CIVIL SERVICE 2026 ANNUAL PERFORMANCE

REPORTING GUIDELINES AND TEMPLATE

OFFICE OF THE HEAD OF THE CIVIL SERVEICE

SEPTEMBER 2026

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1.0.INTRODUCTION

Section 85 (1) of the Civil Service Act, 1993 (PNDC Law 327), stipulates that the Head of the Civil Service (OHCS) must, within three (3) months of an ensuing year, submit an Annual Report on the performance of Ministries and Civil Service Departments over the past twelve months to the Presidency.

As a result of this requirement, Sector Ministries are required to prepare their Annual Performance Reports (APRs) and submit them to the Office of the Head of the Civil Service. The OHCS subsequently reviews and consolidates these sector reports into a comprehensive Civil Service Annual Performance Report, which is then submitted to the presidency.

Sector Ministries are therefore required to submit their reports to the Office of the Head of the Civil Service not later than Friday, January 15, 2027, to facilitate the development of the 2026 Civil Service Annual Performance Report.

1.1.THE REPORT OF SECTOR MINISTRIES

The 2026 APR Reporting Guidelines and Templates have been reviewed and strengthened to streamline the preparation, quality assurance, submission and consolidation of Annual Performance Reports by Sector Ministries. The Guidelines retain the core reporting framework while introducing stronger requirements for evidence, results measurement, data quality, gender and inclusion, reform tracking, financial accountability, risk management, digital transformation and forward planning.

- provide a standard format for reporting,
- ensure consistency of report submitted by Sector Ministries,
- help Ministries understand the requirements and structure for submitting their reports.

The reports of Sector Ministries shall be submitted electronically in soft copy with the subject title: '2026 Annual Performance Report' to csapr@ohcs.gov.gh and copied to benedict.boadi@ohcs.gov.gh. Where required by OHCS, Ministries shall also submit the prescribed Excel templates and supporting evidence.

The specifications indicated below must be strictly adhered to:

- Margin sizes - 1" at the top, bottom and sides
- Font type - Times New Roman
- Font size - 12 Point

- Spacing - Single line
- Section Titles - Upper case and bold
- Page numbering - indicate at bottom current page number out of total pages, e.g. *page 10 of 20*

1.2.OUTLINE OF THE REPORT

The **SECTIONS** of the Sector Ministry's report should comprise the following:

1.2.1 Cover Page

1.2.2 Transmittal Letter Signed by Chief Director

A scanned copy of the Transmittal Letter signed by the Chief Director to the Head of the Civil Service.

1.2.3 Table of Contents

The report of the Sector Ministry should provide a comprehensive table of contents with the key sections, sub-headings and corresponding page numbers captured appropriately.

1.2.4 List of Acronyms

All acronyms should be captured under the list of acronyms and arranged in alphabetical order. However, the acronym should be written in full when it is first introduced in the main text of the report.

1.2.5 Executive Summary

The Executive Summary should provide detailed but concise information on Parts 1-5 of the Sector Ministry's report with sub-headings to facilitate easy comprehension of the Sector's performance. More emphasis should be placed on highlights of key achievements and outcomes. Additionally, the summary should reflect an overview of SDG implementation, reforms implementation, challenges and forward look of the sector Ministry.

The executive summary should highlight the following.

- **A brief profile of the sector Ministry**
- **Key achievements of the sector**
- **Implementation of SDGs**
- **Reforms Implementation**

- **Key challenges**
- **Forward look**

2.0. PART ONE: PROFILE OF THE SECTOR MINISTRY

This section of the report should focus on the general overview of the sector Ministry. It should start with a brief introduction about the sector, its mandate (legal framework and purpose), if any, followed by an outline of the Sector Ministry's profile, namely the:

- Vision
- Mission

Short notes on how the Ministry is organized: the structures, Directorates, Units, Sections and a description of their functions, responsibilities and staffing. (Attach organogram)

- List of Civil Service Departments, Agencies, Public Boards and Corporations and Public Service Organizations for which a Ministry has oversight responsibility (where applicable). The list should be classified into:

  i. **Civil Service Departments**

  Examples of Civil Service Departments under the Ministry of Labour, Jobs and Employment

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

  ii. **Sub-vented Agencies**

  Examples of Agencies under the Ministry of Labour, Jobs and Employment

  - 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)
- National Pensions Regulatory Authority (NPRA)
- Social Security and National Insurance Trust (SSNIT)

iii. **Public Service Organizations**

Examples of the Public Organizations under the Ministry of Transport

- Ghana Ports and Harbours Authority (GPHA)
- Ghana Maritime Authority (GMA)
- Ghana Shippers Authority (GSA)

iv. Public Boards and Corporations

Examples of Public Boards under the Ministry of Education

- Ghana Tertiary Education Commission (GTEC)
- West African Examinations Council-National Office (WAEC)
- Students Loan Trust Fund (SLTF)
- Ghana Education Trust Fund (GETFund)
- National Schools Inspectorate Authority (NaSIA)
- National Council for Curriculum and Assessment (NaCCA)

POLITICAL AND ADMINISTRATIVE HEADS OF THE MINISTRY AND ITS SECTOR DEPARTMENTS

The report should indicate the names of the Political Heads of Ministries, their Deputies (where applicable), Chief Directors, and the Heads of Department (at national level only, **excluding non-Civil Service Organizations**) as per the format below:

Position	Name	Period in Office
Hon Minister		
Deputy Minister		
Bureaucratic Head (Chief Director)		

Kindly indicate those in acting positions

i. HEADS OF DEPARTMENT AT THE NATIONAL LEVEL

S/N	Name of Department	Name of Head of Dept.	Substantive Grade	Period in Office (Assumption date as head of Dept.)
1.	Department of ……	…….	Director	Jan 2025-……

Kindly indicate those in acting positions.

3.0. PART TWO: HUMAN RESOURCE DATA AND ANALYSIS

2026 ENHANCED HUMAN RESOURCE ANALYTICS REQUIREMENTS

In addition to the prescribed HR tables, Ministries should provide a concise analytical narrative explaining the key workforce trends observed during 2026 and their implications for organisational performance.

The analysis should, where data are available, highlight: workforce growth or decline; gender balance across grades and occupational groups; age profile; promotion and upgrading patterns; critical skills gaps; training development and participation; study leave with pay and without pay; and other workforce issues requiring management attention.

Ministries should identify at least three significant HR trends, explain the likely drivers, and state the management response or recommended action.

Where staff data are disaggregated by sex, the narrative should identify material gender gaps and progress towards gender-responsive workforce management.

Sector Ministries are to ***provide short write-ups*** on the analysis of their Human Resource data relating to **staff distribution, staff movements and staff training and how this impacted on the performance of the Ministry**. This information ***must be limited only to the Ministry and its Civil Service Departments***.

The write-up should focus on the following:

1. **Analysis of Staff Distribution**

a) Updated list indicating total staff strength

b) Occupational groups (indicate total number of staff in each class)

c) Total number of Senior & Junior Staff

d) Sex Distribution

e) Age Distribution

f) Grade levels

g) Secondment/Study leave with or without pay

h) Contract Staff

i) Total number of professional and sub-professional

2. **Analysis of Staff Movements – Appendix 2**

    a. Recruitments/Replacements disaggregated by sex and class

    b. Promotions disaggregated by sex and class

    c. Postings disaggregated by sex and class

    d. Upgrading disaggregated by sex and class

    e. Conversion disaggregated by sex and class

    f. Secondments disaggregated by sex and class

    g. Staff on transfer into the Civil Service disaggregated by sex and class

    h. Staff on Contract disaggregated by sex and class

i. Leaves (Study Leave, Leave of Absence, etc.) disaggregated by sex and class

j. Exits from the Service (indicating specific date of exit disaggregated by sex and class

- Transfer from the Service
- Retirements
- Resignations
- Deaths
- Dismissals
- Interdictions
- Vacation of post

3. **Analysis of Training and Development – Appendix 3**

   a. Scheme of Service and Competency-Based Training

   b. Workshops, Seminars and Conferences attended

   c. Academic Training Program

   d. Summary of Cost of Training and Development Interventions

The HR data should be submitted in ***Microsoft Excel format*** **ONLY** as provided in **Appendices 1-3. No column in the excel template should be left blank. All information about staff including correct staff IDs should be provided.**

Note: **This section of the Report (Human Resource data and Analysis) should include all Civil Service Departments of the Ministry**.

4.0. PART THREE: KEY ACHIEVEMENTS, SUSTAINABLE DEVELOPMENT GOALS (SDGs) AND REFORMS IMPLEMENTATION OF THE SECTOR MINISTRY

This section deals with the **key achievements, SDGs and Reforms** implemented by the Sector. The information provided should cover details of the progress made as per the planned programs (Action Plan) during the period under review. It should detail the updates of the implementation of SDGs and reforms by the Sector Ministry.

Note: The Templates for Achievements, SDGs and Reforms implementation should be completed accordingly.

4.1. KEY ACHIEVEMENTS (Should include Government Priority Projects e.g. Big Push, 24Hr. Economy and related issues)

The Ministry's key achievements should be presented in a clear and informative manner, covering six (6) key achievements: three (3) each from the Minister's and the Sector's priority areas as well as Government Priority Projects. The key achievements should align with the institution's Action Plan as well as Government Priority Projects e.g. Big Push, 24Hr Economy and related issues

Avoid Repetition: Ensure that key achievements completed in previous years are not repeated in the 2026 Annual Performance Report. **Focus on new achievements and uncompleted projects or programs from previous years**.

Each achievement should be detailed and include the following components:

- **The Policy and Its Intended Objectives**: Explain the policy or strategic initiative under which the achievement falls and indicate the overarching objectives and goals of this policy.
- **The Specific Program/Project:** Specify the program or project that was pursued as part of this policy detailing the scope and purpose of the program or project.
- **Targets (set for 2026):** Explain what the Ministry intended to accomplish within the year.
- **Baseline (Status as of Dec 2025):** Provide an overview of the starting point or the situation as of December 2025 and explain the conditions or challenges that existed before the program or project was initiated.
- **Actual Results (What the Sector Implemented during the Reporting Year):** Detail the actions and activities carried out by the Ministry and its Departments or Agencies in pursuit of the program or project.
- **Outcomes (Impact):** Present the tangible results and outcomes achieved as a result of the program or project including highlights of any notable successes, benefits, or impacts on socio-economic development.

Note: Avoid Repetition of key achievements from previous years.

Table Summary: ***Achievements should be summarised using the table as a guide.***

No.	*Achievement (Policy, project or program)*	*Targets*	*Start date*	*Baseline at end of Dec. 2025*	*Implementation status as of 2026*	*Outcome*
	Development of a Micro Pension Scheme for Informal Sector workers and Self-employed.	Increase informal sector workers coverage to **12%** participating in pension.	2025	8.11% coverage	10.76% coverage	Enhanced social security and stability for the Informal Sector Workers and Self-employed.

4.2. SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The implementation of the Sustainable Development Goals (SDGs) by Sector Ministries is a critical aspect of global efforts to address a wide range of socio-economic and environmental challenges.

Below is a framework for the collection of data for SDGs implementation.

SDGs Implemented: Sector Ministry to specify which SDGs they are actively working on**.**

Indicators to Monitor the SDGs: Sector Ministry to specify indicators and metrics used to monitor progress towards achieving the chosen SDGs. These indicators should align with the targets and goals of the selected SDGs.

Status of Implementation: Gather data on the current status of SDG implementation within each Sector Ministry. Determine if the implementation is in the planning phase, ongoing, or completed.

Challenges: Sector Ministries to identify and report on any challenges encountered during the implementation of SDGs. Common challenges may include: resource constraints, data collection and reporting issues, and coordination difficulties.

Mitigating Strategies to Address Challenges: Ministries to provide information on the strategies and measures they have put in place to address the challenges identified. This could include: seeking additional funding, enhancing data collection methods, or improving inter-agency collaboration.

Reporting Matrix: Kindly complete this section using this link.

4.3. REFORMS IMPLEMENTATION

The reform monitoring template is designed to track the progress of Civil Service reform initiatives in a structured and consistent manner. The following descriptions explain the purpose of each variable in the template and how users are expected to apply them.

Reforms: The specific initiative, policy, or program being implemented to improve work process, governance, efficiency and service delivery.

Reform Category: Indicate the category of the reform based on the following:

- **Institutional Development Reforms**
- **ICT and Digital Transformation Reforms**
- **Human Resource Management Reforms**
- **Public Financial Management Reforms**
- **Legal and Regulatory Reforms**
- **Capacity Development Reforms**
- **Social Protection Reforms**
- **Governance and Accountability Reforms**
- **Educational Reforms**

Objectives: The intended goals or outcomes that the reform seeks to achieve, highlighting its overall purpose and direction.

Indicators: The measurable benchmarks or criteria used to assess whether progress is being achieved. Indicators must be specific, measurable and relevant.

Baseline (as at 2025): The starting condition or reference point prior to reform implementation. It provides the basis against which progress is measured.

Status of Implementation (as at 2026): The current progress made towards implementing the reform. This section should capture what has been achieved or is ongoing within the reporting period.

Outputs: The direct deliverables resulting from the reform activities. These are tangible and immediately observable products of implementation.

Outcomes: The medium to long-term results that emerge from the outputs. Outcomes demonstrate the broader impact on institutions, citizens, systems, etc.

Challenges: The key obstacles, risks or constraints encountered during reform implementation. This helps identify capacity gaps and implementation barriers.

Recommendations: Suggested solutions or next steps to address identified challenges, improve implementation and ensure sustainability of the reform.

Note: Please complete **appendix 5 and attach it to the report.**

4.4. FINANCIAL PERFORMANCE

The report is also expected to cover the Financial Performance of the Ministry and its Sector Departments during the period under review. It should indicate the approved budget for the entire Sector, the total amount released and the actual expenditures made. The Report should cover Internally Generated Funds (IGF) as well as funds received from Development Partners for the implementation of Sector policies, programs and projects.

The template for Financial Performance reporting should be in ***Microsoft Excel format*** and attached as **appendix 6.**

5.0. PART FOUR: CHALLENGES

TThe report of the Ministry should provide the following:

- Summary of the major challenges encountered by the Ministry and its Departments in implementing the action plans during the period under review (2026).
- Assess the impact of these challenges on service delivery and performance outcomes.
- Indicate strategies for overcoming them in the short and medium term.

Kindly note that the challenges should also be written in narrative form and not in bullet.

6.0. PART FIVE: FORWARD LOOK (PROGRAMS AND PROJECTS 2027)

The Ministry should provide an overview of only the STRATEGIC AND TOP PRIORITY AREAS that have been programmed for 2027 for the entire sector and included in the Budget.

APPENDICES:

APPENDIX 1 - STAFF DISTRIBUTION

A. **UPDATED STAFF LIST OF (MINISTRY/DEPARTMENT IN EXCEL FORMAT ONLY) AS AT DECEMBER 2026**

PLEASE NOTE THE FOLLOWING:

- All staff must be captured, including staff on secondment/study leave/contract. The list of staff must be arranged in order of Directorates/Units and with respect to seniority.
- All names must also be written with the “first names” first. The names should not be merged but provided according to the columns below
- All fields (especially the dates) must be completed using the format given

Civil Service staff list

Staff No.	Name			Sex	Date of Birth (DD/MM/YY)	Current Grade	Date of First Appointment (DD/MM/YY)	Date of Present Appointment (DD/MM/YY)	Highest Qualification	Senior/Junior Staff	No. of Years at Current Ministry / Dept	Professional / sub professional	Full-time/contract staff	Secondment/Study Leave/Contract	Marital status	Phone No.	Supervisor's Name	Supervisor's Grade	Supervisor's staff ID
	First Name	Surname	Middle Name (Initials)																
776654	**Joseph**	**Danquah**		**M**	**17/06/62**	Chief Director	**12/11/85**	**1/10/2009**	**PhD**	Senior	**3yrs**								
FINANCE AND ADMINISTRATION DIRECTORATE (FAD)																			

Staff No.	Name			Sex	Date of Birth (DD/MM/YY)	Current Grade	Date of First Appointment (DD/MM/YY)	Date of Present Appointment (DD/MM/YY)	Highest Qualification	Senior/Junior Staff	No. of Years at Current Ministry / Dept	Professional / sub professional	Full-time/contract staff	Secondment/Study Leave/Contract	Marital status	Phone No.	Supervisor's Name	Supervisor's Grade	Supervisor's staff ID
	First Name	Surname	Middle Name (Initials)																
564345	Francis	Acquah		M	19/09/72	Director	21/11/90	17/10/06	MBA Admin	Senior	4yrs								
	Unit: Administration																		
435567	Esther	Aryee		F	8/11/75	Dep. Director	31/10/95	14/02/08	MA Public Adm.	Senior	3yrs								

Staff No.	Name			Sex	Date of Birth (DD/MM/YY)	Current Grade	Date of First Appointment (DD/MM/YY)	Date of Present Appointment (DD/MM/YY)	Highest Qualification	Senior/Junior Staff	No. of Years at Current Ministry / Dept	Professional / sub professional	Full-time/contract staff	Secondment/Study Leave/Contract	Marital status	Phone No.	Supervisor's Name	Supervisor's Grade	Supervisor's staff ID
	First Name	Surname	Middle Name (Initials)																
345778	Richmond	Akorli		M	31/02/77	Asst. Director. I	15/09/03	19/10/12	MBA HRM	Senior	2yrs								
POLICY PLANNING MONITORING AND EVALUATION DIRECTORATE (PPMED)																			
290986	En	Nkansah		M	24/12/80	Director	20/08/03	31/04/12	MA Devt	Senior	4yrs								

Staff No.	Name			Sex	Date of Birth (DD/MM/YY)	Current Grade	Date of First Appointment (DD/MM/YY)	Date of Present Appointment (DD/MM/YY)	Highest Qualification	Senior/Junior Staff	No. of Years at Current Ministry / Dept	Professional / sub professional	Full-time/contract staff	Secondment/Study Leave/Contract	Marital status	Phone No.	Supervisor's Name	Supervisor's Grade	Supervisor's staff ID
	First Name	Surname	Middle Name (Initials)																
	och								Studies										
	Unit: Planning and Budgeting																		
556778	Mavis	Asare		F	22/07/80	Asst. Planning Officer	1/1/2006	18/08/10	BA Economics	Senior	4yrs								

Staff No.	Name			Sex	Date of Birth (DD/MM/YY)	Current Grade	Date of First Appointment (DD/MM/YY)	Date of Present Appointment (DD/MM/YY)	Highest Qualification	Senior/Junior Staff	No. of Years at Current Ministry / Dept	Professional / sub professional	Full-time/contract staff	Secondment/Study Leave/Contract	Marital status	Phone No.	Supervisor's Name	Supervisor's Grade	Supervisor's staff ID
	First Name	Surname	Middle Name (Initials)																
454323	Mohammed	Abass		M	12/12/85	Higher Exec Officer	12/12/2008	19/10/12	HND	Senior	1yr								
RESEARCH, STATISTICS AND INFORMATION MANAGEMENT DIRECTORATE (RSIMD)																			

Staff No.	Name			Sex	Date of Birth (DD/MM/YY)	Current Grade	Date of First Appointment (DD/MM/YY)	Date of Present Appointment (DD/MM/YY)	Highest Qualification	Senior/Junior Staff	No. of Years at Current Ministry / Dept	Professional / sub professional	Full-time/contract staff	Secondment/Study Leave/Contract	Marital status	Phone No.	Supervisor's Name	Supervisor's Grade	Supervisor's staff ID
	First Name	Surname	Middle Name (Initials)																
467587	Ruby	Mensah		F	9/23/70	Director	21/11/90	17/10/06	MBA Admin	Senior	5yrs								
	Unit: Research and Statistics																		
256363	Isaac	Addo		M	1/6/1990	Executive Officer	10/1/2012	10/1/2012	Diploma	Junior	1yr								

Staff No.	Name			Sex	Date of Birth (DD/MM/YY)	Current Grade	Date of First Appointment (DD/MM/YY)	Date of Present Appointment (DD/MM/YY)	Highest Qualification	Senior/Junior Staff	No. of Years at Current Ministry / Dept	Professional / sub professional	Full-time/contract staff	Secondment/Study Leave/Contract	Marital status	Phone No.	Supervisor's Name	Supervisor's Grade	Supervisor's staff ID
	First Name	Surname	Middle Name (Initials)																
797077	Benjamin	Mills		M	13/04/1991	Executive Officer	1/1/2006	18/08/10	Diploma	Junior	1yr								

Note: This should be provided for the Ministry and the Civil Service Departments

****** Non-Civil Service Staff List- This excludes staff seconded from other Civil Service Organizations**

Staff No.	Name			Sex	Date of Birth (DD/MM/YY)	Current Grade	Date of First Appointment (DD/MM/YY)	Date of Present Appointment (DD/MM/YY)	Highest Qualification	Senior/Junior Staff	No. of Years at Current Ministry / Dept	Professional / sub professional	Full-time/contract staff	Secondment/Study Leave/Contract	Marital status	Phone No.	Supervisor's Name	Supervisor's Grade	Supervisor's staff ID
	First Name	Surname	Middle Name (Initials)																
1111111	**Roland**	**Danquah**		**M**	**17/06/62**	Director	**12/11/85**	**1/10/2009**	**PhD**	Senior	**3yrs**								

Summary

S/N	Directorate/Unit	Male	Female
1.	**Research, Statistics, and Information Management Directorate**	1	
2.	**Research and Statistics Unit**	2	1
3.	**ICT Unit**	1	2
4.	**Information Management Unit**	1	1
	Sub Total (RSIM)	**5**	**4**
5.	**Human Resource Management and Development Directorate**		1
6.	**HR Planning Unit**	2	2
7.	**Performance Management Unit**	1	1
8.	**Training and Development Unit**	2	1
	Sub Total (HRMD)	**5**	**5**
	GRAND TOTAL	**10**	**9**

Head of M/D (Name): …… Signature: …… Date: ……

B. AGE CATEGORISATION – Should be done separately for Ministry and the Departments

Grade and analogous	20 -29		30-39		40-49		50-59		60+		TOTAL	
	Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem
Professional												
Chief Director												
Director / Analogous												
Deputy Director / Analogous												
Assistant Director I Analogous												
Assistant Director IIA / Analogous												
Assistant Director IIB / Analogous												
Sub Total												
Sub Professionals												
Chief Executive Officer and Analogous												
Assistant Chief Executive Officer and Analogous												
Principal Executive Officer and Analogous												
Senior Executive Officer and Analogous												
Higher Executive Officer and Analogous												
Executive Officer and Analogous												

Grade and analogous	20 -29		30-39		40-49		50-59		60+		TOTAL	
	Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem	Male	Fem
Others (All those lower than Executive Officers)												
Sub Total												
TOTAL												

The analogous could be determined using the salary levels. Those in between should be aligned to the next lower levels

APPENDIX 2 - STAFF MOVEMENTS

A. RECRUITMENTS UNDERTAKEN (IN EXCEL FORMAT ONLY)

List of Officers Recruited (2027)						
S/N	**Staff No.**	**Name of Officer**	**M/F**	**Grade**	**Date of First Appointment**	**Class**
1.	12095	Kate Andrews	F	Asst Dir IIB	01/10/25	Administrative
2.	99127	Kwami Kojo	M	Technical Officer Grade III	01/03/25	Engineering

B. PROMOTIONS (MINISTRY/DEPARTMENT IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Sex M/F	Promotion History (from entry to date)		Notional Date	Substantive Date
				Previous Grade	Current Grade		
1.	14456	William Boateng	M	Asst. Director I	Deputy Director	15/02/25	20/06/25
				Asst. Director IIA		15/02/25	20/06/25
				Asst. Director IIB		15/02/25	20/06/25
2.	65789	Derik Wiredu	M	Driver Grade II	Driver Grade I	15/02/24	20/06/25
3.	10101	Janice Siaw	F	Sanitary Labourer	Headman Conservancy	1/01/22	15/01/25

C. POSTING HISTORY (IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Sex M/F	Grade	Posting History		Region	Effective Date of Posting	Release Date
					Posting From	Posting To			
1	144566	William Boateng	M	Senior Budget Analyst	Ministry of Finance	Ministry of Food and Agriculture	Western	15/03/25	17/03/25

					Ministry of Trade, Industry and Agribusiness	Ministry of Finance	Central	12/03/25	23/04/25
2	876783	Linda Offei	F	Asst. Information Officer	Ministry of the Interior	Ministry of Health		30/09/25	2/10/25

D. STAFF WHO HAVE BEEN UPGRADED (IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Sex M/F	Date of First Appointment	Previous Grade	New Academic Qualification	Date of Attaining Qualification	Current Grade	Effective Date of new grade
1	674844	Nana Bonsu	M	1/12/2000	Senior Info. Assistant	Bachelors in communication studies	15/03/23	Assistant Information Officer	17/03/24
2	674448	Samilia Sakordie	F	27/09/2014	Stenographer Grade II	HND in Secretaryship and Management	30/09/23	Private Secretary	30/09/24

E. STAFF WHO HAVE BEEN CONVERTED (IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Sex M/F	Previous Class	Academic Qualification	Current Class	Effective Date
1	876522	Lucy Dankwa	M	Information Class	Bachelors in communication studies	Program Class	02/10/2025

F. STAFF ON SECONDMENT-FROM OTHER INSTITUTIONS TO THE MINISTRY (IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Sex M/F	Grade	Seconded From	No. of years seconded	Start Date	End Date	Remarks
1	456783	Ransford Williams	M	Asst. Director I	Energy Commission	1 Year	30/06/23	01/07/25	-
2	223245	Kofi Mensah	M	Snr. Mgt. Analyst	PSC	2 Years	02/01/24	03/01/25	-

G. STAFF ON SECONDMENT-FROM THE MINISTRY TO OTHER INSTITUTIONS (IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Sex M/F	Grade	Seconded To	No. of years seconded	Start Date	End Date	Remarks
1	456783	Ransford Williams	M	Asst. Director I	Energy Commission	1 Year	30/06/23	01/07/25	-
2	223245	Kofi Mensah	M	Snr. Mgt. Analyst	PSC	2 Years	02/01/24	03/01/25	-

H. STAFF ON CONTRACT (IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Sex M/F	Grade	Duration	Start Date	End Date
1	823450	Rebecca Tagoe	F	Director	2 years	29/04/24	28/04/25
2	592701	Kofi Banahene	M	Chief Personnel Officer	1 year	15/10/24	14/1/25

I. STUDY LEAVE/LEAVE OF ABSENCE (IN EXCEL FORMAT ONLY)

S/N	Staff ID	Name of Officer	Grade	Type of Leave	Years Bonded	Duration	Start Date	End Date	Remark
1.	24573	Michael Asare	Dep. Director	Leave of Absence	2 Years	6 Months	09/03/25	27/09/25	Ongoing
2.	989766	Ernestina Oklu	Commercial Trade Officer	Study Leave with pay	5 Years	1 Year	12/01/25	18/12/25	Resigned
3.	322445	Rita Boafo	Executive Officer	Study Leave without pay	3 Years	2 Year	20/06/25	21/06/25	Completed

J. STAFF WHO EXITED THE SERVICE (IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name	M/F	Grade	Date	REASON FOR EXIT					
						Retirement	Resignation	Dismissal	Interdiction	Death	Other
1.	758589	Elvis Binka	M	Chief Engineer	29/11/23	-	-	-	✓	-	-
2.	563678	Adorkor Ali	M	Chief Planning Officer	23/08/23	✓	-	-	-	-	-

S/N	Staff No.	Name	M/F	Grade	Date	REASON FOR EXIT					
						Retirement	Resignation	Dismissal	Interdiction	Death	Other
3.	565775	Doris Adjei	F	Asst. Dir IIB	30/12/23	-	-	-	_	-	Voluntary Retirement

APPENDIX 3 - TRAINING & DEVELOPMENT (MINISTRY & DEPARTMENTS)

A. Scheme of Service and Competency-Based Training Programs in 2026 (EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Grade	Sex M/F	Category (Scheme of Service or Competency)	Course of Study	Institution	Duration	Start Date	End Date	Funding	
											GoG	DP
1	22987	Agnes Tia	Asst. Budget Analyst	F	Scheme of Service	Strategic Planning	CSTC	5 Weeks	01/07/25	06/08/25	✓	-
2	32768	Pearl Adu-Addy	Asst Dir. IIA	F	Competency	Diploma in Public Admin.	GIMPA	16 Weeks	01/09/25	22/12/25	-	✓
												✓

B. Workshops, Seminars and Conferences IN 2026 (EXCEL FORMAT ONLY)

S/N	STAFF No.	Name of Officer	Grade	M/F	Program Title	Institution	Duration	Start Date	End Date	Funding	
										GoG	DP
1.	22356	Eric Abban	Social Devt Officer	M	Workshop on Child Labour	MELR	1 Day	15/05/25	15/05/25	✓	-
2.	32768	Kofi Mahama	Comm. Devt. Officer	M	Seminar on Water Mgt.	CWSC	6 Weeks	01/07/25	11/08/25		✓

C. Academic Training Programs (EXCEL FORMAT ONLY)

S/N	STAFF NO.	NAME OF OFFICER	GRADE	M/F	COURSE OF STUDY	INSTITUTION	DURATION	FULL/PART TIME	START DATE	END DATE	FUNDING			STUDY LEAVE	
											Self	GoG	DP	With Pay	Without Pay
1.	327682	Ben Keasi	Snr. Exec Officer	M	BA Political Science	University of Ghana	3 Years		02/01/23	31/12/25	✓	-	-	-	✓

S/N	STAFF NO.	NAME OF OFFICER	GRADE	M/F	COURSE OF STUDY	INSTITUTION	DURATION	FULL/PART TIME	START DATE	END DATE	FUNDING			STUDY LEAVE	
											Self	GoG	DP	With Pay	Without Pay
2.	567764	Joseph Oti	Asst Dir. I	M	M.A. Global Public Admin.	Seoul Nat Uni. S. Korea	2 Years		20/06/23	19/06/25	-	-	✓	✓	-

***Note: Kindly indicate the name of the Donor Partner(s) (DP) funding the training program.**

D. **SUMMARY OF COST OF TRAINING & DEVELOPMENT INTERVENTIONS (EXCEL FORMAT ONLY)**

NO	TYPE OF TRAINING	COST OF TRAINING			TOTAL
		GOG	DONOR	SELF	
1	Scheme of Service & Competency Based				
2	Workshops, Seminars & Conferences				
3	Academic Training				
	TOTAL COST OF TRAINING				

APPENDIX 4: 2026 SUSTAINABLE DEVELOPMENT GOALS (SDGS) STATUS REPORTING TEMPLATE

No.	Name of Ministry / Department	SDG: Targets	SDG Indicators	Progress made by sector Ministry	Challenges	Mitigating Strategies
1.	Ministry of Transport	Target 11.2: By 2030, provide access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons	Proportion of population that has convenient access to public transport, by sex, age, and persons with disabilities	Quality Bus Services instead of a Bus Rapid Transit (BRT) introduced in 3 cities namely Accra, Kumasi and Takoradi with a total of 245 BRT buses A total of 200 new buses procured for use by the MMTL and the ISTC Two (2) State of the art Transport Terminals (Adenta and Tudu) completed	Absence of Dedicated Bus Lanes Inadequate decent passenger reception facilities	Collaborate with MRH to develop Dedicated infrastructure for public transport services Collaborate with private sector operated bus terminals to improve passenger reception facilities

APPENDIX 5: 2026 REFORMS IMPLEMENTATION TEMPLATE

REFORMS	OBJECTIVES	INDICATORS	BASELINE AS AT 2025	STATUS OF IMPLEMENTATION AS 2026	OUTPUTS	OUTCOMES	CHALLENGES	RECOMMENDATIONS
Digitization of Records	Improve efficiency and accessibility of records management by converting paper-based records to digital format.	Percentage of records digitized; Number of staff trained on digital systems.	0% of records digitized; No staff trained on digital systems.	50% of records digitized; 30 staff trained on digital systems.	Over 10,000 records digitized; Digital records management system deployed in 3 departments.	Reduced retrieval time for records by 60%; Improved data security and accessibility.	Limited IT infrastructure; Resistance to change among staff; Insufficient training resources.	Increase investment in IT infrastructure; Conduct regular staff training and sensitization; Provide incentives for adoption.

APPENDIX 6: 2026 FINANCIAL PERFORMANCE (EXCEL FORMAT ONLY)

Note: In situations where there are no revised budget kindly repeat approved budget for revised budget

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					
	Use of Goods & Services					
	CAPEX					
2	**IGF**					
3	**DEV'T PARTNERS** e.g.					
	DANIDA					
	JICA					
	World Bank					
	Others					
	TOTAL					

2026 FINAL SUBMISSION CHECKLIST

Before submission, the Chief Director/authorised approving authority should confirm that: (1) the narrative report is complete; (2) all prescribed Excel templates are completed; (3) totals reconcile across narrative and templates; (4) key achievements are evidence-supported; (5) HR data include all Civil Service Departments; (6) SDG and reform information is complete; (7) financial figures reconcile; (8) major challenges and risks have management actions; (9) the 2027 forward look is aligned with approved priorities/Budget; and (10) the report has been quality-checked and approved for submission.

Narrative report is complete	√
All prescribed Excel	
Totals reconcile across narrative and templates	
Key achievements are evidence-supported	
HR data include all Civil Service Departments	
SDG and reform information is complete	
Financial figures reconcile	
Major challenges and risks have management actions	
2027 forward look is aligned with approved priorities/Budget	
Report has been quality-checked and approved for submission	

OHCS may request clarification, supporting evidence or correction of data inconsistencies before the report is accepted for consolidation.