

How do teams in the Ghana Civil Service track their progress towards public sector goals?

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Key Messages

- The Ghana Civil Service has a series of existing processes for tracking its achievements and progress towards its goals. Principally formal processes revolve around the strategy-defining 'Annual Performance Report' (APR) and more detailed 'Chief Director's Performance Assessment' (CDPA). While individual teams and organizations will have informal processes to track their progress, these are typically ad hoc and not systematized across teams.
- The process of collation of inputs within directorates or units for preparation of APRs/CDPAs differ across ministries and directorates. While some directorates work closely as teams to complete the template, others rely on individual officers, usually based on previous years of carrying out this task.
- Information reported in the APR/CDPA of the various ministries largely focus on the human resource composition and key activities undertaken within the year under review. It is a reflexive response to the fields in the APR/CDPA templates.
- Most directorates and units rely heavily on Microsoft Excel and Word as tools for data collation, with minimal use of more advanced tools. This leads to difficulty in managing and cleaning large data, especially for human resource directorates.
- Technical and data analytic skills gaps exist even in the filling in of the APR/CDPA templates, and officers have called for training programs that build the capacity of all officers instead of the few that focus on senior officers.
- Preparation and submission of APRs to OHCS is not a true measure of the holistic performance of a unit, directorate, or ministry. This is because it assesses a ministry based on timely submission and adherence to the template provided by OHCS. The APR lacks flexibility to encompass the entire spectrum of performance activities carried out at the team, directorate, or organization level.
- Having compared the APR with the CDPA report, it has been found that the latter is a better document to assess the performance of ministries within the Ghana Civil Service. However, concerns remain on three fronts: 1) Chief Directors reports are aggregate reports for a ministry and do not provide sufficient granularity for unit or individual level diagnostics; 2) the reports do

not cover the entirety of the schedule of ministry, department or unit activities, but rather those of current focus of the Chief Directors; and, 3) there is no mechanism for identifying and resolving persistent problems that limit performance.

- Overall, there is no deliberate and rigorous forum across units, directorates, and even at the ministry level before and after the preparation of the APR and CDPA where officers reflect on their performance as a team and identify potential resolutions to persistent problems. This leaves core questions on the table: why is there so little formal reflection on performance either during compilation of the APRs/CDPAs or thereafter? Can this be encouraged and stimulated through interventions from the OHCS? Answering such questions will require experimenting with new approaches to the appraisal system, which is in the workplan for the OHCS in the coming year.

Methodological Note

The goal of this report is to understand the processes the Ghana Civil Service undertakes to assess its performance. In particular, the approach of preparing and collating formal diagnostics of achieving its intended goals, and the goals of the wider government.

Dominantly, the formal processes revolve around the preparation of the Annual Performance Report (APR) and correspondingly Chief Director's Performance Assessment (CDPA), and thus tracks the progress of developing this document from the unit level to directorate or division level to the organisation level. To do this, five ministries (Ministry of Transport, Ministry of Communication, Ministry of Finance, Ministry of Trade, Agribusiness and Industry, Ministry of Employment and Labour Relations) and the Office of the Head of the Civil Service (OHCS) were randomly selected from twenty-three (23) ministries for interviewing from 16-25 June, 2025. A Focus Group Discussion (FGD) comprising officers from the various units within the directorates/divisions was used to seek understanding of the processes of preparation of the APRs. Depending on the ministry, a team of a minimum of five and a maximum of fifteen officers who are involved in the collation and preparation of the APR were nominated by their respective directors to be part of the FGD on the day of the visit by a member of the project team. Overall, FGDs lasted between thirty minutes and one hour.

Based on findings from the engagement with officers responsible for APR preparation in the selected ministries, two separate sessions were arranged to engage with some key officers at OHCS. The first was on July 16, 2025, with the Deputy Director (Jane Afful) at the Reforms Coordinating Unit (RCU). The APR is not the most suitable document to use in determining the performance of ministries, but rather the Chief Director's performance report, which clearly spells out targets and achievements of a Chief Director and, by extension, the particular ministry in question.

The second meeting was with the Director, PPME at OHCS, on July 21, 2025. This meeting was necessitated by the evidence that it is the PPME directorate at OHCS that is responsible for assessing the performance of chief directors and directors within the Ghana Civil Service. The directorate outlined their approach to performance diagnostics as a case study in effective diagnosis and resolution.

Further desk research was also undertaken on additional documents key to the diagnostic process within the public service—principally the Chief Director's Performance Report and the Directors' performance reports, which flow from the APR process but provide more granular detail. Key officers within OHCS involved in the compilation of APRs and assessment of ministries' performance were also interviewed to

obtain an in-depth understanding of topical issues that emerged from engagements in the selected ministries.

Overview of Performance Tracking in the Ghana Civil Service

The Ghana Civil Service is one of the Public Services which supports the executive arm of government to formulate and implement policies for national development. As a constitutional responsibility (Section 85 of the Civil Service Act 1993; PNDCL 327), the Head of the Civil Service is required to prepare and present to the Presidency an annual report of the previous year within the first quarter of the current year.

The Annual Performance Report (APR) provides an annual overview of performance, human resources, and administrative details of ministries, departments, and extra-ministerial organizations. Its purpose is to track the machinery of government and its ability to meet the government's goals. The following sections outline the APR/CDPA process as it ripples through government, and Figure 1 overviews the process.

The Chief Directors' Performance Assessment (CDPA) is yet another important document submitted to OHCS annually by chief directors of the various ministries within the Ghana civil service. The Chief director (CD) of each of the ministries signs a performance agreement with the Head of the Civil Service to deliver at the beginning of each year to deliver specific key outputs/deliverables. Based on the mandate of a particular ministry, each CD is required to set out targets within three broad schedules. Schedule 1 focuses on institution-specific outputs, and within this, each CD is required to set targets across five generic focus areas: Policy Formulation (Cabinet Memos, Legislation, Standards, Guidelines, and Regulations), Coordination, Monitoring and Evaluation, Service Delivery (Operationalization of the Client Service Charter), Research and Information Management, Innovation (Initiatives to improve service delivery and work processes), and Ministers' Priorities/Additional Government Priority Programmes and Projects. Within schedule 1, each CD is required to set specific target(s) across each of the five focus areas. For schedule 2, CDs are supposed to set targets around general operational and administrative deliverables aimed at facilitating the smooth running of the ministry. Deliverables within schedule 2 have been grouped into seven broad Key Result Areas, from which CDs are required to set targets. Schedule 3 of the CDPA broad areas focuses on the personal development plan of each CD. Within this schedule, CDs are required to indicate three personal capacity development activities to be pursued within the year, with one of them being research centered on their ministry or the Civil Service. It is important to note that CDs can freely choose how many deliverables they wish to undertake in each focus area during the year.

There are important differences between APRs and CDPAs. The CDPA report has clear, task-specific, and measurable targets, whereas APRs usually provide a sociodemographic overview of the ministry in

addition to some key programmes undertaken within the reporting year. Even though the two reports are prepared and submitted by all ministries to OHCS yearly, CDs sign an agreement with the Head of the Civil Service to deliver targets set out in the CDPA. At the end of the year, the status of each deliverable is verified by the PBME directorate of OHCS as a follow-up to the CDPA report submitted. However, there is no formal verification mechanism by OHCS for outputs in the APRs.

Thus, correspondingly, three separate reports that assess the performance of officers within a ministry are produced. They are the Chief Director's assessment, the Directors' assessment, and the assessment for individual members below the Directors. All are intended to be consistent with the commitments in the Annual Performance Report. The Chief Director's performance report provides information on accomplishments by the ministry, which were set by the Chief Director from the sector medium-term plan in line with the ministry's core mandate. The Director's assessment similarly provides information on the directorate's task drawn from the overall targets of the Chief Director regarding goals situated within its scope, and the individual assessments (currently performed on an ad hoc basis) review individual performance.

Organizations, directorates, and teams vary in size substantially across the service. Depending on the size of a ministry, directorates may have units in the case of larger ministries and only directorates without units for smaller ones. For some directorates, substantial sub-teams ('units') are present, with the supervisor playing a key role in management. In other, smaller, directorates, the director is the key manager.

Each unit or directorate prepares an action plan at the beginning of the year that spells out their targets. These action plans are not submitted to OHCS, though they are verified by OHCS' PPME Directorate. Though it is unclear how systematic it is, individual action plans should reflect the action plans of their directorate.

As such, theoretically there is a cascade in terms of planning from the APRs, through the Chief Director's performance agreement and action plan, to the work of the individual teams and officers. An important caveat is that the Chief Directors' agreement may not cover the full extent of what the administration under their responsibility undertakes. Rather, it focuses on current priorities. While each director/directorate works on some aspect of the Chief Director's agreement, this may be alongside their broader responsibilities.

A lot of the narrative so far is about planning, with limited discussion of performance in achieving previous plans, nor diagnostics as to what went well or did not go well. Progress towards planned goals is tracked by the APRs in a highly aggregated way - X% of this project/area of responsibility was achieved and the rest needs to be completed in the future. This is the dominant tone of performance reporting in the service - focused on future planning rather than diagnostics of what did and did not go well. As argued by a member of RCU, "There is a broader framework for developing organisational action plans, but a diagnostic process that assesses achievements of the action plans and learning from them does not really exist." There are limited changes from year-to-year in planning documents. In the RCU discussion, it was stated, "There are a lot of similarities between action plans from one year to the next." Thus, at the organisation-level, there is a crude sense of the extent to which activities are undertaken by organisations, but no learning over time.

At the individual level, there is a formal process of appraisal that reflects international standards. Each individual in the Ghana Civil Service has an annual performance appraisal. At the start of this process, there is a 'self-assessment' option that allows officers to reflect on the year's performance. Directors then discuss their year and give a score. However, the RCU team argues that "there is no systematic performance assessment *across* individuals apart from some ad hoc efforts by certain directors." Operational manuals clearly outline the formal appraisal process but provide no complementary advice on how to make such processes impactful for performance in the year to come. Like the majority of such systems around the world, though appraisal discussions and scorings are meaningful for the individual, they do not clearly lead to improvements in performance in later years.

Finally, the least formal structures exist at the task level. After a particular activity, there is sometimes a reflective discussion of how things went and what individuals/the organisation can do better in the future. Yet here the evidence is most limited about the extent to which this occurs or has performance impacts.

Overall, performance diagnostics in the Ghana Civil Service can be best characterised as a bureaucratic process of cascaded planning documents and an appraisal system that does not seem to lead to a reflective culture of diagnostics and improvements. This leads to questions such as, "How do structural problems get resolved if the future is all we talk about?"; "What is the balance between current priorities reflected in action plans and more basic and longer-term responsibilities?"; and "How do we induce better actions in the service in years to come?"

The rest of this document provides more details on each stage of the current performance diagnostic process in the Ghana Civil Service and then tries to outline some answers to the questions that remain.

Processes of preparing for the APR at OHCS

According to FGD participants the preparation of the APR begins in December when OHCS sends to all ministries a template that provides guidelines on the kind of information needed to be captured in the APR for the year under consideration. Having sent out the template, OHCS also set out a day to take the various schedule officers for the APR preparation from the ministries through the template. This forum (usually virtual) is used by OHCS to provide detailed information on the template and clarify any questions or concerns.

It was gathered that the second week of January the following year is always set by OHCS as the deadline for all ministries to submit their APRs.

- *“The preparation of the plan or the reports starts with the issuance of the guidelines from OHCS. Normally, the guidelines come before the end of the year, and the reporting times you are supposed to submit second week in the ensuing year. That is January once we receive the guidelines.” (Ministry of Transport)”*

Processes of APR preparation within the ministry

At each ministry, a particular directorate is responsible for the collation, preparation and final submission of the APR to OHCS. In some ministries, such as the Ministry of Finance, the Human Resource Directorate is responsible. The Policy, Planning, Monitoring and Evaluation Directorate in the case of the Ministry of Transport carries this responsibility. Upon receipt of the template from OHCS, this directorate responsible sends a memo with the template attached to the Directors of the various directorates and agencies under the ministry to complete portions on the template they are responsible for.

Compilation within the units

The study gathered that the work of officers within the ministry, directorate and unit are interdependent such that the task of one officer feeds into that of another. So, when the Director of a directorate receives the Memo and template, he/she further sends it to respective supervisors of units to feed in information that pertains to their work. From engagement with the various ministries, it is observed that while some units meet to look at what has been done and what information to put on the template, other units in other ministries usually assign a particular officer to collate the needed information to complete the template.

Below is the procedure from the Ministry of Trade where there seems to be some form of meeting and diagnosis at the level of the unit in the preparation of the APR:

- *“.. the PPME directorate sends a request to us for the submission of our annual performance report. Then we sit as a team or directorate to ensure that we come up with a performance report using the template sent to us. We then validate, and send the required information to them for compilation...”*
- *“Whoever is the most senior in planning will take it. And then normally, because I want everybody to know how to do it. It starts from the bottom. Thus, I will minute it down to my deputies. And then they also have their own units that they oversee. They will probably minute it to another officer who is quite senior. That officer will also minute it down. Then when the completed task is being submitted, it will come back to maybe the head of the unit. Not the deputy director. But whoever is responsible for that particular unit. Then it gets to the deputy director. Then it gets to me. If I find anything, I'll ask questions. What about this? Are you sure of this? Check this. We do all that. Then sometimes we even send ours to the chief director because he should be able to see it himself. And then it goes to PPME”.*
- *“I just want to add on to what Madam just said. Taking the 1D1F team or unit as an example, once a request comes it trickles down to whoever is working in a particular area. We also collate a report. Once a report is collated, it is projected to the whole team. We project it and everybody in the team meets to look at the reports...”*
- *“During that meeting, all officers are present and once a report is being presented, if an officer thinks there is an omission or something that needed to be added, the attention of the team is drawn to that”*

Another dimension of collective diagnosis of performance within the ministry occurred rather at the directorate level rather than at the level of the unit. The team at the Ministry of Finance explained the procedure as follows:

- *“Every ministry has a sector medium-term plan that aligns with the national development plan agenda of the state. From this plan, the ministry teases out its deliverables from the national development plan. It's a medium-term document and is grouped in years. It's usually a five-year plan.*
- *And the ministry is supposed to perform certain activities within the specified year. At the end of the year, everything that we do is geared towards the achievement of those things that we have targeted. At the beginning of the year, knowing what we are supposed to achieve, knowing what the chief director has anticipated to achieve, knowing what to prepare the deliverables expected of him, and what the Minister has also decided to do as he's also in the ministry. Every Director sorts their performance from that. I am supposed to ensure that staff welfare is enhanced, promotions are done, and salaries are paid. All these things are geared towards a proper working environment for staff in order for them to give up their best towards the deliverables of the chief director.*
- *Once that is sorted, each director sources his or her deliverables from that of the chief director. Then it trickles down, the deputies pick it, the various staff under the directors pick it and that forms the deliverable of the division.*
- *Each staff's implementation, success, is linked towards the overall achievement of the director. That's in reference to the chief director and then the Minister. Once that one is set, each knows what their role is to ensure the success of that deliverable.*
- *We all chip in our bit and at the end of the day we measure whether or not those things that we said we wanted to do has been done. If it has, what were the inputs that we required? What were the problems we encountered? How were we able to mitigate them? What percentage of mitigation were we successful with? What were we not? How do we address it? That is how we measure performance of the deliverables”.*

This pilot survey has also revealed variations in the way different directorates within a particular ministry go about the preparation and diagnosis of their performance. For instance, within the Ministry of Employment and Labour Relations, a member of the Research Statistics and Information Management Directorate (RSIM) had this to say:

- *“Yes, we meet. Our madam normally forwards it to us. I'm in charge of this. When she forwards it to me, I'll meet with two of my colleagues. Then we discuss on how we go about it. From there, when we are able to collect all the inputs, and we put them in there, then we send it back to our madam. She goes through it. After that, then we forward it back to RSIM”.*
- However, within the same ministry another directorate or unit approaches the completion of APR template differently.
- *“Normally, what we do is that, unless we are having a challenge with the template, that's where we sit and analyse whatever it is. Then afterwards, we inform our heads and say, can you please go through what this template means? That's normally what we do. Otherwise, let's say two or three of us work on the template”.*

What is measured and reported on

Each directorate or unit provides information for the APR based on what is specified in the template provided by OHCS. For instance, the human resource directorate of a ministry provides data on staff strength, recruitment, transfers, retirements, and promotions, as well as details of in-service training or professional development programs attended by staff. Inputs from the accounts units include a financial breakdown on disbursements or expenditure for all projects and programs undertaken by the ministry for the reporting year. The focus is on discretely responding to the template requirements rather than a holistic assessment of performance.

Regarding validation of information collected, engagement with officers responsible for the APR preparation showed some level of cross validation particularly in cases of doubts about information received, especially when compared to the previous year.

Tools used and methods of validation

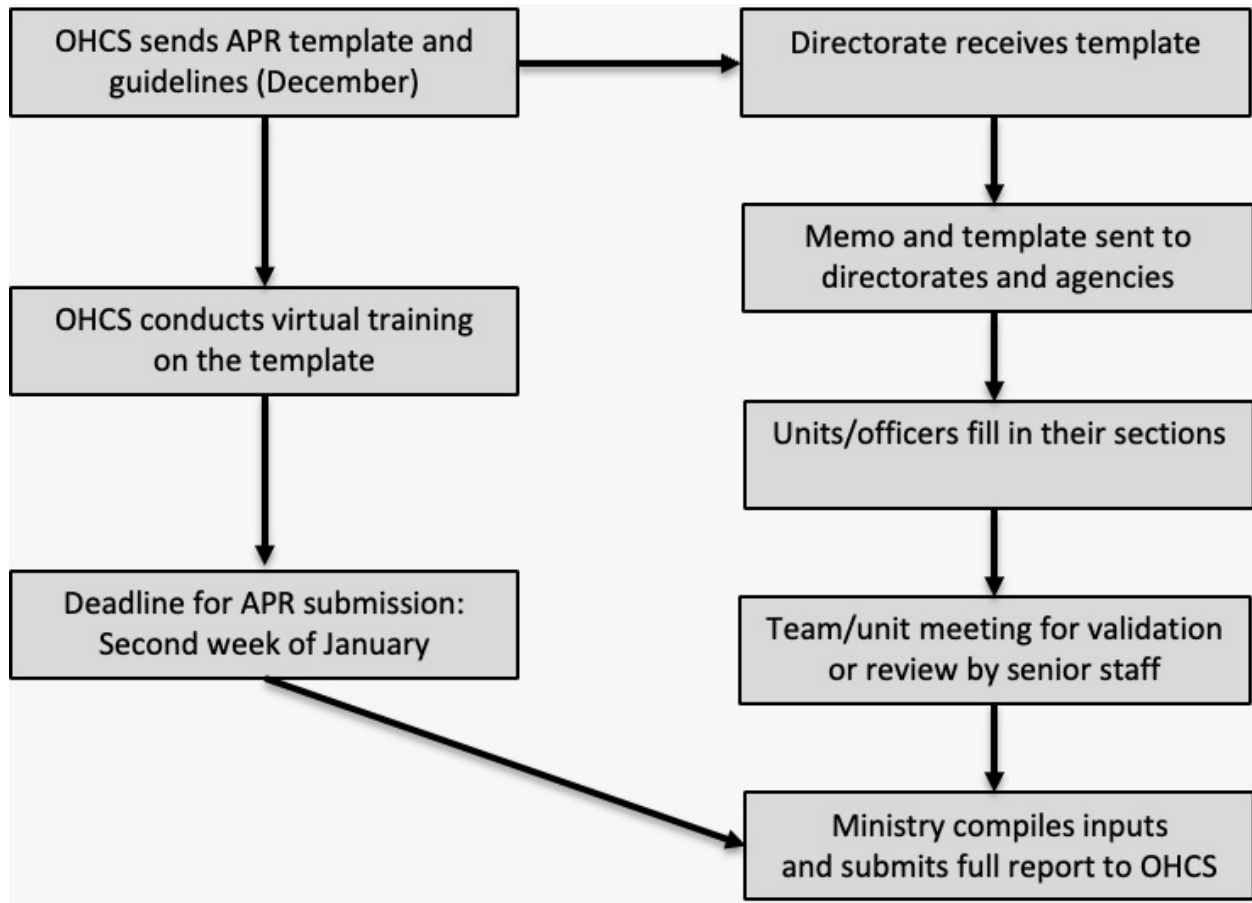
The study gathered that Microsoft Excel was a common tool used across the various ministries particularly for generating HR related data on employees sociodemographic, promotions, postings and other related staff information. A few other officers mentioned R and Power BI as other tools that used in the preparation of the APRs. Explanation for the predominant use of Excel is captured from engagement with the team from the Ministry of Transport as follows:

- *“If you look at the templates. I stand to be corrected, but we do not use any tool apart from the Excel worksheets. Because most of the things are write ups, and then you come to HR, it is the disaggregation by male- female and then the age distribution. And with accounts, you have the financials. As so that one like I explained, the Excel spreadsheets also help in properly doing the calculation rather than doing it manually”.*

Emphasizing on the same point, the team from the Ministry of Trade also explained as follows:

- *“Largely, it has been Excel or Word. Those are the basic tools. And HR, we are really suffering. Because we deal with a lot of data. And we have to sit and do it manually. Even when you came to the office, what you saw, we were validating information. We have to go to the personnel files every now and then just to ensure everything is accurate. Once you are done, Excel in its own way finds ways of just corrupting or messing up the data for you. It is more like every quarter; we have to do data validation every now and then. So, with software, it is a bit of a major challenge. I do not know for the other directorates or units, but for us, it is a big help for us.”*
- At the Ministry of Finance, officers combined Excel and Power BI in the to generate data for the APRs. This is how it was explained during the interview:
- *“When it comes to staff data, for instance, the tools I use in coming up with APR data is particularly Excel and Power BI. These two combine hand-in-hand, I'm able to get specific information to relate to the template provided.”*

Figure 1: Schematic of APR preparation process



Reflection and recommendation for further research

- **Based on the engagements with the selected ministries, it is clear that there is no standard mechanism used by civil servants within units or directorates to assess and improve their performance.** At the unit or directorate level being able to successfully complete their portion of the OHCS template for submission to the coordinating directorate within the ministry seems to be the priority. In cases where entire officers of units or directorates met, the goal was to bring inputs to complete the OHCS template and not necessarily a time to diagnose their performance.
- **The chief directors' performance agreement report emerged as a more detailed report that contains information of targets and outputs of all units and directorates within a ministry.** It will be useful to have samples of these reports to complement information in the APRs. To have a better understanding of the two documents, RCU recommends we request the Chief Directors' performance report of the ministries visited during the pilot study and do a comparison with their APRs. We can request and receive the action plans from the respective ministries of interest. We will need to inform the Head of the Civil Service in writing to direct the PPME to provide us with the three assessment reports for the various ministries.
- This information sets a good foundation for further research and, in particular an experimentation with different forms of diagnosis and reflection approaches among units to determine which is more effective in helping civil servants assess and improve their performance.
- Rolling out this research work will require a clear understanding of organizational structures. Units by the Civil Service organogram are supposed to be subsets of a directorate or division. However, it has been revealed that some directorates within some ministries do not have smaller units, and unit may be synonymous with a directorate or division.
- There may be a need for basic training for officers who are struggling to implement even the existing system. Apart from the human resource directorates in some ministries where Microsoft Excel, Stata or Power BI tool are used to generate results on staff sociodemographic characteristics, promotions, and postings, analytical tools are rarely used to assess performance.
- It was gathered that financial resources hinder officers from undertaking trainings that equip them with the diagnostic skills that yield higher performance.
- The most used form of training currently explored among officers is peer-to-peer and is viewed to be an efficient mode.

Appendix: Reporting Guidelines and Templates for the Preparation and Submission of 2024 Annual Performance Report by Sector Ministries

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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 must, within three months after the end of each year on December 31st, compile an Annual Report to assess the performance of various Ministries and Departments over the past twelve months.

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 to create a comprehensive Civil Service Annual Performance Report, which is then submitted to the presidency.

Therefore, it is imperative that all Sector Ministries submit their reports to the Office of the Head of Civil Service no later than ***Wednesday, January 15, 2025***, to facilitate the development of the 2024 Civil Service Annual Performance Report.

1.1. **THE REPORT OF SECTOR MINISTRIES**

The 2024 APR Reporting Guidelines and Templates have been developed to streamline and facilitate the process of preparing and submitting the Annual Performance Reports by Sector Ministries. The primary objective of these Guidelines and Templates is to establish a standardized framework that will assist Ministries in comprehending the necessary steps and criteria for submitting their Sector reports.

Sector Ministries are encouraged to utilize these Guidelines and Templates diligently to ensure a smooth and standardized process for the submission of the 2024 Annual Performance Reports. The reports of Sector Ministries shall be submitted in soft copies with the subject title: **‘2024 Annual Performance Report’** to csapr@ohcs.gov.gh and copied to benedict.boadi@ohcs.gov.gh

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 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 if any, and the implementation of Gender Mainstreaming as indicated in the guidelines. Additionally, the summary should reflect an overview of SDG implementation, challenges and forward look of the entire Service.

The executive summary should highlight the following;

- A brief on the profile of the sector Ministries
- Key achievements of the sector
- Gender Mainstreaming
- Implementation of SDGs
- Key challenges
- Foreword 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 Sector Departments, Agencies, Public Boards and Corporations and Public Service Organisations for which a Ministry has oversight responsibility (where applicable). The list should be classified into:

i. Civil Service Departments

E.g. Department of Gender

Kindly indicate which departments are decentralized. In addition, provide a breakdown of the Institutions of the decentralized departments that are remaining at the National level.

ii. Sub-vented Agencies

E.g. Lands Commission

iii. Public Service Organizations

E.g. Ghana Health Service

iv. Public Boards and Corporations

E.g. The Petroleum Commission

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, Chief Directors; and the Heads of Department (at national level only, **excluding non-Civil Service Organisations**) as per the format below:

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

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 2024-

3.0. PART TWO: HUMAN RESOURCE DATA AND ANALYSIS

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 undertaken disaggregate by sex, class and grade level
- b. Promotions undertaken disaggregate by sex, class and grade level

- c. Postings undertaken disaggregate by sex, class and grade level
- d. Upgrading undertaken disaggregate by sex, class and grade level
- e. Conversion undertaken disaggregate by sex, class and grade level
- f. Secondments disaggregate by sex, class and grade level
- g. Staff on transfer
- h. Staff on Contract disaggregate by sex, class and grade level
- i. Leaves (Study Leave, Leave of Absence, etc.) disaggregate by sex, class and grade level
- j. Exits from the Service (indicating specific date of exit disaggregated by sex and grade level)

§ Retirements

§ Resignations

§ Deaths

§ Dismissals

§ Interdictions

§ Vacation of post

3. Analysis of Training & Development – Appendix 3

- a. Scheme of Service & Competency-Based Training
- b. Workshops, Seminars & Conferences attended

c. Academic Training Programmes

d. Summary of Cost of Training & 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 ACHIEVEMENT, SUSTAINABLE DEVELOPMENT GOALS (SDGs) AND GENDER MAINSTREAMING ACTIVITIES OF THE SECTOR

This section deals with the **key achievements, SDGs and the progress of Gender Mainstreaming Activities** of the Sector. The information provided should cover details of the progress made as per the planned programmes (Action Plan) during the period under review. It should detail out the updates of the implementation of SDGs by the Sector as well as efforts to mainstream gender related activities in the Sector.

Note: The Templates for Achievements, SDGs and Gender Mainstreaming should be completed accordingly.

4.1. KEY ACHIEVEMENTS

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. 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 Programme/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 2023)** Explain what the Ministry intended to accomplish within the year.
- **Baseline (Status as of Dec 2022):** Provide an overview of the starting point or the situation as of December 2022 and explain the conditions or challenges that existed before the program or project was initiated.
- **What the Sector Implemented during the Reporting Year (Actual Results):** 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.

****Avoid Repetition:** Ensure that key achievements completed in previous years are not repeated in the 2023 Annual Performance Report. Focus on new achievements and uncompleted projects or programs from previous years.

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

<i>No.</i>	<i>Achievement (Policy, project or programme)</i>	<i>Targets</i>	<i>Start date</i>	<i>Baseline as at end of Dec. 2022</i>	<i>Implementation status as at 2023</i>	<i>Outcome</i>

	Online Recruitment Process	· Assess 20,000 applicants using the e-application system · Recruit 500 Officers to fill vacant positions in the Civil Service	2019	20,537 candidates applied online through the e-application system out of which 1,212 were appointed into the Civil Service in 2022	· System used to assess 25,000 applicants for the first phase and 4000 for the second phase. · 468 officers selected for appointment into the Civil Service	· OHCS saved cost and time in conducting its recruitment. · Reduced opportunities for collusion, nepotism and corruption in the recruitment process · Increased public trust in the government, and improved public policy implementation
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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 Being Implemented: Sector Ministry to specify which SDGs they are actively working on.

Indicators to Monitor the SDGs: Sector Ministry to provide specific 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: The OHCS will provide a link to a reporting matrix or template that focal persons at the Sector Ministries can use to input detailed information about the SDGs they are implementing. This matrix should include columns for each of the data points mentioned above, making it easier for Ministries to provide structured information.

4.3. GENDER MAINSTREAMING

Sector Ministries to provide a brief report on the implementation of Gender related activities in the following

- Representation: Gender Composition in Committee, management etc in 2024
- Implemented policies, programmes and activities (training etc) in 2024

The report should indicate efforts in ensuring the achievement of gender mainstreaming, equity, equality etc. The report should specify the following:

- Status of Gender Policy, Programme or Activities implemented – (Consider indicators, targets and outputs)
- Impact of Gender Implementation
- Challenges
- Recommendations

Note: Please complete **appendix 4** and attach to the report.

4.4. FINANCIAL PERFORMANCE

The report is also expected to cover an analysis of 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 in the implementation of Sector policies, programmes and projects.

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

5.0. PART FOUR: CHALLENGES

The report of the Ministry should provide the following:

- Summary of the major challenges encountered by the Ministry and its sector Departments in implementing the action plans during the period under review (2024).
- 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 bulleted.

6.0. PART FIVE: PROGRAMMES AND PROJECTS 2025

The Ministry should provide an overview of only the **STRATEGIC AND TOP PRIORITY AREAS** that have been programmed for 2025 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 2024

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**

S t a f f N o .	Name			S e x	Da te of Bir th (D D/ M M/ YY)	Curr ent Grad e	Da te of Fir st Ap poi nt me nt (D D/ M M/ YY)	Da te of Pre se nt Ap poi nt me nt (D D/ M M/ YY)	Hig hest Qu alifi cati on	Se nio r/J uni or Sta ff	N o. of Y e a rs at C u rr e nt M in is tr y / D e pt	Pr of ess io na l / su b pr of ess io na l	Full time /con trac t staff	Seco ndm ent/ Stud y Leav e	M a ri ta l st at us	P h o n e N o.	Su pe rvi so r's Na me	Su pe rvi so r's Gr ad e	Su pe rvi so r's sta ff ID
	Fir st Na me	S ur na me	M i d dle N a me (I n it ia ls)																
7 7 6 6 5 4	Jos eph	D an q ua h		M	17/ 06/ 62	Chief Direc tor	12/ 11/ 85	1/1 0/2 00 9	Ph D	Se nio r	3 y rs								
FINANCE AND ADMINISTRATION DIRECTORATE (FAD)																			

5		A		M	19/	Direc	21/	17/	MB	Se	4							
6	Fra	cq			09/	tor	11/	10/	A	nio	yr							
4	ncis	ua			72		90	06	Ad	r	s							
3		h							min									
4																		
5																		
Unit: Administration																		
4		Ar		F	8/1	Dep.	31/	14/	MA	Se	3							
3	Est	ye			1/7	Direc	10/	02/	Pub	nio	yr							
5	her	e			5	tor	95	08	lic	r	s							
5									Ad									
6									m.									
7																		
3		A		M	31/	Asst.	15/	19/	MB	Se	2							
4	Ric	ko			02/	Direc	09/	10/	A	nio	yr							
5	hm	rli			77	tor. I	03	12	HR	r	s							
7	ond								M									
7																		
8																		
POLICY PLANNING MONITORING AND EVALUATION DIRECTORATE (PPMED)																		
2		N		M	24/	Direc	20/	31/	MA	Se	4							
9	Eno	ka			12/	tor	08/	04/	Dev	nio	yr							
0	ch	ns			80		03	12	t	r	s							
9		ah							Stu									
8									dies									
6																		
Unit: Planning and Budgeting																		

556778	Ma vis	A sa re		F	22/ 07/ 80	Asst. Plann ing Offic er	1/1 /20 06	18/ 08/ 10	BA Eco nom ics	Se nio r	4 yr s							
454323	Mo ha mm ed	A ba ss		M	12/ 12/ 85	High er Exec Offic er	12/ 12/ 20 08	19/ 10/ 12	HN D	Se nio r	1 yr							
345789	Cec ilia	A m an k w ah		F	24/ 04/ 70	Steno graph er Gd II	12/ 25/ 20 06	19/ 10/ 12	Sec Sch Cert	Jun ior	1 yr							
RESEARCH, STATISTICS AND INFORMATION MANAGEMENT DIRECTORATE (RSIMD)																		
467587	Rub y	M en sa h		F	9/2 3/7 0	Direc tor	21/ 11/ 90	17/ 10/ 06	MB A Ad min	Se nio r	5 yr s							
Unit: Research and Statistics																		

256363	Isaac	Addo		M	1/6/1990	Executive Officer	10/1/2012	10/1/2012	Diploma	Junior	1 yr							
797077	Benjamin	Millis		M	13/04/1991	Executive Officer	1/1/2006	18/08/10	Diploma	Junior	1 yr							

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

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	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<u>Professional</u>												
Chief Director												
Director / Analogous												
Deputy Director / Analogous												
Assistant Director I Analogous												
Assistant Director IIA / Analogous												
Assistant Director IIB / Analogous												
Sub Total												
<u>Sub Professionals</u>												
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													
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 (2023)						
S/ N	Staff No.	Name of Officer	M/F	Grade	Date of First Appointm ent	Class
1.	12095	Kate Andrews	F	Asst Dir II ^B	01/10/24	Administrativ e

2.	99127	Kwami Kojo	M	Technic al Officer Grade III	01/03/24	Engineering
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**B. PROMOTIONS UNDERTAKEN (MINISTRY/DEPARTMENT IN EXCEL
FORMAT ONLY)**

S/ N	Staff No.	Name of Officer	Sex M/F	Promotion History		Noti onal Date	Substant ive Date
				Previous Grade	Curren t Grade		
1.	144 56	William Boateng	M	Asst. Director I	Deputy Director	15/0 2/24	20/06/24
				Asst. Director IIA		15/0 2/24	20/06/24
				Asst. Director IIB		15/0 2/24	20/06/24

2.	657 89	Derik Wiredu	M	Driver Grade II	Driver Grade I	15/0 2/23	20/06/24
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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	1445 66	William Boateng	M	Senior Budget Analyst	MOF	MELR	Western	15/03/2 4	17/03/2 4
					Min. of Trade	MOF	Central	12/03/2 4	23/04/2 4
2	8767 83	Linda Offei	F	Asst. Informati on Officer	MOI	MOH		30/09/2 4	30/09/2 4

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

	S t a f f N o .	Na me of Off ice r		Date of Firs t App oint men t	Pre vio us Gra de	New Acad emic Quali ficati on	Date of Attai ning Quali ficati on	Cu rre nt Gr ade	Ef fe cti ve D at e of ne w gr ad e
	6 7 4 8 4 4	Na na Bo nsu		1/12 /200 0	Seni or Info . Assi stan t	Bache lor's in comm unicat ion studie s	15/03 /23	Ass ista nt Inf or mat ion Off icer	17 /0 3/ 24
	6 7 4 4	Sa mil ia Sak		27/0 9/20 14	Sten ogra pher	HND in Secret aryshi	30/09 /23	Pri vat e	30 /0 9/ 24

	48	ordie			Grade II	Program Management		Secretary	
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E. STAFF WHO HAVE BEEN CONVERTED (IN EXCEL FORMAT ONLY)

S / N	Staff No.	Name of Officer	Sex	Previous Class	Academic Qualification	Current Class	Effective Date
1	876522	Lucy Dankwa	F	Information Class	Bachelor's in communication studies	Programme Class	02/10/2024

F. STAFF ON SECONDMENT (IN EXCEL FORMAT ONLY)

	S t a f f N o .	N a m e o f O f f i c e r		G r a d e	Se co nd ed Fr o m	Sec ond ed To	N o. of ye ar s se co n de d	S ta rt D at e	End Dat e	Re mar ks
	4 5 6 7 8 3	R a n s f e r W i l l i a m s		A s s t. D i r e c t o r I	M o E n	Ene rgy Co mm issi on	1 Y ea r	3 0/ 0 6/ 2 3	01/0 7/24	-

	2	K		S	M	PSC	2	0	03/0	
	2	of		n	S		Y	2/	1/26	
	3	i		r.	D		ea	0		-
	2	M		M			rs	1/		
	4	en		g				2		
	5	sa		t.				4		
		h		A						
				n						
				a						
				l						
				y						
				s						
				t						

G. STAFF ON CONTRACT (IN EXCEL FORMAT ONLY)

	Staff No.	Name of Officer	S e x M / F	Grade	D u r a t i o n	Start Date	End Date
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1	823 450	Rebecca Tagoe	F	Director	2 years	29/04 /23	28/04/25
2	592 701	Kofi Banahe ne	M	Chief Personnel Officer	1 year	15/10 /24	14/1/25

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

	S t a f f I D	N a m e o f O f f i c e r	G r a d e	T y p e o f L e a v e	Y e a r s B o n d e d	D u r a t i o n	S t a r t D a t e	E n d D a t e	R e m a r k
	2 4 5 7 3	Michael Asare	Dep . Director	Leave of Abs	2 Years	6 Months	09/ 03/ 24	27/ 09/ 24	Ongoing

				en ce					
	9 8 9 7 6 6	Er nes tin a Ok lu	Co mm erci al Tra de Offi cer	St u d y L ea ve w it h pa y	5 Yea rs	1 Ye ar	12/ 01/ 24	18/ 12/ 24	Res igne d
	3 2 2 4 4 5	Rit a Bo afo	Exe cuti ve Offi cer	St u d y L ea ve w it h o ut pa y	3 Yea rs	2 Ye ar	20/ 06/ 22	21/ 06/ 24	Co mpl eted

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

	S t a f f N o .	N a m e		G r a d e	D a t e	REASON FOR EXIT					
						Re tir em ent	Re sig na tio n	D is m is s al	Int er dic tio n	I n v ol u n t a r y	Ot he r
	7 5 8 5 8 9	E l v i s B i n k a		C h i e f E n g i n e e r	2 9 / 1 1 / 2 3	-	-	-		-	-

	563678	A d o r k o r A li		C hi ef Pl an ni ng O ffi ce r	2 3 / 0 8 / 2 3		-	-	-	-	-
	565775	D o ri s A d j e i		A ss t. Di r II B	3 0 / 1 2 / 2 3	-	-	-	-	-	Vo lu nta ry Re tir em ent

APPENDIX 3 - TRAINING & DEVELOPMENT (MINISTRY & DEPARTMENTS)

A. Scheme of Service and Competency-Based Training Programs in 2024 (EXCEL FORMAT ONLY)

	S t a f f N o .	N a m e of Of fic er	G r a d e		Cate gory (Sch eme of Serv ice or Com pete ncy)	C ou rs e of St u dy	In sti tut ion	D u r at ion	S t a r t D a t e	E n d D a t e	Fun ding	
											Co o r d i n a t e	Im p l e m e n t a t e
	2 2 9 8 7	A gn es Ti a	A ss t. B u d g et A n a l y st		Sche me of Servi ce	St rat eg ic Pl an ni ng	CS T C	5 W e e k s	0 1 / 0 7 / 2 4	0 6 / 0 8 / 2 4		-

	3 2 7 6 8	Pe arl A du - A dd y	A ss t D ir . II A		Com peten cy	Di pl o m a in Pu bli c A d mi n.	GI M P A	1 6 W e e k s	0 1 / 0 9 / 2 4	2 2 / 1 2 / 2 4		

B. Workshops, Seminars and Conferences Undertaken in 2024 (EXCEL FORMAT ONLY)

S / N	ST AF F No.	Name of Office r	Grad e	M / F	Progra mme Title	Insti tutio n	Dur atio n	Sta rt Dat e	En d Dat e	Fundin g	
										G o G	D P

1.	22356	Eric Abban	Social Devt Officer	M	Workshop on Child Labour	MELR	1 Day	15/05/24	15/05/24		-
2.	32768	Kofi Mahama	Comm. Devt. Officer	M	Seminar on Water Mgt.	CWSC	6 Weeks	01/07/24	11/08/24		

C. Academic Training Programs (EXCEL FORMAT ONLY)

S / N	STAFF	NAME OF OFF	GRADE	M / F	COURSE OF	INSTITUTION	DURATION	FULL /PART TIME	START DATE	END DATE	FUNDING	STUDY LEAVE
-------	-------	-------------	-------	-------	-----------	-------------	----------	-----------------	------------	----------	---------	-------------

	N O.	ICE R			STU DY						S el f	G o G	D P	W it h P a y	Wit hou t Pay
1	32 76 82	Ben Keas i	Snr. Exe c Offi cer	M	BA Polit ical Scie nce	Univers ity of Ghana	3 Years		02/ 01/ 23	31/ 12/ 25		-	-	-	
2	22 98 73	Irene Abe di	Eco n. Offi cer	F	MSc Econ omic s	Univers ity of Cape Coast	2 Years		04/ 04/ 23	03/ 04/ 25	-	-			-
3	56 77 64	Jose ph Oti	Ass t	M	M.A. Glob al Publi	Seoul Nat	2 Years		20/ 06/ 23	19/ 06/ 25	-	-			-

			Dir. I		c Adm in.	Uni. S. Korea									
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***Note: Kindly indicate the name of the Donor Partner(s) (DP) funding the training programme.**

**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 - GENDER MAINSTREAMING

1. Gender Representation (Composition of Committees, boards, management etc)

No	Name of Group / Committee / Mgt/tea (a)	Objective	Type (Statutory / Administrative / dhoc)	Sex disaggregation by age								Women's Impact of Gender Consideration [1]	Challenge [2]	Recommendation [3]
				18-29	30-39	40-49	50-59	60 and above	Total					
1	Management Committee	Take decisions for the effective management of the sector	dhoc			1								
2	Committee on Monitoring, Administration and Sustain	Initiate, monitor, guide and sustain	Statutory Source – Section 47 of the Civil									Provides diverse perspective and a more		

		udget and chedule.																rocess in e onstructio of the ffice xtension.		
5	udit ommitte		atutory																	

2. Gender Related Policies /Activities

S/ N	Policies/Act ivities	Objectiv e	Status of Implementa tion[4]	Achievem ent[5]	Collabor ative Institutio ns (Where Applicabl e)	Challe nges	Recommen dation / Mitigating Strategies
	Sexual Harassment Policy	Guide the conduct of staff in	Uploaded on the OHCS website				

		relation to sexual harassment	1 Training and sensitisation held				
	Gender equality training programme	Improve staff knowledge on gender equality at the workplace.					

APPENDIX 5: 2024 SUSTAINABLE DEVELOPMENT GOALS (SDGS) STATUS REPORTING TEMPLATE

No.	Name of Ministry / Department	SDG: Targets	SDG Indicators	Progress made by sector Ministry	Challenges	Mitigating Strategies
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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
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APPENDIX 6: 2024 FINANCIAL PERFORMANCE (EXCEL FORMAT ONLY)

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

SOURCE		PPROVED UDGET (GH¢)	EVIS D UDG T GH¢)	MOUNT RELEASED GH¢)	CTUAL XPENDITURE GH¢)	ARIA CE
	OG					=(B-C)
	ompensation of employees					
	se of Goods & ervices					
	APEX					
	GF					
	EV'T PARTNERS e.g.					
	ANIDA					
	CA					

	World Bank					
	Others					
	TOTAL					

[1] Impact of Gender Consideration - This section should provide the impact of the sex/age and pwd distribution on the functioning of the group/committees/boards etc

[2] Challenge - This column should indicate gender related issues that impede the functioning of the group/committee etc.

[3] Recommendations - Provides key steps to address the challenges.

[4] Status of Implementation – the current state of the activity/policy implementation. This should also indicate the gender consideration (Male/Female and PWD disaggregation)

[5] Achievement – Level of improvement on the status of implementation.

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