paying passengers following amendments to the Road Traffic Act and Regulations
- Facilitate renewal of MMTL and ISTC bus fleets, including 350 Toyota Hiace buses, 100 Coaster buses, 50 cargo/parcel trucks and phased modernization of ISTC with electric buses
- Digitize road safety services through the Transport Ghana platform to strengthen regulation and registration of transport service providers
- Develop a Coastal Water Transport System to complement existing transport networks
- Enhance safety of inland waterways by opening an Inland Waterways Safety and Regulatory office at Akosombo in collaboration with the Volta Lake Transport

## **21.0. MINISTRY OF WORKS, HOUSING AND WATER RESOURCES (MWHWR)**

The Ministry of Works, Housing and Water Resources is mandated to initiate and formulate policies for the Works, Housing and Water sector of the economy, as well as coordinate, monitor and evaluate the implementation of plans, programs and performance of the sector for national development.

The Political and Bureaucratic heads of the Ministry were:

Hon. Minister	- Hon. Kenneth Gilbert Adjei (30 <sup>th</sup> January, 2025 – Date)
Deputy Minister	- Hon. Gizella Tetteh-Agbotui, MP
Bureaucratic Head	- Rev. Stephen Yaw Osei

### **21.1. Civil Service Departments and Sector Agencies**

The list of Civil Service Departments and sector Agencies under the Ministry were as follows:

#### **Civil Service Departments**

- Department of Rural Housing (DRH)
- Public Works Department (PWD)
- Rent Control Department (RCD)
- Public Servants' Housing Loans Scheme Board (PSHLSB)

#### **Sub-vented Agencies**

- Engineering Council (EC)
- Architects Registration Council (ARC)
- Real Estate Agency Council (REAC)
- Ghana Hydrological Authority (Hydro)
- Water Resources Commission (WRC)
- Community Water and Sanitation Agency (CWSA)

#### **Public Service Organizations**

- State Housing Company Limited (SHCL)
- Architectural and Engineering Services Limited (AESL)
- TDC Ghana LTD (TDCL)
- Ghana Water Limited (GWL)

## 21.2 Sector Achievements

The Achievements of the Ministry in 2025 were as follows.

- **National Flood Control Program - Drainage Works at Weija SCC Phase II**

Under the National Flood Control Program (NFCP), the Ministry continued with drainage improvement works to reduce disaster risks caused by flooding and to minimize the economic losses that come with it. The project is designed to construct reinforced concrete drains.

The contract for the project was awarded in December 2024 and commenced in January 2025 and is expected to be completed in July 2026. The project was scheduled to achieve a 90% completion rate by the end of 2025. As of the end of August, 2025, the project had achieved a 96% completion rate.

- **Akosombo Dam Spillage Housing Program**

As part of efforts to resettle people displaced by the Akosombo Dam spillage, housing construction commenced at Agetikpo-Ganyakope, Battor Aveyime Rice Farms and Mepe. The scope of work entails the construction of 1,010 housing units for Phase I. As of December 2024, contractors had mobilized to the various sites. As of the end of October 2025, 205 units were at various stages of completion.

- **Water Resources Management (Urban Water Supply Program) - Wenchi Water Project**

The Ministry launched the Wench Water Supply Project to increase access to safe and reliable drinking water and improve public health. This Project entails the construction of a new water treatment facility with a production capacity of 13,000m<sup>3</sup>/day (2.86 MGD), as well as the rehabilitation of the existing groundwater system to adequately serve current and future water demand through to the year 2045.

It also involves the laying of a 13km transmission pipeline, about 95 km of distribution pipelines and the provision of 3,000 household water connections. As of December, 2024, the project had reached 80% completion and was scheduled for completion in 2025. By the end of 2025, overall progress had advanced to 91.58%, reflecting significant progress toward full implementation.

- **Government of Ghana Redevelopment Project at Lartebiokoshie**

The Ministry continued with the implementation of the Government Redevelopment Program at Lartebiokoshie. The project, which seeks to deliver 48 housing units and commenced in 2023, was expected to be completed by December 2025. As of 31<sup>st</sup> December, 2024, the project had reached 65% completion, with a target set to achieve 100% completion by the end of 2025. The project has now been fully completed and successfully handed over for allocation to public

servants within the Greater Accra Region, marking the achievement of its intended objective and operational readiness.

- **Government of Ghana District Housing Program**

The Ministry of Works, Housing and Water Resources in partnership with the National Homeownership Fund is implementing the District Housing Program as part of Government efforts to improve access to safe, decent and affordable housing nationwide. The program focuses on decentralised housing delivery through the development of sustainable and well-serviced communities at the district level to address Ghana’s housing deficit, particularly in rural and peri-urban areas. It involves the construction of 328 housing units comprising 1 to 3-bedroom apartments, with a pilot phase underway in eight selected districts. By the end of the reporting year, contracts had been awarded for 20 two-bedroom units and contractors had mobilised to site for commencement of works.

### **21.3. Reforms**

#### **Review of the Rent Act, 1963 (Act 220) and the Rent Control Law, 1986 (P.N.D.C.L 138)**

The review of the Rent Act, 1963 (Act 220) and the Rent Control Law, 1986 (P.N.D.C.L 138) aims to reform related legislation, remove existing constraints and introduce incentives that will stimulate private sector investment in the rental housing sector.

As of 2024, a draft Bill was developed serving as the baseline for the legislative reform. In 2025, the Final Draft Bill was available and had been validated with relevant stakeholders making inputs into the draft bill to ensure the legislation reflects the perspectives of those most affected.

### **21.4. Sustainable Development Goals (SDGs)**

#### **SDG11.1. By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade Slums.**

The Ministry of Works, Housing and Water Resources has made measurable progress across housing delivery and disaster risk reduction. These interventions directly contribute to SDG Indicator 11.1.1, which focuses on the “proportion of urban population living in slums, informal settlements or inadequate housing”.

During the period under review, the following housing projects have been pursued. These include the construction of 800 units at Tema under the Kpone Affordable Housing Project aimed at expanding access to affordable housing. In addition, the Ministry undertook the completion of 490 housing units under the redevelopment program, out of which 64 have been completed. Progress has also been recorded under the surge homes housing project at Amrahia where construction of 129 housing units is 68% complete, as well as the SHC Gardens Project where construction of 76 housing units is 70% complete.

### SDG Indicator 11.5.1 “number of deaths, missing persons and persons affected by disaster per 100,000 people

Beyond housing delivery, the Ministry has also supported SDG Indicator 11.5.1 which measures the “number of deaths, missing persons and persons affected by disaster per 100,000 people.” In response to coastal erosion and flood-related risks, 84km of coastline has been protected to protect lives, livelihoods and properties for the people along the coastline. This intervention directly safeguards vulnerable communities and critical infrastructure.

Further progress includes the completion of the design for the establishment of a FEWS System for Accra, alongside user training conducted for user Agencies, strengthening early warning and disaster preparedness systems. Approximately 1km of drain was constructed, while dredging works are ongoing along the Odaw channel under the GARID Project. In addition, reconstruction of other critical drainage infrastructure at Achimota, Kaneshie, Akwteyman, Alogboshie and Nima commenced, reinforcing flood control and urban resilience efforts.

### 21.5. Financial Performance

The Financial performance of the Ministry during the review period is presented below

SOURCE	APPROVED BUDGET (GHC)	REVISED BUDGET (GHC)	AMOUNT RELEASED (GHC)	ACTUAL EXPENDITUR E (GHC)	VARIANC E
	A	B	C	D	E = (A-C)
<b>GOG</b>					
<b>Compensation of Employees</b>	67,363,021.00	67,363,021.00	52,136,788	52,136,788	15,226,233
<b>Goods &amp; Services</b>	8,244,994.00	8,244,994.00	3,423,094	3,423,094	4,821,900
<b>CAPEX</b>	651,500,000.00	651,500,000.00	155,617,824	89,540,339	495,882,176
<b>IGF</b>	63,030,133.00	63,030,133.00	54,250,317	54,250,317	8,779,816
<b>Donor (For. Loans and Grants)</b>	127,955,000.00	127,955,000.00	94,834,916	94,834,916	33,120,084
<b>TOTAL</b>	<b>918,093,148.00</b>	<b>918,093,148.00</b>	<b>360,262,939.00</b>	<b>294,185,454</b>	<b>557,830,209</b>

## 21.6. Challenges

The Ministry encountered the following challenges during the period under review.

- **Encroachment on floodplains and river catchment**

Encroachment on floodplains and river catchment areas across the country. This continues to limit efforts to reduce the flood risk across the country. The Ministry advocate enforcement of District Assembly byelaws and spatial planning guidelines and collaborate with local authorities to address the issues.

- **Delays in release of funds for payment**

Delays in in the release of funds for payment of completed works under the Urban Water Management Program, causing a slowdown in the pace of work and extension of the project completion timelines. These projects (i.e., Keta, Sekondi Takoradi and Wenchi Water Supply Projects) are Foreign Loans and payments are yet to be honoured by MoF after several months of submission.

The Ministry would intensify its engagement with the Ministry of Finance for payment as soon as possible.

- **Limited access to land for the construction**

Limited access to land for the construction of resettlement housing units occasioned delays in commencing construction works under the Akosombo Dam Spillage and Flood Victims Resettlement Program. There is, therefore, a growing demand for the payment of compensation for lands secured for the resettlement housing projects. This is a risk that can affect the timely completion of the ongoing works. To address this gap, the Ministry would intensify its engagement with local authorities and landowners to facilitate the availability of land for projects.

- **Imminent shutdown of Water Treatment plant**

Imminent shutdown of Water Treatment Plants due to high turbidity of raw water intake. The Kwanyarko Water Treatment Plant was the latest to be shut down and many more treatment facilities are at risk of shutdown due to intolerable turbidity levels. The Ministry would intensify sensitization of responsible state agencies on the effects of illegal mining on water sources to address this challenge.

- **Rapid deteriorating water quality**

The rapidly deteriorating water quality due to illegal mining activities and effluent discharge. This has significantly increased the cost of operations and adversely affected the treatment and

supply of potable water across the country. The Ministry will continue to intensify sensitisation will relevant stakeholders to address this challenge.

### **21.7. Forward Look**

The top priority areas (project and program) to be implemented in 2026 are as follows:

- Continuation of Dansoman coastal protection works; Ningo-Prampram, Anomabu, Cape Coast, Elmina; Aboadze, Axim and Dixcove; and Blekusu Coastal Protection Project.
- Expand the interventions to other coastal communities, including Shama-Apor, La, Teshie Nungua, Ezinlibo, Kokrobite, Saltpond, Ada, Anloga and Tema Newtown.
- Drainage projects under the 2018, 2020, 2023 and 2024 National Flood Control Programs will proceed, along with dredging of the White Volta to prepare for the Bagri Dam spillage.
- Under the GARID Project, drainage and community upgrading works will continue in Achimota, Kaneshie, Nima, Alogboshie and Akweteyman, with new works commencing on sand traps, the Dome Bridge and the East Atomic Pond to enhance flood management in the Odaw Basin. In addition, there will be construction of detention ponds and the piloting of the Accra Flood Early Warning System under the GARID Project.
- Construction under the Akosombo Resettlement Housing Project will continue at Agetikpo-Ganyakope and Battor Aveyime, while the Ministry works to address land ownership and litigation issues affecting progress. The Ministry will also intensify stakeholder engagements to support the initiation of additional infrastructure developments.
- Ministry will continue construction of the remaining 426 housing units at Laterbiokoshie, Labone, Ridge, Cantonments and Airport.
- State Housing Company Limited (SHCL) will complete 128 housing units at Amrahia (Surge Homes Project) and 76 units at Adenta (SHC Gardens) and explore work on the Koforidua Affordable Housing Project.
- TDC Ghana Ltd intends to initiate the Ho Affordable Housing and continue with the construction of 800 housing units at Tema Community 26 under the Kpone Affordable Housing Project.
- The Ministry will engage stakeholders to finalize the Draft Rent Bill, 2025.
- Government has also committed to develop a Legislative Instrument (to operationalize The Real Estate Agency, 2020 (Act 1047)).
- The Ministry will leverage opportunities under the Water Resource Management Program to continue all ongoing urban water supply projects at Keta, Wenchi and

SekondiTakoradi, as well as the reconstruction of water systems in Asankragwa, Sefwi Wiawso, Duadaso, Kweiman Danfa, Goaso, Juaben, Aveyime and Adu Bansa into 2026

- Efforts will also focus on finalizing financing and securing approvals to commence new water projects in Damongo, Tamale, Yendi, Sunyani, Techiman and Tarkwa.
- Continuation of the ongoing rehabilitation and expansion of 28 Small Town Water Systems and the commencement of works on the emergency water supply systems for 10 Districts in the Central Region
- The Ministry also has the intention of completing the regulations on the Riparian Buffer Zone Regulation and Control of Waste Discharge and Management of Water Quality Regulation.

## **22.0. MINISTRY OF YOUTH DEVELOPMENT AND EMPOWERMENT (MYDE)**

The Ministry of Youth Development and Empowerment is mandated to provide policy direction for the development and empowerment of Youth in Ghana through policy formulation, coordination and implementation for national development.

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

Hon Minister	- George Opare Addo (11 Months)
Bureaucratic Heads	- Emma Ofori Agyemang (Mrs.) (11 Months)

### **22.1. Sector Agencies**

The Ministry also provides oversight to the (5) Agencies;

- National Youth Authority (NYA);
- Youth Employment Agency (YEA);
- National Service Authority (NSA);
- National Entrepreneurship and Innovative Program (NEIP);
- Scholarship Secretariat.

### **21.2. Sector Achievements**

The following were the achievements of the Ministry during the period under review:

- **Training and provision of start-up capital to youth entrepreneurs**

The Ministry targeted the training of 10,000 youth entrepreneurs and the provision of start-up support to 2,000 trained entrepreneurs. During the period under review, a total of 10,000 youth entrepreneurs were trained across the sixteen (16) regions of the country while the selection process for the 2,000 beneficiaries to receive start-up capital support is ongoing. The program is expected to contribute to the reduction of youth unemployment.

- **Providing demand-driven employable skills and startup kits to youth**

In 2025 the Ministry implemented an initiative to provide demand-driven employable skills and start-up kits to youth with a target of training 10,000 youth in various trades and equipping them with start-up kits. During the reporting period, refresher and accreditation training was organised for 4,057 Master Craft Persons (MCPs) nationwide. Furthermore, 10,000 beneficiaries were shortlisted, matriculated and attached to MCPs for apprenticeship training across the country.

This intervention is aimed at improving employable skills among youth and reducing unemployment.

- **Implementation of a national campaign against substance abuse among the youth**

As part of efforts to address substance abuse among young people, the Ministry implemented a national campaign against substance abuse among the youth. The “RED MEANS STOP” Campaign was launched in 2025 and partnerships were secured with UNDP and other individuals to support its rollout aimed at prevention, awareness creation and provision of needed support to affected youth during the period under review. The campaign educates young people on the risks of substance abuse and promotes healthy lifestyles. This effort forms a key component of the Ministry’s holistic approach to youth development, ensuring that young Ghanaians are not only economically empowered but also physically and mentally equipped to contribute meaningfully to society.

- **Engagement of youth under the YEA employment modules**

The Ministry, in collaboration with the Youth Employment Agency (YEA) engaged 74,050 of young people under diverse employment modules including Community Health Assistants, Youth in Sanitation and Youth in Security during the period under review. These modules not only provided temporary employment but also offered pathways to long-term careers, enhancing social inclusion and reducing poverty among vulnerable youth groups across the country.

- **Development of 2026-2029 Sector Medium Term Plan**

To ensure strategic and coordinated action, the Ministry has successfully formulated a comprehensive Sector Medium-Term Plan for 2026–2029 in line with the National Development Planning Commission’s (NDPC) guidelines and guidance during the reporting period. This plan articulates clear development goals, objectives and costed strategies across economic and social dimensions, directly aligned with the national medium-term development framework. It provides a detailed roadmap for reducing youth unemployment, promoting inclusive growth and addressing identified challenges such as skills gaps, limited access to capital, among others, thereby institutionalising a results-focused approach to youth empowerment.

### **22.3. Reforms**

The Ministry implemented the following reforms during the reporting period:

- **Youth Tracker Reform**

The Ministry implemented the Youth Tracker, a sector-specific reform designed to promote the timely production and availability of data on all youth interventions in the country. The reform

seeks to strengthen monitoring, reporting and coordination of youth-related programs through a centralized digital tracking system.

The key indicator for the reform is the number of youth interventions reporting through the tracker. As of 2024, the system did not exist, serving as the baseline for implementation. In 2025, the system was successfully developed and launched. Following its rollout, at least 50 percent of youth interventions began reporting through the tracker.

The implementation of the Youth Tracker has resulted in improved data availability on youth programs and supporting evidence-based decision-making and policy planning within the sector. However, implementation faced challenges, particularly resistance to change among some stakeholders.

- **Youth Participation in Agriculture Reform**

The Ministry also pursued a sector-specific reform aimed at supporting government initiatives within the agricultural value chain, including production, marketing and processing by encouraging youth participation in modern agriculture.

The reform objective is to increase the number of youths involved in modern agriculture. The baseline as of 2024 indicated that no tracking system existed. In 2025, a system was developed and launched to support monitoring and implementation efforts.

As a result of the reform, five percent (5%) of youth became involved in modern agriculture reflecting increased youth interest and participation in agricultural activities. The reform contributed to youth embracing modern agricultural practices and supporting national agricultural development efforts. A key challenge identified was the limited willingness of some youth to engage in agriculture.

## **22.4. Sustainable Development Goals**

The Ministry implemented various Sustainable Development Goals during the reporting period

### **SDG Target 4.4 – Skills Development for Employment and Entrepreneurship**

The Ministry contributed to SDG Target 4.4 which seeks to substantially increase the number of youth and adults with relevant skills including technical and vocational skills, for employment, decent jobs and entrepreneurship by 2030. The relevant indicator under this target is the proportion of youth and adults with information and communications technology (ICT) skills, by type of skill.

In 2025, the Ministry implemented the Adwumawura Program and the National Apprenticeship Program which seek to enhance the employability of youth through entrepreneurship development, technical and vocational skills training respectively. These programs are designed to equip young people with practical and employable skills to improve their participation in the labour market. A key challenge identified is that several governmental and non-governmental

institutions implement similar youth employment and empowerment interventions across different sectors.

### **SDG Target 8.6 – Reduction in Youth Not in Employment, Education or Training**

The Ministry also contributed to SDG Target 8.6 which aims to substantially reduce the proportion of youth not in employment, education or training by 2020. The relevant indicator under this target is reduce the proportion of youth aged 15–24 years who are not in employment, education, or training. During the period under review, the Ministry through the YEA engaged thousands of youths under the various employment modules of the Agency including Community Health Assistants, Sanitation, Agriculture and Security modules. However, data generated from these interventions remain fragmented and are retained by implementing agencies making national reporting on progress towards SDG indicators difficult.

### **22.5. Financial Performance**

The Financial Performance of the Ministry during the period under review is presented below:

<b>SOURCE</b>		<b>APPROVED BUDGET (GH¢)</b>	<b>REVISED BUDGET (GH¢)</b>	<b>AMOUNT RELEASED (GH¢)</b>	<b>ACTUAL EXPENDITURE (GH¢)</b>	<b>VARIANCE</b>
<b>1</b>	<b>GoG</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E=(B-C)</b>
	Compensation of Employees	38,014,656	38,014,656	47,452,864	47,452,864	(9,438,208)
	Use of Goods and Services	527,990,598	529,990,598	413,815,156	302,206,919	116,175,442
	CAPEX	60,000,000	63,000,000	63,000,000	0	0
<b>2</b>	<b>IGF</b>	<b>18,075,402</b>	<b>18,075,402</b>	<b>9,515,442</b>	<b>9,515,442</b>	<b>8,559,960</b>
<b>3</b>	<b>DEV'T PARTNERS</b>	<b>0</b>	<b>0</b>			
	<b>TOTAL</b>	<b>644,080,656</b>	<b>649,080,656</b>	<b>533,783,462</b>	<b>359,175,225</b>	<b>115,297,193</b>

## 22.6. Challenges

During the period under review the following challenges were encountered by the Ministry:

- **Inadequate funding for government flagship programs**

The implementation of key government flagship youth programs, namely the Adwumawura and the National Apprenticeship Programs, has been constrained by inadequate funding. Although these initiatives were designed to train 10,000 young people in entrepreneurship and demand-driven skills and provide them with start-up support, financial limitations may restrict start-up capital to only about 2,500 beneficiaries. This shortfall could significantly reduce the programs' reach, scalability and overall impact if additional resources are not mobilised.

- **Payment of Subscriptions for Youth Participation in International Programs (e.g., Commonwealth Youth Council)**

Ghana's participation in international youth platforms has been challenged by delays or non-payment of subscription fees and other related financial obligations. This situation risks undermining the country's effective representation and participation in global youth forums, including the Commonwealth Youth Council. Without consistent financial support, opportunities for Ghanaian youth to engage in international networking, knowledge exchange and policy influence may be limited.

- **Poor Coordination among MDAs on Data**

Youth-related data is often fragmented across multiple Ministries, Departments and Agencies (MDAs), leading to duplication, inefficiencies and gaps in evidence-based decision-making. To address this challenge, the Ministry proposes strengthening inter- and intra-agency collaboration through harmonized data systems, shared platforms and regular coordination meetings to improve data integration.

- **Increasing Drug usage among the youth**

Another major challenge that confronted the Ministry was the rising substance abuse among youth. The menace not only threatens their health, productivity and social stability but also undermines national development and creates long-term public health challenges. To mitigate this challenge, The Ministry recommends intensifying the “**RED MEANS STOP**” campaign and expand outreach in schools, communities and media platforms and collaborate with health institutions, law enforcement and civil society will strengthen prevention, rehabilitation and enforcement measures.

- **Paucity of Data on Youth Issues**

There is limited availability of comprehensive, disaggregated data on youth issues such as unemployment, education, health and civic participation. This hampers effective policy design and monitoring. To address this challenge, The Ministry recommends conducting targeted research into topical youth areas, including periodic reviews and surveys. Partnerships with

universities, research institutions and international organisations to ensure credible, up-to-date data to inform policy and program design.

- **High Youth Unemployment**

Youth unemployment remains a pressing challenge, with many young people lacking access to decent jobs or entrepreneurial opportunities. This contributes to poverty, social unrest and underutilization of human capital. To mitigate this challenge, the Ministry proposes introducing more targeted programs that align with labour market demands, including ICT, agribusiness and green economy initiatives. Expanding apprenticeship schemes, start-up support and collaborating effectively with the private sector partners to create pathways for sustainable youth employment.

## **22.7. Forward look**

Below are the top priorities (Project and Programs) to be implemented by the Ministry in 2026.

- Education and Skills Development: promote access to quality education, vocational training and skills development programs.
- Health and Well-being: collaborate with relevant stakeholders to provide physical and mental health support, including access to healthcare services and healthy lifestyle promotion.
- Economic Empowerment: facilitate access to employment opportunities, entrepreneurship training and financial literacy programs.
- Civic Engagement and Participation: create opportunities for young people to participate in decision-making processes, volunteer and engage in community service.
- Personal Development and Leadership: Programs that foster personal growth, leadership skills and self-confidence.
- Implementation of the Adwumawura Program: Training and provision of start-up capital to youth entrepreneurs.
- Implementation of the National Apprenticeship Program (NAP): Providing demand driven employable skills and start-up kits to youth.
- Engagement of youth under the YEA employment modules.
- Implementation of the national campaign against substance abuse among the youth.
- Implementation of the National Youth Authority Act.
- Implementation of the Youth Tracker.
- Research on topical youth issues (generate evidence).
- Development of the Start-up Bill and the establishment of the Start-up Agency.

## **23.0. OFFICE OF THE ATTORNEY GENERAL AND MINISTRY OF JUSTICE (OAGMoJ)**

The Office of the Attorney-General and Ministry of Justice (OAGMoJ) exist to formulate and coordinate policies, set standards, monitor and evaluate the implementation of the policies and performance of the sector.

The Political and bureaucratic heads of the Ministry were:

Minister	-	Hon. Dr. Dominic Akuritinga Ayine (January 2025 to date)
Deputy Minister	-	Hon. Dr. Justice Srem-Sai (February 2025 to date)
Bureaucratic Head	-	Mrs. Fati Bodua Seidu (April 2025 to date)

### **23.1. Civil Service Department and Sector Agencies**

The Ministry has oversight responsibility over (1) Civil Service Department, (7) Sub-vented Agency, (1) Public Service Organisation.

#### **Civil Service Department**

- Registrar-General's Department

#### **Sub-vented Agencies**

- Legal Aid Commission
- Council for Law Reporting
- Law Reform Commission
- General Legal Council (Ghana School of Law)
- Economic and Organised Crime Office
- Copyright Office
- Office of the Registrar of Companies

#### **Public Service Organisations**

- Legal Service (Office of the Attorney-General)

### **23.2. Sector Achievements**

The achievements of the Ministry for 2025 were as follows.

- **Legal Education Reform Bill**

As a key priority of the Minister in 2025, the Ministry worked to complete the Legal Education Reform Bill and secured Cabinet approval for it to be laid before Parliament. The Bill proposes that accredited universities offering the Bachelor of Laws (LLB) program be licensed to provide professional legal training, thereby ending the long-standing monopoly of the Ghana School of Law. Under the proposed reforms, the General Legal Council will administer bar examinations twice annually, creating more opportunities for law graduates to qualify. The reform aims to expand access to legal education, reduce existing bottlenecks and promote a more inclusive and representative legal profession. Ultimately, the Bill is expected to strengthen governance, support

economic growth and enhance the rule of law by establishing a more equitable and accessible legal education system in Ghana.

- **Re-activation of the Integration Information Management System (IIMS)**

In November 2019, under Component 3 of the World Bank supported eTransform Project, the Government of Ghana through the Ministry of Communications implemented an Integrated Information Management System (IIMS) for the Office of the Attorney-General and Ministry of Justice. The Business Objective of OAGMoJ was to automate processes and procedures at the three core divisions (i.e. Civil Division; Public Prosecutions Division and the Legislative Drafting Division) and provide key functionalities to its workforce via an Electronic Case Management System (ECMS), a Document and File Management System, Collaboration and Correspondence Management System (CMS). The project was completed and handed over to the Ministry in January 2021. However, the system has not been in use since 2021. Upon assuming office in January 2025, the Attorney-General and Minister for Justice instructed the Chief Director to activate the IIMS system. In response, the Chief Director, the Solicitor-General and the Director (RSIM) resolved to engage key stakeholders to ascertain the status of the IIMS system. A roadmap for phased reactivation of the system has been agreed.

- **Strengthening Institutional Efficiency**

The Ministry is undertaking several initiatives to strengthen institutions in the sector. There are ongoing efforts to restructure the Office of the Attorney-General by creating new leadership roles to enhance specialization and clarity of responsibility. The restructuring is necessary to address the lack of specialization in regional offices, where legal officers currently serve as generalists due to staffing limitations. In a bid to strengthen legal service delivery across Ghana, there are plans to establish regional offices in the six newly created regions. There are also plans to establish a new Investigations Division within the Office of the Attorney-General to speed up investigations. It often takes three months or more for police dockets sent back for further investigations to return, causing public frustration and undermining confidence in the justice system.

- **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 mandate, the Office of the Attorney-General and Ministry of Justice through its Civil Division, undertook extensive activities in 2025 to deliver effective legal services and safeguard the legal and financial interests of the State. The Division represented the State in 249 civil cases across various courts involving total reliefs of GH¢71,180,864.83 and USD 5,500.00. Its interventions helped avert significant judgment debts thereby protecting the public purse and preserving national resources for development priorities. Notably, the Division secured key victories before the ECOWAS Court of Justice, including **Al-Hassan and Another v. Republic of Ghana** which was dismissed for lack of standing and **Charles Nii Armah Mensah (Shatta Wale) v. Republic of Ghana and Gaming Commission** where the Court

dismissed the discrimination claim due to insufficient evidence. The Division also handled several important domestic cases involving the Ghana Immigration Service, the Ghana Police Service and other state institutions. To promote good governance and fiscal discipline, the Division reviewed 20 agreements/contracts and 12 Memoranda of Understanding for MDAs and MMDAs to ensure legal compliance, value for money and reduced exposure to contractual disputes. It further handled 180 petitions, 188 requests, issued 15 legal opinions and addressed 183 Notices of Intention, strengthening proactive risk management and supporting informed decision-making across government.

Capacity building remained a priority, with State Attorneys receiving specialized training in ECOWAS litigation procedures, domestic and international arbitration and contractual and dispute resolution aspects of infrastructure development. Additionally, the Division participated in the Civil Service Exhibition (21st–24th July 2025), where it engaged the public and MDAs to enhance awareness of its mandate, improve compliance and foster inter-institutional collaboration.

- **Promoting the Fight against Corruption and Economic Crime**

The Public Prosecutions Division of the Office of the Attorney-General and Ministry of Justice, in collaboration with the Economic and Organised Crime Office (EOCO), intensified efforts to combat corruption and economic crimes. During the period under review, the Division received 2,205 motions (disposing of 1,900), handled 64 appeals, received 810 petitions (resolving 630), processed 2,001 dockets and initiated 1,520 prosecutions nationwide. It also concluded 46 plea agreements to expedite case resolution while maintaining fairness and accountability. As of December 2025, EOCO recovered GH¢155,669,461.30 comprising GH¢13,001,032.71 in direct recoveries paid into the Consolidated Fund and GH¢142,668,428.59 in indirect recoveries thereby safeguarding public resources. EOCO handled 380 cases, with 15 under prosecution and through joint operations dismantled organized carjacking syndicates, recovering 29 luxury vehicles and disrupting transnational criminal networks. It also conducted 32 nationwide sensitization programs on cybercrime, gaming fraud, human trafficking and irregular migration and sponsored 134 officers (125 local and 9 international) for specialized training to enhance operational capacity.

In line with the National Anti-Corruption Action Plan (NACAP), the Ministry submitted its 2024 End-of-Year NACAP Report to the Commission on Human Rights and Administrative Justice (CHRAJ). It further published research on public perceptions of the plea-bargaining law in the Northern Region and conducted a survey on the jury system and proposed amendments in the Central and Western Regions to inform the proposed Jury Bill. Additionally, the Ministry submitted its 2026–2029 Sector Medium-Term Development Plan (SMTDP) to the National Development Planning Commission (NDPC) and received certification. To strengthen institutional performance, twenty-three administrative staff were trained at the Civil Service Training Centre (CSTC) in key areas to enhance service delivery and operational efficiency.

- **Promoting Access and Efficiency in Delivery of Justice, Legal Education and Justice Administration**

The Office of the Attorney-General and Ministry of Justice strengthened access to justice and legal reforms by initiating and processing 257 legislative instruments and Bills through its Legislative Drafting Division comprising 25 Substantive and 232 Subsidiary Legislation. These enactments enhanced Ghana's legal and policy framework, supporting effective governance and protection of citizens' rights. The Registrar-General's Department registered 1,120 marriages and trained 1,225 pastors and MMDA officials. It filed 2,274 trademarks (1,144 registered, 1,142 renewed), 360 patents (251 granted, 413 renewed) and 427 industrial designs processed GH¢115,683,653.12 in death gratuities for 354 beneficiaries and generated GH¢68,971,082.64 in revenue (a 29.37% increase over 2024). It also partnered with the Ghana Intellectual Property Office to host World Intellectual Property Day. The Office of the Registrar of Companies registered 160,466 new entities processed 45,190 annual returns, 58,713 renewals and 4,332 beneficial ownership updates and generated GH¢175,188,378 in revenue. Enforcement actions included dissolutions, liquidations, inspections of 4,332 businesses, investigations and publication of six Companies Bulletins, alongside nationwide public education and outreach.

The Copyright Office registered 1,166 works, conducted public education with institutions such as KNUST and UDS and partnered with the World Intellectual Property Organization on anti-online piracy strategies and undertook enforcement actions in collaboration with the National Communications Authority. The Law Reform Commission submitted a Report on Unfair Contract Terms and produced a paper on the Law of Trust to modernize legal frameworks. The General Legal Council enrolled 947 new lawyers, resolved 80 of 114 disciplinary complaints, licensed 1,926 law firms and legal departments and processed 4,036 entrance applications, admitting 2,023 students to the Ghana School of Law. Overall, these achievements demonstrate sustained efforts to enhance justice delivery, strengthen legal education and professional standards, modernize legislation, improve compliance, mobilize revenue and promote accountability and good governance in Ghana.

### **23.3. Sustainable Development Goals (SDGs)**

#### **Goal 16 (Promote peaceful and inclusive societies, provide access to justice for all and build effective, accountable and inclusive institutions at all levels)**

The Office of the Attorney-General and Ministry of Justice made significant strides in combating corruption with eight high-profile cases involving 39 accused persons currently on trial. A judgment has been secured for one accused to pay GH¢90,000,000 to the State and GH¢38,808,074.14 has been recovered from two others charged with causing financial loss. Prosecution has been initiated in 55% of cases received while others remain under investigation. Challenges include lack of cooperation from petitioners and delays by MDAs in providing necessary information which are being addressed through enhanced collaboration and operationalization of the Witness Protection Act. Regarding the Conduct of Public Officers Bill,

it underwent its first reading in Parliament in June 2019, was referred to the Parliamentary Select Committee and later laid before Parliament in October 2020 but lapsed with the dissolution of the Seventh Parliament. The Bill was resubmitted to Cabinet in December 2021 and the Legislative Drafting Division is awaiting approval for reintroduction with delays mainly due to Cabinet and Parliamentary scheduling.

In advancing access to justice, 1,286 lawyers were called to the Bar. However, limited financial resources have constrained expansion at the Ghana School of Law. The planned operationalization of the Law Village is expected to increase student intake and address this limitation over the long term.

### **Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development)**

Progress was made with the passage and gazetting of the Companies Act, 2019 (Act 992). The subsidiary legislation required for implementation has also been drafted and passed by Parliament. Although the development of the Corporate Strategic Document, Organizational Manual of the Office of the Registrar of Companies (ORC) and the Decoupling Plan initially delayed full operationalization, a two-year implementation program has been initiated and is currently being rolled out. The decoupling roadmaps have been implemented and the processes completed, thereby strengthening corporate regulation and institutional effectiveness in Ghana.

#### **23.4. Financial Performance**

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

Source	Approved Budget	Revised Budget	Amount Released	Actual Expenditure	Variance
	A	B	C	D	E=(B-C)
<b>COMPENSATION OF EMPLOYEES</b>					
<b>GoG</b>	222,008,685	222,008,685	202,255,167	202,255,167	19,753,518
<b>IGF</b>	15,511,512	15,511,512	12,955,321	12,955,321	2,556,191
<b>GOODS &amp; SERVICES</b>					
<b>GoG</b>	25,000,000	25,000,000	13,042,814	11,516,402	11,957,186
<b>IGF</b>	101,642,216	101,642,216	68,710,378	68,710,378	32,931,838
<b>CAPEX</b>					
<b>GoG</b>	20,000,000	20,000,000	7,016,773	1,774,173	12,983,227
<b>IGF</b>	52,594,558	52,594,558	22,961,901	22,961,901	29,632,657
<b>Total</b>	<b>436,756,971</b>	<b>436,756,971</b>	<b>326,942,354</b>	<b>320,173,342</b>	<b>109,814,617</b>

### **23.5. Challenges**

During the period under review, the Ministry encountered the underlisted challenges:

- **Delays in Issuance of Commitment Authorisation and Release of Funds**

Delays in the issuance of Commitment Authorisations by the Ministry of Finance significantly affected expenditure execution particularly under Goods and Services and Capital Expenditure. These delays constrained the timely commencement of procurement processes, stalled capital projects, slowed service delivery, reduced budget utilisation rates and disrupted contractors' schedules and the delivery of justice-related infrastructure and logistics. Additionally, delayed release of approved funds, disrupted program timelines, affected service providers and contractors and limited the ability of Sector Institutions to execute planned activities, including research, monitoring and evaluation outside Accra. In the short term, the Ministry intensified follow-ups with the Ministry of Finance, while in the medium term, it will pursue enhanced financial planning, early procurement initiation upon receipt of Commitment Authorisations and sustained engagement with funding authorities to minimise such disruptions.

- **Inadequate Training and Capacity Building for Staff**

The Sector continues to experience gaps in staff capacity due to limited training opportunities, particularly in specialised legal practice areas, financial management, procurement, ICT and emerging areas such as digital justice systems. Capacity constraints reduced operational efficiency, affected the quality-of-service delivery and limited the effective adoption of modern systems and reforms across the Sector. The Sector will prioritise targeted capacity-building programs, leverage development partner support and institutionalise continuous professional development to enhance staff competencies. In-house training was undertaken in the last quarter of the year. In the medium term, the Sector will prioritise targeted capacity-building programs, leverage development partner support and institutionalise continuous professional development to enhance staff competencies.

- **Infrastructure Deficit and Limited Office Space in Regional Offices**

Inadequate office accommodation at regional levels remains a major challenge, leading to overcrowding of administrative and legal staff and congestion in regional offices. This infrastructure deficit has constrained staff productivity, hindered records management, limited digitisation efforts and reduced public access to justice services, particularly in underserved areas. The Ministry and regional offices also face shortages of basic office equipment and logistics, including computers, printers, scanners, photocopiers and stable internet, with existing resources being old and inefficient, which hampers efficient task execution. To address these challenges, the Sector will prioritise infrastructure development under CAPEX, explore public-private partnerships and expand ICT investments to support digitisation and modern justice delivery. Plans include establishing regional offices in the 14 regions without offices, renovating existing buildings nationwide and integrating technology into the Ministry's research, monitoring and evaluation processes through a complete needs assessment.

- **Staffing Shortages**

The Sector faces shortages of legal professionals, specialised officers and administrative staff. Staffing gaps increased workloads, slowed case handling, affected supervision and oversight and contributed to delays in justice delivery. The Ministry will engage relevant authorities to secure clearance for recruitment, deploy staff strategically and explore process automation. These challenges affected implementation outcomes during the year under review, the Ministry remains committed to addressing them through improved planning, stronger inter-institutional coordination, enhanced resource mobilisation and sustained institutional reforms. 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. In view of the volumes of work per staff, the Ministry requires more Attorneys and Administrative staff to perform designated tasks and assignments.

### **23.6. Forward Look**

Below are the top priority areas (projects and programs) to be implemented by the Ministry in 2026.

- **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. The Ministry will continue to provide legal advice to the government, represent the state in court, prosecute all criminal offenses and provide legal services to indigent clients.

The Civil Division in the year 2026 projects to represent and defend the State in **400** civil suits, review **100** agreements and contracts of MDAs and MMDAs, as well as resolve and respond to **150** petitions. The Civil Division will provide about **100** legal opinions and advice on requests received by the Office.

The **Prosecutions Division in 2026** envisages receiving **2,100** criminal cases from the various investigative bodies, out of which the Division is expected to prosecute at least **1,900**. The Division will continue to advise the police on the proper handling of criminal cases in at least 400 cases. A total of **500** petitions are expected to be received, while resolving **450** petitions out of the received petitions by the year ending 2026. The Division will continue to administer the plea-bargaining option of administration of justice for those who apply for it.

**Legislative Drafting Division** plans to draft at least 20 pieces of Substantive Legislation and 250 pieces of Subsidiary legislation by the end of 2026. For 2026, the Copyright Office plans to continue with its activities and program. The Office expects to register more than **1,100** copyright-protected works and hold more sensitization programs for targeted players in the creative industry. The Office will also organize eight (**8**) sensitization workshops for targeted stakeholder groups. The Office intends to intensify its public education activities on radio and

television by engaging the public on fifteen **(15)** radio and television stations. Public awareness programs will also be undertaken in ten **(10)** educational institutions across the country.

The Office also plans to undertake at least five **(5)** enforcement activities in major cities around the country to help keep copyright infringement under control. Additionally, the Office plans to put in more effort towards amending the Copyright Act, 2005 (Act 690), to keep it up to date with current trends.

- **Registrar-General's Department**

Registrar-General's Department anticipates achieving its set targets for the year 2026 and beyond. The Department projects to register 1,000 marriages, 1,600 trademarks filed, 1,000 trademarks registered, 270 estates administered, 600 patents filed, 480 patents registered, 350 local designs, 40 ARIPO designs, 30 WIPO designs, 100 industrial designs (local & international combined) and 50 geographical indications in 2026. These targets are expected to increase steadily in the 2026-2029 plan period.

In addition, the Department plans to increase sensitization on the National IP Policy, Marriages and Administration of Estates by undertaking six (6) sensitization exercises and training 1,000 clerics and registrars from MMDA on registration of marriages.

It also intends to develop new software for the registration of IP, Marriages and Estate Administration, as well as develop regulations for the Trademark and Patent Acts by the end of the year.

The Registrar-General's Department (RGD) in 2026 will participate in the African Regional Intellectual Property Organization (ARIPO) Conference, a recognition of its growing role in advancing Intellectual Property Rights and institutional development in Ghana and across Africa.

- **Legal Education**

In the year 2026, the General Legal Council expects to call 1,200 new lawyers to the Bar in October 2026. The Council will commence the redevelopment and expansion of the school's infrastructure in the first quarter of 2026, subject to the availability of funds.

The Independent Examinations Committee of the General Legal Council will conduct an entrance examination for an estimated 4,500 applicants in September 2026.

The Ghana School of Law will recruit 5 additional permanent lecturers to replace the retired faculty staff.

As part of the Ghana School of Law redevelopment project, the Council will commence the first Phase construction of lecture halls together with its associated facilities at the main Campus, Makola.

- **Management and Administration**

The Ministry in the year 2026 will conduct the second phase of the research on Citizens' knowledge and perspectives on the proposed Amendments to the Jury System in two regions in Northern Ghana by the end of December 2026. It will publish the first phase of the research on Citizens' knowledge and perspectives on the proposed Amendments to the Jury System conducted in the Central and Western Regions in 2025. In implementing its action plan in the 2026-2029 SMTDP, the Ministry will undertake two Performance and Financial Monitoring and Evaluation exercises (midyear and end of year).

The Ministry will also, in 2026, operationalise its validated Records Management Policy to enhance record-keeping in the various registries of the Ministry. The Ministry remains committed to enhancing the skill set and capacity of its officers and will provide training opportunities for 60 state attorneys and 35 administrative staff by the end of 2026.

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 through organizing a series of media and public engagement.

## **24.0. OFFICE OF THE HEAD OF THE CIVIL SERVICE (OHCS)**

The Office of the Head of the Civil Service is responsible for developing and implementing human resource and organizational development policies and guidelines, enhancing effective records management and promoting value for money procurement and audit in the Civil Service. The Political and bureaucratic heads of the Ministry were:

Political Head - Dr. Evans Aggrey-Darkoh (September 2023 to Date 2026)

Bureaucratic Head - Mrs. Eunice Osae (July 2023 – July 2025)

Mr. William Kartey (July 2025 – Nov 2025)

Mr. Sylvanus K. Adzornu (Nov 2025 to Date)

### **24.1. Civil Service Departments and Training Institutions**

The Office has oversight responsibility over 4 Civil Service Departments and 3 Training Institutions.

#### **Civil Service Departments**

- Management Services Department (MSD)
- Procurement and Supply Chain Management Department (PSCMD)
- Public Records and Archives Administration Department (PRAAD)
- Internal Audit Department (IAD)

#### **Training Institutions**

- Civil Service Training Centre (CSTC)
- Government Secretarial School (GSS)
- Institute of Technical Supervision (ITS)

### **24.2. Sector Achievements**

The achievements of the OHCS in 2025 were as follows.

- **Implementation of Chief Director's Performance Agreement -2024 Evaluation of Chief Director's Performance**

The Office of the Head of the Civil Service (OHCS) successfully implemented the Chief Directors' Performance Agreement, building on the 2024 evaluation framework. This exercise covered all twenty-eight (28) Ministries and two (2) Extra-Ministerial Organizations, ensuring that Chief Directors remained focused on their deliverables and aligned with institutional objectives. Compared to the baseline at the end of 2024, which covered thirty (30) Ministries and two (2) Extra-Ministerial Organizations, the 2025 implementation was fully executed, resulting in Chief Directors meeting their performance targets and enhancing accountability across the Civil Service.

- **Organization of the 2025 Civil Service Week Celebration**

The 2025 Civil Service Week Celebration was successfully organized under the theme “**Adapting to Automation, Artificial Intelligence and E-Governance: The Civil Service in Contemporary Ghana**”. The celebration took place from 16<sup>th</sup> July to 25<sup>th</sup> July, 2025. The celebration marked a significant milestone in promoting institutional cohesion, enhancing staff motivation and strengthening public engagement across the Service. The week-long program provided a strategic platform to showcase ongoing reform initiatives, digital transformation efforts and innovation-driven service delivery improvements in line with the modernization agenda of the Ghana Civil Service. It also served as an avenue to reinforce the core values of professionalism, integrity, accountability and service excellence that underpin effective public administration.

The Awards ceremony was graced by the Chief of Staff of the Republic of Ghana, Honorable Julius Debrah and other distinguished guests. The Chief of Staff commended the Civil Service and re-affirmed government’s commitment to advancing a fully modernized, responsive and digitally empowered civil service. He urged Civil Service staff to be digitally literate, data driven and agile. He noted that while reform begins with leadership, their success rest on the commitment and capacity of the entire Service

With support from government, 118 officers were recognized for their outstanding performance during the year under review. Award recipients included Chief Directors, Heads of Departments, Directors, Professionals, Sub-Professionals and other honorary awardees, reflecting an inclusive recognition framework that celebrated excellence across all classes of staff.

- **Service wide Talent Management Program**

In line with efforts to strengthen human resource capacity within the Civil Service, the Office of the Head of the Civil Service (OHCS) initiated plans to facilitate a Talent Management Program aimed at identifying officers within the Service for targeted development. The program was scheduled to commence in November 2025; however, as of the end of 2025, implementation had not yet begun. Consequently, there was no baseline data at the end of December 2024, as the program had not been implemented at that time. The initiative remains a key strategic intervention intended to support the identification, development and effective deployment of talent within the Civil Service once operationalise.

- **Gender Mainstreaming and Female Mentoring in the Civil Service**

The Office of the Head of Civil Service, in collaboration with the Ministry of Gender, Children and Social Protection and Emerging Public Leaders, Ghana, successfully implemented the Gender Mainstreaming Reform initiative, advancing inclusion, equity and gender diversity across the Civil Service.

Gender Desk Officers were trained, Gender Mainstreaming Standard Operating Procedure was operationalised and Gender Action Plans were integrated into the performance agreements of senior officers. This strengthened accountability for gender outcomes by ensuring that Directors mentored female officers annually, thereby strengthening women's leadership.

A Gender Diversity Taskforce was also established to advance policy reforms, address intersectional challenges and provide mentoring and coaching. These measures collectively improved representation, expanded leadership opportunities for women and reinforced an inclusive Civil Service culture, enabling all personnel to contribute meaningfully to national development.

- **Training and Development for Public/Civil Service Staff**

The Office of the Head of the Civil Service (OHCS) continued the implementation of its Training and Development Program for Public/Civil Service Staff, an ongoing intervention that commenced in 2009 to enhance capacity and service delivery across the Service. As of December 2024, the baseline reflected the organisation of 10 Scheme of Service-based training programs for 2,825 participants, 18 competency-based courses for 360 officers, 7 Training Needs Assessments (TNAs), the review of 28 training manuals and the conduct of a training impact survey.

In 2025, significant progress was recorded with the organisation of 13 Scheme of Service-based training programs benefiting 4,748 officers, the conduct of 24 competency-based training courses for 686 officers, 10 TNAs, the development or review of 30 training manuals and the conduct of a training impact survey. These interventions contributed to better-informed and better-skilled officers, the development of well-structured training programs, effective learning outcomes and the establishment of standard mechanisms to facilitate stakeholder engagement for improved public service delivery.

- **Improvement in the Effectiveness and Efficiency of Procurement and Supply Chain Management Systems and Procedures within the Civil Service.**

The Office of the Head of the Civil Service (OHCS) implemented a targeted intervention to monitor and assess Procurement and Supply Chain Management (PSCM) activities within Ministries, ensuring compliance with established regulatory frameworks. At the end of 2024, 16 Ministries, Departments and Agencies (MDAs) had been monitored. In 2025, the exercise was significantly expanded, covering 52 MDAs, with comprehensive assessment reports prepared and submitted. This initiative strengthened adherence to the provisions of the Public Procurement (Amendment) Act, 2016 (Act 914) and enhanced accountability, transparency and overall performance in public sector procurement.

### **24.3. Reforms**

#### **Records Digitization and digital records management systems**

In 2025, PRAAD and the Office of the Head of the Civil Service implemented coordinated reforms to strengthen governance, efficiency, service delivery, transparency and accountability in the Civil Service, with a primary focus on records digitisation. From a 2024 baseline of no digitised records or trained staff, progress included digitising 16% of records, uploading over 1,000 records and training 16 staff, alongside the introduction of digital records management systems and supporting policies.

Corresponding actions covered records disposal and restructuring in MDAs, staff monitoring and training, licensing of private archive operators and background studies for State Owned Enterprises (SoEs) training modules, resulting in five approved policies, restructuring of three records offices, assessment of thirty (30) MDA offices, updated finding aids and eight completed SOE studies. While the reforms improved access to records and strengthened compliance and accountability, challenges such as limited infrastructure, resistance to change and funding constraints persist; increased investment in IT and preservation equipment, continuous training, stronger leadership enforcement, improved logistics and expanded partnerships are recommended.

### **24.4. Sustainable Development Goals (SDGs)**

In the implementation of its planned activities, the Office attained the following SDGs:

#### **SDG 9 – Industry, Innovation and Infrastructure**

The Office through the Public Records and Archives Administration Department (PRAAD) in the year under review licensed private archive operators, disposed and digitised large volumes of records and monitored MDAs, though constrained by funding, logistics and preservation equipment.

#### **SDG 5 – Gender Equality**

The Office through the Civil Service Training Centre contributed to SDGs 5 by delivering leadership, ethics and gender-focused training while promoting inclusive governance, with ongoing efforts to address accessibility and resource limitations. The Office as part of mainstreaming gender activities introduced Gender mainstreaming Reporting in the Chief Directors, Heads of Department Agreement template in 2025.

#### **SDG 4 – Quality Education**

The Office through the Government Secretarial School advanced SDG 4 through continuous professional training facing challenges related to inadequate equipment and materials, which are being mitigated through advocacy and partnerships.

The Office through the Institute of Technical Supervision (ITS) supported SDG 4 by delivering extensive in-person and virtual training across MDAs and MMDAs, despite

logistical, infrastructure and ICT skills challenges. This also applied to capacity building programs organised by the Civil Service Training Centre to Ministries, Departments and Public Service Institutions in the West African Sub-region.

### **SDG16 – Peace, Justice and Strong Institution**

The Office of the Head of the Civil Service advanced SDG 16 by coordinating governance reforms, including NACAP integration, GHANEPS operationalisation, RTI Act 2019, Act 989 compliance and performance reporting, with mitigation strategies focused on strengthening monitoring and continuous capacity building across institutions.

### **SDG 12 – Sustainable Consumption and Production**

The Office through the Procurement and Supply Chain Management Department promoted SDGs 12 and 16 through sustainable procurement reforms, capacity building and the gradual adoption of digital systems, despite challenges such as limited capacity, resistance to change and inadequate ICT infrastructure.

## **24.5. Financial Performance**

The financial performance of the Office in 2025 is presented as follows:

<b>SOURCE</b>		<b>APPROVED BUDGET (GHC)</b>	<b>REVISED BUDGET (GHC)</b>	<b>ACTUAL RELEASED (GHC)</b>	<b>ACTUAL EXPENDITURE (GHC)</b>	<b>VARIANCE</b>
	<b>GOG</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E=B-C</b>
<b>1.</b>	<b>Compensation</b>	46,011,170.00	46,011,170.00	30,105,524.49	30,100,180.79	15,905,645.5
<b>2</b>	<b>Goods &amp; Services -</b>	5,198,694.23	5,198,694.23	3,917,657.36	3,917,652.74	1,281,036.87
<b>3</b>	<b>CAPEX</b>	4,762,000.00	4,762,000.00	2,724,000.00	2,640,614.92	2,121,385.08
<b>5.</b>	<b>RE-ALLOCATION- Goods &amp; Services</b>	8,746,125.00	8,746,125.00	8,746,125.00	8,746,125.00	-
<b>6.</b>	<b>GRAND TOTAL</b>	<b>64,717,989.23</b>	<b>64,717,989.23</b>	<b>45,493,306.85</b>	<b>45,404,573.45</b>	<b>19,313,415.78</b>

## 24.6. Challenges

During the period under review, Office encountered the underlisted challenges:

- **Financial and Budgetary Constraints**

The most significant challenge across Departments and Institutions was the inadequate release of approved Government of Ghana budgetary allocations. Despite approved budgets, actual releases were substantially lower. PRAAD, for instance, received less than five percent of its allocation, severely limiting operations and constraining the implementation of Annual Action Plans, including monitoring and supervision, training, digitisation, infrastructure maintenance and essential procurements.

- **Infrastructural and Logistical Deficiencies**

Significant infrastructural challenges were encountered by most OHCS Departments and institutions. PSCMD and PRAAD encountered deficiencies in office facilities, including poor sanitary conditions, unreliable utilities, inadequate storage, deteriorating archival materials, congested repositories, weak regional infrastructure, limited public search facilities and insufficient ICT and transport resources.

ITS has outdated infrastructure constraining operations. These gaps have reduced field monitoring and supervision capacity, increased risks to public records, compromised staff productivity and morale and slowed service delivery to Ministries and Departments and the public.

- **Human Resource Capacity Constraints**

Inadequate staffing and capacity gaps were identified as key challenges across the Office's institutions and directorates/units. Most institutions encountered insufficient personnel to effectively discharge their mandates, while others highlighted shortages in specialised technical roles. Additional challenges included delays in orientation of newly posted staff. These constraints have led to staff overload, delays in critical assignments, reduced responsiveness to service demands and difficulties in producing timely and comprehensive reports.

- **Operational and Technical Challenges**

Various operational inefficiencies were identified that further constrained service delivery. Persistent data quality and consistency challenges, coupled with delayed submission of mandatory reports by Ministries and Departments, affected the timeliness and accuracy of composite performance assessments. Additional issues included uneven distribution of training assignments, unreliable internet connectivity affecting virtual learning platforms, procurement delays that disrupted the timely availability of training materials, intermittent shortages of essential supplies and resistance to the adoption and implementation of records management policies and directives.

## 24.7. Forward Look

Below are the top priority areas (projects and programs) to be implemented by the Office in 2026.

### A. Office of the Head of the Civil Service

**Review policies and regulations** – Review the Civil Service Act (1993, Act 327) and Administrative Instructions to align with global public-sector trends.

**Training collaboration** – Partner with the Civil Service Training Centre to provide relevant customer service training.

### B. Management Services Department

**Management audits and performance reviews** – conduct management reviews for MDs and other stakeholders to assess standardized performance indicators, including Client Service Charters and operational manuals.

### C. Public Records and Archives Administration Department

- **Digitization of public records** to improve access, preservation and efficiency through additional scanners, servers, specialised software and expanded digital and cloud storage.
- **Capacity building and infrastructure development** to strengthen skills in records management and digital archiving and improve compliance with records management standards.
- **Institutional collaboration and compliance** through sustained engagement with MDAs, SOEs and other public institutions to support adoption of modern records management policies and systems.
- **Resource mobilisation and partnerships** to enhance Internally Generated Funds (IGF) and attract development partner support for scaling up digitisation, capacity building and infrastructure development

### D. Institute of Technical Supervision

The Institute will seek donor support to enhance infrastructure by developing a detailed proposal highlighting the benefits of investment. In collaboration with the Japanese Senior Volunteer, a comprehensive JICA proposal will also be prepared to strengthen the ICT Unit, improve virtual training and introduce a Learning Management System.

### E. Procurement and Supplychain Management Department

- Expand monitoring and evaluation coverage to reach all scheduled Departments.
- Continue with HR Database visit to all MDs to ensure compliance and establishment levels.

- Improve the monthly training program to build and enhance procurement professionalism.
- Sensitization of PSCMD Organizational Manual, Operational Manual and Client Service Charter to clarify roles, enhance coordination, supervision and support career development for procurement professionals in the Civil Service.
- Advance digital transformation initiatives, including the full integration of the Smart Workplace platform.

#### **F. Civil Service Training Centre (CSTC)**

- Digital learning and Kaizen expansion – enhance operations by scaling up digital learning systems and consolidating Kaizen-based continuous improvement practice
- Technology integration and LMS scaling – The Learning Management System will be expanded to deliver blended learning, increase access and improve flexibility, supported by new digital content, updated training materials and strengthened virtual facilitation skills.
- Enhance Leadership and organisational development – Advanced competency-based programs will focus on leadership, organisational effectiveness, data-driven decision-making, service innovation, ethics and performance management. Kaizen implementation will move from pilot to national expansion, providing technical support and learning platforms for MDAs
- Promote Regional excellence and South–South Cooperation – Building on the Third Country Training Program, CSTC will explore additional cross-border training in public service reform, digital governance and institutional strengthening, positioning itself as a leading West African training institution.
- Improve Internal systems and infrastructure – The Centre will modernise infrastructure, strengthen Monitoring & Evaluation, develop faculty skills in curriculum and adult learning, streamline scheduling, balance workloads and enhance client engagement through improved feedback and quality assurance.

## **25.0. 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 Political and bureaucratic heads of the Ministry were:

Chief of Staff	-	Hon. Julius Debrah (Jan. 2025 to date)
Deputy Chief of Staff	-	Hon. Nana Oye Bampoe Addo (Jan. 2025 to date) Hon. Stanislav Xoese Dogbe (Jan. 2025 to date)
Ag. Chief Director	-	Abubakari Wayo (P.h.D.) (April 2025 to date)

### **25.1. Civil Service Departments and Sector Agencies**

The Ministry has oversight responsibility over 8 Civil Service Departments and 9 Sub-vented Agencies.

#### **Civil Service Departments/Secretariats**

- Office of the President (OoP)
- Council of State Secretariat
- State Protocol Department (SPD)
- Office of the Administrator- General (O-AG)
- Public Sector Reform Secretariat (PSRS)
- Public Enterprise Secretariat (PES)
- Zongo and Inner-Cities Development Secretariat (ZICDS)
- Information Services Department (ISD)

#### **Sub-vented Agency**

- Ghana Investment Promotion Centre (GIPC)
- National Population Council (NPC)
- Ghana AIDS Commission (GAC)
- Microfinance and Small Loans Centre (MASLOC)
- Millennium Development Authority (MiDA)
- Ghana Broadcasting Corporation (GBC)
- Ghana News Agency (GNA)
- National Centre for Coordination of Early Warning and Response Mechanism (NCCRM)
- Zongo Development Fund (ZoDF)

## 25.2. Sector Achievements

The achievements of the Officer for 2025 were as follows.

- **Implementation of the Medium-Term Development Plan**

The Office of Government Machinery developed and implemented a four-year Medium-Term Development Plan (2022–2025) derived from the President’s Coordinated Program of Economic and Social Development Policies (CPESDP) and aligned with the National Medium Term Development Policy Framework (NMTDPF). In monitoring implementation, OoP collaborated with the National Development Planning Commission to prepare the 2025 Annual Progress Report through a stakeholder workshop, with preparation scheduled for February 2025. Additionally, the Office of the President in collaboration with NDPC, is preparing a new four-year (2026–2029) Medium-Term Development Plan. As part of this process, the Office reviewed its performance, assessing the implementation of key programs and sub-programs, including trend analysis of income and expenditure to ensure alignment with the policy objectives of the new administration’s Coordinated Program of Economic and Social Development Policies.

- **Study on Gender Disaggregation of Government Appointments**

The Office of Government Machinery commissioned a research study on the gender disaggregation of government appointments made between January and May 2025 under the leadership of H. E. John Dramani Mahama. The study assessed alignment with Ghana’s national and international gender equality commitments including Sustainable Development Goal 5, the Affirmative Action (Gender Equity) Act, 2024, the African Union’s Maputo Protocol, the National Democratic Congress Reset Manifesto and the Ghana National Gender Policy. Using a mixed-methods approach with emphasis on quantitative analysis of secondary data from official records, public announcements and media sources, the study analyzed 493 appointments by gender and role. Findings revealed significant gender imbalance: 81% of appointees were male and 19% female. High-level political appointments showed stark underrepresentation of women—Ministers (82% male, 18% female), Deputy Ministers (85% male, 15% female) and Cabinet Members (89% male, 11% female). The Council of State was the only category with higher female representation (55% female, 45% male). Presidential Staffers and Political Appointees recorded relatively higher female inclusion (40%), while Heads of SOEs (14% female), National Security (100% male) and MMDCEs (17% female) reflected persistent disparities, particularly in security and decentralized governance.

The findings provided a guide for policy reforms and the development of strategies to ensure more inclusive appointment processes. It provided a basis for the introduction of targets, institutions, reforms, progress monitoring and address biases to promote gender balance.

- **Research on Assessing State Institutions’ Websites**

The Office of Government Machinery conducted a comprehensive assessment of the functionality, accessibility and content relevance of websites operated by 141 state institutions to evaluate their support for public engagement, transparency and access to government

information. Using a mixed-methods approach that combined a structured website audit with key informant interviews, the study assessed indicators such as homepage currency, availability of contact details, leadership profiles, organisational charts and the presence of recent reports, policies and announcements.

Findings showed that 85% of websites had recently updated homepages while 15% were outdated or inaccessible due to technical maintenance issues. Additionally, 14% lacked updated contact information, 21% did not display current leadership profiles or organisational charts and 21% lacked recent annual reports, policy documents or news publications thereby limiting transparency and public accountability.

- **Strengthening Governance Accountability, Safeguarding State Assets and Enhancing Institutional Capacity**

In 2025, the Office of the Administrator-General (OAG) implemented key programs notably presenting the 2021-2024 Handing-Over Notes to Parliament, the Council of State and the Public Records and Archives Administration Department (PRAAD), with a copy preserved at its Documentation Centre to ensure transparency, accountability and institutional continuity. The Office facilitated the proper transfer of official assets to Executive members, Presidential Staffers and Schedule 14 office holders and ensured the timely vacation of official residences by non-office holders. Under the Ghana Official Assets Repository Program (GOARP), the OAG advanced efforts to safeguard state assets by holding two Steering Committee meetings, constituting a Technical Committee and initiating procurement for a Program Consultant to develop an electronic National Official Assets Register.

It strengthened asset data management by extracting data from 350 entities, reviewing inventories for 580 of 600 targeted former office holders, compiling vehicle and accommodation inventories for 250 MMDCEs, 16 Regional Ministers and 28 Ministers and Deputies and completing 82% of stock-taking reports under Section 14 of Act 845. Despite a staff strength of 17, the Office prioritised capacity building through extensive training in performance management, records management, procurement reforms, audit compliance, financial governance, digital systems and public sector administration, thereby enhancing institutional efficiency.

- **Implementation of the Comprehensive Gender Strategy for the Public Sector**

The Comprehensive Gender Strategy for the Public Sector is a five-year framework aimed at establishing a gender-responsive public sector by promoting gender equity in staffing, leadership and governance integrating gender considerations into policy, planning, service delivery, workplace practices and strengthening institutional systems to sustain gender-responsive outcomes. In the first quarter of 2025, the Public Sector Reform Secretariat (PSRS) conducted a desk review of the Strategy in alignment with the government's resetting agenda and the

Affirmative Action (Gender Equity) Act, 2024 (Act 1121). The Secretariat also requested Deputy Director and above nominations from eight key institutions to constitute a Technical Coordinating Group to oversee implementation, consider findings from a Gender Policy Gap Assessment and discuss a coordination roadmap in line with Act 1121.

### **25.3. Reforms**

During the reporting year, the Office implemented several key reforms aimed at modernizing service delivery, enhancing operational efficiency and improving client convenience.

- **Coaching and Mentorship Program for Directors**

The Coaching and Mentorship Program for Directors was designed to build critical leadership skills, facilitate knowledge transfer, cultivate future leaders and enhance institutional performance within the Civil Service. As of 2024, there was no established baseline for mentees under the program. In 2025, two (2) female officers were enrolled as mentees and are currently understudying the Director (Finance and Administration) with progress reports duly submitted. The program contributes to building an effective and efficient government machinery by strengthening leadership succession and institutional continuity. However, implementation has been constrained by inadequate logistics and limited funding. Increased resource allocation is recommended to sustain and expand the initiative.

- **Implementation of the Onboarding and Orientation Policy for Staff**

The Onboarding and Orientation Policy aimed to establish a structured and comprehensive integration process for newly recruited or posted staff to ensure smooth assimilation into Civil Service institutions. In 2025, twenty (20) newly posted officers successfully underwent onboarding and orientation exercises. The initiative enhances institutional effectiveness by promoting role clarity, productivity and adherence to Civil Service values. However, inadequate logistics and funding have limited broader implementation. Enhanced budgetary support is recommended to institutionalize and strengthen the program.

### **25.4. Sustainable Development Goals (SDGs)**

#### **SDG 13: Integrating Climate Change Measures into National Policies and Planning**

In alignment with SDG 13, climate adaptation and mitigation considerations have been integrated into policy advisory functions with strategic collaboration established with the Office of the climate minister. Progress includes encouraging State Enterprises (SEs) to adopt climate-responsive measures within their operational frameworks. However, limited budgetary allocations have constrained the scaling up of climate interventions across SEs. To address this, efforts are being made to leverage public–private partnerships (PPPs) and engage development partners to mobilize additional financial and technical resources.

#### **SDG 12: Reducing Waste Generation through Recycling and Reuse**

Under SDG 12, circular economy initiatives and plastic recycling programs have been promoted to reduce waste generation, divert waste from landfills and lower the cost of dredging waterways.

Recycling initiatives have been supported through national waste segregation campaigns. Despite these efforts, low public compliance with waste segregation remains a major challenge. Mitigation strategies include intensified public education, community-based sensitisation and sustained stakeholder engagement to promote behavioral change.

### **SDG 8: Promoting Productive Activities and Decent Job Creation**

In support of SDG 8, proposals have been developed to encourage PPP investments in plastic waste segregation and recycling, aimed at stimulating green job creation and reducing unemployment among women and youth. The primary challenge has been financing gaps particularly limited access to credit for informal sector operators. Strengthening linkages with private sector actors and microfinance institutions has been identified as a key strategy to enhance financial inclusion and job creation.

### **SDG 9: Upgrading Infrastructure and Promoting Sustainable Industrialization**

Efforts under SDG 9 have focused on promoting digital transformation within State Enterprises, including organizing Artificial Intelligence (AI) adoption training for approximately 100 staff of selected institutions. These initiatives aim to enhance operational efficiency and innovation. Challenges include digital infrastructure deficits within some entities and the need for continuous upskilling in digital innovation. A phased rollout approach has been adopted, alongside seeking partnerships and technical support to sustain regular digital capacity-building programs.

### **SDG 16: Promoting Effective and Accountable Institutions**

In line with SDG 16, data-driven decision-making tools have been strengthened to enhance governance outcomes, transparency and accountability in monitoring State Enterprise performance. Challenges include resistance to change and varying levels of scrutiny in performance monitoring. Mitigation measures include leadership advocacy, strengthened stakeholder engagement and the effective use of Monitoring and Evaluation (M&E) tools.

### **SDG 17: Strengthening Public–Private Partnerships**

Under SDG 17, strategic partnerships have been established to support SDG delivery, including collaborations in climate initiatives and digital innovation. These partnerships are intended to promote coordinated action and revive defunct entities through structured PPP arrangements. However, ineffective inter-agency coordination has posed challenges. To address this, formal Memoranda of Understanding (MoUs) and strengthened coordination mechanisms are being pursued to improve collaborative implementation.

### **SDG 5: Ensuring Women’s Full and Effective Participation**

In support of SDG 5, gender inclusion has been mainstreamed into climate and circular economy initiatives, with deliberate targeting of women to enhance their participation in green economic activities. Socio-cultural barriers continue to limit women’s participation. To mitigate this, gender-sensitive program design and community engagement strategies are being implemented to promote inclusive participation and leadership opportunities for women.

### **SDG Target 3.3: Ending the Epidemics of HIV and Other Communicable Diseases**

In line with SDG Target 3.3, progress has been made in reducing HIV incidence among adults aged 15-49 years from 0.10 per 1,000 population in 2020 to 0.08 per 1,000 in 2024, reflecting

sustained improvement. Key challenges include significant funding gaps for the HIV response due to reductions in international funding, persistent stigma and discrimination and low levels of comprehensive knowledge about HIV and AIDS. Mitigation strategies include intensified domestic resource mobilization and advocacy, stigma-reduction interventions across healthcare, education and law enforcement settings and expanded public education campaigns to improve awareness and prevention.

## 24.5. Financial Performance

The financial performance of the OGM for the period under review is presented as follows:

SOURCE		APPROVED BUDGET (GH¢)	REVISED BUDGET (GH¢)	AMOUNT RELEASED (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
		A	B	C	D	E(A-C)
<b>1</b>	Compensation (GOG)	362,422,916.00	-	351,922,666.70	152,052,285.50	10,500,249.3
	IGF	17,108,263.00	-	11,308,033.08	11,308,033.08	5,800,229.92
	Use of Goods & Services	566,374,141.00	-	0	0	566,374,141
	<b>CAPEX (GOG)</b>	170,000,000.00	a)	77,000,000.00	0	93,000,000
<b>2</b>	IGF	10,508,689.00	0	0	0	10,508,689
<b>3</b>	DEV'T PARTNERS. e.g.					
	DANIDA					
	JICA					
	World Bank					
	Others					
	<b>TOTAL</b>	<b>1,126,414,009.00</b>	<b>00</b>	<b>440,230,699.98</b>	<b>163,360,318.58</b>	<b>686,183,309.22</b>

## 25.6. Challenges

During the period under review, the Office encountered the underlisted challenges:

- **Inadequate and Delayed Release of Funds**

A major challenge during the reporting period was the inadequate and delayed release of funds to support planned activities. Since many programs and operations rely on government budgetary allocations, delays in disbursement disrupted the timely implementation of projects and institutional activities, including official programs, monitoring exercises and capacity-building initiatives. As a result, some institutions were unable to replace obsolete equipment, undertake essential field monitoring, or implement key programs due to financial constraints. Funding shortfalls also delayed certain development initiatives and infrastructure projects, leading in some cases to ad-hoc program execution and ultimately limiting the full implementation of Annual Action Plans and the achievement of planned outputs during the period.

- **Inadequate Logistics, Equipment and Transport**

Inadequate logistics and operational equipment significantly affected the effective execution of institutional mandates. Many operational units lacked sufficient vehicles, office equipment and technical tools required for their day-to-day activities. The ageing and poor condition of some vehicles increased maintenance costs and often made them unavailable for official assignments, delaying operations and limiting the movement of technical teams for inspections, monitoring and other field activities. Additionally, shortages of essential office equipment such as computers, printers, scanners, photocopiers and reliable internet connectivity hindered administrative and technical work, with some officers relying on personal devices to perform official duties. These logistical constraints reduced operational efficiency and delayed the timely implementation of programs and services.

- **Weak Institutional Systems and Administrative Processes**

Weak institutional systems and administrative processes also posed operational challenges. The absence of adequate digital platforms limited the efficient management of information, processing of requests and electronic engagement with stakeholders. In some cases, the lack of systems for managing official records, assets and property data affected the accuracy and efficiency of data management and reporting. Weak records management and limited digital communication platforms also constrained timely responses to public enquiries and the electronic dissemination of institutional information, highlighting the need for greater digitalization and stronger administrative systems to improve transparency and operational efficiency.

- **Policy, Legislative and Strategic Implementation Constraints**

Policy and legislative constraints also affected the effective implementation of certain programs and institutional mandates. In some cases, provisions within existing legislation limit the ability of institutions to fully implement their policy objectives or offer incentives necessary to support national development goals. Institutional overlaps and uncertainties in the policy environment also created challenges in program coordination and long-term planning. Additionally, delays in obtaining approvals, legal documentation and land acquisition processes affected the implementation of some development initiatives. These challenges underscore the need for

periodic review of relevant legal frameworks, improved institutional coordination and clearer policy direction to facilitate more effective implementation of strategic programs.

## **25.7. Forward Look**

Below are the top priority areas (projects and programs) to be implemented by the OoP/OGM in 2026.

- **Strengthening Sector Planning, Monitoring and Evaluation Systems**

The office will intensify its coordination role in monitoring the implementation of sector policies, programs and projects under the Office of Government Machinery.

- **Infrastructure Rehabilitation and Facility Management**

The Office will prioritize the rehabilitation and maintenance of key state facilities under the Office of the President.

- **Strengthening Government Communication and Public Information Delivery**

The Information Services Department (ISD) will undertake strategic interventions aimed at improving national development communication.

- **Implementation of National Public Sector Reform Initiatives**

The Public Sector Reform Secretariat (PSRS) will continue to drive government's public sector transformation agenda through the finalization and launch of the National Public Sector Reform Strategy II.

- **Strengthening Official Assets Management and Governance Systems**

The Office of the Administrator-General (OAG) will prioritize strengthening national systems for managing official assets and government properties. Key initiatives include the continued implementation of the Ghana Official Assets Repository Program (GOARP), which aims to establish electronic national assets register for improved monitoring and accountability.

- **Investment Promotion and Regional Economic Development**

The Ghana Investment Promotion Centre (GIPC) will prioritize initiatives aimed at attracting both domestic and foreign investment into Ghana's economy. Key programs include the continuation of the Investment Opportunity Mapping Project across all regions and districts, the organization of regional investment roadshows and the development of an Investment Opportunity mobile application to showcase investment opportunities nationwide.

- **Development of Agricultural Economic Enclaves and the 24-Hour Economy**

The Millennium Development Authority (MiDA) will continue coordinating the Economic Enclave Project aimed at developing large-scale agricultural production zones across selected regions.

**APPENDIX TWO (2): OCCUPATIONAL GROUPINGS**

No.	Occupational Groupings	MINISTRIES			DEPARTMENTS			OHCS and OOP			TOTAL		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
1.	Accountant	82	95	177	1777	1096	2873	13	10	23	1872	1201	3073
2.	Account Technician	2	7	9	161	116	277	1	1	2	164	124	288
3.	Admin	257	357	614	36	62	98	55	80	135	348	499	847
4.	Agric Officers	865	234	1099	0	1	1	0	0	0	865	235	1100
5.	Architect	2	1	3	4	2	6	0	1	1	6	4	10
6.	Artisan/Tradesman	24	1	25	234	10	244	47	2	49	305	13	318
7.	Bailiff	43	30	73	0	3	3	0	0	0	43	33	76
8.	Budget Officers/Analyst	86	71	157	5	1	6	6	7	13	97	79	176
9.	Caretakers	3	0	3	0	1	1	2	1	3	5	2	7
10.	Catering Officers	1	22	23	2	40	42	4	35	39	7	97	104
11.	Ceramist	0	0	0	1	0	1	0	0	0	1	0	1
12.	Chemist	0	0	0	3	0	3	0	0	0	3	0	3
13.	Child Care Officers	0	13	13	5	96	101	0	1	1	5	110	115
14.	Circulation Officers	0	0	0	1	0	1	0	0		1	0	1
15.	Co-Operative Officers	3	2	5	126	115	241	1	0	1	130	117	247
16.	Commercial Officers	52	41	93	0	1	1	0	0	0	52	42	94
17.	Community Officers	5	1	6	55	45	100	1	1	2	61	47	108

No.	Occupational Groupings	MINISTRIES			DEPARTMENTS			OHCS and OOP			TOTAL		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
18.	Company Inspectors	0	1	1	69	68	137	1	0	1	70	69	139
19.	Drivers	527	2	529	216	1	217	103	2	105	846	5	851
20.	Economic Plng Officers	129	89	218	1	4	5	3	0	3	133	93	226
21.	Engineer	56	14	70	153	14	167	3	2	5	212	30	242
22.	Environmental Health and Sanitation	6	5	11	0	0	0	0	0	0	6	5	11
23.	Environmental Officers	11	4	15	0	0	0	0	0	0	11	4	15
24.	Estate Officers	11	6	17	16	11	27	5	1	6	32	18	50
25.	Executive	172	131	303	131	118	249	31	24	55	334	273	607
26.	Factory Inspectorate	2	2	4	50	11	61	1	1	2	53	14	67
27.	Foreign Service Officers	232	282	514	1	4	5	0	1	1	233	287	520
28.	Geologist	1	1	2	22	6	28	0	0	0	23	7	30
29.	Industrial Officers	32	30	62	0	0	0	1	0	1	33	30	63
30.	Information Officers	67	58	125	528	428	956	9	2	11	604	488	1092
31.	Inspectorate	0	0	0	1	0	1	0	0	0	1	0	1
32.	Instructor	5	1	6	7	4	11	2	2	4	14	7	21
33.	Internal Auditors	162	125	287	30	28	58	56	33	89	248	186	434
34.	IT/IM Officers	162	38	200	128	25	153	30	12	42	320	75	395
35.	Journalist	0	1	1	8	3	11	0	0	0	8	4	12

No.	Occupational Groupings	MINISTRIES			DEPARTMENTS			OHCS and OOP			TOTAL		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
36.	Labour Officers	8	6	14	136	60	196	1	0	1	145	66	211
37.	Labourers	132	140	272	157	143	300	44	39	83	333	322	655
38.	Lands Inspector	0	1	1	0	0	0	1	0	1	1	1	2
39.	Librarian	1	0	1	0	0	0	0	1	1	1	1	2
40.	Local Govt. Officers	0	1	1	0	0	0	0	0	0	0	1	1
41.	Management Analyst	0	2	2	21	13	34	0	0	0	21	15	36
42.	Mass Education	0	0	0	25	16	41	0	0	0	25	16	41
43.	Messengers	28	3	31	40	11	51	4	0	4	72	14	86
44.	Mobile Cinema Operator	2	0	2	158	5	163	0	0	0	160	5	165
45.	Parks And Gardens Officers	1	1	2	19	7	26	0	0	0	20	8	28
46.	Photographer	0	0	0	1	0	1	1	0	1	2	0	2
47.	Planning Officers	110	81	191	20	5	25	3	8	11	133	94	227
48.	Procurement and SupplyChain	110	79	189	58	67	125	35	33	68	203	179	382
49.	Programmes Officers	183	283	466	54	92	146	24	27	51	261	402	663
50.	Protocol Officers	18	40	58	14	20	34	2	13	15	34	73	107
51.	Publication Officers	0	0	0	16	10	26	1	0		17	10	27
52.	Quantity Surveyors	17	3	20	86	25	111	2	0	2	105	28	133
53.	Radio Operator	1	0	1	0	0	0	0	0	0	1	0	1

No.	Occupational Groupings	MINISTRIES			DEPARTMENTS			OHCS and OOP			TOTAL		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
54.	Receptionist/Telephunist	0	20	20	0	3	3	0	4	4	0	27	27
55.	Records	57	78	135	84	87	171	22	19	41	163	184	347
56.	Registrar	164	144	308	373	276	649	0	3	3	537	423	960
57.	Rent Officers	4	0	4	61	21	82	0	0	0	65	21	86
58.	Research Officers	69	38	107	11	3	14	14	5	19	94	46	140
59.	Revenue Inspectors/Superintendents	3	4	7	1	0	1	37	20	57	41	24	65
60.	Seamstress	0	0	0	0	0	0	0	1	1	0	1	1
61.	Secretarial	13	376	389	17	315	332	4	63	67	34	754	788
62.	Security	73	7	80	91	1	92	20	1	21	184	9	193
63.	Seismologists	0	0	0	1	1	2	0	0	0	1	1	2
64.	Social Dev. Officers	11	14	25	113	157	270	1	2	3	125	173	298
65.	State Attorneys	12	40	52	0	0	0	0	0	0	12	40	52
66.	Steward	4	3	7	0	6	6	21	10	31	25	19	44
67.	Stool Land Officers	2	2	4	4	0	4	96	40	136	102	42	144
68.	Stores	11	3	14	6	5	11	2	0	2	19	8	27
69.	Survey Technician	0	1	1	2	0	2	0	0	0	2	1	3
70.	Sweeper	1	24	25	4	56	60	13	31	44	18	111	129
71.	Tech. Instructor	13	6	19	170	148	318	0	1	1	183	155	338

No.	Occupational Groupings	MINISTRIES			DEPARTMENTS			OHCS and OOP			TOTAL		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
72.	Technical Officers/Asst.	307	86	393	291	64	355	2	1	3	600	151	751
73.	Technical Services	0	0	0	3	0	0	0	0	0	3	0	3
74.	Technician	39	5	44	140	7	147	3	1	4	182	13	195
75.	Town Planning Officers	0	0	0	28	15	43	0	0	0	28	15	43
76.	Training Officers.	0	0	0	1	0	1	14	4	18	15	4	19
77.	Tourism Officers	13	18	31	0	0	0	0	0	0	13	18	31
78.	Training Instructor	2	0	2	0	0	0	0	0	0	2	0	2
79.	Training Management	0	1	1	0	0	0	14	5	19	14	6	20
80.	Usher	0	0	0	1	0	1	1	1	2	2	1	3
81.	Watchman	126	1	127	155	1	156	26	0	26	307	2	309
82.	Others	10	4	14	2	0	2	3	1	4	15	5	20
	<b>TOTAL</b>	<b>4545</b>	<b>3180</b>	<b>7725</b>	<b>6135</b>	<b>3954</b>	<b>10086</b>	<b>786</b>	<b>553</b>	<b>1338</b>	<b>11466</b>	<b>7687</b>	<b>19153</b>

**APPENDIX THREE (3): MINISTRIES, OOP AND OHCS STAFF DATA DISAGGREGATED BY AGE AND SEX**

s/n	Ministries	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 Communication, Digital Technology and Innovations	9	8	23	27	17	21	19	14	0	0	68	70
2.	Ministry of Defence	3	1	9	15	10	13	10	9			32	38
3.	Ministry of Education	13	6	40	42	31	29	23	18	1	0	105	95
4.	Ministry of Energy and Green Transition	12	11	23	28	42	18	18	16	3	0	98	73
5.	Ministry of Environment, Science, Technology and Innovation	2	5	21	18	13	24	13	8	0	0	49	55
6.	Ministry of Finance	24	34	115	74	147	135	103	44	1	0	390	287
7.	Ministry of Fisheries and Aquaculture	3	8	13	17	16	18	10	8	1	0	43	51
8.	Ministry of Food and Agriculture	191	82	1167	346	523	234	292	87	21	0	2197	752
9.	Ministry of Foreign Affairs	37	59	121	175	123	128	91	79	0	0	372	441
10.	Ministry of Gender, Children and Social Protection	22	21	60	56	33	33	4	5	2	1	121	115
11.	Ministry of Health	4	8	28	41	46	37	42	26	0	0	122	110
12.	Ministry of Labour, Jobs and Employment	8	8	23	25	30	18	6	16	0	0	67	67
13.	Ministry of Lands and Natural Resources	8	4	28	31	23	26	23	16	0	0	82	77
14.	Ministry of Local Government, Chieftaincy and Religious Affairs	19	9	38	37	40	36	31	22	1		104	129

s/n	Ministries	20 -29		30-39		40-49		50-59		60+		TOTAL	
		Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem
15.	Ministry of Roads and Highways	42	16	76	31	68	17	33	11	0	0	219	75
16.	Ministry of Sports and Recreation	7	3	19	32	18	9	9	13	0	0	53	57
17.	Ministry of the Interior	1	4	11	26	16	24	12	12	0	0	40	66
18.	Ministry of Tourism, Culture and Creative Arts	7	2	29	79	10	6	9	6	0	0	55	93
19.	Ministry of Trade, Agribusiness and Industry	4	12	54	68	77	64	45	29	1	0	181	173
20.	Ministry of Transport	5	7	16	25	19	25	17	8	0	0	56	66
21.	Ministry of Works, Housing and Water Resources	6	13	30	34	32	17	13	12	0	0	81	76
22.	Ministry of Youth Development and Empowerment	7	7	20	29	13	11	8	9	0	0	48	56
23.	Office of The Attorney General and Ministry of Justice	10	4	36	40	39	23	21	23	0	0	106	90
24.	Office of The Head of The Civil Service	5	4	27	37	28	30	18	17	0	0	75	89
25.	Office of The President	17	16	62	48	74	67	79	42	4		236	173

**APPENDIX FOUR (4): DEPARTMENTS STAFF DATA DISAGGREGATED BY AGE AND SEX**

s/n	Departments	20 -29		30-39		40-49		50-59		60+		TOTAL	
		Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem
1.	Births and Deaths Registry	10	7	72	30	39	11	14	4			135	52
2.	Bureau of Ghana Languages	1	2	14	9	10	4	7	5	1	1	33	21
3.	Controller and Accountant-General's Department	24	34	115	74	147	135	103	44	1		390	230
4.	Department of Children	5	5	5	0	6	2	4	1			20	8
5.	Department of Community Development		2	14	19	25	28	20	8			59	57
6.	Department of Cooperatives	4	3	67	70	32	38	20	19			123	130
7.	Department of Factories Inspectorate	1	3	37	27	23	10	14	5			75	45
8.	Department of Feeder Roads	12	9	17	11	26	20	17	5			72	45
9.	Department of Gender	3	4	15	29	11	17	6	5			35	55
10.	Department of Parks and Gardens	3	3	16	8	56	50	50	25			125	86
11.	Department of Rural Housing	4	3	15	4	3	6	1	1			23	14
12.	Department of Social Welfare	35	24	88	124	65	203	62	142			250	293
13.	Department of Urban Roads	12	9	17	11	26	20	17	5			72	45
14.	Koforidua Training Centre		2	6	13	11	2	12	3			29	20
15.	Labour Department	13	2	49	43	66	33	61	18			189	96
16.	Management Services Department	1	1	7	7	10	12	6	3			24	23
17.	Procurement and Supply Chain Management Department		1	6	7	1	4	2				9	12

s/n	Departments	20 -29		30-39		40-49		50-59		60+		TOTAL	
		Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem
18.	Public Records and Archives Department	3	4	32	28	46	21	15	6			96	59
19.	Public Works Department	6	3	40	16	86	17	39	7			171	43
20.	Registrar General's Department	4	13	19	26	14	26	8	12			45	77
21.	Rent Control Department	3	5	51	42	32	27	10	3			96	77
22.	Information Services Department												



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