



MINISTRY
OF
FINANCE

SECTOR MEDIUM TERM DEVELOPMENT PLAN

2026-2029



JULY, 2025



PREFACE

The implementation of the Ministry's Medium-Term Development Plan under the Medium-Term National Development Policy Framework (MTNDP) (2022-2025) comes to an end in December 2025. It has, therefore, become necessary to prepare a successor Medium-Term Development Plan under the current Government's Programme of Resetting Ghana.

This Plan has been developed through the collaborative efforts of various Departments, Agencies and Divisions (DADs) of the Ministry. It builds on the achievements and challenges that have arisen from the implementation of the 2022-2025 Plan while incorporating emerging issues that require urgent attention.

The Ministry's mission is to ensure effective economic-policy management for macroeconomic stability and sustainable growth through sound fiscal policy and efficient public financial management. During the Plan's implementation, severe headwinds upended the steady growth experienced in previous years, laying bare domestic vulnerabilities in fiscal and debt sustainability. In response, the Government, under the IMF Extended Credit Facility Programme, introduced a raft of measures to strengthen macroeconomic resilience through Public financial management reforms, curtailment of wasteful expenditures and enhanced revenue mobilisation through improved tax compliance and administration.

Going forward, our economic policy will concentrate on fiscal and debt sustainability by consolidating public finances through increased domestic revenue mobilisation, expenditure rationalisation, and targeted job creation initiatives. The medium-term outlook is promising, bolstered by an anticipated rise in non-oil domestic and oil revenue, the implementation of the Government's initiatives, and an effective fiscal consolidation plan that aligns with H.E. The President's vision of economic freedom, job creation, and prosperity for all. This Plan prioritises the development and scaling up of the programmes and interventions that will ensure the country's steady transition to Upper-Middle-Income status.

The successful implementation of this Plan will require the coordinated action and participation of all stakeholders, particularly our Development Partners. I am confident that this Plan will inform the Ministry's planning and budget processes. I therefore call on every member of this Ministry to commit fully to the implementation of the Plan as our roadmap to resetting Ghana.



DR. CASSIEL ATO BAAH FORSON (MP)
MINISTER FOR FINANCE



ACKNOWLEDGEMENT

The development of this Medium-Term Development Plan involved extensive consultations among various stakeholders, Divisions, Agencies, and Departments (DADs). Guided by the strategic leadership of the Honourable Minister for Finance and the Deputy Minister, the process was conducted with clarity and purpose.

The technical working group established for the preparation of the Plan was supervised by the Chief Director and the Director of the Policy Coordination, Monitoring and Evaluation Division (PCMED).

I extend my profound appreciation to all the Officers who dedicated long hours to the successful preparation of the Plan. I am equally grateful to the DAD Representatives for their invaluable contributions.

Finally, the Ministry would like to express its gratitude to the National Development Planning Commission (NDPC) for its crucial facilitation role throughout the preparation of the Plan.


PATRICK NOMO
CHIEF DIRECTOR



ACRONYMS AND ABBREVIATIONS

AAP	Annual Action Plan
ABFA	Annual Budget Funding Amount
AfCTA	African Continental Free Trade Agreement
AML/CFT/CPF	Anti-Money Laundering/ Countering the Financing of Terrorism/ Countering Proliferation Financing
APR	Annual Progress Report
ATAF	African Tax Administration Forum
AWP	Annual Work Plan
BITs	Bilateral Investment Treaties
BoG	Bank of Ghana
CAGD	Controller and Accountant General's Department
CAMS	Certified Anti-Money Laundering Specialist
CHRAJ	Commission on Human Rights and Administrative Justice
CIPS	Chartered Institute of Procurement & Supply
CIT	Corporate Income Tax
COCOBOD	Ghana Cocoa Board
CPD	Continuing Professional Development
CPESDPs	Coordinated Programme of Economic and Social Development Policies
CPI	Consumer Price Index
CRAG	Credit Rating Agency Ghana
CSO	Civil Society Organisations
CTVET	Commission for Technical and Vocational Educational Training
DACF	District Assemblies Common Fund
DACF-RFG	District Assemblies Common Fund- Responsive Factor Grant
DADs	Departments, Agencies and Divisions
DBG	Development Bank Ghana
DCMIS	Development Cooperation Management Information System
DPCU	District Planning Coordinating Unit
DNFBP	Designated Non- Financial Businesses and Profession
DP	Development Partner
DQAF	Data Quality Assurance Framework
DSA	Debt Sustainability Analysis
EBID	ECOWAS Bank for Investment and Development
ECOWAS	Economic Community of West African States
EITI	Extractive Industries Transparency Initiative



EOCO	Economic and Organised Crime Office
EPC	Entity Project Committee
EPCC	Economic Policy Coordinating Committee
ERM	Enterprise Risk Management
ERM	External Resource Mobilisation
ERP	Enterprise Resource Planning
ESG	Environmental, Social and Governance
ESPV	Electronic Salary Payment Voucher
FDU	Fiscal Decentralisation Unit
FIC	Financial Intelligence Centre
FIU	Financial Intelligence Unit
FPPs	Financial Programming and Policies
FRU	Fiscal Risk Unit
FSD	Financial Sector Division
FSD	Fiscal Strategy Document
FWA	Framework Agreement
FWSC	Fair Wages and Salaries Commission
GAS	Ghana Audit Service
GCA	Ghana Census of Agriculture
GCF	Green Climate Fund
GCX	Ghana Commodity Exchange
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GES	Ghana Education Service
GHANEPS	Ghana Electronic Procurement System
GHEITI	Ghana Extractive Industries Transparency Initiative
GHG	Greenhouse Gas
GIDA	Ghana Irrigation Development Authority
GIFMIS	Ghana Integrated Financial Management Information System
GIPC	Ghana Investment Promotion Centre
GNCC	Ghana National Chamber of Commerce
GNPC	Ghana National Petroleum Commission
GNRP	Ghana National Revenue Policy
GoG	Government of Ghana
GPHA	Ghana Ports and Harbors Authority
GPS	Ghana Police Service
GPS	Global Positioning System



GRA	Ghana Revenue Authority
GSA	Ghana Standard Authority
GSS	Ghana Statistical Service
GTA	Ghana Tourism Authority
GTEC	Ghana Tertiary Education Commission
HCGAD	Human Capital and General Administration Division
HR	Human Resource
IAD	Internal Audit Directorate
IAT	Institute of Accountancy Training
IBP	Integrated Bank of Projects
ICA	Institute of Chartered Accountants
ICT	Information Communications Technology
ICTM	Information Communications Technology Management
IGF	Internally Generated Fund
IGFF	Inter-Governmental Fiscal Framework
IMC	Inter-Ministerial Committee
IMF	International Monetary Fund
IPPD	Integrated Personnel and Payroll Database
IPSAS	International Public Sector Accounting Standards
ITAB	Independent Tax Appeal Board
KDI	Key Development Indicators
LEAP	Livelihood Empowerment Against Poverty
LI	Legislative Instrument
M&E	Monitoring and Evaluation
MAB	Ministerial Advisory Board
MDAs	Ministries, Departments and Agencies
MDF	Minerals Development Fund
MFA	Ministry of Foreign Affairs
MFPU	Macro-Fiscal Policy Unit
MIIF	Minerals Income Investment Fund
MIS	Management Information System
ML	Money Laundering
MLNR	Ministry of Lands and Natural Resources
MMDAs	Metropolitan, Municipal and District Assemblies
MNE	Multinational Enterprises
MoF	Ministry of Finance
MoU	Memorandum of Understanding



MSG	Multi-Stakeholder Group
MSMEs	Micro, Small and Medium Enterprises
MTDPF	Medium-Term Development Policy Framework
MTEF	Medium Term Expenditure Framework
MTNDPF	Medium Term National Development Policy Framework
MTRS	Medium Term Revenue Strategy
NACAP	National Anti-Corruption Action Plan
NACOC	Narcotics Control Commission
NACPUS	National Advisory Committee of Producers and Users of Statistics
NAMWC	National Asset Management Working Committee
NDPC	National Development Planning Commission
NHIA	National Health Insurance Authority
NHIS	National Health Insurance Scheme
NIA	National Identification Authority
NIB	National Investment Bank
NIC	Net Interest Cost
NPOS	Non-Profit Organisation Secretariat
NPA	National Petroleum Authority
NPRA	National Pensions Regulatory Authority
NRP	National Reporting Platform
NSCS	National Security Council Secretariat
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
OAGMoJ	Office of the Attorney-General and Ministry of Justice
OCC	Official Creditor Committee
OECD	Organisation for Economic Co-operation and Development
OHCS	Office of the Head of Civil Service
ORC	Office of the Registrar of Companies
OSP	Office of Special Prosecutor
PAC	Public Accounts Committee
PAYE	Pay As You Earn
PCMED	Policy Coordination, Monitoring and Evaluation Division
PCU	Policy Coordination Unit
PDMO	Public Debt Management Office
PEs	Procurement Entities
PEAU	Public Entities and Assets Unit
PEMU	Public Expenditure Management Unit



PFM	Public Financial Management
PFM4SD	Public Financial Management for Service Delivery
PFMA	Public Financial Management Act
PFMRR&D	Public Financial Management Reforms, Research and Development
PHC	Population and Housing Census
PIAC	Public Interest and Accountability Committee
PIAD	Public Investment and Assets Division
PIM	Public Investment Management
PIP	Public Investment Projects
PIPU	Public Investment Programmes Unit
PIT	Personal Income Tax
PIU	Public Investment Unit
PNDC	Provisional National Defence Council
POCC	Potential, Opportunities, Constraints and Challenges
PPA	Public Procurement Authority
PPME	Public Procurement Model of Excellence
PPP	Public-Private Partnership
PSC	Public Services Commission
PWD	Persons With Disabilities
RCC	Regional Coordinating Council
RPCU	Regional Planning Coordinating Unit
RD	Research Division
REAC	Real Estate Agency Council
RPD	Revenue Policy Division
RSD	Real Sector Division
RTI	Right to Information
SEC	Security and Exchange Commission
SIGA	State Interest and Governance Authority
SMTDP	Sector Medium Term Development Plan
SOP	Standard Operating Procedures
SPAF	Standardised Procurement Audit Framework
SPP	Sustainable Public Procurement
SSWGs	Sector Statistical Working Groups
STC	Specialised Technical Committees
STD	Standard Tender Documents
TIN	Taxpayer Identification Number
TVET	Technical and Vocational Education Training



VAT	Value Added Tax
VSLA	Village Savings and Loans Associations
WAIFEM	West Africa Institute for Financial and Economic Management
WAMA	West African Monetary Agency
WAMI	West Africa Monetary Institute
WAMZ	West African Monetary Zone
WHO	World Health Organisation



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EXECUTIVE SUMMARY

This Sector Medium-Term Development Plan (SMTDP), covering the period 2026–2029, has been developed to succeed the current Sector Plan, which expires in December 2025. The Plan has been framed within the 16 steps guidelines issued by the National Development Planning Commission (NDPC) and in line with the National Development Planning (Systems) Regulations, 2016 (L.I. 2232). The Plan reflects the Ministry’s enduring commitment to results-oriented governance and inclusive development.

To facilitate broad-based collaboration, a dedicated SMTDP Committee was established, comprising representatives from Departments, Agencies and Divisions (DADs) of the Ministry. The Policy Coordination, Monitoring and Evaluation Division (PCMED) served as the Committee’s secretariat, providing essential technical and logistical support. The SMTDP Committee undertook extensive desktop reviews and held a number of workshops for the development of the Plan. The NDPC’s facilitation, combined with the active participation of DADs, ensured the development of this forward-looking and cohesive Plan, strengthening institutional ownership and stakeholder alignment.

The SMTDP has been carefully aligned with national development priorities outlined in the Medium-Term National Development Policy Framework (MTNDPF) 2026–2029 and integrates the President’s evolving vision, currently being consolidated under the Coordinated Programme of Economic and Social Development Policies (2025–2028).

The overarching goal of this Sector Plan is to ensure that the Ministry’s mission is realised, which is to attain effective economic policy management for macroeconomic stability and sustainable growth through sound fiscal policy and efficient public financial management. This aim will be achieved through deliberate fiscal planning that prioritises fiscal and debt sustainability, domestic revenue mobilisation and administration, expenditure rationalisation, and targeted job creation initiatives.

The Plan, in setting the tone for the next planning phase (2026–2029), provides a review of performance and documents key achievements, challenges, problems, and lessons learnt in implementing the Ministry’s 2022–2025 SMTDP under the President’s Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017–2024: Agenda for Jobs: Creating Prosperity and Equal Opportunity for All (2022–2025). It also identifies key development issues to be addressed in order for the Ministry to achieve its mandate for the 2026–2029 Plan. Well-structured programmes and projects have been developed for implementation during the life of the Plan.

The Ministry’s Plan serves as the foundation for preparing budgets in accordance with Section 21 (5)(ii) of the Public Financial Management Act, 2016 (Act 921) and the Public Financial Management Regulations, 2019 (L.I. 2378). It will also provide the basis for justifying budget requests to guide the allocation and release of funds for specific projects and programmes, and establish solid framework for implementation, monitoring, evaluation, communication, and reporting on the Ministry’s performance during the Plan’s execution.

The Plan is expected to act as a catalyst for achieving the Government’s Resetting Agenda, and the Ministry is committed to implementing the activities and programmes outlined in the Plan. The strict adherence to the Plan is expected to safeguard macroeconomic stability through disciplined fiscal management and prudent debt operations.



1.0 CHAPTER ONE – GENERAL INTRODUCTION

1.1 Introduction and Background

This chapter provides the background for the development of the 2026-2029 Sector Medium Term Development Plan (SMTDP). Key areas discussed include (i) Overall purpose of the 2026-2029 SMTDP, (ii) Mandate, Vision, Mission, Functions, Objectives and Core Values, (iii) Administrative Structure and Organogram of the Ministry, (iv) Plan Preparation Approach and Methodology adopted, and (v) Sequential Organisation and presentation of the Plan.

The Ministry of Finance (MoF) is a Central Management Agency responsible for ensuring effective economic policy management for the attainment of macroeconomic stability and sustainable economic growth through sound fiscal policy and efficient Public Financial Management.

The Ministry was established under Sections 11 & 13 of the Civil Service Law 1993 (PNDCL 327) as amended by an Executive Instrument, Civil Service (Ministries) Instrument, 2025 (E.I. 1) to ensure effective and efficient Macroeconomic and Financial Management of Ghana's economy.

1.2 The Aim of the Sector Medium Term Development Plan

The aim of preparing this Plan is to facilitate the identification and systematic implementation of programmes and projects, consistent with the 2026-2029 Medium Term National Development Policy Framework (MTNDPF) issued by the National Development Planning Commission (NDPC). The Planning Guidelines issued by NDPC, therefore, serves as the main source of reference in the preparation of this SMTDP.

Specifically, the Plan seeks to:

- i. Provide a comprehensive performance review and documentation of key achievements, challenges, problems and lessons learnt in the implementation of the Ministry's 2022-2025 SMTDP under the President's Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017-2024: Agenda for Jobs: Creating Prosperity and Equal Opportunity for All (2022-2025);
- ii. Identify key development issues to be addressed to enable the Ministry achieve its mandate during the 2026-2029 Plan implementation period;
- iii. Outline well-structured programmes and projects for implementation by the Ministry and its Sector Agencies;
- iv. Provide the basis for the preparation of Budgets in line with the Public Financial Management Act, 2016 (Act 921) and the Public Financial Management Regulations, 2019 (L.I. 2378);
- v. Provide justification for budgetary requests to guide the allocation and release of funds towards the execution of specific projects and programmes; and
- vi. Provide a robust framework for the implementation, monitoring and evaluation, communication and reporting on the Ministry's performance during the 2026-2029 Plan implementation period.



1.3 Approach and Methodology

The Plan preparation process, as required by the National Development Planning Commission Guidelines, was highly participatory with technical support from the NDPC. The high level of participation by all Departments and Agencies of the Ministry was to promote and strengthen the ownership of the Plan. In line with the Planning Guidelines, the Plan Preparation Team was composed of representatives from all the Departments and Agencies of the Ministry. Apart from desktop reviews done by the Plan Preparation Team, a number of workshops were held during the preparation of this SMTDP including stakeholder validation workshop to finalise it.

1.4 Mandate, Vision, Mission, Functions, Objectives and Core Values

1.4.1 Mandate

The Ministry is mandated to ensure effective and efficient Macroeconomic and Public Financial Management of Ghana in line with the 1992 Constitution and Section 11 of the Civil Service Act, 1993 (PNDC Law 327), PFM Act as well as Executive Instrument 1 (E.I. 1), Civil Service (Ministries) (Amendment Instrument, 2025).

1.4.2 Vision

To be a world-class economic management institution for the development and prosperity of all Ghanaians.

1.4.3 Mission Statement

The Ministry exists to ensure effective economic policy management for the attainment of macroeconomic stability and sustainable economic growth by employing sound fiscal policy, efficient public financial management, competent staff, and robust systems for the socio-economic development of Ghana.

1.4.4 Goal

The goal of the Ministry is to ensure efficient and effective management of the economy towards the attainment of upper middle-income status and poverty reduction.

1.4.5 Core Values

The Ministry's operations are underpinned by the following core values:

- Professional: Demonstrate the highest standards and integrity in service delivery.
- Ethical: Demonstrate the highest level of accountability and moral principles in service delivery.
- Efficient: Ensure timely completion of tasks, prudent use of resources, and continuous improvements in service delivery.
- Responsive: Be proactive in our engagements with our internal and external stakeholders.



1.4.6 Objectives of the Ministry

The key objectives of the Ministry of Finance are to:

- i. Promote macroeconomic stability and fiscal prudence to support inclusive (sustainable) economic growth;
- ii. Mobilise resources efficiently and effectively;
- iii. Promote prudent public expenditure management;
- iv. Ensure sustainability of public debt;
- v. Promote the development of a robust and inclusive financial sector;
- vi. Strengthen production of quality, relevant, accurate and timely statistical information for national development;
- vii. Improve human resource and institutional management capacity; and
- viii. Promote efficient and effective anti-corruption systems, financial integrity and revenue assurance.

1.4.7 Functions

Section 13 of the Civil Service Act, 1993 (PNDC Law 327) states the following:

“A Ministry shall:

- a. Initiate and formulate policies, taking into account the needs and aspirations of the people.
- b. Undertake development planning in consultation with the National Development Planning Commission; and
- c. Co-ordinate, monitor and evaluate the efficiency and effectiveness of the performance of the Sector.”

The specific functions of the Ministry are outlined below:

- Formulate and ensure the implementation of macro-fiscal policies;
- Ensure prudent public financial management to promote transparency, probity and accountability in the management of financial resources;
- Monitor and evaluate macro-fiscal policies and the public financial management system in line with national development policies and plans;
- Ensure effective and efficient mobilisation of domestic and external resources;
- Ensure efficient and effective allocation and prudent management of resources
- Prudently manage public debts;
- Develop an efficient financial sector that supports and promotes structural transformation of the economy, financial inclusion and its integration into the global financial system; and
- Ensure efficient and effective management of public investments, state interests and assets for the promotion of sustainable economic growth and development.

1.5 Organisational Structure

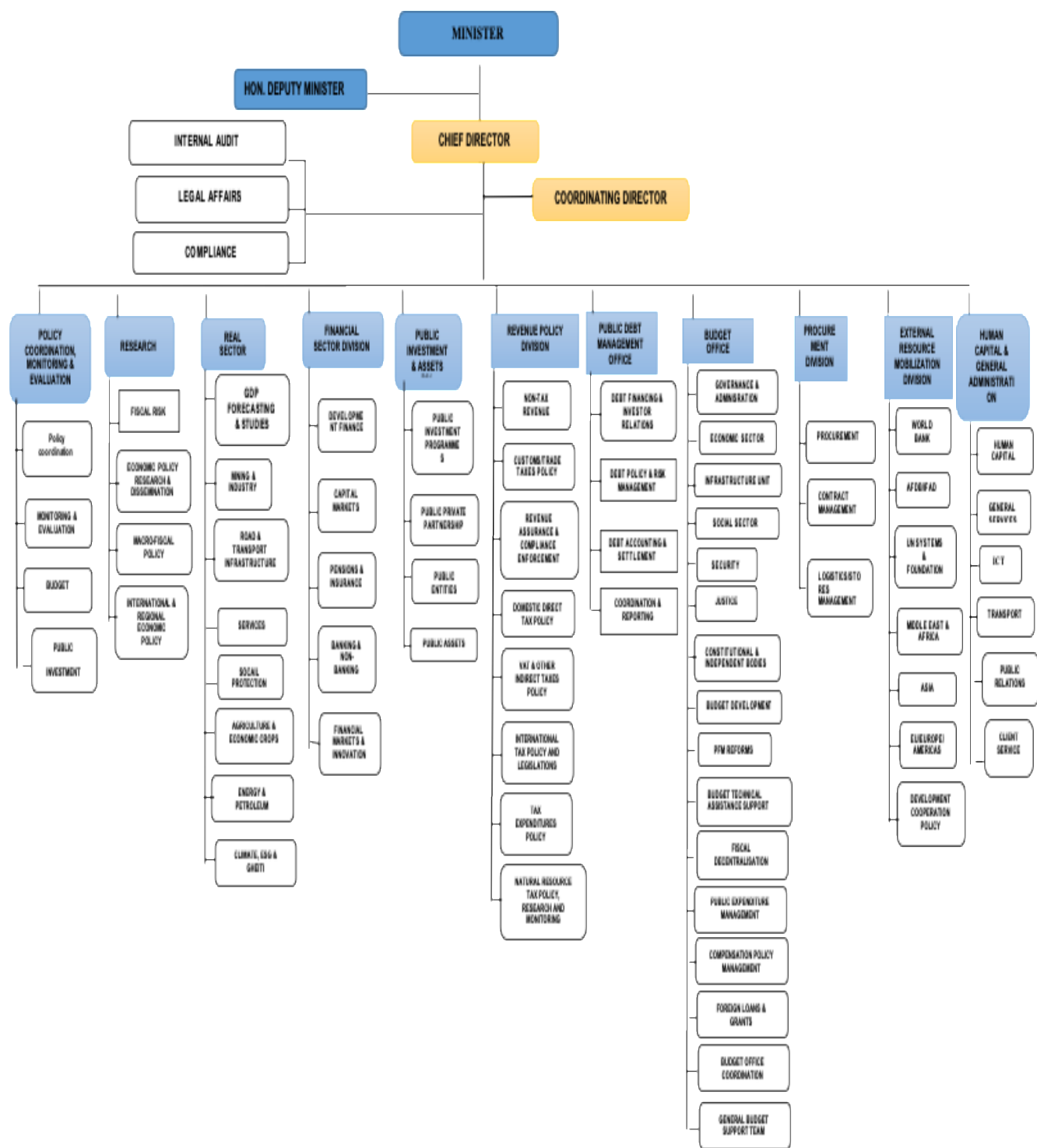
The Ministry is one of the Central Management Agencies and is comprised of: The Headquarters, one Department and five (5) Agencies. The Headquarters is made up of thirteen (13) Divisions namely: Research; Real Sector; Public Investment and Assets; Public Debt Management Office; Financial Sector; External Resource Mobilisation; Revenue Policy; Budget Office; PFM Compliance; Procurement; Policy Coordination, Monitoring and Evaluation; Human Capital and General Administration; and Finance. In addition, the Legal and Internal Audit Directorates play advisory functions in the Ministry.



The Department and Agencies are: Controller and Accountant General's Department (CAGD); Ghana Revenue Authority (GRA); Ghana Statistical Service (GSS); Public Procurement Authority (PPA); Financial Intelligence Centre (FIC); and Institute of Accountancy Training (IAT).



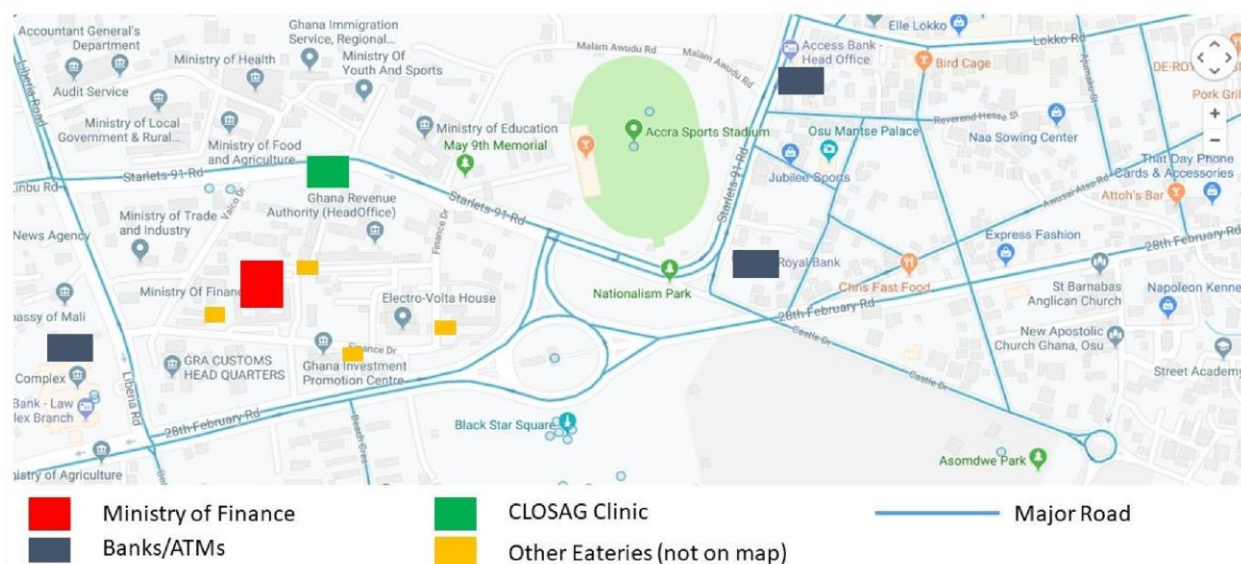
1.5.1 Organogram



1.5.2 Location and Physical Characteristics

The Ministry of Finance is located within the Ministry's enclave in Accra. It is situated along the Finance Drive and between the Ghana Statistical Service, the Ghana Revenue Authority, and the Volta River Authority. Its GPS Code is GA-144-2024.

Figure 2: Location of the Ministry



All other icons and their interpretations remain the same

1

1.6 Organisation of the Plan

The Plan is organised into eight (8) Chapters. Chapter One focuses on the Profile, Current and baseline situation of the Ministry of Finance and its sector Agencies, Chapter Two continues with the Situational Analysis of the Ministry while Chapter Three discusses Prioritisation of the Key Development Issues (KDIs). Chapter Four outlines the Development Goals, Objectives and Strategies to address the prioritised issues, Chapter Five also outlines the Composite Development Programmes and Sub-Programmes designed by the Ministry to implement the objectives and strategies. Chapter Six provides the Ministry's Annual Action Plans (AAP) for 2026 – 2029, Chapter Seven gives a brief overview of the Monitoring and Evaluation Plan of the SMTDP and Chapter Eight is dedicated to the Communication Strategy of the Plan.



2.0 CHAPTER TWO – SITUATIONAL ANALYSIS

This chapter reviews the Ministry's performance for the period 2022-2025. It covers identified programmes and sub-programmes as well as the financials for the period. It also covers the existing conditions in the Ministry and the development issues identified to be resolved in the 2026-2029 implementation period.

2.1 The Ministry's Performance Review 2022 - 2025

The section below provides a general review of the Ministry's performance in the implementation of the identified programmes and sub-programmes areas.

Table 1 below highlights the performance of the Ministry.



Table 1: 2022-2025 Performance Review

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target		Cumulative Achievements		Remarks
					Year	Data	
Economic Development	Real GDP Growth	51.4	2022	3.7	2022	3.8	-
			2023	1.5	2023	3.1	
			2024	3.1	2024	5.7	
			2025	4.0	2025	-	
	Real Non-Oil GDP	6.6	2022	4.3	2022	4.7	-
			2023	1.5	2023	3.6	
			2024	2.8	2024	6.0	
			2025	4.8	2025	-	
	Fiscal Deficit as a Percentage of GDP (Cash)	-11.3	2022	-6.6	2022	-10.7	-
			2023	-6.4	2023	-3.2	
			2024	-5.3	2024	-5.2	
			2025	-4.1	2025	-	
	Total Expenditure as a Ratio of GDP	23.7	2022	22.6	2022	27.7	-
			2023	21.5	2023	18.9	
			2024	21.5	2024	23.7	
			2025	19.2	2025	-	
	Interest Payments as a Ratio of Total Expenditure	30.6	2022	30.9	2022	27.1	-
			2023	24.4	2023	17.5	
			2024	21.8	2024	16.8	
			2025	23.9	2025	-	
	Total Domestic Revenue as a Percentage of GDP	15.1	2022	16.2	2022	15.7	-
			2023	15.5	2023	15.0	
			2024	17.1	2024	15.7	
			2025	15.9	2025	-	
	Earmarked Funds as a Ratio of Tax Revenue	24.1	2022	31.6	2022	32.5	-
			2023	28.6	2023	28.3	
			2024	28.4	2024	30.7	
			2025	28.7	2025	-	
	Total Wages as a Ratio of Tax Revenue	51.4	2022	44.3	2022	46.8	-
			2023	41.5	2023	41.2	
			2024	39.8	2024	39.9	
			2025	35.9	2025	-	
	Reduce interest cost as a % of GDP to about 5% of GDP	7.3	2022	7.0	2022	7.5	-
			2023	5.2	2023	3.3	
			2024	4.7	2024	4.0	



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target		Cumulative Achievements		Remarks
					Year	Data	
	Debt to GDP Ratio	78.6%	2025	4.6	2025	-	-
			2022	N/A	2022	72.9%	
			2023	N/A	2023	68.7%	
			2024	N/A	2024	61.8%	
			2025	N/A	2025	-	
	Primary Balance as a percentage of GDP	-4.0	2022	0.4	2022	-3.2	-
			2023	-1.2	2023	0.2	
			2024	-0.6	2024	-1.2	
			2025	-0.5	2025	-	
	Asset Management Policy and Strategy Prepared	No Asset Management Policy and Strategy Document	Review Asset Management Policy and Strategy with stakeholders		2022	Terms of Reference developed	-
			Implement Asset Management Policy and Strategy		2023	Consultant engaged	
					2024	Final draft National Asset Management Policy developed and reviewed by National Asset Management Working Committee	
					2025		
	State Ownership Policy (SOP) approved, and implementation rollout commenced	Draft State Ownership Policy and related Guidelines developed.	Review and operationalise Draft State Ownership Policy and related Guidelines with stakeholders		2022	Draft policy developed	-
			Operationalise State Ownership Policy		2023	State Ownership Policy approved by Cabinet	
					2024	State Ownership Policy launched and disseminated	
					2025		
	Public Investment Programme (PIP) established and	PIP prepared and approved for the 2021 Budget.	Prepare and approve PIP for the 2022 Budget		2022	PIP prepared and approved for the 2022 Budget	-



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target	Cumulative Achievements		Remarks
				Year	Data	
	used as the basis for capital expenditure budget		Prepare and approve PIP for the 2023 Budget	2023	PIP prepared and approved for the 2023 Budget	
			Prepare and approve PIP for the 2024 Budget	2024	PIP prepared and approved for the 2024 Budget	
			Prepare and approve PIP for the 2025 Budget	2025	PIP prepared and approved for the 2025 Budget	
	PPP Regulations developed and enacted	Drafting of the PPP Regulations commenced	Review Draft PPP Regulations with stakeholders and submit to Parliament	2022	Draft PPP Regulations reviewed with stakeholders	-
			Disseminate PPP Regulations	2023	Final Draft PPP Regulations developed	
			Operationalise PPP Regulation	2024	PPP Regulation presented and laid in Parliament	
			Operationalise PPP Regulation	2025		
	PFM (PIM) Regulations implemented	MDAs/ MMDAs/ SoEs and other stakeholders Sensitized on PFM (PIM) Regulations, 2020, L.I.2411 disseminated to stakeholders by 2021	Operationalise PFM (PIM) Regulations, 2020 (L.I.2411)	2022	PFM (PIM) Regulations, 2020 (L.I.2411) under operation (sensitized, disseminated and implemented)	-
				2023		
				2024		
				2025		
	Development Bank Ghana (DBG) established and operationalised	-	operationalise a Partial Credit Guarantee (PCG) wing of the DBG	2024	Bank of Ghana issued license for the PCG operations	-
	Domestic Credit Rating Agency launched and operational	-	Develop internal policies/ manuals for the launch and operationalisation of the Credit Rating Agency Ghana (CRAG)	2024	Relevant internal policies developed for the CRAG	The CRAG is scheduled to be launched in 2025.



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target	Cumulative Achievements		Remarks
				Year	Data	
	Insurance regulations passed by Parliament	Insurance regulations 2024 (L.I. 2488)	Submit Insurance Regulation to Parliament	2024	The New Insurance Regulation, 2024 (L.I. 2488) passed and being enforced.	-
	Securities Industry Act, 2016 (Act 929) reviewed and redrafted	Securities Industry Act, 2016 (Act 929)	Review and redraft Act 929 for consideration	2025	The final Bill by the consultant is being prepared for necessary enactment process	The new Bill is being prepared for Cabinet approval.
	Annual Financial Inclusion Report published	-	30 th Sept	2024	30 th Sept	
	Demand Side Survey Report produced	-	Develop and publish Demand-side Survey Report	2024	Demand-side Survey Report published and four (4) disseminations have been held across the country	Dissemination workshops were held for regulators, financial sector players, academia, and civil society
	-Ghana National Revenue Policy (GNRP) document prepared	Inception Report submitted by consultant	Complete the Medium - Term Revenue Policy and Strategy Documents	2023	Ghana National Revenue Policy (GNRP) prepared and approval received.	-
	Medium Term Revenue Strategy (MTRS) Document published	Inception Report submitted by consultant	Review and finalise the policy and Strategy documents	2023	Medium Term Revenue Strategy (MTRS) document finalised and published	-



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target		Cumulative Achievements		Remarks
					Year	Data	
	Fees and Charges Legislative Instrument reviewed and analysed for submission to Parliament	Fees and Charges proposals for 96 MDAs reviewed and analysed	Submit Fees and charges Bill to Parliament Prepare a Legislative Instrument to the Fees and Charges Act to include new MDAs' and submit to Parliament		2023	Fees and Charges (Miscellaneous Provision s) Act, 2022 (Act 1080) passed in 2022 L.I. to the Fees and Charges Act was also passed	-
	NTR Bill drafted and submitted to Parliament	Fragmented legal, regulatory, and Institutional framework	Draft overarching NTR bill to resolve fragmented legal, regulatory, and Institutional framework Prepare and review technical report for engagement of consultant		2024	AfDB has given a no objection approval for the engagement of a consultant	-
	Tax Exemption Regulations developed	Draft Regulation reviewed and ready for submission to Parliament	Finalise and publish Administrative Guidelines for implementation;		2024	Exemptions Regulations yet to be finalised	-
	Amount of Domestic Tax revenue collected	57,433.38	2022	71,948.76	2022	75,706.34	-
			2023	110,161.74	2023	113,066.43	
			2024	145,998.47	2024	153,566.15	
	Corporate Income Tax	47,505	2022	64,336	2022	53,206	-
			2023	57,356	2023	54,151	
			2024	67,676	2024	57,013	
	Personal Income Tax	58,953	2022	80,563	2022	68365	-
			2023	73757	2023	68600	
			2024	86983	2024	73563	
	VAT	43,664	2022	60,354	2022	48,939	-
			2023	52,217	2023	59,204	
			2024	62,248	2024	61,379	
	PAYE(Employers)	42,924	2022	45,585	2022	44,623	-
			2023	50,144	2023	47,753	
			2024	57,982	2024	52,186	
	Domestic Excise	165	2022	180	2022	171	-



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target		Cumulative Achievements		Remarks
					Year	Data	
			2023	188	2023	182	
			2024	193	2024	202	
	CIT	56	2022	90	2022	58.5	-
			2023	90	2023	48	
			2024	95	2024	49.3	
	PIT	28	2022	90	2022	45	-
			2023	90	2023	33	
			2024	95	2024	45.4	
	VAT	67	2022	90	2022	84	-
			2023	90	2023	77.4	
			2024	95	2024	81.9	
	PAYE	67	2022	95	2022	74.7	-
			2023	90	2023	77.6	
			2024	95	2024	9	
	Domestic Excise	74	2022	90	2022	74.92	-
			2023	90	2023	77.5	
			2024	95	2024	73.58	
	CIT	56.22	2022	90	2022	49.12	-
			2023	90	2023	28.1	
			2024	95	2024	47.39	
	PIT	28.32	2022	90	2022	38.66	-
			2023	90	2023	20.4	
			2024	95	2024	38.58	
	VAT	67.05	2022	90	2022	77.22	-
			2023	90	2023	85.36	
			2024	95	2024	85.36	
	PAYE	66.81	2022	90	2022	77.75	-
			2023	95	2023	81.13	
			2024	98	2024	81.13	
	Domestic Excise	73.85	2022	80	2022	74.92	-
			2023	97	2023	75.3	
			2024	99	2024	77.5	
	Number of Post Clearance Audits Performed	205	2022	222	2022	253	-
			2023	278	2023	273	
			2024	306	2024	334	
	Debt recovery ratio	10.2	2022	30	2022	23.60	-



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target		Cumulative Achievements		Remarks
					Year	Data	
			2023	30	2023	39.5	
			2024	30	2024	24.66	
	Scheme of Service Developed		2022	50% Complete	2022	80% Developed	-
			2023	Develop 100%	2023	100% Developed	
			2024	Rollout Scheme of Service	2024	Scheme of Service rolled out	
	Performance Management Scheme 360 implemented	Manual System	2022	100% of framework developed and approved	2022	75% of framework developed and approved	-
			2023		2023	Pilot for selected offices	
			2024	Rollout Performance Management Scheme	2024	100% Rollout	
	Budget Guidelines prepared and disseminated	11 TH Aug	30 th June		2022	6 th Oct,	6 th Oct, 28 th Sept, 24 th Sept.
					2023	28 th Sept,	
					2024	24 th Sept.	
	Annual Budget Statement and Economic Policy of Government prepared and presented to Parliament	12 th March	15 th Nov		2022	17 th Nov,	17 th Nov, 24 th Nov -
					2023	24 th Nov	
					2024	-	
	Mid-Year Fiscal Policy Review Prepared and presented to Parliament	23 rd July	31 st July		2022	25 th July	25 th July 31 st July 23 rd July
					2023	31 st July	
					2024	23 rd July	
	Budget Implementation Instructions	9 th April	15 th Jan		2022	7 th Feb	-
					2023	16 th March	
					2024	31 st Jan	



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target	Cumulative Achievements		Remarks
				Year	Data	
	prepared and issued by 15 th January					
	Number of PFM Sensitization organised for MDAs	250	1000	2024	601	-
	Number of Annual ESLA Report in line with Section 6 of the ESLA produced	1	4	2024	3	-
	Annual Budget Performance Report (ABPR) prepared and submitted to Parliament by	30 th June	30 th June	2022	30 th June	-
				2023	30 th June	
				2024	30 th June	
	Number of reports on monitoring of government funded projects produced	4	16	2024	12	-
	Number of Budget allotment ceilings prepared and issued by end of each quarter for ensuing quarter.	4	16	2024	13	The 4 th quarter allotment ceiling for 2024 was not issued due to fiscal constraints.
	Number of GoG Cash Flow monthly forecast produced	12	48	2024	36	-
	Number of quarterly Budget Performance Report produced	4	12	2024	8	-
	Number of Annual Budget Performance Report produced	1	4	2024	3	-



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target	Cumulative Achievements		Remarks
				Year	Data	
	Local Government Finances Bill Passed by end December 2021	N/A	End-December 2021	2024	-	A draft Bill was prepared but could not be presented to the Parliament Select Committee on Local Government and Finance due to their inability to schedule a date for engagement
	Number of reports on status of Fiscal Decentralisation prepared	4	12	2024	8	-
	Number of sensitisation of MMDAs on the Local Government Finance Bill organised	N/A	261	2024	0	The Bill has not been passed
	Number of reports from Composite Budget Monitoring Exercise submitted by end May 2021	1	4	2024	3	-
	Number of critical staff of MMDAs trained on revenue mobilisation and management at the local level	261	1,044	2024	1,140	-
	Number of ESPV Validators & Heads of MDAs & MMDAs Sensitised	1000	2000	2024	3000	-
	Number of Public Sector Accounting Staff trained on accounting and reporting in line with IPSAS	5000	10000	2024	1500	-



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target	Cumulative Achievements		Remarks
				Year	Data	
	Number of IGF Institutions rolled onto GIFMIS	5	19	2024	64	-
	Number of MDAs/MMDAs End-Users Sensitised on GIFMIS	20	1,100	2024	1079	-
	Number of Functional and Technical Staff Trained on Payroll Processes Management	100	100	2024	175	-
	Number of Public Universities Migrated onto the National Payroll (IPPD2)	2	6	2025	7	-
	Number of Salaries and Pensions Paid	12	48	2025	39	-
	Number of Weeks for Reconciling Bank Accounts	2	2	2025	2	-
	Percentage of Unearned Salaries Recovered	90%	96%	2024	93%	-
	Number of CPD Programmes organised for staff to build their capacity in ICA and HR proficiency	15	30	2024	451	Zoom meeting was held in 2024 and more people were trained
	Number of investigations conducted into financial malfeasance	1	4	2023	3	-



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target	Cumulative Achievements		Remarks
				Year	Data	
	Number of Annual National Accounts on Public Funds prepared	1	4	2025	3	-
	Debt Sustainability Analysis conducted and published	31 st December	31 st December	2022	31 st Dec	-
				2023	31 st Dec	
				2024	31 st Dec	
				2025	31 st Dec	
	Medium Term Debt Strategy conducted and published	31 st December	31 st December	2022	31 st Dec	-
				2023	31 st Dec	
				2024	31 st Dec	
	Number of cases heard and determined by the appeals board	-	15	2024	12	-
	Number of Country Credit Risk Rating Undertaken	3	12	2022	12	High credit ratings in 2022 and 2023 due to announcement and implementation of a debt restructuring.
				2023	10	
				2024	4	
	Public Debt Report Prepared and Published by 31 st March	31 st March	31 st March	2022	31 st Mar	-
				2023	31 st Mar	
				2024	31 st Mar	
				2025	31 st Mar	
Governance, Corruption and Public Accountability	Number of Annual GHEITI Reconciliation Reports produced	1	4	2024	3	-
	Number of Procurement Entities Assessed	670	1,340	2023	1,500	-
	Number of Procurement Entities monitored	670	1,500	2023	1,425	-
	Number of PEs who post their plans on the PPA website	432	675	2024	832	Data available on PPA website/ GHANEPS



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target		Cumulative Achievements		Remarks
					Year	Data	
	Number of PEs who post their tender notices and Contract awards on the PPA website	300	1000		2024	1000	-
	Number of PEs having a functioning Procurement Units staffed with Qualified Staff	500	1000		2023	867	-
	Number of PEs enrolled on GHANEPS	Nil	500		2024	867	-
	Ghana Electronic Procurement System (GHANEPS) Integrated with GIFMIS	GHANEPS available	Functioning UCOI in place		2024	GHANEPS ready to be integrated	-
	Number of Anti-Money Laundering/Combating Financing of Terrorism (AML/CFT) Intelligence Reports produced.	168	2022	160	2022	204	-
			2023	170	2023	180	
			2024	180	2024	189	
	Number of cross border transactions analysed and disseminated	74	2022	100	2022	84	-
			2023	100	2023	84	
			2024	100	2024	90	
	Number of Accountable Institutions and CSOs trained.	1349	2022	800	2022	1080	-
			2023	850	2023	1011	
			2024	850	2024	1532	



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target	Cumulative Achievements		Remarks
				Year	Data	
Implementation, Coordination, Monitoring and Evaluation	Percentage of ICT infrastructure managed and operational	90% of ICT infrastructure operational in 2021	95% of ICT infrastructure managed and operational by 2025	2025	95%	The baseline assumes 90% of ICT infrastructure was operational in 2021. The target is to enhance ICT systems for improved efficiency within the MoF.
	MoF Annual Progress Report (APR) prepared and submitted to NDPC	31st January	31st January	2022	26th January	-
				2023	30th January	
				2024	29th January	
	Number of MoF Annual Budget Performance Report prepared	1	4	2024	3	-
	2021 MoF National Anti- Corruption Action Plan Status Report submitted by	29 th March	31 st March	2022	31 st May	-The reporting period for the 2021 report was changed to May, due to technical challenge with the online reporting system i.e. NACoRD. - Yet to prepare 2024 MoF NACAP Report.
				2023	20 th March	
				2024	29 th April	
	Number of Nominal GDP produced	4	16	2022	4	-
				2023	4	
				2024	4	
	Number of Real GDP produced	4	16	2022	4	-
				2023	4	
				2024	4	
	Annual GDP produced by	30th April	30th April	2022	20 th April	-
				2023	20 th March	



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target		Cumulative Achievements		Remarks
					Year	Data	
					2024	10 th March	
	Number of 2021 Round of Population and Housing Census (PHC) reports published				2022	6	-
					2023	5	
					2024	264	
	Number of students enrolled	10	93		2024	41	Data available as at 2024
	Number of capacity building programmes organised	0	5		2023	3	-
	Procurement Plan Developed	30 th November	2022	30 th November	2022	26 th November	-
			2023	30 th November	-	28 th November	
			2024	30 th November	-	28 th November	
			2023	30 th March	2023	30 th March	
			2024	30 th March	2024	30 th March	
	External resources disbursed	GHS6.07billion	2022	GHS5.60b	2022	GHS3.46b	Disbursements in 2025 and 2026 is expected to be within the IMF ceilings for the bilateral and multilateral inflows.
			2023	GHS9.48b	2023	GHS7.11b	
			2024	GHS8.93b (2024)	2024	GHS17.11b	
	Number of High-level meetings undertaken	-	2022	50	2022	34	-
			2023	50	2023	46	
			2024	50	2024	39	
	Number of Audit Assignments on Internal Controls	4	16		2024	12	Target met



Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target	Cumulative Achievements		Remarks
				Year	Data	
	and Risk Management Undertaken					
	Establishment and operationalisation of Enterprise Risk Management Framework for the Ministry.	5	8	2024	4	50% of target met
	Review of Annual Statements on status of implementations for Hon. Minister (Sec 88 PFM)	1	3	2024	3	Target met
	Number of Value for Money assignments conducted	-	-	2022	14	-
				2023	3	
				2024	16	
				2025	-	
	Amount made on VfM assignment(s)	-	-	2022	€14,664,173.60	-
				2023	€7,218,000.00	
				2024	USD8,743,950.31	
				2025	-	

Source: Ministry of Finance



2.1.1 Financial Performance 2022-2025

For the period 2022-2025, the Ministry estimated a cost of GHS 18,721,414,955.90 to effectively implement its activities. However, the Ministry received an amount of GHS 6,139,733,186.78 during the period. This brought a gap of GHS 12,581,681,769.12 which affected the implementation of some activities of the Ministry.

Table 2 below shows the breakdown of the financial performance

Table 2: Financial Performance 2022-2025

Source of funds	Total estimated cost of plan (A) (GHS)	Total amount received (B) (GHS)	Variance (C) = (B-A)
GOG	18,533,940,523.49	3,309,199,923.56	(15,224,740,599.93)
IGF	11,544,300.66	488,927,439.96	477,383,139.30
DPs	167,962,506.75	2,321,171,689.80	2,153,209,183.05
ABFA	7,967,625.00	20,434,133.46	12,466,508.46
TOTAL	18,721,414,955.90	6,139,733,186.78	(12,581,681,769.12)

*data as at end December 2024

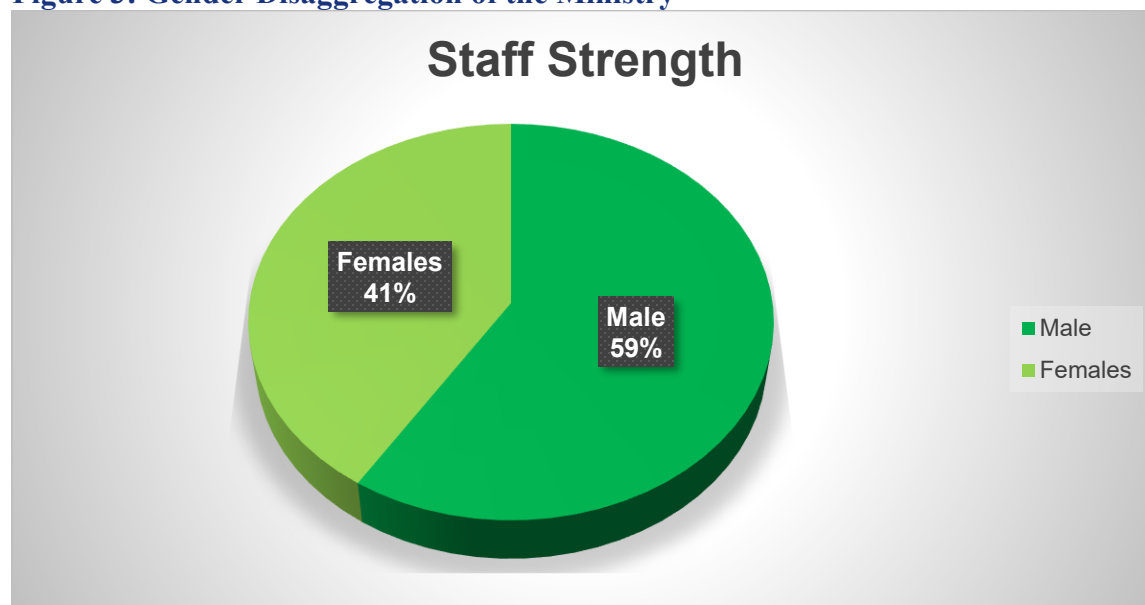


2.2 Existing Conditions

2.2.1 Demographic Characteristics

The total staff strength of the Ministry (Headquarters) stood at six hundred and ninety-one (691), as at July, 2025 comprising four hundred and eight (408) males, representing 59.2% and two hundred and eighty-three (283) females representing (40.8%). Figure 3 below depicts the gender disaggregation of the Ministry.

Figure 3: Gender Disaggregation of the Ministry



In terms of age classification, a total of Seventy-Five (75) officers are between the ages of twenty (20) to thirty (30) years, two-hundred (200) officers between thirty-one (31) and thirty-nine (39) years, Two hundred and Seventy-Eight (278) officers between forty (40) and forty-nine (49) years, one hundred and thirty-eight (138) officers between fifty (50) and fifty-nine (59) years. These are depicted in the Table 3 below:

Table 3: Age Distribution for Staff

AGE RANGE	20-30yrs	31-39yrs	40-49yrs	50-59yrs	TOTAL
Male	33	124	153	98	408
Female	42	76	125	40	283
Sub-Total	75	200	278	138	691

Source: Ministry of Finance

The total number of staff required for the Ministry to effectively deliver on its mandate is 836. The Ministry currently has six hundred and ninety-one (691) officers, out of this, five hundred and thirty-two (532) officers (representing 77%) are in the senior category range whilst one hundred and fifty-seven (157) officers (representing 23%) are on junior grades. This leaves a gap of 144. Management is working towards recruiting more staff to bridge the identified gap.



2.2.2 Economic – e.g. IGF, Agric, Business, Job Creation

The Ministry plays a critical role in promoting macroeconomic stability to sustain private sector growth. Thus, the impact of its operations is cross-sectoral.

Real Gross Domestic Product Growth

Overall Real GDP growth was 3.8 percent in 2022 and declined to 3.1 percent in 2023 before posting a strong rebound to 5.7 percent in 2024. For 2025, Overall Real GDP growth is projected at 4.0 percent while non-oil GDP growth is projected at 4.8 percent on account of the expenditure-led fiscal consolidation aimed at macroeconomic stabilisation.

Growth is expected to pick up to 5.0 percent and stay flat into the medium term (2026-2028), while Non-Oil growth is projected at 4.8 percent in 2025, 4.7 percent in 2026, 5.3 percent in 2027 and 4.9 percent in 2028, giving a medium-term average growth of 5.0 percent.

Growth is expected to be supported by Government's initiatives such as the “Big Push” Infrastructure Programme and the 24-Hour Economy and Accelerated Export Development Programme.

Total Revenue as a Percentage of GDP

Total Revenue and Grants amounted to GHS186,593 million (15.9% of GDP) for the 2024 fiscal year, compared with the revised programmed target of GHS177,219 million, exceeding the target for the year by 5.3 percent. The 2024 performance represents a growth of 37.1 percent over the 2023 performance.

Total Domestic Revenue as a percentage of GDP was 15.7 percent compared to the period target of 17.1 percent. This performance was largely driven by a strong performance in both Tax and Non-Tax Revenue lines by 5.6 percent and 18.7 percent, respectively.

For 2025, Domestic Revenue projection is 15.9 percent of GDP, while the medium-term, Total Domestic Revenue as a percentage of GDP is projected to average 16.7 percent of GDP. More specifically, Total Domestic Revenue as a percentage of GDP is projected at 16.7 percent, 16.7 percent, and 16.8 percent for 2026, 2027, and 2028, respectively.

Wage Bill as a Ratio of Tax Revenue

In line with Government's commitment to reduce the wage bill towards the Economic Community of West African States (ECOWAS) Convergence criteria of 35 percent of tax revenue, the wage-bill-to-tax-revenue ratio dropped from 46.8 percent in 2022 to 42.1 percent in 2023, and 39.9 percent in 2024. The wage-bill-to-tax-revenue is projected to continue its decline to 35.9 percent in 2025, 34.7 percent in 2026 and 2027, and 34.2 in 2028 due to Government's fiscal consolidation efforts. The wage-bill-to-tax-revenue in 2024 marginally exceeded the target of 38.9 percent for the year by 0.1 percentage points.

Total Expenditure as a ratio of GDP

Total Expenditure (incl. arrears) for 2024 amounted to GHS248,004 million, above the revised target of GHS231,362 million. Total Expenditure (incl. arrears) for 2024 represents 19.2 percent of GDP which was above the 18.2 percent recorded in 2023. For the 2025 fiscal year, Total Expenditure is expected to be contained at 19.2 percent while the medium-term is projected to



decline to 17.5 percent in 2026, 17.3 percent in 2027, and 16.8 percent in 2028, projecting an average of 17.2 percent to GDP.

Fiscal Deficit as a percentage of GDP (cash)

The Fiscal Deficit on cash basis as a percentage of GDP as at end 2024 stood at 5.2 percent. This performance compares favourably to the revised target of 5.3 percent, but worse than the deficit of 3.2 percent recorded in 2023. For the 2025 fiscal year, the fiscal deficit (Cash) is projected to decline to 4.1 percent, and further to 1.9 percent, 1.4 percent and 0.7 percent in 2026, 2027, and 2028, respectively.

Debt Management

In 2021, Ghana's public debt stood at approximately GHS362,940.8 million, representing 78.6 percent of the country's GDP. The debt stock reflects developments in the macroeconomic environment and debt transaction activities, including borrowings for infrastructure and social programmes.

By 2022, Ghana's public debt had risen to GHS447,808.0 million, representing 70.7 percent of the country's GDP, driven by external headwinds and domestic economic vulnerabilities, which had heightened concerns about debt sustainability. The government implemented a range of measures to address these concerns by seeking debt relief from the International Monetary Fund and undertaking debt restructuring operations. The government applied to use the Common Framework for Debt Treatment beyond the Debt Service Suspension Initiative (Common Framework) in December 2022. The Common Framework was established in November 2020 by the G20 and the Paris Club to provide tailored debt relief to countries with unsustainable debt or large financing needs, while promoting equitable burden-sharing among official and private creditors.

In December 2022, Government announced a moratorium on external debt and a suspension of debt service payments on bilateral and commercial loans. An Official Creditor Committee (OCC), co-chaired by China and France, was established in May 2023 to determine the parameters for the restructuring of Ghana's official bilateral debt of USD5.1 billion.

In 2023, Ghana's public debt increased to GHS606,420.0 million, representing over 72.3 percent of the country's GDP. Additionally, the country's credit ratings were downgraded, further limiting access to credit from the international markets. Government, subsequently launched the Domestic Debt Exchange Programme (DDEP) to voluntarily exchange domestic treasury notes and bonds for new ones. The exchange, however, excluded treasury bills. The domestic notes and bonds restructured included bonds issued by the central government, E.S.L.A. PLC bonds, Daakye Trust PLC bonds, local US dollar-denominated bonds, Cocoa bills issued by COCOBOD, an alternative offer to pension funds, and non-marketable debt held by the Bank of Ghana (BoG). A total of GHS203 billion was exchanged, with a significant reduction in coupon rates, averaging 9 percent from 19.1 percent and average maturity extension of 8 years from 3.8 years.

On 5th September 2024, the Government launched the Eurobond Exchange Offer and Consent Solicitation to exchange USD13.1 billion of outstanding Eurobonds for new notes. The exchange resulted in a 37 percent nominal reduction in the value of the outstanding Eurobonds (equivalent to USD5 billion), debt service relief of approximately USD4.3 billion within the IMF Programme



period (2023–2026), and a coupon reduction averaging 4 percent from 8 percent prior to the exchange.

Government in January 2024, reached an Agreement-in-Principle (AIP) with the OCC. The terms of the debt treatment offer debt relief of USD2.8 billion during the Fund-supported programme period (2023-2026) to Ghana through the restructuring of USD5.1 billion of official bilateral debt, consistent with restoring debt sustainability as per the IMF's Debt Sustainability Assessment methodology. The AIP was later formalised into a Memorandum of Understanding (MoU) between the OCC and the Republic of Ghana in June 2024.

In October 2024, the Government successfully concluded the Eurobond restructuring. This transaction saw a strong participation of 98.6 percent of bondholders. Bondholders exchanged their existing bonds for new ones and amendments to the World Bank-guaranteed notes. A majority (91%) of bondholders chose the "Disco Menu" of new notes, while 7.6 percent opted for the "Par Menu." The process resulted in the issuance of new bonds in 2024, and a total of USD126.25 million in consent fees was distributed to eligible holders. This successful restructuring was vital to Ghana's debt sustainability efforts. The Government is currently working with Ghana's commercial creditors to restructure their debt of approximately USD2.7 billion.

Moving forward, it will be crucial for the government to strengthen the implementation of sound fiscal policies and debt management practices, as well as promote economic diversification, to mitigate the risks associated with public debt management.

2.2.3 Infrastructure—e.g. Transportation network, settlements and other built environment.

By its location, the Ministry is situated within Ghana's Administrative enclave and is, therefore, within a well-built environment easily accessible by road.

2.2.4 Environment – e.g. Natural Resource endowment, air, water, and land pollution

Officials of the Ministry work in a relatively safe environment given that its exposure to air, water, and land pollution is minimal.

2.2.5 Governance – e.g. Stakeholder (Vulnerable, marginalised etc) engagements in decision-making processes

In the delivery of its key mandate, that is, the annual preparation of the National Budget Statement and Economic Policy, the Ministry engages a wide range of stakeholders including all Sector Ministries, Academia, Private Sector Institutions, Civil Society Organisations, the Public amongst others making the budget process participatory.

2.2.6 Hazards, Disaster and Security

Exposure to hazards, disaster and security risks remain low. The deployment and enforcement of an electronic access control system is expected to facilitate a further reduction in the Ministry's exposure to hazards, disaster, and security risks.



2.3 Summary of Key Development Problems/ Issues /Gaps Identified

The review of the Ministry's performance for the period 2022-2025 reveals certain key implementation challenges, and important lessons learnt. The review, together with analysis of the current sector situation brought to the fore a number of key development issues that need to be addressed, to enable the Ministry achieve its medium-term objective and overall mandate.

2.4 SWOT Analysis

The SWOT analysis has been conducted to identify the Strength, Weaknesses, Opportunity and Threats in executing this Medium-Term Sector Plan. The aim is to identify key areas the Ministry can leverage to improve fiscal policy planning, resource mobilisation and public financial management, while highlighting potential risks that may hinder progress. This analysis supports inform decision making and strategic planning to enhance the Ministry's contribution to national development. Table 4 below provides the breakdown of the SWOT.

Table 4: Summary of SWOT Analysis

Strength	Weakness	Opportunity	Threats
1. Availability of adequate human resources 2. Established legal and regulatory frameworks 3. Adequate infrastructure including ICT 4. Strong Institutional Linkage across the Ministry 5. Availability of budget allocation 6. Adequate expenditure controls 7. Adequate ICT governance 8. Availability of external financing	1. Inadequate budget allocations 2. Lack of disaster recovery system for the Ministry 3. Fragmented systems across the Ministry 4. Overdependence on external financing 5. Capacity constraints across the Ministry	1. New streams of financing including climate financing and PPP 2. Regional engagement through AfCFTA 3. Pool of talented young officers 4. Use of artificial intelligence in policy design and implementation 5. Improve revenue mobilisation	1. External headwinds including trade policy and investment shocks 2. High attrition rate among staff 3. Unsustainable fiscal and public debt 4. Continuity of Government's policies 5. Social discontent 6. Commodity price volatility 7. Systemic instability 8. Credibility of Government's policies and programmes

Conclusion

From the SWOT analysis it was observed that the Ministry has strong legal frameworks, skilled human capital, and growing digital systems that enhance financial governance. It also identifies opportunities that lead to economic diversification, leverage climate finance and improve revenue mobilisation through technology and regional integration. However, the Ministry faces



weaknesses such as bureaucratic delays, fragmented data systems and limited technical capacity. The Ministry is also challenged by public debt pressures and global economic shocks which threatens fiscal stability and reform continuity. Addressing these issues will be key to sustaining inclusive economic growth.

2.5 Key Sector Development Issues

The Ministry's 2022-2025 Sector Medium Term Development Plan was developed to address one hundred and eighty-two (182) issues that were crystalised into twenty-three (23) main issues. A review of the extent to which these issues were resolved during the 2022-2025 plan implementation period together with the 2026-2029 Medium Term National Development Policy Framework has resulted in the identification of two hundred and twelve (212) emerging issues which have been crystalised to twenty-three (23) that need to be resolved over the 2026-2029 plan implementation period.

Details of these Development issues are provided in the Table 5 below:

Table 5: Sector Issues and their corresponding Division/Agency/Department Issues

Sector Issues	Division/Agency/Department Issues	Sub-Issues
Inadequate Human and Institutional Capacity to perform functions effectively and efficiently	Inadequate capacity development	• Inadequate capacity building programmes • Inadequate Leadership Development programmes • Lack of institutional succession plan • Inadequate Coaching and Mentorship for Staff • Inadequate staffing
	Ineffective operational culture	• Ineffective client service delivery culture • Ineffective Communication Management • Ineffective Change Management strategies • Inadequate consultations on procurement activities • Absence of legal mandate and formal accreditation for IAT programmes and operations
	Inadequate Infrastructure and Logistics	• Inadequate office space and logistics • Ineffective maintenance culture • Outdated ICT Infrastructure
Weak compliance with existing Civil/Public Service Laws, Rules and Regulations	Weak compliance with existing Civil/Public Service Laws, Rules and Regulations	• Weak compliance with existing Civil/Public Service Laws, Rules and Regulations • Ineffective records management system
	Non-adherence to the commitment controls processes in the PFM laws	



Sector Issues	Division/Agency/Department Issues	Sub-Issues
	Inadequate expenditure management and monitoring measures Non-application of sanctions as prescribed by the PFM Act, 2016 (Act 921) Non-Passage of ITABS Regulations	
Ineffective coordination of programmes and projects	Inadequate Human and Institutional Capacity to perform Functions Effectively and Efficiently	• Absence of an Information System for M&E activities • Delay in the submission of data for the preparation of statutory reports • Inadequate capacity to evaluate projects and programmes • Inability to enforce the implementation and efficiently monitor the Budget after it is approved • Inability of some Directors and Heads of Agencies to approve and signoff reports shared with PCMED • Limited involvement of PCMED in the physical monitoring of projects conducted by other DADs under the Ministry
	Poor coordination of real sector policy initiatives	Absence of relevant and formalized inter-institutional synergy and collaboration on real sector initiatives
Weak Monitoring and Evaluation Systems	Weak link between the Medium-Term Plan and the budget	• Absence of an information system to track policy initiative • Ineffective Coordination of Programmes, Projects and Policies • Fragmented Project Information • Limited understanding of the various operational areas of the Division • Inadequate Capacity building that is required to bridge skills gaps • Difficulty in accessing information and data resulting in the inability to meet submission deadlines



Sector Issues	Division/Agency/Department Issues	Sub-Issues
Weak Public Financial Management	Absence of an ICT based fiscal risk register	- Insufficient data for the compilation and updating the Fiscal Risk Register quarterly - Inadequate capacity of fiscal risk technical working group to compile and update the Fiscal Risk Register
	Large forecasting errors	Large deviation in macroeconomic and fiscal targets affecting budget credibility
	Lack of access to fiscal risk data	- Gatekeeping policies of some Divisions within the Ministry and other MDAs restrict sharing of data - Delay in receiving data for risk analysis from some Divisions within the Ministry and other MDAs
	Multiplicity of fiscal risk agents in implementing the fiscal framework	- Overlapping roles - Lack of convergence in data collection
	Fiscal risk issues becoming peripheral in policy formulation	- Low patronage of fiscal risk reports - Fiscal risk issues becoming peripheral in policy formulation - Lack of sophisticated modelling tools in dealing with fiscal risk - Inadequate capacity of fiscal risk technical working groups to quantify fiscal risks
	Weak regional economic surveillance and policy coordination	- Lack of structured coordination among stakeholders involved in regional macroeconomic reporting - Delays in the preparation and submission of convergence and surveillance reports to ECOWAS - Weak institutional frameworks for enforcing economic policy convergence criteria - Insufficient capacity for monitoring cross-border economic risks
	Limited public awareness and stakeholder engagement in regional integration issues	Limited public awareness of the benefits and implications of regional economic integration
	Insufficient transparency and accountability	- Limited oversight in the implementation of the 0.2% AU Levy (Act 952) and its associated protocols - Weak oversight and reconciliation mechanisms in the implementation of the ECOWAS Community Levy



Sector Issues	Division/Agency/Department Issues	Sub-Issues
		Unilateral exemptions granted contrary to ECOWAS Supplementary Act obligations
	High and unsustainable fiscal deficit	- High crystallisation of contingent liabilities in the energy and financial sectors - Unbudgeted expenditure
	High and unsustainable public sector wage bill	Recruitment and wage increment not subject to budget constraint
	Inadequate fiscal space mainly due to rigidities from huge earmarking of revenues	- High compensation of employees - Transfers to statutory fund
	Weak database and statistics on economic indicators	- Limited access to existing database (within MoF, National, Regional and Global) - Absence of credible and integrated database on economic development
	Limited Economic Policy Research Papers	- Absence of economic forecast and policy simulation models and techniques - Limited capacity in economic policy research techniques, tools and skills - Limited collaborations on economic policy research and dissemination
	Limited Dissemination of Economic Policy and Research	- Limited institutionalised platforms for dissemination of economic policies and research - Limited capacity for economic policy communication and dissemination
Weak Capacity for Economic Management	Limited technical capacity on real sector issues	- Low number of experts in real sector financing and development policy - Lack of appropriate tools and technology for real sector modeling and growth
	Absence of effective regulatory compliance	Inadequate monitoring system to facilitate the enforcement and supervision of real sector actors to ensure compliance to regulations
	Inadequate access and dissemination of real sector data	- Inability to develop efficient data collection, organisation and management systems to facilitate data-driven policy design - Inadequate technical ability and tools to undertake data analysis



Sector Issues	Division/Agency/Department Issues	Sub-Issues
	Ineffective coordination of real sector policy initiatives	• Absence of relevant and formalised inter-institutional synergy and collaboration on real sector initiatives
Low capacity to implement green growth and climate financing	Low capacity to implement green growth and climate financing	• Inadequate technical capacity to oversee the implementation of green growth and climate financing policy • Inadequate provisions for climate disaster risk finance and revenue mobilisation
Transparency and Accountability	Transparency and Accountability	Limited information on Government transactions and Receipts
Weak Data Production and Coordination	Over-reliance on external sources of funds	• Inadequate national consensus on the needed core statistics for Ghana's development • Unsustained efforts to reposition data and statistics in the policy space • Limited use of data and statistics • Low production of official statistics focusing on administrative and big data sources • Poor data quality management across the National Statistical System
Weak Statistical Infrastructure and Administrative Capacity	Dwindling staff strength affecting the production of statistical outputs	• Inadequate office accommodation and logistics • Inadequate capacity in data dissemination and communication • Inadequate capacity to harness multiple data sources (Big Data) • Inadequate capacity to support the establishment and operationalisation of National Advisory Committee of Producers and Users of Statistics (NACPUS) and Sector Statistical Working Groups (SSWGs)
	Weak data governance frameworks	• Absence of legislative instrument to operationalise the Statistical Service Act, 2019 (Act 1003) • Weak statistical governance frameworks • Inadequate support for the establishment and operationalization of NACPUS and SSWGs



Sector Issues	Division/Agency/Department Issues	Sub-Issues
Inadequate guidelines for project management	Inadequate Guidelines and Standardised Bidding Documents	Inadequate sector-specific guidelines and framework for managing public projects
	Weak project pipeline preparation	
	Inadequate robust system to electronically manage all investment projects.	Inadequate robust system to electronically manage all investment projects
	Low compliance with established PIM procedures and guidelines	Low compliance to systems for proper appraisal, prioritisation and selection of infrastructure projects
Inadequate technical capacity for the efficient management of public investments including PPPs	Inadequate capacity for the development, appraisal and execution of PPPs	- Inadequate public-sector capacity in PPP project structuring and preparation - Low level of understanding of PPPs locally thereby resulting in inadequate local private sector participation in PPP project development
	Inadequate capacity for the development and execution of investment projects by PIUs and EPCs	Inadequate technical capacity of PIUs, EPCs, DPCUs, RPCUs and CAs for the efficient appraisal and management of public investments
Weak Policy, Institutional and Legislative Framework for the management of the State's interests in State Entities (Ses) and non-financial assets	Insufficient legal, regulatory and institutional framework for the management of State interests in specified entities, and utilisation of non-financial assets of the State	- Low compliance to the provisions of the PFM Act, PFM Regulations, SIGA Act, Standard Operation Procedures - Absence of a National Asset Register
	Ineffective coordination of the management of fixed assets of the State	
Weak Policy, Institutional and Legislative Framework for the promotion, development and implementation of PPPs	Low compliance to the provisions of the Public Private Partnership Act, 2020 (Act 1039)	- Inadequate logistics for the PPP Office to support the full implementation of the PPP Act, 2020 (Act 1039) - Lack of approved PPP Regulations - Inadequate infrastructure investment plans - Inadequate systems for the disclosure, monitoring and evaluation of PPP projects - Low adherence to PPP processes
	Limited number of Investment, Banking, and Insurance products	Limited investment products and services in the financial sector



Sector Issues	Division/Agency/Department Issues	Sub-Issues
Financial Innovation and Inclusion		• Unfavourable taxation environment for investors and market operators within the financial sector • Limited Credit to MSMEs
	Limited Market Development Reforms	• Demutualization of the Ghana Stock Exchange (GSE) • Limited trading on the Ghana Commodity Exchange (GCX) • limited corporate bond market participation • Inadequate coordinated financial data platforms • Weak data standardization and interoperability • Insufficient cybersecurity and data privacy frameworks • Limited digital platforms for retail investors to participate in the financial sector • Limited diversification of pension funds investment to reduce risk levels
	Limited capacity to guide the formulation of financial sector policy	Limited staff capacity and knowledge of evolving market trends to inform financial sector policy
	Weak policy, regulation, and enforcement within the Financial Sector	• Weak enforcement practice by financial sector regulators • Inadequate investor protection funds to mitigate the fiscal impact on retail investors • Undercapitalized banks and non-bank financial institutions • Fragmented regulatory framework for the financial sector • Inadequate regulation of digital lending practices • Gaps in the consumer protection framework • Poor lending and investment practices • Limited mandatory risk assessment of institutions and instruments within the financial sector • Inadequate coordinated financial sector development strategy • Limited number of market wide engagement for policy decision • Inadequate capacity to underwrite mega risks within the insurance sector



Sector Issues	Division/Agency/Department Issues	Sub-Issues
		- Limited financial resources for the capital market regulator to effectively protect vulnerable investors - Inadequate professional development and continuous learning programmes for financial market operators
	Low Level of Financial Literacy and Inclusion	- Limited Access to digital and fintech solutions - Regulatory and policy barriers - High cost of digital financial services - Complex documentation requirements from a financial institution - Increasing financial security threats and fraud risks - Limited access to financial sector information and resources - Mistrust of financial institutions (low market confidence) - Low Level of financial capability among women and people with disabilities. - Low informal sector participation in the insurance industry - Limited understanding of insurance products and benefits
Increased Incidence of Organised Crime and Diversification of Economic Crimes including Money Laundering, Tax Evasion, Cyber-Crime	Low understanding of Money Laundering, Terrorism Financing and Proliferation Financing (ML/TF/PF) and other economic crimes among some stakeholders and the general public	- Low money laundering investigation cases - Low Confiscation of ML/TF/PF cases - Low recovery of criminal assets/asset recovery - Low reporting of ML/TF/PF - Inadequate knowledge of ML/TF/PF concepts among stakeholders
	Difficulty in keeping pace with the evolving nature and form of Money Laundering and Terrorism Financing and Proliferation Financing	- Limited understanding of virtual Assets. - Rapid technological advancement/changes - Limited virtual assets infrastructure facilities
External Resource Mobilisation and Management	Decline in global development assistance and stiff competition for funding	- Limited external resource to support budget - Inadequate formal structures and guidelines for mobilising and managing development finance - Heterogeneity of donor policies, procedures - guidelines in the development cooperation space
	High public debt and poor credit rating affecting investor confidence	
	Low utilisation of digital tools and weak data for decision-making	



Sector Issues	Division/Agency/Department Issues	Sub-Issues
	Limited technical capacity in resource mobilisation and economic diplomacy	
	Decline in bilateral disbursements and limited partner engagement	
Revenue Management and Administration	Inadequate capacity for research, data analysis, and forecasting	• Limited capacity for data analysis • Weak integration of data systems • Inadequate support for policy reforms • Absence of institutionalised monitoring, audits, and reporting mechanisms • Inadequate expertise in the formulation of legislation on revenue policies and strategic plans • Underdeveloped transfer pricing frameworks and insufficient international tax integrity measures • Limited engagement and weak alignment with multilateral tax and trade agreements • Inadequate systems to combat tax evasion and tax-related illicit financial flows • Inadequate stakeholder engagement • Non-existence of an overarching Non-Tax Revenue legislation and strategic framework for NTR/IGF mobilisation and management • Absence of policy guide that clarifies the NTR/IGF mobilisation roles of Covered and Specified Entities' institutional framework • Non passage of ITAB Regulations
	Limited support for policy design and reforms	
	Inadequate strategic engagement for international tax cooperation	
	Inefficiencies in operational processes	
	Low tax coverage	• Large informal sector • Low co-operation from public • Low tax population and revenue sources • High level of non-compliance and evasion • Low enforcement, investigation, intelligence and prosecution
	Poor customer service delivery	• Low taxpayer education • Low co-operation from public • Large informal sector • Low tax compliance
	Low levels of professionalism.	• Redundancies and duplications in administrative processes • Low level of digitalisation



Sector Issues	Division/Agency/Department Issues	Sub-Issues
		• Poor implementation of succession plan
	Low digitalisation	• Weak ICT infrastructure • Cyber security threats • Poor internet and network connectivity
Weak Public Expenditure Management and Budgetary Controls	Weak Institutional Coordination and PFM enforcement	• Weak enforcement of PFM sanctions • Inability to meet some deadlines in the PFM Act due to delay in obtaining approval • Approval of conditions of service by FWSC without recourse to the approved budget • Late submission of details of Foreign Loans and Grants to be incorporated into the Budget Preparation Guidelines • Weak implementation of Foreign Loans and Grants in GIFMIS to allow for holistic financial accounting
	Delays and inefficiencies in Budget Preparation and Execution	• Delay in the deployment of Hyperion system to MMDAs • Weak budgeting skills/capacity at the MDAs • Difficulty in receiving District Assembly Common Fund (DACF) budget allocations for Members of Parliament (MPs), Regional Coordinating Councils (RCCs) and Metropolitan, Municipal and District Assemblies (MMDAs) • Inadequate budget ceilings as against requirement from MDAs • Absence of an integrated database for sub-national budget and revenue reporting
	Overdependence on Central Government Transfers	• MMDAs over reliance on Inter-Governmental Fiscal Transfer (IGFT) as a major source of funding
	Weak Commitment Control and Arrears Management	• In-year review of conditions of services of public institutions without recourse to the compensation budget • Over commitment of budget without recourse to outer year indicative budget



Sector Issues	Division/Agency/Department Issues	Sub-Issues
		Weak link between commencement granted and the budget allocations
	Weak Financial Reporting and Data Management	- Inability of GIFMIS to generate a report that separates releases from commencement issued - Delays in receiving data from MDAs and other internal stakeholders
Weak Public Expenditure Management	Weak Public Financial Management implementation	- Low level of compliance with the Public Financial Management legal framework - Limited usage of the SWIFT system - Continuous usage of manual cheques Limited data for the preparation of Public Accounts from the GIFMIS
	Weak Fiscal Performance and Sustainability	- Weak Expenditure Controls - Delay in the upgrade of the GIFMIS financials - Huge expenditure by covered entities without commensurate revenue to meet the growing expenditure - Unharmonised salary structure on the IPPD2
	Inadequate human and institutional capacity to perform effectively and efficiently	- Inadequate Staff training - Inadequate Staff
Insufficient Compliance with Stipulation of ACT 663 as Amended	Weak compliance with public procurement procedures and processes	- Inability of PPA to ensure full compliance with Act 663 as amended using continuous monitoring and PPME Assessment Tool - Inadequate visibility
Inadequate Competences in Public Procurement Processes and Procedures	Inadequate capacity of procurement staff and key stakeholders	- Limited Capacity of Procurement Staff and Stakeholders - Insufficient institutional capacity of PPA staff - Underutilisation of GHANEPS - Inadequate Procurement Records - Knowledge Gap in New Policies and Guidelines for Framework Agreement (FWA), Sustainable Public Procurement (SPP), Low Value Procurement (LVP) and Minor Procurement (MP), and Contract Administration
Weak Public Debt Management	High public debt stock	- High Debt Service Cost - Delayed Debt Service Payments



Sector Issues	Division/Agency/Department Issues	Sub-Issues
	Increasing Risk in the Public Debt Portfolio	- Exchange Rate Volatility - Weak domestic revenue mobilisation
	Limited financing options for government projects	- Bond market yet to be opened - Poor Credit ratings - Loss of Access to International Capital Markets
	Weak regulatory framework on Public Debt Management	- Absence of a Public Debt Management Regulation - Inadequate Institutional Capacity
	Limited investor engagements	- Weak coordination among Stakeholders - Inadequate funding for investor engagements

Source: MoF

2.4 Future needs

Following the identification of the key development issues of the Ministry, projections were made to indicate the expected results on the resolutions of the issues within the planned period. These projections are to guide the Ministry in the formulation of programme and projects aimed at resolving the identified issues. The Development Projections for the period 2026-2029 are stated in Table 6 below.

Table 6: Development Projections

Key Development Issues	Development Projections (2026– 2029)
Inadequate Human and Institutional Capacity to perform functions effectively and efficiently	Strengthen institutional capacity for the attainment of the Ministry's overall goal
Weak compliance with existing Civil/Public Service Laws, Rules and Regulations	Strengthen compliance with existing Civil/Public Service Laws, Rules and Regulations
Ineffective coordination of programmes and projects	Programmes and projects effectively coordinated
Weak Monitoring and Evaluation Systems	Improve Monitoring and Evaluation Systems
Weak Public Financial Management	Strengthen PFM in line with PFM Act, 2019 (Act 921) including amendment of the PFM Act and Regulations
Weak Capacity for Economic Management	Strengthen Economic Management in line with the Public Financial Management Act, 2025 (Act 1135)
Low capacity to implement green growth and climate financing	Strengthen capacity to implement green growth and climate financing
Transparency and Accountability	Strengthen Transparency and Accountability
Weak Data Production and Coordination	Increase statistical data production using modern data collection equipment to meet the needs of all data users; i. Strengthen statistical coordination and quality assurance among MDAs and at the regional level.



Key Development Issues	Development Projections (2026– 2029)
	ii. Enhance human resource capacity by providing capacity-building trainings, to strengthen the skills of staff at GSS and statistical units at MDAs and the Metropolitan, Municipal and District Assemblies (MMDAs)
Weak Statistical Infrastructure and Administrative Capacity	Improve the needed administrative and quality assurance framework through the Statistical Service Act, 2019 (Act 1003) and in the National Strategy for the Development of Statistics III (NSDS III) (2025 – 2029), to provide effective statistical infrastructure for data production. i. Through investment in Physical Infrastructure and Equipment; and ii. Through improved ICT infrastructure and connectivity
Inadequate guidelines for project management	Provision of guidelines for project management
Inadequate technical capacity for the efficient management of public investments including PPPs	Adequate technical capacity for the efficient management of public investments including PPPs
Weak Policy, Institutional and Legislative Framework for the management of the State's interests in SEs and non-financial assets	Regulation to operationalise the SIGA Act, and SOP approved.
Weak Policy, Institutional and Legislative Framework for the promotion, development and implementation of PPPs	• PPP programme developed and operationalised. • PPP pipeline prepared and framework developed for stakeholders.
Financial Innovation and Inclusion	Increase inclusion level from 85% - 95%
Increased Incidence of Organised Crime and Diversification of Economic Crimes including Money Laundering, Tax Evasion and Cyber-Crime	Ghana will have a robust AML regime to check organised crime and diversification of economic crimes including money laundering, tax evasion and cyber-crime
External resource mobilisation and management	Improve external resource mobilisation and management; and fostering economic relation
Revenue management and administration	• Voluntary compliance measures implemented, and digitalisation Audit improved • Improve revenue administration for national development
Weak Public Expenditure Management and Budgetary Controls	Public Expenditure Management and Budgetary Controls strengthened in line with PFM law
Weak Public Expenditure Management	Prudent Public Expenditure Management
Insufficient Compliance with Stipulation of Act 663 as Amended.	Sufficient Compliance with Stipulation of Act 663 as Amended
Inadequate Competences in Public Procurement Processes and Procedures	High level of Competences in Public Procurement Processes and Procedures
Weak Public Debt Management	Strengthen Public Debt Management



3.0 CHAPTER THREE – KEY DEVELOPMENT PRIORITIES

3.1 Introduction

To ensure that the Ministry effectively plays its role towards achieving the National Medium-Term vision, the Ministry undertook a critical analysis of the main issues confronting it in the delivery of its mandate.

This chapter, thus, focuses on the analysis of Potential, Opportunities, Constraints and Challenges (POCC) of each key development issue identified to facilitate prioritisation of the issues for resolution during the 2026-2029 period.

3.2 Potential, Opportunities, Constraints, and Challenges Analysis of Harmonised Sector Issues

To ascertain the Ministry's ability to resolve the development issues identified above, Potential, Opportunities, Constraints and Challenges (POCC) analysis were carried. It was observed that the Ministry had adequate capacity to resolve all the twenty-three (23) identified issues. Table 7 below provides observations relating to the POCC analysis.



Table 7: Potential Opportunities Constraints and Challenges Analysis of Harmonised Sector Issues

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate Human and Institutional Capacity to perform functions effectively and efficiently	- Experienced and committed workforce with diverse academic and professional backgrounds - Leadership's commitment to staff capacity enhancement. - Existing Human Capital structures and policies to guide training and career development. - Availability of internet and ICT infrastructure to promote self-learning - Existing performance management frameworks and tools. - Commitment of leadership to ensuring high performance at all career levels - Availability of competent staff to lead effective communication and change management strategies. - Strong buy-in of the core values. - Availability of basic ICT logistics and internet connectivity to support operations. - Availability of essential logistics, workstations, computers and accessories, etc. - Availability of policies, regulatory and legal frameworks - Availability of experienced Officers to guide the	- Government and donor support for human capital and leadership development programmes. - Existing partnerships with some learning institutions for the roll-out of specialised training programmes. - Availability of digital learning platforms to enhance continuous professional development. - Availability of Performance-based programmes to recognise and reward high performers. - Leadership development programmes to enhance accountability. - Availability of existing strategies to embed core values and improve service delivery culture. - Availability of change management strategies to drive and implement innovation. - Public-Private Partnerships to fund infrastructure projects and programmes. - Availability of Government support - Phased infrastructure upgrades to optimise available resources. - Availability of reference documents to guide policy implementation.	- Inadequate budgetary allocation for capacity-building and leadership development programmes. - Absence of a structured succession planning framework - Unavailability of staff to fully participate in scheduled mentorship and leadership training programmes - Inadequate understanding of the performance assessment instruments. - Inability to fully implement sanctions for underperformance. - Resistance to new initiatives and innovation. - Deployment of diverse communication platforms which affect consistency of information flow. - Limited CAPEX budget to invest in infrastructure and logistics. - Outdated ICT systems slowing down digital transformation. - Poor maintenance culture affecting asset longevity. - Limited adherence to policy directives by some Staff. - Inconsistent records management systems	- Staff attrition. - Inadequate Staff training - Inadequate Staff at the Regional Offices - Inadequate payroll functional staff and lack of technical staff with oracle certification to support IPPD2 system



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	interpretation and adherence to policies. - Understanding of the operations of the Public/Civil Service - The Institute has the expertise, infrastructure, and capacity to function independently and contribute more effectively to national development once the legislative instrument is obtained. - Accreditation will enhance the Institute's credibility, attract more students, improve academic standards, and increase funding and collaboration opportunities with other institutions.	- Availability of sensitisation programmes to enhance compliance. - Availability of digital avenues for effective records management - Public Financial Management (PIM) Regulation (L.I. 2411) - Public Private Partnership Act, 2020 (Act 1039), - Guidelines, Manuals, Standard Documents and Templates	leading to inefficiencies in information retrieval.	
Conclusion: Based on the Ministry's potential and opportunities, this issue is achievable				
Weak compliance with existing Civil/Public Service Laws, Rules and Regulations	- Available qualified and experienced Lawyers - Standard Operating Procedures - Management directives on policies and programmes - Public Financial Management Act, 2016 (Act 921) and all other financial laws - The 1992 Constitution of Ghana - Existence of public financial management laws and frameworks to guide compliance.	- The Office of the Attorney General and Ministry of Justice - Functional judiciary System - The 1992 Constitution of Ghana - Public Financial Management Act, 2016 (Act 921) and all other financial laws - Other collaborating agencies such as: i. Audit Service ii. Controller and Accountant General's departments iii. Public Procurement Authority (PPA)	- Inadequate number of lawyers - Budgetary and logistical constraint - Limited opportunities for continuous legal education on emerging issues in the financial sector - Limited awareness and understanding of financial regulations among public officers. - Inadequate enforcement mechanisms leading to non-compliance without consequences.	- Late involvement of Legal Division in developing agreements, bills and policies - Poor record keeping - Unwillingness of schedule officers of various Divisions of MoF to assist the directorate and AG's office to facilitate cases in court - Corruption and unethical practices undermining compliance efforts. - Political interference affecting the enforcement of financial regulations.



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	- Availability of oversight institutions such as internal and external audit institutions. Established policies on financial reporting, procurement, and accountability. - Increased recognition of the importance of compliance in promoting transparency and efficiency. - Awareness of system deficiencies which provides a starting point for improvement. - Basic structures or templates exist that can be enhanced rather than created from scratch. - Staff commitment to compliance exists even in weak system environments.	iv. Public Account Committee Office of the Special Prosecutor - Strengthening enforcement mechanisms through enforcement of sanctions, technology and automated reporting. - Training programmes to enhance awareness and capacity in financial compliance. - Increased collaboration between government agencies to ensure consistent adherence. Legislative reforms to simplify and improve the effectiveness of financial regulations. - Digital solutions and automation tools for real-time expenditure tracking and control. - Policy and reform drive, especially in public finance and governance reforms. - Inter-agency collaborations or benchmarking with institutions that have strong systems	- Weak internal controls and risk management frameworks. Poor record-keeping and reporting practices increase the risk of mismanagement. - Delayed or inaccurate reports, impacting decision-making. - Weak enforcement of internal controls, increasing vulnerability to fraud and misappropriation. - Inadequate expenditure tracking, leading to budget overruns or misallocations. - Inadequate accountability and transparency, due to insufficient documentation and reporting. - Difficulty in compliance monitoring, especially with regulatory standards.	- Limited resources for oversight institutions to effectively monitor compliance. - Control overrides and non-adherence to controls leading to financial irregularities - Heightened audit findings or sanctions from oversight bodies. - Reduced donor or investor confidence due to poor financial governance. - Reputational damage, especially in cases of public financial mismanagement.
Conclusion: Based on the Ministry's potential and opportunities, this issue is achievable				
Ineffective Coordination of Programmes, Projects, and Policies	- Effective collaboration with DADs - Templates and guidelines for monitoring Policy Initiatives - Management's commitment to M&E activities - Templates and guidelines for monitoring physical projects	- Available technical support from the National Development Planning Commission - Existence of a National Development Planning Systems Act, 1994 (Act 480) and its Regulations	- Bureaucratic silos hindering collaboration - Limited communication and information sharing. - Weak collaboration and coordination with DADs on the monitoring of physical projects - Inadequate staff capacity	- Absence of a formal framework to facilitate monitoring activities across MDAs - Duplication of efforts leading to inefficiencies. - Delays in project implementation due to lack of coordination.



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	- The Ministry's Medium Term Development Plan - Hyperion system - GIFMIS system - Meridian System for debt reporting	- Existence of a Public Financial Management Act, 2016 (Act 921) and its Regulations (LI 2378) - Use of digital platforms for the Ministry - Government's focus on improving efficiency in public service delivery.	- Inadequate logistics for physical monitoring - Continuous changing of M&E focal persons by DADs - Some DADs not meeting timelines as enshrined in sections 27 and 30 of the PFM Act, 2016 (Act 921)	
Conclusion: The Ministry has enough potentials and opportunities to address the issue				
Weak Monitoring and Evaluation Systems	- Ministry's Medium Term Development Plan - Adequate guidelines for Monitoring and Evaluation Systems - Effective collaboration with DADs - Management's commitment to M&E activities - Templates for Monitoring and Evaluation - Enough technical staff to participate in such monitoring visits - Computer literate staff, availability of PCs and accessories	- Guidelines and Technical support from the National Development Planning Commission (NDPC) - Existence of a Public Financial Management Act, 2016 (Act 921) and Regulations (L.I. 2378) - Existence of a National Development Planning Systems Act, 1994 (Act 480) and its Regulations - Financial and Technical support from Development Partners - Availability of ongoing projects - Availability of IT infrastructure	- Inadequate Monitoring logistics - Inadequate staff capacity on M&E system - Continuous changing of M&E focal persons by DADs - Some DADs are not meeting timelines as enshrined in sections 27 and 30 of the PFM Act, 2016 (ct 921) - Weak collaboration from DADs in terms of monitoring physical programmes and projects - Limited funding for the development of M&E system	- Inability to source Donor funding for M&E activities - Limited stakeholder engagement
Conclusion: The Ministry has enough Potential and Opportunities to address the Issue				
Weak Public Financial Management	- Existence of PFM Act, 2016 (Act 921) and Regulations - Dedicated Economic Management Team	- Availability of Financial Management Laws, Acts and Regulations - Technical support to develop macroeconomic models and risk identification tools	- Delays in submission of relevant data/information from all stakeholders - Inadequate resources to support the work of the Fiscal Risk Committee	- Lack of compliance of Fiscal Risk Management Framework - Failure of Fiscal Risk Committee to meet quarterly



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	• 2022-2025 Medium Term Fiscal Framework and the Fiscal Strategy Document • Software used in undertaking fiscal projections and macroeconomic analysis • Existence of Fiscal Risk Management Framework • Dedicated Fiscal Risk Management Committee • Available SOE Health Check Tool to undertake SOE risks • Available financial resource and logistics to fund programs and activities	• Grants and funding from Development Partners to support programmes and activities • Availability of Fiscal Risk Management Framework and guidelines for preparing annual and quarterly Fiscal Risk Report • Policy advice to support Fiscal Risk Committee • Technical Support from the IMF • Availability of domestic and external training to enhance staff capacity development	• Delays in submission of financial statement from SOEs • Inadequate financial resources and logistics	• Lack of software and analytical tools to undertake risk analysis, Reuters etc.
Conclusion: The Ministry has enough Potential and Opportunities to address the Issue				
Weak Capacity for Economic Management	• Availability of skilled staff • Dynamic and experienced staff that undertake studies and produce reports on reducing the high fiscal deficit to sustainable levels • Leadership's commitment to staff capacity enhancement. • Existing Human Capital structures and policies to guide training and career development. • Increase awareness of climate finance opportunities through training and workshops	• Availability of training institutions both within and outside the country to provide training to enhance staff capacity • Access to online library and research materials eg. Business Monitor Index • Access to international climate funds • Government and donor support for human capital and leadership development programs	• Limited capacity development • Inadequate skills to efficiently use software • Inadequate number of senior technical staff • High staff attrition rate • Inadequate logistics such as desk-top and lap-top computers and furniture	• Inadequate research budget • Poor harmonisation between laws governing the management and governance of Specified Entities • Mandate overlaps between the oversight bodies • lack of coordination among stakeholders



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Conclusion: The Ministry has enough Potential and Opportunities to address the Issue				
Transparency and Accountability	- Petroleum Revenue Management Act, 2011 (Act 815) - Public Financial Management Act, 2016 (921) - Skilled Staff - Petroleum Reconciliation Report - Fiscal Risk Statement - Ghana Extractive Industries Transparency Reports - PIAC semi-annual and annual reports - EITI standard/requirements - Companies Act, 2019 (Act 992) - Minerals and mining Act, 2006 (Act 703) - E & P Act, 2016 (Act 919) - MDF Act, 2016 (Act 912) - MIIF Act, 2018 (Act 978)	- Civil Society Groups - Public Interest and Accountability Committee - Multi-Stakeholder Group (Government industry & Civil Society) - International EITI Secretariat - Global recognition and high-level networking - Existence of partners collaboration and support - Independent validation by the EITI board (International credibility).	- Budgetary Constraint - EITI requirements rigidities	- Lack of clarity/common understanding of certain reporting requirements - Delay/no feedback from the MSG on certain critical issues/decisions - Lack of legislation to back the initiative
Conclusion: The Ministry has enough Potential and Opportunities to address the Issue				
Low capacity to implement green growth and climate financing	- Potential for innovative financial mechanisms (green bonds, blended finance). - Alignment with global agreements (e.g., Paris Agreement).	- Access to international climate funds (e.g., GCF, GEF) - Growing interest in green finance and sustainable investments - Influence on national budget allocations for climate actions.	- Complex and lengthy funding approval processes - Limited domestic fiscal space for climate investments. - Insufficient technical expertise for climate finance policymaking.	- Difficulty in meeting stringent funding requirements. - Lack of financial instruments to de-risk climate projects. - Balancing economic growth with climate sustainability. - lack of coordination among stakeholders



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	• Increase awareness of climate finance opportunities through training and workshops • Available international support and funding • Build investor confidence through efficient reporting. • Strengthen collaboration among stakeholders and donors.	• Growing demand for green and sustainable investments • Growing interest in climate finance training programs • Global climate commitments • Use of digital tracking systems such as Climate Financing tracking (CLIMAFINTRACK) • Implement a standardized reporting framework to improve transparency	• Complexity in access to climate finance • Limited capacity to effectively manage and deploy climate finance • limited access to reliable data on private sector contributions • Gaps in legal frameworks	• Adapting training content to evolving climate finance trends. • lack of standardized tracking and reporting mechanisms
Conclusion: The Ministry has enough Potential and Opportunities to address the Issue				
Weak Data Production and Coordination	Availability of Draft National Strategy for the Development of Statistics (NSDS) III	• Government commitment to sustainable and quality data for policymaking • Availability of Artificial Intelligence applications and statistical packages • Data repository (statsbank, statsApp, Atlas)		• Change in foreign policy • IMF conditionalities
Conclusion: The potentials and opportunities outweigh the constraints and challenges to address this issue				
Weak Statistical Infrastructure and Administrative Capacity	• Availability of highly skilled staff • Human Resource Management Policy Framework • Draft Scheme of Service • New organogram • Revised Staff Establishment Post • Draft Conditions of Service	• Revised Scheme of service with expanded establishment post submitted to Public Service Commission for approval • Data governance policy	• Over 70 percent of the workforce are above 50 years • Inability of MDAs in the National Statistics System to develop their Data sharing policy and Memorandum of Understanding (MoUs) • Unharmonized and unstandardised	• Low salary level



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	- Statistical Service Act, 2019 (Act 1003) - Draft Legislative Instrument - Data governance policy - Data Quality Assurance Framework (DQAF) - Code of Ethics - National Statistical Advisory Committee		- administrative data within the NSS - unavailability of a succession plan - Inadequate structured capacity building plan	
Conclusion: The issue can be addressed because the potentials and opportunities outweigh the constraints and challenges				
Inadequate guidelines for project management	- Dynamic leadership - Availability of relevant knowledge, skills and expertise - Young, agile and innovative staff	- Public Financial Management Act, 2016 (Act 921), - Public Financial Management Regulations, 2019 (L.I. 2378), - Public Financial Management (PIM) Regulation (L.I. 2411), - Guidelines, Manuals, Standard Documents and Templates - Development Partner (DP) support (financial and technical assistance)	Limited specialised sector-specific expertise within the Ministry	- Weak Collaboration with key stakeholders, - Limited technical capacity of Contracting Entities
Conclusion: Despite the constraints and challenges, the Ministry has enough potential and opportunities to address the issues.				
Inadequate technical capacity for the efficient management of public investments including PPPs.	- Dynamic leadership, - Availability of relevant knowledge, skills and expertise, - Young, agile and innovative staff	- Public Financial Management Act, 2016 (Act 921), - Public Financial Management Regulations, 2019 (L.I. 2378), - Public Financial Management (PIM) Regulation (L.I. 2411), - Guidelines, Manuals, Standard Documents and Templates, - Development Partner (DP) support (financial and technical assistance)	Limited specialised sector-specific expertise within the Ministry,	- Weak Collaboration with key stakeholders, - Limited technical capacity of Contracting Entities
Conclusion: The issue can be addressed because the potentials and opportunities outweigh the constraints and challenges				



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Weak Policy, Institutional and Legislative Framework for the management of the State's interests in Specified Entities and non-financial assets	• Dynamic leadership, • Availability of relevant knowledge, skills and expertise, • Young, agile and innovative staff	• Public Financial Management Act, 2016 (Act 921), • State Interests and Governance Authority Act, 2019 (Act 990), • Public Financial Management Regulations, 2019 (L.I. 2378) • Public Financial Management (PIM) Regulation (L.I. 2411), • State Ownership Policy and Guidelines, MoF's oversight and enforcement role, • MoF sanctioning powers • DP support (financial and technical assistance).	• Inadequate staff • Limited specialised knowledge and skills in fixed asset management within the Ministry	• Poor harmonisation between laws governing the management and governance of Specified Entities • Weak collaboration with key stakeholders • Mandate overlaps between the oversight bodies charged with performing various aspects of the fixed asset management function of the State
Conclusion: The potential and opportunities far outweigh the issue, challenges and constraints. The Ministry can leverage its potential and opportunities to address the issue.				
Weak Policy, Institutional and Legislative Framework for the promotion, development and implementation of PPPs	• Dynamic leadership, • Availability of relevant knowledge, skills and expertise, • Young, agile and innovative staff	• Public Financial Management Act, 2016 (Act 921), • Public Financial Management Regulations, 2019 (L.I. 2378), • Public Financial Management (PIM) Regulation (L.I. 2411), • Public Private Partnership Act, 2020 (Act 1039), • Guidelines, Manuals, Standard Documents and Templates, • DP support (financial and technical assistance)	• Limited specialised sector-specific expertise within the Ministry • Inadequate Staff	• Weak collaboration with key stakeholders, • Limited technical capacity of Contracting Entities
Conclusion: The Ministry has adequate potential and opportunities to address the issue despite the constraints and challenges.				
Financial Innovation and Inclusion	• Existence of a dedicated Division in the Ministry responsible for fostering financial sector innovation and deepening financial inclusion • Access to various financial inclusion data • Development of the National Fintech Strategy Document	• The existence of the formalisation of Village Savings and Loans Associations (VSLAs) • Existence of a cordial relationship with a wide range of interested stakeholders in the Financial Inclusion and Fintech Space	• Limited Financial Products for Women • Infrastructural Deficiencies • Financial and Digital Literacy Gaps • Trust and Security Concerns	• Sustainability of Financial Inclusion Programmes • Limited funding • Sustainability of digital and tech training Programmes • Limited harmonisation in financial literacy strategy and activities



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	• Collaboration with the Fintech industry • Existence of Government interest and support • Improved capacity to implement Financial Literacy Campaigns • MoF as the oversight Ministry for financial awareness campaign • The establishment of Development Bank Ghana (DBG) to provide MSMEs with sustainable financial support • Existing regulatory framework that supports Free Trade	• Existence of FinTech Companies and Innovation Hubs • Ghana Digital Skills Initiative • TVET Reforms and ICT-Based Training • High donor interest hence a great potential area for donor funding • Existing interest and discussions on the integration of Financial Literacy into Ghana's education curricula • Existence of high government and private sector interest in the subject matter • Strong multisectoral collaboration with stakeholders and partners • Financial Institutions' efforts to develop inclusive financial products • Collective efforts from the various organisations for Persons With Disabilities (PWD) • Economic Growth and Job Creation • Increased Agricultural Productivity • Youth and Women Empowerment	• High Cost of Digital and Tech Training • Brain Drain of Tech Talent • Cybersecurity and Ethical Concerns • Loss of trust in the financial sector • High general illiteracy levels and low awareness of financial sector issues • Inadequate regulator capacity to provide adequate resources for nationwide campaigns • Inadequate banking facilities for PWDs • Limited availability of disability-friendly financial products • Financial illiteracy among PWDs • Limited Access to Finance • Poor Infrastructure Market Access and Trade Barriers • Weak enforcement of disability policies	• Cultural and behavioural barriers • Limited funding for inclusive financial programmes • Accessing long-term finance
Conclusion: The Ministry has adequate potential and opportunities to address the issue despite the constraints and challenges				
Increased Incidence of Organised Crime and Diversification of Economic Crimes including Money	• A robust Anti-Money Laundering/Countering the Financing of Terrorism (AML/CFT) legal framework. • A strong outreach team	• Provision of Revenue Assurance. • Monitoring of activities of Designated Non- Financial Businesses and Professions	• Inadequate staff • Delay in response to requests for information from some stakeholders.	• Delay in budgetary releases to execute programmes. • Permanent Office premises.



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Laundering, Tax Evasion, Cyber-Crime.	• Skilled experts in the fight against Money Laundering/Terrorism Financing/Proliferation (ML/TF/PF). • Improved collaboration among Law Enforcement Agencies, Regulatory and Supervisory Bodies, Revenue Agencies and Accountable Institutions in the fight against corruption and other financial crimes. • A secured Enterprise Resource Planning Software (ERP). • Existing website. • Periodic ML/TF/PF risk assessment of the various sectors to identify new trends	(DNFBPs) and Financial Institutions. • Awareness creation and capacity building among stakeholders and the general public. • Strengthened capacity of stakeholders in the fight against ML/TF/PF. • Various fora for collaboration and feedback. • Active media. • Exchange of information among collaborating agencies and sister Financial Intelligence Units (FIUs). • Enhanced collaboration among member countries. • Member of Forum of FIUs in West Africa. • Member of Asset Recovery Inter Agency Network, West Africa (ARIN-WA) • Ghana as a leading financial services hub in the West African sub-region.	• Inadequate knowledge about AML/CFT /PF requirements and obligations. • Inadequate technical know-how on emerging technologies. • Low political commitment in some Inter-Governmental Action Group against Money Laundering in West Africa (GIABA) Member States. • Conflicts of Laws in member countries of GIABA.	• Prolonged nature of prosecuting financial crime. • Ineffective feedback system • Inadequate capacity of LEAs to investigate and prosecute ML/TF/PF cases on Virtual Assets. • Low conviction of ML/TF/PF cases • Inadequate data management systems for some stakeholders.
Conclusion: The Ministry has enough potentials and opportunities to address this issue				
external resource mobilisation and management	• Diversified funding sources • Regional and international partnerships: • Institutional strengthening: • Growing interest in sustainable finance • Emerging donor markets:	• Access to Climate and Green Finance: • Public-Private Partnerships (PPPs): • AfCFTA Trade Finance Mechanisms: • Diaspora Bonds & Sovereign Investment Instruments: • Digital Transformation in Development Cooperation:	• Macroeconomic Instability: • Weak preparation of pipeline Projects • Institutional Capacity and HR Gaps • Underutilisation of Bilateral and Trade Finance • Limited Engagement with Alternative Funding Sources	• Policy and Regulatory Uncertainty • Debt Sustainability Concerns • Delayed disbursements from multilateral agencies due to concerns over Ghana's fiscal position • Data and Monitoring Gaps



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
				• Competition for International Finance • Declining Global Development Assistance
Conclusion: The Ministry has enough potentials and opportunities to address this issue				
Revenue Management and Administration	• Built partnerships with local universities and research institutions. • Adopted advanced data analytics tools and economic modelling techniques. • structured stakeholder consultation frameworks to improve inclusivity and relevance. • Institutionalise periodic policy reviews to respond to changing dynamics. • Developed national strategy for international tax cooperation. • Strengthened International Tax Desk to coordinate global tax reforms • Existence of performance management systems. • Existence of Service Charter • Qualified and experienced human resource • Existence of multiple channels of communication	• Increasing global support for capacity building in fiscal policy analysis. • Availability of open-source forecasting tools and international technical assistance. • Demand for more evidence-based policymaking at both national and subnational levels. • Growing political and public demand for reform and transparency. • Availability of global best practices and reform templates to adapt locally. • Alignment with international tax standards enhances Ghana's credibility and revenue potential. • Support from OECD, ATAF, and other platforms for technical capacity-building. • Ongoing public sector reforms and digital government initiatives.	• Inadequate budget allocation for research and analytical functions. • Fragmented data sources and lack of inter-agency data sharing protocols. • Slow adoption of modern forecasting methodologies due to institutional resistance. • Bureaucratic bottlenecks and weak institutional frameworks. • Time and resource constraints for comprehensive policy analysis and reform execution. • Insufficient representation in international tax discussions. • Capacity limitations to implement and monitor obligations. • Legacy systems and infrastructure limitations.	• Limited in-house technical expertise in econometrics and data science. • Difficulty in accessing reliable and timely data across sectors • High turnover of skilled staff affecting institutional memory. • Resistance to change from vested interests or internal actors. • Weak inter-agency coordination. • Low awareness and limited institutional prioritisation. • Complexity of global tax rules and evolving standards. • Entrenched manual processes and resistance to technology adoption. • Inconsistent service delivery standards across departments. • Large informal sector • Low co-operation from public • External interference • Cyber security threats



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	• Strong relationship with development partners • Existence of call-centre • Existence of own Data centre • Well supported government organization • Strong laws • Well-crafted human resource policies	• Availability of modern tools to automate repetitive tasks and streamline workflows. • Advancement in technology • Increasing awareness of tax • Increasing government support • e-commerce and e-payment • Staff with diverse professional background	• Limited funding to implement change management and system upgrades • Low tax compliance • Delays in service delivery • Poor internet and network connectivity • Multiple IT platforms • Inadequate IT infrastructure • Relatively low human resource performance and performance monitoring • Low level of digitalisation • Excessive bureaucracy • Ineffective succession planning implementation	• Government policies
Conclusion: The potentials and opportunities outweigh the constraints and challenges to address this issue				
Weak Public Expenditure Management and Budgetary Controls	• Strong institutional mandate for budget reforms. • Existing budget structures for system integration. • Internal capacity to conduct budgetary analysis and forecasts. • Established budget formulation processes. • Institutional capacity for stakeholder engagement.	• Advancement in e- governance and budgetary technologies. • Development Partner support for Public Financial Management (PFM) reforms. • Availability of private sector expertise in system deployment. • Legislative push for clear and standardised budget guidelines. • Public sector budget reforms.	• Resistance to change. • Weak coordination. • Weak coordination between budgetary institutions. • High staff turnover affecting knowledge retention. • Competing demands from various sectors, making resource allocation difficult.	• Dependence on external vendors for system maintenance. • Possible infrastructure and connectivity issues in MMDAs. • Delayed disbursement of funds for implementation. • Political interference affecting budget allocations. • Legal ambiguities in fiscal decision making.



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	- Existing budget training programmes. - Availability of training materials and capacity-building resources. - Strong fiscal policy planning - Existence of a Medium-Term Expenditure Framework (MTEF) to guide allocations. - Skilled IT personnel - Strong budget execution framework. - Existence of GIFMIS for tracking allocations. - Oversight mechanisms - The Ministry's oversight role in public sector wage budgeting. - Availability of a Compensation Policy Management Unit - Capacity for wage analysis and financial forecasting. - Internal capacity for fiscal planning. - Capacity to align budget planning with execution. - Availability of policy experts - Active collaboration with the Local Government Ministry.	- Collaboration with academic institutions and training agencies. - International best practices in budgeting. - Development partners advocating for improved public sector wage management. - International best practices in budget prioritisation. - Potential fiscal space improvement due to economic growth. - Increased adoption of digital payment systems. - Collaboration with financial institutions. - Growing demand for fiscal transparency. - Increasing public discourse on sustainable wage policies. - Global best practices in public sector compensation reforms. - Potential legislative amendments to align FWSC decisions with fiscal planning. - Legal reforms to enhance budget commitment control. - Development partner advocacy for fiscal discipline.	- Weak cost-benefit analysis for expenditure prioritisation. - Bureaucratic bottlenecks in fund disbursement. - Poor coordination between budget planning and execution teams. - Poor adherence to fiscal discipline within MDAs. - Weak tracking of multi-year budget commitments. - Weak documentation and follow ups on project funding. - Lack of incentives for local revenue mobilisation. - Limited coordination with Parliament on the Local Government Finance Bill. - Weak capacity of MMDAs to generate own revenue. - Weak institutional mechanisms to track and enforce sanctions. - Inconsistent application of penalties. - Delays in inter-departmental coordination affecting timely execution.	- Limited funding for large-scale training initiatives. - Resistance to adopting new budgeting methodologies. - Economic fluctuations affecting revenue inflows. - Legal constraints in reallocating funds once budget is approved - Revenue shortfalls affecting fund availability. - Political influence on fund allocations. - Procedural restrictions on fund releases. - Political and labour union pressures influencing wage approvals. - Potential conflicts between fiscal policy goals and labour demands. - Unpredictable macroeconomic conditions affecting commitments. . - Political pressure to approve unfunded commitments. - Political influence on budget reallocation decisions.



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	• The Ministry's mandate to oversee fiscal decentralisation. • Strong internal expertise in designing fiscal policies. • Existence of the PFM Act as a legal framework. • Regulatory structures. • Existence of regulatory frameworks and financial management systems. • Availability of in-house expertise to design and monitor cash management frameworks. • Existing financial management tools (GIFMIS) for tracking commitments and payments. • Management's commitment in enforcing cash management reforms. • Existence of a dedicated GIFMIS technical team. • Capacity for system enhancements. • Availability of skilled personnel for data analysis • Management's support for digital transformation in data reporting.	• Ongoing public sector reforms in budget alignment. • Development Partner driven financial management programmes. • Legislative push for stronger local government financing. • Global best practices in local revenue generation. • Potential for innovative revenue diversification models. • Civil society and media advocacy for financial accountability. • Increasing public demand for strict enforcement of financial laws. • External anti-corruption agencies supporting compliance. • Development Partner-driven reforms aimed at strengthening budget discipline. • External technical assistance to improve budget execution efficiency. • Advances in digital financial management tools to enhance compliance tracking.	• Over-reliance on manual processes in some budget areas. • Dependence on external units (CAGD, MDAs) for financial data, which can cause delays. • Limited in house capacity for advanced system customisation. • Slow decision making on system improvements. • Fragmented reporting systems at MDAs/MMDAs, leading to inconsistencies. • Lack of accountability mechanisms for late or inaccurate data submission.	• Political pushback against fiscal decentralisation. • Lack of consensus among key stakeholders. • Political interference in sanction enforcement. • Legal loopholes limiting punitive actions. • Political events or external economic crises disrupting fiscal timelines. • Legislative amendments requiring additional procedural adjustments. • Weak enforcement of financial sanctions on non-compliant MDAs/MMDAs. • Financial constraints affecting system development. • Limited real-time data validation mechanisms.



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	Existence of the Hyperion and GIFMIS to facilitate data tracking.	- Public Financial Management (PFM) Act provides legal backing for enforcement. - Development Partners can provide financial and technical support for improving cash forecasting. - Potential Development Partner funding for system upgrades. - Increased use of automation in financial reporting. - Government's commitment to digitalising financial reporting processes. - Legal frameworks (PFM Act) mandate timely data submission.		
Conclusion: The Division possesses enough potential and opportunities to address the issue				
Weak Public Expenditure Management	- Availability of Financial Management Systems - Existence of PFM Act, 2016 (Act 921) - Availability of International Standards - Availability of draft operational manual to guide accounting - Availability of funds to undertake essential developmental project (IGF) - Existence of Audit Committee/Compliance team	- Existence of Audit/compliance team - Existence of Capacity building training programmes - Availability of Public Financial Management Laws, Acts and Regulations - Existence of Public Procurement Act 2003 - Collaboration with relevant MDAs to generate more government revenues as well as reduce expenditures - Upgrade of GIFMIS to ensure all relevant systems are linked	- Weak Enforcement of the Public Financial Management Act - Weak Cash Management system - Budgetary Constraint - Non-adherence to M&E protocols - Covered Entities spending beyond budget - Inadequate Expenditure Controls - Inadequate release of funds to undertake activities/projects	- Low level of compliance with the Public Financial Management, legal framework - Limited usage of the SWIFT system by MDAs/MMDAs and SOEs - Non-linkage of the mechanised Pensions payment processes with the IPPD2 - The continued usage of manual cheques by some MDAs - Limited data for the preparation of Public Accounts from the GIFMIS due to



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	Data Clean Up on IPPD2 and Cap 30 Payroll System	to enhance efficient performance	- Delay in the upgrade of the GIFMIS financials - Huge expenditure by Covered Entities without commensurate revenue to meet the growing expenditure - Inadequate budgetary allocation for items of national character - Unharmonised salary structure on the IPPD2	MDAs/MMDAs not capturing all transactions on the system
Conclusion: In spite of the constraints enumerated above, the Controller and Accountant General's Department has enough potential and opportunities to address the inadequate human and institutional capacity identified as issues.				
Insufficient Compliance with Stipulation of ACT 663 as Amended	- Effective monitoring system established by PPA - Internationally acceptable legal monitoring tool. - Good ICT infrastructure for PPME Tool and e-procurement - Enhanced Public Procurement Model of Excellence (PPME) Tool being explored - Annual Procurement Performance Assessment of Public Entities - Existence of Zonal Offices for four regions - Readiness of PPA to establish two additional Zonal Offices - Professional recognition - Mandate to drive Capacity Development (CD) activities - The existence of the Scheme of Service for procurement staff in the public sector - Ability of PPA to generate funds internally	- Improved ICT and internet availability in Ghana creating the platform for enhancing transparency in public procurement - Possibility of Benchmarking Ghana's Public Procurement Systems with International best practices - Ability of the Media and CSOs to hold public institutions accountable in the court of public opinion - Educational institutions offering procurement courses to enhance capacity and Professionalism for Public Procurement System - Availability of experienced procurement consultants to support PPA in its capacity development efforts - Professional associations CIPS, AGI, GNCC, GhIE, are vibrant	- Inadequate office accommodation, logistics, and vehicles - Inadequate funding for procurement assessment and other programmes - PPA visibility in a limited number of regions - Unavailability of Procurement Records Keeping manual at PPA - Difficulty obtaining PEs tender documents pertaining to past contract awards - Inadequate ICT facilities in the rural areas - Difficulty in attracting, motivating and retaining critical technical staff within PPA and at the Entity level - Limited human capacity to use ICT infrastructure	- Inadequate capacity at the entity level to appreciate rationale for monitoring - Tendency of entities to overlook prescribed procedures in conducting procurement activity - Change in mentality and readiness to use the internet for E-Government Procurement - Availability of suitable premises - Limited access to the internet - Inadequate capacity at the entity level - Lack of qualified personnel to undertake records activities at the entity levels - Lack of qualified personnel to undertake proper CM activities at the entity levels



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	• Availability of Contract Management Manual and Modules at PPA • Improved ability to fund its activities in fulfilment of its regulatory function	• and can serve as an advocacy group for public procurement • Active, extensive and expanding media for information dissemination on public procurement issues • The desire for transparency in procurement is high on government and development partners' agenda • Improved ability to fund its activities in fulfilment of its regulatory function	• Inadequate funds to undertake capacity development on contract management, FWA, STDs, SPAF, Records Keeping, and SPP across the Country • Difficulty in getting PEs to post their Procurement Plans and contract awards on PPA website • Difficulty obtaining PEs tender documents pertaining to past contracts awards • Interference In Procurement Processes at the Entity level	• Refusal of Parliament to grant PPA the mandate to generate funds
Conclusion: The Public Procurement Authority has enough potential and opportunities to address the issue				
Inadequate Competences in Public Procurement Processes and Procedures	• Committed board and management • Experienced, committed and competent management and staff • Existence of two Zonal Offices in-charge of four (4) regions to help in implementation • Existence of amended procurement law and revised Standard Tender Documents (STDs) that benchmark best practices • Good corporate culture • Goodwill from Development Partners • Availability of international best practices to Benchmark	• Availability of experienced procurement consultants to support PPA • Educational institutions offering procurement courses to enhance Professionalisation within the public sector • Availability of experienced procurement consultants to support PPA in its capacity development efforts • Increased stakeholder quest for better application of innovative public procurement policies • Support of DPs in the introduction and implementation of new policies e.g. FWA, SPP, etc. • ICT application and internet penetration on the increase in	• Inadequate office accommodation • Inadequate funding from GoG • Difficulty in attracting, motivating and retaining critical technical staff within PPA • Inadequate funds to undertake sensitisation in the use of new STDs • Tendency of entities to overlook prescribed STDs	• Inadequate capacity at the entity level • Inadequate allocation of Funds for MDAs and MMDAs • Adoption of alternative procurement procedures by some state institutions • Unwillingness of entities to comply with new policies and procedures. • Inadequate capacity at the entity level to appreciate use of STDs for procurement • Tendency of entities to overlook prescribed procurement documentation



ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
		Ghana thereby creating the platform for research • Readiness of DPs to support internal capacity building effort		
Conclusion: The Public Procurement Authority has enough potential and opportunities to address the issue				
Weak Public Debt Management	• Improved Fiscal Policy Coordination • Development of Domestic Bond Market • Use of Technology in Debt Management • Public-Private Partnerships (PPPs) – Engaging private investors in infrastructure development will ease the debt burden on government resources. • Existence of robust debt management system. • Qualified and dedicated staff • Liability management to reduce rollover and refinancing risk by lengthening the maturity profile of domestic debt • Improved Debt Sustainability • Efficient Public Debt Reporting • Stronger Policy Implementation	• IMF and World Bank Support • Diversification of Revenue Sources • Improved Investor Relations • Regional Financial Integration Investor Confidence and participation of foreign investors at the long end of domestic market. • Revised Primary Dealer System to improve efficiency in the domestic market. • Capacity Building Programmes • Digital Transformation • Public-Private Partnerships (PPPs): Collaboration with private sector experts will help supplement human and logistical constraints. • Government Support and Policy Reform.	• High Cost of Borrowing • Unstable Macroeconomic Conditions • Political and Policy Risks • Debt Restructuring Risks. • Unstable Macroeconomic environment. • High Gross Financing needs. • Unstable exchange rate. • Budget Constraints • High Staff Turnover • Technological Gaps • Limited Stakeholder Coordination	• Limited Institutional Capacity • Weak Legal and Regulatory Framework • Public Resistance to Austerity Measures • Dependence on Commodity Exports Risk of non-participation of foreign investors. • Unwillingness of domestic investors to invest in long-term bonds. • Increasing level of contingent liabilities in recent years. • Bureaucratic Delays • Political Influence • Regulatory Restrictions • Economic Constraints
Conclusion: The Ministry has enough Potential and Opportunities to address this issue.				



4.0 CHAPTER FOUR - DEVELOPMENT, GOALS, OBJECTIVES AND STRATEGIES

4.1 Introduction

This chapter considers the anticipated development projections arising out of the key development issues from 2026 to end of the plan implementation period in 2029. It takes into consideration the effect of various strategies to be implemented during the period. The projections have been developed along the three main development dimensions that the Ministry's activities are aligned to. Table 8 below highlights the Development Goals, Objectives and Strategies.

4.2 Matrix on Development Goals, Objectives and Strategies

Table 8: Matrix on Development Goals, Objectives and Strategies

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
Dimension/Thematic Area: Economic Development					
Weak Public Financial Management	Achieve efficient and effective management of the economy towards the attainment of upper middle-income status and poverty reduction	• Ensure sustainable fiscal deficit of 0.7% of GDP by 2028 • Ensure sustainable public sector wage bill of 5% of GDP by 2028 • Ensure sustained primary balance (commitment) of 1.5% surplus of GDP from 2025 to 2028 • Improve coordination and data reporting processes among stakeholders responsible for providing inputs in the regional macroeconomic reports • Enhance the quality and timeliness of data submission for multilateral surveillance and convergence reporting. • Strengthen internal processes to track performance against ECOWAS convergence criteria. • Increase public understanding of regional economic	1.1.4 Ensure improved fiscal performance and sustainability	• Accelerating Public Financial Management Reforms • Enforce the Public Financial Management Regulation, 2019 (L.I.2378) (8.a) • Establish a Technical Committee on Regional Macroeconomic Surveillance and Convergence Reporting • Develop and implement a calendar of reporting aligned with ECOWAS timelines and requirements • Establish a Technical Committee on Regional Levies to coordinate reconciliation and compliance with AU and ECOWAS levy protocols • Develop a national	Prudent Public Financial Management



Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
		integration goals, benefits, and obligations. • Promote inclusive dialogue on integration policies • Strengthen financial oversight of the 0.2% AU levy and the ECOWAS Community Levy implementation and reporting. • Improve reconciliation, reporting and audit of regional levy collections and expenditures • Ensure legal alignment and compliance with ECOWAS Supplementary Acts • Establish pre-mission national mechanisms to address identified gaps • Ensure parity in wages and productivity. • Improve efficiency in public sector wage management systems. • Regulate public sector recruitment • Reduce earmarking of revenues • Improve capacity in economic forecast and policy simulation.		compliance checklist and legal review for Community Levy exemptions • Establish a monitoring and reporting framework for the AU Levy (Act 952) and ECOWAS Community Levy Supplementary Act • Strengthen institutional collaboration for effective fiscal policy management • Strengthen the public sector wage bill management system • Strengthen transparency and accountability along the extractive sector value chain to promote development outcomes • Develop and maintain macro-fiscal models for macroeconomic analysis and forecasting in accordance with Regulation 3(2) (b) (g) of the L.1.2378 • Develop and maintain a database on economic indicators in line with Regulation 3(2) (b) (j) and (l) of the L.1.2378	
Weak Capacity for Economic Management		• Real GDP growth of 4.8 percent by 2028 • Non-Oil Real GDP of 4.9 percent by 2028 • Tax Revenue to GDP of 16.8 percent by 2028	1.1.4 Ensure improved fiscal performance and sustainability	• Strengthen institutional collaboration for effective fiscal policy management • Accelerating Public Financial Management Reforms Rationalise the	Strengthen Capacity for Economic Management



Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
		- Debt to GDP of 55 percent by 2028 - Ensure a primary balance of a surplus of 1.5 percent of GDP - Strengthen institutional mechanisms to mobilize and manage climate finance - Improve real-time monitoring and reporting system for public transactions		- public sector wage bill management system - Review the administrative framework for earmarked funds to ensure efficiency in the management of public funds - Strengthen the digitalisation and harmonisation of the government's fiscal management systems for efficient expenditure management - Digitize regulatory processes - Upgrade digital infrastructure - Develop green financing framework - Create a Real Sector Coordination Council - Develop and launch an open-access portal - Integrate real sector financial data into public dashboards	
Financial Innovation and Inclusion		Promote the development of a robust and inclusive financial sector	1.1.3 Promote Financial Sector Stability 1.3.4 Formalise the informal economy	- Expand financial services and enhance enforcement of financial regulations - Intensify education/campaign for financial services and products - Collaborate with financial sector regulators to bridge the supervisory gap for sector resilience	Promotion of Financial Innovation and Inclusion



Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
				- Engage key stakeholders to ensure that every stage of consultation in product development is adopted - Conceptualize and design practical market-oriented reforms in collaboration with key players for resilient and economic growth - Develop policies to encourage the development of inclusive development - Develop and implement a Comprehensive, Long Term National Financial Literacy Strategy and Roll out nationwide financial literacy campaign programs	
External Resource Mobilisation and Management		- Diversify sources of external funding - Promote Ghana's investment attractiveness through reforms and transparency - Strengthen technical and negotiation skills of staff - Improve data collection, analysis, and reporting on development cooperation - Strengthen strategic engagement with bilateral donors	1.1.4 Ensure improved fiscal performance and sustainability	- Establish a Unit on Emerging and Alternative Financing - Engage proactively with climate and philanthropic funds - Develop policy framework for diaspora and blended finance instruments - Publish annual development cooperation performance reports - Strengthen the use of Gh-DCMIS for transparency - Engage DPs on mutual accountability frameworks - Implement targeted training in resource	External Resource Mobilisation and Management



Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
				mobilisation, diplomacy, project appraisal • Establish learning exchange programmes with comparator institutions • Upgrade and fully deploy Gh-DCMIS across MDAs • Train all focal persons in data entry and report generation • Integrate DCMIS with donor systems for harmonised reporting • Conduct bilateral portfolio reviews annually • Develop country-specific engagement strategies • Host bilateral cooperation dialogues with embassies and agencies	



Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
Revenue Management and Administration		• Widen the tax net • Enhance Compliance and Enforcement processes and procedures • Enhance seamless taxpayer service delivery	1.1.4 Ensure improved fiscal performance and sustainability	• Strengthen revenue institutions and administration to eliminate revenue leakages and diversify revenue sources • Leverage technology for tax policy formulation and administration • Institute policy and regulatory measures to address the menace of illicit financial flows • Enhance revenue mobilisation potentials of relevant public agencies • Review the extractive sector regime to enhance Ghana's stake in natural resources exploitation. • Strengthen the tax exemption regime to promote transparency. • Create local economic development units in all MMDAs • Strengthen collaboration between key state agencies in charge of revenue generation • Linking the Ghana card to employees on government payroll	Improve Revenue Management and Administration
Weak Public Expenditure Management and Budgetary Controls		• Achieve 60% compliance with financial management regulations and reduce arrears by 2029	1.1.4 Ensure improved fiscal performance and sustainability	• Strengthen institutional collaboration for effective fiscal policy management • Strengthen the enforcement of Public	Prudent Public Expenditure Management and Budgetary Controls



Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
		- Reduce budget preparation delays by 80% and fully operationalise the Hyperion system across all MMDAs by 2029. - Ensure 100% timely budget allocations and reduce fund transfer delays by 70% by 2029. - Achieve 80% timely submission of financial data and upgrade GIFMIS for improved reporting by 2029		Financial Management Act, 2016 (Act 921) and the Public Procurement Act, 2016 (Act 914). - Strengthen the digitalisation and harmonisation of the government's fiscal management systems for efficient expenditure management - Rationalising arrears and public investment	
		Increase MMDAs' Internally Generated Funds (IGF) by 30% and reduce reliance on Inter Governmental Fiscal Transfers (IGFT) by 2029	4.2.3 Strengthen fiscal decentralization	- Strengthen fiscal decentralization for local development - Implement the Inter-Governmental Fiscal Framework (IGFF) and Inter- Governmental Fiscal Transfers (IGFT)	
			1.1.4 Ensure improved fiscal performance and sustainability	- Streamline disbursement processes to cut transfer delays by 2027. - Implement bulk releases of MDAs/MMDAs budgets by 2029. - Strengthen commitment control mechanisms to prevent arrears by 2029.	
				- Upgrade GIFMIS to allow proper financial data categorization by 2027. - Implement a data submission enforcement mechanism by 2028.	



Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
				Strengthen financial reporting systems to improve budget monitoring by 2029.	
Weak Public Expenditure Management		- Ensure Improved Public Financial Management - Ensure Improved Fiscal Performance and Sustainability	1.1.4 Ensure improved fiscal performance and sustainability	Accelerating Public Financial Management Reforms	Prudent Public Expenditure Management
Weak Public Debt Management		- Debt to GDP of 55 percent by 2028 - Ensure low risk in the public debt portfolio. - Ensure adequate financing options for government projects. - Strengthen regulatory framework on public debt management - Ensure effective Investor engagements	1.1.4 Ensure improved fiscal performance and sustainability	- Reopening Domestic and Capital Markets - Ensure effective implementation of the Debt management strategy - Adopt Public Debt mitigation risk measures - Ensure effective and efficient public debt management operations in meeting government debt service obligations - Strengthen regulation of State-Owned Enterprises to reduce contingent liabilities. - Establish the independent Public Debt Management Office (PDMO) under the Public Financial Management Act, 2016 (Act 921) to manage public debt to sustainable levels	Strengthen Public Debt Management
Dimension/Thematic Area: Environment, Infrastructure and Spatial Development					
Low capacity to implement green growth and climate financing	Achieve efficient and effective management of the economy towards	Secure financing by engaging with international climate funds and fostering partnerships with private	1.1.4 Ensure improved fiscal performance and sustainability	Develop green financing framework	Improve Capacity to Implement Green Growth and Climate Financing



Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
	the attainment of upper middle-income status and poverty reduction	and other entities to unlock green investments		Build capacity in climate risk assessment and budgeting	
Dimension/Thematic Area: Governance and Institutional Development					
Inadequate technical capacity for the efficient management of public investments including PPPs	Enhanced technical capacity for the efficient management of public investments by PIUs and EPCs.	Strengthen technical capacity for the efficient management of public investments by PIUs and EPCs.	1.1.4 Ensure improved fiscal performance and sustainability	- Strengthen institutional capacity for project preparation, appraisal, and implementation. - Enhance the use of technology in public investment management	Adequate Technical Capacity for the Efficient Management of Public Investments
Weak Policy, Institutional and Legislative Framework for the management of the State's interests in SEs and non-financial assets	Enhance legal, regulatory, and institutional framework for the management of the state's interests in Specified Entities	Improve the legal, regulatory, and institutional framework for the management of the state's interests in Specified Entities		- Coordinate the implementation of the State Ownership Policy - Coordinate the development of a comprehensive law for state ownership - Ensure effective financial management and oversight of State-Owned Enterprises - Coordinate the implementation of the National Fixed Asset Management Policy and Guidelines	Strengthen Regulatory Framework for the Management of the State's Interests in SEs and Non-Financial Assets
Weak Policy, Institutional and Legislative	Improve compliance with specific provisions	Enhance compliance in line with the PPP Act, 2020 (Act 1039)		stakeholder sensitization and engagement	Strengthen Implementation of the Public Private



Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
Framework for the development, promotion and implementation of PPPs	in the Public Private Partnership Act 2020, Act (1039).				Partnership Act 2020, Act (1039)
Inadequate Human and Institutional Capacity to perform functions effectively and efficiently	- Enhance the overall performance of the Ministry - Secure requisite legislative instrument	- Enhance staff capacity for effective and efficient performance. - Improve knowledge, skills development, and Human Capital for MoF - Strengthen institutional management and Employee Wellbeing - Enhance MoF Client Service delivery, Public Relations and Protocol - Ensure effective institutional management - Ensure MoF adherence to existing laws, rules and regulations of the Civil/Public Service - Obtain necessary Legislative approvals for IAT	4.4.1 Strengthen the effectiveness, accountability, and efficiency of public institutions	- Implement capacity building initiative for staff at all levels - Enhance performance management system to improve productivity in the Ministry - Implement the MoF ICT Policy and upgrade ICT infrastructure. - obtain the Legislative Instrument for IAT	Development of Human and Institutional Capacity
Weak compliance with existing Civil/Public Service Laws,	Ensure compliance in the utilisation of public funds	Strengthen institutional systems to improve compliance with PFM laws, regulations, and policies	1.1.4 Ensure improved fiscal performance and sustainability	- Strengthening Internal Controls, accountability and reporting - Validation and assurance of all payments	Strengthen compliance in line with existing Civil/Public Service Laws,



Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
Rules and Regulations				- Enhance Coordination Mechanisms - Enforce sanctions for non-compliance, enhance monitoring, and engage stakeholders to promote transparency and accountability	Rules and Regulations
Weak Monitoring and Evaluation Systems	Ensure Effective and Efficient Coordination, Monitoring and Evaluation of Policies, Programmes and Projects	- Improve programme design and implementation - Measure programme/project results - Ensure accountability in utilisation of Government resources	4.4.1 Strengthen the effectiveness, accountability, and efficiency of public institutions 4.5.1 Improve policy coherence and alignment with national development goals	Establish effective coordination and monitoring mechanisms	Strengthen M&E Systems
Ineffective Coordination of Programmes, Projects, and Policies		- Enhance coordination and implementation of sector policies, plans and programmes - Ensure the existence of an approved Sector Medium Term Development Plan - Monitor implementation of the Ministry's Budget - Unravel causes of deviations between planned outputs/outcomes and their respective actuals for informed decision making	4.5.1 Improve policy coherence and alignment with national development goals	- Enhance evidence-based policy formulation - Strengthen coordination, and collaboration, and consultations among key stakeholders in policy formulation	Effective Coordination of Programmes and Projects
Transparency and Accountability	Ensure responsible and equitable use of resources, promoting long term social and	Ensure open and verifiable information is available throughout the entire process, from resource extraction to revenue management	4.3.1 Deepen Transparency and public accountability	Strengthen systems and structures for ensuring transparency and accountability in the	Transparency and Accountability



Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
	economic development while combating corruption and mismanagement			management of public funds - Promote transparency and accountability in the natural resource sector - Strengthen transparency and accountability along extractive sector value chain to promote development outcome	
Weak Data Production and Coordination	Ensure sustainable funding for national statistical systems	Improve methodologies, capacity to analyse and disseminate data in disaggregated form from multiple data sources	1.1.4 Ensure improved fiscal performance and sustainability	Carry out periodic social and economic surveys as well as improve administrative and big data sources	Enhance data production and coordination of statistical programmes
Weak Statistical Infrastructure and Administrative Capacity	Improve coordination, quality, and security of data systems	- Ensure retention of qualified statistical personnel - Ensure comprehensive data governance framework		- Partner with academic institutions to build a pipeline of talent - Develop and implement a national data governance policy	Modernise statistical infrastructure and enhance administrative capacity and financial management
Inadequate guidelines for project management	Develop Guidelines, Standardized Bidding Documents, PPP Regulations for improved institutional and governance efficiency.	- Enhance compliance with established PIM procedures and guidelines - Improve on electronic data management system for the management of all investment projects	1.1.4 Ensure improved fiscal performance and sustainability	- Standardize, Bidding Documents and PPP Regulations to improve institutional and governance efficiency - Organize sensitization on the Guidelines, Standardized Bidding Documents, PPP Regulations. - Strengthen oversight over the PIM process	Project Management Improvement Programme



Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
				Coordinate the development and maintenance of a robust electronic data management system	
Increased Incidence of Organised Crime and Diversification of Economic Crimes including Money Laundering, Tax Evasion, Cyber-Crime.	Provide a dedicated framework for the Designated Non-Financial Business or Profession (DNFPB)	- Continue capacity building programme on AML/CFT & CPF for DNFBP. - Ensure the retention of professionals within AML/CFT of FIC - Strengthen dialogue between regulators and supervisory authorities	4.9.1 Strengthen anti-corruption measures and enhance public integrity	- Organise AML/CFT/CPF workshops - AML/CFT certification of staff – CAMS - Provide relevant trainings on Financial crimes, Financial investigations and Virtual Assets	Economic Crime Combat Programme
Insufficient Compliance with Stipulation of ACT 663 as Amended	Strengthening Public Procurement Management in line with the Public Procurement Act, 2003 (Act 663) as amended	- Ensure compliance with the Public Procurement Act - Enhance monitoring, evaluation, and reporting mechanisms within procurement systems.	1.1.4 Ensure improved fiscal performance and sustainability	- Conduct periodic procurement assessment in line with Act 663 (as amended) - Strengthen the use and functionality of the Ghana Electronic Procurement System (GHANEPS). - Collaborate with civil society, the private sector, and development partners to promote open contracting	Prudent Compliance with Stipulation of ACT 663 as Amended
Inadequate Competences in Public Procurement Processes and Procedures	Improve capacity of procurement staff and key stakeholders	Enhance knowledge and understanding of procurement laws, policies, and procedures among procurement staff and stakeholders.		- Conduct tailored training programmes for procurement officers, suppliers, evaluation panel members, and other key actors - Hold regular stakeholder dialogue sessions to gather	Improve Competences in Public Procurement Processes and Procedures



Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
				feedback and share experiences • Provide training on the use of digital procurement systems	

Source: Ministry of Finance

4.3 Assessment of Goal Compatibility using Goal Compatibility Matrix

Table 9 and figure 4 below shows the goal compatibility assessment

Table 9: Goal Compatibility Matrix

Goal Number	Goal
Goal 1	Achieve efficient and effective management of the economy towards the attainment of upper middle-income status and poverty reduction
Goal 2	Enhanced technical capacity for the efficient management of public investments by PIUs and EPCs.
Goal 3	Enhanced legal, regulatory, and institutional framework for the management of the state's interests in Specified Entities
Goal 4	Improved compliance with specific provisions in the Public Private Partnership Act 2020, Act (1039).
Goal 5	Enhance the overall performance of the Ministry
Goal 6	Secure requisite legislative instrument
Goal 7	Ensure compliance in the utilisation of public funds
Goal 8	Ensure Effective and Efficient Coordination, Monitoring and Evaluation of Policies, Programmes and Projects
Goal 9	Ensure responsible and equitable use of resources, promoting long term social and economic development while combating corruption and mismanagement
Goal 10	Ensure sustainable funding for national statistical systems
Goal 11	Improve coordination, quality, and security of data systems
Goal 12	Develop Guidelines, Standardized Bidding Documents, PPP Regulations for improved institutional and governance efficiency.
Goal 13	Provide a dedicated framework for the Designated Non-Financial Business or Profession (DNFPB)
Goal 14	Strengthening Public Procurement Management in line with the Public Procurement Act, 2003 (Act 663) as amended



Goal Number	Goal
Goal 15	Improve capacity of procurement staff and key stakeholders

Figure 4: Goal Compatibility Matrix

Goal	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7	Goal 8	Goal 9	Goal 10	Goal 11	Goal 12	Goal 13	Goal 14	Goal 15
Goal 1															
Goal 2															
Goal 3															
Goal 4															
Goal 5															
Goal 6															
Goal 7															
Goal 8															
Goal 9															
Goal 10															
Goal 11															
Goal 12															
Goal 13															
Goal 14															
Goal 15															

All the fifteen goals of the Ministry of Finance were subjected to the Goal Compatibility Matrix. The analysis of the goals showed that there was no conflict among the selected goals of MoF.



5.0 CHAPTER FIVE – COMPOSITE DEVELOPMENT PROGRAMMES

5.1 Introduction

To address the key development issues identified within the Medium Term, various interventions in the form of projects/operations/activities have been formulated with indicative budgets for the programmes as well as sources of funding. The leads and collaborating Agencies are also identified. The Ministry intends to implement these operations and/or activities through twenty-three (23) broad programmes and sub programmes. The timeframe for the implementation of these programmes and sub programmes have been indicated in the Programme of Action (PoA).

5.2 Programme of Action (2026-2029)

The Ministry of Finance intends to implement a total of twenty-three (23) broad programmes across three (3) dimensions. Eight (8) programmes will be implemented under the Economic Development Dimension, one (1) programme under the Environment, Infrastructure and Spatial Development Dimension and fourteen (14) programmes under the Governance and Institutional Development Dimension. A total amount of GHS12,805,679,967.99 will be needed to implement the twenty-three (23) broad programmes. GHS4,108,253,109.48 under the Economic Development Dimension, GHS9,200,000 under the Environment, Infrastructure and Spatial Development Dimension and GHS8,688,226,858.51 under Governance and Institutional Development Dimension.

Table 10 below shows broad programmes with corresponding budget and timelines, as well as implementation arrangements to resolve the identified issues within the plan period. The Programme of Action also gives an indication of total financial resources required for the implementation of the Plan.



Table 10: Programme of Action (2026-2029)

Development Programme	Time Frame				Cost (GHS)				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	DACF	IGF	DP	New	Ongoing	Lead	Collaborating
Dimension/Thematic Area: Economic Development												
Prudent Public Financial Management	x	x	x	x	15,385,164	-	-	-		x	Research Division (RD)	All DADs, CSA, CAGD, BoG, SIGA, NPRA, GRA
Strengthen Capacity for Economic Development	x	x	x	x	736,807,000	-	-	-		x	Real Sector Division (RSD)	All DADs
Promotion of Financial Innovation and Inclusion	x	x	x	x	23,150,000	-	-	19,500,000		x	Financial Sector Division (FSD)	All DADs
External Resource Mobilisation and Management	x	x	x	x	10,500,000.00	-	-	51,800,000.00		x	External Resource Mobilisation Division (ERMD)	All DADs
Improve Revenue Management and Administration	x	x	x	x	2,906,666,783	-	-	850,000.00		x	Revenue Policy Division (RPD), GRA	GRA, MDAs, PC, GNPC, MinCom MLNR, FIC, EOCO, BOG, GPHA, GSA
Prudent Public Expenditure Management and Budgetary Controls	x	x	x	x	165,203,630	-	-			x	Budget Office	Internal Audit Agency, Attorney General, MDAs and MMDAs, Parliament, DACF, FWSC,



Development Programme	Time Frame				Cost (GHS)				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	DACF	IGF	DP	New	Ongoing	Lead	Collaborating
												GIFMIS Secretariat
Prudent Public Expenditure Management	x	x	x	x	11,853,020	-	29,679,020	130,746,738		x	CAGD	F&A, ICTM/ORACLE CONSULTANTS, NIA, MoF, GRA, MDAs, Banks
Strengthen Public Debt Management	x	x	x	x	48,000,000	-	8,100,000	-		x	Public Debt Management Office (PDMO)	BoG, CAGD, GRA, ERMD, RD, Legal, OAGMoJ, Budget Office
Dimension/Thematic Area: Environment, Infrastructure and Spatial Development												
Improve Capacity to Implement Green Growth and Climate Financing	x	x	x	x	9,200,000	-	-	-		x	RSD	
Dimension/Thematic Area: Governance and Institutional Development												
Adequate Technical Capacity for the Efficient Management of Public Investments	x	x	x	x	15,000,000.00	-	-	30,621,888.00		x	Public Investment and Assets Division (PIAD)	MDAs & MMDAs
Strengthen Regulatory Framework for the Management of the State's Interests in SEs and Non-Financial Assets	x	x	x	x	42,650,000.00	-	-	73,280,000.00	x		PIAD	SIGA, Parliament, NAMWC, CAGD,
Strengthen Implementation of	x	x	x	x	2,040,698.88	-	-	77,701,115.59		x	PIAD	MDAs & MMDAs



Development Programme	Time Frame				Cost (GHS)				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	DACF	IGF	DP	New	Ongoing	Lead	Collaborating
the Public Private Partnership Act 2020, Act (1039)												
Project Management Improvement Programme	x	x	x	x	20,000,000.00	-	-	40,260,000.00		x	PIAD	MDAs & MMDAs
Development of Human and Institutional Capacity	x	x	x	x	6,184,149,886.59	-	-	-		x	Human capital and General Administration Division (HCGAD)	All the divisions, Cabinet, Attorney General, CTNET, University of Ghana, CAGD, OHCS, Civil and Public Service institutions
Strengthen Compliance with existing Civil/Public Service Laws, Rules and Regulations	x	x	x	x	32,040,000.00	-	855,600.00	-		x	PFM Compliance, Legal, Internal Audit	DADs
Strengthen M&E Systems	x	x	x	x	13,000,000.00	-	-	-		x	PCMED	DADs
Effective Coordination of Programmes and Projects	x	x	x	x	10,596,816.61	-	-	-		x	PCMED	DADs
Transparency and Accountability	x	x	x	x	600,000	-	-	-		x	RSD	
Enhance Data Production and Enhance Coordination of	x	x	x	x	365,200,000	-	-	670,200,000		x	GSS	All MDAs



Development Programme	Time Frame				Cost (GHS)				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	DACF	IGF	DP	New	Ongoing	Lead	Collaborating
Statistical Programmes												
Modernise Statistical Infrastructure and Enhance Administrative Capacity and Financial Management	x	x	x	x	249,100,000	-	-	183,500,000		x	GSS	All MDAs
Economic Crime Combat Programme	x	x	x	x	60,000,000	-	-	-		x	FIC	BoG, GRA, SEC, NIC, NSCS, EOCO, GPS, NIB, GIS, ORC
Prudent Compliance with Stipulation of ACT 663 as Amended	x	x	x	x	3,527,480	-	-	5,149,338		x	PPA	PEs
Improve Competences in Public Procurement Processes and Procedures	x	x	x	x	3,675,318.00	-	-	4,567,600.00		x	PPA	PFM4SD, PEs



5.3 Programme Financing Matrix and Revenue Generation Measures

Table 11: Template for programme financing

Development Programme	Programme cost (A)	Expected Revenue and Sources of Funding							Total (B)	Gap(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others (Specify)		
Prudent Public Financial Management	15,385,164.00	15,385,164.00	0.00	0.00	0.00	0.00	0.00	0.00	15,385,164.00	0.00
Strengthen Capacity for Economic Development	736,807,000.00	278,798,000.00	0.00	0.00	0.00	0.00	0.00	0.00	278,798,000.00	(471,509,000.00)
Promotion of Financial Innovation and Inclusion	42,650,000	23,150,000	0.00	0.00	0.00	0.00	19,500,000	0.00	42,650,000	0.00
External Resource Mobilisation and Management	62,300,000.00	10,500,000.00	0.00	0.00	0.00	0.00	51,800,000.00	0.00	62,300,000.00	0.00
Improve Revenue Management and Administration	2,845,946,782.84	2,845,946,782.84	0.00	0.00	0.00	0.00	0.00	0.00	2,845,946,782.84	0.00
Prudent Public Expenditure Management and Budgetary Controls	165,203,630.00	38,483,500.00	0.00	0.00	0.00	0.00	0.00	0.00	38,483,500.00	(126,720,130.00)
Prudent Public Expenditure Management	172,210,532.64	11,853,020.00	29,679,020.00	0.00	0.00	98,255,624.48	32,602,868.16	0.00	172,150,532.64	0.00
Strengthen Public Debt Management	67,750,000.00	48,000,000.00	8,100,000.00	0.00	0.00	0.00	0.00	0.00	56,100,000.00	(11,650,000.00)
Dimension/Thematic Area: Environment, Infrastructure and Spatial Development										
Improve Capacity to Implement Green Growth and Climate Financing	9,200,000.00	2,900,000.00	0.00	0.00	0.00	0.00	0.00	0.00	2,900,000.00	(6,300,000.00)



Development Programme	Programme cost (A)	Expected Revenue and Sources of Funding							Total (B)	Gap(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others (Specify)		
Dimension/Thematic Area: Governance and Institutional Development										
Adequate Technical Capacity for the Efficient Management of Public Investments	45,621,888.00	15,000,000.00	0.00	0.00	0.00	0.00	30,621,888.00	0.00	45,621,888.00	0.00
Strengthen Regulatory Framework for the Management of the State’s Interests in SEs and Non-Financial Assets	60,260,000.00	20,000,000.00	0.00	0.00	0.00	0.00	40,260,000.00	0.00	60,260,000.00	0.00
Strengthen the Implementation of the Public Private Partnership Act 2020, Act (1039)	79,741,814.48	2,040,698.88	0.00	0.00	0.00	0.00	77,701,115.60	0.00	79,741,814.48	0.00
Project Management Improvement Programme	115,930,000.00	42,650,000.00	0.00	0.00	0.00	0.00	73,280,000.00	0.00	115,930,000.00	0.00
Development of human and institutional capacity	6,774,897,886.59	6,755,933,069.74	18,813,994.38	150,822.50	0.00	0.00	0.00	0.00	6,774,897,886.59	0.00
Strengthen Compliance with existing Civil/Public Service Laws, Rules and Regulations	39,774,058.84	12,636,812.50	27,137,246.30	0.00	0.00	0.00	0.00	0.00	39,774,058.84	0.00
Strengthen M&E Systems	13,000,000.00	13,000,000.00	0.00	0.00	0.00	0.00	0.00	0.00	13,000,000.00	0.00
Effective Coordination of Programmes and Projects	10,596,816.60	10,596,816.60	0.00	0.00	0.00	0.00	0.00	0.00	10,596,816.60	0.00



Development Programme	Programme cost (A)	Expected Revenue and Sources of Funding							Total (B)	Gap(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others (Specify)		
Transparency and Accountability	600,000.00	150,000.00	0.00	0.00	0.00	0.00	0.00	0.00	150,000.00	(450,000.00)
Enhance Data Production and Coordination of Statistical Programmes	1,035,400,000.00	365,200,000.00	0.00	0.00	0.00	0.00	670,200,000.00	0.00	1,035,400,000.00	0.00
Modernise Statistical Infrastructure and Enhance Administrative Capacity and Financial Management	432,600,000.00	249,100,000.00	0.00	0.00	0.00	0.00	183,500,000.00	0.00	432,600,000.00	0.00
Economic Crime Combat Programme	60,000,000.00	60,000,000.00	0.00	0.00	0.00	0.00	0.00	0.00	60,000,000.00	0.00
Prudent Compliance with Stipulation of ACT 663 as Amended	11,561,476.00	3,527,480.00	0.00	0.00	0.00	0.00	5,149,338.00	0.00	11,561,476.00	0.00
Improve Competences in Public Procurement Processes and Procedures	8,242,918.00	3,675,318.00	0.00	0.00	0.00	0.00	4,567,600.00	0.00	8,242,918.00	0.00

5.3.2 Revenue Generation Measures

The Ministry will consider sourcing grant financing to meet the financing gap. In some instances, the expenditure lines will be rationalised to contain them in the budget line.



5.4 Assumptions for Costing

Key assumptions for costing the programmes of Ministry of Finance

- Source of Funding- Government budget allocations will be secured and released according to scheduled timelines, with revenue collection targets remaining achievable based on economic projections that will be outlined in each fiscal year's budget. Donor funding availability and disbursement schedules will remain consistent with commitments, while domestic revenue mobilization will continue to meet projected targets that will underpin programme financing.
- Activities - The scope of work is expected to remain unchanged throughout the implementation period, with any necessary modifications being addressed during mid-year budget reviews. Resource requirements across human capital, materials, and technical inputs will be accurately estimated based on availability of data at the planning stage, while activity sequencing and interdependencies will be properly mapped to ensure efficient execution.
- Implementation Timelines - The Ministry will ensure that procurement processes and bureaucratic procedures delays are minimised, incorporating adequate risk buffers into critical path activities for each quarterly implementation cycle. Timeline assumptions will include predictable processing periods and stakeholder responsiveness within established frameworks.
- Exchange Rate- Exchange rate assumptions will use the Bank of Ghana rates.
- Inflation- Consumer Price Index growth will remain within the Bank of Ghana's inflation targeting range. Sector-specific inflation rates, particularly for construction, fuel, and imported goods, will be factored into cost projections, with import price inflation reflecting anticipated global commodity price trends and supply chain conditions.
- Policy and Political Stability- Current government policies will remain consistent throughout programme lifecycles, recognising that political transitions between parties with differing priorities may potentially disrupt programme continuity. Policy stability assumptions will include maintaining core fiscal frameworks and development priorities across electoral cycles.

5.5 Strategic Environmental Assessment of formulated Programme

Environmental impact assessment has been done taking into consideration the guidelines by NDPC. Appropriate measures will be put in place to mitigate the likely occurrence of any adverse environmental effects. The detailed Strategic Environmental Assessment has been attached as appendix 1. To address the environmental effect of pollution under the Development of Human and Institutional Capacity Programme, more awareness will be created to reduce pollution.



6.0 CHAPTER SIX - ANNUAL ACTION PLAN OF THE MINISTRY

6.1 Introduction

The Ministry, in collaboration with its Agencies and other stakeholders, will carry out programmes and projects from 2026-2029 to ensure the effective implementation of the Medium-Term National Development Policy Framework (MTNDPF) 2026-2029. Tables 13 to 16 outlines the specific interventions, estimated budgets, timeframes, and funding sources for the annual execution of these initiatives.

The financial resource requirement for successful implementation of these Action Plans averages GHS15,618,494,061.26 over the four-year implementation period. The resource allocation demonstrates a strategic approach to development financing, with Financial Year 2026 requiring the highest investment of GHS4,273,428,660.27 to establish foundational infrastructure and launch key initiatives. Equally, Financial Year 2029 will require the most efficient resource utilisation at GHS3,986,050,661.58, reflecting the progress of programmes and transition to sustainable operational models. Table 12 below highlights the summary of the Annual Action Plan cost.

Table 12: Annual Action Plan Cost

Year	Source of Funding				
	GOG	DACF	IGF	DP	Total
2026	3,869,470,351.11	-	5,186,731.00	398,771,578.16	4,273,428,660.27
2027	3,304,142,250.46	-	4,876,403.50	350,885,510.16	3,659,904,164.12
2028	3,382,406,680.97	-	13,089,610.88	303,614,283.44	3,699,110,575.29
2029	3,571,483,334.22	-	9,974,801.31	404,592,526.05	3,986,050,661.58
Total	14,127,502,616.76	-	33,127,546.69	1,457,863,897.81	15,618,494,061.26

Source: Ministry of Finance



6.2 2026 Annual Action Plan

BUDGET PROGRAMME AREA 1: MANAGEMENT AND ADMINISTRATION

6.2.1 Human Capital and General Administration

Table 13: 2026 Annual Action Plan

Objective: - Enhance staff capacity for effective and efficient performance. - Improve knowledge, skills development, and Human Capital for MoF - Strengthen institutional management and Employee Wellbeing - Enhance MoF Client Service delivery, Public Relations and Protocol - Ensure effective institutional management - Ensure MoF adherence to existing laws, rules and regulations of the Civil/Public Service													
Programme: Development of Human and Institutional Capacity													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Implement staff capacity building initiatives	MoF	x	x	x	x	3,475,000	-	-	-		x	Human Capital Unit	All Divisions
Develop MoF Succession Plan	MoF		x	x	x	300,000	-	-	-		x	Human Capital Unit	All Divisions
Coordinate and report on performance management for Directors and all MoF Staff	MoF	x	x		x	1,000,000	-	-	-		x	Human Capital Unit	All Divisions
Develop MoF Annual Performance Report to OHCS	MoF				x	30,000	-	-	-		x	Human Capital Unit	All Divisions



Objective:

- Enhance staff capacity for effective and efficient performance.
- Improve knowledge, skills development, and Human Capital for MoF
- Strengthen institutional management and Employee Wellbeing
- Enhance MoF Client Service delivery, Public Relations and Protocol
- Ensure effective institutional management
- Ensure MoF adherence to existing laws, rules and regulations of the Civil/Public Service

Programme: Development of Human and Institutional Capacity

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Implement initiatives to manage MoF medical and Employee wellbeing	MoF	x	x	x	x	1,000,000	-	-	-		x	Human Capital Unit	All Divisions
Review existing human resource and operational policy documents	MoF	x	x	x	x	150,000	-	-	-		x	Human Capital Unit	All Divisions
Organise sensitisation workshop on existing rules and regulations	MoF			x		100,000	-	-	-			Human Capital Unit	All Divisions
Client Service delivery	MoF	x	x	x	x	420,000	-	-	-		x	Client Service Unit	All Divisions
Provide adequate vehicle infrastructure	MoF	x	x	x	x	5,000,000	-	-	-		x	Transport Unit	All the divisions
Provide MoF Staff Transport Service	MoF	x	x	x	x	916,000	-	-	-		x	Transport Unit	Human Capital Unit
Train MoF vehicle users	MoF			x	x	87,500	-	-	-		x	Transport Unit	Human Capital Unit
Conduct routine maintenance of MoF vehicles	MoF	x	x	x	x	3,500,000	-	-	-		x	Transport Unit	Procurement Division Accounts Division



Objective:

- Enhance staff capacity for effective and efficient performance.
- Improve knowledge, skills development, and Human Capital for MoF
- Strengthen institutional management and Employee Wellbeing
- Enhance MoF Client Service delivery, Public Relations and Protocol
- Ensure effective institutional management
- Ensure MoF adherence to existing laws, rules and regulations of the Civil/Public Service

Programme: Development of Human and Institutional Capacity

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
													Internal Audit Unit
Improve the Ministry's office and office physical infrastructure	MoF, Kanda, Dansoman & Madina	x	x	x	x	436,250,000	-	-	-		x	General Services	Budget PWD (Prestige)
Maintain the Ministry's residential and office facility	MoF, Kanda, Dansoman & Madina	x	x	x	x	1,012,750,000	-	-	-		x	General Services	Budget PWD (Prestige)
Enhance the Ministry's office and residential security	MoF, Kanda, Dansoman & Madina	x	x	x	x	2,500,000	-	-	-		x	General Services	Budget PWD (Prestige)
Provide an effective records management system	MoF	x	x	x	x	2,400,000	-	-	-		x	General Services	All Divisions
Upgrade the Ministry's ICT infrastructure	MoF	x	x	x	x	656,000,000	-	-	-		x	ICT Unit	All Divisions
Repair and maintain ICT equipment and technology	MoF	x	x	x	x	4,000,000	-	-	-		x	ICT Unit	All Divisions
Payment/Renewal of the Ministry's ICT Subscriptions and Licenses	MoF	x	x	x	x	1,105,751	-	-	-		x	ICT Unit	All Divisions



Objective:

- Enhance staff capacity for effective and efficient performance.
- Improve knowledge, skills development, and Human Capital for MoF
- Strengthen institutional management and Employee Wellbeing
- Enhance MoF Client Service delivery, Public Relations and Protocol
- Ensure effective institutional management
- Ensure MoF adherence to existing laws, rules and regulations of the Civil/Public Service

Programme: Development of Human and Institutional Capacity

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Enhance public relations and the communication strategy of the Ministry	MoF	x	x	x	x	1,260,000	-	-	-		x	Public Relations	All Divisions Media Houses
Enhance seamless Protocol services to Officials of the Ministry and other stakeholders and Partners	MoF	x	x	x	x	25,351,446	-	-	-		x	Public Relations	All Divisions Service Providers
Deepen accountability and transparency through the RTI desk	MoF	x	x	x	x	50,000	-	-	-		x	Public Relations	All Divisions
Organize staff durbars and other staff engagement programmes	MoF	x	x	x	x	804,000	-	-	-		x	Public Relations	All Divisions
Audit assignments on assessment of internal controls	IAD, MoF	x	x	x	x	200,000	-	-	-		x	Internal Audit Directorate	All Divisions/ Directorate s/Units of MoF
Review of MOF's adherence to commitment control measures	IAD, MoF	x	x	x	x	100,000	-	-	-		x	Internal Audit Directorate	Procurement Division
MOF engagements with the Public Accounts	MoF and Parliament	x	x	x	x	210,000	-	-	-		x	Public Accounts	Divisions and



Objective:

- Enhance staff capacity for effective and efficient performance.
- Improve knowledge, skills development, and Human Capital for MoF
- Strengthen institutional management and Employee Wellbeing
- Enhance MoF Client Service delivery, Public Relations and Protocol
- Ensure effective institutional management
- Ensure MoF adherence to existing laws, rules and regulations of the Civil/Public Service

Programme: Development of Human and Institutional Capacity

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Committee (PAC) of Parliament on Auditor General's reports.												Committee of Parliament	Agencies of MoF
Special assignments as requested by Management	MoF	x	x	x	x	200,000	-	-	-		x	Internal Audit Directorate	All Agencies/ Divisions/ Directorate s/Units of MoF
Quarterly meetings of the MoF Audit Committee for review of internal and external audit reports and other monitoring reports	MoF	x	x	x	x	120,000	-	-	-		x	Internal Audit Directorate	All Divisions/ Directorate s/Units of MoF
Operationalisation of MoF Enterprise Risk Management Systems	MoF	x	x	x	x	300,000	-	-	-		x	Internal Audit Directorate	All Divisions/ Directorate s/Units of MoF
Preparation of the MoF Annual Statement on the status of implementation of audit recommendations	IAD, MoF	x	x	x	x	80,000	-	-	-		x	Internal Audit Directorate	All Divisions/ Directorate s/Units of MoF



Objective:

- Enhance staff capacity for effective and efficient performance.
- Improve knowledge, skills development, and Human Capital for MoF
- Strengthen institutional management and Employee Wellbeing
- Enhance MoF Client Service delivery, Public Relations and Protocol
- Ensure effective institutional management
- Ensure MoF adherence to existing laws, rules and regulations of the Civil/Public Service

Programme: Development of Human and Institutional Capacity

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Review of Annual Statements on the status of implementation of audit recommendations submitted by Covered Entities to the Minister for Finance	IAD, MoF	x	x	x	x	150,000	-	-	-		x	Internal Audit Directorate	Covered Entities
Conduct continuous audit, compliance & performance analysis of financial transactions of MoF for process improvement.	IAD, MoF	x	x	x	x	250,000	-	-	-		x	Internal Audit Directorate	Accounts Unit



6.2.2 Legal

Objective: Strengthen institutional systems to improve compliance with PFM laws, regulations, and policies													
Programme: Strengthen Compliance in line with existing Civil/Public Service Laws, Rules and Regulations													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Coordinate drafting instructions on Public Financial Management Laws	Legal	x	x	x	x	-	-	-	-		x	Legal	All MoF Divisions
Prepare contract documents for this Ministry	Legal	x	x	x	x	-	-	-	-		x	Legal	
Documents (commercial contracts, financing, and consultancy agreements) referred to the Directorate	Legal	x	x	x	x	-	-	-	-		x	Legal	All MoF Divisions
Legal Advisory	Legal	x	x	x	x	-	-	-	-		x	Legal	All MoF Divisions
Coordinate the nominees to statutory boards and committee	Legal	x	x	x	x	-	-	-	-		x	Legal	Hon. Minister's secretariat
Coordinate the re-constitution of statutory Boards and Committees	Legal	x	x	x	x	-	-	-	-		x	Legal	Hon. Minister's secretariat
Court proceedings attended in collaboration with the Office of the Attorney General, to defend the Ministry in court cases	Legal	x	x	x	x	-	-	-	-		x	Legal	OoAG&MoJ
Office of the Attorney General liaised within the settlement and payment of judgment debts, compensation claims and other garnishee orders, drafting and finalising of legal opinions, drafting and review of agreements and laws	Legal	x	x	x	x	-	-	-	-		x	Legal	OoAG&MoJ
DTAs and BITs negotiated in collaboration with the Revenue Policy Division,	Legal	x	x	x	x	-	-	-	-		x	Legal	RPD, GRA, GIPC



Objective: Strengthen institutional systems to improve compliance with PFM laws, regulations, and policies													
Programme: Strengthen Compliance in line with existing Civil/Public Service Laws, Rules and Regulations													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Ghana Revenue Authority and Ghana Investment Promotion Centre													
Quarterly Ministerial Advisory Board (MAB) Meetings	Legal	x	x	x	x	-	-	-	-		x	Legal	Hon. Minister's secretariat
Quarterly Inter-Ministerial Committee (IMC) (AML/CFT) coordinated in collaboration with FIC	Legal	x	x	x	x	-	-	-	-		x	Legal	Hon. Minister's secretariat and FIC
Annual Bar Conference	Legal	x	x	x	x	250,000					x	Legal	
Represent this Ministry in negotiation meetings	Legal	x	x	x	x	-	-	-	-		x	Legal	
Value for money assessment service providers' fees and related expenses paid	Legal	x	x	x	x	-	-	7,890,584	-		x	Legal	VfM Service Providers
Divisional Retreat	Legal	x	x	x	x	336,100	-	100,000	-		x	Legal	
Brown Bag sessions	Legal	x	x	x	x	-	-	200,000	-		x	Legal	
Capacity Building	Legal	x	x	x	x	240,000	-	-	-		x	Legal	



6.2.3 Institute of Accountancy Training

Objective: - Enhance staff capacity for effective and efficient performance. - Obtain necessary Legislative approvals for IAT													
Programme: Development of Human and Institutional Capacity													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Secure the necessary LI to formalise the Institute's legal status.	Adenta	x	x	x	x	128,000	-	-	-		x	IAT	MoF, Cabinet, Attorney General
Obtain institutional accreditation	Adenta	x	x	x	x	101,000	-	-	-		x	IAT	
Recruit Critical Staff	Adenta	x	x	x	x	105,278	-	-	-		x	IAT	MoF, CAGD, OHCS
Mandatory Service Training Scheme in Public Financial Management (PFM)	Adenta	x	x	x	x	226,350	-	131,150	-	x		IAT	MoF, OHCS, Civil and Public Services
Construct Lecture Auditorium/Library, Classrooms and Administrative Offices. (Phase 1)	Adenta	x	x	x	x	11,731,516.39	-	-	-	x		IAT	MoF, CAGD, Consultants
Improve ICT Infrastructure	Adenta	x	x	x	x	501,400	-	-	-	x		IAT	MoF, CAGD
Secure Motor Vehicle, Plant and Machinery	Adenta	x	x	x	x	3,750,144	-	-	-	x		IAT	MoF, CAGD



6.2.4 Policy Coordination, Monitoring and Evaluation

Objective: - Enhance coordination and implementation of sector policies, plans and programmes - Promote prudent public expenditure management - Improve human resource and institutional management capacity													
Programme: Strengthen Monitoring and Evaluation Systems													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Capacity development	MoF, PCMED			x	x	3,000,000	-	-	-		x	PCMED	DADs
Prepare 2027 MoF Annual Work Plans	MoF, PCMED			x	x	600,000	-	-	-		x	PCMED	DADs
Prepare 2025 MoF Annual Progress Report	MoF, PCMED	x				1,000,000	-	-	-		x	PCMED	DADs
Prepare MoF Quarterly Performance Reports	MoF, PCMED	x	x	x	x	1,000,000	-	-	-		x	PCMED	DADs
Prepare 2026 MoF Annual Budget Performance Report	MoF, PCMED	x				400,000	-	-	-		x	PCMED	DADs
Prepare MoF Quarterly/Annual Budget Performance Reports	MoF, PCMED	x	x	x	x	1,600,000	-	-	-		x	PCMED	DADs
Organise MoF Budget Committee Meetings	MoF, PCMED	x	x	x	x	360,000	-	-	-		x	PCMED	DADs



Implement the Construction of the Ministry of Finance Head Office Expansion Project-1101124001	MoF, PCMED	x	x	x	x	1,000,000	-	-	-		x	PCMED	DADs
Implement the Construction of the Ministry of Finance Campus	MoF PCMED	x	x	x	x	2,500,000	-	-	-		x	PCMED	
Monitor the 2026 Policy Initiatives and Budget Actions of government	MoF, PCMED	x	x	x	x	500,000	-	-	-		x	PCMED	DADs
Develop the 2027 MoF Calendar of Events	MoF, PCMED	x				300,000	-	-	-		x	PCMED	DADs
Physical projects and Departments, Agencies and Divisions monitoring conducted	MoF, PCMED	x	x	x	x	2,400,000	-	-	-		x	PCMED	DADs
Objective: - Enhance coordination and implementation of sector policies, plans and programmes - Monitor implementation of the National Budget - Unravel causes of deviations between planned outputs/outcomes and their respective actuals for informed decision making													
Programme: Effective Coordination of Programmes and Projects													
Develop Management Information System (MIS) for programme monitoring	PCMED	x	x	x	x	1,200,000	-	-	-	x		PCMED	DADs
Monthly Project Inspection /site meetings reports	PCMED	x	x	x	x	110,400	-	-	-	x		PCMED	DADs
MoF EPC Reports	PCMED	x	x	x	x	46,800	-	-	-	x		PCMED	DADs



Projects Quarterly Review Reports	PCMED	x	x	x	x	93,600	-	-	-	x		PCMED	DADs
Public Investments Units Quaterly Reports	PCMED	x	x	x	x	88,000	-	-	-	x		PCMED	DADs
Public Investments Capacity Development	PCMED	x	x	x	x	1,661,200	-	-	-	x		PCMED	DADs

BUDGET PROGRAMME AREA 2: ECONOMIC POLICY MANAGEMENT

6.2.5 Research

Objective: • Ensure sustainable fiscal deficit of 0.7% of GDP by 2028 • Ensure sustainable public sector wage bill of 5% of GDP by 2028 • Ensure sustained primary balance (commitment) of 1.5% surplus of GDP from 2025 to 2028													
Programme: Prudent Public Financial Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Fiscal Risk Statement prepared as input into 2027 Fiscal Strategy Document	Research Division	x				110,000	-	-	-		x	Research Division	BoG, PDMO, FSD, RPD, SIGA, CAGD Budget Office
Biannual Fiscal Risk Report	Research Division		x		x	465,200	-	-	-		x	Research Division	BoG, PDMO, FSD, RPD, SIGA, NPRA, CAGD Budget Office
2026 Forecast Evaluation Report	Research Division			x		132,800	-	-	-	x		Research Division	RSD, MFPU, RPD, GSS, GRA
2026 Fiscal Risk Statement	Research Division			x	x	133,800	-	-	-	x		Research Division	BoG, Budget Office, GRA, CAGD, MFPU, RSD, RPD, PDMO, PIAD, FSD



Objective: • Ensure sustainable fiscal deficit of 0.7% of GDP by 2028 • Ensure sustainable public sector wage bill of 5% of GDP by 2028 • Ensure sustained primary balance (commitment) of 1.5% surplus of GDP from 2025 to 2028													
Programme: Prudent Public Financial Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
													, SIGA
Organization of Quarterly Fiscal Risk Committee Meetings	Research Division	x	x	x	x	455,520	-	-	-		x	Research Division	BoG, Budget Office, GRA, CAGD, MFPU, RSD, RPD, PDMO, PIAD, FSD, SIGA
Policy Briefs/Fiscal Risk Alert (Finalisation and publication of Research Papers on fiscal risk management)	Research Division			x	x	198,600	-	-	-		x	Research Division	BoG, PDMO, FSD, RPD, SIGA, NPRA, CAGD, Budget Office
Fiscal Impact Analysis on Bills/policies	Research Division	x	x	x	x	312,500	-	-	-		x	Research Division	MDAs
Fiscal Risk Unit (FRU) Performance Report	Research Division	x	x	x	x	100,000	-	-	-		x	Research Division	FRU
Produce ECOWAS Multilateral Surveillance Reports (Full Year and Half Year Reports)	Research Division	x		x		440,000	-	-	-		x	Research Division	
Produce ECOWAS Regional Economic Outlook Report	Research Division		x			220,000	-	-	-		x	Research Division	
Produce ECOWAS Multi-Year Convergence Report	Research Division			x		220,000	-	-	-		x	Research Division	
Produce the AU 0.2% Import Levy Report	Research Division	x	x	x	x	572,000	-	-	-		x	Research Division	



Objective: • Ensure sustainable fiscal deficit of 0.7% of GDP by 2028 • Ensure sustainable public sector wage bill of 5% of GDP by 2028 • Ensure sustained primary balance (commitment) of 1.5% surplus of GDP from 2025 to 2028													
Programme: Prudent Public Financial Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Produce 2 papers on Economic and Regional Integration Issues	Research Division		x		x	286,000	-	-	-		x	Research Division	
Participate in Regional Statutory AU-F15 meetings	Research Division	x	x	x	x	1,076,736	-	-	-		x	Research Division	
Participate in Regional Statutory AU STC meetings	Research Division		x		x	811,056	-	-	-		x		
Participate in Regional Statutory ECOWAS AFC meetings	Research Division		x		x	807,872	-	-	-		x	Research Division	
Participate in Regional Statutory ECOWAS Council of Ministers and Summit meetings	Research Division		x		x	793,520	-	-	-		x	Research Division	
Participate in Regional Statutory ECOWAS Single Currency meetings	Research Division	x	x	x		1,587,040	-	-	-		x	Research Division	
Participate in WAMA/WAMZ/WAIFE M statutory meetings	Research Division	x		x		984,320	-	-	-		x	Research Division	
Participate in Other Statutory Meetings as when they are called	Research Division	x	x	x	x	966,320	-	-	-		x	Research Division	
Organize quarterly AU Import Levy Reconciliation Meeting by end of each quarter	Research Division	x	x	x	x	572,000	-	-	-	x		Research Division	



Objective: • Ensure sustainable fiscal deficit of 0.7% of GDP by 2028 • Ensure sustainable public sector wage bill of 5% of GDP by 2028 • Ensure sustained primary balance (commitment) of 1.5% surplus of GDP from 2025 to 2028													
Programme: Prudent Public Financial Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Organize ECOWAS Multilateral Surveillance Committee Meetings by end of each quarter	Research Division	x	x	x	x	440,000	-	-	-	x		Research Division	
Organize ECOWAS Multi-Year Convergence Committee Meetings by end of the third quarter	Research Division			x		220,000	-	-	-		x	Research Division	
Coordinate all Joint Multilateral Surveillance Missions (ECOWAS/WAMA/WAM I/EBID) by end Dec	Research Division		x		x	144,900	-	-	-		x	Research Division	
Produce Annual Forecast Evaluation Report	Research Division				x	60,000	-	-	-		x	Research Division	
Produce Real Sector projections for 2026-2029 Medium Term	Research Division			x		40,000	-	-	-		x	Research Division	
Produce Real Sector Performance Report	Research Division			x		55,000	-	-	-		x	Research Division	
Produce Annual Macroeconomic Performance Report	Research Division			x		60,000	-	-	-		x	Research Division	
Organize Economic Policy Coordinating Committee (EPCC) quarterly Meeting by end of each quarter	Research Division	x	x	x	x	70,000	-	-	-		x	Research Division	
Coordinate all IMF Missions (Staff visits /TA Missions) by end Dec	Research Division	x	x	x	x	80,000	-	-	-		x	Research Division	



Objective: • Ensure sustainable fiscal deficit of 0.7% of GDP by 2028 • Ensure sustainable public sector wage bill of 5% of GDP by 2028 • Ensure sustained primary balance (commitment) of 1.5% surplus of GDP from 2025 to 2028													
Programme: Prudent Public Financial Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Prepare 2026-2029 Medium-Term Fiscal Framework	Research Division		x	x	x	40,000	-	-	-		x	Research Division	
Produce 2026 Fiscal Strategy Document, Cabinet Memo, and Cabinet Presentation	Research Division	x	x	x	x	60,000	-	-	-		x	Research Division	
Produce Quarterly Fiscal Report with lag of six weeks	Research Division	x	x	x	x	30,000	-	-	-		x	Research Division	
Compile Government Financial Statistics data and submit to the IMF	Research Division	x	x	x	x	35,000	-	-	-		x	Research Division	
Operationalise a functional, credible and integrated database on socio-economic indicators	Research Division	x	x	x	x	540,000	-	-	-	x		Research Division	
Build capacity in economic database management	Research Division	x	x	x	x	320,000	-	-	-	x			
Provide logistics to support the database management	Research Division	x	x	x	x	400,000	-	-	-	x			
Develop Policy Simulation models and techniques relevant to Ghana	Research Division	x	x	x	x	520,000	-	-	-	x		Research Division	
Coordinate Quarterly FPP Technical Working Group workshops	Research Division	x	x	x	x	550,000	-	-	-		x		



Objective: • Ensure sustainable fiscal deficit of 0.7% of GDP by 2028 • Ensure sustainable public sector wage bill of 5% of GDP by 2028 • Ensure sustained primary balance (commitment) of 1.5% surplus of GDP from 2025 to 2028													
Programme: Prudent Public Financial Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Build capacity in economic policy simulation models and techniques	Research Division	x	x	x	x	450,000	-	-	-	x			
Produce at least 2 Economic Policy Research on topical Issues	Research Division		x		x	250,000	-	-	-		x		
Participate in Economic Policy and Research Seminars	Research Division	x	x	x	x	150,000	-	-	-		x	Research Division	
Create and maintain at least two structured Economic Policy Dialogue Platforms with key stakeholders (Academia, Private Sector, CSOs and MDAs)	Research Division	x	x	x	x	1,200,000	-	-	-		x	Research Division	
Organise at least quarterly Brown Bag Policy Dissemination Sessions in MoF		x	x	x	x	150,000	-	-	-		x	Research Division	
Build capacity in economic policy and research communication and techniques	Research Division	x	x	x	x	460,000	-	-	-		x	Research Division	



6.2.6 Real Sector

Objective:

- Real GDP growth of 4.8 percent by 2028
- Non-Oil Real GDP of 4.9 percent by 2028
- Tax Revenue to GDP of 16.8 percent by 2028
- Debt to GDP of 55 percent by 2028
- Ensure a primary balance of a surplus of 1.5 percent of GDP

Programme: Strengthen Capacity for Economic Management

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Implement staff capacity building initiatives	RSD	x	x	x	x	15,007,000	-	-	-		x	RSD	Human Capital Unit
Establish a regulatory compliance framework and tools	RSD	x	x	x	x	2,000,000	-	-	-	x		RSD	Legal, Budget, Compliance Division
Develop a regulatory audit and monitoring instruments	RSD	x	x	x	x	1,500,000	-	-	-	x		RSD	Legal, Budget, Compliance Division
Upgrade ICT infrastructure	RSD	x	x	x	x	150,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Establish interoperable data systems	RSD	x	x	x	x	200,000,000	-	-	-	x		RSD	ICT Unit, Stats Dept
Conduct technical training	RSD	x	x	x	x	150,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Digitise Real Sector dashboards	RSD	x	x	x	x	200,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Implement green financing strategy	RSD	x	x	x	x	3,200,000	-	-	-		x	RSD	Budget, Dev. Partners
Undertake climate finance training programme	RSD	x	x	x	x	3,000,000	-	-	-		x	RSD	Budget, Dev. Partners
Develop climate finance tracking and reporting tools	RSD	x	x	x	x	3,000,000	-	-	-		x	RSD	Budget, Dev. Partners
Develop annual Real Sector Performance Reports	RSD	x	x	x	x	1,800,000	-	-	-		x	RSD	GSS



Objective:

- Real GDP growth of 4.8 percent by 2028
- Non-Oil Real GDP of 4.9 percent by 2028
- Tax Revenue to GDP of 16.8 percent by 2028
- Debt to GDP of 55 percent by 2028
- Ensure a primary balance of a surplus of 1.5 percent of GDP

Programme: Strengthen Capacity for Economic Management

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Develop Real Sector Macroeconomic Modelling tools	RSD	x	x	x	x	1,800,000	-	-	-	x		RSD	GSS
Staff training in CGE and IO models	RSD	x	x	x	x	1,800,000	-	-	-	x		RSD	GSS
Mining & Industry Sector Performance Reviews	RSD	x	x	x	x	200,000	-	-	-	x		RSD	MoTAI, Minerals Commission
Road & Transport Infrastructure Monitoring Reports	RSD	x	x	x	x	600,000	-	-	-	x		RSD	MoRoads, GHA, NRSC
Conduct Infrastructure Gap Analysis	RSD	x	x	x	x	600,000	-	-	-	x		RSD	MoRoads, GHA, NRSC
Public Investment Performance Reviews	RSD	x	x	x	x	600,000	-	-	-	x		RSD	MoRoads, GHA, NRSC
Monitor Service Sector Budget Allocations	RSD	x	x	x	x	500,000	-	-	-	x		RSD	MoE, GTEC. Budget
Produce Service sector performance Report	RSD	x	x	x	x	500,000	-	-	-	x		RSD	MoE, GTEC. Budget
Develop service sector database	RSD	x	x	x	x	500,000	-	-	-	x		RSD	MoE, GTEC. Budget, GSS, MoTAI
Monitor LEAP, NHIS and Education Spending	RSD	x	x	x	x	800,000	-	-	-		x	RSD	MoGCSP, NHIA, MoE
Develop Social Financing Dashboard	RSD	x	x	x	x	800,000	-	-	-	x		RSD	MoGCSP, NHIA, MoE
Agricultural Investment Monitoring Report	RSD	x	x	x	x	2,000,000	-	-	-	x		RSD	MoFA, GIDA, COCOBOD
Develop Agri-Finance Indicators	RSD	x	x	x	x	2,000,000	-	-	-	x		RSD	MoFA, GIDA, COCOBOD



Objective:

- Real GDP growth of 4.8 percent by 2028
- Non-Oil Real GDP of 4.9 percent by 2028
- Tax Revenue to GDP of 16.8 percent by 2028
- Debt to GDP of 55 percent by 2028
- Ensure a primary balance of a surplus of 1.5 percent of GDP

Programme: Strengthen Capacity for Economic Management

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Greenhouse Gas & Energy Transition Policy Briefs	RSD	x	x	x	x	2,000,000	-	-	-	x		RSD	Energy Commission, GNPC, EPA
Energy Subsidy Analysis	RSD	x	x	x	x	200,000	-	-	-		x	RSD	Energy Commission, GNPC, EPA
Produce and publish GHEITI Reports	RSD	x	x	x	x	200,000	-	-	-		x	RSD	GHEITI Sec., EPA, CSOs
Develop ESG Baseline Study	RSD	x	x	x	x	200,000	-	-	-		x	RSD	GHEITI Sec., EPA, CSOs

6.2.7 Ghana Statistical Service

Objective: Improve methodologies, capacity to analyse and disseminate data in disaggregated form from multiple data sources

Programme: Enhance Data Production and Coordination of Statistical Programmes

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	DP	New	Ongoing	Lead	Collaborating
Produce Annual GDP	GSS				x	1,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, etc.)
Produced Nominal GDP	GSS	x	x	x	x	2,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, etc.)



Produce Real GDP	GSS	x	x	x	x	2,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, etc.)
Produce Quarterly GDP	GSS	x	x	x	x	2,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, etc.)
Produce CPI/Inflation Monthly	GSS	x	x	x	x	3,000,000	-	-	2,000,000		x	GSS	MoF
Produce CPI Newsletters Monthly	GSS	x	x	x	x	200,000	-	-	-		x	GSS	MoF
Produce PPI	GSS	x	x	x	x	4,000,000	-	-	2,000,000		x	GSS	MoF
Produce PPI Bulletins	GSS	x	x	x	x	1,000,000	-	-	1,000,000		x	GSS	MoF
Produce Trade reports	GSS	x	x	x	x	2,000,000	-	-	2,000,000		x	GSS	GRA, BoG & MoTI
Conduct Annual Labour force survey	GSS				x	20,000,000	-	-	26,000,000		x	GSS	MoF
Produce, publish and disseminate reports on administrative and big data	GSS				x	5,000,000	-	-	9,000,000		x	GSS	All MDAs
Conduct and disseminate Migration report from survey	GSS				x	3,500,000	-	-	2,000,000		x	GSS	
Conduct and disseminate User satisfaction survey	GSS				x	3,500,000	-	-	-		x	GSS	
Conduct Annual Informal Road and Water survey	GSS				x	2,100,000	-	-	2,100,000		x	GSS	
Conduct Ghana Integrity of Public Services Survey	GSS				x	5,000,000	-	-	12,000,000		x	GSS	CHRAJ
Conduct Ghana Census of Agriculture	GSS				x	-	-	-	30,500,000		x	GSS	MoFA & DP



(GCA++)													
Conduct Multi Cluster Survey Round 7	GSS				x	-	-	-	61,000,000		x	GSS	DP
Conduct Tourism supply Establishment Survey	GSS	x	x	x	x	-	-	-	11,000,000		x	GSS	MoTAC, GTA & DP
Develop and Publish Tourism Satellite Account	GSS				x	2,000,000	-	-	1,000,000		x	GSS	DP
Update National Master Sampling Frame	GSS				x	12,000,000	-	-	12,400,000		x	GSS	All MMDAs
Objective: • Ensure retention of qualified statistical personnel • Ensure comprehensive data governance framework													
Programme: Modernise statistical infrastructure and enhance administrative capacity and financial management													
Employ 150 New Staff	GSS				x	5,400,000	-	-	-	x		GSS	PSC, FWSC & MoF
Build capacity of GSS Staff	GSS	x	x	x	x	26,000,000	-	-	-		x	GSS	All MDAs
Improve ICT and Office Infrastructure	GSS				x	30,000,000	-	-	66,000,000		x	GSS	MoF
Produce and Publish Data Sharing Policies	GSS	x	x	x	x	4,500,000	-	-	5,000,000		x	GSS	All MDAs
Sign MoU on data sharing	GSS	x	x	x	x	1,000,000	-	-	1,000,000		x	GSS	All MDAs
Operationalise Data Quality Assurance Framework (DQAF) and National Reporting Platform (NRP)	GSS	x	x	x	x	2,200,000	-	-	1,000,000		x	GSS	All MDAs
Operationalise NSDS III	GSS	x	x	x	x	-	-	-	3,000,000		x	GSS	All MDAs



6.2.8 Public Investment and Assets

Objective: Improve the legal, regulatory, and institutional framework for the management of the state's interests in Specified Entities												
Programme: Strengthen Regulatory Framework for the Management of the State's Interests in SEs and Non-Financial Assets												
Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating
Facilitate the harmonisation of the laws governing the management and governance of Specified Entities	MoF	x	x	x	x	2,500,000	-	1,000,000	x		PIAD (PEAU)	SIGA, Parliament
Coordinate the implementation of the State Ownership Policy	MoF	x	x	x	x	100,000	-	5,000,000	x		PIAD (PEAU)	SIGA, Specified Entities
Coordinate the development of a comprehensive law for state ownership	MoF	x	x	x	x	100,000	-	250,000	x		PIAD (PEAU)	SIGA, Parliament
Coordinate the activities of the National Asset Management Working Committee	MoF	x	x	x	x	500,000	-	2,500,000	x		PIAD (PEAU)	NAMWC
Coordinate the development and maintenance of a National Asset Register	MoF	x	x	x	x	6,000,000	-	500,000	x		PIAD (PEAU)	NAMWC, CAGD
Coordinate the implementation of the National Fixed Asset Management Policy and Guidelines	MoF	x	x	x	x	500,000	-	1,000,000	x		PIAD (PEAU)	NAMWC
Coordinate the development of a comprehensive law for the management of the fixed assets of the state	MoF	x	x	x	x	50,000	-		x		PIAD (PEAU)	NAMWC, Parliament
Objective: Strengthen technical capacity for the efficient management of public investments by PIUs and EPCs												



Programme: Adequate Technical Capacity for the Efficient Management of Public Investments												
Strengthen institutional capacity for project preparation, appraisal, and implementation.	MoF	x	x	x	x	3,000,000	-	3,000,000		x	PIAD (PIPU)	MDAs, MMDAs
Improve technical skills in public investment management through targeted training and capacity-building programs.	MoF	x	x	x	x	2,500,000	-	4,600,000		x	PIAD (PIPU)	MDAs, MMDAs
Enhance the use of technology (systems, etc) in public investment management.	MoF	x	x	x	x	9,500,000	-	12,200,000		x	PIAD (PIPU)	MDAs, MMDAs
Organize regular training workshops, seminars, and certification programs on PPP concepts, project structuring, financial modeling, risk assessment, value for money analysis, and legal frameworks. 2. Facilitate internal knowledge exchange sessions, mentorship programs, and learning-by-doing initiatives through collaboration on live projects. 3. Engage experienced local and international PPP consultants to provide hands-on support and on-the-job training during project development and transaction stages. 4. Develop and disseminate manuals, and templates to	MoF	x	x	x	x	-	-	4,056,000		x	PIAD (PPP Office)	MDAs, MMDAs



guide staff through each phase of the PPP project cycle												
Objective: - Enhance compliance with established PIM procedures and guidelines - Improve on electronic data management system for the management of all investment projects												
Programme: Project Management Improvement Programme												
Strengthen oversight by creating Public Investment Units and Entity Project Committees within MDAs to facilitate the PIM process and monitor adherence to PIM regulations.	MoF	x	x	x	x	4,000,000	-	7,065,000		x	PIAD (PIPU)	MDAs, MMDAs
Establish periodic project monitoring track adherence levels and address gaps.	MoF	x	x	x	x	3,000,000	-	565,000.00		x	PIAD (PIPU)	MDAs, MMDAs
Foster a culture of compliance by engaging MDAs, civil society, and development partners in PIM awareness initiatives.	MoF	x	x	x	x	2,500,000	-	1,065,000		x	PIAD (PIPU)	MDAs, MMDAs, Civil Society, Development Partners
Implement digital solutions, such as an Integrated Bank of Projects (IBP), to streamline project submission, evaluation, and monitoring.	MoF	x	x	x	x	10,500,000	-	31,565,000		x	PIAD (PIPU)	MDAs, MMDAs
Objective: Enhance compliance in line with the PPP Act, 2020 (Act 1039)												
Programme: Strengthen the Implementation of the Public Private Partnership Act 2020, Act (1039)												
Organize stakeholder sensitization workshop for contracting Authorities and Institutional actors	MoF			x	x	-	-	6,053,808		x	PIAD (PPP Office)	MDAs, MMDAs



Develop and disseminate guidelines, manuals and templates to guide staff through each phase of the PPP Project Cycle	MoF	x	x	x	x	-	-	2,550,000		x	PIAD (PPP Office)	MDAs, MMDAs
Organise Monitoring Visits for PPP Projects under implementation	MoF	x	x	x	x	-	-	324,096		x	PIAD (PPP Office)	MDAs, MMDAs
Organise Meetings for the PPP Committee and Fiscal Commitment and Technical Committee	MoF	x	x	x	x	-	-	384,500		x	PIAD (PPP Office)	MDAs, MMDAs
Develop Annual Reports on PPPs	MoF	x			x	-	-	694,800		x	PIAD (PPP Office)	MDAs, MMDAs
Review pre-feasibilities, feasibilities, bidding documents and concession agreements	MoF	x	x	x	x	380,160	-	-		x	PIAD (PPP Office)	MDAs, MMDAs
Purchase and disseminate copies of PPP Regulations	MoF			x	x	-	-	150,000		x	PIAD (PPP Office)	MDAs, MMDAs
Organise Sensitisations on PPP Regulations	MoF			x	x	-	-	6,053,808		x	PIAD (PPP Office)	MDAs, MMDAs



6.2.9 Financial Sector

Objective: Promote the development of a robust and inclusive financial sector													
Programme: Promotion of Financial Innovation and Inclusion													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Develop and implement a National Financial Inclusion Strategy that addresses inclusive barriers	FSD	x	x	x		2,500,000	-	-	-	x		FSD	Financial Institutions, Financial Sector Regulators
Roll out Financial Literacy and Awareness Programs	FSD				x	-	-	-	1,500,000				
Develop policies to encourage the development of inclusive economy	FSD	x	x	x	x	1,100,000	-	-	-		x	FSD	Financial sector regulators
Strengthening Government-Industry Collaboration through stakeholder engagement and Events	FSD	x	x	x	x	800,000	-	-	-		x	FSD	Financial sector regulators
Embark on Digital and Financial Literacy Campaigns	FSD	x	x	x	x	-	-	-	1,250,000		x	FSD	Fintech companies, Fintech associations
Collaborate with financial sector regulators to bridge the supervisory gap for sector resilience	FSD	x	x	x	x	500,000	-	-		x		FSD	Financial sector regulators, Financial institutions, GES and Ministry of Education
Conceptualise and design practical market-oriented reforms in collaboration with key	FSD	x	x	x	x	1,500,000	-	-		x		FSD	Financial sector regulators, financial institutions



players for resilient and economic growth													
Engage key stakeholders to ensure that every stage of consultation in product development is adopted.	FSD	x	x	x	x	-	-	-	1,200,000		x	FSD	Financial sector regulators, financial institutions
Work with financial institutions to design and implement accessible financial products through policy reforms	FSD	x	x	x	x	-	-	-	1,000,000		x		

6.2.10 Financial Intelligence Centre

Objective: - Continue capacity building programme on AML/CFT & CPF for DNFBP. - Ensure the retention of professionals within AML/CFT of FIC - Strengthen dialogue between regulators and supervisory authorities													
Programme: Economic Crime Combat Programme													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Mutual Evaluation Exercise	Nationwide Sensitisation	x	x	x	x	8,000,000.00	-	-	-		x	FIC	Office of The President, IMC, MoF, BoG, SEC, NIC, NIB, Gaming Commission, NSCS, EOCO, AG, NPOS, NACOC, CSOs, OSP, ORC, GRA



Enhance Capacity and collaboration among stakeholders in the fight against economic crimes	Nationwide Sensitisation.	x	x	x	x	5,000,000.00	-	-	-		x	FIC	NPOS, REAC
Create awareness on money laundering, terrorism financing and other economic crimes among the general public.	Nationwide Sensitisation.	x	x	x	x	2,000,000.00	-	-	-		x	FIC	NPOS,

BUDGET PROGRAMME AREA 3: RESOURCE MOBILISATION AND MANAGEMENT PROGRAMME

6.2.11 Revenue Policy

Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Develop a mechanism for increased income taxation of Cross-Border digital services	RPD	x	x	x	x	100,000	-	-	-	x		RPD	GRA
Compliance audit conducted for selected NTR/IGF Covered Entities	RPD	x	x	x	x	120,000	-	-	-		x	RPD	MDAs
Develop a National Non-Tax Revenue (NTR) Strategic Policy	RPD		x	x	x	200,000	-	-	-		x	RPD	MDAs
Provide a Policy Guide to clarify the NTR	RPD		x	x	x	350,000	-	-	-	x		RPD	MDAs



Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
mobilisation roles of Covered and Specified Entities in the institutional framework provision under the MTRS													
Modernise and improve the structure of Covered and Specified Entities to enhance revenue mobilisation and management	RPD		x	x	x	90,000	-	-	-	x		RPD	MDAs
Develop a National Policy Framework on Public Assets Management.	RPD	x	x	x	x	100,000	-	-	-	x		RPD	MDAs
Undertake public sensitisation campaigns on Tax Law	RPD	x	x	x	x	150,000	-	-	-		x	RPD	GRA
Establishment of a digitalization Master plan for revenue formulation and administration	RPD		x	x	x	200,000	-	-	-	x			
Review the concessionary Corporate Income Tax (CIT) rates	RPD	x	x	x	x	100,000	-	-	-		x	RPD	GRA
Roll out an electronic system for collecting non-tax revenue in the	RPD		x	x	x		-	-	200,000	x		RPD	MDAs



Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
remote areas of the country													
Monitor and put in place domestic systems to address the effects of the two-pillar solutions of the OECD Inclusive Framework	RPD		x	x	x	100,000	-	-	-	x		RPD	GRA
Develop a database and Standard Operating Procedures (SOPs) for the review of fees and charges	RPD	x	x	x		100,000	-	-	-	x		RPD	
Review incentives and schemes to support anchor industries and local entrepreneurs	RPD		x	x	x	60,000	-	-	-	x		RPD	GRA
Coordinate revenue policies to create synergies among small and large-scale businesses to promote local entrepreneurship	RPD		x	x	x	120,000	-	-	-	x	x	RPD	
Develop a Tax Expenditure database and models for effective tax expenditure management (forecasting, reporting,	RPD		x	x	x	-	-	-	150,000	x		RPD	GRA



Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
monitoring and evaluation)													
Regularly review and rationalise all tax expenditures	RPD		x	x	x	50,000	-	-	-		x	RPD	GRA
Introducing a fiscal regime for extractive industries (upstream mining and upstream petroleum operations) with regulations on the fiscal aspects of extractive industry agreements	RPD		x	x	x	250,000	-	-	-	x		RPD	GRA, PC, GNPC, MinCom MLNR
Expand Regional Treaty network with Member States to support the African Continental Free Trade Agreement (AfCFTA) and ECOWAS Protocols	RPD		x	x	x	150,000	-	-	-	x		RPD	GRA
Develop a whole-of-government approach to tackle international tax crimes and Illicit Financial Flows	RPD		x	x	x	200,000	-	-	-	x		RPD	GRA, FIC, EOCO, BOG
Implement a Progressive Personal Income Tax Rate Structure	RPD			x	x	120,000	-	-	-	x		RPD	GRA



Objective: • Widen the tax net • Enhance Compliance and Enforcement processes and procedures • Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Roll out the GIFMS to all MDAs and ensure compliance with directives on processing retained IGF in the system	RPD		x	x	x	70,000	-	-	-		x	RPD	MDAs
Develop medium-to-long-term milestones for Covered and Specified Entities to improve revenue mobilization, management, and growth	RPD		x	x	x	90,000	-	-	-	x		RPD	MDAs
Review excise tax regime and introduce a hybrid tax (ad-valorem and specific taxes) on Spirits, Wines, Sugar-sweetened products, and Beers, adjusting for inflation periodically	RPD		x	x	x	150,000	-	-	-	x		RPD	GRA
Complete harmonization of the rate of excise duty on tobacco products with WHO recommendations and ECOWAS protocols	RPD		x	x	x	120,000	-	-	-	x		RPD	GRA
Review the current property rate system to widen the scope, improve administrative	RPD		x	x	x	80,000	-	-	-		x	RPD	FDU, MDAs



Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
efficiency and increase revenue yield													
Review or consolidate taxes and levies that contribute to the high cost of doing business at the ports	RPD		x	x	x	320,000	-	-	-	x		RPD	GRA, GPHA, GSA

6.2.12 External Resource Mobilisation

Objective: - Diversify sources of external funding - Promote Ghana's investment attractiveness through reforms and transparency - Strengthen technical and negotiation skills of staff - Improve data collection, analysis, and reporting on development cooperation - Strengthen strategic engagement with bilateral donors													
Programme: External Resource Mobilisation and Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Enhance stakeholder engagement and documentation	ERM	x	x	x	x	-	-	-	-	x		ERM	MDAs
Foster strong economic partnerships with development actors to attract trade and investment	ERM	x	x	x	x	-	-	-	-		x	ERM	DPs, MFA, NDPC, GIPC
Enhance regional economic partnerships and prospects	ERM	x	x	x	x	-	-	-	-		x	ERM	MFA, BLOCS



Undertake strategic communication to facilitate economic collaboration	ERM	x	x	x	x	-	-	-	-		x	ERM	MFA, DPs
Enhance monitoring and evaluation	ERM	x	x	x	x	-	-	-	-		x	ERM	MDA, DPs
Strengthen financial management systems	ERM	x	x	x	x	-	-	-	-		x	ERM	Budget, GAS
Improve visibility of ERM	ERM	x	x	x	x	-	-	-	-	x		ERM	MDAs, DPs
Establish a comprehensive information hub to enhance communication efficiencies	ERM	x	x	x	x	-	-	-	-		x	ERM	MDAs
Improve operational efficiencies	ERM	x	x	x	x	-	-	-	-		x	ERM	
Establish and strengthen the research committee	ERM	x	x	x	x	-	-	-	-		x	ERM	
Enhance data management and training on DCMIS	ERM	x	x	x	x	-	-	-	-		x	ERM	
Promote transparency and accountability	ERM	x	x	x	x	-	-	-	-		x	ERM	NDPC, DPs
Adapt to emerging trends	ERM	x	x	x	x	-	-	-	-		x	ERM	
Optimise the Division's structure for enhanced performance	ERM	x	x	x	x	-	-	-	-		x	ERM	
Develop Talent to meet the current and future needs of the Division	ERM	x	x	x	x	-	-	-	-		x	ERM	HCGAD
Establish performance management as a tool for measuring productivity and Growth	ERM	x	x	x	x	-	-	-	-	x		ERM	HCGAD

6.2.13 Ghana Revenue Authority

Objective:

- Widen the tax net
- Enhance Compliance and Enforcement processes and procedures
- Enhance seamless taxpayer service delivery

Programme: Improve Revenue Management and Administration

Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating
Increase revenue collection	GRA	x	x	x	x	143,409,996.13	-	-		x	GRA	
Increase Taxpayer population	GRA	x	x	x	x		-	-		x	GRA	



Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery												
Programme: Improve Revenue Management and Administration												
Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating
Measure on-time filing rate	GRA	x	x	x	x		-	-		x	GRA	
Measure on-time payment rate	GRA	x	x	x	x		-	-		x	GRA	
Assess debt-to-revenue ratio	GRA	x	x	x	x		-	-		x	GRA	
Enhance turnaround time at the Ports	GRA	x	x	x	x		-	-		x	GRA	
Increase cargo cleared under green channel to total of cargo cleared (%)	GRA	x	x	x	x		-	-		x	GRA	
Reconcile revenue figures with Stakeholders	GRA	x	x	x	x	1,201,920	-	-		x	GRA	
Organise Tax and Good Governance month	GRA	x	x	x	x	1,200,000	-	-		x	GRA	
Assess taxpayer satisfaction	GRA	x	x	x	x	6,480,000	-	-		x	GRA	
Assess taxpayer knowledge of tax laws and processes	GRA	x	x	x	x		-	-		x	GRA	
Improve public perception of GRA	GRA	x	x	x	x	13,248,000	-	-		x	GRA	
Assess staff satisfaction level	GRA	x	x	x	x		-	-		x	GRA	
Undertake internal and external TADAT assessments	GRA	x	x	x	x	6,837,184.80	-	-		x	GRA	
Prepare Annual Reports and Financial Statement	GRA	x	x	x	x	1,310,694	-	-		x	GRA	
Upgrade viable Sub-Offices and set-up new operational offices	GRA	x	x	x	x	195,427,029.12	-	-		x	GRA	
Increase staff knowledge of tax laws and processes	GRA	x	x	x	x	660,000	-	-		x	GRA	



Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery												
Programme: Improve Revenue Management and Administration												
Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating
Expand digitalisation	GRA	x	x	x	x	194,961,579.78	-	-		x	GRA	
Implement ISO/IEC27001:2013 Information Security	GRA	x	x	x	x	962,400	-	-		x	GRA	
Expand the use of third-party data	GRA	x	x	x	x	2,994,070.80	-	-		x	GRA	
Identify and rope in online business entities	GRA	x	x	x	x	-	-	-		x	GRA	
Increase VAT penetration and yield	GRA	x	x	x	x	-	-	-		x	GRA	

6.2.14 Independent Tax Appeals Board

Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Institutional capacity development	Head Office	x	x	x	x	2,500,000.00	-	65,500.00	-		x	ITAB	MOF
Passage of Regulations	Head Office	x				1,000,000.00	-	300,000.00	-		x	ITAB	MOF
Public education and awareness campaign	Head Office	x	x	x	x	500,000.00	-	19,710.00	-	x		ITAB	MOF
Performance monitoring and evaluation programmes	Head Office	x	x	x	x	60,000.00	-	21,190.00	-	x		ITAB	MOF



Deployment of technology and infrastructure systems	Head Office	x	x	x	x	1,200,000.00	-	25,000.00	-		x	ITAB	MOF
Development of Scheme of Service	Head Office	x	x	x	x	1,000,000.00	-	30,000.00	-		x	ITAB	MOF

BUDGET PROGRAMME AREA 4: EXPENDITURE MANAGEMENT

6.2.15 Budget

Objective: - Achieve 60% compliance with financial management regulations and reduce arrears by 2029 - Reduce budget preparation delays by 80% and fully operationalise the Hyperion system across all MMDAs by 2029. - Ensure 100% timely budget allocations and reduce fund transfer delays by 70% by 2029. - Achieve 80% timely submission of financial data and upgrade GIFMIS for improved reporting by 2029 - Increase MMDAs' internally generated funds (IGF) by 30% and reduce reliance on IGFT by 2029													
Programme: Prudent Public Expenditure Management and Budgetary Controls													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Strengthen PFM Enforcement by monitoring compliance	MoF	x	x	x	x	400,000	-	-	-		x	Budget Office (PFM Reforms Unit)	DADs, Internal Audit Unit, Compliance Desk
Amendment of the PFM Act 2016 (Act 921) to strengthen enforcement	MoF	x	x	x	x	400,000	-	-	-	x		Budget Office (PFM Reforms Unit)	DADs, PFM Reform Secretariat, Legal Division, Attorney-General's Department
Capacity building for MDAs/MMDAs on sanctions of the PFM as amended	MDAs/MMDAs		x			600,000	-	-	-	x		Budget Office (PFM Reforms Unit/FDU)	MDAs, MMDAs, Compliance desk
Ensure all MDAs capture details of FLG on the Hyperion during budget preparation for	MDAs			x		200,000	-	-	-		x	Budget Office (FLG Unit)	MDAs, BTAS, ERM, PDMO



Objective: • Achieve 60% compliance with financial management regulations and reduce arrears by 2029 • Reduce budget preparation delays by 80% and fully operationalise the Hyperion system across all MMDAs by 2029. • Ensure 100% timely budget allocations and reduce fund transfer delays by 70% by 2029. • Achieve 80% timely submission of financial data and upgrade GIFMIS for improved reporting by 2029 • Increase MMDAs' internally generated funds (IGF) by 30% and reduce reliance on IGFT by 2029													
Programme: Prudent Public Expenditure Management and Budgetary Controls													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
implementation on GIFMIS													
Develop and maintain a database for reporting on all foreign loans and grants	MoF	x				100,000	-	-	-	x		Budget Office (FLG Unit)	ERM, PDMO, FSD
Implement operational efficiency to ensure compliance of loans & grants capping limits and collaborate with stakeholders to monitor FLG projects	MoF/Projects site	x	x	x	x	2,000,000	-	-	-		x	Budget Office (FLG Unit)	ERM, PDMO, PCMED, PEMU
Engagement of key stakeholders on Hyperion application ser Requirement	MDAs/MMDAs	x				200,000	-	-	-		x	Budget Office (BTAS)	MMDAs, MLGCRA, OHLGS, FDU
Design and development of a version of the Hyperion for MMDAs	MMDAs	x				1,500,700	-	-	-	x		Budget Office (BTAS)	MMDAs, MLGCRA, OHLGS, FDU
Procure logistics for the deployment of the oracle Hyperion to all 261 MMDAs	MMDAs		x			15,000,000	-	-	-	x		Budget Office (BTAS)	MMDAs, MLGCRA, OHLGS, FDU
Pilot the implementation of the	MMDAs			x	x	2,000,000	-	-	-	x		Budget Office	MMDA, MLGCRA, OHLGS, FDU



Objective: • Achieve 60% compliance with financial management regulations and reduce arrears by 2029 • Reduce budget preparation delays by 80% and fully operationalise the Hyperion system across all MMDAs by 2029. • Ensure 100% timely budget allocations and reduce fund transfer delays by 70% by 2029. • Achieve 80% timely submission of financial data and upgrade GIFMIS for improved reporting by 2029 • Increase MMDAs' internally generated funds (IGF) by 30% and reduce reliance on IGFT by 2029													
Programme: Prudent Public Expenditure Management and Budgetary Controls													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Hyperion system for selected MMDAs												(BTAS, FDU)	
Configure Hyperion to limit or freeze hard budget ceilings introduce in MDAs budget	MDAs			x	x	1,000,000	-	-	-	x		Budget Office (BTAS)	BTAS, BDU
Integration of non-financial aspect of the PBB in the Hyperion as required under the PFM4SD programme	MoF	x	x	x	x	-	-	-	-	x		Budget Office (BTAS, BDR)	MDAs
Training on re-engineered business process of the Oracle Hyperion for users in the MDAs	MDAs			x	x	2,000,000	-	-	-	x		Budget Office (BTAS)	MDAs
Ensure timely issuance of the 2027 budget guidelines	MoF			x		300,000	-	-	-		x	Budget Office (BDU)	FDU, Cabinet
Coordinate the preparation of the 2027 budget for MDAs	MoF			x	x	600,000	-	-	-		x	Budget Office (BDU)	MDAs, CSOs, DADs, Cabinet
Coordinate the 2026 Mid-year Budget Review	MoF			x		900,000	-	-	-		x	Budget Office (BDU)	MDAs, CSOs, DADs, Cabinet



Objective: • Achieve 60% compliance with financial management regulations and reduce arrears by 2029 • Reduce budget preparation delays by 80% and fully operationalise the Hyperion system across all MMDAs by 2029. • Ensure 100% timely budget allocations and reduce fund transfer delays by 70% by 2029. • Achieve 80% timely submission of financial data and upgrade GIFMIS for improved reporting by 2029 • Increase MMDAs' internally generated funds (IGF) by 30% and reduce reliance on IGFT by 2029													
Programme: Prudent Public Expenditure Management and Budgetary Controls													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Full deployment of the Cash Plan Module to MDAs	MDAs	x	x	x	x	1,000,000	-	-	-		x	Budget Office (BTAS, PEMU)	MDAs, PEMU
Nationwide training on the Cash Plan Module	MDAs	x	x	x	x	1,500,000	-	-	-		x	Budget Office (BTAS, PEMU)	PEMU, MDAs
Design and develop a Cash Plan Module on the Hyperion for MMDAs	MMDAs	x	x	x	x	1,500,000	-	-	-	x		Budget Office (BTAS, PEMU, FDU)	Budget Office (BTAS, PEMU), MMDAs
Development of the gender and climate notes as required under the PFM4SD Programme	MoF			x	x	2,000,000	-	-	-	x		Budget Office (BTAS)	Climate Unit MDAs/MMDAs
Development of Climate and Gender Budget and Expenditure Report	MoFs		x	x	x	1,500,000	-	-	-	x		Budget Office (BTAS, FDU)	Climate Unit National Account MDAs/MMDAs
Validation of SDGs/ climate and Gender data for the dashboards and interactive reports	MoF		x	x	x	700,000	-	-	-		x	Budget Office (BTAS, FDU)	MDAs/MMDAs



Objective: • Achieve 60% compliance with financial management regulations and reduce arrears by 2029 • Reduce budget preparation delays by 80% and fully operationalise the Hyperion system across all MMDAs by 2029. • Ensure 100% timely budget allocations and reduce fund transfer delays by 70% by 2029. • Achieve 80% timely submission of financial data and upgrade GIFMIS for improved reporting by 2029 • Increase MMDAs' internally generated funds (IGF) by 30% and reduce reliance on IGFT by 2029													
Programme: Prudent Public Expenditure Management and Budgetary Controls													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Training and deployment of gender and climate related modules and reports on Hyperion	MMDAs/MMDAs			x	x	2,000,000	-	-	-	x		Budget Office (BTAS, FDU)	Climate Unit MMDAs/MMDAs
Capacity building of BTAS staff on climate finance and budgeting	UK/ Netherlands		x	x		3,000,000	-	-	-	x		Budget Office (BTAS)	
Undertake a study tour on climate change finance risk	Netherland/ Morocco/ Denmark		x	x		3,000,000	-	-	-	x		Budget Office (BTAS)	
Coordinate the Preparation of the 2027 Composite Budget	MMDAs			x	x	800,000	-	-	-		x	Budget Office (FDU)	MMDAs, RCCs
Coordinate the 2026 Mid-year Composite Budget review	MMDAs			x		500,000	-	-	-		x	Budget Office	MMDAs, RCCs
Develop a centralized and comprehensive database for MMDAs budget and revenue reporting	MoF	x	x	x	x	1,500,000	-	-	-	x		Budget Office (FDU)	MMDAs, RCCs
Train FDU Staff and MMDAs on data capture, validation and standardized reporting for the database	MMDA	x	x	x		1,000,000	-	-	-		x	Budget Office (FDU)	MMDAs, RCCs, OHLGS



Objective: • Achieve 60% compliance with financial management regulations and reduce arrears by 2029 • Reduce budget preparation delays by 80% and fully operationalise the Hyperion system across all MMDAs by 2029. • Ensure 100% timely budget allocations and reduce fund transfer delays by 70% by 2029. • Achieve 80% timely submission of financial data and upgrade GIFMIS for improved reporting by 2029 • Increase MMDAs' internally generated funds (IGF) by 30% and reduce reliance on IGFT by 2029													
Programme: Prudent Public Expenditure Management and Budgetary Controls													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Develop and implement communication protocols to enable FDU Coordinate fiscal decentralization reporting among key stakeholders	MoF	x	x	x	x	1,000,000	-	-	-	x		Budget Office (FDU)	MMDAs, GIZ, SIGRA, NDPC
Capacity building of FDU staff on fiscal decentralization and local government financial management	Duke Center for International Development			x		1,700,000	-	-	-		x	Budget Office (FDU)	MLGCRA, OHLGS,
Develop the 2026-2029 IGFF	MoF	x	x	x	x	750,000	-	-	-		x	Budget Office (FDU)	DACF, GRA, IAA, MLGCRA, OHLGS, CAGD
Development and launch of the 2025 SDG Budget and Expenditure Report	MoF		x	x	x	1,000,000	-	-	-		x	Budget Office (BTAS Unit)	UN Systems Unit National Accounts MDAs/MMDAs
Development of an SDG Impact Assessment Report	MoF		x	x	x	2,000,000	-	-	-		x	Budget Office (BTAS Unit)	UN Systems Unit National Accounts MDAs/MMDAs
Nationwide training for budget officers on budget preparation and execution	MDAs/MMDAs	x				1,000,000	-	-	-		x	Budget Office (FDU, PFM Reforms Unit, BIU)	MDAs/MMDAs



Objective: - Achieve 60% compliance with financial management regulations and reduce arrears by 2029 - Reduce budget preparation delays by 80% and fully operationalise the Hyperion system across all MMDAs by 2029. - Ensure 100% timely budget allocations and reduce fund transfer delays by 70% by 2029. - Achieve 80% timely submission of financial data and upgrade GIFMIS for improved reporting by 2029 - Increase MMDAs' internally generated funds (IGF) by 30% and reduce reliance on IGFT by 2029													
Programme: Prudent Public Expenditure Management and Budgetary Controls													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Strengthening coordination for timely provision of budget ceilings for MPs, RCCS and MMDAs for inclusion into budget guidelines	Budget Office	x	x			100,000	-	-	-		x	Budget Office (FDU, BDU)	MMDAs, MDAs Parliament, DACF Secretariat
Harmonize wage approvals with fiscal policy through MoF-FWSC collaboration	MoF	x	x	x	x	600,000	-	-	-		x	Budget Office (CPMU)	MoF, FWSC
Conduct Nationwide training for Budget Officers & HRs on HR Capital Manager for Compensation of Employees Data Capture	MDAs / MMDAs	x	x	x	x	450,000	-	-	-		x	Budget Office (CPMU, FDU)	MoF, MDAs, MMDAs
Conduct Manpower Hearing to establish MDAs and MMDAs Manpower Ceiling	MDAs /MMDAs		x	x		1,000,000.	-	-	-		x	MoF / CPMU/ FDU	MoF, PSC, MDAs, FWSC & MEJL
Review of the Categories, 2, 3 & 4 Allowances	MoF	x	x			700,000	-	-	-		x	MoF / CPMU	MoF, PSC, MDAs, FWSC & MEJL
Strictly Implement multi-year budgeting discipline under MTEF	MoF		x	x		700,670	-	-	-		x	Budget Office (BDU, BIU, FDU)	PIAD, MDAs, MMDAs



Objective: • Achieve 60% compliance with financial management regulations and reduce arrears by 2029 • Reduce budget preparation delays by 80% and fully operationalise the Hyperion system across all MMDAs by 2029. • Ensure 100% timely budget allocations and reduce fund transfer delays by 70% by 2029. • Achieve 80% timely submission of financial data and upgrade GIFMIS for improved reporting by 2029 • Increase MMDAs' internally generated funds (IGF) by 30% and reduce reliance on IGFT by 2029													
Programme: Prudent Public Expenditure Management and Budgetary Controls													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Digitalize of local revenue collection systems	MMDAs	x	x	x	x	1,450,600	-	-	-		x	Budget Office (FDU)	MMDAs, MLGCRL, OHLGS
Provide Technical assistance to MMDAs on alternative financing through training	MMDAs	x	x	x	x	800,000	-	-	-		x	Budget Office (FDU)	MMDAs, MLGCRL, OHLGS
Develop and implement a Commencement Budget Linkage Register	Budget Office	x	x	x	x	400,000	-	-	-	x		Budget Office (BDRU, BIU)	MDAs
Adhere strictly to Cash Management Forecast Targets	MoF	x	x	x	x	300,000	-	-	-		x	Budget Office (PEMU, FDU)	MoF Management, CAGD, DADs
Implement timely bulk releases for MDAs/MMDAs budgets	Budget Office	x	x	x	x	450,000	-	-	-		x	Budget Office (BIU)	CAGD, MDAs, MMDAs
Upgrade GIFMIS reporting functionalities to disaggregate releases and commencement	Budget Office	x	x	x	x	1,050,230	-	-	-		x	Budget Office (BTAS)	GIFMIS Secretariat



6.2.16 Controller and Accountant General's Department

Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Linkage of the National Payroll Biodata of GoG employees with the National Identification Authority (NIA) Biodata	CAGD	x	x	x	x	1,095,631.84	-	-	25,904,368.16		x	CAGD	MoF /F&A / ICTM/Oracle Consultants / NIA
Payroll data (Active and Pensions) clean-up for effective reporting and accounting	CAGD	x	x	x	x	500,000	-	-	6,028,500		x	CAGD	MoF /F&A /Oracle Consultants
Migrate at least, one (1) Public University to the National Payroll System.	CAGD	x	x	x	x	200,000	-	-	470,000		x	CAGD	MoF /F&A / Migrating Institution
Pensioner's NIA numbers verified on the Pensions Payroll	CAGD		x	x	x	200,000	-	-	550,000		x	CAGD	MoF /F&A / Pensioners Associations/ CAP 30 Institutions
Conduct Ten (10) days Functional proficiency capacity building for Payroll staff on the IPPD2 System	CAGD		x	x	x	70,000	-	-			x	CAGD	F&A
Three (3) days capacity building on the CAP 30 legal framework for staff of Pensions Directorate	CAGD				x	30,000	-	-			x	CAGD	F&A



Objective:													
• Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Reconcile employees' bank details in the IPPD2 with employee-paying - banks and recover unearned salaries paid to wrong accounts	CAGD			x	x	120,000	-	-			x	CAGD	F&A
Conduct reconciliation of Suspense Account to recover unearned salaries	CAGD	x	x			10,000	-	33,981	-		x	CAGD	F&A
Conduct sensitization on the TPRS Upgraded System for stakeholders	CAGD		x			560,000	-	-	-		x	CAGD	Consultant
Implement salary/pension structure of covered entities on IPPD/FAAB Systems	CAGD	x	x	x	x	271,200	-	271,200	-		x	CAGD	F&A
16 CAGD Regional Directorates re-trained on set-up/termination of validators and training on upload of Pictures of GoG staff on the ESPV System.	CAGD		x			88,683	-	-	-		x	CAGD	F&A
Upgrade of internal and external controls of the ESPV and E-Payslip systems operations	CAGD		x			2,291,132	-	-	-		x	CAGD	F&A / Consultant
Reconcile Non-Tax Revenue (NTR) of 100 Institutions IGF collected and reviewed on GIFMIS	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	Treasury/GRA/MOF/BOG/MDAs/Banks



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Tax revenue figures with GRA captured, validated and reconciled on GIFMIS	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	Treasury/GRA/MoF/BOG/MDAs/Banks
At least 96% of reported cases of unearned salaries by MDAs, MMDAs and Pensioners Association recovered	CAGD	x	x	x	x	200,000	-	-	-		x	CAGD	Treasury/Payroll/BOG/Banks/Pensioners Association/MDAs/ MMDAs
At least 800 Bank Accounts created on GIFMIS	CAGD	x	x	x	x	120,000	-	-	-		x	CAGD	Treasury/GIFMIS Secretariat
75 CAGD staff at the Treasury Division trained and sensitize on disbursement business process	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	Treasury/Training Directorate
At least 35 Foreign Missions returns, salaries and Bank statements reviewed	CAGD	x	x	x	x	50,000	-	-	-		x	CAGD	Treasury/MOFAR I
Expenditure and IGF returns of 16 CAGD Regional Directorates MDAs, MMDAs reviewed, collated and monitored	CAGD	x	x	x	x	100,000	-	100,000	-		x	CAGD	Treasury/Regional Directorate
Debt owed by at least 20 Institutions reconciled and recovered	CAGD	x	x	x	x	230,000	-	-	-		x	CAGD	Treasury/MoF/BoG/Banks/MDAs/ MMDAs



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Grant paid to at least 40 identified beneficiary institutions monitored	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	Treasury/MoF/BoG/Banks/MDAs/MMDAs
External debt owed paid to creditors as and when they fall due on daily basis	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	Treasury/MoF/BoG/Banks/MDAs/MMDAs
Reconcile Second Tier benefits of twenty-three (23) Sub-vented Institutions migrated to the GoG Payroll (IPPD2)	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	Treasury/MoF/BoG/Banks/MDAs/MMDAs/ Payroll
Data on all Commercial Banks collected, reviewed and Dormant Accounts identified and closed	CAGD	x	x	x	x	200,000	-	-	-		x	CAGD	Treasury/MoF/BoG/Banks/MDAs/MMDAs
Conduct IPSAS Post-implementation review of audited financial statements at the National and Covered Entity levels	CAGD		x	x	x	450,000	-	100,000	-		x	CAGD	PFMRR&D, NAD, FMD, Internal Audit
Coordinate the activities of Finance & Accounting Instructions Committee in assisting Covered Entities to draft Finance & Accounting Instructions	CAGD	x	x	x	x	200,000	-	200,000	-		x	CAGD	PFMRR&D, NAD, FMD, Internal Audit, National Treasury



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Consolidate quarterly CAGD Regional Directorates' reports for top Management's action	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	PFMRR&D, all Directorates in CAGD
Coordinate the activities of Accounting Systems Review & Approval Committee (ASRAC) in reviewing the accounting systems of Covered Entities	CAGD	x	x	x	x	100,000	-	100,000	-		x	CAGD	PFMRR&D, NAD, FMD, ICTM
Coordinate the activities of the Audit Committee in supporting management to fulfil its governance and oversight responsibilities	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	PFMRR&D, Internal Audit
Review existing business processes within Directorates to ensure consistency with CAGD's Operational Manual and good practice	CAGD	x	x	x	x	50,000	-	-	-		x	CAGD	PFMRR&D, all Directorates in CAGD
Collate and store/archive laws, regulations, policy documents in relation to public financial management for reference purposes	CAGD	x	x	x	x	50,000	-	-	-		x	CAGD	PFMRR&D, all Directorates in CAGD



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Follow up on the status of implementation of previous Internal Audit Recommendations	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	All Divisions
Review Value Books Revolving Fund Management and Reporting	CAGD				x	50,000	-	-	-		x	CAGD	F&A Division
Review Whole-of-Government Financial Statements	CAGD			x		50,000	-	-	-		x	CAGD	FMS Division
Review CAGD Financial Statements.	CAGD		x	x		50,000	-	-	-		x	CAGD	F&A Division
Auditor-General's recommendations on Whole-of-Government and CAGD Financial Statements.	CAGD	x	x	x	x	50,000	-	-	-		x	CAGD	All Divisions
Review Consultancy services and Ad-hoc assignments.	CAGD	x	x	x	x	200,000	-	-	-		x	CAGD	All Divisions
Review CAGD Treasury Ladies Association (TRELAS)/ CAGD Provident Fund/ Welfare Scheme	CAGD	x				50,000	-	-	-		x	CAGD	F&A Division
Review Data governance and classification system	CAGD	x				100,000	-	-	-		x	CAGD	ICTM Division



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Review Nationwide Biometric Re-verification of Active employees, Pensioners and Dependents.	CAGD			x		200,000	-	100,000	-		x	CAGD	Payroll Management Division
Review Electronic Salary Payment Voucher (ESPV)	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	Payroll Management Division
Review Termination and Reactivation of employees on the active payroll (IPPD2)	CAGD	x				100,000	-	-	-		x	CAGD	Payroll Management Division
Review Payroll data and Third-Party deductions	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	Payroll Management Division
Review Management Units and corresponding set up on the Electronic Salary Payment Voucher (ESPV) system	CAGD			x		100,000	-	-	-		x	CAGD	Payroll Management Division
Review Financial Clearance on Recruitments and Promotions on the IPPD2	CAGD		x			100,000	-	-	-		x	CAGD	Payroll Management Division
Review Computed Lumpsum Pensions benefits	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	Payroll Management Division



Objective:													
• Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Review Pensions Payroll Data and Exception Reports	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	Payroll Management Division
Review Implementation of Legislative Instruments (LIs)	CAGD	x				100,000	-	-	-		x	CAGD	Payroll Management Division
Review Public Relations and Client Service	CAGD			x		100,000	-	-	-		x	CAGD	F&A Division
Review Stores Management	CAGD				x	100,000	-	-	-		x	CAGD	F&A Division
Review CAGD Transport Management System	CAGD	x				100,000	-	-	-		x	CAGD	F&A Division
Review CAGD Utilities Management	CAGD		x			100,000	-	-	-		x	CAGD	F&A Division
Capacity Development and Training for staff of the A&I Division	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	F&A Division
Conduct Quarterly site visits to three (3) CAGD Data center sites to maintain and confirm data recovery capabilities by 31 st December, 2026	CAGD	x	x	x	x	100,000	-	-	-	x		CAGD	ICTM/NITA/BOG
Payment of Subscription bills of professional courses of ICTM staff by 31 st December, 2026	CAGD	x	x	x	x	500,000	-	200,000	-		x	CAGD	ICTM/F&A/Professional Bodies



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Conduct monthly maintenance of the physical environment and Infrastructure in the Datacenter by 31st December 2026	CAGD	x	x	x	x	300,000	-	-	-		x	CAGD	ICTM
Complete installation of two (2) x64 servers at two locations to support other critical non-oracle services by December 31, 2026	CAGD	x	x	x	x	2,750,000	-	-	-		x	CAGD	ICTM
Complete upgrade of Windows 11 software with Pro Multi User License, Microsoft Office 2021 software with Multi User License, and Windows Server 2022 Datacenter software to support CAGD critical businesses by 31st December 2026	CAGD	x	x	x	x	4,500,000	-	-	-		x	CAGD	ICTM
Complete Installation of LTO 8 backup Tape cartridges for production and other collocation sites by 31st December 2026	CAGD	x	x	x	x	3,500,000	-	-	-		x	CAGD	ICTM



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Deployment and training of end users in the Southern Zone (Greater Accra, Volta, Oti, Central and Western Regions) on the GIFMIS service desk solution by 31 December 2026	CAGD	x	x	x	x	1,000,000	-	x	-		x	CAGD	ICTM, MDAs, MMDAs
Organization of quarterly offsite Infrastructure performance and datacenter operations control workshops by 31st December 2025	CAGD	x	x	x	x	100,000	-	50,000	-		x	CAGD	ICTM
Complete Installation of Enterprise grade access point devices to all the blocks at the head office and annex by 31st December 2026	CAGD	x	x	x	x	5,000,000	-	-	-		x	CAGD	ICTM
Conduct maintenance cleaning of the desktop computers, routers, and distribution and access switches at the end of each quarter by 31st December 2026	CAGD	x	x	x	x	100,000	-	100,000	-		x	CAGD	ICTM
Conduct GIFMIS Hands on training for end users and 16 regional support staff on the usage of the	CAGD	x	x	x	x	200,000	-	-	-		x	CAGD	ICTM/MoF/MDAs/MMDAs



Objective:													
• Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
GIFMIS by 31st December 2026													
Rollout GIFMIS to 1 Foreign Mission, 100 IGF Institutions and 20 Donor Projects by December 31, 2026	CAGD	x	x	x	x	5,000,000	-	-	-		x	CAGD	ICTM/MoF/MDAs/MMDAs
Train and Sensitize End Users on the Usage of SWIFT in the Middle Sector by December 31, 2026	CAGD	x	x	x	x	100,000	-	100,000	-		x	CAGD	ICTM/BOG
Review and update ICT policies in light of CAGD objectives and advances in technology by 31st December, 2026	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	ICTM
Preparation of 2025 Annual / 2026 three (3) Quarterly Financial Statements	CAGD	x	x	x	x	200,000		50,000			x	CAGD	F&A
Preparation of 2025 Annual / 2026 three (3) Quarterly Revenue and Expenditure Performance Reports	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	F&A
Projection and capturing of 2026 IGF Revenue on the MoF web-based NTR projection model	CAGD			x		150,000	-	-	-		x	CAGD	F&A



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Operationalization of 2026 Staff Performance Appraisal Instrument across CAGD Headquarters, MDAs & Regional Offices	CAGD	x	x		x	200,000	-	-	-		x	CAGD	F&A
Digitalisation (Scanning and uploading) of at least 1473 staff data/files implemented on the HR system	CAGD			x	x	150,000	-	-	-		x	CAGD	F&A
Implementation of CAGD Posting guidelines	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	F&A
Implementation of Gender mainstreaming	CAGD	x	x	x	x	50,000	-	-	-		x	CAGD	F&A
Dissemination of CAGD related information to Stakeholders	CAGD	x	x	x	x	150,000	-	50,000	-		x	CAGD	F&A
Decongestion of documents and personal files from the various Divisions by 31st December, 2025	CAGD		x	x		200,000	-	-	-		x	CAGD	F&A
Organization of at least Two (2) CAGD Treasury Hour	CAGD		x	x		50,000	-	-	-		x	CAGD	F&A
Organization of CAGD Annual Conference	CAGD	x				5,000,000	-	1,000,000	-		x	CAGD	F&A



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Organization of pre-and post-Promotion Orientation for at least 500 CAGD staff	CAGD			x	x	200,000	-		-		x	CAGD	F&A
CAGD staff sensitized on training manual, scheme of service, transport and utility policies across CAGD Headquarters, MDAs and Regional Offices	CAGD		x	x		150,000	-	60,000	-		x	CAGD	F&A
Sensitization of at least 30 Administrative staff on Administrative Instruction	CAGD		x	x	x	50,000	-	50,000	-		x	CAGD	F&A
Organization of promotion interviews	CAGD				x	200,000	-	-	-		x	CAGD	F&A
General Posting of staff by 31st December, 2025	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	F&A
Capacity Building of staff	CAGD		x	x	x	5,000,000	-	-	-		x	CAGD	F&A
2025 CAGD Procurement Plan developed	CAGD	x				80,000	-	-	-		x	CAGD	F&A
Work-in-progress of Procurement Operations	CAGD	x	x	x	x	1,500,000	-	-	-		x	CAGD	F&A
Preparation of 2025 CAGD Annual / 2026 three (3) Quarterly Performance Report	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	F&A



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Prepare, review and validate CAGD/SMTDP	CAGD		x		x	100,000	-	-	-		x	CAGD	All Six Divisions
Prepare CAGD's Annual Workplan & Budget	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	All Six Divisions
Coordinate the preparation of CAG/DCAG/ACAG Performance Contract and Assessment Report	CAGD	x	x	x	x	200,000	-	-	-		x	CAGD	All Six Divisions
Organise FACU (Fixed Asset Coordinating Unit) meetings	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	All Six Divisions
Organise CAGD Budget Committee meetings	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	All Six Divisions
Review CAGD Planning Policy (Strategic Plan)	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	All Six Divisions
Collate, review and validate CAGD Risk Register	CAGD	x	x	x	x	50,000	-	-	-		x	CAGD	All Six Divisions

6.2.17 Public Procurement Authority

Objective: • Ensure compliance with the Public Procurement Act • Enhance monitoring, evaluation, and reporting mechanisms within procurement systems.					
Programme: Prudent Compliance with Stipulation of ACT 663 as Amended					
Projects	Location	Time Frame	Cost(GHS)	Project Status	Implementing Institution/Department



		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating
Monitoring of Procurement Activities of 300 Procuring Entities by the end of December 2026	PEs	x	x	x	x	300,940	-	-		x	CM&E	MMDAs, MDAs
Conduct Annual Procurement Assessment for 800 PEs using PPME Tool by end of Dec 2026	PPA	x	x	x	x	-	-	3,585,598		x	CM&E	MDAS/MMDAs
Complete the development of SPP Policy, Guidelines, and Training Manual	PPA	x	x	x	x	-	-	462,800		x	PP&R	PU
All PEs use GHANEPS to conduct all Government Procurement Activities	PPA	x	x	x	x	-	-	100,000		x	MIS	PEs
Based on UCOI, develop Value for Money Guidelines for infrastructure Project Management Management in Ghana	PPA	x	x	x	x	500,000	-	-	x		MIS	
Objective: Enhance knowledge and understanding of procurement laws, policies, and procedures among procurement staff and stakeholders												
Programme: Improved Competences in Public Procurement Processes and Procedures												
Train 800 Procuring Entities on new Public Procurement Manual by the end of the 4 th quarter	PPA	x	x	x	x	-	-	462,800		x	CD/CM &E	
Training and sensitization on the newly Developed Sustainable Public Procurement Policy (SPP) for 700 participants by the end of December 2026	PPA	x	x	x	x	462,800	-	-	x		PP&R/CD	MDAs/MMDAs
Develop the Capacity of 35 PPA Staff and 300 Procurement Staff, PPA and other Stakeholders	PPA	x	x	x	x	-	-	500,500	x		CD/HR/EU Project Team	Divisions/Dept/PEs



Develop capacity of 800 IAA and GAS auditors and audit staff of MDAs and MMDAs on SPAF by the end of December 2026	PPA	x	x	x	x	-	-	100,000		x	CD	IAA/GAS/MDAs/MMDAs
Develop capacity 300 participants on new policies and operational guidelines for Contract Administration, at Entity Levels	PPA	x	x	x	x	-	-	100,000	x		CD/CM &E	PEs
Train 400 procurement staff on the use of Framework Contract Agreement by the end of the 4 th Quarter of 2026	PPA	x	x	x	x	-	-	100,000		x	CD	PEs
Open two new Zonal offices at Ho and Tamale to improve PPA visibility in the regions by the end of the 3 rd Quarter of 2026	Ho and Tamale	x	x	x	x	150,000	-	-	x		CM&E	PU/Finance
Regular updating of Price Database of common user items	PPA	x	x	x		-	-	50,000	x		MIS	
Train selected PPA staff abroad in SPP, and VfM to help them discharge their mandate	PPA	x	x	x	x	750,000	-	120,000	x		EU Project Team	HR



BUDGET PROGRAMME AREA 5: PUBLIC DEBT MANAGEMENT

6.2.18 Public Debt Management

Objective: - Debt to GDP of 55 percent by 2028 - Low risk in the public debt portfolio. - Adequate financing options for government projects. - Strengthened regulatory framework on public debt management - Strong Investor engagements													
Programme: Strengthen Public Debt Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DAC F	IGF	Other	New	Ongoing	Lead	Collaborating
Conduct (annual and at least 1 update) Debt Sustainability Analyses (DSA) within a financial year	PDMO	x	x	x	x	750,000	-	80,000	-		x	PDMO	BoG, ERMD, RD, BO
Develop and implement (annual and at least 1 update) Medium-Term Debt Strategy (MTDS) on a rolling basis each year.	PDMO	x	x	x	x	750,000	-	80,000	-		x	PDMO	BoG, ERMD, RD, BO
Monitor, evaluate and report contingent liabilities, especially from State-Owned Enterprises (SOEs) through On-lending.	PDMO	x	x	x	x	750,000	-	90,000	-		x	PDMO	BoG, CAGD, ERMD, RD, BO, SIGA
Conduct site monitoring of debt funded projects	PDMO	x	x	x	x	700,000	-	96,000	-		x	PDMO	PCMED, Internal Audit
Diversify the debt portfolio across low risk and less costive financial instruments and markets.	PDMO	x	x	x	x	550,000	-	110,250	-		x	PDMO	BoG, CAGD, GRA, ERMD, RD, BO



Objective: • Debt to GDP of 55 percent by 2028 • Low risk in the public debt portfolio. • Adequate financing options for government projects. • Strengthened regulatory framework on public debt management • Strong Investor engagements													
Programme: Strengthen Public Debt Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DAC F	IGF	Other	New	Ongoing	Lead	Collaborating
Conduct continuous Credit Risk Assessment of SOEs	PDMO	x	x	x	x	500,000	-	110,250	-		x	PDMO	BoG, CAGD, ERMD, RD, SIGA
Develop and publish Annual Borrowing and Recovery Plan (ABRP) and Quarterly Issuance Calendars.	PDMO	x	x	x	x	750,000	-	112,500	-		x	PDMO	BoG, CAGD, ERMD, RD, FSD
Conduct routine assessments and negotiations of loan terms and conditions	PDMO	x	x	x	x	750,000	-	112,500	-		x	PDMO	BoG, ERMD
Improve Government Cash Flow Forecasting	PDMO	x	x	x	x	500,000	-	112,500	-		x	PDMO	BoG, CAGD, GRA, RPD
Ensure the development and implementation of Debt Management Regulations	PDMO	x	x	x	x	312,500	-	81,250	-	x		PDMO	BoG, BO, RD, OAGMoJ,
Develop Standard Operating Procedures (SOPs) Manual for the Public Debt Management Office	PDMO	x	x	x	x	312,500	-	81,250	-	x		PDMO	Internal Audit
Integrate the Commonwealth Meridian System with GIFMIS	PDMO	x	x	x	x	299,500	-	81,250	-	x		PDMO	CAGD, ICT, Compliance
Conduct regular audits and compliance reviews of debt operations.	PDMO	x	x	x	x	325,500	-	81,250	-		x	PDMO	Internal Audit, Compliance



Objective: • Debt to GDP of 55 percent by 2028 • Low risk in the public debt portfolio. • Adequate financing options for government projects. • Strengthened regulatory framework on public debt management • Strong Investor engagements													
Programme: Strengthen Public Debt Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DAC F	IGF	Other	New	Ongoing	Lead	Collaborating
Organise capacity-building workshops for PDMO staff and stakeholders on legal and technical reforms.	PDMO	x	x	x	x	2,000,000	-	300,000	-		x	PDMO	HCGAD, Accounts, BO
Host quarterly, bi-annual and annual investor townhall engagements and webinars with domestic and international investors.	PDMO	x	x	x	x	600,000	-	125,000	-		x	PDMO	HCGAD, ERMD, BoG, RD
Prepare and publish regular debt bulletins, newsletters, and investor presentations.	PDMO	x	x	x	x	400,000	-	125,000	-		x	PDMO	ERMD, RD, BoG, CAGD
Prepare and publish Annual Public Debt Report	PDMO	x	x	x	x	400,000	-	125,000	-		x	PDMO	ERMD, FSD, RD, BoG, CAGD, CSD
Prepare and publish regular investor presentations.	PDMO	x	x	x	x	1,350,000	-	125,000	-		x	PDMO	ERMD, BoG, RD, FSD, CSD



6.3 2027 Annual Action Plan

6.3.1 Human Capital and General Administration

BUDGET PROGRAMME AREA 1: MANAGEMENT AND ADMINISTRATION

Table 14: 2027 Annual Action Plan

Objective:													
- Enhance staff capacity for effective and efficient performance. - Improve knowledge, skills development, and Human Capital for MoF - Strengthen institutional management and Employee Wellbeing - Enhance MoF Client Service delivery, Public Relations and Protocol - Ensure effective institutional management - Ensure MoF adherence to existing laws, rules and regulations of the Civil/Public Service													
Programme: Development of Human and Institutional Capacity													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Implement staff capacity building initiatives	MoF	x	x	x	x	3,700,000	-	-	-		x	Human Capital Unit	All Divisions
Coordinate and report on performance management for Directors and all MoF Staff	MoF	x	x		x	1,000,000	-	-	-		x	Human Capital Unit	All Divisions
Develop OHCS Annual Performance Report	MoF				x	30,000	-	-	-		x	Human Capital Unit	All Divisions
Implement initiatives to manage MoF medical and	MoF	x	x	x	x	1,000,000	-	-	-		x	Human Capital Unit	All Divisions



Employee wellbeing													
Review existing human resource and operational policy documents	MoF	x	x	x	x	150,000	-	-	-		x	Human Capital Unit	All Divisions
Sensitization workshop on existing rules and regulations	MoF			x		100,000	-	-	-		x	Human Capital Unit	All Divisions
Improve Client Service delivery	MoF	x	x	x	x	550,000	-	-	-		x	Client Service Unit	All Divisions
Provide adequate vehicle infrastructure	MoF	x	x	x	x	6,000,000	-	-	-		x	Transport Unit	All Divisions
Provide MoF Staff Transport Service	MoF	x	x	x	x	920,000	-	-	-		x	Transport Unit	Human Capital Unit
Train MoF vehicle users	MoF	x	x	x	x	90,000	-	-	-		x	Transport Unit	Human Capital Unit
Conduct routine maintenance of MoF vehicles	MoF	x	x	x	x	4,000,000	-	-	-		x	Transport Unit	Procurement Division Accounts Division Internal Audit Unit
Improve the Ministry's office and office physical infrastructure	MoF, Kanda, Dansoman & Madina	x	x	x	x	436,250,000	-	-	-		x	General Services	Budget PWD (Prestige)
Maintain the Ministry's residential and office facility	MoF, Kanda, Dansoman & Madina	x	x	x	x	1,012,750,000	-	-	-		x	General Services	Budget PWD (Prestige)
Enhance the Ministry's office and residential security	MoF, Kanda, Dansoman & Madina	x	x	x	x	3,000,000	-	-	-		x	General Services	Budget PWD (Prestige)
Provide an effective records	MoF	x	x	x	x	2,200,000	-	-	-		x	General Services	All Divisions



management system													
Repair and maintain ICT equipment and technology	MoF	x	x	x	x	4,000,000.00	-	-	-		x	ICT Unit	All Divisions
Payment/Renewal of the Ministry's ICT Subscriptions and Licences	MoF	x	x	x	x	1,105,751.00	-	-	-		x	ICT Unit	All Divisions
Enhance public relations and the communication strategy of the Ministry	MoF	x	x	x	x	1,750,000	-	-	-		x	Public Relations	All Divisions Media Houses
Enhance seamless Protocol services to Officials of the Ministry and other stakeholders and Partners	MoF	x	x	x	x	40,351,541	-	-	-		x	Public Relations	All Divisions Service Providers
Deepen accountability and transparency through the RTI desk	MoF	x	x	x	x	50,000	-	-	-		x	Public Relations	All Divisions
Organize staff durbars and other staff engagement programmes	MoF	x	x	x	x	980,500	-	-	-		x	Public Relations	All Divisions
Audit assignments on assessment of internal controls	IAD, MoF	x	x	x	x	220,000.00	-	-	-		x	Internal Audit Directorate	All Divisions/Directorates/Units of MoF
Review of MOF's adherence to commitment control measures	IAD, MoF	x	x	x	x	120,000.00	-	-	-		x	Internal Audit Directorate	Procurement Division
MOF engagements with the Public Accounts	MoF and Parliament	x	x	x	x	250,000.00	-	-	-		x	Public Accounts	Divisions and Agencies of MoF



Committee (PAC) of parliament on Auditor General's reports.												Committee of Parliament	
Special assignments as requested by Management	MoF	x	x	x	x	250,000.00	-	-	-		x	Internal Audit Directorate	All Agencies/Divisions/Directorates/Units of MoF
Quarterly meetings of the MOF Audit Committee for review of internal and external audit reports and other monitoring reports	MoF	x	x	x	x	150,000.00	-	-	-		x	Internal Audit Directorate	All Divisions/Directorates/Units of MoF
Operationalization of MOF Enterprise Risk Management Systems	MoF	x	x	x	x	350,000.00	-	-	-		x	Internal Audit Directorate	All Divisions/Directorates/Units of MoF
Preparation of the MOF Annual Statement on the status of implementation of audit recommendations	IAD, MoF	x	x	N/A	N/A	100,000.00	-	-	-		x	Internal Audit Directorate	All Divisions/Directorates/Units of MoF
Review of Annual Statements on the status of implementation of audit recommendations submitted by Covered Entities to the Minister for Finance	IAD, MoF	N/A	N/A	x	x	170,000.00	-	-	-		x	Internal Audit Directorate	Covered Entities
Conduct continuous audit, compliance & performance	IAD, MoF	x	x	x	x	280,000.00	-	-	-		x	Internal Audit Directorate	Accounts Unit



analysis of financial transactions of MoF for process improvement.													

6.3.2 Legal

Objective: Strengthen institutional systems to improve compliance with PFM laws, regulations, and policies													
Programme: Strengthen Compliance in line with existing Civil/Public Service Laws, Rules and Regulations													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Coordinate drafting instructions on Public Financial Management Laws	Legal	x	x	x	x	-	-	-	-		x	Legal	All MoF Divisions
Prepare contracts document for this Ministry	Legal	x	x	x	x	-	-	-	-		x	Legal	
Documents (commercial contracts, financing, and consultancy agreements) referred to the Directorate	Legal	x	x	x	x	-	-	-	-		x	Legal	All MoF Divisions
Legal Advisory	Legal	x	x	x	x	-	-	-	-		x	Legal	All MoF Divisions
Coordinate nominees to statutory boards and committee	Legal	x	x	x	x	-	-	-	-		x	Legal	Hon. Minister's secretariat
Coordinate the re-constitution of statutory Boards/Committees	Legal	x	x	x	x	-	-	-	-		x	Legal	Hon. Minister's secretariat
Court proceedings attended in collaboration with the Office of the Attorney General, to defend the Ministry in court cases	Legal	x	x	x	x	-	-	-	-		x	Legal	OoAG&MoJ
Office of the Attorney General liaised within the settlement and payment of judgment debts, compensation claims and other garnishee	Legal	x	x	x	x	-	-	-	-		x	Legal	OoAG&MoJ



Objective: Strengthen institutional systems to improve compliance with PFM laws, regulations, and policies													
Programme: Strengthen Compliance in line with existing Civil/Public Service Laws, Rules and Regulations													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
orders, drafting and finalizing of legal opinions, drafting and review of agreements and laws													
DTAs and BITs negotiated in collaboration with the Revenue Policy Division, Ghana Revenue Authority and Ghana Investment Promotion Centre	Legal	x	x	x	x	-	-	-	-		x	Legal	RPD, GRA, GIPC
Quarterly Ministerial Advisory Board (MAB) Meetings	Legal	x	x	x	x	-	-	-	-		x	Legal	Hon. Minister's secretariat
Quarterly Inter-Ministerial Committee (IMC) on (AML/CFT) coordinated in collaboration with FIC	Legal	x	x	x	x	-	-	-	-		x	Legal	GIPC/GRA
Annual Bar Conference	Legal		x	x	x	240,000	-	-	-		x	Legal	
Represent this Ministry in negotiation meetings	Legal	x	x	x	x	-	-	-	-		x	Legal	
Value for money assessment service providers' fees and related expenses paid	Legal	x	x	x	x	-	-	6,062,196.94	-		x	Legal	Procurement, Accounts and Internal Audit
Divisional Retreat	Legal	x		x	x	380,000	-	-	-		x	Legal	
Brown Bag sessions	Legal		x		x	-		195,000			x	Legal	
Capacity Building	Legal			x	x	256,000	-	-	-		x	Legal	



6.3.3 Institute of Accountancy Training

Objective:													
- Enhance staff capacity for effective and efficient performance. - Obtain necessary Legislative approvals for IAT													
Programme: Development of Human and Institutional Capacity													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Secure the necessary LI to formalise the Institute's legal status.	Adenta	x	x	x	x	148,120	-	-	-		x	IAT	MoF
Obtain institutional accreditation	Adenta	x	x	x	x	116,150	-	-	-		x	IAT	National Accreditation Board (NAB), CTVET
Recruit Critical Staff	Adenta	x	x	x	x	121,069.99	-	-	-		x	IAT	MoF, CAGD, OHCS
Mandatory Service Training Scheme in Public Financial Management (PFM)	Adenta	x	x	x	x	260,302.50	-	150,822.50	-	x		IAT	MoF, OHCS, Civil and Public Services
Construct Lecture Auditorium/Library, Classrooms and Administrative Offices. (Phase 2)	Adenta	x	x	x	x	13,407,447.30	-	-	-	x		IAT	MoF, CAGD, Consultants
Improve ICT Infrastructure	Adenta	x	x	x	x	576,610	-	-	-	x		IAT	MoF, CAGD
Secure Motor Vehicle, Plant and Machinery	Adenta	x	x	x	x	3,750,144	-	-	-	x		IAT	MoF, CAGD



6.3.4 Policy Coordination, Monitoring and Evaluation

Objective: - Enhance coordination and implementation of sector policies, plans and programmes - Promote prudent public expenditure management - Improve human resource and institutional management capacity													
Programme: Strengthen Monitoring and Evaluation Systems													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Capacity development	MoF, PCMED			x	x	3,800,000	-	-	-		x	PCMED	
Prepare 2027 Annual Work Plans	MoF, PCMED			x	x	620,000	-	-	-		x	PCMED	DADS
Mid-term review of 2026- 2029 Sector Medium-Term Plan	MoF, PCMED				x	1,000,000	-	-	-		x	PCMED	DADs
Prepare 2025 MoF Annual Progress Report	MoF, PCMED	x				1,000,000	-	-	-		x	PCMED	DADs
Prepare MoF Annual Performance Reports	MoF, PCMED	x				400,000	-	-	-		x	PCMED	DADs
Prepare MoF Quarterly/ Annual Budget	MoF, PCMED	x	x	x	x	1,800,000	-	-	-		x	PCMED	DADs



Performance Reports													
Organise MoF Budget Committee Meetings	MoF, PCMED	x	x	x	x	400,000	-	-	-		x	PCMED	DADs
Implement the Construction of the Ministry of Finance Head Office Expansion Project-1101124001	MoF, PCMED	x	x	x	x	500,000	-	-	-		x	PCMED	DADs
Implement the Construction of the Ministry of Finance Campus	MoF PCMED	x	x	x	x	1,500,000	-	-	-		x	PCMED	
Monitor the 2026 Policy Initiatives and Budget Actions of government	MoF, PCMED	x	x	x	x	500,000	-	-	-		x	PCMED	DADs
Develop the 2027 MoF Calendar of Events	MoF, PCMED	x				100,000	-	-	-		x	PCMED	DADs
Physical projects and Departments, Agencies and	MoF, PCMED	x	x	x	x	5,000,000	-	-	-		x	PCMED	DADs



Divisions monitoring conducted													
Objective: - Enhance coordination and implementation of sector policies, plans and programmes - Monitor implementation of the National Budget - Unravel causes of deviations between planned outputs/outcomes and their respective actuals for informed decision making													
Programme: Effective Coordination of Programmes and Projects													
Maintain MIS	PCMED	x	x	x	x	100,000.00	-	-	-	x		PCMED	DADs
Monthly Project Inspection /site meetings reports	PCMED	x	x	x	x	110,400	-	-	-	x		PCMED	DADs
MoF EPC Reports	PCMED	x	x	x	x	46,800	-	-	-	x		PCMED	DADs
Projects Quarterly Review Reports	PCMED	x	x	x	x	93,600	-	-	-	x		PCMED	DADs
Public Investments Units Quaterly Reports	PCMED	x	x	x	x	88,000	-	-	-	x		PCMED	DADs
Public Investments Capacity Development	PCMED	x	x	x	x	1,661,200	-	-	-	x		PCMED	DADs



BUDGET PROGRAMME AREA 2: ECONOMIC POLICY MANAGEMENT

6.2.5 Research

Objective: • Ensure sustainable fiscal deficit of 0.7% of GDP by 2028 • Ensure sustainable public sector wage bill of 5% of GDP by 2028 • Ensure sustained primary balance (commitment) of 1.5% surplus of GDP from 2025 to 2028													
Programme: Prudent Public Financial Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Fiscal Risk Statement prepared as input into 2028 FSD	Research Division	x				110,000	-	-	-		x	Research Division	BoG, DADs, SIGA, NPRA, CAGD, Budget Office
Biannual Fiscal Risk Report	Research Division		x		x	365,200	-	-	-		x	Research Division	BoG, PDMO, FSD, RPD, SIGA, NPRA, CAGD Budget Office
2027 Forecast Evaluation Report	Research Division			x		132,800	-	-	-	x		Research Division	RSD, MFPU, RPD, GSS, GRA
2027 Fiscal Risk Statement	Research Division			x	x	133,800	-	-	-	x		Research Division	BoG, DADs SIGA
Organization of Quarterly Fiscal Risk Committee Meetings	Research Division	x	x	x	x	455,520	-	-	-		x	Research Division	BoG, Budget Office, GRA, CAGD, MFPU, DADs, SIGA
Policy Briefs/Fiscal Risk Alert (Finalization and publication of Research Papers on fiscal risk management)	Research Division			x	x	198,600	-	-	-			Research Division	BoG, DADs, SIGA, NPRA, CAGD, Budget Office
Fiscal Impact Analysis on Bills/policies	Research Division	x	x	x	x	312,500	-	-	-		x	Research Division	MDAs



FRU Performance Report	Research Division	x	x	x	x	100,000	-	-	-		x	Research Division	FRU
Produce ECOWAS Multilateral Surveillance Reports (Full Year and Half Year Reports)	Research Division	x		x		440,000	-	-	-		x	Research Division	
Produce ECOWAS Regional Economic Outlook Report	Research Division		x			220,000	-	-	-		x	Research Division	
Produce ECOWAS Multi-Year Convergence Report	Research Division			x		220,000	-	-	-		x	Research Division	
Produce the AU 0.2% Import Levy Report	Research Division	x	x	x	x	572,000	-	-	-		x	Research Division	
Produce 2 papers on Economic and Regional Integration Issues	Research Division		x		x	286,000	-	-	-		x	Research Division	
Participate in Regional Statutory AU-F15 meetings	Research Division	x	x	x	x	1,076,736	-	-	-		x	Research Division	
Participate in Regional Statutory AU STC meetings	Research Division		x		x	811,056	-	-	-		x		
Participate in Regional Statutory ECOWAS AFC meetings	Research Division		x		x	807,872	-	-	-		x	Research Division	
Participate in Regional Statutory ECOWAS Council of Ministers and Summit meetings	Research Division		x		x	793,520	-	-	-		x	Research Division	
Participate in Regional Statutory	Research Division	x	x	x		1,587,040	-	-	-		x	Research Division	



ECOWAS Single Currency meetings													
Participate in WAMA/WAMZ/W AIFEM statutory meetings	Research Division	x		x		984,320	-	-	-		x	Research Division	
Participate in Other Statutory Meetings as when they are called	Research Division	x	x	x	x	966,320	-	-	-		x	Research Division	
Organize quarterly AU Import Levy Reconciliation Meeting by end of each quarter	Research Division	x	x	x	x	572,000	-	-	-	x		Research Division	
Organize ECOWAS Multilateral Surveillance Committee Meetings by end of each quarter	Research Division	x	x	x	x	440,000	-	-	-	x		Research Division	
Organize ECOWAS Multi-Year Convergence Committee Meetings by end of the third quarter	Research Division			x		220,000	-	-	-		x	Research Division	
Coordinate all Joint Multilateral Surveillance Missions (ECOWAS/WAMA /WAMI/EBID) by end Dec	Research Division		x		x	144,900	-	-	-		x	Research Division	
Produce Annual Forecast Evaluation Report	Research Division				x	60,000	-	-	-		x	Research Division	
Produce Real sector projections for 2027	Research Division			x		40,000	-	-	-		x	Research Division	



-2030 Medium Term													
Produce Real Sector Performance Report	Research Division			x		55,000	-	-	-		x	Research Division	
Produce Annual Macroeconomic Performance Report	Research Division			x		60,000	-	-	-		x	Research Division	
Organize EPCC quarterly Meeting by end of each quarter	Research Division	x	x	x	x	70,000	-	-	-		x	Research Division	
Coordinate all IMF Missions (Staff visits /TA Missions) by end Dec	Research Division	x	x	x	x	80,000	-	-	-		x	Research Division	
Prepare 2027 - 2030 Medium-Term Fiscal Framework	Research Division		x	x	x	40,000	-	-	-		x	Research Division	
Produce 2027 Fiscal Strategy Document, Cabinet Memo, and Cabinet Presentation	Research Division	x	x	x	x	60,000	-	-	-		x	Research Division	
Produce Quarterly Fiscal Report with lag of six weeks	Research Division	x	x	x	x	30,000	-	-	-		x	Research Division	
Compile Government Financial Statistics data and submit to the IMF	Research Division	x	x	x	x	35,000	-	-	-		x	Research Division	
Operationalize a functional, credible and integrated database on socio-economic indicators	Research Division	x	x	x	x	-	-	-	-	x		Research Division	



Build capacity in economic database management		x	x	x	x	320,000	-	-	-		x		
Provide logistics to support the database management		x	x	x	x	-	-	-	-	x			
Develop Policy Simulation models and techniques relevant to Ghana	Research Division	x	x	x	x	-	-	-	-	x		Research Division	
Coordinate Quarterly FPP Technical Working Group workshops		x	x	x	x	550,000	-	-	-		x		
Build capacity in economic policy simulation models and techniques	Research Division	x	x	x	x	450,000	-	-	-	x			
Produce at least 2 Economic Policy Research on topical Issues			x		x	250,000	-	-	-		x		
Participate in Economic Policy and Research Seminars	Research Division	x	x	x	x	150,000	-	-	-		x	Research Division	
Create and maintain at least two structured Economic Policy Dialogue Platforms with key stakeholders (Academia, Private Sector, CSOs and MDAs)	Research Division	x	x	x	x	1,200,000	-	-	-		x	Research Division	
Organize at least quarterly Brown Bag Policy		x	x	x	x	150,000	-	-	-		x		



Dissemination Sessions in MOF													
Build capacity in economic policy and research communication and techniques	Research Division	x	x	x	x	460,000	-	-	-		x		

6.2.6 Real Sector

Objective:

- Real GDP growth of 4.8 percent by 2028
- Non-Oil Real GDP of 4.9 percent by 2028
- Tax Revenue to GDP of 16.8 percent by 2028
- Debt to GDP of 55 percent by 2028
- Ensure a primary balance of a surplus of 1.5 percent of GDP

Programme: Strengthen Capacity for Economic Management

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Implement staff capacity building initiatives	RSD	x	x	x	x	15,007,000	-	-	-		x	RSD	Human Capital Unit
Establish a regulatory compliance framework and tools	RSD	x	x	x	x	2,000,000	-	-	-		x	RSD	Legal, Budget, Compliance Division
Develop a regulatory audit and monitoring instruments	RSD	x	x	x	x	1,500,000	-	-	-		x	RSD	Legal, Budget, Compliance Division
Upgrade ICT infrastructure	RSD	x	x	x	x	150,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Establish interoperable data systems	RSD	x	x	x	x	200,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Conduct technical training	RSD	x	x	x	x	150,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Digitise Real Sector dashboards	RSD	x	x	x	x	200,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Implement green financing strategy	RSD	x	x	x	x	3,200,000	-	-	-		x	RSD	Budget, Dev. Partners



Undertake climate finance training programme	RSD	x	x	x	x	3,000,000	-	-	-		x	RSD	Budget, Dev. Partners
Develop climate finance tracking and reporting tools	RSD	x	x	x	x	3,000,000	-	-	-		x	RSD	Budget, Dev. Partners
Develop annual Real Sector Performance Reports	RSD	x	x	x	x	1,800,000	-	-	-		x	RSD	GSS
Develop Real Sector Macroeconomic Modelling tools	RSD	x	x	x	x	1,800,000	-	-	-		x	RSD	GSS
Staff training in CGE and IO models	RSD	x	x	x	x	1,800,000	-	-	-		x	RSD	GSS
Mining & Industry Sector Performance Reviews	RSD	x	x	x	x	200,000	-	-	-		x	RSD	MoTAI, Minerals Commission
Road & Transport Infrastructure Monitoring Reports	RSD	x	x	x	x	600,000	-	-	-		x	RSD	MoRoads, GHA, NRSC
Conduct Infrastructure Gap Analysis	RSD	x	x	x	x	600,000	-	-	-		x	RSD	MoRoads, GHA, NRSC
Public Investment Performance Reviews	RSD	x	x	x	x	600,000	-	-	-		x	RSD	MoRoads, GHA, NRSC
Monitor Service Sector Budget Allocations	RSD	x	x	x	x	500,000	-	-	-		x	RSD	MoE, GTEC. Budget
Produce Service sector performance report	RSD	x	x	x	x	500,000	-	-	-		x	RSD	MoE, GTEC. Budget
Develop service sector database	RSD	x	x	x	x	500,000	-	-	-		x	RSD	MoE, GTEC. Budget, GSS, MoTAI
Monitor LEAP, NHIS and Education Spending	RSD	x	x	x	x	800,000	-	-	-		x	RSD	MoGCSP, NHIA, MoE
Monitor LEAP, NHIS and Education Spending	RSD	x	x	x	x	800,000	-	-	-		x	RSD	MoGCSP, NHIA, MoE
Develop Social Financing Dashboard	RSD	x	x	x	x	800,000	-	-	-		x	RSD	MoGCSP, NHIA, MoE
Agricultural Investment Monitoring Report	RSD	x	x	x	x	2,000,000	-	-	-		x	RSD	MoFA, GIDA, COCOBOD
Develop Agri-Finance Indicators	RSD	x	x	x	x	2,000,000	-	-	-		x	RSD	MoFA, GIDA, COCOBOD
GHG & Energy Transition Policy Briefs	RSD	x	x	x	x	2,000,000	-	-	-		x	RSD	Energy Commission, GNPC, EPA



Energy Subsidy Analysis	RSD	x	x	x	x	200,000	-	-	-		x	RSD	Energy Commission, GNPC, EPA
Publish GHEITI Reports	RSD	x	x	x	x	200,000	-	-	-		x	RSD	HEITI Sec., EPA, CSOs
Develop ESG Baseline Study	RSD	x	x	x	x	200,000	-	-	-		x	RSD	HEITI Sec., EPA, CSOs

6.3.7 Ghana Statistical Service

Objective: Improve methodologies, capacity to analyse and disseminate data in disaggregated form from multiple data sources													
Programme: Enhanced Data Production and Enhance Coordination of Statistical Programmes													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	DP	New	Ongoing	Lead	Collaborating
Produce Annual GDP	GSS				x	1,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, e.t.c)
Produced Nominal GDP	GSS	x	x	x	x	2,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, e.t.c)
Produce Real GDP	GSS	x	x	x	x	2,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, e.t.c)
Produce Quarterly GDP	GSS	x	x	x	x	2,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, e.t.c)
Produce CPI/Inflation Monthly	GSS	x	x	x	x	3,000,000	-	-	2,000,000		x	GSS	MoF
Produce CPI Newsletters Monthly	GSS	x	x	x	x	200,000	-	-	-		x	GSS	MoF
Produce PPI	GSS	x	x	x	x	4,000,000	-	-	2,000,000		x	GSS	MoF
Produce PPI Bulletins	GSS	x	x	x	x	1,000,000	-	-	1,000,000		x	GSS	MoF
Produce Trade	GSS	x	x	x	x	2,000,000	-	-	2,000,000		x	GSS	GRA, BoG & MoTI



reports													
Conduct Annual Labour force survey	GSS				x	20,000,000	-	-	26,000,000		x	GSS	MoF
Produce, publish and disseminate reports on administrative data and big data	GSS				x	5,000,000	-	-	9,000,000		x	GSS	All MDAs
Conduct and disseminate Migration report from survey	GSS				x	3,500,000	-	-	2,000,000		x	GSS	
Conduct and disseminate User satisfaction survey	GSS				x	3,500,000	-	-	-		x	GSS	
Conduct Annual Informal Road and Water survey	GSS				x	2,100,000	-	-	2,100,000		x	GSS	
Conduct Annual Health Survey (Malaria and Maternal survey)	GSS				x	-	-	-	74,000,000		x	GSS	MoH, GHS, MoF & DP
Conduct Ghana Census of Agriculture (GCA++)	GSS				x	-	-	-	30,500,000		x	GSS	MoFA & DP
Update National Master Sampling Frame	GSS				x	5,000,000	-	-	5,400,000		x	GSS	All MMDAs
Conduct preparatory activities for the 2030 cycle of PHC	GSS				x	20,000,000	-	-	10,000,000		x	GSS	MoF
Objective:													



- Ensure retention of qualified statistical personnel
- Ensure comprehensive data governance framework

Programme: Modernise Statistical Infrastructure and Enhance Administrative Capacity and Financial Management

Employ 89 New Staff	GSS				x	3,200,000	-	-	-	x		GSS	PSC, FWSC & MoF
Build capacity of GSS Staff	GSS	x	x	x	x	26,000,000	-	-	-		x	GSS	All MDAs
Improve ICT and Office Infrastructure	GSS				x	35,000,000	-	-	30,000,000		x	GSS	MoF
Produce and Publish Data Sharing Policies	GSS	x	x	x	x	4,500,000	-	-	5,000,000		x	GSS	All MDAs
Sign MoU on data sharing	GSS	x	x	x	x	500,000	-	-	500,000		x	GSS	All MDAs
Operationalize Data Quality Assurance Framework (DQAF) and National Reporting Platform (NRP)	GSS	x	x	x	x	1,200,000	-	-	1,000,000		x	GSS	All MDAs
Operationalize NSDS III	GSS	x	x	x	x	-	-	-	3,000,000		x	GSS	All MDAs



6.3.8 Public Investment and Assets

Objective: Improve the legal, regulatory, and institutional framework for the management of the state's interests in Specified Entities												
Programme: Strengthen Regulatory Framework for the Management of the State's Interests in SEs and Non-Financial Assets												
Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating
Facilitate the harmonization of the laws governing the management and governance of Specified Entities.	MoF	x	x	x	x	3,500,000	-	500,000	x		PIAD (PEAU)	SIGA, Parliament
Coordinate the implementation of the State Ownership Policy	MoF	x	x	x	x	300,000	-	6,000,000	x		PIAD (PEAU)	SIGA, Specified Entities
Coordinate the development of a comprehensive law for state ownership	MoF	x	x	x	x	500,000	-	250,000.00	x		PIAD (PEAU)	SIGA, Parliament
Coordinate the activities of the National Asset Management Working Committee	MoF	x	x	x	x	750,000.00	-	3,000,000.00	x		PIAD (PEAU)	NAMWC
Coordinate the development and maintenance of a National Asset Register	MoF	x	x	x	x	6,500,000.00	-	600,000.00	x		PIAD (PEAU)	NAMWC, CAGD
Coordinate the implementation of the National Fixed Asset Management	MoF	x	x	x	x	750,000.00	-	1,500,000.00	x		PIAD (PEAU)	NAMWC



Policy and Guidelines												
Coordinate the development of a comprehensive law for the management of the fixed assets of the state	MoF	x	x	x	x	2,500,000.00	-	-	x		PIAD (PEAU)	NAMWC, Parliament
Objective: Strengthen technical capacity for the efficient management of public investments by PIUs and EPCs												
Programme: Adequate Technical Capacity for the Efficient Management of Public Investments												
Strengthen institutional capacity for project preparation, appraisal, and implementation.	MoF	x	x	x	x	3,000,000.00	-	3,000,000.00		x	PIAD (PIPU)	MDAs, MMDAs
Improve technical skills in public investment management through targeted training and capacity-building programs.	MoF	x	x	x	x	2,500,000.00	-	4,600,000.00		x	PIAD (PIPU)	MDAs, MMDAs
Enhance the use of technology (systems, etc) in public investment management.	MoF	x	x	x	x	9,500,000.00	-	12,200,000.00		x	PIAD (PIPU)	MDAs, MMDAs
Organize regular training workshops, seminars, and certification programs on PPP concepts, project structuring,	MoF	x	x	x	x	-	-	2,419,200.00		x	PIAD (PPP Office)	MDAs, MMDAs



financial modeling, risk assessment, value for money analysis, and legal frameworks. 2. Facilitate internal knowledge exchange sessions, mentorship programs, and learning-by-doing initiatives through collaboration on live projects. 3. Engage experienced local and international PPP consultants to provide hands-on support and on-the-job training during project development and transaction stages. 4. Develop and disseminate manuals, and templates to guide staff through each phase of the PPP project cycle												
Objective: - Enhance compliance with established PIM procedures and guidelines - Improve on electronic data management system for the management of all investment projects												
Programme: Project Management Improvement Programme												



Strengthen oversight by creating Public Investment Units and Entity Project Committees within MDAs to facilitate the PIM process and monitor adherence to PIM regulations.	MoF	x	x	x	x	4,000,000.00	-	7,065,000.00		x	PIAD (PIPU)	MDAs, MMDAs
Establish periodic project monitoring track adherence levels and address gaps.	MoF	x	x	x	x	3,000,000.00	-	565,000.00		x	PIAD (PIPU)	MDAs, MMDAs
Foster a culture of compliance by engaging MDAs, civil society, and development partners in PIM awareness initiatives.	MoF	x	x	x	x	2,500,000.00	-	1,065,000.00		x		
Implement digital solutions, such as an Integrated Bank of Projects (IBP), to streamline project submission, evaluation, and monitoring.	MoF	x	x	x	x	10,500,000.00	-	31,565,000.00		x	PIAD (PIPU)	MDAs, MMDAs
Objective: Enhance compliance in line with the PPP Act, 2020 (Act 1039)												
Programme: Strengthen the Implementation of the Public Private Partnership Act 2020, Act (1039)												
Organize stakeholder sensitization workshop for contracting	MoF			x	x	-	-	7,264,569.00		x	PIAD (PPP Office)	MDAs, MMDAs



Authorities and Institutional actors												
Develop and disseminate guidelines, manuals and templates to guide staff through each phase of the PPP Project Cycle	MoF	x	x	x	x	-	-	850,000.00		x	PIAD (PPP Office)	MDAs, MMDAs
Organise Monitoring Visits for PPP Projects under implementation	MoF	x	x	x	x	-	-	388,915.00		x	PIAD (PPP Office)	MDAs, MMDAs
Organise Meetings for the PPP Committee and Fiscal Commitment and Technical Committee	MoF	x	x	x	x	-	-	384,500.00		x	PIAD (PPP Office)	MDAs, MMDAs
Develop Annual Reports on PPPs	MoF	x			x	-	-	833,760.00		x	PIAD (PPP Office)	MDAs, MMDAs
Review pre-feasibilities, feasibilities, bidding documents and concession agreements	MoF	x	x	x	x	456,192.00				x	PIAD (PPP Office)	MDAs, MMDAs
Purchase and disseminate copies of PPP Regulations	MoF			x	x	-	-	150,000.00		x	PIAD (PPP Office)	MDAs, MMDAs
Organise Sensitizations on PPP Regulations	MoF			x	x	-	-	7,264,569.00		x	PIAD (PPP Office)	MDAs, MMDAs



6.3.9 Financial Sector

Objective: Promote the development of a robust and inclusive financial sector													
Programme: Promotion of Financial Innovation and Inclusion													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Policy Reforms to Improve Access to Credit for Women Entrepreneurs		x	x	x	x	1,500,000	-	-	-	x		FSD	Financial Institutions, Financial Sector Regulators
Roll out Financial Literacy and Awareness Programs		x	x	x	x	-	-	-	2,000,000	x		FSD	
Stakeholder Engagements to Encourage Financial Institutions to Develop Gender-Inclusive Financial Products		x	x	x	x	1,500,000	-	-	-		x	FSD	
Develop policies to encourage the development of inclusive economy		x	x	x	x	1,500,000	-	-	-	x		FSD	Financial sector regulators and industry association.
Strengthening Government-Industry Collaboration through stakeholder engagement and Events		x	x	x	x	500,000	-	-	-	x			
Develop policy for market development		x	x	x	x	1,350,000	-	-	-	x			
Embark on Digital and Financial Literacy Campaigns		x	x	x	x	-	-	-	1,250,000	x			Fintech companies, Fintech associations



Objective: Promote the development of a robust and inclusive financial sector													
Programme: Promotion of Financial Innovation and Inclusion													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Collaborate with financial sector regulators to bridge the supervisory gap for sector resilience		x	x	x	x	500,000	-	-	-	x		FSD	Financial sector regulators, Financial institutions
Conceptualize and design practical market-oriented reforms in collaboration with key players for resilient and economic growth		x	x	x	x	1,300,000	-	-	-	x		FSD	Financial sector regulators, financial institutions
Engage key stakeholders to ensure that every stage of consultation in product development is adopted.		x	x	x	x	-	-	-	1,200,000		x	FSD	Financial sector regulators, financial institutions
Work with financial institutions to design and implement accessible financial products through policy reforms		x	x	x	x	-	-	-	1,000,000	x			



6.3.10 Financial Intelligence Centre

Objective: - Continue capacity building programme on AML/CFT & CPF for DNFBP. - Ensure the retention of professionals within AML/CFT of FIC - Strengthen dialogue between regulators and supervisory authorities													
Programme: Economic Crime Combat Programme													
Projects	Location	Time Frame			Cost (GHS)					Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Enhance Financial Intelligence Systems	Nationwide Sensitization.	x	x	x	x	4,000,000	-	-	-		x	FIC	Accountable Institutions
Build Capacity of FIC Staff and Equip them with necessary Tools and Skills.	Nationwide Sensitization.	x	x	x	x	5,000,000	-	-	-		x	FIC	
Build Capacity of Regulatory Bodies including Bank of Ghana, National Insurance Commission, Security and Exchange Commission and Pensions Regulatory	Nationwide Sensitization.	x	x	x	x	3,000,000	-	-	-		x	FIC	BoG, SEC, NIC, GAMING COMMISSION, ORC, NPRA, MINCOM, PMMC
Build capacity of Law Enforcement agencies (LEAs) which collaborate with the FIC to carry out its mandate.	Nationwide Sensitization.	x	x	x	x	3,000,000	-	-	-		x	FIC	NSCS, GPS, EOCO, NIB, NACOC, GRA



BUDGET PROGRAMME AREA 3: RESOURCE MOBILISATION AND MANAGEMENT PROGRAMME

6.3.11 Revenue Policy

Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Develop a mechanism for increased income taxation of Cross-Border digital services	RPD	x	x	x	x	80,000.00	-	-	-		x	RPD	GRA
Conduct compliance audit for selected Covered Entities	RPD	x	x	x	x	120,000.00	-	-	-		x	RPD	MDAs
Modernize and improve the structure of Covered and Specified Entities to enhance revenue mobilization and management	RPD		x	x	x	60,000.00	-	-	-		x	RPD	MDAs
Develop a National Policy Framework on Public Assets management.	RPD	x	x	x	x	70,000.00	-	-	-		x	RPD	MDAs
Undertake public sensitization campaigns on Tax Law	RPD	x	x	x	x	100,000.00	-	-	-		x	RPD	GRA
Establishment of a digitalization Master	RPD		x	x	x	100,000.00	-	-	-		x		



Objective: • Widen the tax net • Enhance Compliance and Enforcement processes and procedures • Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
plan for revenue formulation and administration													
Review the concessionary Corporate Income Tax (CIT) rates	RPD	xx	x	x	x	80,000.00	-	-	-		x	RPD	GRA
Roll out an electronic system for collecting non-tax revenue in the remote areas of the country	RPD		x	x	x	-	-	-	150,000.00		x	RPD	MDAs
Monitor and put in place domestic systems to address the effects of the two-pillar solutions of the OECD Inclusive Framework	RPD		x	x	x	100,000.00	-	-	-		x	RPD	GRA
Develop a database and Standard Operating Procedures (SOPs) for the review of fees and charges	RPD	x	x	x		50,000.00	-	-	-		x	RPD	
Review incentives and schemes to support anchor industries and local entrepreneurs	RPD		x	x	x	60,000.00	-	-	-		x	RPD	GRA
Coordinate revenue policies to create synergies among small	RPD		x	x	x	105,000.00	-	-	-		x	RPD	



Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
and large-scale businesses to promote local entrepreneurship													
Develop a Tax Expenditure database and models for effective tax expenditure management (forecasting, reporting, monitoring and evaluation)	RPD		x	x	x	-	-	-	100,000.00		x	RPD	GRA
Regularly review and rationalize all tax expenditures	RPD		x	x	x	50,000.00	-	-	-		x	RPD	GRA
Introducing a fiscal regime for extractive industries (upstream mining and upstream petroleum operations) with regulations on the fiscal aspects of extractive industry agreements	RPD		x	x	x	150,000.00	-	-	-		x	RPD	GRA, PC, GNPC, MinCom MLNR
Expand Regional Treaty network with Member States to support the African Continental Free Trade Agreement (AfCFTA)	RPD		x	x	x	100,000.00	-	-	-		x	RPD	GRA



Objective: • Widen the tax net • Enhance Compliance and Enforcement processes and procedures • Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
and ECOWAS Protocols													
Develop a whole-of-government approach to tackle international tax crimes and Illicit Financial Flows	RPD		x	x	x	200,000.00	-	-	-		x	RPD	GRA, FIC, EOCO, BOG
Implement a Progressive Personal Income Tax Rate Structure	RPD			x	x	80,000.00	-	-	-		x	RPD	GRA
Develop medium-to-long-term milestones for Covered and Specified Entities to improve revenue mobilization, management, and growth	RPD		x	x	x	60,000.00	-	-	-		x	RPD	MDAs
Review excise tax regime and introduce a hybrid tax (ad-valorem and specific taxes) on Spirits, Wines, Sugar-sweetened products, and Beers, adjusting for inflation periodically	RPD		x	x	x	120,000.00	-	-	-		x	RPD	GRA



Objective: • Widen the tax net • Enhance Compliance and Enforcement processes and procedures • Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Complete harmonization of the rate of excise duty on tobacco products with WHO recommendations and ECOWAS protocols	RPD		x	x	x	100,000.00	-	-	-		x	RPD	GRA
Review the current property rate system to widen the scope, improve administrative efficiency and increase revenue yield	RPD		x	x	x	100,000.00	-	-	-			RPD	FDU, MDAs
Review or consolidate taxes and levies that contribute to the high cost of doing business at the ports	RPD		x	x	x	225,000.00	-	-	-			RPD	GRA, GPHA, GSA
Enhance transfer pricing regulations to include small and medium-sized enterprises (SMEs) and to conduct efficient risk-based audits	RPD	x	x	x	x	120,000.00	-	-	-	x		RPD	GRA
Create a nexus that addresses transfer pricing involving customs duties in international	RPD	x	x	x	x	100,000.00	-	-	-			RPD	GRA



Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
trade and income tax by MNEs													
Enhance taxation of income from rents	RPD	x	x	x	x	100,000.00	-	-	-	x		RPD	GRA

6.3.12 External Resource Mobilisation

Objective: - Diversify sources of external funding - Promote Ghana's investment attractiveness through reforms and transparency - Strengthen technical and negotiation skills of staff - Improve data collection, analysis, and reporting on development cooperation - Strengthen strategic engagement with bilateral donors													
Programme: External Resource Mobilisation and Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Enhance stakeholder engagement and documentation	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Foster strong economic partnerships with development actors to attract trade and investment	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Enhance regional economic partnerships and prospects	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Undertake strategic communication to facilitate economic collaboration	ERM	x	x	x	x	-	-	-	-		x	ERM	-



Enhance monitoring and evaluation	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Strengthen financial management systems	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Establish Strategy implementation and governance structures	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Improve visibility of ERM	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Establish a comprehensive information hub to enhance communication efficiencies	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Improve operational efficiencies	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Establish and strengthen the research committee	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Enhance data management and training on DCMIS	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Promote transparency and accountability	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Adapt to emerging trends	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Optimise the Division's structure for enhanced performance	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Develop Talent to meet the current and future needs of the Division	ERM	x	x	x	x	-	-	-	-		x	ERM	-
Establish performance management as a tool for measuring productivity and Growth	ERM	x	x	x	x	-	-	-	-		x	ERM	-

6.3.13 Ghana Revenue Authority

Objective:

- Widen the tax net
- Enhance Compliance and Enforcement processes and procedures
- Enhance seamless taxpayer service delivery

Programme: Improve Revenue Management and Administration

Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating
Increase revenue collection	GRA	x	x	x	x	164,921,495.55	-	-		x	GRA	-
Increase Taxpayer population	GRA	x	x	x	x		-	-		x	GRA	-
Measure on-time filing rate	GRA	x	x	x	x		-	-		x	GRA	-
Measure on-time payment rate	GRA	x	x	x	x		-	-		x	GRA	-



Objective:

- Widen the tax net
- Enhance Compliance and Enforcement processes and procedures
- Enhance seamless taxpayer service delivery

Programme: Improve Revenue Management and Administration

Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collabo rating
Assess debt-to-revenue ratio	GRA	x	x	x	x		-	-		x	GRA	-
Enhance turnaround time at the Ports	GRA	x	x	x	x		-	-		x	GRA	-
Increase cargo cleared under green channel to total of cargo cleared (%)	GRA	x	x	x	x		-	-		x	GRA	-
Reconcile revenue figures with Stakeholders	GRA	x	x	x	x	1,382,208.00	-	-		x	GRA	-
Organise Tax and Good Governance month	GRA	x	x	x	x	1,380,000.00	-	-		x	GRA	-
Assess taxpayer satisfaction	GRA	x	x	x	x	7,452,000.00	-	-		x	GRA	-
Assess taxpayer knowledge of tax laws and processes	GRA	x	x	x	x		-	-		x	GRA	-
Improve public perception of GRA	GRA	x	x	x	x	15,235,200.00	-	-		x	GRA	-
Assess staff satisfaction level	GRA	x	x	x	x		-	-		x	GRA	-
Undertake internal and external TADAT assessments	GRA	x	x	x	x	7,862,762.52	-	-		x	GRA	-
Prepare Annual Reports and Financial Statement	GRA	x	x	x	x	1,507,298.10	-	-		x	GRA	-
Upgrade viable Sub-Offices and set-up new operational offices	GRA	x	x	x	x	224,741,083.49	-	-		x	GRA	-
Increase staff knowledge of tax laws and processes	GRA	x	x	x	x	759,000.00	-	-		x	GRA	-
Expand digitalisation	GRA	x	x	x	x	224,205,816.75	-	-		x	GRA	-



Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery												
Programme: Improve Revenue Management and Administration												
Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating
Implement ISO/IEC27001:2013 Information Security	GRA	x	x	x	x	1,106,760.00	-	-		x	GRA	-
Expand the use of third-party data	GRA	x	x	x	x	3,443,181.42	-	-		x	GRA	-
Identify and rope in online business entities	GRA	x	x	x	x	-	-	-		x	GRA	-
Increase VAT penetration and yield	GRA	x	x	x	x	-	-	-		x	GRA	-

6.3.14 Independent Tax Appeals Board

Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DAC F	IGF	Other	New	Ongoing	Lead	Collaborating
Institutional capacity development	Head Office	x	x	x	x	2,500,000.00	-	65,500.00	-		x	ITAB	MOF
Public education and awareness campaign	Head Office	x	x	x	x	500,000.00	-	19,710.00	-	x		ITAB	MOF
Performance monitoring and evaluation programmes	Head Office	x	x	x	x	60,000.00	-	21,190.00	-	x		ITAB	MOF



Deployment of technology and infrastructure systems	Head Office	x	x	x	x	1,200,000.00	-	25,000.00	-		x	ITAB	MOF

BUDGET PROGRAMME AREA 4: EXPENDITURE MANAGEMENT

6.3.15 Budget

Objective: • Achieve 60% compliance with financial management regulations and reduce arrears by 2029 • Reduce budget preparation delays by 80% and fully operationalise the Hyperion system across all MMDAs by 2029. • Ensure 100% timely budget allocations and reduce fund transfer delays by 70% by 2029. • Achieve 80% timely submission of financial data and upgrade GIFMIS for improved reporting by 2029 • Increase MMDAs' internally generated funds (IGF) by 30% and reduce reliance on IGFT by 2029													
Programme: Prudent Public Expenditure Management and Budgetary Controls													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Strengthen PFM Enforcement by monitoring compliance	MoF	x	x	x	x	490,000	-	-	-		x	Budget Office (PFM Reforms Unit)	Internal Audit Unit, Internal Audit Agency
Amend the PFM Act 2016 (Act 921) to strengthen enforcement	MoF	x	x	x		300,000	-	-	-		x	Budget Office (PFM Reforms Unit)	DADs, PFM Reform Secretariat
Capacity building for MDAs/MMDAs on sanctions of the PFM as amended	MDAs/MMDAs		x			800,000	-	-	-		x	Budget Office (PFM Reforms Unit, FDU)	MoF Offices
Ensure all MDAs capture details of FLG on the Hyperion during budget preparation for implementation on GIFMIS	MDAs			x		200,000	-	-	-		x	Budget Office (FLG Unit)	MDAs, BTAS, ERM, PDMO
Maintain the database for reporting on all foreign loans and grants	MoF	x				180,000	-	-	-		x	Budget Office (FLG Unit)	ERM, PDMO, FSD



Implement operational efficiency to ensure compliance of loans & grants capping limits and collaborate with stakeholders to monitor FLG projects	MoF/Projects site	x	x	x	x	2,000,000	-	-	-		x	Budget Office (FLG Unit)	ERM, PDMO
Ensure timely issuance of the 2028 budget guidelines	MoF			x		300,000	-	-	-		x	Budget Office (BDU)	FDU, Cabinet
Full deployment of the Hyperion system in all MMDAs	MMDAs	x	x	x	x	1,020,000	-	-	-		x	Budget Office (BTAS, FDU)	MMDAs, MLGCRA, OHLGS
Nationwide training on the Hyperion system	MMDAs	x	x	x	x	900,000	-	-	-		x	Budget Office (BTAS, FDU)	MMDA, MLGCRA, OHLGS, FDU
Configure Hyperion to limit or freeze hard budget ceilings introduce in MDAs budget	MDAs			x	x	1,000,000	-	-	-		x	BTAS	BTAS, BDU
Coordinate the preparation of the 2027 budget for MDAs	MoF			x	x	600,000	-	-	-		x	Budget Office (BDU)	MDAs, CSOs, DADs, Cabinet
Coordinate the 2026 Mid-year Budget Review	MoF			x		900,000	-	-	-		x	Budget Office (BDU)	MDAs, CSOs, DADs, Cabinet
Coordinate the preparation of the 2028 Composite budget for MMDAs	MMDAs	x	x	x	x	2,000,000	-	-	-		x	(FDU, BTAS)	MMDAs
Coordinate the 2027 Mid-year Composite Budget review	MMDAs			x		500,000	-	-	-		x	Budget Office	MMDAs, RCCs
Refresher training on re-engineered business process of the Oracle Hyperion for users in the MDAs	MDAs		x	x	x	1,500,000	-	-	-		x	Budget Office (BTAS)	MDAs
Coordinate the preparation of the 2028	MoF			x	x		-	-	-		x	Budget Office (BTAS)	MDAs



budget on Hyperion for MDAs													
Full deployment of the Cash Plan Module to MDAs	MDAs	x	x			950,000	-	-	-		x	Budget Office (BTAS)	MDAs, PEMU
Nationwide training on the Cash Plan Module	MDAs	x	x	x	x	800,000	-	-	-		x	Budget Office (BTAS, PEMU)	PEMU, MDAs
Extend the usage of Cash Plan Module in MMDAs for selected MMDAs- Selected MMDAs Piloted	MMDAs		x	x		1,000,000	-	-	-		x	Budget Office (FDU, BTAS, PEMU)	MMDAs
Nationwide training for budget officers on budget preparation and execution	MDA/MMDAs	x				640,000	-	-	-		x	Budget Office (PFM Reforms Unit, FDU, BIU)	MDAs/MMDAs
Strengthen coordination for timely provision of budget ceilings for MPs, RCCs and MMDAs for inclusion into budget guidelines	Budget Office (FDU)		x			120,000	-	-	-		x	Budget Office(FDU)	MMDAs, MDAs, Parliament, DACF Secretariat
Implement communication protocols to enable FDU Coordinate fiscal decentralization reporting among key stakeholders	MoF	x	x	x	x	100,000	-	-	-		x	Budget Office (FDU)	MMDAs, GIZ, SIGRA, NDPC
Development of the gender and climate notes as required under the PFM4SD programme	MoF		x	x	x	2,500,000	-	-	-		x	Budget Office (BTAS Unit)	Climate Unit MDAs/MMDAs
Development of a Climate and Gender Budget and Expenditure Report	MoF		x	x	x	2,000,000	-	-	-		x	Budget Office (BTAS Unit, FDU)	UN Systems Unit National Accounts Climate Unit MDAs/MMDAs



Validation of SDGs/ Climate and Gender data for the dashboards and interactive reports	MoF		x	x	x	800,000	-	-	-		x	Budget Office (BTAS Unit, FDU)	MDAs/MMDAs
Training of MDAs /MMDAs on resource allocation to gender and climate related actions and tagging	MDAs/MMDAs			x	x	2,500,000	-	-	-		x	Budget Office (BTAS Unit)	Climate Unit MDAs/MMDAs
Capacity building of BTAS staff on certified Budget Analyst	Dubai, UAE		x	x		4,000,000	-	-	-		x	Budget Office (BTAS Unit)	
Capacity building of FDU staff on fiscal decentralization and local government financial management	Duke Center for International Development			x		900,000	-	-	-		x	Budget Office (FDU)	
Development and launch of the 2026 SDG Budget and Expenditure Report	MoF		x	x	x	1,500,000	-	-	-		x	Budget Office (BTAS Unit, FDU)	UN Systems Unit National Accounts MDAs/MMDAs
Development of an SDG Impact Assessment Report	MoF		x	x	x	2,000,000	-	-	-	✓	x	Budget Office (BTAS Unit, FDU)	UN Systems Unit National Accounts MDAs/MMDAs
Harmonize wage approvals with fiscal policy through MoF- FWSC collaboration	Budget Office	x	x	x	x	220,000	-	-	-	•	x	Budget Office (CPMU)	MoF, FWSC
Conduct Nationwide training for Budget Officers & HRs on HR Capital Manager for Compensation of Employees Data Capture	MDAs / MMDAs	x	x	x	x	550,000	-	-	-	•	x	Budget Office (CPMU, FDU)	MoF, MDAs, MMDAs



Review of the Categories, 2, 3 & 4 Allowances	MoF	x	x			700,000	-	-	-	•	x	MoF / CPMU	MoF, PSC, MDA, FWSC & MEJL
Strictly Implement multi-year budgeting discipline under MTEF	MoF		x	x		200,000	-	-	-	•	x	Budget Office (BDU, BIU, CPMU)	PIAD, MDAs
Institutionalize Fiscal reforms to enhance IGF at MMDAs	MMDAs			x	x	600,780	-	-	-		x	Budget Office (FDU)	MMDAs, MLGCRL, OHLGS
Digitalize local revenue collection systems	MMDAs	x	x	x	x	1,450,600	-	-	-		x	Budget Office (FDU)	MMDAs, MLGCRL, OHLGS
Provide Technical assistance to MMDAs on alternative financing through training	MMDAs	x	x	x	x	800,000	-	-	-		x	Budget Office (FDU)	MMDAs, MLGCRL, OHLGS
Implement timely bulk releases for MDAs/MMDAs budgets	Budget Office	x	x	x	x	532,300	-	-	-		x	Budget Office (BIU)	CAGD, MDAs, MMDAs
Monitor and update the Commencement Budget Linkage Register	Budget Office	x	x	x	x	600,000	-	-	-		x	Budget Office (BDRU, BIU)	MDAs
Adhere strictly to Cash Management Forecast Targets	MoF	x	x	x	x	400,000	-	-	-		x	Budget Office (PEMU)	MoF Management, CAGD, DADs
Strengthen commitment control mechanisms	Budget Office	x	x	x	x	950,400	-	-	-		x	Budget Office (BIU, PEMU)	MoF, MDAs, MMDAs,
Upgrade GIFMIS reporting functionalities to disaggregate releases and commencement	Budget Office	x	x	x	x	1,200,000	-	-	-		x	Budget Office (BTAS)	GIFMIS Secretariat
Strengthen financial reporting and budget monitoring systems	Budget Office	x	x			540,000	-	-	-		x	Budget Office (BTAS)	MoF, GIFMIS Secretariat



6.3.16 Controller and Accountant General's Department

Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Linkage of the National Payroll Biodata of GoG employees with the National Identification Authority (NIA) Biodata	PAYROL L MGT	x	x	x	x	1,095,631.84	-	-	25,904,368.16		x	CAGD	MoF /F&A / ICTM/ORACLE CONSULTANTS / NIA
Payroll data (Active and Pensions) clean-up for effective reporting and accounting	PAYROL L MGT	x	x	x	x	500,000	-	-	6,028,500		x	CAGD	MoF /F&A /ORACLE CONSULTANTS
Migrate at least, one (1) Public University to the National Payroll System.	PAYROL L MGT	x	x	x	x	200,000	-	-	470,000		x	CAGD	MoF /F&A / MIGRATING INSTITUTION
Pensioner's NIA numbers verified on the Pensions Payroll	PAYROL L MGT		x	x	x	200,000	-	-	550,000		x	CAGD	MoF /F&A / PENSIONERS ASSOCIATIONS / CAP 30 INSTITUTIONS
Conduct Ten (10) days Functional proficiency capacity building for Payroll staff on the IPPD2 System	PAYROL L MGT		x	x	x	70,000	-	-	-		x	CAGD	F&A
Three (3) days capacity building on the CAP 30 legal framework for	PAYROL L MGT				x	30,000	-	-	-		x	CAGD	F&A



Objective:													
• Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
staff of Pensions Directorate													
Reconcile employees' bank details in the IPPD2 with employee-paying -banks and recover unearned salaries paid to wrong accounts	PAYROL L MGT			x	x	120,000	-	-	-		x	CAGD	F&A
Conduct reconciliation of Suspense Account to recover unearned salaries	PAYROL L MGT	x	x			10,000	-	33,981	-		x	CAGD	F&A
Conduct sensitization on the TPRS Upgraded System for stakeholders	PAYROL L MGT		x			560,000	-	-	-		x	CAGD	CONSULTANT
Implement salary/pension structure of covered entities on IPPD/FAAB Systems	PAYROL L MGT	x	x	x	x	271,200	-	271,200	-		x	CAGD	F&A
16 CAGD Regional Directorates re-trained on set-up/termination of validators and training on upload of Pictures of GoG staff on the ESPV System.	PAYROL L MGT		x			88,683	-	-	-		x	CAGD	F&A
Upgrade of internal and external controls of the ESPV and E-Payslip systems operations	PAYROL L MGT		x			2,291,132	-	-	-		x	CAGD	F&A / CONSULTANT



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Reconcile Non-Tax Revenue (NTR) of 100 Institutions IGF collected and reviewed on GIFMIS	TREASURY	x	x	x	x	150,000	-	-	-		x	CAGD	TREASURY/GR A/MOF/BOG/MDAs/ COMM. BANKS
Tax revenue figures with GRA captured, validated and reconciled on GIFMIS	TREASURY	x	x	x	x	100,000	-	-	-		x	CAGD	TREASURY/GR A/MOF/BOG/MDAs/ COMM. BANKS
At least 96% of reported cases of unearned salaries by MDAs, MMDAs and Pensioners Association recovered	TREASURY	x	x	x	x	200,000	-	-	-		x	CAGD	TREASURY/PAYROLL/BOG/ COMM. BANKS/PENSIONERS ASSOC./MDAs/ MMDAs
At least 800 Bank Accounts created on GIFMIS	TREASURY	x	x	x	x	120,000	-	-	-		x	CAGD	Treasury/ GIFMIS SECRETARIAT
75 CAGD staff at the Treasury Division trained and sensitize on disbursement business process	TREASURY	x	x	x	x	100,000	-	-	-		x	CAGD	TREASURY/TR AINING DIRECTORATE
At least 35 Foreign Missions returns, salaries and Bank statements reviewed	TREASURY	x	x	x	x	50,000	-	-	-		x	CAGD	TREASURY/MOFARI
Expenditure and IGF returns of 16 CAGD Regional Directorates MDAs, MMDAs	TREASURY	x	x	x	x	100,000	-	100,000	-		x	CAGD	TREASURY/REGIONAL DIRECTORATE



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
reviewed, collated and monitored													
Debt owed by at least 20 Institutions reconciled and recovered	TREASURY	x	x	x	x	230,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/MDAs/MMDAs
Grant paid to at least 40 identified beneficiary institutions monitored	TREASURY	x	x	x	x	100,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/MDAs/MMDAs
External debt owed paid to creditors as and when they fall due on daily basis	TREASURY	x	x	x	x	100,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/MDAs/MMDAs
Reconcile Second Tier benefits of twenty-three (23) Sub-vented Institutions migrated to the GoG Payroll (IPPD2)	TREASURY	x	x	x	x	150,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/MDAs/MMDAs/PAYROLL
Data on all Commercial Banks collected, reviewed and Dormant Accounts identified and closed	TREASURY	x	x	x	x	200,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/MDAs/MMDAs
Conduct IPSAS Post-implementation review of audited financial statements at the National and Covered Entity levels	PFMRR&D		x	x	x	450,000	-	100,000	-		x	CAGD	PFMRR&D, NAD, FMD, Internal Audit



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Coordinate the activities of Finance & Accounting Instructions Committee in assisting Covered Entities to draft Finance & Accounting Instructions	PFMRR&D	x	x	x	x	200,000	-	200,000	-		x	CAGD	PFMRR&D, NAD, FMD, Internal Audit, National Treasury
Consolidate quarterly CAGD Regional Directorates' reports for top Management's action	PFMRR&D	x	x	x	x	100,000	-	-	-		x	CAGD	PFMRR&D, all Directorates in CAGD
Coordinate the activities of Accounting Systems Review & Approval Committee (ASRAC) in reviewing the accounting systems of Covered Entities	PFMRR&D	x	x	x	x	100,000	-	100,000	-		x	CAGD	PFMRR&D, NAD, FMD, ICTM
Coordinate the activities of the Audit Committee in supporting management to fulfil its governance and oversight responsibilities	PFMRR&D	x	x	x	x	150,000	-	-	-		x	CAGD	PFMRR&D, Internal Audit
Review existing business processes within Directorates to	PFMRR&D	x	x	x	x	50,000	-	-	-		x	CAGD	PFMRR&D, all Directorates in CAGD



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
ensure consistency with CAGD's Operational Manual and good practice													
Collate and store/archive laws, regulations, policy documents in relation to public financial management for reference purposes	PFMRR&D	x	x	x	x	50,000	-	-	-		x	CAGD	PFMRR&D, all Directorates in CAGD
Follow up on the status of implementation of previous Internal Audit Recommendations	A&I Division	x	x	x	x	100,000	-	-	-		x	CAGD	All Divisions
Review Value Books Revolving Fund Management and Reporting	A&I Division				x	50,000	-	-	-		x	CAGD	F&A Division
Review Whole-of-Government Financial Statements	A&I Division			x		50,000	-	-	-		x	CAGD	FMS Division
Review CAGD Financial Statements.	A&I Division		x	x		50,000	-	-	-		x	CAGD	F&A Division
Auditor-General's recommendations on Whole-of-Government and CAGD Financial Statements.	A&I Division	x	x	x	x	50,000	-	-	-		x	CAGD	All Divisions
Review Consultancy services and Ad-hoc assignments.	A&I Division	x	x	x	x	200,000	-	-	-		x	CAGD	All Divisions



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Review CAGD Treasury Ladies Association (TRELAS)/ CAGD Provident Fund/ Welfare Scheme	A&I Division	x				50,000	-	-	-		x	CAGD	F&A Division
Review Data governance and classification system	A&I Division	x				100,000	-	-	-		x	CAGD	ICTM Division
Review Nationwide Biometric Re-verification of Active employees, Pensioners and Dependents.	A&I Division			x		200,000	-	100,000	-		x	CAGD	Payroll Management Division
Review Electronic Salary Payment Voucher (ESPV)	A&I Division	x	x	x	x	150,000	-	-	-		x	CAGD	Payroll Management Division
Review Termination and Reactivation of employees on the active payroll (IPPD2)	A&I Division	x				100,000	-	-	-		x	CAGD	Payroll Management Division
Review Payroll data and Third-Party deductions	A&I Division	x	x	x	x	100,000	-	-	-		x	CAGD	Payroll Management Division
Review Management Units and corresponding set up on the Electronic Salary Payment	A&I Division			x		100,000	-	-	-		x	CAGD	Payroll Management Division



Objective:													
• Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Voucher (ESPV) system													
Review Financial Clearance on Recruitments and Promotions on the IPPD2	A&I Division		x			100,000	-	-	-		x	CAGD	Payroll Management Division
Review Computed Lumpsum Pensions benefits	A&I Division	x	x	x	x	100,000	-	-	-		x	CAGD	Payroll Management Division
Review Pensions Payroll Data and Exception Reports	A&I Division	x	x	x	x	100,000	-	-	-		x	CAGD	Payroll Management Division
Review Implementation of Legislative Instruments (LIs)	A&I Division	x				100,000	-	-	-		x	CAGD	Payroll Management Division
Review Public Relations and Client Service	A&I Division			x		100,000	-	-	-		x	CAGD	F&A Division
Review Stores Management	A&I Division				x	100,000	-	-	-		x	CAGD	F&A Division
Review CAGD Transport Management System	A&I Division	x				100,000	-	-	-		x	CAGD	F&A Division
Review CAGD Utilities Management	A&I Division		x			100,000	-	-	-		x	CAGD	F&A Division



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Capacity Development and Training for staff of the A&I Division	A&I Division	x	x	x	x	100,000	-	-	-		x	CAGD	F&A Division
Conduct Quarterly site visits to three (3) CAGD Data center sites to maintain and confirm data recovery capabilities by 31 st December, 2026	ICTM	x	x	x	x	100,000	-	-	-	x		CAGD	ICTM/NITA/BOG
Payment of Subscription bills of professional courses of ICTM staff by 31 st December, 2026	ICTM	x	x	x	x	500,000	-	200,000	-		x	CAGD	ICTM/F&A/Professional Bodies
Conduct monthly maintenance of the physical environment and Infrastructure in the Datacenter by 31 st December 2026	ICTM	x	x	x	x	300,000	-	-	-		x	CAGD	ICTM
Complete installation of two (2) x64 servers at two locations to support other critical non-oracle services by December 31, 2026	ICTM	x	x	x	x	2,750,000	-	-	-		x	CAGD	ICTM
Complete upgrade of Windows 11 software with Pro Multi User License, Microsoft Office 2021 software	ICTM	x	x	x	x	4,500,000	-	-	-		x	CAGD	ICTM



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
with Multi User License, and Windows Server 2022 Datacenter software to support CAGD critical businesses by 31st December 2026													
Complete Installation of LTO 8 backup Tape cartridges for production and other collocation sites by 31st December 2026	ICTM	x	x	x	x	3,500,000	-	-	-		x	CAGD	ICTM
Deployment and training of end users in the Southern Zone (Greater Accra, Volta, Oti, Central and Western Regions) on the GIFMIS service desk solution by 31 December 2026	ICTM	x	x	x	x	1,000,000	-	-	-		x	CAGD	ICTM, MDAs, MMDAs
Organization of quarterly offsite Infrastructure performance and datacenter operations control workshops by 31st December 2025	ICTM	x	x	x	x	100,000	-	50,000	-		x	CAGD	ICTM
Complete Installation of Enterprise grade access point devices to	ICTM	x	x	x	x	5,000,000	-	-	-		x	CAGD	ICTM



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
all the blocks at the head office and annex by 31st December 2026													
Conduct maintenance cleaning of the desktop computers, routers, and distribution and access switches at the end of each quarter by 31st December 2026	ICTM	x	x	x	x	100,000	-	100,000	-		x	CAGD	ICTM
Conduct GIFMIS Hands on training for end users and 16 regional support staff on the usage of the GIFMIS by 31st December 2026	ICTM	x	x	x	x	200,000	-	-	-		x	CAGD	ICTM/MoF/MDAs/MMDAs
Rollout GIFMIS to 1 Foreign Mission, 100 IGF Institutions and 20 Donor Projects by December 31, 2026	ICTM	x	x	x	x	5,000,000	-	-	-		x	CAGD	ICTM/MoF/MDAs/MMDAs
Train and Sensitize End Users on the Usage of SWIFT in the Middle Sector by December 31, 2026	ICTM	x	x	x	x	100,000	-	100,000	-		x	CAGD	ICTM/BOG
Review and update ICT policies in light of CAGD objectives and advances in technology	ICTM	x	x	x	x	100,000	-	-	-		x	CAGD	ICTM



Objective:													
• Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
by 31st December, 2026													
Preparation of 2025 Annual / 2026 three (3) Quarterly Financial Statements	F&A	x	x	x	x	200,000	-	50,000	-		x	CAGD	F&A
Preparation of 2025 Annual / 2026 three (3) Quarterly Revenue and Expenditure Performance Reports	F&A	x	x	x	x	100,000	-	-	-		x	CAGD	F&A
Projection and capturing of 2026 IGF Revenue on the MoF web-based NTR projection model	F&A			x		150,000	-	-	-		x	CAGD	F&A
Operationalization of 2026 Staff Performance Appraisal Instrument across CAGD Headquarters, MDAs & Regional Offices	F&A	x	x		x	200,000	-	-	-		x	CAGD	F&A
Digitalisation (Scanning and uploading) of at least 1473 staff data/files implemented on the HR system	F&A			x	x	150,000	-	-	-		x	CAGD	F&A
Implementation of CAGD Posting guidelines	F&A	x	x	x	x	150,000	-	-	-		x	CAGD	F&A



Objective:													
• Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Implementation of Gender mainstreaming	F&A	x	x	x	x	50,000	-	-	-		x	CAGD	F&A
Dissemination of CAGD related information to Stakeholders	F&A	x	x	x	x	150,000	-	50,000	-		x	CAGD	F&A
Decongestion of documents and personal files from the various Divisions by 31st December, 2025	F&A		x	x		200,000	-	-	-		x	CAGD	F&A
Organization of at least Two (2) CAGD Treasury Hour	F&A		x	x		50,000	-	-	-		x	CAGD	F&A
Organization of CAGD Annual Conference	F&A	x				5,000,000	-	1,000,000	-		x	CAGD	F&A
Organization of pre- and post-Promotion Orientation for at least 500 CAGD staff	F&A			x	x	200,000	-	-	-		x	CAGD	F&A
CAGD staff sensitized on training manual, scheme of service, transport and utility policies across CAGD Headquarters, MDAs and Regional Offices	F&A		x	x		150,000	-	60,000	-		x	CAGD	F&A
Sensitization of at least 30 Administrative staff on Administrative Instruction	F&A		x	x	x	50,000	-	50,000	-		x	CAGD	F&A



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Organization of promotion interviews	F&A				x	200,000	-	-	-		x	CAGD	F&A
General Posting of staff by 31st December, 2025	F&A	x	x	x	x	150,000	-	-	-		x	CAGD	F&A
Capacity Building of staff	F&A		x	x	x	5,000,000	-	-	-		x	CAGD	F&A
2025 CAGD Procurement Plan developed	F&A	x				80,000	-	-	-		x	CAGD	F&A
Work-in-progress of Procurement Operations	F&A	x	x	x	x	1,500,000	-	-	-		x	CAGD	F&A
Preparation of 2025 CAGD Annual / 2026 three (3) Quarterly Performance Report	F&A	x	x	x	x	100,000	-	-	-		x	CAGD	F&A
Prepare, review and validate CAGD/SMTDP	F&A		x		x	100,000	-	-	-		x	CAGD	ALL SIX DIVISIONS
Prepare CAGD's Annual Workplan & Budget	F&A	x	x	x	x	150,000	-	-	-		x	CAGD	ALL SIX DIVISIONS
Coordinate the preparation of CAG/DCAG/ACAG Performance Contract and Assessment Report	F&A	x	x	x	x	200,000	-	-	-		x	CAGD	ALL SIX DIVISIONS
Organise FACU (Fixed Asset Coordinating Unit) meetings	F&A	x	x	x	x	100,000	-	-	-		x	CAGD	ALL SIX DIVISIONS



Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Organise CAGD Budget Committee meetings	F&A	x	x	x	x	100,000	-	-	-		x	CAGD	ALL SIX DIVISIONS
Review CAGD Planning Policy (Strategic Plan)	F&A	x	x	x	x	100,000	-	-	-		x	CAGD	ALL SIX DIVISIONS
Collate, review and validate CAGD Risk Register	F&A	x	x	x	x	50,000	-	-	-		x	CAGD	ALL SIX DIVISIONS

6.3.17 Public Procurement Authority

Objective: • Ensure compliance with the Public Procurement Act • Enhance monitoring, evaluation, and reporting mechanisms within procurement systems													
Programme: Prudent Compliance with Stipulation of ACT 663 as Amended													
Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating	
Monitoring of Procurement Activities of 200 Entities	PEs	x	x	x	x	300,940				x	CM&E	MMDAs, MDAs	
Conduct Annual Procurement Assessment for 800 PEs using PPME Tool	PPA	x	x	x	x			3,585,598		x	CM&E	MDAs/MM DAs	
Hire a consultant to develop SPP Policy, Guidelines and Training Manual	PPA	x	x	x	x			462,800		x	PP&R	PU	



Train Procuring Entities on new Public Procurement Manual	PPA	x	x	x	x			462,800		x	CD/CM&E	
Training and sensitization on the newly Developed Sustainable Public Procurement Policy (SPP)	PPA	x	x	x	x	462,800.00			x		PP&R/CD	MDAs/MM DAs
Use of GHANEPS to conduct all Government Procurement	PPA	x	x	x	x			100,000.00		x	MIS	PEs
Based on UCOI, develop Value for Money Guidelines for infrastructure Project Management in Ghana	PPA	x	x	x	x	500,000			x		MIS	
Objective: Enhance knowledge and understanding of procurement laws, policies, and procedures among procurement staff and stakeholders												
Programme: Improved Competences in Public Procurement Processes and Procedures												
Develop the Capacity of Procurement Staff, PPA Staff, and other Stakeholders	PPA							500,500	x		CD/HR/EU Project Team	Divitions.De pt/PEs
Develop capacity of IAA and GAS auditors and audit staff of MDAs and MMDAs on SPAF by the end of December 2026	PPA	x	x	x	x			100,000.00		x	CD	IAA/GAS/M DAs/MMD As
Develop capacity on new policies and operational guidelines for Contract Administration, at Entity Levels	PPA	x	x	x	x			100,000	x		CD/CM&E	PEs
Training on the use of Framework Contract Agreement by PEs	PPA	x	x	x	x			100,000		x	CD	PEs
Open two new Zonal offices at Ho and Tamale to improve PPA visibility in the regions	Ho and Tamale	x	x	x	x	150,000			x		CM&E	PU/Finance



Regular updating of Price Database of common user items	x	x	x	x				50,000	x		MIS	
Build capacity of Procurement Entities to effectively carry out their functions and comply with procurement laws and rules	PPA/PEs	x	x	x	x	414,906			x		CD	MDAs/MM DAs
Training of selected PPA staff abroad in SPP, VfM to discharge their mandate	PPA	x	x	x	x	75,000		120,000	x		EU Project Team	HR

BUDGET PROGRAMME AREA 5: PUBLIC DEBT MANAGEMENT

6.3.18 Public Debt Management

Objective: • Debt to GDP of 55 percent by 2028 • Low risk in the public debt portfolio. • Adequate financing options for government projects. • Strengthened regulatory framework on public debt management • Strong Investor engagements													
Programme: Strengthen Public Debt Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Conduct (annual and at least 1 update) Debt Sustainability Analyses (DSA) within a financial year	PDMO	x	x	x	x	750,000		80,000			x	PDMO	BoG, ERMD, RD, BO
Develop and implement (annual and at least 1 update) Medium-Term Debt Strategy (MTDS) on a rolling basis each year.	PDMO	x	x	x	x	750,000		80,000			x	PDMO	BoG, ERMD, RD, BO



Monitor, evaluate and report contingent liabilities, especially from State-Owned Enterprises (SOEs) through On-lending.	PDMO	x	x	x	x	750,000		90,000			x	PDMO	BoG, CAGD, ERMD, RD, BO, SIGA
Conduct site monitoring of debt funded projects	PDMO	x	x	x	x	700,000		96,000			x	PDMO	PCMED, Internal Audit
Diversify the debt portfolio across low risk and less costive financial instruments and markets.	PDMO	x	x	x	x	550,000		110,250			x	PDMO	BoG, CAGD, GRA, ERMD, RD, BO
Conduct continuous Credit Risk Assessment of SOEs	PDMO	x	x	x	x	500,000		110,250			x	PDMO	BoG, CAGD, ERMD, RD, SIGA
Develop and publish Annual Borrowing and Recovery Plan (ABRP) and Quarterly Issuance Calendars.	PDMO	x	x	x	x	750,000		112,500			x	PDMO	BoG, CAGD, ERMD, RD, FSD
Conduct routine assessments and negotiations of loan terms and conditions	PDMO	x	x	x	x	750,000		112,500			✓	PDMO	BoG, ERMD
Improve Government Cash Flow Forecasting	PDMO	x	x	x	x	500,000		112,500			x	PDMO	BoG, CAGD, GRA, RPD
Ensure the development and implementation of Debt Management Regulations	PDMO	x	x	x	x	312,500		81,250		x		PDMO	BoG, BO, RD, OAGMoJ,
Develop Standard Operating Procedures (SOPs) Manual for the Public Debt Management Office	PDMO	x	x	x	x	312,500		81,250		x		PDMO	Internal Audit
Integrate the Commonwealth Meridian System with GIFMIS	PDMO	x	x	x	x	299,500		81,250		x		PDMO	CAGD, ICT, Compliance
Conduct regular audits and compliance reviews of debt operations.	PDMO	x	x	x	x	325,500		81,250			x	PDMO	Internal Audit, Compliance



Organize capacity-building workshops for PDMO staff and stakeholders on legal and technical reforms.	PDMO	x	x	x	x	2,000,000		300,000			x	PDMO	HCGAD, Accounts, BO
Host quarterly, bi-annual and annual investor townhall engagements and webinars with domestic and international investors.	PDMO	x	x	x	x	600,000		125,000			x	PDMO	HCGAD, ERMD, BoG, RD
Prepare and publish regular debt bulletins, newsletters, and investor presentations.	PDMO	x	x	x	x	400,000		125,000			x	PDMO	ERMD, RD, BoG, CAGD
Prepare and publish Annual Public Debt Report	PDMO	x	x	x	x	400,000		125,000			x	PDMO	ERMD, FSD, RD, BoG, CAGD, CSD
Prepare and publish regular investor presentations.	PDMO	x	x	x	x	1,350,000		125,000			x	PDMO	ERMD, BoG, RD, FSD, CSD



6.4 2028 Annual Action Plan

6.4.1 Human Capital and General Administration

BUDGET PROGRAMME AREA 1: MANAGEMENT AND ADMINISTRATION

Table 15: 2028 Annual Action Plan

Objective:													
- Enhance staff capacity for effective and efficient performance. - Improve knowledge, skills development, and Human Capital for MoF - Strengthen institutional management and Employee Wellbeing - Enhance MoF Client Service delivery, Public Relations and Protocol - Ensure effective institutional management - Ensure MoF adherence to existing laws, rules and regulations of the Civil/Public Service													
Programme: Development of Human and Institutional Capacity													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Implement staff capacity building initiatives	MoF	x	x	x	x	3,850,000					x	Human Capital Unit	All Divisions
Coordinate and report on performance management for Directors and all MoF Staff	MoF	x	x		x	1,000,000					x	Human Capital Unit	All Divisions
Develop OHCS Annual Performance Report	MoF				x	30,000					x	Human Capital Unit	All Divisions
Implement initiatives to manage MoF medical and Employee wellbeing	MoF	x	x	x	x	1,000,000					x	Human Capital Unit	All Divisions
Review existing human resource and	MoF		x	x	x	150,000					x	Human Capital Unit	All Divisions



operational policy documents													
Sensitization workshop on existing rules and regulations	MoF			x		100,000					x	Human Capital Unit	All Divisions
Improve Client Service delivery	MoF	x	x	x	x	1,020,000					x	Client Service Unit	All Divisions
Provide adequate vehicle infrastructure	MoF	x	x	x	x	7,000,000					x	Transport Unit	All Divisions
Provide MoF Staff Transport Service	MoF	x	x	x	x	925,000					x	Transport Unit	Human Capital Unit
Train MoF vehicle users	MoF	x	x	x	x	95,000					x	Transport Unit	Human Capital Unit
Conduct routine maintenance of MoF vehicles	MoF	x	x	x	x	4,500,000					x	Transport Unit	Procurement Division Accounts Division Internal Audit Unit
Improve the Ministry's office and office physical infrastructure	MoF, Kanda, Dansoman & Madina	x	x	x	x	436,250,000					x	General Services	Budget PWD (Prestige)
Maintain the Ministry's residential and office facility	MoF, Kanda, Dansoman & Madina	x	x	x	x	1,012,750,000					x	General Services	Budget PWD (Prestige)
Enhance the Ministry's office and residential security	MoF, Kanda, Dansoman & Madina	x	x	x	x	3,500,000					x	General Services	Budget PWD (Prestige)
Provide an effective records management system	MoF	x	x	x	x	2,400,000					x	General Services	All Divisions
Repair and maintain ICT equipment and technology	MoF	x	x	x	x	4,000,000.00					x	ICT Unit	All Divisions
Payment/Renewal of the Ministry's ICT Subscriptions and Licences	MoF	x	x	x	x	1,105,751.00					x	ICT Unit	All Divisions
Enhance public relations and the	MoF	x	x	x	x	1,502,600					x	Public Relations	All Divisions Media Houses



communication strategy of the Ministry													
Enhance seamless Protocol services to Officials of the Ministry and other stakeholders and Partners	MoF	x	x	x	x	42,860,900					x	Public Relations	All Divisions Service Providers
Deepen accountability and transparency through the RTI desk	MoF	x	x	x	x	50,000					x	Public Relations	All Divisions
Organize staff durbars and other staff engagement programmes	MoF	x	x	x	x	1,248,400					x	Public Relations	All Divisions
Audit assignments on assessment of internal controls	IAD, MoF	x	x	x	x	250,000.00					x	Internal Audit Directorate	All Divisions/Directorates/Units of MoF
Review of MOF's adherence to commitment control measures	IAD, MoF	x	x	x	x	150,000.00					x	Internal Audit Directorate	Procurement Division
MOF engagements with the Public Accounts Committee (PAC) of parliament on Auditor General's reports.	MoF and Parliament	x	x	x	x	280,000.00					x	Public Accounts Committee of Parliament	Divisions and Agencies of MoF
Special assignments as requested by Management	MoF					280,000.00					x	Internal Audit Directorate	All Agencies/Divisions/Directorates/Units of MoF
Quarterly meetings of the MOF Audit Committee for review of internal and external audit reports and other monitoring reports	MoF	x	x	x	x	180,000.00					x	Internal Audit Directorate	All Divisions/Directorates/Units of MoF



Operationalization of MOF Enterprise Risk Management Systems	MoF	x	x	x	x	380,000.00					x	Internal Audit Directorate	All Divisions/Directorates/Units of MoF
Preparation of the MOF Annual Statement on the status of implementation of audit recommendations	IAD, MoF	x	x	N/A	N/A	120,000.00					x	Internal Audit Directorate	All Divisions/Directorates/Units of MoF
Review of Annual Statements on the status of implementation of audit recommendations submitted by Covered Entities to the Minister for Finance	IAD, MoF	N/A	N/A	x	x	200,000.00					x	Internal Audit Directorate	Covered Entities
Conduct continuous audit, compliance & performance analysis of financial transactions of MoF for process improvement.	IAD, MoF	x	x	x	x	300,000.00					x	Internal Audit Directorate	Accounts Unit

6.4.2 Legal

Objective: Strengthen institutional systems to improve compliance with PFM laws, regulations, and policies													
Programme: Strengthen Compliance in line with existing Civil/Public Service Laws, Rules and Regulations													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Coordinate drafting instructions on Public Financial Management Laws	Legal	x	x	x	x	-	-	-	-		x	Legal	OoAG&MoJ
Prepare contract documents for this Ministry	Legal	x	x	x	x	-	-	-	-		x	Legal	
Documents (commercial contracts, financing, and	Legal	x	x	x	x	-	-	-	-		x	Legal	All MoF Divisions



Objective: Strengthen institutional systems to improve compliance with PFM laws, regulations, and policies													
Programme: Strengthen Compliance in line with existing Civil/Public Service Laws, Rules and Regulations													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
consultancy agreements) referred to the Directorate													
Legal Advisory	Legal	x	x	x	x	-	-	-	-		x	Legal	
Coordinate nominees to statutory boards and committee	Legal	x	x	x	x	-	-	-	-		x	Legal	Hon. Minister's secretariat
Coordinate the re-constitution of statutory Boards/Committees	Legal	x	x	x	x	-	-	-	-		x	Legal	
Court proceedings attended in collaboration with the Office of the Attorney General, to defend the Ministry in court cases	Legal	x	x	x	x	-	-	-	-		x	Legal	OoAG&MoJ
Office of the Attorney General liaised within the settlement and payment of judgment debts, compensation claims and other garnishee orders, drafting and finalizing of legal opinions, drafting and review of agreements and laws	Legal	x	x	x	x	-	-	-	-		x	Legal	OoAG&MoJ
DTAs and BITs negotiated in collaboration with the Revenue Policy Division, Ghana Revenue Authority and Ghana Investment Promotion Centre	Legal	x	x	x	x	-	-	-	-		x	Legal	RPD, GRA, GIPC
Quarterly Ministerial Advisory Board (MAB) Meetings	Legal	x	x	x	x	-	-	-	-		x	Legal	Hon. Minister's secretariat
Quarterly Inter-Ministerial Committee (IMC) on (AML/CFT) coordinated in collaboration with FIC	Legal	x	x	x	x	-	-	-	-		x	Legal	GIPC/GRA



Objective: Strengthen institutional systems to improve compliance with PFM laws, regulations, and policies													
Programme: Strengthen Compliance in line with existing Civil/Public Service Laws, Rules and Regulations													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Annual Bar Conference	Legal		x	x	x	250,000	-	-	-		x	Legal	
Represent this Ministry in negotiation meetings	Legal	x	x	x	x	-	-	-	-		x	Legal	
Value for money assessment service providers' fees and related expenses paid	Legal	x	x	x	x	-	-	7,890,584	-		x	Legal	VfM Service Providers
Divisional Retreat	Legal	x		x	x	336,100	-	100,000	-		x	Legal	
Brown Bag sessions	Legal		x		x	-	-	200,000	-		x	Legal	
Capacity Building	Legal			x	x	240,000	-	-	-		x	Legal	

6.4.3 Institute of Accountancy Training

Objective:													
- Enhance staff capacity for effective and efficient performance. - Obtain necessary Legislative approvals for IAT													
Programme: Development of Human and Institutional Capacity													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Secure the necessary LI to formalise the Institute's legal status.	Adenta	x	x	x	x	170,338	-	-	-		x	IAT	MoF, CAGD, OHCS
Obtain institutional accreditation	Adenta	x	x	x	x	133,572.50	-	-	-	x		IAT	MoF, OHCS, Civil and Public Service Staff
Recruit Critical Staff	Adenta	x	x	x	x	139,230.49				x		IAT	MoF, CAGD, OHCS



Mandatory Service Training Scheme in Public Financial Management (PFM)	Adenta	x	x	x	x	299,347.88	-	173,445.88	-	x		IAT	MoF, OHCS, Civil and Public Services
Construct Lecture Auditorium/Library, Classrooms and administrative offices. (Phase 3)	Adenta	x	x	x	x	8,379,654.56	-	-	-	x		IAT	MoF, CAGD, Consultants
Improve ICT Infrastructure	Adenta	x	x	x	x	663,101	-	-	-	x		IAT	MoF, CAGD
Secure Motor Vehicle, Plant and Machinery	Adenta	x	x	x	x	5,000,192	-	-	-	x		IAT	MoF, CAGD

6.4.4 Policy Coordination, Monitoring and Evaluation

Objective:

- Enhance coordination and implementation of sector policies, plans and programmes
- Promote prudent public expenditure management
- Improve human resource and institutional management capacity

Programme: Strengthen Monitoring and Evaluation Systems

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Capacity development	MoF, PCMED	x	x	x	x	4,000,000	-	-	-		x	PCME D	
Prepare 2027 Annual Work Plans	MoF, PCMED			x	x	620,000	-	-	-		x	PCME D	DADS



Prepare 2028 transitional handing over note		x	x	x	x		-	-	-		x		
Prepare 2025 MoF Annual Progress Report	MoF, PCMED	x				1,500,000	-	-	-		x	PCME D	DADs
Prepare MoF Annual Performance Reports	MoF, PCMED	x				1,500,000	-	-	-		x	PCME D	DADs
Prepare 2026 MoF Annual Budget Performance Report	MoF, PCMED	x				2,000,000	-	-	-		x	PCME D	DADs
Prepare MoF Quarterly/annual Budget Performance Reports	MoF, PCMED	x	x	x	x	2,000,000	-	-	-		x	PCME D	DADs
Organise MoF Budget Committee Meetings	MoF, PCMED	x	x	x	x	450,000	-	-	-		x	PCME D	DADs
Implement the Construction of the Ministry of Finance Head Office Expansion Project-1101124001	MoF, PCMED	x	x	x	x	500,000	-	-	-		x	PCME D	DADs
Implement the Construction of the Ministry of Finance Campus	MoF PCMED	x	x	x	x	500,000	-	-	-		x	PCME D	
Monitor the 2026 Policy Initiatives and	MoF, PCMED	x	x	x	x	550,000	-	-	-		x	PCME D	DADs



Budget Actions of government													
Develop the 2027 MoF Calendar of Events	MoF, PCMED	x	x	x	x	150,000	-	-	-		x	PCME D	DADs
Physical projects and Departments, Agencies and Divisions monitoring conducted	MoF, PCMED	x	x	x	x	5,500,000	-	-	-		x	PCME D	DADs
Objective: - Enhance coordination and implementation of sector policies, plans and programmes - Monitor implementation of the National Budget - Unravel causes of deviations between planned outputs/outcomes and their respective actuals for informed decision making													
Programme: Effective Coordination of Programmes and Projects													
Maintain MIS	PCMED	x	x	x	x	150,000	-	-	-	x		PCME D	DADs
Monthly Project Inspection /site meetings reports		x	x	x	x	110,400	-	-	-	x		PCME D	DADs
MoF EPC Reports		x	x	x	x	46,800	-	-	-	x		PCME D	DADs
Projects Quarterly Review Reports		x	x	x	x	93,600	-	-	-	x		PCME D	DADs
Public Investments Units Quaterly Reports		x	x	x	x	88,000	-	-	-	x		PCME D	DADs



Public Investments Capacity Development		x	x	x	x	1,661,200	-	-	-	x		PCME D	DADs

BUDGET PROGRAMME AREA 2: ECONOMIC POLICY MANAGEMENT

6.2.5 Research

Objective: - Ensure sustainable fiscal deficit of 0.7% of GDP by 2028 - Ensure sustainable public sector wage bill of 5% of GDP by 2028 - Ensure sustained primary balance (commitment) of 1.5% surplus of GDP from 2025 to 2028													
Programme: Prudent Public Financial Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Fiscal Risk Statement prepared as input into 2029 FSD	Research Division	x				110,000	-	-	-		x	Research Division	BoG, DADs, SIGA, NPRA, CAGD, Budget Office
Biannual Fiscal Risk Report	Research Division		x		x	465,200	-	-	-		x	Research Division	BoG, DADs, SIGA, NPRA, CAGD, Budget Office
2028 Forecast Evaluation Report	Research Division			x		132,800	-	-	-	x		Research Division	DADs, GSS, GRA
2028 Fiscal Risk Statement	Research Division			x	x	133,800	-	-	-	x		Research Division	BoG, Budget Office, GRA, CAGD, DADs SIGA
Organization of Quarterly Fiscal Risk Committee Meetings	Research Division	x	x	x	x	455,520	-	-	-		x	Research Division	BoG, Budget Office, GRA, CAGD, DADs, SIGA
Policy Briefs/Fiscal Risk Alert (Finalization and publication of Research Papers on fiscal risk management)	Research Division			x	x	198,600	-	-	-		x	Research Division	BoG, DADs, SIGA, NPRA, CAGD, Budget Office



Fiscal Impact Analysis on Bills/policies	Research Division	x	x	x	x	312,500	-	-	-		x	Research Division	MDAs
FRU Performance Report	Research Division	x	x	x	x	100,000	-	-	-		x	Research Division	FRU
Produce ECOWAS Multilateral Surveillance Reports (Full Year and Half Year Reports)	Research Division	x		x		440,000	-	-	-		x	Research Division	-
Produce ECOWAS Regional Economic Outlook Report	Research Division		x			220,000	-	-	-		x	Research Division	-
Produce ECOWAS Multi-Year Convergence Report	Research Division			x		220,000	-	-	-		x	Research Division	-
Produce the AU 0.2% Import Levy Report	Research Division	x	x	x	x	572,000	-	-	-		x	Research Division	-
Produce 2 papers on Economic and Regional Integration Issues	Research Division		x		x	286,000	-	-	-		x	Research Division	-
Participate in Regional Statutory AU-F15 meetings	Research Division	x	x	x	x	1,076,736	-	-	-		x	Research Division	-
Participate in Regional Statutory AU STC meetings	Research Division		x		x	811,056	-	-	-		x		-
Participate in Regional Statutory ECOWAS AFC meetings	Research Division		x		x	807,872	-	-	-		x	Research Division	-
Participate in Regional Statutory ECOWAS Council of Ministers and Summit meetings	Research Division		x		x	793,520	-	-	-		x	Research Division	-
Participate in Regional Statutory ECOWAS Single Currency meetings	Research Division	x	x	x		1,587,040	-	-	-		x	Research Division	-



Participate in WAMA/WAMZ/WAIF EM statutory meetings	Research Division	x		x		984,320	-	-	-		x	Research Division	-
Participate in Other Statutory Meetings as when they are called	Research Division	x	x	x	x	966,320.00	-	-	-			Research Division	-
Organize quarterly AU Import Levy Reconciliation Meeting by end of each quarter	Research Division	x	x	x	x	572,000	-	-	-	x		Research Division	-
Organize ECOWAS Multilateral Surveillance Committee Meetings by end of each quarter	Research Division	x	x	x	x	440,000	-	-	-	x		Research Division	-
Organize ECOWAS Multi-Year Convergence Committee Meetings by end of the third quarter	Research Division			x		220,000	-	-	-		x	Research Division	-
Coordinate all Joint Multilateral Surveillance Missions (ECOWAS/WAMA/WAMI/EBID) by end Dec	Research Division		x		x	144,900	-	-	-		x	Research Division	-
Produce Annual Macroeconomic Performance Report	Research Division			x		60,000	-	-	-		x	Research Division	-
Organize EPCC quarterly Meeting by end of each quarter	Research Division	x	x	x	x	70,000	-	-	-		x	Research Division	-
Coordinate all IMF Missions (Staff visits /TA Missions) by end Dec	Research Division	x	x	x	x	80,000	-	-	-		x	Research Division	-
Prepare 2028 - 2031 Medium-Term Fiscal Framework	Research Division		x	x	x	40,000	-	-	-		x	Research Division	-



Produce 2028 Fiscal Strategy Document, Cabinet Memo, and Cabinet Presentation	Research Division	x	x	x	x	60,000	-	-	-		x	Research Division	-
Produce Quarterly Fiscal Report with lag of six weeks	Research Division	x	x	x	x	30,000	-	-	-		x	Research Division	-
Compile Government Financial Statistics data and submit to the IMF	Research Division	x	x	x	x	35,000	-	-	-		x	Research Division	-
Operationalize a functional, credible and integrated database on socio-economic indicators	Research Division	x	x	x	x	0	-	-	-	x		Research Division	-
Build capacity in economic database management		x	x	x	x	320,000	-	-	-	x			-
Provide logistics to support the database management		x	x	x	x	0	-	-	-	x			-
Develop Policy Simulation models and techniques relevant to Ghana	Research Division	x	x	x	x	0	-	-	-	x		Research Division	-
Coordinate Quarterly FPP Technical Working Group workshops		x	x	x	x	550,000	-	-	-		x		-
Build capacity in economic policy simulation models and techniques	Research Division	x	x	x	x	450,000	-	-	-	x			-
Produce at least 2 Economic Policy Research on topical Issues			x		x	250,000	-	-	-		x		-
Participate in Economic Policy and Research Seminars	Research Division	x	x	x	x	150,000	-	-	-		x	Research Division	-



Create and maintain at least two structured Economic Policy Dialogue Platforms with key stakeholders (Academia, Private Sector, CSOs and MDAs)	Research Division	x	x	x	x	1,200,000	-	-	-		x	Research Division	-
Organize at least quarterly Brown Bag Policy Dissemination Sessions in MOF		x	x	x	x	150,000	-	-	-		x		-
Build capacity in economic policy and research communication and techniques	Research Division	x	x	x	x	460,000	-	-	-		x		-

6.2.6 Real Sector

Objective:

- Real GDP growth of 4.8 percent by 2028
- Non-Oil Real GDP of 4.9 percent by 2028
- Tax Revenue to GDP of 16.8 percent by 2028
- Debt to GDP of 55 percent by 2028
- Ensure a primary balance of a surplus of 1.5 percent of GDP

Programme: Strengthened Capacity for Economic Management

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DAC F	IGF	Other	New	Ongoing	Lead	Collaborating
Implement staff capacity building initiatives	RSD	x	x	x	x	15,007,000	-	-	-		x	RSD	Human Capital Unit
Establish a regulatory compliance framework and tools	RSD	x	x	x	x	2,000,000	-	-	-		x	RSD	Legal, Budget, Compliance Division



Develop a regulatory audit and monitoring instruments	RSD	x	x	x	x	1,500,000	-	-	-		x	RSD	Legal, Budget, Compliance Division
Upgrade ICT infrastructure	RSD	x	x	x	x	150,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Establish interoperable data systems	RSD	x	x	x	x	200,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Conduct technical training	RSD	x	x	x	x	150,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Digitise Real Sector dashboards	RSD	x	x	x	x	200,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Implement green financing strategy	RSD	x	x	x	x	3,200,000	-	-	-		x	RSD	Budget, Dev. Partners
Undertake climate finance training programme	RSD	x	x	x	x	3,000,000	-	-	-		x	RSD	Budget, Dev. Partners
Develop climate finance tracking and reporting tools	RSD	x	x	x	x	3,000,000	-	-	-		x	RSD	Budget, Dev. Partners
Develop annual Real Sector Performance Reports	RSD	x	x	x	x	1,800,000	-	-	-		x	RSD	GSS
Develop Real Sector Macroeconomic Modelling tools	RSD	x	x	x	x	1,800,000	-	-	-		x	RSD	GSS
Staff training in CGE and IO models	RSD	x	x	x	x	1,800,000	-	-	-		x	RSD	GSS
Mining & Industry Sector Performance Reviews	RSD	x	x	x	x	200,000	-	-	-		x	RSD	MoTAI, Minerals Commission
Road & Transport Infrastructure Monitoring Reports	RSD	x	x	x	x	600,000	-	-	-		x	RSD	MoRoads, GHA, NRSC
Conduct Infrastructure Gap Analysis	RSD	x	x	x	x	600,000	-	-	-		x	RSD	MoRoads, GHA, NRSC
Public Investment Performance Reviews	RSD	x	x	x	x	600,000	-	-	-		x	RSD	MoRoads, GHA, NRSC
Monitor Service Sector Budget Allocations	RSD	x	x	x	x	500,000	-	-	-		x	RSD	MoE, GTEC. Budget
Produce Service sector performance report	RSD	x	x	x	x	500,000	-	-	-		x	RSD	MoE, GTEC. Budget
Develop service sector database	RSD	x	x	x	x	500,000	-	-	-		x	RSD	MoE, GTEC. Budget, GSS, MoTAI
Monitor LEAP, NHIS and Education Spending	RSD	x	x	x	x	800,000	-	-	-		x	RSD	MoGCSP, NHIA, MoE



Monitor LEAP, NHIS and Education Spending	RSD	x	x	x	x	800,000	-	-	-		x	RSD	MoGCSP, NHIA, MoE
Develop Social Financing Dashboard	RSD	x	x	x	x	800,000	-	-	-		x	RSD	MoGCSP, NHIA, MoE
Agricultural Investment Monitoring Report	RSD	x	x	x	x	2,000,000	-	-	-		x	RSD	MoFA, GIDA, COCOBOD
Develop Agri-Finance Indicators	RSD	x	x	x	x	2,000,000	-	-	-		x	RSD	MoFA, GIDA, COCOBOD
GHG & Energy Transition Policy Briefs	RSD	x	x	x	x	2,000,000	-	-	-		x	RSD	Energy Commission, GNPC, EPA
Energy Subsidy Analysis	RSD	x	x	x	x	200,000	-	-	-		x	RSD	Energy Commission, GNPC, EPA
Publish GHEITI Reports	RSD	x	x	x	x	200,000	-	-	-		x	RSD	HEITI Sec., EPA, CSOs
Develop ESG Baseline Study	RSD	x	x	x	x	200,000	-	-	-		x	RSD	HEITI Sec., EPA, CSOs

6.4.7 Ghana Statistical Service

Objective: Improve methodologies, capacity to analyse and disseminate data in disaggregated form from multiple data sources													
Programme: Enhance Data Production and Coordination of Statistical Programmes													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	DP	New	Ongoing	Lead	Collaborating
Produce Annual GDP	GSS				x	1,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, e.t.c)
Produced Nominal GDP	GSS	x	x	x	x	2,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, e.t.c)
Produce Real GDP	GSS	x	x	x	x	2,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, e.t.c)
Produce Quarterly GDP	GSS	x	x	x	x	2,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, e.t.c)
Produce CPI/Inflation Monthly	GSS	x	x	x	x	3,000,000	-	-	2,000,000		x	GSS	MoF



Produce CPI Newsletters Monthly	GSS	x	x	x	x	200,000	-	-			x	GSS	MoF
Produce PPI	GSS	x	x	x	x	4,000,000	-	-	2,000,000		x	GSS	MoF
Produce PPI Bulletins	GSS	x	x	x	x	1,000,000	-	-	1,000,000		x	GSS	MoF
Produce Trade reports	GSS	x	x	x	x	2,000,000	-	-	2,000,000		x	GSS	GRA, BoG & MoTI
Conduct Annual Labour force survey	GSS				x	20,000,000	-	-	26,000,000		x	GSS	MoF
Produce, publish and disseminate reports on administrative data and big data	GSS				x	5,000,000	-	-	9,000,000		x	GSS	All MDAs
Conduct and disseminate Migration report from survey	GSS				x	3,500,000	-	-	2,000,000		x	GSS	-
Conduct and disseminate User satisfaction survey	GSS				x	3,500,000	-	-			x	GSS	-
Conduct Annual Informal Road and Water survey	GSS				x	2,100,000	-	-	2,100,000		x	GSS	-
Conduct Ghana Census of Agriculture (GCA++)	GSS				x		-	-	30,500,000		x	GSS	MoFA & DP
Update National Master Sampling Frame	GSS				x	5,000,000	-	-	5,400,000		x	GSS	All MMDAs
Conduct preparatory activities for the 2030 cycle of PHC	GSS				x	20,000,000	-	-	30,000,000		x	GSS	MoF
Objective:													
Ensure retention of qualified statistical personnel													



• Ensure comprehensive data governance framework														
Programme: Modernise Statistical Infrastructure and Enhance Administrative Capacity and Financial Management														
Employ 30 New Staff	GSS				x	1,100,000	-	-		x		GSS	PSC, FWSC & MoF	
Build capacity of GSS Staff	GSS	x	x	x	x	24,000,000	-	-			x	GSS	All MDAs	
Improve ICT and Office Infrastructure	GSS				x	25,000,000	-	-	28,000,000		x	GSS	MoF	
Produce and Publish Data Sharing Policies	GSS	x	x	x	x	2,500,000	-	-	1,000,000		x	GSS	All MDAs	
Sign MoU on data sharing	GSS	x	x	x	x	500,000	-	-	500,000		x	GSS	All MDAs	
Operationalize Data Quality Assurance Framework (DQAF) and National Reporting Platform (NRP)	GSS	x	x	x	x	1,200,000	-	-	1,000,000		x	GSS	All MDAs	
Operationalize NSDS III	GSS	x	x	x	x		-	-	3,000,000			GSS	All MDAs	

6.4.8 Public Investment and Assets

Objective: Improve the legal, regulatory, and institutional framework for the management of the state’s interests in Specified Entities												
Programme: Strengthen Regulatory Framework for the Management of the State’s Interests in SEs and Non-Financial Assets												
Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating
Facilitate the harmonization of the laws governing the management and governance of Specified Entities.	MoF	x	x	x	x	4,000,000	-	500,000	x		PIAD (PEAU)	SIGA, Parliament
Coordinate the implementation of the State Ownership Policy	MoF	x	x	x	x	500,000	-	7,000,000	x		PIAD (PEAU)	SIGA, Specified Entities



Coordinate the development of a comprehensive law for state ownership	MoF	x	x	x	x	1,000,000	-	350,000	x		PIAD (PEAU)	SIGA, Parliament
Coordinate the activities of the National Asset Management Working Committee	MoF	x	x	x	x	1,000,000	-	3,500,000	x		PIAD (PEAU)	NAMWC
Coordinate the development and maintenance of a National Asset Register	MoF	x	x	x	x	7,000,000	-	800,000	x		PIAD (PEAU)	NAMWC, CAGD
Coordinate the implementation of the National Fixed Asset Management Policy and Guidelines	MoF	x	x	x	x	1,000,000	-	2,000,000	x		PIAD (PEAU)	NAMWC
Coordinate the development of a comprehensive law for the management of the fixed assets of the state	MoF	x	x	x	x	3,500,000	-	-	x		PIAD (PEAU)	NAMWC, Parliament
Objective: Strengthen technical capacity for the efficient management of public investments by PIUs and EPCs												
Programme: Adequate Technical Capacity for the Efficient Management of Public Investments												
Strengthen institutional capacity for project preparation, appraisal, and implementation.	MoF	x	x	x	x	3,000,000	-	3,000,000	x		PIAD (PIPU)	MDAs, MMDAs
Improve technical skills in public investment management through targeted training and capacity-building programs.	MoF	x	x	x	x	2,500,000	-	4,600,000	x		PIAD (PIPU)	MDAs, MMDAs



Enhance the use of technology (systems, etc) in public investment management.	MoF	x	x	x	x	9,500,000	-	12,200,000	x		PIAD (PIPU)	MDAs, MMDAs
Organize regular training workshops, seminars, and certification programmes on PPP concepts, project structuring, financial modeling, risk assessment, value for money analysis, and legal frameworks..	MoF	x	x	x	x	-	-	2,903,040		x	PIAD (PPP Office)	MDAs, MMDAs
. Facilitate internal knowledge exchange sessions, mentorship programs, and learning-by-doing initiatives through collaboration on live projects.		x	x	x	x	-	-			x	PIAD (PPP Office)	MDAs, MMDAs
Engage experienced local and international PPP consultants to provide hands-on support and on-the-job training during project development and transaction stages		x	x	x	x	-	-			x	PIAD (PPP Office)	MDAs, MMDAs
Develop and disseminate manuals, and templates to guide staff through each phase of the PPP project cycle		x	x	x	x	-	-			x	PIAD (PPP Office)	MDAs, MMDAs



Objective:													
- Enhance compliance with established PIM procedures and guidelines - Improve on electronic data management system for the management of all investment projects													
Programme: Project Management Improvement Programme													
Strengthen oversight by creating Public Investment Units and Entity Project Committees within MDAs to facilitate the PIM process and monitor adherence to PIM regulations.	MoF	x	x	x	x	4,000,000	-	7,065,000.00		x	PIAD (PIPU)	MDAs, MMDAs	
Establish periodic project monitoring track adherence levels and address gaps.	MoF	x	x	x	x	3,000,000	-	565,000		x	PIAD (PIPU)	MDAs, MMDAs	
Foster a culture of compliance by engaging MDAs, civil society, and development partners in PIM awareness initiatives.	MoF	x	x	x	x	2,500,000	-	1,065,000		x			
Implement digital solutions, such as an Integrated Bank of Projects (IBP), to streamline project submission, evaluation, and monitoring.	MoF	x	x	x	x	10,500,000	-	31,565,000		x	PIAD (PIPU)	MDAs, MMDAs	
Objective: Enhance compliance in line with the PPP Act, 2020 (Act 1039)													
Programme: Strengthened the Implementation of the Public Private Partnership Act 2020, Act (1039)													
Organize stakeholder sensitization workshop for contracting Authorities and Institutional actors	MoF			x	x	-	-	8,717,483.52		x	PIAD (PPP Office)	MDAs, MMDAs	



Develop and disseminate guidelines, manuals and templates to guide staff through each phase of the PPP Project Cycle	MoF	x	x	x	x	-	-	850,000		x	PIAD (PPP Office)	MDAs, MMDAs
Organise Monitoring Visits for PPP Projects under implementation	MoF	x	x	x	x	-	-	466,698.24		x	PIAD (PPP Office)	MDAs, MMDAs
Organise Meetings for the PPP Committee and Fiscal Commitment and Technical Committee	MoF	x	x	x	x	-	-	384,500		x	PIAD (PPP Office)	MDAs, MMDAs
Develop Annual Reports on PPPs	MoF	x			x	-	-	1,000,512		x	PIAD (PPP Office)	MDAs, MMDAs
Review pre-feasibilities, feasibilities, bidding documents and concession agreements	MoF	x	x	x	x	547,430	-	-		x	PIAD (PPP Office)	MDAs, MMDAs
Purchase and disseminate copies of PPP Regulations	MoF			x	x	-	-	150,000		x	PIAD (PPP Office)	MDAs, MMDAs
Organise Sensitizations on PPP Regulations	MoF			x	x	-	-	8,717,483		x	PIAD (PPP Office)	MDAs, MMDAs

6.4.9 Financial Sector

Objective: Promote the development of a robust and inclusive financial sector													
Programme: Promotion of Financial Innovation and Inclusion													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating



Roll out Financial Literacy and Awareness Programs		x	x	x	x	-	-	-	2,000,000	x		FSD	Financial Institutions, Financial Sector Regulators
Stakeholder Engagements to Encourage Financial Institutions to Develop Gender-Inclusive Financial Products		x	x	x	x	1,500,000	-	-	-		x	FSD	
Develop policies to encourage the development of inclusive economy		x	x	x	x	1,000,000	-	-	-	x		FSD	Fintech companies, Fintech associations, Financial sector regulators.
Strengthening Government-Industry Collaboration through stakeholder engagement and Events		x	x	x	x	450,000	-	-	-	x		FSD	
Embark on Digital and Financial Literacy Campaigns				x	x	-	-	-	1,100,000		x	FSD	
Collaborate with financial sector regulators to bridge the supervisory gap for sector resilience		x	x	x	x	450,000	-	-		x		FSD	Financial sector regulators, Financial institutions
Conceptualize and design practical market-oriented reforms in collaboration with key players for resilient and economic growth		x	x	x	x	1,500,000	-	-	-	x		FSD	Financial sector regulators, financial institutions
Engage key stakeholders to ensure that every stage of consultation in product development is adopted.		x	x	x	x	-	-	-	1,000,000	x		FSD	Financial sector regulators, financial institutions
Work with financial institutions to design and implement accessible financial products through policy reforms		x	x	x	x	-	-	-	1,000,000		x	FSD	



6.4.10 Financial Intelligence Centre

Objective: - Continue capacity building programme on AML/CFT & CPF for DNFBP. - Ensure the retention of professionals within AML/CFT of FIC - Strengthen dialogue between regulators and supervisory authorities													
Programme: Economic Crime Combat Programme													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Building capacity of institutions, notably Financial Institutions, Non-Bank Financial Institutions and DNFBPs,	Nationwide Sensitization.	x	x	x	x	5,000,000	-	-	-		x	FIC	Accountable Institutions and NPOS,
Build Capacity of Law Enforcement Agencies (LEAs) which collaborate with the FIC to carry out its mandate	Nationwide Sensitization.	x	x	x	x	3,500,000	-	-	-		x	FIC	NSCS, GPS, EOCO, NIB, NACOC, GRA
Nationwide sensitisation of NPOs.	Nationwide Sensitization.	x	x	x	x	3,500,000	-	-	-		x	FIC	NPOS
Nationwide sensitisations of students and the general public.	Nationwide Sensitization.	x	x	x	x	3,000,000	-	-	-		x	FIC	Media and Tertiary institutions.



BUDGET PROGRAMME AREA 3: RESOURCE MOBILISATION AND MANAGEMENT PROGRAMME

6.3.11 Revenue Policy

Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Develop a mechanism for increased income taxation of Cross-Border digital services	RPD	x	x	x	x	70,000	-	-	-		x	RPD	GRA
Compliance audit conducted for selected Covered Entities	RPD	x	x	x	x	120,000	-	-	-		x	RPD	MDAs
Develop a National Policy Framework on Public Assets management.	RPD	x	x	x	x	70,000	-	-	-		x	RPD	MDAs
Undertake public sensitization campaigns on Tax Law	RPD	x	x	x	x	100,000	-	-	-		x	RPD	GRA
Roll out an electronic system for collecting non-tax revenue in the remote areas of the country	RPD		x	x	x		-	-	150,000		x	RPD	MDAs
Monitor and put in place domestic systems to address the effects of the two-pillar solutions of the OECD Inclusive Framework	RPD		x	x	x	100,000	-	-			x	RPD	GRA
Review incentives and schemes to support anchor	RPD		x	x	x	60,000	-	-	-		x	RPD	GRA



industries and local entrepreneurs													
Coordinate revenue policies to create synergies among small and large-scale businesses to promote local entrepreneurship	RPD		x	x	x	75,000	-	-	-		x	RPD	
Develop a Tax Expenditure database and models for effective tax expenditure management (forecasting, reporting, monitoring and evaluation)	RPD		x	x	x	-	-	-	100,000		x	RPD	GRA
Regularly review and rationalize all tax expenditures	RPD		x	x	x	50,000	-	-	-		x	RPD	GRA
Expand Regional Treaty network with Member States to support the African Continental Free Trade Agreement (AfCFTA) and ECOWAS Protocols	RPD		x	x	x	80,000	-	-	-		x	RPD	GRA
Develop a whole-of-government approach to tackle international tax crimes and Illicit Financial Flows	RPD		x	x	x	80,000	-	-	-		x	RPD	GRA, FIC, EOCO, BOG
Implement a Progressive Personal Income Tax Rate Structure	RPD			x	x	50,000	-	-	-		x	RPD	GRA
Complete harmonization of the rate of excise duty on tobacco products with WHO recommendations and ECOWAS protocols	RPD		x	x	x	80,000	-	-	-		x	RPD	GRA
Review the current property rate system to widen the scope, improve	RPD		x	x	x	125,000	-	-	-		x	RPD	FDU, MDAs



administrative efficiency and increase revenue yield													
Review or consolidate taxes and levies that contribute to the high cost of doing business at the ports	RPD		x	x	x	70,000	-	-	-		x	RPD	GRA,GPHA, GSA
Enhance transfer pricing regulations to include small and medium-sized enterprises (SMEs) and to conduct efficient risk-based audits	RPD	x	x	x	x	105,000	-	-	-		x	RPD	GRA
Create a nexus that addresses transfer pricing involving customs duties in international trade and income tax by MNEs	RPD	x	x	x	x	105,000	-	-	-		x	RPD	GRA
Enhance taxation of income from rents	RPD	x	x	x	x	100,000	-	-	-		x	RPD	GRA

6.3.12 External Resource Mobilisation

Objective:

- Diversify sources of external funding
- Promote Ghana's investment attractiveness through reforms and transparency
- Strengthen technical and negotiation skills of staff
- Improve data collection, analysis, and reporting on development cooperation
- Strengthen strategic engagement with bilateral donors

Programme: External Resource Mobilisation and Management

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Enhance stakeholder engagement and documentation		x	x	x	x	-	-	-	-		x	ERM	
Foster strong economic partnerships with development actors to attract trade and investment		x	x	x	x	-	-	-	-		x	ERM	



Enhance regional economic partnerships and prospects		x	x	x	x	-	-	-	-		x	ERM	
Undertake strategic communication to facilitate economic collaboration		x	x	x	x	-	-	-	-		x	ERM	
Enhance monitoring and evaluation		x	x	x	x	-	-	-	-		x	ERM	
Strengthen financial management systems		x	x	x	x	-	-	-	-		x	ERM	
Establish Strategy implementation and governance structures		x	x	x	x	-	-	-	-		x	ERM	
Improve visibility of ERM		x	x	x	x	-	-	-	-		x	ERM	
Establish a comprehensive information hub to enhance communication efficiencies		x	x	x	x	-	-	-	-		x	ERM	
Improve operational efficiencies		x	x	x	x	-	-	-	-		x	ERM	
Enhance data management and training on DCMIS		x	x	x	x	-	-	-	-		x	ERM	
Establish and strengthen the research committee		x	x	x	x	-	-	-	-		x	ERM	
Promote transparency and accountability		x	x	x	x	-	-	-	-		x	ERM	
Adapt to emerging trends		x	x	x	x	-	-	-	-		x	ERM	
Optimise the Division's structure for enhanced performance		x	x	x	x	-	-	-	-		x	ERM	
Develop Talent to meet the current and future needs of the Division		x	x	x	x	-	-	-	-		x	ERM	
Establish performance management as a tool for measuring productivity and Growth		x	x	x	x	-	-	-	-		x	ERM	



6.4.13 Ghana Revenue Authority

Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery												
Programme: Improve Revenue Management and Administration												
Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating
Increase revenue collection	GRA	x	x	x	x	189,659,719.88	-	-		x	GRA	
Increase Taxpayer population	GRA	x	x	x	x		-	-		x	GRA	
Measure on-time filing rate	GRA	x	x	x	x		-	-		x	GRA	
Measure on-time payment rate	GRA	x	x	x	x		-	-		x	GRA	
Assess debt-to-revenue ratio	GRA	x	x	x	x		-	-		x	GRA	
Enhance turnaround time at the Ports	GRA	x	x	x	x		-	-		x	GRA	
Increase cargo cleared under green channel to total of cargo cleared (%)	GRA	x	x	x	x		-	-		x	GRA	
Reconcile revenue figures with Stakeholders	GRA	x	x	x	x	1,589,539.20	-	-		x	GRA	
Organise Tax and Good Governance month	GRA	x	x	x	x	1,587,000.00	-	-		x	GRA	
Assess taxpayer satisfaction	GRA	x	x	x	x		-	-		x	GRA	
Assess taxpayer knowledge of tax laws and processes	GRA	x	x	x	x	8,569,800.00	-	-		x	GRA	
Improve public perception of GRA	GRA	x	x	x	x		-	-		x	GRA	
	GRA	x	x	x	x	17,520,480.00	-	-		x	GRA	



Assess staff satisfaction level	GRA	x	x	x	x	-	-	-		x	GRA	
Undertake internal and external TADAT assessments	GRA	x	x	x	x	9,042,176.90	-	-		x	GRA	
Prepare Annual Reports and Financial Statement	GRA	x	x	x	x	1,733,392.82	-	-		x	GRA	
Upgrade viable Sub-Offices and set-up new operational offices	GRA	x	x	x	x	258,452,246.01	-	-		x	GRA	
Increase staff knowledge of tax laws and processes	GRA	x	x	x	x	872,850.00	-	-		x	GRA	
Expand digitalisation	GRA	x	x	x	x	257,836,689.26	-	-		x	GRA	
Implement ISO/IEC27001:2013 Information Security	GRA	x	x	x	x	1,272,774.00	-	-		x	GRA	
Expand the use of third-party data	GRA	x	x	x	x	3,959,658.63	-	-		x	GRA	
Identify and rope in online business entities	GRA	x	x	x	x	-	-	-		x	GRA	
Increase VAT penetration and yield	GRA	x	x	x	x	-	-	-		x	GRA	

6.4.14 Independent Tax Appeals Board

Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
Institutional capacity development	Head Office	x	x	x	x	2,500,000	-	65,500	-		x	ITAB	MOF



Public education and awareness campaign	Head Office	x	x	x	x	500,000	-	19,710	-	x		ITAB	MOF
Performance monitoring and evaluation programmes	Head Office	x	x	x	x	60,000	-	21,190	-	x		ITAB	MOF
Deployment of technology and infrastructure systems	Head Office	x	x	x	x	1,200,000	-	25,000	-		x	ITAB	MOF

BUDGET PROGRAMME AREA 4: EXPENDITURE MANAGEMENT

6.4.15 Budget

Objective: • Achieve 60% compliance with financial management regulations and reduce arrears by 2029 • Reduce budget preparation delays by 80% and fully operationalise the Hyperion system across all MMDAs by 2029. • Ensure 100% timely budget allocations and reduce fund transfer delays by 70% by 2029. • Achieve 80% timely submission of financial data and upgrade GIFMIS for improved reporting by 2029 • Increase MMDAs' internally generated funds (IGF) by 30% and reduce reliance on IGFT by 2029													
Programme: Prudent Public Expenditure Management and Budgetary Controls													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Strengthen PFM Enforcement by monitoring compliance	MoF	x	x	x	x	530,000	-	-	-		x	Budget Office (PFM Reforms Unit)	Internal Audit Unit, Internal Audit Agency
Amend the PFM Act 2016 (Act 921) to strengthen enforcement	MoF	x	x	x	x	500,000	-	-	-		x	Budget Office (PFM Reforms Unit)	
Capacity building for MDAs on sanctions of the	MDAs	x	x	x	x	297,000	-	-	-		x	Budget Office (PFM Reforms Unit)	MoF Offices



PFM as amended													
Ensure all MDAs capture details of FLG on the Hyperion during budget preparation for implementation on GIFMIS	MDAs			x		200,000	-	-	-		x	Budget Office (FLG Unit)	MDAs, BTAS, ERM, PDMO
Maintain the database for reporting on all foreign loans and grants	MoF	x				150,000	-	-	-		x	Budget Office (FLG Unit)	ERM, PDMO, FSD
Implement operational efficiency to ensure compliance of loans & grants capping limits and collaborate with stakeholders to monitor FLG projects	MoF/Projects site	x	x	x	x	2,000,000	-	-	-		x	Budget Office (FLG Unit)	ERM, PDMO
Ensure timely issuance of the 2029 budget guidelines	MoF			x		300,000	-	-	-		x	Budget Office (BDU)	FDU, Cabinet
Nationwide training for budget officers on budget preparation and execution	MDA/MMDA	x				380,000	-	-	-		x	Budget Office (PFM Reforms Unit, BIU)	MDAs/MMDAs
Refresher training on the	MMDAs	x	x	x	x	900,000	-	-	-		x	Budget Office (BTAS, FDU)	MMDA, MLGCRA, OHLGS, FDU



Hyperion system													
Configure Hyperion to limit or freeze hard budget ceilings introduce in MDAs budget	MDAs			x	x	1,000,000	-	-	-		x	BTAS	BTAS, BDU
Deepen the use of Hyperion in MMDAs		x	x	x	x		-	-	-		x	Budget Office (FDU, BTAS)	MMDAs, OLGS, MLGCRA
Refresher training on Oracle Hyperion for users in the MDAs				x	x	1,500,000	-	-	-		x	Budget Office (BTAS)	MDAs
Coordinate the 2028 Mid-year Budget review	MDAs			x		500,000	-	-	-		x	Budget Office (BDU)	MDAs, CSOs, DADs, Cabinet
Coordinate the preparation of the 2029 EAA for MDAs	MDAs			x	x	700,000	-	-	-		x	Budget Office (BDU, BTAS)	MDAs, CSOs, DADs, Cabinet
Coordinate the preparation of the 2029 Composite budget for MMDAs	MMDAs			x	x	2,200,000	-	-	-		x	(FDU, BTAS)	MMDAs, RCCs
Coordinate the 2028 Mid-year Composite Budget review	MMDAs			x		500,000	-	-	-		x	Budget Office (FDU)	MMDAs, RCCs
Refresher training on the Cash Plan Module	MDAs	x	x	x	x	800,000	-	-	-		x	Budget Office (BTAS, PEMU)	PEMU, MDAs



Roll Out of Cash Plan to MMDAs	MMDAs	x	x	x	x	200,000	-	-	-		x	Budget Office (BTAS, PEMU, FDU)	PEMU, MDAs
Development of the Climate and Gender notes as stipulated under the PFM4SD Program	MoF		x	x	x	2,500,000	-	-	-		x	Budget Office (BTAS)	Climate Unit MDAs/MMDs
Development of Climate and Gender Budget and Expenditure Report	MoF		x	x	x	2,000,000	-	-	-		x	Budget Office (BTAS)	UN Systems Unit National Accounts Climate Unit/ MDAs/MMDs
Validation of SDG/ Climate and Gender data for dashboards and interactive reports	MoF		x	x	x	850,000	-	-	-		x	Budget Office (BTAS)	MDAs/MMDs
Refresher training of MDAs and MMDAs on allocation of resources to climate and gender actions	MDAs/M MDAs		x	x	x	2,500,000	-	-	-		x	Budget Office (BTAS)	Climate Unit/ MDAs/MMDs
Development of 2027 SDG Budget and Expenditure Report	MoF		x	x	x	2,000,000	-	-	-		x	Budget Office (BTAS)	UN Systems Unit/ National Accounts MDAs/MMDs
Development of SDG Impact Assessment Report	MoF		x	x	x	2,500,000	-	-	-		x	Budget Office (BTAS)	UN Systems Unit Climate Unit/ MDAs/MMDs



Strengthen coordination for timely provision of budget ceilings for MPs, RCCs and MMDAs for inclusion into budget guidelines	Budget Office		x			140,000	-	-	-		x	Budget Office (BDRU, FDU)	MMDAs, MDAs, Parliament, DACF Secretariat
Implement communication protocols to enable FDU Coordinate fiscal decentralization reporting among key stakeholders	MoF	x	x	x	x	100,000	-	-	-		x	Budget Office (FDU)	MMDAs, GIZ, SIGRA, NDPC
Harmonize wage approvals with fiscal policy through MoF-FWSC collaboration	Budget Office	x	x	x	x	340,000	-	-	-		x	Budget Office (CPMU)	MoF, FWSC
Conduct Nationwide refresher training for Budget Officers & HRs on updated HR Capital Manager for Compensation of Employees Data Capture	MDAs / MMDAs	x	x	x	x	650,000	-	-	-		x	Budget Office (CPMU)	MoF, MDAs, FDU



Review of the Categories, 2, 3 & 4 Allowances	MoF	x	x			700,000	-	-	-		x	MoF / CPMU	MoF, PSC, MDAs, FWSC & MEJL
Implement Fiscal reforms to enhance IGF at MMDAs	MMDAs			x	x	710,200	-	-	-		x	Budget Office (FDU)	MMDAs, MLGCRL, OHLGS
Digitalize local revenue collection systems	MMDAs	x	x	x	x	800,000	-	-	-		x	Budget Office (FDU)	MMDAs, MLGCRL, OHLGS
Provide Technical assistance to MMDAs on alternative financing	MMDAs	x	x	x	x	820,000	-	-	-		x	Budget Office (FDU)	MMDAs, MLGCRL, OHLGS
Implement timely bulk releases for MDAs/MMDAs budgets	Budget Office	x	x	x	x	600,000	-	-	-		x	Budget Office (BIU)	CAGD, MDAs, MMDAs
Monitor and update the Commencement Budget Linkage Register	Budget Office	x	x	x	x	500,000	-	-	-		x	Budget Office (BDRU, BIU)	MDAs
Strengthen commitment control mechanisms	Budget Office	x	x	x	x	850,000	-	-	-		x	Budget Office (BIU, PEMU)	MoF, MDAs, MMDAs,
Strengthen financial reporting and budget monitoring systems	Budget Office	x	x	x	x	1,000,000	-	-	-		x	Budget Office (BTAS)	MoF, GIFMIS Secretariat



6.4.16 Controller and Accountant General's Department

Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Linkage of the National Payroll Biodata of GoG employees with the National Identification Authority (NIA) Biodata	PAYROLL MGT	x	x	x	x	1,095,631.84	-	-	25,904,368.16		x	CAGD	MoF /F&A / ICTM/ORACLE CONSULTANTS / NIA
Payroll data (Active and Pensions) clean-up for effective reporting and accounting	PAYROLL MGT	x	x	x	x	500,000	-	-	6,028,500		x	CAGD	MoF /F&A /ORACLE CONSULTANTS
Migrate at least, one (1) Public University to the National Payroll System.	PAYROLL MGT	x	x	x	x	200,000	-	-	470,000		x	CAGD	MoF /F&A / MIGRATING INSTITUTION
Pensioner's NIA numbers verified on the Pensions Payroll	PAYROLL MGT		x	x	x	200,000	-	-	550,000		x	CAGD	MoF /F&A / PENSIONERS ASSOCIATIONS/ CAP 30 INSTITUTIONS
Conduct Ten (10) days Functional proficiency capacity building for Payroll staff on the IPPD2 System	PAYROLL MGT		x	x	x	70,000	-	-	-		x	CAGD	F&A
Three (3) days capacity building on the CAP	PAYROLL MGT				x	30,000	-	-	-		x	CAGD	F&A



30 legal framework for staff of Pensions Directorate													
Reconcile employees' bank details in the IPPD2 with employee-paying - banks and recover unearned salaries paid to wrong accounts	PAYROLL MGT			X	X	120,000	-	-	-		X	CAGD	F&A
Conduct reconciliation of Suspense Account to recover unearned salaries	PAYROLL MGT	X	X			10,000	-	33,981	-		X	CAGD	F&A
Conduct sensitization on the TPRS Upgraded System for stakeholders	PAYROLL MGT		X			560,000	-	-	-		X	CAGD	CONSULTANT
Implement salary/pension structure of covered entities on IPPD/FAAB Systems	PAYROLL MGT	X	X	X	X	271,200	-	-	-		X	CAGD	F&A
16 CAGD Regional Directorates re-trained on set-up/termination of validators and training on upload of Pictures of GoG staff on the ESPV System.	PAYROLL MGT		X			88,683	-	-	-		X	CAGD	F&A
Upgrade of internal and external controls of the ESPV and E-Payslip systems operations	PAYROLL MGT		X			2,291,132	-	-	-		X	CAGD	F&A / CONSULTANT



Reconcile Non-Tax Revenue (NTR) of 100 Institutions IGF collected and reviewed on GIFMIS	TREASURY	X	X	X	X	150,000	-	-	-		X	CAGD	TREASURY/GRA/MOF/BOG/MDAs/ COMM. BANKS
Tax revenue figures with GRA captured, validated and reconciled on GIFMIS	TREASURY	X	X	X	X	100,000	-	-	-		X	CAGD	TREASURY/GRA/MOF/BOG/MDAs/ COMM. BANKS
At least 96% of reported cases of unearned salaries by MDAs, MMDAs and Pensioners Association recovered	TREASURY	X	X	X	X	200,000	-	-	-		X	CAGD	TREASURY/PAYROLL/BOG/ COMM. BANKS/PENSIONERS ASSOC./MDAs/ MMDAs
At least 800 Bank Accounts created on GIFMIS	TREASURY	X	X	X	X	120,000	-	-	-		X	CAGD	Treasury/ GIFMIS SECRETARIAT
75 CAGD staff at the Treasury Division trained and sensitize on disbursement business process	TREASURY	X	X	X	X	100,000	-	-	-		X	CAGD	TREASURY/TRAINING DIRECTORATE
At least 35 Foreign Missions returns, salaries and Bank statements reviewed	TREASURY	X	X	X	X	50,000	-	-	-		X	CAGD	TREASURY/MOFARI
Expenditure and IGF returns of 16 CAGD Regional Directorates MDAs, MMDAs reviewed, collated and monitored	TREASURY	X	X	X	X	100,000	-	100,000	-		X	CAGD	TREASURY/REGIONAL DIRECTORATE
Debt owed by at least 20 Institutions reconciled and recovered	TREASURY	X	X	X	X	230,000	-	-	-		X	CAGD	TREASURY/MOF/BOG/ COMM. BANKS/MDAs/MMDAs



Grant paid to at least 40 identified beneficiary institutions monitored	TREASUY	x	x	x	x	100,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/MDAs/MMDAs
External debt owed paid to creditors as and when they fall due on daily basis	TREASURY	x	x	x	x	100,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/MDAs/MMDAs
Reconcile Second Tier benefits of twenty-three (23) Sub-vented Institutions migrated to the GoG Payroll (IPPD2)	TREASURY	x	x	x	x	150,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/MDAs/MMDAs/ PAYROLL
Data on all Commercial Banks collected, reviewed and Dormant Accounts identified and closed	TREASURY	x	x	x	x	200,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/MDAs/MMDAs
Conduct IPSAS Post-implementation review of audited financial statements at the National and Covered Entity levels	PFMRR&D		x	x	x	450,000	-	100,000	-		x	CAGD	PFMRR&D, NAD, FMD, Internal Audit
Coordinate the activities of Finance & Accounting Instructions Committee in assisting Covered Entities to draft Finance & Accounting Instructions	PFMRR&D	x	x	x	x	200,000	-	200,000	-		x	CAGD	PFMRR&D, NAD, FMD, Internal Audit, National Treasury
Consolidate quarterly CAGD Regional Directorates' reports	PFMRR&D	x	x	x	x	100,000	-	-	-		x	CAGD	PFMRR&D, all Directorates in CAGD



for top Management's action													
Coordinate the activities of Accounting Systems Review & Approval Committee (ASRAC) in reviewing the accounting systems of Covered Entities	PFMRR&D	x	x	x	x	100,000	-	100,000	-		x	CAGD	PFMRR&D, NAD, FMD, ICTM
Coordinate the activities of the Audit Committee in supporting management to fulfil its governance and oversight responsibilities	PFMRR&D	x	x	x	x	150,000	-	-	-		x	CAGD	PFMRR&D, Internal Audit
Review existing business processes within Directorates to ensure consistency with CAGD's Operational Manual and good practice	PFMRR&D	x	x	x	x	50,000	-	-	-		x	CAGD	PFMRR&D, all Directorates in CAGD
Collate and store/archive laws, regulations, policy documents in relation to public financial management for reference purposes	PFMRR&D	x	x	x	x	50,000	-	-	-		x	CAGD	PFMRR&D, all Directorates in CAGD
Follow up on the status of implementation of previous Internal Audit Recommendations	A&I Division	x	x	x	x	100,000	-	-	-		x	CAGD	All Divisions
Review Value Books Revolving Fund	A&I Division				x	50,000	-	-	-		x	CAGD	F&A Division



Management and Reporting													
Review Whole-of-Government Financial Statements	A&I Division			x		50,000	-	-	-		x	CAGD	FMS Division
Review CAGD Financial Statements.	A&I Division		x	x		50,000	-	-	-		x	CAGD	F&A Division
Auditor-General's recommendations on Whole-of-Government and CAGD Financial Statements.	A&I Division	x	x	x	x	50,000	-	-	-		x	CAGD	All Divisions
Review Consultancy services and Ad-hoc assignments.	A&I Division	x	x	x	x	200,000	-	-	-		x	CAGD	All Divisions
Review CAGD Treasury Ladies Association (TRELAS)/ CAGD Provident Fund/ Welfare Scheme	A&I Division	x				50,000	-	-	-		x	CAGD	F&A Division
Review Data governance and classification system	A&I Division	x				100,000	-	-	-		x	CAGD	ICTM Division
Review Nationwide Biometric Re-verification of Active employees, Pensioners and Dependents.	A&I Division			x		200,000	-	100,000	-		x	CAGD	Payroll Management Division
Review Electronic Salary Payment Voucher (ESPV)	A&I Division	x	x	x	x	150,000	-	-	-		x	CAGD	Payroll Management Division
Review Termination and Reactivation of employees on the active payroll (IPPD2)	A&I Division	x				100,000	-	-	-		x	CAGD	Payroll Management Division



Review Payroll data and Third-Party deductions	A&I Division	x	x	x	x	100,000	-	-	-		x	CAGD	Payroll Management Division
Review Management Units and corresponding set up on the Electronic Salary Payment Voucher (ESPV) system	A&I Division			x		100,000	-	-	-		x	CAGD	Payroll Management Division
Review Financial Clearance on Recruitments and Promotions on the IPPD2	A&I Division		x			100,000	-	-	-		x	CAGD	Payroll Management Division
Review Computed Lumpsum Pensions benefits	A&I Division	x	x	x	x	100,000	-	-	-		x	CAGD	Payroll Management Division
Review Pensions Payroll Data and Exception Reports	A&I Division	x	x	x	x	100,000	-	-	-		x	CAGD	Payroll Management Division
Review Implementation of Legislative Instruments (LIs)	A&I Division	x				100,000	-	-	-		x	CAGD	Payroll Management Division
Review Public Relations and Client Service	A&I Division			x		100,000	-	-	-		x	CAGD	F&A Division
Review Stores Management	A&I Division				x	100,000	-	-	-		x	CAGD	F&A Division
Review CAGD Transport Management System	A&I Division	x				100,000	-	-	-		x	CAGD	F&A Division
Review CAGD Utilities Management	A&I Division		x			100,000	-	-	-		x	CAGD	F&A Division
Capacity Development and Training for staff of the A&I Division	A&I Division	x	x	x	x	100,000	-	-	-		x	CAGD	F&A Division



Conduct Quarterly site visits to three (3) CAGD Data center sites to maintain and confirm data recovery capabilities by 31 st December, 2026	ICTM	x	x	x	x	100,000	-	-	-	√	x	CAGD	ICTM/NITA/BOG
Payment of Subscription bills of professional courses of ICTM staff by 31 st December, 2026	ICTM	x	x	x	x	500,000	-	200,000	-		x	CAGD	ICTM/F&A/Professional Bodies
Conduct monthly maintenance of the physical environment and Infrastructure in the Datacenter by 31st December 2026	ICTM	x	x	x	x	300,000	-	-	-		x	CAGD	ICTM
Complete installation of two (2) x64 servers at two locations to support other critical non-oracle services by December 31, 2026	ICTM	x	x	x	x	2,750,000	-	-	-		x	CAGD	ICTM
Complete upgrade of Windows 11 software with Pro Multi User License, Microsoft Office 2021 software with Multi User License, and Windows Server 2022 Datacenter software to support CAGD critical businesses by 31st December 2026	ICTM	x	x	x	x	4,500,000	-	-			x	CAGD	ICTM
Complete Installation of LTO 8 backup	ICTM	x	x	x	x	3,500,000	-	-	-		x	CAGD	ICTM



Tape cartridges for production and other collocation sites by 31st December 2026													
Deployment and training of end users in the Southern Zone (Greater Accra, Volta, Oti, Central and Western Regions) on the GIFMIS service desk solution by 31 December 2026	ICTM	x	x	x	x	1,000,000	-	-	-		x	CAGD	ICTM, MDAs, MMDAs
Organization of quarterly offsite Infrastructure performance and datacenter operations control workshops by 31st December 2025	ICTM	x	x	x	x	100,000	-	50,000	-		x	CAGD	ICTM
Complete Installation of Enterprise grade access point devices to all the blocks at the head office and annex by 31st December 2026	ICTM	x	x	x	x	5,000,000	-	-	-		x	CAGD	ICTM
Conduct maintenance cleaning of the desktop computers, routers, and distribution and access switches at the end of each quarter by 31st December 2026	ICTM	x	x	x	x	100,000	-	100,000	-		x	CAGD	ICTM
Conduct GIFMIS Hands on training for end users and 16	ICTM	x	x	x	x	200,000	-	-	-		x	CAGD	ICTM/MoF/MDAs/MMDAs



regional support staff on the usage of the GIFMIS by 31st December 2026													
Rollout GIFMIS to 1 Foreign Mission, 100 IGF Institutions and 20 Donor Projects by December 31, 2026	ICTM	x	x	x	x	5,000,000	-	-	-		x	CAGD	ICTM/MoF/MDAs/MMD As
Train and Sensitize End Users on the Usage of SWIFT in the Middle Sector by December 31, 2026	ICTM	x	x	x	x	100,000	-	100,000	-		x	CAGD	ICTM/BOG
Review and update ICT policies in light of CAGD objectives and advances in technology by 31st December, 2026	ICTM	x	x	x	x	100,000	-	-	-		x	CAGD	ICTM
Preparation of 2025 Annual / 2026 three (3) Quarterly Financial Statements	F&A	x	x	x	x	200,000	-	50,000	-		x	CAGD	F&A
Preparation of 2025 Annual / 2026 three (3) Quarterly Revenue and Expenditure Performance Reports	F&A	x	x	x	x	100,000	-	-	-		x	CAGD	F&A
Projection and capturing of 2026 IGF Revenue on the MoF web-based NTR projection model	F&A			x		150,000	-	-	-		x	CAGD	F&A
Operationalization of 2026 Staff Performance Appraisal Instrument across CAGD	F&A	x	x		x	200,000	-	-	-		x	CAGD	F&A



Headquarters, MDAs & Regional Offices													
Digitalisation (Scanning and uploading) of at least 1473 staff data/files implemented on the HR system	F&A			x	x	150,000	-	-	-		x	CAGD	F&A
Implementation of CAGD Posting guidelines	F&A	x	x	x	x	150,000	-	-	-		x	CAGD	F&A
Implementation of Gender mainstreaming	F&A	x	x	x	x	50,000	-	-	-		x	CAGD	F&A
Dissemination of CAGD related information to Stakeholders	F&A	x	x	x	x	150,000	-	50,000	-		x	CAGD	F&A
Decongestion of documents and personal files from the various Divisions by 31st December, 2025	F&A		x	x		200,000	-	-	-		x	CAGD	F&A
Organization of at least Two (2) CAGD Treasury Hour	F&A		x	x		50,000	-	-	-		x	CAGD	F&A
Organization of CAGD Annual Conference	F&A	x				5,000,000	-	1,000,000	-		x	CAGD	F&A
Organization of pre- and post-Promotion Orientation for at least 500 CAGD staff	F&A			x	x	200,000	-	-	-		x	CAGD	F&A
CAGD staff sensitized on training manual, scheme of service, transport and utility policies across CAGD Headquarters,	F&A		x	x		150,000	-	60,000	-		x	CAGD	F&A



MDAs and Regional Offices													
Sensitization of at least 30 Administrative staff on Administrative Instruction	F&A		x	x	x	50,000	-	50,000	-		x	CAGD	F&A
Organization of promotion interviews	F&A				x	200,000	-	-	-		x	CAGD	F&A
General Posting of staff by 31st December, 2025	F&A	x	x	x	x	150,000	-	-	-		x	CAGD	F&A
Capacity Building of staff	F&A		x	x	x	5,000,000	-	-	-		x	CAGD	F&A
2025 CAGD Procurement Plan developed	F&A	x				80,000	-	-	-		x	CAGD	F&A
Work-in-progress of Procurement Operations	F&A	x	x	x	x	1,500,000	-	-	-		x	CAGD	F&A
Preparation of 2025 CAGD Annual / 2026 three (3) Quarterly Performance Report	F&A	x	x	x	x	100,000	-	-	-		x	CAGD	F&A
Prepare, review and validate CAGD/SMTDP	F&A		x		x	100,000	-	-	-		x	CAGD	ALL SIX DIVSIONS
Prepare CAGD's Annual Workplan & Budget	F&A	x	x	x	x	150,000	-	-	-		x	CAGD	ALL SIX DIVSIONS
Coordinate the preparation of CAG/DCAG/ACAG Performance Contract and Assessment Report	F&A	x	x	x	x	200,000	-	-	-		x	CAGD	ALL SIX DIVSIONS
Organise FACU (Fixed Asset Coordinating Unit) meetings	F&A	x	x	x	x	100,000	-	-	-		x	CAGD	ALL SIX DIVSIONS



Organise CAGD Budget Committee meetings	F&A	x	x	x	x	100,000	-	-	-		x	CAGD	ALL SIX DIVSIONS
Review CAGD Planning Policy (Strategic Plan)	F&A	x	x	x	x	100,000	-	-	-		x	CAGD	ALL SIX DIVSIONS
Collate, review and validate CAGD Risk Register	F&A	x	x	x	x	50,000	-	-	-		x	CAGD	ALL SIX DIVSIONS

6.4.17 Public Procurement Authority

Objective: - Ensure compliance with the Public Procurement Act - Enhance monitoring, evaluation, and reporting mechanisms within procurement systems.													
Programme: Prudent Compliance with Stipulation of ACT 663 as Amended													
Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating	
Monitoring of Procurement Activities of 200 Entities	PEs	x	x	x	x	300,940	-	-		x	CM&E	MMDAs, MDAs	
Conduct Annual Procurement Assessment for 800 PEs using PPME Tool	PPA	x	x	x	x	-	-	3,585,598	x		CM&E		
Develop SPP Policy, Guidelines and Training Manual	PPA	x	x	x	x	-	-	462,800	x		PP&R	PU	
Train Procuring Entities on new Public Procurement Manual	PPA	x	x	x	x	-	-	462,800	x		CD	PP&R/CM&E	
Training and sensitization on the newly Developed Sustainable Public Procurement Policy (SPP)	PPA	x	x	x	x	462,800.00	-	-	x		PP&R		
Use of GHANEPS to conduct all Government Procurement	PPA	x	x	x	x	-	-	100,000.00		x	MIS	PEs	



Based on UCOI, develop Value for Money Guidelines for infrastructure Project Management in Ghana	PPA	x	x	x	x	500,000	-	-	x		MIS	Institute of Engineers/Architects
Objective: Enhance knowledge and understanding of procurement laws, policies, and procedures among procurement staff and stakeholders												
Programme: Improved Competences in Public Procurement Processes and Procedures												
Develop the Capacity of Procurement Staff, PPA Staff, and other Stakeholders	PPA	x	x	x	x	-	-	500,500	x		EU Project Team	HR
Develop capacity on FWA and SPAF at Entity Levels	PPA	x	x	x	x	-	-	100,000.00			CD	IAA/GAS
Develop capacity on new policies and operational guidelines for Contract Administration, at Entity Levels	PPA	x	x	x	x	-	-	100,000			CD/PP&R	PP&R
Training on the use of Framework Contract Agreement by PEs	PPA	x	x	x	x	-	-	100,000			CD	CM&E
Open two new Zonal offices at Ho and Tamale to improve PPA visibility in the regions	PPA	x	x	x	x	-	-	-			CM&E	PU/HR
Regular updating of Price Database of common user items	x	x	x	x		-	-	50,000	x		MIS	DDU
Build capacity of Procurement Entities to effectively carry out their functions and comply with procurement laws and rules	PPA/PEs	x	x	x	x	414,906	-	-	x		CD	
Build the capacity of PPA staff to discharge their mandate	PPA	x	x	x	x	75,000	-	-	x		HR	CD
Preparations of the Handover Report	PPA	x	x	x	x	30,000	-	-	x		PP&R	HR/Depts/MoF
2027 Annual Repot	PPA	x	x			100,000	-	-	x		PP&R	Depts



BUDGET PROGRAMME AREA 5: PUBLIC DEBT MANAGEMENT

6.4.18 Public Debt Management

Objective: - Debt to GDP of 55 percent by 2028 - Low risk in the public debt portfolio. - Adequate financing options for government projects. - Strengthened regulatory framework on public debt management - Strong Investor engagements													
Programme: Strengthen Public Debt Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Conduct (annual and at least 1 update) Debt Sustainability Analyses (DSA) within a financial year	PDMO	x	x	x	x	750,000	-	80,000	-		x	PDMO	BoG, ERMD, RD, BO
Develop and implement (annual and at least 1 update) Medium-Term Debt Strategy (MTDS) on a rolling basis each year.	PDMO	x	x	x	x	750,000	-	80,000	-		x	PDMO	BoG, ERMD, RD, BO
Monitor, evaluate and report contingent liabilities, especially from State-Owned Enterprises (SOEs) through On-lending.	PDMO	x	x	x	x	750,000	-	90,000	-		x	PDMO	BoG, CAGD, ERMD, RD, BO, SIGA
Conduct site monitoring of debt funded projects	PDMO	x	x	x	x	700,000	-	96,000	-		x	PDMO	PCMED, Internal Audit



Diversify the debt portfolio across low risk and less costive financial instruments and markets.	PDMO	x	x	x	x	550,000	-	110,250	-		x	PDMO	BoG, CAGD, GRA, ERMD, RD, BO
Conduct continuous Credit Risk Assessment of SOEs	PDMO	x	x	x	x	500,000	-	110,250	-		x	PDMO	BoG, CAGD, ERMD, RD, SIGA
Develop and publish Annual Borrowing and Recovery Plan (ABRP) and Quarterly Issuance Calendars.	PDMO	x	x	x	x	750,000	-	112,500	-		x	PDMO	BoG, CAGD, ERMD, RD, FSD
Conduct routine assessments and negotiations of loan terms and conditions	PDMO	x	x	x	x	750,000	-	112,500	-		x	PDMO	BoG, ERMD
Improve Government Cash Flow Forecasting	PDMO	x	x	x	x	500,000	-	112,500	-		x	PDMO	BoG, CAGD, GRA, RPD
Ensure the development and implementation of Debt Management Regulations	PDMO	x	x	x	x	312,500	-	81,250	-	x		PDMO	BoG, BO, RD, OAGMoJ,
Develop Standard Operating Procedures (SOPs) Manual for the Public Debt Management Office	PDMO	x	x	x	x	312,500	-	81,250	-	x		PDMO	Internal Audit
Integrate the Commonwealth Meridian System with GIFMIS	PDMO	x	x	x	x	299,500	-	81,250	-	x		PDMO	CAGD, ICT, Compliance
Conduct regular audits and compliance reviews of debt operations.	PDMO	x	x	x	x	325,500	-	81,250	-		x	PDMO	Internal Audit, Compliance



Organize capacity-building workshops for PDMO staff and stakeholders on legal and technical reforms.	PDMO	x	x	x	x	2,000,000	-	300,000	-		x	PDMO	HCGAD, Accounts, BO
Host quarterly, bi-annual and annual investor townhall engagements and webinars with domestic and international investors.	PDMO	x	x	x	x	600,000	-	125,000	-		x	PDMO	HCGAD, ERMD, BoG, RD
Prepare and publish regular debt bulletins, newsletters, and investor presentations.	PDMO	x	x	x	x	400,000	-	125,000	-		x	PDMO	ERMD, RD, BoG, CAGD
Prepare and publish Annual Public Debt Report	PDMO	x	x	x	x	400,000	-	125,000	-		x	PDMO	ERMD, FSD, RD, BoG, CAGD, CSD
Prepare and publish regular investor presentations.	PDMO	x	x	x	x	1,350,000	-	125,000	-		x	PDMO	ERMD, BoG, RD, FSD, CSD



6.5 2029 Annual Action Plan

6.5.1 Human Capital and General Administration

BUDGET PROGRAMME AREA 1: MANAGEMENT AND ADMINISTRATION

Table 16: 2029 Annual Action Plan

Objective:													
- Enhance staff capacity for effective and efficient performance. - Improve knowledge, skills development, and Human Capital for MoF - Strengthen institutional management and Employee Wellbeing - Enhance MoF Client Service delivery, Public Relations and Protocol - Ensure effective institutional management - Ensure MoF adherence to existing laws, rules and regulations of the Civil/Public Service													
Programme: Development of Human and Institutional Capacity													
Projects	Location	Time Frame				Cost GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Implement staff capacity building initiatives	MoF	x	x	x	x	4,000,000	-	-	-		x	Human Capital Unit	All Divisions
Coordinate and report on performance management for Directors and all MoF Staff	MoF	x	x		x	1,000,000	-	-	-		x	Human Capital Unit	All Divisions
Develop OHCS Annual Performance Report	MoF				x	30,000	-	-	-		x	Human Capital Unit	All Divisions
Implement initiatives to manage MoF medical and Employee wellbeing	MoF	x	x	x	x	1,000,000	-	-	-		x	Human Capital Unit	All Divisions
Review existing human resource and	MoF	x	x	x	x	150,000	-	-	-		x	Human Capital Unit	All Divisions



operational policy documents													
Sensitization workshop on existing rules and regulations	MoF			x		100,000	-	-	-		x	Human Capital Unit	All Divisions
Improve Client Service delivery	MoF	x	x	x	x	800,000	-	-	-		x	Client Service Unit	All Divisions
Provide adequate vehicle infrastructure	MoF	x	x	x	x	8,000,000	-	-	-		x	Transport Unit	All Divisions
Provide MoF Staff Transport Service	MoF	x	x	x	x	930,000	-	-	-		x	Transport Unit	Human Capital Unit
Train MoF vehicle users	MoF	x	x	x	x	100,000	-	-	-		x	Transport Unit	Human Capital Unit
Conduct routine maintenance of MoF vehicles	MoF	x	x	x	x	5,000,000	-	-	-		x	Transport Unit	Procurement Division Accounts Division Internal Audit Unit
Improve the Ministry's office and office physical infrastructure	MoF, Kanda, Dansoman & Madina	x	x	x	x	436,250,000	-	-	-		x	General Services	Budget PWD (Prestige)
Maintain the Ministry's residential and office facility	MoF, Kanda, Dansoman & Madina	x	x	x	x	1,012,750,000	-	-	-		x	General Services	Budget PWD (Prestige)
Enhance the Ministry's office and residential security	MoF, Kanda, Dansoman & Madina	x	x	x	x	3,500,000	-	-	-		x	General Services	Budget PWD (Prestige)
Provide an effective records management system	MoF	x	x	x	x	2,500,000	-	-	-		x	General Services	All Divisions
Repair and maintain ICT equipment and technology	MoF	x	x	x	x	4,000,000.00	-	-	-		x	ICT Unit	All Divisions



Payment/Renewal of the Ministry's ICT Subscriptions and Licences	MoF	x	x	x	x	1,105,751.00	-	-	-		x	ICT Unit	All Divisions
Enhance public relations and the communication strategy of the Ministry	MoF	x	x	x	x	2,000,000	-	-	-		x	Public Relations	All Divisions Media Houses
Enhance seamless Protocol services to Officials of the Ministry and other stakeholders and Partners	MoF	x	x	x	x	50,240,380	-	-	-		x	Public Relations	All Divisions Service Providers
Deepen accountability and transparency through the RTI desk	MoF	x	x	x	x	50,000	-	-	-		x	Public Relations	All Divisions
Organize staff durbars and other staff engagement programmes	MoF	x	x	x	x	1,405,422	-	-	-		x	Public Relations	All Divisions
Audit assignments on assessment of internal controls	IAD, MoF	x	x	x	x	280,000.00	-	-	-		x	Internal Audit Directorate	All Divisions/ Directorate s/Units of MoF
Review of MOF's adherence to commitment control measures	IAD, MoF	x	x	x	x	180,000.00	-	-	-		x	Internal Audit Directorate	Procurement Division
MOF engagements with the Public Accounts Committee (PAC) of parliament on Auditor General's reports.	MoF and Parliament	x	x	x	x	300,000.00	-	-	-		x	Public Accounts Committee of Parliament	Divisions and Agencies of MoF
Special assignments as requested by Management	MoF	x	x	x	x	300,000.00	-	-	-		x	Internal Audit Directorate	All Agencies/ Divisions/ Directorate



													s/Units of MoF
Quarterly meetings of the MOF Audit Committee for review of internal and external audit reports and other monitoring reports	MoF	x	x	x	x	200,000.00	-	-	-		x	Internal Audit Directorate	All Divisions/ Directorate s/Units of MoF
Operationalization of MOF Enterprise Risk Management Systems	MoF	x	x	x	x	400,000.00	-	-	-		x	Internal Audit Directorate	All Divisions/ Directorate s/Units of MoF
Preparation of the MOF Annual Statement on the status of implementation of audit recommendations	IAD, MoF	x	x	N/A	N/A	150,000.00	-	-	-		x	Internal Audit Directorate	All Divisions/ Directorate s/Units of MoF
Review of Annual Statements on the status of implementation of audit recommendations submitted by Covered Entities to the Minister for Finance	IAD, MoF	N/A	N/A	x	x	220,000.00	-	-	-		x	Internal Audit Directorate	Covered Entities
Conduct continuous audit, compliance & performance analysis of financial transactions of MoF for process improvement.	IAD, MoF	x	x	x	x	320,000.00	-	-	-		x	Internal Audit Directorate	Accounts Unit



6.5.2 Legal

Objective: Strengthen institutional systems to improve compliance with PFM laws, regulations, and policies													
Programme: Strengthen Compliance in line with existing Civil/Public Service Laws, Rules and Regulations													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Coordinate drafting instructions on Public Financial Management Laws	Legal	x	x	x	x	-	-	-	-		x	Legal	OoAG&MoJ
Prepare contracts documents for this Ministry	Legal	x	x	x	x	-	-	-	-		x	Legal	
Documents (commercial contracts, financing, and consultancy agreements) referred to the Directorate	Legal	x	x	x	x	-	-	-	-		x	Legal	
Legal Advisory	Legal	x	x	x	x	-	-	-	-		x	Legal	
Coordinate nominees to statutory boards and committee	Legal	x	x	x	x	-	-	-	-		x	Legal	Hon. Minister's secretariat
Coordinate the re-constitution of statutory Boards/Committees	Legal	x	x	x	x	-	-	-	-		x	Legal	Hon. Minister's secretariat
Court proceedings attended in collaboration with the Office of the Attorney General, to defend the Ministry in court cases	Legal	x	x	x	x	-	-	-	-		x	Legal	OoAG&MoJ
Office of the Attorney General liaised within the settlement and payment of judgment debts, compensation claims and other garnishee orders, drafting and finalizing of legal opinions, drafting and review of agreements and laws	Legal	x	x	x	x	-	-	-	-		x	Legal	OoAG&MoJ



Objective: Strengthen institutional systems to improve compliance with PFM laws, regulations, and policies													
Programme: Strengthen Compliance in line with existing Civil/Public Service Laws, Rules and Regulations													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
DTAs and BITs negotiated in collaboration with the Revenue Policy Division, Ghana Revenue Authority and Ghana Investment Promotion Centre	Legal	x	x	x	x	-	-	-	-		x	Legal	RPD, GRA, GIPC
Quarterly Ministerial Advisory Board (MAB) Meetings	Legal	x	x	x	x	-	-	-	-		x	Legal	Hon. Minister's Secretariat
Quarterly Inter-Ministerial Committee (IMC) on (AML/CFT) coordinated in collaboration with FIC	Legal	x	x	x	x	-	-	-	-		x	Legal	FIC
Annual Bar Conference	Legal		x	x	x	300,000	-	-	-		x	Legal	
Represent this Ministry in negotiation meetings	Legal	x	x	x	x	-	-	-	-		x	Legal	
Value for money assessment service providers' fees and related expenses paid	Legal	x	x	x	x	-	-	4,949,757.55	-		x	Legal	Procurement, Accounts and Internal Audit
Divisional Retreat	Legal	x		x	x	275,781		100,000			x	Legal	



6.5.3 Institute of Accountancy Training

Objective: - Enhance staff capacity for effective and efficient performance. - Obtain necessary Legislative approvals for IAT													
Programme: Development of Human and Institutional Capacity													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Secure the necessary LI to formalise the Institute's legal status.	Adenta	x	x	x	x	195,888.70	-	-	-		x	IAT	MoF, CAGD, OHCS
Obtain institutional accreditation	Adenta	x	x	x	x	153,608.38	-	199,462.76	-	x		IAT	MoF, OHCS, Civil and Public Service Staff
Recruit Critical Staff	Adenta	x	x	x	x	160,115.06	-	-	-	x			MoF, CAGD, OHCS
Mandatory Service Training Scheme in Public Financial Management (PFM)	Adenta	x	x	x	x	344,250.06	-	-	-	x		IAT	MoF, OHCS, Civil and Public Services
Improve ICT Infrastructure	Adenta	x	x	x	x	762,567.00	-	-	-	x		IAT	MoF, CAGD
Secure Motor Vehicle, Plant and Machinery	Adenta	x	x	x	x	5,000,192.00	-	-	-	x		IAT	MoF, CAGD



6.5.4 Policy Coordination, Monitoring and Evaluation

Objective: - Enhance coordination and implementation of sector policies, plans and programmes - Promote prudent public expenditure management - Improve human resource and institutional management capacity													
Programme: Strengthen Monitoring and Evaluation Systems													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Capacity development	MoF, PCMED	x	x	x	x	4,500,000	-	-	-		x	PCMED	
Prepare 2027 Annual Work Plans	MoF, PCMED			x	x	650,000	-	-	-		x	PCMED	DADS
2030- 2033 Sector Medium-Term Plan	MoF, PCMED	x	x	x	x	5,000,000	-	-	-		x	PCMED	DADs
Prepare 2025 MoF Annual Progress Report	MoF, PCMED	x				2,000,000	-	-	-		x	PCMED	DADs
Prepare MoF Annual Performance Reports	MoF, PCMED	x				2,000,000	-	-	-		x	PCMED	DADs
Prepare 2026 MoF Annual Budget Performance Report	MoF, PCMED	x				1,000,000	-	-	-		x	PCMED	DADs



Prepare MoF Quarterly/Annual Budget Performance Reports	MoF, PCMED	x	x	x	x	2,200,000	-	-	-		x	PCMED	DADs
Organise MoF Budget Committee Meetings	MoF, PCMED	x	x	x	x	450,000	-	-	-		x	PCMED	DADs
Implement the Construction of the Ministry of Finance Head Office Expansion Project-1101124001	MoF, PCMED	x	x	x	x	1,000,000	-	-	-		x	PCMED	DADs
Implement the Construction of the Ministry of Finance Campus	MoF PCMED	x	x	x	x	2,500,000	-	-	-		x	PCMED	
Monitor the 2026 Policy Initiatives and Budget Actions of government	MoF, PCMED	x	x	x	x	100,000	-	-	-		x	PCMED	DADs
Develop the 2027 MoF Calendar of Events	MoF, PCMED	x	x	x	x	100,000	-	-	-		x	PCMED	DADs
Physical projects and Departments, Agencies and Divisions monitoring conducted	MoF, PCMED	x	x	x	x	6,000,000	-	-	-		x	PCMED	DADs

Objective:

- Enhance coordination and implementation of sector policies, plans and programmes
- Monitor implementation of the National Budget
- Unravel causes of deviations between planned outputs/outcomes and their respective actuals for informed decision making

Programme: Effective Coordination of Programmes and Projects



Maintain MIS	PCMED	x	x	x	x	150,000	-	-	-	x		PCMED	DADs
Monthly Project Inspection /site meetings reports	PCMED	x	x	x	x	110,400	-	-	-	x		PCMED	DADs
MoF EPC Reports	PCMED	x	x	x	x	46,800	-	-	-	x		PCMED	DADs
Projects Quarterly Review Reports	PCMED	x	x	x	x	93,600	-	-	-	x		PCMED	DADs
Public Investments Units Quaterly Reports	PCMED	x	x	x	x	88,000	-	-	-	x		PCMED	DADs
Public Investments Capacity Development	PCMED	x	x	x	x	1,661,200	-	-	-	x		PCMED	DADs

BUDGET PROGRAMME AREA 2: ECONOMIC POLICY MANAGEMENT

6.2.5 Research

Objective:

- Ensure sustainable fiscal deficit of 0.7% of GDP by 2028
- Ensure sustainable public sector wage bill of 5% of GDP by 2028
- Ensure sustained primary balance (commitment) of 1.5% surplus of GDP from 2025 to 2028

Programme: Prudent Public Financial Management

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating



Fiscal Risk Statement prepared as input into 2030 FSD	Research Division	x				110,000	-	-	-		x	Research Division	BoG, DADs SIGA, NPRA CAGD, Budget Office
Biannual Fiscal Risk Report	Research Division		x		x	465,200	-	-	-		x	Research Division	BoG, DADS, SIGA, NPRA, CAGD, Budget Office
2029 Forecast Evaluation Report	Research Division			x		132,800	-	-	-	x		Research Division	DADs, GSS, GRA
2029 Fiscal Risk Statement	Research Division			x	x	133,800	-	-	-	x		Research Division	BoG, Budget Office, GRA, CAGD, DADs SIGA
Organization of Quarterly Fiscal Risk Committee Meetings	Research Division	x	x	x	x	455,520	-	-	-		x	Research Division	BoG, Budget Office, GRA, CAGD, DADs SIGA
Policy Briefs/Fiscal Risk Alert (Finalization and publication of Research Papers on fiscal risk management)	Research Division			x	x	198,600	-	-	-		x	Research Division	BoG, DADs, SIGA, NPRA CAGD, Budget Office
Fiscal Impact Analysis on Bills/policies	Research Division	x	x	x	x	312,500	-	-	-		x	Research Division	MDAs
FRU Performance Report	Research Division	x	x	x	x	100,000	-	-	-		x	Research Division	FRU
Produce ECOWAS Multilateral Surveillance Reports (Full Year and Half Year Reports)	Research Division	x		x		440,000	-	-	-		x	Research Division	
Produce ECOWAS Regional Economic Outlook Report	Research Division		x			220,000	-	-	-		x	Research Division	
Produce ECOWAS Multi-Year Convergence Report	Research Division			x		220,000	-	-	-		x	Research Division	



Produce the AU 0.2% Import Levy Report	Research Division	x	x	x	x	572,000	-	-	-		x	Research Division	
Produce 2 papers on Economic and Regional Integration Issues	Research Division		x		x	286,000	-	-	-		x	Research Division	
Participate in Regional Statutory AU-F15 meetings	Research Division	x	x	x	x	1,076,736	-	-	-		x	Research Division	
Participate in Regional Statutory AU STC meetings	Research Division		x		x	811,056	-	-	-		x		
Participate in Regional Statutory ECOWAS AFC meetings	Research Division		x		x	807,872	-	-	-		x	Research Division	
Participate in Regional Statutory ECOWAS Council of Ministers and Summit meetings	Research Division		x		x	793,520	-	-	-		x	Research Division	
Participate in Regional Statutory ECOWAS Single Currency meetings	Research Division	x	x	x		1,587,040	-	-	-		x	Research Division	
Participate in WAMA/WAMZ/WAIF EM statutory meetings	Research Division	x		x		984,320	-	-	-		x	Research Division	
Participate in Other Statutory Meetings as when they are called	Research Division	x	x	x	x	966,320	-	-	-			Research Division	
Organize quarterly AU Import Levy Reconciliation Meeting by end of each quarter	Research Division	x	x	x	x	572,000	-	-	-	x		Research Division	
Organize ECOWAS Multilateral Surveillance Committee Meetings by end of each quarter	Research Division	x	x	x	x	440,000	-	-	-	x		Research Division	
Organize ECOWAS Multi-Year	Research Division			x		220,000	-	-	-		x	Research Division	



Convergence Committee Meetings by end of the third quarter													
Coordinate all Joint Multilateral Surveillance Missions (ECOWAS/WAMA/WAMI/EBID) by end Dec	Research Division		x		x	144,900	-	-	-		x	Research Division	
Produce Annual Macroeconomic Performance Report	Research Division			x		60,000	-	-	-		x	Research Division	
Organize EPCC quarterly Meeting by end of each quarter	Research Division	x	x	x	x	70,000	-	-	-		x	Research Division	
Coordinate all IMF Missions (Staff visits /TA Missions) by end Dec	Research Division	x	x	x	x	80,000	-	-	-		x	Research Division	
Produce Employment research paper based on most recent GLSS survey	Research Division				x	40,000	-	-	-		x	Research Division	
Produce Paper analyzing income inequality in Ghana	Research Division	x	x	x	x	40,000	-	-	-		x	Research Division	
Prepare 2029 - 2032 Medium-Term Fiscal Framework	Research Division		x	x	x	40,000	-	-	-		x	Research Division	
Produce 2029 Fiscal Strategy Document, Cabinet Memo, and Cabinet Presentation	Research Division	x	x	x	x	60,000	-	-	-		x	Research Division	
Produce Quarterly Fiscal Report with lag of six weeks	Research Division	x	x	x	x	30,000	-	-	-		x	Research Division	
Compile Government Financial Statistics data and submit to the IMF	Research Division	x	x	x	x	35,000	-	-	-		x	Research Division	



Operationalize a functional, credible and integrated database on socio-economic indicators	Research Division	x	x	x	x	0	-	-	-	x		Research Division	
Build capacity in economic database management		x	x	x	x	320,000	-	-	-	x			
Provide logistics to support the database management		x	x	x	x	0	-	-	-	x			
Develop Policy Simulation models and techniques relevant to Ghana	Research Division	x	x	x	x	0	-	-	-	x		Research Division	
Coordinate Quarterly FPP Technical Working Group workshops		x	x	x	x	550,000	-	-	-		x		
Build capacity in economic policy simulation models and techniques	Research Division	x	x	x	x	450,000	-	-	-	x			
Produce at least 2 Economic Policy Research on topical Issues			x		x	250,000	-	-	-		x		
Participate in Economic Policy and Research Seminars	Research Division	x	x	x	x	150,000	-	-	-		x	Research Division	
Create and maintain at least two structured Economic Policy Dialogue Platforms with key stakeholders (Academia, Private Sector, CSOs and MDAs)	Research Division	x	x	x	x	1,200,000	-	-	-		x	Research Division	
Organize at least quarterly Brown Bag		x	x	x	x	150,000	-	-	-		x		



Policy Dissemination Sessions in MOF													
Build capacity in economic policy and research communication and techniques	Research Division	x	x	x	x	460,000	-	-	-		x		

6.2.6 Real Sector

Objective:

- Real GDP growth of 4.8 percent by 2028
- Non-Oil Real GDP of 4.9 percent by 2028
- Tax Revenue to GDP of 16.8 percent by 2028
- Debt to GDP of 55 percent by 2028
- Ensure a primary balance of a surplus of 1.5 percent of GDP

Programme: Strengthened Capacity for Economic Management

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IGF	Other	New	Ongoing	Lead	Collaborating
Implement staff capacity building initiatives	RSD	x	x	x	x	15,007,000	-	-	-		x	RSD	Human Capital Unit
Establish a regulatory compliance framework and tools	RSD	x	x	x	x	2,000,000	-	-	-		x	RSD	Legal, Budget, Compliance Division
Develop a regulatory audit and monitoring instruments	RSD	x	x	x	x	1,500,000	-	-	-		x	RSD	Legal, Budget, Compliance Division
Upgrade ICT infrastructure	RSD	x	x	x	x	150,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Establish interoperable data systems	RSD	x	x	x	x	200,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept



Conduct technical training	RSD	x	x	x	x	150,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Digitise Real Sector dashboards	RSD	x	x	x	x	200,000,000	-	-	-		x	RSD	ICT Unit, Stats Dept
Implement green financing strategy	RSD	x	x	x	x	3,200,000	-	-	-		x	RSD	Budget, Dev. Partners
Undertake climate finance training programme	RSD	x	x	x	x	3,000,000	-	-	-		x	RSD	Budget, Dev. Partners
Develop climate finance tracking and reporting tools	RSD	x	x	x	x	3,000,000	-	-	-		x	RSD	Budget, Dev. Partners
Develop annual Real Sector Performance Reports	RSD	x	x	x	x	1,800,000	-	-	-		x	RSD	GSS
Develop Real Sector Macroeconomic Modelling tools	RSD	x	x	x	x	1,800,000	-	-	-		x	RSD	GSS
Staff training in CGE and IO models	RSD	x	x	x	x	1,800,000	-	-	-		x	RSD	GSS
Mining & Industry Sector Performance Reviews	RSD	x	x	x	x	200,000	-	-	-		x	RSD	MoTAI, Minerals Commission
Road & Transport Infrastructure Monitoring Reports	RSD	x	x	x	x	600,000	-	-	-		x	RSD	MoRoads, GHA, NRSC
Conduct Infrastructure Gap Analysis	RSD	x	x	x	x	600,000	-	-	-		x	RSD	MoRoads, GHA, NRSC
Public Investment Performance Reviews	RSD	x	x	x	x	600,000	-	-	-		x	RSD	MoRoads, GHA, NRSC
Monitor Service Sector Budget Allocations	RSD	x	x	x	x	500,000	-	-	-		x	RSD	MoE, GTEC. Budget
Produce Service sector performance report	RSD	x	x	x	x	500,000	-	-	-		x	RSD	MoE, GTEC. Budget
Develop service sector database	RSD	x	x	x	x	500,000	-	-	-		x	RSD	MoE, GTEC. Budget, GSS, MoTAI



Monitor LEAP, NHIS and Education Spending	RSD	x	x	x	x	800,000	-	-	-		x	RSD	MoGCSP, NHIA, MoE
Monitor LEAP, NHIS and Education Spending	RSD	x	x	x	x	800,000	-	-	-		x	RSD	MoGCSP, NHIA, MoE
Develop Social Financing Dashboard	RSD	x	x	x	x	800,000	-	-	-		x	RSD	MoGCSP, NHIA, MoE
Agricultural Investment Monitoring Report	RSD	x	x	x	x	2,000,000	-	-	-		x	RSD	MoFA, GIDA, COCOBOD
Develop Agri-Finance Indicators	RSD	x	x	x	x	2,000,000	-	-	-		x	RSD	MoFA, GIDA, COCOBOD
GHG & Energy Transition Policy Briefs	RSD	x	x	x	x	2,000,000	-	-	-		x	RSD	Energy Commission, GNPC, EPA
Energy Subsidy Analysis	RSD	x	x	x	x	200,000	-	-	-		x	RSD	Energy Commission, GNPC, EPA
Publish GHEITI Reports	RSD	x	x	x	x	200,000	-	-	-		x	RSD	HEITI Sec., EPA, CSOs
Develop ESG Baseline Study	RSD	x	x	x	x	200,000	-	-	-		x	RSD	HEITI Sec., EPA, CSOs

6.5.7 Ghana Statistical Service

Objective: Improve methodologies, capacity to analyse and disseminate data in disaggregated form from multiple data sources													
Programme: Enhance Data Production and Coordination of Statistical Programmes													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	DP	New	Ongoing	Lead	Collaborating
Produce Annual GDP	GSS	x	x	x		1,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, e.t.c)
Produced Nominal GDP	GSS	x	x	x	x	2,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, e.t.c)



Produce Real GDP	GSS	x	x	x	x	2,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, e.t.c)
Produce Quarterly GDP	GSS	x	x	x	x	2,000,000	-	-	1,000,000		x	GSS	MDAs (MoF, BoG, GRA, CAG, e.t.c)
Produce CPI/Inflation Monthly	GSS	x	x	x	x	3,000,000	-	-	2,000,000		x	GSS	MoF
Produce CPI Newsletters Monthly	GSS	x	x	x	x	200,000	-	-			x	GSS	MoF
Produce PPI	GSS	x	x	x	x	4,000,000	-	-	2,000,000		x	GSS	MoF
Produce PPI Bulletins	GSS	x	x	x	x	1,000,000	-	-	1,000,000		x	GSS	MoF
Produce Trade reports	GSS	x	x	x	x	2,000,000	-	-	2,000,000		x	GSS	GRA, BoG & MoTI
Conduct Annual Labour force survey	GSS				x	19,000,000	-	-	26,000,000		x	GSS	MoF
Produce, publish and disseminate reports on administrative data and big data	GSS				x	5,000,000	-	-	9,000,000		x	GSS	All MDAs
Conduct and disseminate Migration report from survey	GSS				x	3,500,000	-	-	2,000,000		x	GSS	
Conduct and disseminate User satisfaction survey	GSS				x	3,500,000	-	-			x	GSS	
Conduct Annual Informal Road and Water survey	GSS				x	2,100,000	-	-	2,100,000		x	GSS	
Conduct Ghana Census of Agriculture (GCA++)	GSS				x	-	-	-	30,500,000		x	GSS	MoFA & DP



Conduct Ghana Living Standards Survey (GLSS) Round 9	GSS				x	30,000,000	-	-	63,000,000		x	GSS	MoE, GES & DP
Update National Master Sampling Frame	GSS				x	5,000,000	-	-	5,400,000		x	GSS	All MMDAs
Resolve District Boundary dispute	GSS				x	6,000,000	-	-	6,200,000		x	GSS	MLGS, Land Commissions (SMD), EC, Boundary Dispute Commission, Land Use and Spatial Planning Authority (LUSPA)
Conduct preparatory activities for the 2030 cycle of PHC	GSS				x	50,000,000	-	-	50,000,000		x	GSS	MoF
Objective: • Ensure retention of qualified statistical personnel • Ensure comprehensive data governance framework													
Programme: Modernise Statistical Infrastructure and Enhance Administrative Capacity and Financial Management													
Employ 30 New Staff	GSS	x	x	x	x	1,100,000	-	-		x		GSS	PSC, FWSC & MoF
Build capacity of GSS Staff	GSS	x	x	x	x	26,000,000	-	-			x	GSS	All MDAs
Improve ICT and Office Infrastructure	GSS				x	25,000,000	-	-	30,000,000		x	GSS	MoF
Produce and Publish Data Sharing Policies	GSS	x	x	x	x	2,500,000	-	-	1,000,000		x	GSS	All MDAs
Sign MoU on data sharing	GSS	x	x	x	x	500,000	-	-	500,000		x	GSS	All MDAs
Operationalize Data Quality Assurance Framework (DQAF)	GSS	x	x	x	x	1,200,000	-	-	1,000,000		x	GSS	All MDAs



and National Reporting Platform (NRP)													
Operationalize NSDS III	GSS	x	x	x	x	-	-	-	3,000,000		x	GSS	All MDAs

6.5.8 Public Investment and Assets

Objective: Improve the legal, regulatory, and institutional framework for the management of the state’s interests in Specified Entities													
Programme: Strengthen Regulatory Framework for the Management of the State’s Interests in SEs and Non-Financial Assets													
Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating	
Facilitate the harmonization of the laws governing the management and governance of Specified Entities.	MoF	x	x	x	x	4,500,000	-	750,000	x		PIAD (PEAU)	SIGA, Parliament	
Coordinate the implementation of the State Ownership Policy	MoF	x	x	x	x	750,000	-	7,500,000	x		PIAD (PEAU)	SIGA, Specified Entities	
Coordinate the development of a comprehensive law for state ownership	MoF	x	x	x	x	1,500,000	-	500,000	x		PIAD (PEAU)	SIGA, Parliament	
Coordinate the activities of the National Assets Management Working Committee	MoF	x	x	x	x	130,000	-	4,000,000	x		PIAD (PEAU)	NAMWC	
Coordinate the development and maintenance of a National Asset Register	MoF	x	x	x	x	8,000,000	-	1,000,000	x		PIAD (PEAU)	NAMWC, CAGD	



Coordinate the implementation of the National Fixed Asset Management Policy and Guidelines	MoF	x	x	x	x	1,500,000	-	3,000,000	x		PIAD (PEAU)	NAMWC
Coordinate the development of a comprehensive law for the management of the fixed assets of the state	MoF	x	x	x	x	4,000,000	-	-	x		PIAD (PEAU)	NAMWC, Parliament
Objective: Strengthen technical capacity for the efficient management of public investments by PIUs and EPCs												
Programme: Adequate Technical Capacity for the Efficient Management of Public Investments												
Strengthen institutional capacity for project preparation, appraisal, and implementation.	MoF	x	x	x	x	3,000,000	-	3,000,000		x	PIAD (PIPU)	MDAs, MMDAs
Improve technical skills in public investment management through targeted training and capacity-building programs.	MoF	x	x	x	x	2,500,000	-	4,600,000		x	PIAD (PIPU)	MDAs, MMDAs
Enhance the use of technology (systems, etc) in public investment management.	MoF	x	x	x	x	9,500,000	-	12,200,000		x	PIAD (PIPU)	MDAs, MMDAs
Organize regular training workshops, seminars, and certification programs on PPP concepts, project structuring, financial modeling, risk assessment, value for money analysis, and legal frameworks. 2. Facilitate internal	MoF	x	x	x	x	-	-	5,523,648		x	PIAD (PPP Office)	MDAs, MMDAs



knowledge exchange sessions, mentorship programs, and learning-by-doing initiatives through collaboration on live projects. 3.Engage experienced local and international PPP consultants to provide hands-on support and on-the-job training during project development and transaction stages. 4. Develop and disseminate manuals, and templates to guide staff through each phase of the PPP project cycle												
Objective: - Enhance compliance with established PIM procedures and guidelines - Improve on electronic data management system for the management of all investment projects												
Programme: Project Management Improvement Programme												
Strengthen oversight by creating Public Investment Units and Entity Project Committees within MDAs to facilitate the PIM process and monitor adherence to PIM regulations.	MoF	x	x	x	x	4,000,000	-	GHC 7,065,000.00		x	PIAD (PIPU)	MDAs, MMDAs
Establish periodic project monitoring track adherence levels and address gaps.	MoF	x	x	x	x	3,000,000	-	GHC 565,000.00		x	PIAD (PIPU)	MDAs, MMDAs



Foster a culture of compliance by engaging MDAs, civil society, and development partners in PIM awareness initiatives.	MoF	x	x	x	x	2,500,000	-	1,065,000		x		
Implement digital solutions, such as an Integrated Bank of Projects (IBP), to streamline project submission, evaluation, and monitoring.	MoF	x	x	x	x	10,500,000	-	31,565,000		x	PIAD (PIPU)	MDAs, MMDAs
Objective: Enhance compliance in line with the PPP Act, 2020 (Act 1039)												
Programme: Strengthened the Implementation of the Public Private Partnership Act 2020, Act (1039)												
Organize stakeholder sensitization workshop for contracting Authorities and Institutional actors	MoF			x	x	-	-	10,460,980		x	PIAD (PPP Office)	MDAs, MMDAs
Develop and disseminate guidelines, manuals and templates to guide staff through each phase of the PPP Project Cycle	MoF	x	x	x	x	-	-	850,000		x	PIAD (PPP Office)	MDAs, MMDAs
Organise Monitoring Visits for PPP Projects under implementation	MoF	x	x	x	x	-	-	560,037.89		x	PIAD (PPP Office)	MDAs, MMDAs
Organise Meetings for the PPP Committee and Fiscal Commitment and Technical Committee	MoF	x	x	x	x	-	-	384,500		x	PIAD (PPP Office)	MDAs, MMDAs
Develop Annual Reports on PPPs	MoF	x			x	-	-	1,200,614		x	PIAD (PPP Office)	MDAs, MMDAs



Review pre-feasibilities, feasibilities, bidding documents and concession agreements	MoF	x	x	x	x	656,916.48	-	-		x	PIAD (PPP Office)	MDAs, MMDAs
Purchase and disseminate copies of PPP Regulations	MoF			x	x	-	-	150,000		x	PIAD (PPP Office)	MDAs, MMDAs
Organise Sensitizations on PPP Regulations	MoF			x	x			GHC 10,460,980.00		x	PIAD (PPP Office)	MDAs, MMDAs

6.5.9 Financial Sector

Objective: Promote the development of a robust and inclusive financial sector

Programme: Promotion of Financial Innovation and Inclusion

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Roll out Financial Literacy and Awareness Programs		x	x	x	x		-	-	2,000,000		x	FSD	Financial Institutions, Financial Sector Regulators
Stakeholder Engagements to Encourage Financial Institutions to Develop Gender-Inclusive Financial Products		x	x	x	x	1,500,000	-	-			x	FSD	
Strengthening Government-Industry Collaboration through stakeholder engagement and Events		x	x	x	x	550,000	-	-		x		FSD	Fintech companies, Fintech associations, Financial sector regulators.
Embark on Digital and Financial Literacy Campaigns		x	x	x	x	-	-	-	1,000,000	x		FSD	



Collaborate with financial sector regulators to bridge the supervisory gap for sector resilience		x	x	x	x	450,000	-	-		x		FSD	Financial sector regulators, financial institutions, GES and Ministry of Education
Conceptualize and design practical market-oriented reforms in collaboration with key players for resilient and economic growth		x	x	x	x	1,200,000	-	-		x		FSD	Financial sector regulators, financial institutions
Engage key stakeholders to ensure that every stage of consultation in product development is adopted.		x	x	x	x	-	-	-	1,000,000	x		FSD	Financial sector regulators, financial institutions

6.5.10 Financial Intelligence Centre

Objective: - Continue capacity building programme on AML/CFT & CPF for DNFBP. - Ensure the retention of professionals within AML/CFT of FIC - Strengthen dialogue between regulators and supervisory authorities													
Programme: Economic Crime Combat Programme													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Build Capacity of FIC Staff and equip them with necessary tools and skills.	Nationwide Sensitization.	x	x	x	x	5,000,000	-	-	-		x	FIC	
Build capacity of Regulatory Bodies	Nationwide Sensitization.	x	x	x	x	2,500,000	-	-	-		x	FIC	BoG, SEC, NIC, Gaming Commission, REAC, NPRA,



Build capacity of Accountable Institutions notably Financial Institutions, Non- Bank Financial Institutions, Non- Governmental & DNFBPs.	Nationwide Sensitization.	x	x	x	x	2,500,000	-	-	-		x	FIC	Accountable Institution and NPOS
Build capacity of Law Enforcement agencies (LEAs) which collaborate with the FIC to carry out its mandate.	Nationwide Sensitization.	x	x	x	x	2,500,000	-	-	-		x	FIC	NSCS, GPS, EOCO, NIB, NACOC, GRA
Nationwide Sensitization of CSOs.	Nationwide Sensitization.	x	x	x	x	2,500,000	-	-	-		x	FIC	CSOs

BUDGET PROGRAMME AREA 3: RESOURCE MOBILISATION AND MANAGEMENT PROGRAMME

6.3.11 Revenue Policy

Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Conduct compliance audit for selected Covered Entities	MoF	x	x	x	x	120,000.00	-	-	-		x	RPD	MDAs



Objective: • Widen the tax net • Enhance Compliance and Enforcement processes and procedures • Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Regularly review and rationalize all tax expenditures	MoF		x	x	x	50,000.00	-	-	-		x	RPD	GRA
Expand Regional Treaty network with Member States to support the African Continental Free Trade Agreement (AfCFTA) and ECOWAS Protocols	MoF		x	x	x	70,000.00	-	-			x	RPD	GRA
Develop a whole-of-government approach to tackle international tax crimes and Illicit Financial Flows	MoF		x	x	x	80,000.00	-	-	-		x	RPD	GRA, FIC, EOCO, BOG
Enhance transfer pricing regulations to include small and medium-sized enterprises (SMEs) and to conduct efficient risk-based audits	MoF	x	x	x	x	75,000.00	-	-	-		x	RPD	GRA
Create a nexus that addresses transfer pricing involving customs duties in international	MoF	x	x	x	x	75,000.00	-	-	-		x	RPD	GRA



Objective: - Widen the tax net - Enhance Compliance and Enforcement processes and procedures - Enhance seamless taxpayer service delivery													
Programme: Improve Revenue Management and Administration													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
trade and income tax by MNEs													
Enhance taxation of income from rents	MoF	x	x	x	x	50,000.00	-	-	-		x	RPD	GRA

6.3.12 External Resource Mobilisation

Objective: - Diversify sources of external funding - Promote Ghana's investment attractiveness through reforms and transparency - Strengthen technical and negotiation skills of staff - Improve data collection, analysis, and reporting on development cooperation - Strengthen strategic engagement with bilateral donors													
Programme: External Resource Mobilisation and Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Enhance stakeholder engagement and documentation	MoF	x	x	x	x	-	-	-	-		x	ERM	
Foster strong economic partnerships with development actors to attract trade and investment	MoF	x	x	x	x	-	-	-	-		x	ERM	
Enhance regional economic partnerships and prospects	MoF	x	x	x	x	-	-	-	-		x	ERM	
Undertake strategic communication to facilitate economic collaboration	MoF	x	x	x	x	-	-	-	-		x	ERM	
Enhance monitoring and evaluation	MoF	x	x	x	x	-	-	-	-		x	ERM	
Strengthen financial management systems	MoF	x	x	x	x	-	-	-	-		x	ERM	



Promote transparency and accountability	MoF	x	x	x	x	-	-	-	-		x	ERM	
Establish Strategy implementation and governance structures	MoF	x	x	x	x	-	-	-	-		x	ERM	
Improve visibility of ERM	MoF	x	x	x	x	-	-	-	-		x	ERM	
Establish a comprehensive information hub to enhance communication efficiencies	MoF	x	x	x	x	-	-	-	-		x	ERM	
Improve operational efficiencies	MoF	x	x	x	x	-	-	-	-		x	ERM	
Establish and strengthen the research committee	MoF	x	x	x	x	-	-	-	-		x	ERM	
Enhance data management and training on DCMIS	MoF	x	x	x	x	-	-	-	-		x	ERM	
Adapt to emerging trends	MoF	x	x	x	x	-	-	-	-		x	ERM	
Optimise the Division's structure for enhanced performance	MoF	x	x	x	x	-	-	-	-		x	ERM	
Develop Talent to meet the current and future needs of the Division	MoF	x	x	x	x	-	-	-	-		x	ERM	
Establish performance management as a tool for measuring productivity and Growth	MoF	x	x	x	x	-	-	-	-		x	ERM	

6.5.13 Ghana Revenue Authority

Objective:

- Widen the tax net
- Enhance Compliance and Enforcement processes and procedures
- Enhance seamless taxpayer service delivery

Programme: Improve Revenue Management and Administration

Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating
Increase revenue collection	GRA	x	x	x	x	218,108,677.86	-	-		x	GRA	-
Increase Taxpayer population	GRA	x	x	x	x		-	-		x	GRA	-



Measure on-time filing rate	GRA	x	x	x	x		-	-		x	GRA	-
Measure on-time payment rate	GRA	x	x	x	x		-	-		x	GRA	-
Assess debt-to-revenue ratio	GRA	x	x	x	x		-	-		x	GRA	-
Enhance turnaround time at the Ports	GRA	x	x	x	x		-	-		x	GRA	-
Increase cargo cleared under green channel to total of cargo cleared (%)	GRA	x	x	x	x		-	-		x	GRA	-
Reconcile revenue figures with Stakeholders	GRA	x	x	x	x	1,827,970.08	-	-		x	GRA	-
Organise Tax and Good Governance month	GRA	x	x	x	x	1,825,050.00	-	-		x	GRA	-
Assess taxpayer satisfaction	GRA	x	x	x	x	9,855,270.00	-	-		x	GRA	-
Assess taxpayer knowledge of tax laws and processes	GRA	x	x	x	x		-	-		x	GRA	-
Improve public perception of GRA	GRA	x	x	x	x	20,148,552.00	-	-		x	GRA	-
Assess staff satisfaction level	GRA	x	x	x	x		-	-		x	GRA	-
Undertake internal and external TADAT assessments	GRA	x	x	x	x	10,398,503.43	-	-		x	GRA	-
Prepare Annual Reports and Financial Statement	GRA	x	x	x	x	1,993,401.74	-	-		x	GRA	-
Upgrade viable Sub-Offices and set-up new operational offices	GRA	x	x	x	x	297,220,082.91	-	-		x	GRA	-



Increase staff knowledge of tax laws and processes	GRA	x	x	x	x	1,003,777.50	-	-		x	GRA	-
Expand digitalisation	GRA	x	x	x	x	296,512,192.65	-	-		x	GRA	-
Implement ISO/IEC27001:2013 Information Security	GRA	x	x	x	x	1,463,690.10	-	-		x	GRA	-
Expand the use of third-party data	GRA	x	x	x	x	4,553,607.43	-	-		x	GRA	-
Identify and rope in online business entities	GRA	x	x	x	x	-	-	-		x	GRA	-
Increase VAT penetration and yield	GRA	x	x	x	x	-	-	-		x	GRA	-

6.5.14 Independent Tax Appeals Board

Objective:

- Widen the tax net
- Enhance Compliance and Enforcement processes and procedures
- Enhance seamless taxpayer service delivery

Programme: Improve Revenue Management and Administration

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IGF	Other	New	Ongoing	Lead	Collaborating
Institutional capacity development	ITAB	x	x	x	x	2,500,000.00	-	65,500.00	-		x	ITAB	MOF
Public education and awareness campaign	ITAB	x	x	x	x	500,000.00	-	19,710.00	-	x		ITAB	MOF
Performance monitoring and evaluation programmes	ITAB	x	x	x	x	60,000.00	-	21,190.00	-	x		ITAB	MOF
Deployment of technology and infrastructure systems	ITAB	x	x	x	x	1,200,000.00	-	25,000.00	-		x	ITAB	MOF



BUDGET PROGRAMME AREA 4: EXPENDITURE MANAGEMENT

6.5.15 Budget

Objective:

- Achieve 60% compliance with financial management regulations and reduce arrears by 2029
- Reduce budget preparation delays by 80% and fully operationalise the Hyperion system across all MMDAs by 2029.
- Ensure 100% timely budget allocations and reduce fund transfer delays by 70% by 2029.
- Achieve 80% timely submission of financial data and upgrade GIFMIS for improved reporting by 2029
- Increase MMDAs' internally generated funds (IGF) by 30% and reduce reliance on IGFT by 2029

Programme: Prudent Public Expenditure Management and Budgetary Controls

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Strengthen PFM Enforcement by monitoring compliance	MoF	x	x	x	x	590,000	-	-	-		x	Budget Office (PFM Reforms Unit)	Internal Audit Unit, Internal Audit Agency
Adhere strictly to Cash Management Forecast Targets	MoF	x	x	x	x	650,000	-	-	-		x	Budget Office (PEMU)	MoF Management, BoG
Capacity building for MDAs on sanctions of the PFM as amended	MDAs	x	x	x	x	350,000	-	-	-		x	Budget Office (PFM Reforms Unit)	MoF Offices
Ensure all MDAs capture details of FLG on the Hyperion during budget preparation for implementation on GIFMIS	MDAs			x		200,000	-	-	-		x	Budget Office (FLG Unit)	MDAs, BTAS, ERM, PDMO
Maintain the database for reporting on all foreign loans and grants	MoF	x				200,000	-	-	-		x	Budget Office (FLG Unit)	ERM, PDMO, FSD



Implement operational efficiency to ensure compliance of loans & grants capping limits and collaborate with stakeholders to monitor FLG projects	MoF/Projects site	x	x	x	x	2,000,000	-	-	-		x	Budget Office (FLG Unit)	ERM, PDMO
Nationwide training for budget officers on budget preparation and execution	MDA/MMDA		x			400,000	-	-	-		x	Budget Office (PFM Reforms Unit, BIU)	MDAs/MMDAs
Ensure timely issuance of the 2030 budget guidelines	MoF			x		300,000	-	-	-		x	Budget Office (BDU)	FDU, Cabinet
Refresher training on the Hyperion system	MMDAs	x	x	x	x	800,000	-	-	-		x	Budget Office (BTAS)	MMDA, MLGCRA, OHLGS, FDU
Refresher Training on Oracle Hyperion for users in the MDAs		x	x	x	x	2,000,000	-	-	-		x	Budget Office (BTAS)	MDAs
Coordinate the 2029 Mid-year Budget review	MDAs			x		500,000	-	-	-		x	Budget Office (BDU)	MDAs, CSOs, DADs, Cabinet
Coordinate the preparation of the 2029 full year budget for MDAs	MDAs		x			900,000	-	-	-		x	Budget Office (BDU, BTAS)	MDAs, CSOs, DADs, Cabinet
Coordinate the preparation of the 2030 Budgets for MDAs				x	x	900,000	-	-	-		x	Budget Office (BDU, BTAS)	MDAs, CSOs, DADs, Cabinet
Coordinate the 2028 Mid-year Composite Budget review	MMDAs			x		500,000	-	-	-		x	Budget Office (FDU)	MMDAs, RCCs
Coordinate the preparation of the 2030 Composite budget for MMDAs		x	x	x	x	2,500,000	-	-	-		x	(FDU)	MMDAS



Development of the gender and climate notes as required under the PFM4SD Program	MoF			x	x	2,500,000	-	-	-		x	Budget Office (BTAS Unit)	Climate Unit MDAs/MMD As
Refresher training for MDAs/MMDAs on the gender and climate notes	MDA/MM DAs			x	x	800,000	-	-	-		x	Budget Office (BTAS Unit)	Climate Unit MDAs/MMD As
Development of Climate and Gender Budget and Expenditure Report	MoF		x	x	x	1,500,000	-	-	-		x	Budget Office (BTAS Unit)	UN Sytems Unit Climate Unit National Accounts MDAs/MMD As
Development and launch of the 2028 SDG Budget and Expenditure Report	MoF		x	x	x	1,000,000	-	-	-		x	Budget Office (BTAS Unit)	UN Systems Unit National Accounts MDAs/MMD As
Validation of SDG/Climate and Gender data for the dashboards and interactive reports	MoF		x	x	x	1,250,000	-	-	-		x	Budget Office (BTAS Unit)	MDAs/MMD As
Development of SDG Impact Assessment Report	MoF		x	x	x	2,500,000	-	-	-	x		Budget Office (BTAS Unit)	UN Systems Unit Climate Unit MDAs/MMD As
Refresher training on the Cash Plan Module	MDAs	x	x	x	x	700,000	-	-	-	x		Budget Office (BTAS)	PEMU, MDAs
Strengthen coordination for timely provision of budget ceilings for MPs, RCCs and	Budget Office		x			260,000	-	-	-	x		Budget Office (BDRU, FDU)	MMDAs, MDAs, Parliament, DACF Secretariat



MMDAs for inclusion into budget guidelines													
Implement communication protocols to enable FDU Coordinate fiscal decentralization reporting among key stakeholders	MoF	x	x	x	x	100,000	-	-	-	x		Budget Office (FDU)	MMDAs, GIZ, SIGRA, NDPC
Harmonize wage approvals with fiscal policy through MoF-FWSC collaboration	Budget Office	x	x	x	x	360,000	-	-	-	x		Budget Office (CPMU)	MoF, FWSC
Conduct Nationwide refresher training for Budget Officers & HRs on updated HR Capital Manager for Compensation of Employees Data Capture	MDAs / MMDAs	x	x	x	x	400,000	-	-	-	x		Budget Office (CPMU)	MoF, MDAs, FDU
Review of the Categories, 2, 3 & 4 Allowances	MoF	x	x			700,000	-	-	-	x		MoF / CPMU	MoF, PSC, MDAs, FWSC & MEJL
Implement Fiscal reforms to enhance IGF at MMDAs	MMDAs			x	x	750,000	-	-	-	x		Budget Office (FDU)	MMDAs, MLGCRA, OH LGS
Digitalize of local revenue collection systems	MMDAs	x	x	x	x	500,000	-	-	-	x		Budget Office (FDU)	MMDAs, MLGCRA, OH LGS
Provide Technical assistance to MMDAs on alternative financing	MMDAs	x	x	x	x	840,000	-	-	-	x		Budget Office (FDU)	MMDAs, MLGCRA, OH LGS
Implement bulk releases for MDAs/MMDAs budgets	Budget Office	x	x	x	x	640,000	-	-	-	x		Budget Office (BIU)	CAGD, MDAs, MMDAs



Monitor and update the Commencement Budget Linkage Register	Budget Office	x	x	x	x	400,000	-	-	-	x		Budget Office (BDRU, BIU)	MDAs
Strengthen financial reporting and budget monitoring systems	Budget Office	x	x	x	x	800,150	-	-	-	x		Budget Office (BTAS)	MoF, MDAs, GIFMIS Secretariat

6.5.16 Controller and Accountant General's Department

Objective: • Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability													
Programme: Prudent Public Expenditure Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Linkage of the National Payroll Biodata of GoG employees with the National Identification Authority (NIA) Biodata	CAGD	x	x	x	x	1,095,631.84	-	-	25,904,368.16		x	CAGD	MoF /F&A / ICTM/ORACLE CONSULTANTS / NIA
Payroll data (Active and Pensions) clean-up for effective reporting and accounting	CAGD	x	x	x	x	500,000	-	-	6,028,500		x	CAGD	MoF /F&A /ORACLE CONSULTANTS
Migrate at least, one (1) Public University to the	CAGD	x	x	x	x	200,000	-	-	470,000		x	CAGD	MoF /F&A / MIGRATING



National Payroll System.													INSTITUTION
Pensioner's NIA numbers verified on the Pensions Payroll	CAGD		x	x	x	200,000	-	-	550,000		x	CAGD	MoF /F&A / PENSIONS ASSOCIATIONS/ CAP 30 INSTITUTIONS
Conduct Ten (10) days Functional proficiency capacity building for Payroll staff on the IPPD2 System	CAGD		x	x	x	70,000	-	-	-		x	CAGD	F&A
Three (3) days capacity building on the CAP 30 legal framework for staff of Pensions Directorate	CAGD				x	30,000	-	-	-		x	CAGD	F&A
Reconcile employees' bank details in the IPPD2 with employee-paying - banks and recover unearned salaries	CAGD			x	x	120,000	-	-	-		x	CAGD	F&A



paid to wrong accounts													
Conduct reconciliation of Suspense Account to recover unearned salaries	CAGD	x	x			10,000	-	33,981	-		x	CAGD	F&A
Conduct sensitization on the TPRS Upgraded System for stakeholders	CAGD		x			560,000	-	-	-		x	CAGD	CONSULTANT
Implement salary/pension structure of covered entities on IPPD/FAAB Systems	CAGD	x	x	x	x	271,200	-	271,200	-		x	CAGD	F&A
16 CAGD Regional Directorates re-trained on set-up/termination of validators and training on upload of Pictures of GoG staff on the ESPV System.	CAGD		x			88,683	-	-	-		x	CAGD	F&A
Upgrade of internal and external controls of the ESPV and E-Payslip systems operations	CAGD		x			2,291,132	-	-	-		x	CAGD	F&A / CONSULTANT



Reconcile Non-Tax Revenue (NTR) of 100 Institutions IGF collected and reviewed on GIFMIS	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	TREASURY/GR/MOF/BOG/MDAs/COMM. BANKS
Tax revenue figures with GRA captured, validated and reconciled on GIFMIS	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	TREASURY/GR/MOF/BOG/MDAs/COMM. BANKS
At least 96% of reported cases of unearned salaries by MDAs, MMDAs and Pensioners Association recovered	CAGD	x	x	x	x	200,000	-	-	-		x	CAGD	TREASURY/PAYROLL/BOG/COMM. BANKS/PENSIONERS ASSOC./MDAs/MMDAs
At least 800 Bank Accounts created on GIFMIS	CAGD	x	x	x	x	120,000	-	-	-		x	CAGD	Treasury/GIFMIS SECRETARIAT
75 CAGD staff at the Treasury Division trained and sensitize on disbursement business process	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	TREASURY/TRAINING DIRECTORATE
At least 35 Foreign Missions returns,	CAGD	x	x	x	x	50,000	-	-	-		x	CAGD	TREASURY/MOFARI



salaries and Bank statements reviewed													
Expenditure and IGF returns of 16 CAGD Regional Directorates MDAs, MMDAs reviewed, collated and monitored	CAGD	x	x	x	x	100,000	-	100,000	-		x	CAGD	TREASURY/REGIONAL DIRECTORATE
Debt owed by at least 20 Institutions reconciled and recovered	CAGD	x	x	x	x	230,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/MMDAs
Grant paid to at least 40 identified beneficiary institutions monitored	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/MMDAs
External debt owed paid to creditors as and when they fall due on daily basis	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/MMDAs
Reconcile Second Tier benefits of twenty-three (23) Sub-vented Institutions	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/MMDAs



migrated to the GoG Payroll (IPPD2)													As/ PAYROLL
Data on all Commercial Banks collected, reviewed and Dormant Accounts identified and closed	CAGD	x	x	x	x	200,000	-	-	-		x	CAGD	TREASURY/MOF/BOG/COMM. BANKS/M DAs/MMD As
Conduct IPSAS Post-implementation review of audited financial statements at the National and Covered Entity levels	CAGD		x	x	x	450,000	-	100,000	-		x	CAGD	PFMRR&D , NAD, FMD, Internal Audit
Coordinate the activities of Finance & Accounting Instructions Committee in assisting Covered Entities to draft Finance & Accounting Instructions	CAGD	x	x	x	x	200,000	-	200,000	-		x	CAGD	PFMRR&D , NAD, FMD, Internal Audit, National Treasury
Consolidate quarterly CAGD Regional Directorates'	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	PFMRR&D , all Directorates in CAGD



reports for top Management's action													
Coordinate the activities of Accounting Systems Review & Approval Committee (ASRAC) in reviewing the accounting systems of Covered Entities	CAGD	x	x	x	x	100,000	-	100,000	-		x	CAGD	PFMRR&D , NAD, FMD, ICTM
Coordinate the activities of the Audit Committee in supporting management to fulfil its governance and oversight responsibilities	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	PFMRR&D , Internal Audit
Review existing business processes within Directorates to ensure consistency with CAGD's Operational Manual and good practice	CAGD	x	x	x	x	50,000	-	-	-		x	CAGD	PFMRR&D , all Directorates in CAGD
Collate and store/archive laws,	CAGD	x	x	x	x	50,000	-	-	-		x	CAGD	PFMRR&D , all



regulations, policy documents in relation to public financial management for reference purposes													Directorates in CAGD
Follow up on the status of implementation of previous Internal Audit Recommendations	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	All Divisions
Review Value Books Revolving Fund Management and Reporting	CAGD				x	50,000	-	-	-		x	CAGD	F&A Division
Review Whole-of-Government Financial Statements	CAGD			x		50,000	-	-	-		x	CAGD	FMS Division
Review CAGD Financial Statements.	CAGD		x	x		50,000	-	-	-		x	CAGD	F&A Division
Auditor-General's recommendations on Whole-of-Government and CAGD Financial Statements.	CAGD	x	x	x	x	50,000	-	-	-		x	CAGD	All Divisions
Review Consultancy services and Ad-hoc assignments.	CAGD	x	x	x	x	200,000	-	-	-		x	CAGD	All Divisions



Review CAGD Treasury Ladies Association (TRELAS)/ CAGD Provident Fund/ Welfare Scheme	CAGD	x				50,000	-	-	-		x	CAGD	F&A Division
Review Data governance and classification system	CAGD	x				100,000	-	-	-		x	CAGD	ICTM Division
Review Nationwide Biometric Re-verification of Active employees, Pensioners and Dependents.	CAGD			x		200,000	-	100,000	-		x	CAGD	Payroll Management Division
Review Electronic Salary Payment Voucher (ESPV)	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	Payroll Management Division
Review Termination and Reactivation of employees on the active payroll (IPPD2)	CAGD	x				100,000	-	-	-		x	CAGD	Payroll Management Division
Review Payroll data and Third-Party deductions	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	Payroll Management Division



Review Management Units and corresponding set up on the Electronic Salary Payment Voucher (ESPV) system	CAGD			x		100,000	-	-	-		x	CAGD	Payroll Management Division
Review Financial Clearance on Recruitments and Promotions on the IPPD2	CAGD		x			100,000	-	-	-		x	CAGD	Payroll Management Division
Review Computed Lumpsum Pensions benefits	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	Payroll Management Division
Review Pensions Payroll Data and Exception Reports	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	Payroll Management Division
Review Implementation of Legislative Instruments (LIs)	CAGD	x				100,000	-	-	-		x	CAGD	Payroll Management Division
Review Public Relations and Client Service	CAGD			x		100,000	-	-	-		x	CAGD	F&A Division
Review Stores Management	CAGD				x	100,000	-	-	-		x	CAGD	F&A Division
Review CAGD Transport Management System	CAGD	x				100,000	-	-	-		x	CAGD	F&A Division



Review CAGD Utilities Management	CAGD		x			100,000	-	-	-		x	CAGD	F&A Division
Capacity Development and Training for staff of the A&I Division	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	F&A Division
Conduct Quarterly site visits to three (3) CAGD Data center sites to maintain and confirm data recovery capabilities by 31 st December, 2026	CAGD	x	x	x	x	100,000	-	-	-	x		CAGD	ICTM/NIT A/BOG
Payment of Subscription bills of professional courses of ICTM staff by 31 st December, 2026	CAGD	x	x	x	x	500,000	-	200,000	-		x	CAGD	ICTM/F&A /Professional Bodies
Conduct monthly maintenance of the physical environment and Infrastructure in the Datacenter by 31 st December 2026	CAGD	x	x	x	x	300,000	-	-	-		x	CAGD	ICTM
Complete installation of two (2) x64 servers at	CAGD	x	x	x	x	2,750,000	-	-	-		x	CAGD	ICTM



two locations to support other critical non-oracle services by December 31, 2026													
Complete upgrade of Windows 11 software with Pro Multi User License, Microsoft Office 2021 software with Multi User License, and Windows Server 2022 Datacenter software to support CAGD critical businesses by 31st December 2026	CAGD	x	x	x	x	4,500,000	-	-	-		x	CAGD	ICTM
Complete Installation of LTO 8 backup Tape cartridges for production and other collocation sites by 31st December 2026	CAGD	x	x	x	x	3,500,000	-	-	-		x	CAGD	ICTM
Deployment and training of end users in the Southern Zone (Greater Accra, Volta, Oti, Central	CAGD	x	x	x	x	1,000,000	-	-	-		x	CAGD	ICTM, MDAs, MMDAs



and Western Regions) on the GIFMIS service desk solution by 31 December 2026													
Organization of quarterly offsite Infrastructure performance and datacenter operations control workshops by 31st December 2025	CAGD	x	x	x	x	100,000	-	50,000	-		x	CAGD	ICTM
Complete Installation of Enterprise grade access point devices to all the blocks at the head office and annex by 31st December 2026	CAGD	x	x	x	x	5,000,000	-	-	-		x	CAGD	ICTM
Conduct maintenance cleaning of the desktop computers, routers, and distribution and access switches at the end of each quarter by 31st December 2026	CAGD	x	x	x	x	100,000	-	100,000	-		x	CAGD	ICTM



Conduct GIFMIS Hands on training for end users and 16 regional support staff on the usage of the GIFMIS by 31st December 2026	CAGD	x	x	x	x	200,000	-	-	-		x	CAGD	ICTM/MoF/MDAs/MM DAs
Rollout GIFMIS to 1 Foreign Mission, 100 IGF Institutions and 20 Donor Projects by December 31, 2026	CAGD	x	x	x	x	5,000,000	-	-	-		x	CAGD	ICTM/MoF/MDAs/MM DAs
Train and Sensitize End Users on the Usage of SWIFT in the Middle Sector by December 31, 2026	CAGD	x	x	x	x	100,000	-	100,000	-		x	CAGD	ICTM/BOG
Review and update ICT policies in light of CAGD objectives and advances in technology by 31st December, 2026	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	ICTM
Preparation of 2025 Annual / 2026 three (3) Quarterly Financial Statements	CAGD	x	x	x	x	200,000	-	50,000	-		x	CAGD	F&A



Preparation of 2025 Annual / 2026 three (3) Quarterly Revenue and Expenditure Performance Reports	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	F&A
Projection and capturing of 2026 IGF Revenue on the MoF web-based NTR projection model	CAGD			x		150,000	-	-	-		x	CAGD	F&A
Operationalization of 2026 Staff Performance Appraisal Instrument across CAGD Headquarters, MDAs & Regional Offices	CAGD	x	x		x	200,000	-	-	-		x	CAGD	F&A
Digitalisation (Scanning and uploading) of at least 1473 staff data/files implemented on the HR system	CAGD			x	x	150,000	-	-	-		x	CAGD	F&A
Implementation of CAGD Posting guidelines	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	F&A



Implementation of Gender mainstreaming	CAGD	x	x	x	x	50,000	-	-	-		x	CAGD	F&A
Dissemination of CAGD related information to Stakeholders	CAGD	x	x	x	x	150,000	-	50,000	-		x	CAGD	F&A
Decongestion of documents and personal files from the various Divisions by 31st December, 2025	CAGD		x	x		200,000	-	-	-		x	CAGD	F&A
Organization of at least Two (2) CAGD Treasury Hour	CAGD		x	x		50,000	-	-	-		x	CAGD	F&A
Organization of CAGD Annual Conference	CAGD	x				5,000,000	-	1,000,000	-		x	CAGD	F&A
Organization of pre-and post-Promotion Orientation for at least 500 CAGD staff	CAGD			x	x	200,000	-	-	-		x	CAGD	F&A
CAGD staff sensitized on training manual, scheme of service, transport and utility policies across CAGD	CAGD		x	x		150,000	-	60,000	-		x	CAGD	F&A



Headquarters, MDAs and Regional Offices													
Sensitization of at least 30 Administrative staff on Administrative Instruction	CAGD		x	x	x	50,000	-	50,000	-		x	CAGD	F&A
Organization of promotion interviews	CAGD				x	200,000	-	-	-		x	CAGD	F&A
General Posting of staff by 31st December, 2025	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	F&A
Capacity Building of staff	CAGD		x	x	x	5,000,000	-	-	-		x	CAGD	F&A
2025 CAGD Procurement Plan developed	CAGD	x				80,000	-	-	-		x	CAGD	F&A
Work-in-progress of Procurement Operations	CAGD	x	x	x	x	1,500,000	-	-	-		x	CAGD	F&A
Preparation of 2025 CAGD Annual / 2026 three (3) Quarterly Performance Report	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	F&A
Prepare, review and validate CAGD/SMTDP	CAGD		x		x	100,000	-	-	-		x	CAGD	ALL SIX DIVISIONS



Prepare CAGD's Annual Workplan & Budget	CAGD	x	x	x	x	150,000	-	-	-		x	CAGD	ALL SIX DIVSIONS
Coordinate the preparation of CAG/DCAG/ACA G Performance Contract and Assessment Report	CAGD	x	x	x	x	200,000	-	-	-		x	CAGD	ALL SIX DIVSIONS
Organise FACU (Fixed Asset Coordinating Unit) meetings	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	ALL SIX DIVSIONS
Organise CAGD Budget Committee meetings	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	ALL SIX DIVSIONS
Review CAGD Planning Policy (Strategic Plan)	CAGD	x	x	x	x	100,000	-	-	-		x	CAGD	ALL SIX DIVSIONS
Collate, review and validate CAGD Risk Register	CAGD	x	x	x	x	50,000	-	-	-		x	CAGD	ALL SIX DIVSIONS

6.5.17 Public Procurement Authority

Objective:												
- Ensure compliance with the Public Procurement Act - Enhance monitoring, evaluation, and reporting mechanisms within procurement systems												
Programme: Prudent Compliance with Stipulation of ACT 663 as Amended												
Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	Others	New	Ongoing	Lead	Collaborating
Monitoring of Procurement Activities of 200 Entities	PEs	x	x	x	x	300,940	-	-		x	CM&E	MMDAs, MDAs



Conduct Annual Procurement Assessment for 800 PEs using PPME Tool	PPA	x	x	x	x	-	-	3,585,598		x		
Use of GHANEPS to conduct all Government Procurement	PPA	x	x	x	x	-	-	100,000.00				
Based on UCOI, develop Value for Money Guidelines for infrastructure Project Management in Ghana	PPA	x	x	x	x	500,000	-	-				
Objective: Enhance knowledge and understanding of procurement laws, policies, and procedures among procurement staff and stakeholders												
Programme: Improved Competences in Public Procurement Processes and Procedures												
Train Procuring Entities on new Public Procurement Manual	PPA	x	x	x	x	-	-	462,800	x			
Training and sensitization on the newly Developed Sustainable Public Procurement Policy (SPP)	PPA	x	x	x	x	462,800.00	-	-	x		PP&R	CD
Develop the Capacity of Procurement Staff, PPA Staff, and other Stakeholders	PPA	x	x	x	x	-	-	500,500	x		HR	
Develop capacity on FWA and SPAF at Entity Levels	PPA	x	x	x	x	-	-	100,000.00				
Develop capacity on new policies and operational guidelines for Contract Administration, at Entity Levels	PPA	x	x	x	x	-	-	100,000				
Training on the use of Framework Contract Agreement by PEs	PPA	x	x	x	x	-	-	100,000				



Open two new Zonal offices at Ho and Tamale to improve PPA visibility in the regions	PPA	x	x	x	x	-	-						
Regular updating of Price Database of common user items	PPA	x	x	x	x	-	-	50,000	x				
Build capacity of Procurement Entities to effectively carry out their functions and comply with procurement laws and rules	PPA/PEs	x	x	x	x	414,906	-	-		x			
Build the capacity of PPA staff to discharge their mandate	PPA	x	x	x	x	75,000	-	-		x			
2028 Annual Report	PPA	x	x			100,000	-	-	x		PP&R	Depts	

BUDGET PROGRAMME AREA 5: PUBLIC DEBT MANAGEMENT

6.5.18 Public Debt Management

Objective: - Debt to GDP of 55 percent by 2028 - Low risk in the public debt portfolio. - Adequate financing options for government projects. - Strengthened regulatory framework on public debt management - Strong Investor engagements													
Programme: Strengthen Public Debt Management													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DAC F	IGF	Other	New	Ongoing	Lead	Collaborating
Conduct (annual and at least 1 update) Debt Sustainability Analyses	PDMO	x	x	x	x	750,000	-	80,000	-		x	PDMO	BoG, ERMD, RD, BO



(DSA) within a financial year													
Develop and implement (annual and at least 1 update) Medium-Term Debt Strategy (MTDS) on a rolling basis each year.	PDMO	x	x	x	x	750,000	-	80,000	-		x	PDMO	BoG, ERMD, RD, BO
Monitor, evaluate and report contingent liabilities, especially from State-Owned Enterprises (SOEs) through On-lending.	PDMO	x	x	x	x	750,000	-	90,000	-		x	PDMO	BoG, CAGD, ERMD, RD, BO, SIGA
Conduct site monitoring of debt funded projects	PDMO	x	x	x	x	700,000	-	96,000	-		x	PDMO	PCMED, Internal Audit
Diversify the debt portfolio across low risk and less costive financial instruments and markets.	PDMO	x	x	x	x	550,000	-	110,250	-		x	PDMO	BoG, CAGD, GRA, ERMD, RD, BO
Conduct continuous Credit Risk Assessment of SOEs	PDMO	x	x	x	x	500,000	-	110,250	-		x	PDMO	BoG, CAGD, ERMD, RD, SIGA
Develop and publish Annual Borrowing and Recovery Plan (ABRP) and Quarterly Issuance Calendars.	PDMO	x	x	x	x	750,000	-	112,500	-		x	PDMO	BoG, CAGD, ERMD, RD, FSD
Conduct routine assessments and negotiations of loan terms and conditions	PDMO	x	x	x	x	750,000	-	112,500	-		x	PDMO	BoG, ERMD
Improve Government Cash Flow Forecasting	PDMO	x	x	x	x	500,000	-	112,500	-		x	PDMO	BoG, CAGD, GRA, RPD
Ensure the development and implementation of	PDMO	x	x	x	x	312,500	-	81,250	-	x		PDMO	BoG, BO, RD, OAGMoJ,



Debt Management Regulations													
Develop Standard Operating Procedures (SOPs) Manual for the Public Debt Management Office	PDMO	x	x	x	x	312,500	-	81,250	-	x		PDMO	Internal Audit
Integrate the Commonwealth Meridian System with GIFMIS	PDMO	x	x	x	x	299,500	-	81,250	-	x		PDMO	CAGD, ICT, Compliance
Conduct regular audits and compliance reviews of debt operations.	PDMO	x	x	x	x	325,500	-	81,250	-		x	PDMO	Internal Audit, Compliance
Organize capacity-building workshops for PDMO staff and stakeholders on legal and technical reforms.	PDMO	x	x	x	x	2,000,000	-	300,000	-		x	PDMO	HCGAD, Accounts, BO
Host quarterly, bi-annual and annual investor townhall engagements and webinars with domestic and international investors.	PDMO	x	x	x	x	600,000	-	125,000	-		x	PDMO	HCGAD, ERMD, BoG, RD
Prepare and publish regular debt bulletins, newsletters, and investor presentations.	PDMO	x	x	x	x	400,000	-	125,000	-		x	PDMO	ERMD, RD, BoG, CAGD
Prepare and publish Annual Public Debt Report	PDMO	x	x	x	x	400,000	-	125,000	-		x	PDMO	ERMD, FSD, RD, BoG, CAGD, CSD
Prepare and publish regular investor presentations.	PDMO	x	x	x	x	1,350,000	-	125,000	-		x	PDMO	ERMD, BoG, RD, FSD, CSD



7.0 CHAPTER SEVEN - MONITORING AND EVALUATION ARRANGEMENTS

7.1 Introduction

The Ministry intends to monitor the implementation of planned programmes and projects to be able to assess performance or otherwise. This chapter contains specific indicators under each of the Development Dimensions to serve as the bases for the assessment of performance. The indicators are linked to the planned projects under each objective.

7.2 Monitoring Framework

Table 17: Monitoring Framework
Human Capital and General Administration

Goal: Enhance the overall performance of the Ministry										
Objective:										
- Enhance staff capacity for effective and efficient performance. - Improve knowledge, skills development, and Human Capital for MoF - Strengthen institutional management and Employee Wellbeing - Enhance MoF Client Service delivery, Public Relations and Protocol - Ensure effective institutional management - Ensure MoF adherence to existing laws, rules and regulations of the Civil/Public Service										
Programme: Development of Human and Institutional Capacity										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of staff trained	Count of staff that have undergone certified training	Output	500	600	600	600	600	Male/Female, Age, Division, Grade	Quarterly and yearly	HCGAD
Number of training reports developed and submitted to the OHCS	Summary of training Reports prepared, approved by Management and submitted to OHCS	Output	4	4	4	4	4	Male/Female, Age, Division, Grade	Quarterly	HCGAD



Number of officers appraised	Count of officers appraised	Output	400	450	500	550	600	Male/Female, Age, Division, Grade	Semi-annual	HCGAD
Number of Directors appraised	Count of Directors appraised	Output	37	37	37	40	40	Male/Female, Age, Division, Grade	Semi-annual	HCGAD
MoF Annual Performance Report prepared and submitted to OHCS	Annual Performance Report prepared and submitted	Output	15 th January	15 th January	15 th January	15 th January	15 th January	Yearly	Annual	HCGAD
Number of medical and wellbeing initiatives organised	Count of medical and wellbeing initiatives organised	Output	2	2	2	2	2	Male/Female, Age, Division, Grade	Semi-annual	HCGAD
Number of vehicles purchased	Count of vehicles purchased	Output	10	10	15	15	15	Type of vehicle, Make of Vehicle	Annual	HCGAD
Number of vehicles Insured	Count of vehicles insured	Output	274	284	299	314	329	Type of insurance	Annual	HCGAD
Number of vehicles maintained	Count of vehicles maintained	Output	274	284	299	314	329	Type of maintenance	Quarterly	HCGAD
Number of office and residential facilities refurbished	Count of office and residential facilities refurbished	Output	10	12	15	15	20	Type of office/residential	Annual	HCGAD
Number of staff records digitised	Count of staff records digitised	Output	800	850	850	870	890	Male/Female, Age, Division, Grade	Annual	HCGAD

Internal Audit

Goal: Enhance the overall performance of the Ministry										
Objective: Ensure MoF adherence to existing laws, rules and regulations of the Civil/Public Service										
Programme: Strengthen Compliance in line with existing Civil/Public Service Laws, Rules and Regulations										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of Assessment and reviews of internal controls conducted	Count of Assessment and reviews of internal controls conducted	Output	4	4	4	4	4	Type of Assessment	Quarterly	Internal Audit Directorate



Number of commitment control reviews conducted	Count of commitment control reviews conducted	Output	2	4	4	4	4	Type of review	Quarterly	Internal Audit Directorate and PFM Compliance Division
Number of statements responses submitted to Public Accounts Committee (PAC)	Count of Statement of responses submitted to PAC	Output	3	3	3	3	3	Type of responses	Semi- Annual	Internal Audit Directorate
Number of audit committee Meetings	Count of Audit Committee Meetings	Output	4	4	4	4	4	Physical / virtual	Quarterly	Internal Audit Directorate and MoF Audit Committee
Number of Bi-annual Divisional risk assessments reports	Count of Bi-annual risk assessment reports	Output	1	2	2	2	2	Types of risk	Semi - Annual	Internal Audit Directorate

Policy Coordination, Monitoring and Evaluation

Goal: Ensure Effective and Efficient Coordination, Monitoring and Evaluation of Policies, Programmes and Projects

Objective:

- Enhance coordination and implementation of sector policies, plans and programmes
- Promote prudent public expenditure management
- Improve human resource and institutional management capacity

Programme: Strengthen Monitoring and Evaluation Systems

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
MoF Annual Progress Report (APR) prepared and submitted to NDPC	Annual Progress Report prepared and submitted to NDPC	Output	30 th January	31 st March	31 st March	31 st March	31 st March	DADs	Annually	PCMED
Sector Medium-Term Plan developed and submitted	Sector Medium-Term Plan developed and submitted	Output	31 st July	-	-	-	31 st July	DADs	Annually	PCMED



Mid-Term Review of Sector Medium-Term Plan conducted	Mid-Term Review of Sector Medium-Term Plan conducted	Output	-	-	31 st December	-	-	DADs	Annually	PCMED
Transitional Handing Over Notes (THON) prepared and submitted	Transitional Handing Over Notes prepared and submitted	Output	18 th October	-	-	30 th November	-	DADs	Annually	PCMED
Number of MoF Quarterly Performance reports prepared	Count of MoF Quarterly Performance reports prepared	Output	4	4	4	4	4	DADs	Quarterly	PCMED
Number of evaluation activities undertaken	Count of evaluation activities undertaken	Output	0	2	2	2	2	Type of evaluation	Quarterly	PCMED
M&E Management Information System developed and operationalised	M&E Management Information System developed and operationalised	Process	-	Consensus reached	System developed	System review	System operational	Reports generated	Annual	PCMED

Objective:

- Enhance coordination and implementation of sector policies, plans and programmes
- Monitor implementation of the National Budget
- Unravel causes of deviations between planned outputs/outcomes and their respective actuals for informed decision making

Programme: Improve Monitoring and Evaluation System Coordination of Programmes, Projects, and Policies

Number of Implementation Reports on the Policy Initiatives and Budget Actions prepared and submitted	Count of number of Implementation Reports on the Policy Initiatives and Budget Actions prepared and submitted	Output	2	2	2	2	2	MDAs, DADs	Bi-Annual	PCMED



Number of physical monitoring assignments undertaken	Count of physical monitoring assignments undertaken	Output	2	2	2	2	2	Regions	Bi-Annual	PCMED
MoF Annual Work Plans prepared and submitted	MoF Annual Work Plans prepared and submitted	Output	31 st October	31 st October	31 st October	31 st October	31 st October	DADs	Annually	PCMED

Legal

Goal: Ensure compliance in the utilisation of public funds										
Objective: Strengthen institutional systems to improve compliance with PFM laws, regulations, and policies										
Programme: Strengthen compliance in line with existing Civil/Public Service Laws, Rules and Regulations										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of draft instructions issued on PFM laws	Count of draft instructions issued on PFM	Output	14	8	8	8	8	DADs	Quarterly	Legal Directorate
Number of contract documents prepared	Count of contract documents prepared	Output	110	85	85	85	85	Agreement type	Monthly	Legal Directorate
Number of Commercial/Financing/Consultancy Documents reviewed	Count of Commercial/Financing/Consultancy Documents reviewed	Output	120	150	150	150	150	Document type	Monthly	Legal Directorate
Number of legal advisory opinions issued	Count of legal advisory opinions issued	Output	70	70	70	70	70	Division/nature of request	Quarterly	Legal Directorate
Number of legal cases defended with the Attorney General	Count of legal cases defended with Attorney General	Outcome	5	5	5	5	5	Nature of case	Quarterly	Legal Directorate and AG



Number of Judgment Debt Cases Settled	Count of judgement debt cases settled	Outcome	10	10	10	10	10	Nature of judgment	Quarterly	Legal Directorate and AG
Number of DTAs and BITs negotiated	Count of DTAs and BITs negotiated	Output	3	3	3	3	3	DTA vs BIT	Annually	Legal, RPD, GRA, GIPC
Number of Ministerial Advisory Board meetings held	Count of Ministerial Advisory Board meetings held	Output	4	4	4	4	4	Quarter	Quarterly	Hon. Minister's Secretariat/ Legal Directorate
Number of Inter-Ministerial Meetings on AML/CFT Coordinated	Count of Inter-Ministerial meetings on AML/CFT coordinated	Output	4	4	4	4	4	Quarter	Quarterly	Legal Directorate and FIC
Number of VfM assessments conducted	Count of VfM assessments conducted	Output	5	5	5	5	5	Project type	Bi-Annually	Legal Directorate
Number of negotiation meetings with lenders and Development Partners for funding held	Count of negotiation meetings with lenders and Development Partners for funding held	Output	35	35	35	35	35	Topic	Quarterly	Legal Directorate
Number of staff trained in PFM-related laws	Count of staff trained in PFM-related laws	Output	-	20	20	20	-	Department/level	Bi-Annually	Legal Directorate and HCGAD



Institute of Accountancy Training

Goal: Secure requisite legislative instrument

Objective:

- Enhance staff capacity for effective and efficient performance.
- Obtain necessary Legislative approvals for IAT

Programme: Development of Human and Institutional Capacity

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Institutional accreditation status obtained	Institutional accreditation status obtained	Output	-	Conduct Institutional Self-Assessment	Engage with the Ghana Tertiary Education Commission	Prepare and Submit Accreditation Application	Undergo External Review and Inspection	N/A	Quarterly	IAT, GTECH, University of Ghana Legon, CTVET
Number of staff recruited	Count of staff recruited	Output	0	19	10	5	5	Unit	Semi-Annually	IAT, OHCS, MoF
Number of Civil/public servants trained	Count of Civil/public servants trained	Output	0	200	250	300	350	Programme, Male/Female	Quarterly	IAT, MoF
Percentage of building completed	Percentage of building completed	Output	0%	35%	40%	25%	-	Facility	Quarterly	IAT, MoF, Consultants
ICT hardware and software installed and operationalised	ICT hardware and software installed and operationalised	Output	Initial procurement of ICT Hardware completed	Learning Management Phase III and Computers for library	ICT Infrastructure for new lecture hall – Phase I	ICT Infrastructure continue – Phase II	ICT Infrastructure continue – Phase III	Infrastructure Component	Phases	IAT



Number of vehicles procured	Count of vehicles procured	Output	1	2	2	1	2	Type of Vehicle	Annually	IAT
Number of plant and machinery procured	Count of plant and machinery procured.	Output	0	-	1	1	1	Generator, Lift, water pumps	Semi-annually	IAT

Research

Goal: Achieve efficient and effective management of the economy towards the attainment of upper middle-income status and poverty reduction

Objective:

- Ensure sustainable fiscal deficit of 0.7% of GDP by 2028
- Ensure sustainable public sector wage bill of 5% of GDP by 2028
- Ensure sustained primary balance (commitment) of 1.5% surplus of GDP from 2025 to 2028

Programme: Prudent Public Financial Management

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of FRU Performance Report prepared and submitted	Count of FRU Performance Report prepared and submitted	Output	2	2	2	2	2	National	Bi-annual	Research Division
Number of ECOWAS Multilateral Surveillance Report prepared and submitted	Count of ECOWAS Multilateral Surveillance Report prepared and submitted	Output	2	2	2	2	2	National	Bi-annual	Research Division
Number of ECOWAS Multi-Year Convergence Report prepared and submitted	Count of ECOWAS Multi-Year Convergence Report prepared and submitted	Output	1	1	1	1	1	National	Annual	Research Division
Number of ECOWAS Regional Economic	Count of ECOWAS Regional Economic Outlook Report Prepared and submitted	Output	1	1	1	1	1	National	Annual	Research Division



Outlook Report Prepared and submitted										
Number of Economic and Regional Integration Issues Papers prepared and submitted	Count of Economic and Regional Integration Issues Papers prepared and submitted	Output	2	2	2	2	2	National	Bi-annual	Research Division
Number of ECOWAS/WAM A/WAMI/EBID Joint Surveillance Mission Report and Aide Memoire prepared and submitted	Count of ECOWAS/WAMA/WAMI/EBID Joint Surveillance Mission Report and Aide Memoire prepared and submitted	Output	2	2	2	2	2	National	Bi-annual	Research Division
Number of 0.2% AU Import Levy Report prepared and submitted	Count of 0.2% AU Import Levy Report prepared and submitted	Output	1	1	1	1	1	National	Annual	Research Division
Number of Medium Term Macro-Fiscal Frameworks prepared and submitted	Count of Medium Term Macro-Fiscal Frameworks prepared and submitted	Output	2	2	2	2	2	National	Annual	Research Division
Fiscal Strategy Document prepared and submitted	Fiscal Strategy Document prepared and submitted	Outcome	31 st May	31 st May	31 st May	31 st May	31 st May	National	Annual	Research Division
Number of Annual Macroeconomic Performance Report prepared and submitted	Count of Annual Macroeconomic Performance Report prepared and submitted	Outcome	1	1	1	1	1	National	Annual	Research Division
Number of Quarterly Fiscal Performance	Count of Quarterly Fiscal Performance	Output	4	4	4	4	4	National	Quarterly	Research Division



Report prepared and submitted	Report prepared and submitted									
Number of Annual Forecast Evaluation Report prepared and submitted	Count of Annual Forecast Evaluation Report prepared and submitted	Output	1	1	1	1	1	National	Annual	Research Division
Number of Capacity Building Reports prepared and submitted	Count of Capacity Building Reports prepared and submitted	Output	1	1	1	1	1	National	Annual	Research Division
Number of FPP Technical Working Group meetings organised	Count of FPP Technical Working Group meetings organised	Output	4	4	4	4	4	National	Quarterly	Research Division
Number of economic research papers published	Count of economic research papers published	Output	2	2	2	2	2	National	Semi-annually	Research Division
Number of Reports on Review of quarterly Brown Bag Sessions prepared and submitted	Count of Reports on Review of quarterly Brown Bag Sessions prepared and submitted	Output	4	4	4	4	4	National	Quarterly	Research Division



Real Sector

Goal: Achieve efficient and effective management of the economy towards the attainment of upper middle-income status and poverty reduction										
Objectives:										
- Real GDP growth of 4.8 percent by 2028 - Non-Oil Real GDP of 4.9 percent by 2028 - Tax Revenue to GDP of 16.8 percent by 2028 - Debt to GDP of 55 percent by 2028 - Ensure a primary balance of a surplus of 1.5 percent of GDP										
Programme: Strengthen Capacity for Economic Management										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of compliance regulatory frameworks developed	Count of compliance regulatory frameworks developed	Output	0	2	4	6	8	RSD	Annual	RSD, Legal & Compliance Div.
Number of analytical tools developed	Count of analytical tools developed	Output	1	3	4	5	6	RSD	Annual	RSD, GSS
Number of Real Sector diagnostics reports produced	Count of Real Sector diagnostics reports produced	Output	1	2	2	3	3	RSD	Annual	RSD, GSS

Ghana Statistical Service

Goal: Improve the production and use of Official Statistics for national development and planning.										
Objective: Improve methodologies, capacity to analyse and disseminate data in disaggregated form from multiple data sources										
Programme: Enhance Data Production and Coordination of Statistical Programmes										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Annual GDP Produced	Annual GDP Produced	Output	10 th March 2024	April 30th	April 30th	April 30th	April 30th	National	Annual	GSS
Number of Nominal GDP Produced	Count of Nominal GDP Produced	Output	4	4	4	4	4	National	Quarterly	GSS
Number of Real GDP produced	Count of Real GDP produced	Output	4	4	4	4	4	National	Quarterly	GSS
Number of Quarterly GDP Produced	Count of GDP Produced	Output	12	12	12	12	12	National	Quarterly	GSS



Number of Monthly CPI Newsletters produced	Count of Monthly CPI Newsletters produced	Output	12	12	12	12	12	National	Monthly	GSS
Number of PPI produced	Count of monthly PPI produced	Output	12	12	12	12	12	National	Monthly	GSS
Number of Monthly PPI Bulletins produced	Count of Monthly PPI Bulletins produced	Output	12	12	12	12	12	National	Monthly	GSS
Number of quarterly Trade reports produced	Count of quarterly Trade reports produced	Output	4	4	4	4	4	National	Quarterly	GSS
Number of administrative and big data report produced and published	Count of administrative and big data report produced and published	Output	16	20	20	20	20	Districts, regional, sector and types of statistical report	Annual	GSS
Number of Migration report produced	Count of Migration report produced	Output	1	1	1	1	1	National	Annual	GSS

Public Investment and Assets

Goal: Enhance technical capacity for the efficient management of public investments										
Objective: Improve the legal, regulatory, and institutional framework for the management of the state's interests in Specified Entities										
Programme: Strengthen regulatory framework for the management of the State's interests in SEs and non-financial assets										
Indicators	Indicator Definition	Indicator Type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Laws governing the management and governance of Specified Entities amended	Laws governing the management and governance of Specified Entities amended	Output	Fragmented Laws	Task force constituted to undertake comprehensive review of	Proposed amendments submitted to Parliament	Amended Laws implemented and enforced	Amended Laws implemented and enforced	National	Annually 1	Public Entities and Assets Unit (PEAU)



				relevant laws						
State Ownership Policy implemented	State Ownership Policy implemented	Output	State Ownership Policy approved for implementation	Specified Entities sensitised on the Policy	State Ownership Policy implemented	State Ownership Policy implemented	State Ownership Policy implemented	National	Annually	PIAD
Comprehensive law for state ownership developed and implemented	Comprehensive law for state ownership developed and implemented	Output	-	Inter-Agency Task Force constituted to prepare drafting instructions for the State Ownership Bill	State Ownership Bill submitted for passage	State Ownership Law implemented	State Ownership Law implemented	National	Annually	PIAD
National Fixed Asset Register established and maintained	National Fixed Asset Register established and maintained	Output	-	National Fixed Asset Register compiled	National Fixed Asset Register updated	National Fixed Asset Register updated	National Fixed Asset Register updated	National	Quarterly	PIAD
National Fixed Asset Management Policy and Guidelines implemented	National Fixed Asset Management Policy and Guidelines implemented	Output	Draft National Fixed Asset Management Policy and Guidelines developed	Covered Entities sensitized on the National Fixed Assets Management Policy and Guidelines	The National Fixed Assets Management Policy and Guidelines implemented	The National Fixed Assets Management Policy and Guidelines implemented	The National Fixed Assets Management Policy and Guidelines implemented	National	Annually	PIAD



Comprehensive law for the management of the fixed assets of the state developed	Comprehensive law for the management of the fixed assets of the state developed	Output	-	Inter-Agency Task Force constituted to prepare drafting instructions for the National Fixed Asset Bill	National Fixed Asset Management Bill passed	National Fixed Asset Management Law implemented	National Fixed Asset Management Law implemented	National	Annually	Public Entities and Assets Unit (PEAU)
Programme: Adequate Technical Capacity for the Efficient Management of Public Investments										
Institutional capacity for project preparation, appraisal, and implementation strengthened	Institutional capacity for project preparation, appraisal, and implementation strengthened	Output	Low capacity for project preparation, appraisal and implementation	Strengthen the capacity of Covered Entities for project preparation, appraisal and implementation	Improved capacity building for project preparation, appraisal and implementation	Improved capacity building for project preparation, appraisal and implementation	Improved capacity building for project preparation, appraisal and implementation	National	Annually	PIAD
PIM management system established	PIM management system established	Output	PIM system fragmented	Procurement of a suitable PIM system	Training on the use of the PIM system	Sensitise stakeholders on the PIM System	Sensitise stakeholders on the PIM System	National	Annually	PIAD
Number of trainings organised	Count of trainings organised	Output	1	4	4	4	4	Sex Age MDAs, MMDAs	quarterly annually	PIAD
Programme: Project Management Improvement Programme										



Level of Oversight over MDAs projects	Level of Oversight over MDAs projects	Output	•50 of PIU established. •52 of EPC established. •A total of 70 Institutions have submitted PIU/EPC details	Organise sensitization exercises for PIUs and EPCs within MDAs to facilitate the PIM process and monitor adherence to PIM regulations	Organise sensitization exercises for PIUs and EPCs within MDAs to facilitate the PIM process and monitor adherence to PIM regulations	Organise sensitization exercises for PIUs and EPCs within MDAs to facilitate the PIM process and monitor adherence to PIM regulations	Organise sensitization exercises for PIUs and EPCs within MDAs to facilitate the PIM process and monitor adherence to PIM regulations	MDAs	Annually	PIAD
PoP and PiP updated	PoP and PiP updated	Output	Two national sensitization exercises organized	Updated and Validated PoP and PiP	Updated and Validated PoP and PiP	Updated and Validated PoP and PiP	Updated and Validated PoP and PiP	National	Annually	PIAD
Project submission, monitoring and evaluation streamlined	Project submission, monitoring and evaluation streamlined	Output	No system in place	Procurement of the IBP system	Sensitize stakeholders on the IBP System	Sensitize stakeholders on the IBP System	Sensitize stakeholders on the IBP System	National	Quarterly, annually	PIAD
Programme: Strengthen the Implementation of the Public Private Partnership Act 2020, Act (1039)										
Number of nationwide sensitisation workshops on PPP Act and Guidelines conducted	Count of nationwide sensitisation workshops on PPP Act and Guidelines conducted	Output	2	1	1	1	1	Location Sex Type of Institutions	Quarterly, Annually	PIAD



PPP operational tools developed	PPP operational tools developed	Output	Guidelines are available for the preparation of: -Initial business case; and -PPP Feasibility studies	Finalise the preparation of: -Project Development Facility and Viability Gap Facility Guidelines -PPP Contract Management Framework by 31st December	Prepare sector specific PPP standard documents : -RfP -RfQ - Framework Agreement by 31st December	Nil	Nil	National	Annually 1	PIAD
Number of PPP monitoring visits conducted	Count of PPP monitoring visits conducted	Output	Monitoring plan developed; no visits carried out	5	5	5	5	National	Annually	PIAD
PPP Annual Report produced	PPP Annual Reports produced	Output	31st March	31st March	31st March	31st March	31st March	National	Annually	PIAD
Percentage of pre-feasibility studies received and reviewed	Percentage of pre-feasibility studies received and reviewed	Output	85%	100%	100%	100%	100%	MDAs	Annually	PIAD
Percentage of PPP bidding documents received and reviewed	Percentage of PPP bidding documents received and reviewed	Output	75%	100%	100%	100%	100%	National	Quarterly Annually	PIAD
Percentage of concession agreements received and reviewed	Percentage of concession agreements received and reviewed	Output	80%	100%	100%	100%	100%	National	Annually	PIAD



Number of sensitization and training workshops on the PPP Regulations organised	Count of sensitisation and training workshops on the PPP Regulations organised	Output	Regulations yet to be passed	1	1	1	1	National	Annually	PIAD

Financial Sector

Goal: Achieve efficient and effective management of the economy towards the attainment of upper middle-income status and poverty reduction										
Objective: Promote the development of a robust and inclusive financial sector										
Programme: Promotion of Financial Innovation and Inclusion										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage of women businesses with access to credit	Percentage of women businesses with access to credit	Outcome	-	8%	8%	10%	10%	National, Regional	Annual	FSD/BoG
Number of women businesses receiving funds from financial institutions	Count of women businesses receiving funds from financial institutions	Output	-	150	20	20	20	National, Regional	Annual	FSD/DBG
Percentage of SME's with loans/credit from financial institutions	Percentage of SME's with loans/credit from financial institutions	Outcome	-	10%	5%	5%	5%	National, Regional, type of SME, Sex of owner,	Annual	FSD/DBG
Number of youth trained in financial technology	Count of youth trained in financial technology	Output	-	20	20	20	20	National, regional, Sex,	Annual	FSD/FinTech Firm Association
Number of Youth owned FinTech Business	Count of fintech businesses owned by youth	Output	-	5	5	5	5	National, regional, sex	Annual	FSD/FinTech Firm Association
National Financial Education Strategy developed	National Financial Education Strategy developed	Output	5-year Strategic Plan, expiring 2026	Form a Committee to lead the development of the Financial Education Strategy	Develop and finalise Financial Education Strategy	-	-	National	Annual	FSD/Regulators



Number of Financial Literacy Campaigns organized	Count of Financial Literacy Campaigns organized	Output	10	16	16	16	16	National	Annual	FSD/Regulators
Number of Persons With Disabilities reached through financial education	Count of Persons With Disabilities who have received education and using financial services	Outcome	100	1,000	1,000	1,000	1,000	National, regional, sex, type of disability	Annual	FSD/Regulators
Number of Persons With Disabilities with access to bank account or mobile money account.	Count of Persons With Disabilities with bank account numbers or mobile money accounts	Outcome	150	100	100	100	100	National, regional, sex, type of disability	Annual	FSD/Regulators
Percentage of Persons With Disabilities with access to credit from formal financial institutions	Percentage of Persons With Disabilities with access to credit from formal financial institutions	Outcome	5%	10%	10%	10%	10%	National, regional, sex, type of disability	Annual	FSD/Regulators
Number of disaster risk management trainings organised	Count of disaster risk management trainings organised	Output	-	5	5	5	5	National, regions, type of disaster training	Annual	FSD/NIC
Number of individuals trained on the management of disaster risk.	Count of individuals trained on the management of disaster risk.	Output	-	100	100	100	100	National, regions,	Annual	FSD/NIC

Financial Intelligence

Goal: Provide a dedicated framework for the Designated Non-Financial Business or Profession (DNFPB)										
Objective:										
- Continue capacity building programme on AML/CFT & CPF for DNFBP. - Ensure the retention of professionals within AML/CFT of FIC - Strengthen dialogue between regulators and supervisory authorities										
Programme: Economic Crime Combat Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			



Number of Intelligence Reports disseminated to the LEAs/RFI Foreign	Count of Intelligence Reports disseminated to the LEAs/RFI Foreign	Output	160	160	160	160	160	Male/Female Age: 18 and above Region: Accra.	Quarterly	FIC
Number of regulatory bodies trained	Count of regulatory bodies trained	output	50	80	80	80	80	Sectors: Financial and non-financials, Age: 25 and above Region: Accra.	Quarterly	FIC
Number of accountable institutions trained	Count of accountable institutions trained	output	1000	1250	1250	1250	1250	Sectors: Financial and non-financials, NPOs, DNFBP Age: 25 and above Region: Nationwide.	Quarterly	FIC
Number of law enforcement agencies trained	Count of law enforcement agencies trained	output	200	300	300	300	300	National Age: 18 and above Region: Nationwide	Quarterly	FIC
Number of sensitisation workshops held	Count of sensitisation workshops held	output	80	90	90	90	90	National	Quarterly	FIC

Revenue Policy

Goal: Achieve efficient and effective management of the economy towards the attainment of upper middle-income status and poverty reduction

Objective:

- Widen the tax net
- Enhance Compliance and Enforcement processes and procedures
- Enhance seamless taxpayer service delivery

Programme: Improve Revenue Management and Administration

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of additional research analysis per year produced	Quality of Research, Analyses, and Forecasting strengthened	Output	-	Minimum of one research analysis by Division	Minimum of one research analysis by Division	Minimum of one research analysis by Division	Minimum of one research analysis by Division	Type of research	Bi-annual	RPD



	Production of revenue forecasts submitted to management	Output	-	Minimum of twice a year	Minimum of twice a year	Minimum of twice a year	Minimum of twice a year	National	Bi-annual	RPD
Policy Design and Support Reforms enhanced	Policy Design and Support Reforms enhanced	Output	-	List of key laws amended/introduced	List of key laws amended/introduced	List of key laws amended/introduced	List of key laws to be amended/introduced	National	Annual	RPD
Number of international tax agreements reviewed and renegotiated	Count of International Tax agreements reviewed and renegotiated	Output	-	Minimum of 1 per year	Minimum of 1 per year	Minimum of 1 per year	Minimum of 1 per year	National	Bi-annual	RPD
Number of engagements in global or regional tax forums	Count of engagements in global or regional tax forums	Output	-	Minimum of 1 per year	Minimum of 1 per year	Minimum of 1 per year	Minimum of 1 per year	National	Bi-annual	RPD
Tax revenue-to-GDP ratio (%)	Total tax revenue expressed as percentage of GDP for a given year	Output	-	17	18	19	20	Period/month	Annual	RPD
Non-tax revenue-to-GDP ratio (%)	Total non-tax revenue expressed as percentage of GDP for a given year	Output	-	1.8	2.5	3.2	4	Period/month	Annual	RPD

External Resource Mobilisation

Goal: Achieve efficient and effective management of the economy towards the attainment of upper middle-income status and poverty reduction

Objective:

- Diversify sources of external funding
- Promote Ghana's investment attractiveness through reforms and transparency
- Strengthen technical and negotiation skills of staff
- Improve data collection, analysis, and reporting on development cooperation
- Strengthen strategic engagement with bilateral donors

Programme: External Resource Mobilisation and Management

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage increase in funding allocation from Development Partners	Percentage increase in funding allocation from Development Partners	Outcome	5%	10%	15%	20%	25%	National	Annually	Minister/Director
Percentage growth in external resource mobilised	Measures the percentage increase in total external financial inflows (grants, loans, technical assistance) secured within a specific period.	Outcome	5%	5%	7%	8%	10%	National	Annually	Director/Unit Heads



Percentage growth in amount disbursed	The rate at which funds are released or utilized for approved projects, reflecting implementation performance and absorption capacity.	Outcome	12%	15%	20%	22%	28%	National	Annually	Director/Unit Heads
Number of trade partnership engagements held/participated in	Tracks participation in events or meetings aimed at strengthening trade and economic cooperation with bilateral or multilateral entities.	Output	5	0	8	10	15	National	Annually	Director/Unit Heads
Number of partnership engagements held to attract FDIs	The count of strategic meetings, forums, or sessions organized or attended to promote Ghana as a destination for Foreign Direct Investments (FDIs).	Output	10	10	10	10	10	National	Annually	Director/Unit Heads
Number of engagements held with new and emerging partners	The number of official interactions, negotiations, or collaborations initiated with non-traditional donors or countries with emerging economies.	output	20	30	35	35	35	National	Annually	Director/Unit Heads
Number of portfolio reviews undertaken	Refers to the number of /systematic reviews conducted to assess the performance, alignment, and efficiency of ongoing development cooperation projects.	Output	20	25	25	30	30	National	Annually	Director/Unit Heads
Number of monitoring and field visits undertaken	Total number of site visits or project monitoring exercises conducted to verify progress, compliance, and results on the ground.	output	30	35	35	35	35	National	Quarterly	Unit Heads
Percentage of projects tracked on DCMIS	The proportion of development projects that are entered and actively monitored through the Development Cooperation Management Information System (DCMIS).	outcome	100%	100%	100%	100%	100%	National	Monthly	Unit Heads/Data Team
Number of M&E training/knowledge sharing sessions held	Total sessions organized to build Monitoring & Evaluation (M&E) capacity among staff or stakeholders.	output	>4	>4	>4	>4	>4	National	Annually	Director/Unit Heads
Percentage of corrective actions taken based on evaluation resolved	The percentage of identified issues or recommendations from project evaluations that have been fully addressed or acted upon.	outcome	90%	90%	90%	90%	90%	National	Quarterly	Director/Unit Heads



Percentage of technical coordination meetings held	The proportion of planned sectoral or thematic coordination meetings with development partners that were actually conducted.	outcome	100%	100%	100%	100%	100%	National	Quarterly	Director/Unit Heads
Frequency of user engagement and interactions on ERMD website	Refers to the number and frequency of visits, downloads, feedback, or other forms of user activity on the official ERMD website.	output	20%	30%	50%	80%	90%	National	Quarterly	Data Team
Percentage of projects/programmes featured on the DCMIS dashboard	Measures the visibility of ongoing initiatives by calculating the share that is highlighted or summarized on the system dashboard.	outcome	100%	100%	100%	100%	100%	National	Quarterly	Data Team
Number of reports staff generates (must include M&E reports)	The total number of official reports produced by staff, including monitoring, evaluation, and technical progress reports.	Output	>10 per staff	>10 per staff	>10 per staff	>10 per staff	>10 per staff	National	Annually	Director/Unit Heads

Ghana Revenue Authority

Goal: Achieve efficient and effective management of the economy towards the attainment of upper middle-income status and poverty reduction

Objective:

- Widen the tax net
- Enhance Compliance and Enforcement processes and procedures
- Enhance seamless taxpayer service delivery

Programme: Improve Revenue Management and Administration

Indicators	Indicator definition	Indicator Type	Baseline (2024)	Cumulative Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Change in tax revenue	Total tax revenue of a given year expressed as a percentage of previous years amount	Outcome	35.8%	20.8%	18.1%	-	-	Period/month	Quarterly, annual	Head, TARF
Data-driven tax expenditure framework established	Revised policy framework for conceptualising, appraising, and approving new tax expenditures by Cabinet, based on the	Output	Tax expenditures on imports for 2023 published. Tax	-	To be completed by the end of 2027	-	-	National	Semi-annual	AC, DTRD P&P



	publication of repository of tax expenditures and the cost of these expenditures		expenditure for 2022 and estimates for 2023-2026 published.							
Number of tax expenditure claims granted for climate smart investment	Count of tax expenditure claims granted for climate smart investment	output	0	300	500	-	-	National	Semi-annual	AC, Research & Policy
Number of non-salaried tax payers	Count of non-salaried tax payers	output	36,860	264,000	238,500	-	-	Sex, Age, Type of employment	Semi-annual	Victor Akogo
Number of taxpayers registered	Count of newly registered taxpayers	Output	52,186	66,509.00	69,509.00	-	-	PAYE	Annually	Head Statistics
			57,013	77,628.00	81,509.00	-	-	Corporate Tax	Quarterly	Head Statistics
			73,563	99,774.00	104,763.00	-	-	Self Employed	Quarterly	Head Statistics
			61,379	71,402.00	74,972.00	-	-	VAT	Quarterly	Head Statistics
Percentage of filing rate increased	Percentage of filing rate increased	Output	49.3%	100%	100%	100%	100%	CIT	Semi-annual	Head DTRD P&P
			92.9%	100%	100%	100%	100%	PAYE	Quarterly, Annual	AC Statistics
			45.4%	100%	100%	100%	100%	Self-Employed-	Quarterly, Annual	AC Statistics
			81.90%	100%	100%	100%	100%	VAT	Quarterly, Annual	AC Statistics



			73.58%	100%	100%	100%	100%	Excise	Quarterly, Annual	AC Statistics
Percentage of on-time payment rate increased	Percentage of on-time payment rate increased	Output	PAYE-81.13	100%	100%	100%	100%	PAYE	Quarterly, Annual	AC Statistics
			CIT-47.39	100%	100%	100%	100%	CIT	Quarterly, Annual	AC Statistics
			PIT-38.57	100%	100%	100%	100%	Self-Employed	Quarterly, Annual	AC Statistics
			VAT-85.36	100%	100%	100%	100%	VAT	Quarterly, Annual	AC Statistics
			Domestic Excise - 77.50	100%	100%	100%	100%	Excise	Quarterly, Annual	AC Statistics
Debt Recovery Rate	Percentage of outstanding tax debt collected	output	24.66%	30%	30%	-	-	Period/month	Quarterly, Annual	Head, DMCE
Debt to Revenue Ratio	Total debt divided by Total Tax Revenue	output	24.66%	30%	30%	30%	-	Period/month	Quarterly, Annual	Head, DMCE
Percentage of targeted audit completed	Audits conducted as a percentage of audits targeted	output	92.54%	100%	100%	-	-	Period/month	Quarterly, Annual	DC TAQAD
Number of Post Clearance Audits Performed	Count of audits conducted after customs clearance has been granted for imported goods.	output	344	360	385	-	-	Type of audit Period/month	Quarterly	Head, PCA
Simplified Tax and Customs Laws disseminated	Simplified Tax and Customs Laws disseminated to the general public through various channels	output	No study conducted	70%	100%	-	-	Sex, Age, locality-national/region	Annually	Head, CPA



Number of tax education exercises conducted	count of tax education exercises conducted	output	7	14	20	-	-	Sex, Age, locality-national/region	Quarterly	Head, CPA
Public Perception Index of GRA	The score from the assessment of the views of the public about GRA	output	3.6	4.20	5.00	-	-	Sex, Age, locality-national/region	Annually	Head, CEU
Percentage administrative cost	Total administrative cost/Expenditure expressed as a percentage of total tax revenue collected	output	-	2.2	2.1	-	-	Period/month	Annually	Head, Finance
Percentage of administrative reviews settled within the stipulated time of 60 days	The number of administrative reviews finalised within the stipulated time of 60 days expressed as a percentage of the total.	output	0%	40%	60%	75%	90%	Type of reviews Period/month	Quarterly	Comm. DTRD
Integrated Tax Administration System (ITAS) developed	Functional Integrated Tax Administration System (ITAS) in GRA.	output	Procurement Process Initiated	Develop Customised Phase 2 and phase 3 modules (CEDM, Audit etc.) Migrate Data.	Warranty and Maintenance Support	-	-	National	Quarterly	Head, IT
Percentage of tax audits selected through the audit risk engine.	The number of tax audits that are based on automatic risk-based selection expressed as a percentage of total tax audits conducted by GRA	output	23.24%	65%	80%	90%	90%	National	Quarterly	DC, TAQAD



Independent Tax Appeals Board

Goal: Achieve efficient and effective management of the economy towards the attainment of upper middle-income status and poverty reduction

Objective:

- Widen the tax net
- Enhance Compliance and Enforcement processes and procedures
- Enhance seamless taxpayer service delivery

Programme: Improve Revenue Management and Administration

Indicators	Indicator definition	Indicator Type	Baseline (2024)	Cumulative Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage of taxpayers aware of ITAB services	Proportion of taxpayers who are aware of ITAB services	Output	40%	50%	60%	75%	85%	National	Annually	ITAB
Percentage improvement in service delivery outcomes	Proportion of positive feedback on ITAB services from stakeholders	Outcome	65%	75%	80%	85%	90%	By stakeholder group	Annually	ITAB
Percentage of technology systems fully implemented	Proportion of ITAB's technology systems in place and fully implemented	Output	50%	70%	85%	95%	100%	By system type	Quarterly	ITAB

Budget

Goal: Achieve efficient and effective management of the economy towards the attainment of upper middle-income status and poverty reduction

Objective:

- Achieve 60% compliance with financial management regulations and reduce arrears by 2029
- Reduce budget preparation delays by 80% and fully operationalise the Hyperion system across all MMDAs by 2029.
- Ensure 100% timely budget allocations and reduce fund transfer delays by 70% by 2029.
- Achieve 80% timely submission of financial data and upgrade GIFMIS for improved reporting by 2029
- Increase MMDAs' internally generated funds (IGF) by 30% and reduce reliance on IGFT by 2029

Programme: Prudent Public Expenditure Management and Budgetary

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			



Number of compliance monitoring completed	Count of compliance monitoring completed	Output	0	4	4	4	4	MDAs/MMDAs	Quarterly	Budget Office
Number of officers trained on the sanctions of the PFM Act as amended	Count of officers trained on the sanctions of the PFM Act as amended	Output	0	156	156	156	156	National	Biannual	Budget Office (PFM Reforms Unit)
Database on foreign loans and grants reporting developed	Database on foreign loans and grants developed	output	-	Develop the framework for the database	Use the framework to design the database	Utilise and maintain the database	Utilise and maintain the database	National	quarterly	Budget Officer (FRGs unit)
Number of projects sponsored by foreign loans and grants monitored	Count of projects sponsored by foreign loans and grants monitored	outcome	-	2	2	2	2	National	Biannually	Budget Officer (FRGs unit)
Number of MMDAs that the Hyperion has been deployed to	Count of MMDAs that the Hyperion has been deployed to	Output	0	261	261	261	261	Region	Annual	Budget Office (BTAS, FDU)
Annual Budget Performance Reports published	Annual Budget Performance Reports published	Output	30 th June	30 th June	30 th June	30 th June	30 th June	National	Annual	Budget Office (PEMU)
National Budget and Economic Statement prepared and published	National Budget and Economic Statement prepared and published	Output	-	15 th Nov	15 th Nov	15 th Nov	15 th Nov	National	Annual	Budget Office (BDU)
Mid-Year Fiscal Policy Review prepared and presented to Parliament	Mid-Year Fiscal Policy Review prepared and presented to Parliament	Output	24 th July	31 st July	31 st July	31 st July	31 st July	National	Annual	Budget Office (BDU)



Budget Implementation Instructions prepared and issued	Budget Implementation Instructions prepared and issued	Output	16 th April	15 th Jan	15 th Jan	15 th Jan	15 th Jan	National	Annual	Budget Office (BIU)
Number of MMDAs using Hyperion	MMDAs using Hyperion system for budget preparation	Output	0	261	261	261	261	MMDAs	Annual	Budget Office (FDU, BTAS)
Number of budget officers in MMDAs trained in budgeting using the Hyperion	Count of budget officers trained in budgeting using the Hyperion	Output	0	1,305	1,305	1,305	1,305	MMDAs	Biannual	Budget Office (BTAS, FDU)
Number of officers in MDAs trained in budgeting using the Hyperion	Count of officers in MDAs trained in budgeting using the Hyperion	Output	607	1000	1000	1000	1000	MDAs	Annual	Budget Office (BTAS)
Cash Plan Module deployed to MDAs	Cash Plan Module deployed to MDAs	Output	0	System will be piloted to selected MDAs	Full deployment of module	-	-	MDAs	Biannual	Budget Office (BTAS,PEMU)
Number of budget officers trained on the Cash Plan Module	Count of budget officers trained on the Cash Plan Module	Output	0	117	117	117	117	MDAs	Biannual	Budget Office (BTAS, PEMU)
Budget guidelines prepared and disseminated	Budget guidelines prepared and disseminated	Output	-	30 th June	30 th June	30 th June	30 th June	National	Annual	Budget Office (BDU)
Number of Officers trained on the PFM Act as amended, and Budget preparation and execution	Count of budget officers trained on the PFM Act as amended, and Budget preparation and execution	Output	0	156	156	156	156	National	Biannual	Budget Office (PFM Reforms Unit, BIU)
Number of quarterly collaborative engagements held	Number of quarterly collaborative engagements held	Output	0	4	4	4	4	National	Quarterly	Budget Office (CPMU)



Number of staff trained on HR Capital Manager	Count of staff trained on HR Capital Manager	Output	0	614		614		National	Bi-annual	Budget Office (CPMU)
Database on MMDA fiscal data developed	Database on MMDA fiscal data developed	Output	-	Develop framework for reporting	Implement the usage of the framework	Manage and maintain the credibility of the database	Manage and maintain the credibility of the database	MMDAs	Quarterly	Budget Office (FDU)
Number of Review exercise conducted for Categories 2,3 and 4 allowances	Count of Review exercises conducted on the categories 2,3 and 4 allowances	Output	0	2	2	2	2	National	Quarterly	Budget Office (CPMU)
Number of MDAs and MMDAs Manpower hearing held	Count of MDAs and MMDAs Manpower hearing held	Output	0	284	-	-	-	National	Biannual	Budget Office (CPMU)
Number of revenue collection officers trained on revenue collection and management	Count of Revenue collection officers trained on revenue collection and management	Output	0	1,305	1,305	1,305	1,305	National	Annual	Budget Office (FDU)
Number of MMDAs with digitised revenue management systems	Count of MMDAs with digitised revenue management systems	Output	8	50	70	80	53	MMDAs	Biannual	Budget Office (FDU)
Commencement Budget linkage Register developed	Register developed to link and track commencement with budget	Output	Not developed	Register developed	Register is tested and implemented	Register is implemented	Register is implemented	National	Annual	Budget Office (BIU,BDRU)



GIFMIS Reporting Functionality upgraded	GIFMIS reporting tools upgraded to disaggregate data	Output	Not upgraded	Upgraded and tested	Reports generated with proper data disaggregation	Reports generated with proper data disaggregation	Reports generated with proper data disaggregation	-	Annual	Budget Office (BTAS)

Controller and Accountant General

Goal: Achieve efficient and effective management of the economy towards the attainment of upper middle-income status and poverty reduction										
Objective:										
• Ensure Improved Public Financial Management • Ensure Improved Fiscal Performance and Sustainability										
Programme: Prudent Public Expenditure Management										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of Public Universities migrated to the National Payroll System	Count of Public University migrated to the National Payroll System.	Output	1	1	1	1	1	National	Quarterly, Annual	CAGD
Number of Pensioner's NIA numbers verified	Count of Pensioner's NIA numbers verified on the Pensions Payroll	Output	1000	1000	1000	1000	1000	Sex, age, Location,	Quarterly, Annual	CAGD
Number of quarterly meetings with stakeholders of CAP 30 Pensions conducted	Count of quarterly meetings with stakeholders of CAP 30 Pensions conducted	Output	4	4	4	4	4	National	Quarterly, Annual	CAGD
Percentage of unearned salaries by MDAs, MMDAs and Pensioners Association recovered	Proportion of unearned salaries by MDAs, MMDAs and Pensioners Association recovered	Output	96%	96%	96%	96%	96%	Period/month	Quarterly	CAGD
Number of Bank Accounts created on GIFMIS	Count of Bank Accounts created on GIFMIS	Output	100	100	200	200	200	Type of account; owners; period/month	Quarterly	CAGD
Number of Foreign Missions returns, salaries and Bank statements reviewed	Count of Foreign Missions returns, salaries and Bank statements reviewed	Output	35	35	35	35	35	Mission destination;	Quarterly	CAGD
Number of Commercial Banks Dormant Accounts identified and closed	Count of Commercial Banks Dormant Accounts identified and closed	Output	20	20	20	20	20	Type of bank	Quarterly	CAGD



Number of Foreign Missions, IGF Institutions and Donor Project placed on GIFMIS	Count of Foreign Missions, IGF Institutions and Donor Project placed on GIFMIS	Output	5	5	5	5	5	Type of institution	Quarterly	CAGD
Number of Performance Reports prepared	Count of Performance Reports prepared	Output	4	4	4	4	4	National	Quarterly	CAGD
Number of Financial Statements prepared	Count of Financial Statements prepared	Output	4	4	4	4	4	National	Quarterly	CAGD
Number of Revenue and Expenditure Performance Reports produced	Count of Revenue and Expenditure Performance Reports produced	Output	4	4	4	4	4	National	Quarterly	CAGD

Public Debt Management

Goal: Achieve efficient and effective management of the economy towards the attainment of upper middle-income status and poverty reduction										
Objective:										
- Debt to GDP of 55 percent by 2028 - Low risk in the public debt portfolio. - Adequate financing options for government projects. - Strengthened regulatory framework on public debt management - Strong Investor engagements										
Programme: Strengthen Public Debt Management										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Debt Sustainability Analysis (DSA) conducted	Debt Sustainability Analysis conducted	Output	14 th Nov	31 st Dec	31 st Dec	31 st Dec	31 st Dec	National	Annually	PDMO
Medium-Term Debt Management Strategy (MTDS) developed	Medium-Term Debt Management Strategy developed	Output	31 st Dec	31 st Dec	31 st Dec	31 st Dec	31 st Dec	National	Annually	PDMO
Number of On-Lending Reports prepared	Count of On-Lending Reports prepared	Output	2	2	2	2	2	National	Bi-Annually	PDMO



Number of debt-funded projects sites visited	Count of debt-funded projects sites visited	Outcome	4	4	4	4	4	National	Quarterly	PDMO
Number of Credit Risk Assessment of SOEs conducted	Count of Credit Risk Assessment of SOEs conducted	Output	4	4	4	4	4	National	Ad hoc	PDMO
Annual Borrowing and Recovery Plan (ABRP) prepared and published	Annual Borrowing and Recovery Plan (ABRP) prepared and published	Output	4 th April	31 st Dec	31 st Dec	31 st Dec	31 st Dec	National	Annually	PDMO
Number of Assessments and negotiations of loan terms and conditions conducted	Count of Assessments and negotiations of loan terms and conditions conducted	Outcome	-	1	1	1	1	National	Ad hoc	PDMO
Number of Treasury Management Committee meetings held	Count of Treasury Management Committee meetings held	Outcome	52	52	52	52	52	National	Weekly	PDMO
Debt Management Regulations developed	Debt Management Regulations developed	Impact	-	31 st Dec	31 st Dec	31 st Dec	31 st Dec	National	Annually	PDMO
Standard Operating Procedures (SOPs) Manual for the PDMO developed	Standard Operating Procedures Manual for the PDMO developed		-	31 st Dec	31 st Dec	31 st Dec	31 st Dec	National	Annually	PDMO



Commonwealth Meridian System integrated with the GIFMIS	Commonwealth Meridian System integrated with the GIFMIS	Outcome	-	31 st Dec	31 st Dec	31 st Dec	31 st Dec	National	Annually	PDMO
Number of investor townhall engagements and webinars organised	Count of investor townhall engagements and webinars organised	Outcome	0	2	2	2	2	National	Bi-annually	PDMO
Number of debt bulletins prepared and published	Count of debt bulletins prepared and published	Output	4	4	4	4	4	National	Quarterly	PDMO
Annual Public Debt Report prepared	Annual Public Debt Report prepared	Output	31 st March	31 st March	31 st March	31 st March	31 st March	National	Annually	PDMO
Number of investor presentations prepared and published	Count of investor presentations prepared and published	Output	0	2	2	2	2	National	Bi-annually	PDMO



7.3 Strategy for Data Collection, Collation, Analysis and Use of Results Matrix

The Monitoring and Evaluation matrix has identified specific indicators in line with the planned activities. Data and information will be collected on these indicators quarterly and annually to measure their performance. The indicator data collection sheet will be used to collect data from all the Department, Agencies and Divisions of the Ministry. The Policy Coordination, Monitoring and Evaluation Division of the Ministry will collate and analyse these data and report on them quarterly and annually. The reports shall be disseminated to management as well as the Department, Agencies and Divisions and under the Ministry for decision making.

7.4 Implementation, Monitoring and Evaluation

The purpose of the Ministry's monitoring and evaluation of planned activities is to enable the Ministry to assess the performance of planned activities. It is also to generate data and information to enable the Ministry take policy decisions. The monitoring and evaluation process will ensure that the implementation of planned activities is assessed against set targets. Challenges and lessons learnt that may have implications for future implementations will be documented.

The Monitoring and Evaluation System is expected not only to collect, analyse and disseminate data and information on performance and outcomes, but will also be beneficial in the policymaking process. The Plan is designed to ensure that sufficient indicators are generated and used as feedback on results that can be easily attributed to specific actions.

The Monitoring and Evaluation matrix spells out the indicators needed for tracking Programme output, outcome and impacts. The Framework is focused on activities in the Sector Medium Term Development Plan for the period 2026-2029.

7.5 Evaluation

In order to evaluate the effectiveness of the Plan, the Ministry will undertake a mid-term comprehensive evaluation to assess the level of implementation of planned activities to determine the progress of implementation of the Plan. The development issues identified will be incorporated into the Plan to inform policymaking and enhance the Plan's implementation.

The Ministry will also evaluate the Debt Restructuring Programme to know its impact on Ghanaians.

Types of Evaluation

- Process Evaluation
- Impact Evaluation

7.6 Participatory Monitoring and Evaluation Arrangement

Participatory monitoring and evaluation mechanisms will be put in place to support the participation of all Departments, Agencies and Divisions, and under the Ministry and all other relevant stakeholders in the monitoring process. Institutional arrangements and capacity building needs within the Ministry for coordinating the systems, reporting and analysing data for policy



processes will also be established. Roles and responsibilities of each Department, Agency and Division, and in the monitoring and evaluation process would be identified and assigned accordingly.

7.7 Quarterly and Annual Progress Reporting Format

The Ministry would adopt the quarterly and annually reporting format developed by NDPC for MDAs. The format is as indicated below;

- Title Page
- ☒ Sector
- ☒ M&E report for (time Period)
- Introduction
- ☒ Purpose of the M&E for the stated period
- ☒ Processes involved and difficulties encountered
- ☒ Status of implementation of SMTDP
- M&E Activities Report
- ☒ Programme/Project status for the quarter or year
- ☒ Update on disbursements from funding sources
- ☒ Update on status of indicators & targets
- ☒ Update on critical development and poverty issues
- ☒ Evaluations and participatory M&E
- The Way Forward
- ☒ Key issues addressed and those yet to be addressed
- ☒ Recommendations

7.8 Knowledge Management and Learning Framework

Establishment of Communities of Practice (CoPs)

The Ministry has adopted a brown bag knowledge sharing approach in disseminating knowledge on topical issues to staff of the Ministry and its Agencies periodically.

Establishment of Knowledge Sharing Platforms

The Ministry has adopted a SharePoint platform to disseminate information to all staff periodically.

Development of Systems for Capturing, Documenting, and Lessons

The Ministry has adopted policy briefs and research papers as a means of sharing information within the Ministry.

Designing and Implementing Robust Data Management Systems, Information Repositories, and Knowledge Bases

The Ministry uses several data management systems including the Meridian, Hyperion, Development Cooperation-Management Information System (DC-MIS), Ghana Integrated Financial Management Information System (GIFMIS), etc to store and share data within the Ministry.



8.0 CHAPTER EIGHT - COMMUNICATION STRATEGY

8.1 Introduction

This chapter presents the communication strategy for the 2026-2029 Sector Plan of the Ministry. This chapter also discusses the objectives, methodologies, approaches, and tools that will be applied to implement the strategy. In addition, the processes and the content of each tool are also defined. The chapter ends with the expected outcome and possible challenges that may arise during the implementation of the Plan.

The communication strategy of the Plan is intended to create awareness about the SMTDP 2026-2029 of the Ministry. It is also to inform relevant stakeholders about the programmes, projects and activities that the Ministry intends to implement during the period 2026-2029. The programmes are strategically mapped out to enable the Ministry contribute to the achievement of the Development Dimensions (Economic; Environment, Infrastructure and Spatial; and Governance and Institutional Development Dimensions) of the Medium-Term National Development Policy Framework 2026-2029. In this strategy, efforts will be made to foster greater collaboration and coordination with all relevant stakeholders in the achievement of set targets. There would be greater emphasis on transparency and accountability thereby minimising the tendency for general resistance resulting from public uncertainty about the potential benefits to be derived from the implementation of planned interventions.

The review of the implementation of the previous Plan showed that some of the issues that hampered the successful implementation of the Plan included poor plan implementation coordination, poor stakeholder appreciation of the policies, programmes and projects in the Plan, poor stakeholders' mobilisation, stakeholder dialogue and poor education on the policies, programmes and projects in the Plan. This was as a result of the poor communication channels between and among stakeholders. In addition, the roles and responsibilities of the various stakeholders were not properly defined and communicated. In the light of this, there was inadequate stakeholders' participation in the Plan implementation, monitoring and evaluation.

In this Plan, efforts will be made to address the above-mentioned challenges through considerable sensitisation, education and guidance that would afford the respective stakeholders and the general public to better appreciate the efforts of the Ministry.

8.2 The Strategic Objectives of the Communication Strategy

The main objectives of this communication strategy are to:

- i. create awareness about the Ministry's Medium Term Plan, objectives and the expected roles of the stakeholders in the implementation and monitoring of policies, programmes, projects and planned activities;
- ii. identify and educate the various stakeholders about the Development Dimensions and objectives of the Ministry to ensure their participation and involvement;
- iii. mobilise support for the implementation of planned activities;
- iv. disseminate sector policies, programmes, projects and progress reports;
- v. promote dialogue and generate feedback on performance; and
- vi. promote access and manage expectations of the public concerning the policies.



8.3 Approach

Some of the means by which the communication strategy will be executed include:

- i. the identification and segmentation of different groups of stakeholders to be targeted, their specific information needs and approach to adopt;
- ii. the development of appropriate strategy to effectively create awareness about the SMTDP;
- iii. the development of strategies to effectively and regularly update stakeholders on progress; and
- iv. frequent briefing and debriefing of stakeholders.

8.4 Methodologies

Participatory techniques and methods would be used to disseminate policies and programmes of the Ministry. The process would involve relevant stakeholders so as to increase coverage, support and acceptability. At all times, the approach of the publicity campaign, will be in line with the principles of policies to be implemented. Communication plan would be based on participation, consensus building and ultimately foster a sense of ownership of the policies. This would be done with the aim of marketing the policies and planned programmes.

A platform will be created for sensitisation/seminar for the media about programmes, objectives and actions taken by the Ministry towards the realisation of the set targets. This approach will not only encourage ownership but would also promote confidence that is required at the implementation of every programme.

A proactive approach that will anticipate likely issues which will arise out of implementation would be adopted.

As part of the strategy, information to be disseminated would be packaged. This would involve seeking approval and avoiding duplication as well as inconsistencies in any information that would be communicated to stakeholders. In order to ensure the success of the processes, an in-built mechanism would be fashioned out to evaluate every activity undertaken.

8.5 Communication Tools

Communication tools will be developed to support the dissemination of the policies and programmes. Where it becomes necessary, a combination of communication tools will be used to achieve planned objectives. Below are the major communication tools and their objectives.

8.5.1 Communication Tools and Corresponding Objectives

i. Print Articles (features)

- This will encourage consensus building;
- Inform the public about the objectives of the policies;
- Encourage ownership of the policies; and
- Encourage participation for mutual benefits.

ii. News Reports (TV, Radio and Print)

- Educate the public about the policies;



- Publicise achievements and success with the implementation; and
 - Keeping the public abreast with the policies.
- iii. Supplement (monthly in Graphic/Times)**
- Inform the public about the policy objective and how one can benefit;
 - Build a new partnership and image through the introduction of the policies;
 - Provide an incentive/benefit of the policy to beneficiaries; and
 - Remove the apathy with regards to government policies.
- iv. Newsletter**
- Introduce ideas to encourage consensus building;
 - Inform the public about the progress and impact of the policies; and
 - Inform about the benefits derived through activities embarked by beneficiaries.
- v. Press Conferences, Speeches, etc.**
- Officials to educate the public on the policy and the benefits, achievements and direction to encourage ownership;
 - Forum to re-state objectives and achievements;
 - Forum to articulate and justify the policies; and
 - Forum to inform public on challenges.
- vi. Radio and TV Talk Show Programme**
- Encourage participation and consensus building;
 - Inform the public about the policies; and
 - Remove perception about the policies.
- vii. Public Announcement**
- Inform the general public and stakeholders about the introduction of the policies and what they entail
- viii. Advertiser's Announcement**
- Inform the general public and stakeholders about the introduction of the policies; and what they entail
 - Build a new image around the policies
- ix. Advertisers Announcement (Print)**
- Promote policy to encourage stakeholder interest
 - Promote benefits of the Policies
- x. Advertisement (Radio/TV)**
- Promote policies to encourage stakeholder interest
 - Promote benefits of the policies
- xi. Pamphlets/Brochures**
- Educate the public on the policies



- Encourage participation
- xii. Posters**
 - Educate the public on the policies
 - Encourage participation
- xiii. Documentaries (video)**
 - Build a new image around the policies
 - Inform the public about the policies
 - Promote the benefits of the policies
 - Encourage ownership of the policies
- xiv. Drama**
 - Showcase the policies and their objectives, benefits etc
 - Promote the policies
 - Encourage participation
 - Inform the stakeholders about the long-term benefits
- xv. Website**
 - Inform the public about the policies
 - Create updates on the policies
 - Promote benefits and objectives of policies
 - Showcase activities and programmes embarked upon to deliver results
- xvi. New Media**
 - Inform the netizens about the policies
 - Create updates on the policies
- xvii. townhall engagements**
 - Inform the public about the policies
 - Create updates on the policies
 - Promote benefits and objectives of policies

8.6 Expected Output

It is expected that, the proposed methodology and strategies would result in greater cooperation and collaboration of the Ministry with other relevant stakeholders. This is to enhance implementation, increase awareness of stakeholders on the policies and programmes that the Ministry would be implementing within the period 2026-2029.

8.7 Possible Challenges

The anticipated challenges to the smooth implementation of this communication strategy include but not limited to:

- Inadequate financial resource to implement planned activities;
- Apathy among key stakeholders in the Plan preparation and implementation processes;



- Inadequate technical support;
- Delays in the Plan preparation and implementation;
- Changes in policies;
- Staff attrition;
- Poor collaboration and coordination among stakeholders;
- Inadequate logistics and equipment; and
- Resistance to change.



Annex 1: Strategic Environmental Assessment

Programme: Development of Human and Institutional Capacity		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5



Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
Appropriate measures will be put in place to mitigate the likely occurrence of any adverse environmental effects		

Programme: Strengthened M&E Systems		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		



Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5



Programme: Effective Coordination of Programmes and Projects		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	0 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	0 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	0 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	0 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	0 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	0 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	0 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	0 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	0 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	0 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	0 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	0 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0 1 2 3 4 5



Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Programme: Strengthened Compliance with existing Civil/Public Service Laws, Rules and Regulations		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5



Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	0 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	0 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	0 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	0 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	0 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	0 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	0 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	0 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	0 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	0 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	0 1 2 3 4 5

Programme: Strengthened Capacity for Economic Development		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		



Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	☐ 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	☐ 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	☐ 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	☐ 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	☐ 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	☐ 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	☐ 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	☐ 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	☐ 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	☐ 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	☐ 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	☐ 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	☐ 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	☐ 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	☐ 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	☐ 1 2 3 4 5



Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Programme: Transparency and Accountability		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower	Number of women empowered	(0) 1 2 3 4 5



women.		
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Programme: Improved capacity to implement green growth and climate financing		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of	Quantity and type of fuel/energy to be	(0) 1 2 3 4 5



renewable rather than fossil fuels.	identified	
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5



Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Programme: Prudent Public Financial Management		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5



Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
Programme: Enhanced data production and coordination of statistical programmes		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5



EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5



Programme: Modernise statistical infrastructure and enhance administrative capacity and financial management		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5



Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Programme: Strengthened regulatory framework for project management		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5



Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Programme: Adequate technical capacity for the efficient management of public investments		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE



EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5



excluded people.		
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
Programme: Strengthened regulatory framework for the management of the State's interests in SEs and non-financial assets		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5



Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
Programme: Strengthened the Implementation of the Public Private Partnership Act 2020, Act (1039)		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of	Quantity and type of fuel/energy to be	(0) 1 2 3 4 5



renewable rather than fossil fuels.	identified	
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5



Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
Programme: Promotion of Financial Innovation and Inclusion		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5



Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
Programme: Promote the fight against economic crimes including money laundering, tax evasion, cyber-crime		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL		



CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
Programme: Optimise external resource mobilisation		
CRITERIA – BASIC AIMS AND	INDICATORS	PERFORMANCE



OBJECTIVES		MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5



Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
Programme: Improved revenue management and administration		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and	(0) 1 2 3 4 5



	shelter to be assessed.	
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
Programme: Prudent Public Expenditure Management and Budgetary Controls		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5



Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
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Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		



Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
Programme: Prudent Public Financial Management		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and	Level of participation proposed	(0) 1 2 3 4 5



excluded sections).		
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
Programme: Prudent Compliance with Stipulation of ACT 663 as Amended		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
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Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5



EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5



Programme: Improved Competences in Public Procurement Processes and Procedures		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	0 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	0 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	0 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	0 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	0 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	0 1 2 3 4 5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	0 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	0 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	0 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	0 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	0 1 2 3 4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	0 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0 1 2 3 4 5



Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
Programme: Prudent Public Debt Management		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0) 1 2 3 4 5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
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EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
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	shelter to be assessed.	
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
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Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
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