



**DRAFT 2026-2029 SECTOR MEDIUM-TERM
DEVELOPMENT PLAN (SMTDP)**

OF

**THE OFFICE OF THE ATTORNEY-GENERAL
AND MINISTRY OF JUSTICE**

JUNE 2025

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ABBREVIATIONS AND ACRONYMS

AAP	Annual Action Plan
AESL	Architectural and Engineering Services Limited
AfCTA	African Continental Free Trade Area
AG	Attorney -General
API	Application Programme Interface
ARIPO	African Regional Intellectual Property Organization
CAGD	Controller and Accountant-General
CLR	Council for Law Reporting
CMT	Copyright Monitoring Team
COVID-19	Coronavirus Disease 2019
CRC	Citizen Report Card
CSA	Civil Service Administration
CSC	Community Score Card
CSTC	Civil Service Training Center
DACF	District Assemblies Common Fund
EBRS	Electronic Budget and Reporting System
ECOWAS	Economic Community of West Africa
EOCO	Economic and Organized Crime Office
EU	European Union
FACU	Fixed Asset Coordinating Unit
FDA	Food and Drug Authority
FIAT	Formal Authorization/Approval
FIC	Financial Intelligence Centre
FJC	Family Justice Center
GES	Ghana Education Service
GHC	Ghana Cedis

GIABA	Inter-Governmental Action Group against Money Laundering
GIFMIS	Ghana Integrated Financial Management System
GIMPA	Ghana Institute of Management and Public Administration
GIPC	Ghana Investment Promotion Cooperation
GIs	Geographical Indications
GLC	General Legal Council
GLR	Ghana Law Reporting
GoG	Government of Ghana
GoG	Government of Ghana
GPRTU	Ghana Private Road Transport Union
GRA	Ghana Revenue Authority
GSL	Ghana School of Law
GSS	Ghana Statistical Service
GTV	Ghana Television
HR	Human Resource
IAA	Internal Audit Agency
ICT	Information Communication Technology
IGF	Internal Generated Fund
IIMS	Information Management System
IP	Intellectual Property
IPAS	Integrated Personnel and Payroll System
IT	Information Technology
KNUST	Kwame Nkrumah University of Science and Technology
L.1.	Legislative Instrument
LEAs	Law Enforcement Agencies
LRC	Law Reform Commission
LRC	Law Reform Commission

M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
MMDAs	Metropolitan Municipal and District Assemblies
MoCDTI	Ministry of Communication, Digital Technology and Innovation
MoE	Ministry of Education
MoF	Ministry of Finance
MoJ	Ministry of Justice
MoU	Memorandum of Understanding
MTDP	Medium-Term Development Plan
MTNDPF	Medium-Term National Development Policy Framework
NACOC	Narcotics Control Commission
NCA	National Communication Authority
NDPC	National Development Planning Commission
NIA	National Identification Authority
NIB	National Investigation Bureau
NITA	National Information Technology Agency
NRCD	National Redemption Council Decree
O&M	Operation and Maintenance
OAG	Office of the Attorney-General
OAGMoJ	Office of the Attorney-General and Ministry of Justice
OHCS	Office of the Head of Civil Service
ORC	Office of the Registrar of Companies
PETS	Public Expenditure Tracking Surveys
PNDC	Provisional National Defense Council
PoA	Program of Action
PPA	Public Procurement Authority
PPBME	Policy, Planning, Budget, Monitoring, and Evaluation

PR	Public Relations
PRAAD	Public Records and Archives Administration Department
PSC	Public Service Commission
RCC	Regional Coordinating Council
RFG	Regional Coordinating Council of Ghana
RGD	Registrar-General's Department
RSIM	Research, Statistics Information Management
SMART	Specific, Measurable, Achievable, Relevant, and Time-Bound
SMEs	Small and Medium Enterprises
SMTDP	Sector Medium-Term Development Plan
SPSS	Statistical Package for the Social Sciences
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TV	Television
UPSA	University of Professional Studies
UT	Universal Television
WIPO	World Intellectual Property

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FOREWORD

The preparation of the 2026–2029 Sector Medium-Term Development Plan (SMTDP) marks a critical milestone in the journey toward building a resilient, responsive, and equitable justice system in Ghana. As Attorney-General, I am proud to present a strategic blueprint that not only consolidates the Ministry's achievements from the 2022–2025 cycle but also addresses emerging challenges and reforms required to meet the demands of a modern legal landscape.

This plan reflects the Ministry's constitutional mandate to ensure peace, stability, and justice—grounded in the rule of law, transparency, and equal access for all. It outlines a comprehensive range of programmes and interventions across our Divisions, Directorates, Department and Agencies, each aligned with the priorities of the Medium-Term National Development Policy Framework (MTNDPF), the Sustainable Development Goals (SDGs) and the Resetting agenda.

Formulated through a participatory process and guided by rigorous performance reviews and stakeholder consultations, the SMTDP prioritizes digital transformation, legal education reform, institutional capacity enhancement, and infrastructure development. Our goal is to build a justice sector that is people-centered, future-ready, and anchored in integrity.

I commend the tireless efforts of our planning teams, stakeholders, and partners whose contributions have made this document possible. Let us move forward together, renewed in purpose and united in our commitment to uphold the rule of law and foster a prosperous, just society for all.

Hon. Dominic Akuritinga Ayine
Attorney-General and Minister for Justice

EXECUTIVE SUMMARY

The 2026–2029 SMTDP articulates the Justice Sector’s strategic priorities over the medium term, aligning institutional mandates with Ghana’s national development frameworks. It aims to enhance justice delivery, promote human rights, and strengthen institutional capacity through inclusive, accountable, and technology-driven reforms.

The plan was developed through a participatory and iterative process, guided by the National Development Planning Commission (NDPC) preparation guidelines. It involved:

- Review of existing sector policies, performance reports, and national frameworks (CPESDP, NMTDPF).
- Application of results-based planning tools, including SMART objective formulation and M&E alignment.
- Integration of knowledge mapping and competency matrices to inform capacity-building priorities.

The Plan Preparation Team comprised representatives from the Office of the Attorney-General and Ministry of Justice and all sector agencies. The process was marked by:

- Technical coordination by the Planning, Budgeting, Monitoring and Evaluation (PBME) unit.
- Joint drafting with teams from all Agencies under the Office.
- Input from Divisions, Directorates and Units

Broad consultations were held with the Attorney-General, Sector agencies and institutional heads and Justice sector players. Feedback from these engagements shaped priorities around access to justice, digitization, and ethical leadership.

The SMTDP is structured around four strategic pillars:

1. **Governance and Rule of Law:** Strengthening legal literacy, civic engagement, and human rights protection.
2. **Justice Sector Reforms:** Enhancing prosecution, Legal Education Reform, judicial accountability, and review of Laws to enhance Justice delivery
3. **Digital Transformation:** Scaling e-justice platforms, ICT integration and digital Law libraries
4. **Capacity Building and Mentorship:** Institutionalizing leadership development, Training in emerging legal issues and areas and ethical mentoring across agencies.

Programmes are designed to be inclusive, measurable, and responsive to evolving sector needs, with clear performance indicators and annual action plans.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The Medium-Term Development Plan (SMTDP) of the Office of the Attorney-General and Ministry of Justice (OAGMoJ) serves as a strategic blueprint for institutional growth, operational efficiency, and justice sector transformation over the planning period. Anchored in national development priorities and sectoral policy frameworks, the SMTDP outlines the Ministry's commitment to delivering accessible, equitable, and professional legal services to the Government and citizens of Ghana.

This chapter provides an overview of the Ministry's mandate, vision, mission, and core functions, establishing the foundation upon which strategic objectives and interventions are built. It also highlights the planning context, including policy alignment with the Coordinated Programme of Economic and Social Development Policies (CPESDP) and Resetting Agenda of the Justice sector.

1.1 Profile and Mandate of the Ministry

The Office of the Attorney-General and Ministry of Justice (OAGMoJ) was established under sections 11 and 13 of the Civil Service Law 1993 (PNDCL 327) as amended by an Executive Instrument 28 (E.I. 28) and Civil Service (Ministries) (Amendment Instrument, 2017) to formulate and coordinate policies, set standards, monitor and evaluate the implementation of the policies and performance of the sector.

Article 88 of the 1992 Constitution provides that there shall be an Attorney-General who shall be a Minister of State and the Principal legal advisor to the Government. The Attorney-General is also the Minister for Justice.

The Ministry is responsible for formulating policies for the entire legal sector as stipulated by the Civil Service Law, 1993 (PNDC Law 327). The Ministry is headed by the Attorney-General and Minister of Justice, who is responsible for general legal matters concerning the exercise of the Executive Power of the State and is responsible for rendering legal advice when requested, in

relation of legislation and the drafting of legislation to give effect to policy decisions taken by Government.

1.2 Vision Statement

To have an efficient and accessible system of justice exhibiting the highest standards of professionalism and engendering a high degree of public trust and confidence.

1.3 Mission Statement

Provide a legal and policy framework within which legal services are efficiently and effectively delivered to ensure Justice for all.

1.4 Core functions

The Ministry is responsible for the formulation of policies, supervision and monitoring of the programmes of activities of the departments and agencies under the Ministry, and evaluating their performance to ensure equal access to justice and equal treatment before the law for all citizens.

The core functions of the Ministry are as follows:

- Policy formulation and undertaking monitoring and evaluation of various activities
- To provide legal advice to the Government.
- The initiation and conduct of all prosecutions of criminal offences.
- The initiation and conduct of all civil litigations, for and on behalf of the State, and have audience in all courts in Ghana.
- The Attorney-General is also responsible for drafting legislation to meet the requirements of Government business, assisting, and advising Parliament in the consideration of legislation.
- To provide professional Legal education and ensure high standards of professional conduct of Lawyers.
- To prevent and detect organised crime and generally to facilitate the confiscation of the proceeds of crime.
- To produce and publish Ghana Law Reports and Review of Ghana Law to strengthen the capacity of lawyers and Judges.

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- To provide legal services to the indigent and vulnerable and resolve conflicts among them through mediation.
 - To provide legal aid to a person who has reasonable grounds to take, defend, prosecute or be a party to proceedings relating to the Constitution.
 - To implement copyright and copyright-related laws and regulations and provide for copyright administration.
 - To conduct research and make recommendations for reform of the law in the Country.
 - To undertake the registration of Businesses, Marriages, protection of Industrial Property Rights, and Administration of Estates.

1.5 Core Values

- Transparency
- Accountability
- Probity
- Integrity
- Competence
- Maintaining High Standards of Excellence
- No Tolerance for Corruption
- Respect for due process
- Professionalism
- Teamwork

1.6 Organisational Structure of the Sector Ministry

The Ministry is made up of the following Departments, Agencies, and Public Service Organisations.

Civil Service Departments

- Registrar-General's Department

Sub-vented Agencies

- Council for Law Reporting
- Law Reform Commission

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- General Legal Council (Ghana School of Law)
 - Economic and Organised Crime Office
 - Copyright Office
 - Office of the Registrar of Companies

Public Service Organisations

- Legal Service (Office of the Attorney-General)

1.7 Structure of the Office (Organogram of the Sector)

See Appendix A for the detailed structure (organogram) of the Office of the Attorney General and Ministry of Justice.

1.8 Organization of the Document

The Sector Medium-Term Development Plan (SMTDP) is structured to provide a comprehensive and systematic framework for guiding the Sector Ministry's operations from 2026 to 2029. The plan begins with a general introduction that outlines its mandate, background, and its alignment with the overarching objectives of the Ministry. The first section further details the vision, mission, and core functions of the Ministry, and also introduces the organization of the plan of the sector.

Chapter Two provides a situational analysis of the Sector Ministry, a brief performance of the implementation of the 2022-2025 sector plan, analysis of existing conditions identifying critical issues. These findings inform Chapter Three, which prioritizes development issues and outlines key strategic objectives based on identified gaps and opportunities.

The fourth chapter establishes the development goals, objectives, and strategies that form the foundation of the Program of Action (PoA) presented in Chapter Five. This section includes a detailed breakdown of programs, sub-programs, broad activities, implementing agencies, timeframes, and associated costs.

Additionally, the plan incorporates a monitoring matrix in Chapter Seven, ensuring that implementation progress is systematically tracked. The final chapter Eight focus on development

communication and knowledge management strategies to enhance stakeholder engagement and institutional learning, culminating in appendices that provide supplementary details such as annual work plans.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.0 Introduction

This chapter provides a comprehensive situational analysis of the Office of the Attorney-General and Ministry of Justice, offering a clear understanding of the current operational environment. It examines institutional strengths, weaknesses, and emerging opportunities that shape the Ministry's strategic direction over the medium term. Drawing on sector performance data, stakeholder consultations, and national development priorities, the analysis establishes a contextual foundation for targeted interventions and measurable results.

The review incorporates an assessment of progress under the 2022–2025 Medium-Term Development Plan (MTDP), highlighting notable achievements as well as implementation challenges. It also evaluates financial performance, focusing on funding allocations and expenditure trends, to determine resource adequacy and utilization efficiency.

In addition, this chapter identifies critical development issues and undertakes a medium-term estimate needs assessment, projecting requirements for 2026–2029. The insights derived are essential for aligning justice sector priorities with Ghana's broader governance and development agenda, and for ensuring that service delivery meets both current and future demands.

2.1 Performance Review

The performance review is based on the programmes and projects adopted for implementation in the Ministry's MTDP under the **Agenda for Jobs: Creating Prosperity and Equal Opportunity I** for all (2022-2025). The review is to enable the Ministry to ascertain progress made and lessons learnt in respect of the implementation of the Ministry's MTDP, 2022-2025. Below indicates the level of implementation and performance of the Ministry, its Departments, and Agencies during the plan period, 2022-2025.

Table 1 Performance Assessment

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievements		Remarks
				Year	Data	
Programme 1: Management and Administration						
Sub-Programme: General Administration						
Governance, Corruption and Public Accountability	Change in level of implementation of SMTDP	64.32% Level of implementation of 2018 – 2021 medium-term plan	80%	2024	73.6%	73% of the accumulated data from the 2022 – 2024 medium-term plan was implemented
Programme 2: Law Administration:						
Sub-Programme 1: Promotion of Rule of Law						
Governance, Corruption and Public Accountability	% of Civil cases defended or pursued on behalf of the State	194.5% of civil litigation cases handled	100%	2024	253.5%	153.5 % exceeded the target of accumulated data from the 2022 – 2024 medium-term plan
	% of state contract agreement reviewed	124.2% reviewed of the state contract agreement	100%	2024	94.4%	94.4% of the target achieved
	% of criminal cases prosecuted on behalf of the State	118% of criminal prosecutions initiated	84.7%	2024	104.2%	4.2% exceeded the target of accumulated data from the 2022 – 2024 medium-term plan
Governance, Corruption and Public Accountability	Percent in the number of petitions recorded	89% petitions recorded	90%	2024	69.3%	69.3% of the target
	Percent in the number of petitions resolved	70% petitions resolved	80%	2024	57.2%	57.2% of the target
	Percentage of Bills drafted and enacted	70%	100%	2024	275%	175% exceeded over target
Programme 2: Law Administration:						
Sub-Programme 2: Law Reports and Reviews						
Governance, Corruption and Public Accountability	Timely publication of the <i>Ghana Law Reports</i> and the <i>Review of Ghana Law</i> .	Published 2018-2019 vol. 2 law report by January 2022	Publish law report and/or review by December each year	2024	2020-2022 vol.1 Law Report and the 2016-2020 Review of Law Report were published in December 2024	100% target achieved
	Per cent increment in the publication of Law Reports	60% manuscripts completed	To Publish 700 copies of the 2020-2022 GLR vol. 1.	2024	100%	100% target achieved

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievements		Remarks
				Year	Data	
	Per cent increment in the publication of Review of Ghana Reports	Editorial work on the manuscripts 90% completed	To Publish 400 copies of the 2008-2017 Review of Ghana Law	2024	100%	100% target achieved
	Improved access to Law Reports	Hardcopies of Law Reports available	Hardcopies of Law Reports available	2024	100%	100% target achieved
Programme 2: Law Administration: Sub-Programme 3: Law Reform						
Governance, Corruption and Public Accountability	% of completion on Draft Bill on Law of Defamation	35%	100%	2024	100%	100% target achieved
	% of completion on Review of Sections of the Criminal and Other Offences (Procedure) 1960 (Act 30)	30%	To develop Concept paper on Review of Sections of the Criminal and Other Offences (Procedure) 1960 (Act 30)	2024	100%	100% target achieved
Programme 2: Law Administration: Sub-Programme 4: Copyright and Entity Administration (Copyright Office)						
Economic Development	% Decrease in piracy works	80%	60%	2022	60%	60% of target achieved
	% Increment in Copyright registration	92.5%	85.3%	2024	84.8%	84.8% of target achieved
	Percentage in dispute mediated	28%	116.7%	2023	116%	16% exceeded over target
	% Increment in copyright education programmes undertaken in educational institutions	97%	137.5%	2024	300%	200% exceeded over target
	% Increment in sensitization programmes for targeted stakeholder groups	98%	75%	2024	333%	233% exceeded over target
Programme 2: Law Administration Sub-Programme 5: Copyright and Entity Administration (Registrar General Department)						
Economic Development MARRIAGE	Turnaround Time: to celebrate Marriages under the Special Licence Regime	25 Days	25 Days	2024	30 Days	Marriages are celebrated within 20 days after administrative processes are met. However, the time

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievements		Remarks
				Year	Data	
						period for meeting these processes may take much longer depending on each case.
TRADEMARK	Turnaround Time: for the registration of a trademark	18 Months	18 Months	2024	May take more than 18 months	For the administration this IPR involve publications in a journal for inputs from the general public which may include litigations and can take some time.
PATENT	Turnaround Time: for the registration of a Patent Application	36 Months	36 Months	2024	May take more than 36 months	For the administration this IPR involve publications in a journal for inputs from the general public which may include litigations and can take some time.
INDUSTRIAL DESIGNS	Turnaround Time: for the registration of an Industrial Design	18 Months	18 Months	2024	May take more than 18 months	For the administration, this IPR involves publications in a journal for inputs from the general public which may include litigations and can take some time.
GEOGRAPHICAL INDICATION (GI)	Turnaround Time: for the registration of a GI	18 Months	18 Months	2024	May take more than 18 months	For the administration, this IPR involve publications in a journal for inputs from the general public which may include litigations and can take some time.
PLANT VARIETY PROTECTION	Turnaround Time: for the registration of a Plant Breeder Right	18 Months	18 Months	2024	May take more than 18 months	For the administration this IPR involve publications in a journal for inputs from the general public which may include litigations and can take some time.

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievements		Remarks
				Year	Data	
Estates Administration	Turnaround Time: of estates administered	18 Months	18 Months	2024	May take more than 18 months	For the administration this IPR involve publications in a journal for inputs from the general public which may include litigations and can take some time.
Programme 3: Management of Economic and Organised Crime						
Sub Programme: Management of Economic and Organised Crime						
Governance, Corruption, and Public Accountability	Amounts Recovered from proceeds crime	GHC44,072,087.25 proceeds from crime	GHC 558,485,899.00	2024	90.5% Ghc 505,418,027.00	90.5% of target achieved
	Number of cases prosecuted	26 prosecuted cases	150 prosecuted cases	2024	38% 57	38% of target met
	Number of cases investigated	293 investigated cases	1,350	2024	142.5% 1,925	Target exceeded
	Number of conviction	2 convictions	10	2024	30% 3	30% of target met
	Number of confiscations	4 confiscations	6	2024	66.7% 4	66.7% of target achieved
	Increased awareness/sensitizof economic and organized crime	45 outreach programs	360	2024	97.2% 350	97.2% of target achieved
Programme 4: Legal Education						
Governance, Corruption, and Public Accountability	% of applicants who wrote the Entrance Examination	141.2% (2,000 - total projected) (2,824 – actuals)	95%	2024	105.7%	Target exceeded
	% of students admitted and trained.	234.36% (550 – projected) (1,289 – actuals)	85%	2024	85.1%	Target achieved
	% of lawyers called to the Bar.	68.88% (450 – projected) (310 – actuals)	90%	2024	130%	Target exceeded
	% of complaints against lawyers received from the public during the period.	76.5% (200 – projected) (153 – actuals)	85%	2024	95.6%	Target exceeded

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievements		Remarks
				Year	Data	
	% of lawyers disciplined during the period.	69.5% (200 – projected) (139 – actuals)	80%	2024	76.4%	76.4% of the target met
Programme 5: Entity Registration Administration:						
Sub-Programme 1:						
Reduction in the timeline for business registration:						
Economic Development	Number of Entities Registered	118,867	510,000	As at June 2025	521, 513	1. System downtime 2. Ineffective collaboration with stakeholders (NITA, Ghana.gov, GRA). 3. Cumbersome Online registration system
	Turnaround time for Business Names registration		10–15 days	As at March, 2025	10–15 days	1. Cumbersome registration process 2. System downtime 3. Poor feedback on Queries 4. Delays in approvals 5. Delays in data entry response 6. Delays in printing 7.
	Turnaround time for Partnership registration		10 days	As at March, 2025	10 days,	Prestige Data included in turnaround time 1. This doesn't give a true representation of the time taken to register an entity. 2. Some variables are not included in the data analysis such as date for printing certificates and certified true copies.
	Turnaround time for Companies registration		10 to 25	As of March 2025	10 to 25	Prestige Data included in turnaround time 1. This doesn't give a true representation of the time taken to register an entity. 2. Some variables are not included in the data analysis such as date for printing certificates

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievements		Remarks
				Year	Data	
						and certified true copies.
Programme 2: Entity Registration Management:						
Sub-Programme 2: Compliance And Inspections						
ECONOMIC	Annual Returns Filed	49,473	147,481	As of June 2025	147,481	System downtime Ineffective collaboration with Ghana.gov Poor design of forms 4. Bulky nature of forms
	Annual Renewals Filed	58,107	261,080	As of June 2025	261,080	Ineffective collaboration with Ghana.gov 2. Inadequate education on filling of renewals
	Beneficial Ownership Compliance (Existing Companies)	569	44,078	June, 2025	44,078	Inadequate sensitization and education
	Number of Companies Inspected	N/A	9,202	March, 2025	9,202	100% target achieved
Programme 2: Entity Registration Management :						
Sub-Programme 3: Company Insolvency And Liquidation Management						
	Applications Received Official Liquidation	5	3	2024	2	Vetting timeline
	Applications Received for Private Liquidation	65	36	2024	32	Lack of personnel Client misunderstanding Cumbersome closing down processes Lack of revenue
	Number of Insolvency Practitioners Registered	N/A	280	June, 2025	280	There is no database system for registration. Stringent requirements for registration
	Turnaround time for Dissolution without full winding up	N/A	Four Months (4)	March, 2025	6 Months	There is no database system for registration Increase the number of refund Stalled dissolution process by applicant Un-unified payment process
	Procure services for the development of a new e-registration system	e-Registrar system	Development and Deployment of the Electronic Business Registration System (EBRS)	2025	Ongoing	65% of work completed
	Organize public education and outreach programmes	1	70	2024	36	51.4% of target achieved

2.2 Summary of Achievements of the Implementation of the 2022-2025 SMTDP

The Sector, in preparing its 2022-2025 Sector Medium-Term Development Plan (SMTDP) considered several factors to agree on the objectives to be achieved in the Medium-term informed by the National Policy Framework. The Sector Medium Term Development Plan (2022-2025) is hinged on two (2) development dimensions, namely Economic Development and Governance, corruption, and public accountability. The four (4)-year Plan has been under implementation for the past three (3) years and the Ministry has made significant progress in achieving set targets provided in the Plan. The Ministry, Departments, and its Agencies in 2024 prioritized its programmes and activities due to inadequate funds, consequently, the Sector was able to undertake most of its activities as outlined in the SMTDP. This includes the following:

- 96% Completion of the Law House Project
- Defending most legal claims against the State and reversing the trend where huge monetary awards are made against the State
- Promoting access and efficiency in the delivery of justice, legal education, and justice administration
- Promoting the Fight against Corruption and Economic Crime

2.3 Analysis of the Proportion of Annual Action Plan Implemented

Between 2022 and 2024, the Office of the Attorney-General and the Ministry of Justice progressively expanded the planned initiatives. In 2022, a total of 141 programmes were scheduled, of which 108 were executed, resulting in an implementation rate of approximately 77%. In 2023, the number of planned programmes increased to 167, with 122 successfully executed yielding an implementation rate of around 73%. In 2024, the planning scale further escalated to 219 programmes, and 158 of these were executed, reflecting a 72% implementation rate.

By Development Dimension:

➤ Governance, Corruption, and Public Accountability:

- ❖ 2022: 89 programmes were planned and 84 were executed (94% execution rate).
- ❖ 2023: 129 programmes were planned and 95 were executed (74% execution rate).

- ❖ 2024: 166 programmes were planned and 118 were executed (71% execution rate).

Although this category started with a very high execution rate in 2022, the expansion of targets in subsequent years led to a noticeable decline in the percentage of programmes executed.

➤ **Economic Development:**

- ❖ 2022: 52 programmes were planned, with 24 executed (46% execution rate).
- ❖ 2023: 38 programmes were planned, with 27 executed (71% execution rate).
- ❖ 2024: 53 programmes were planned, with 40 executed (75% execution rate).

In contrast to the Governance category, the Economic Development initiatives demonstrated substantial improvement over the period, with execution rates climbing steadily from below 50% in 2022 to three-quarters of the planned programmes in 2024.

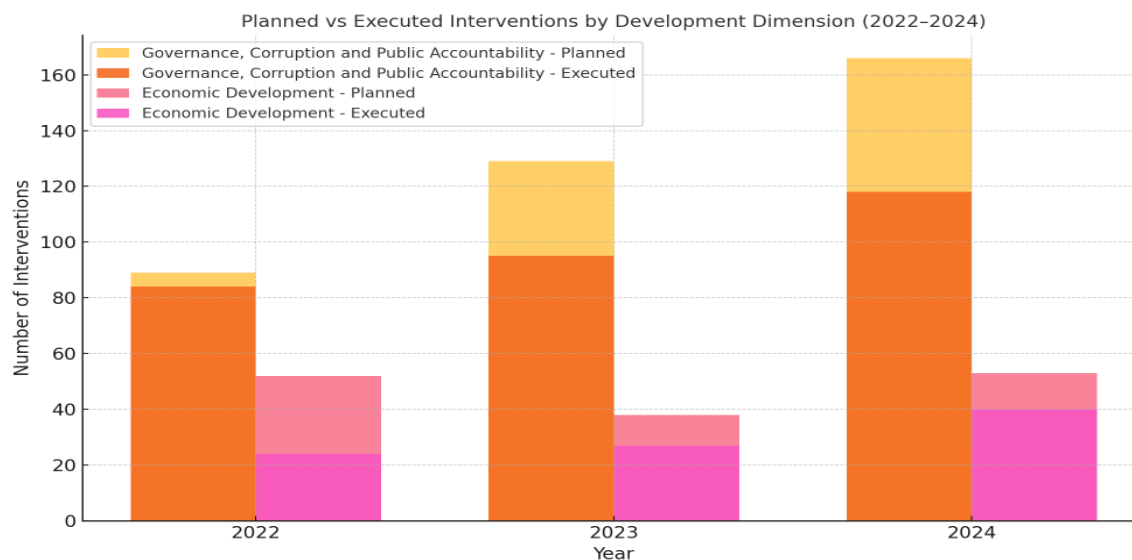
While the total number of planned programmes increased significantly from 141 in 2022 to 219 in 2024, the overall implementation rate experienced a modest decline from about 77% in 2022 to 72% in 2024. This slight reduction in overall efficiency can be attributed to the challenges of scaling up activities particularly in the Governance, Corruption, and Public Accountability dimension against a backdrop of funding constraints and operational hurdles. These factors will be key considerations for adjustments in future planning cycles.

Table 2 Detailed information on the Annual Action Plan Implementation

	Development Dimension	2022		2023		2024	
		Plan	Exec	Plan	Exec	Plan	Exec
1	Governance, Corruption, and Public Accountability	89	84	129	95	166	118

2	Economic Development	52	24	38	27	53	40
3	Total	141	108	167	122	219	158

Figure 1 :Level of implementation of activities by Development Dimension in the years 2022, 2023, and 2024



2.4 Proportion of Overall Medium-Term Development Plan (MTDP) Implemented

The year 2024 marked the third year of implementing the current Sector Medium-Term Development Plan (SMTDP) spanning 2022–2025. During the year under review, the Ministry aimed to implement 80% of its annual planned activities. However, the actual implementation rate stood at 75.2%. The shortfall was largely due to inadequate and delayed release of funds, a recurring challenge that has significantly affected the timely and complete execution of planned interventions across the reporting period.

Performance over the previous years showed a gradual improvement in the proportion of annual action plans implemented. In 2021, 65% of planned activities were completed. This increased to 71% in 2022 and 68% in 2023, against a target of 70%. Although the 2023 target was not fully met, it reflected a relatively stable implementation performance. The Ministry has consistently

managed to implement more than 50% of its annual programmes since 2021 despite funding constraints.

In terms of the broader Medium-Term Development Plan implementation, the previous SMTDP (2018–2021) recorded an overall achievement rate of 76%. As of the end of 2024, cumulative progress towards implementing the current SMTDP (2022–2025) stands at 71.5%. This comprises: 27% implementation in 2022, 24% in 2023, and 20.5% in 2024.

With 2025 being the final year of the plan period, concerted efforts will be required to bridge the remaining gap and achieve the full implementation target of 100%. The pattern of fund releases will be a critical factor in determining the extent to which outstanding activities can be completed.

Table 2 below provides a summary of the proportion of both annual and medium-term plan implementation over the reporting period.

Table 3 Proportion of the SMTDP implemented

Indicators	Baseline	Actual	Actual	Target	Actual
	2021	2022	2023	2024	2024
1. Proportion of the annual action plans implemented by the end of the year					
a. Percentage completed	65%	71%	68%	80%	75.2%
b. percentage of ongoing interventions	35%	29%	32%	10%	14%
c. Percentage of interventions abandoned	-	-	-	-	10.8%
d. Percentage of interventions yet to start	-	-	-	-	-
2. Proportion of the overall medium-term development plan implemented	76%	20.5%	43.6%	80%	73.6%

2.5 Financial Performance of the Sector (2022-2024)

The Office of the Attorney-General and Ministry of Justice (OAGMoJ), along with its departments and agencies, relies primarily on two key sources of funding for the implementation of its sector

activities, the Government of Ghana (GoG) and Internally Generated Funds (IGF). These two funding streams support operational costs, infrastructure development, legal reforms, and service delivery.

Table 4 Financial Performance of the Sector

Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C) = (B-A)
GOG	900,892,570.00	679,800,983.00	221,091,587.00
IGF	643,083,234.00	354,536,064.00	288,547,170.00
DACF	0	0	0
DACF-RFG	0	0	0
DPs	0	0	0
ABFA	0	0	0
Others (specify)	0	0	0
TOTAL	1,543,975,804.00	1,034,337,047.00	509,638,757.00

2.6 Analysis of Financial Performance

Under the 2022–2024 Sector Plan, the total estimated budgetary requirement for the sector was One Billion, Five Hundred and Forty-Three Million, Nine Hundred and Seventy-Five Thousand, Eight Hundred and Four Ghana Cedis (GH¢1,543,975,804.00). Of this amount, GH¢900,892,570.00 was expected from the GoG, representing approximately 58.36% of the total budget. The remaining GH¢643,083,234.00, constituting 41.64%, was projected to be mobilized through IGF sources.

As of the end of year 2024, the total funds received for the implementation of the Sector Plan amounted to GH¢1,034,337,047.00, representing 66.98% of the total projected budget. This amount comprised GH¢679,800,983.00 from GoG sources, which reflects a performance rate of 75.45% of the expected GoG allocation, and GH¢354,536,064.00 from IGF sources, amounting to 55.13% of the projected IGF target.

The variance between the estimated budget and actual funds received over the period was GH¢509,638,757.00, indicating a funding shortfall of 33.02%. This deficit was composed of GH¢221,091,587.00 from GoG allocations and GH¢288,547,170.00 from IGF revenue targets. The IGF shortfall, in particular, reflects a lower-than-expected performance in internally generated

revenue, which may be attributed to operational constraints, limited digital infrastructure for revenue collection, and regulatory inefficiencies.

2.7 Analysis of existing conditions

The Office of the Attorney-General and Ministry of Justice (OAGMoJ) is responsible for the formulation of policies, supervision and monitoring of the programmes and activities of the departments and agencies under the Ministry, and the evaluation of their performance to ensure quality delivery, affordable and equal access to justice. Between 2022 and 2024, the Office of the Attorney-General and the Ministry of Justice progressively expanded its planned initiatives.

In 2022, a total of 141 programmes were scheduled, of which 108 were executed, resulting in an implementation rate of approximately 77%. In 2023, the number of planned programmes increased to 167—with 122 successfully executed—yielding an implementation rate of about 73%. In 2024, the planning scale further escalated to 219 programmes, and 158 of these were executed, reflecting a 72% implementation rate.

The Ministry and its Departments and Agencies encountered many challenges during the period under review, but those which are worthy of note are inadequate budgetary allocation, non-release of approved budgetary allocation and delay in the release of funds, low staff strength, lack of residential accommodation for staff, limited office space, inadequate office equipment and lack of legal resource materials.

2.7.1 Human Resource Position of the Sector

During the 2024 reporting period, the sector continued to face significant human resource gaps across its Agencies. Out of a total requirement of 2,155 staff, only 1,528 positions were filled, representing a 70.9% coverage rate. The Ministry of Justice, with a maximum requirement of 312 staff, had only 200 personnel, achieving 64.1% coverage. Similarly, key agencies such as the Economic and Organised Crime Office (EOCO) and the Copyright Office recorded relatively low staffing levels of 62.6% and 61.5%, respectively.

While the Office of the Attorney-General and the Law Reform Commission recorded higher coverage rates of 86.7% and 78.9%, respectively, the overall staffing shortfall continued to impede effective service delivery. The situation underscores the urgent need for strategic recruitment and retention initiatives, as well as tailored training interventions to build staff capacity in key technical areas such as legislative drafting, financial crimes, cybersecurity, intellectual property, and records management, among others.

Table 5 Staff Strength of the Sector

Departments	Maximum	Actual	% Covered
Office of the Attorney-General	474	411	86.7
Ministry of Justice	312	200	64.1
Council for Law Reporting	45	32	75.5
Copyright Office	26	16	61.5
Law Reform Commission	19	15	78.9
Registrar General's Department	145	114	78.6
Office of the Registrar of Companies	383	273	71.3
Economic and Organised Crime Office	644	403	62.6
Ghana School of Law	102	62	60.7
Total	2,155	1,528	70.9

2.7.2 Logistics Position of the Sector

In terms of logistics, the Sector continued to operate below optimal capacity. Out of a requirement of 1,000 computers, only 663 were available, resulting in significant constraints on digital operations. Printer availability was also low, with only 72 units out of the required 190. Similarly, the number of projectors stood at 18 against a need for 30. Office accommodation remained critically inadequate, with only 53 spaces available out of the 600 needed. The completion of the new Law House is expected to alleviate some of these challenges. The vehicle fleet also remained below requirement, with only 92 vehicles available against a target of 220, further limiting field operations and monitoring activities.

Table 6 Logistics Position of the Sector.

Required	Required	Actual	Remarks
Computers	1000	663	Inadequate computers for the office
Printers	190	72	Inadequate printers
Projectors	30	18	Projectors are not enough
Office Space	600	53	The completion of the law house is expected to address the lack of office space.
Vehicle	220	92	Not inadequate for the Sector

2.7.3 Key Challenges of the Sector

The OAGMoJ faces a range of structural, operational, and resource-related challenges that continue to hinder the sector’s ability to deliver timely, efficient, and high-quality legal and justice services. These constraints, which are rooted in inadequate resourcing, infrastructural deficits, and systemic inefficiencies, have far-reaching implications for service delivery, institutional effectiveness, and public trust.

Below are some of the key challenges, their impacts, and proposed medium-term solutions:

1. High Staff Attrition

The sector continues to face a significant challenge in retaining legal and administrative staff, largely due to poor conditions of service, particularly low remuneration and limited incentives. This has resulted in a persistently high attrition rate, with specialised agencies such as the Economic and Organised Crime Office (EOCO) and the Office of attorney-General being especially affected. The constant loss of skilled personnel has created a shortage of staff across the sector, making it difficult to match the available workforce to the growing workload. Attorneys, in particular, are faced with overwhelming caseloads, which not only slow down service delivery but also increase the risk of burnout and reduce the quality of legal work.

This situation undermines productivity, delays case resolution, and erodes public confidence in the justice system. In the medium term, addressing this challenge will require a comprehensive review of conditions of service, including improved remuneration packages, the introduction of retention incentives such as housing allowances and opportunities for career progression, and the

recruitment of additional legal and administrative staff. These measures will help ensure that the sector maintains an adequate and motivated workforce capable of meeting its service delivery obligations effectively.

2. Inadequate Budgetary Allocation and Delay in Release of Funds

The Ministry and its sector agencies face a persistent challenge of inadequate budgetary allocation coupled with delays in the release of approved funds. Budget ceilings set by the Ministry of Finance for the sector's cost centres are often far below the actual resource requirements needed to implement planned activities effectively. Even when allocations are approved, requests for the release of funds are frequently delayed by bureaucratic processes, creating operational bottlenecks. This chronic underfunding and late disbursement slow down the implementation of work plans, hinder the timely execution of projects, and in some cases, force the suspension of critical activities. The resulting inefficiencies compromise service delivery, weaken institutional performance, and reduce the sector's capacity to respond to emerging legal and governance needs.

In the medium term, overcoming this challenge will require sustained engagement with the Ministry of Finance to negotiate higher and more realistic budget ceilings, the establishment of predictable and streamlined fund release procedures, and the exploration of lawful internally generated revenue streams to supplement government allocations.

Additionally, strengthening financial planning and implementing robust expenditure tracking systems will enhance resource utilisation and ensure that available funds are directed toward priority activities.

3. Limited Office Space and Lack of Residential Accommodation

The sector continues to grapple with severe shortages in both residential accommodation and office space, a situation that undermines operational efficiency and staff welfare. Most of the few available residential facilities have not been renovated in many years and are in a deplorable condition, particularly in the regions where only a small number of staff—especially Attorneys—are provided with official housing. In Greater Accra, accommodation is also grossly inadequate, forcing the majority of staff to rent privately, often at considerable personal cost. This lack of official housing makes postings to the regions unattractive, contributing to uneven staffing levels and limiting the Ministry's ability to deploy personnel where they are most needed.

Office accommodation is equally constrained. Across the country, limited office space has led to overcrowding among administrative and legal staff and congestion in registries, hampering workflow and productivity. The long-delayed completion of the Law House in Accra, which has been under construction since 2000 and intended to house the Ministry has worsened space shortages in the capital. In the regions, the Office of the Attorney-General has permanent buildings in only the Northern and Central regions, with offices in the remaining eight regions operating from borrowed facilities provided by the Regional Coordinating Councils many of which are in poor condition due to years of neglect and lack of renovation.

This infrastructure deficit has significant impacts, including reduced efficiency, diminished morale, and an impaired public image for the justice sector. In the medium term, addressing the challenge will require the prioritisation of completing the Law House, the construction or acquisition of purpose-built offices in all regions and head office, and the renovation of existing facilities to meet acceptable standards. In parallel, the Ministry should implement a housing allowance scheme or public-private partnership arrangements to provide adequate residential accommodation for staff, particularly those posted to underserved regions. These interventions would improve working conditions, enhance staff retention, and strengthen the sector's overall capacity to deliver on its mandate.

4. Inadequate Office Equipment and Logistics

The sector faces a critical shortage of modern office equipment, logistics, and basic IT infrastructure, a gap that significantly hinders operational efficiency. Essential tools such as computers, printers, scanners, photocopiers, vehicles, and office furniture are either insufficient in number or entirely absent in many offices, particularly in the regional branches of the Attorney-General and Ministry of Justice. The few resources available are largely outdated and inefficient, making it difficult for staff to execute assignments promptly and effectively. The absence of reliable IT support services compounds the problem, as technical faults often take extended periods to resolve, disrupting workflows and delaying service delivery.

In the area of technology, irregular updating of antivirus software exposes the system to cybersecurity risks, including data loss and compromised system performance. Slow and unresponsive computers, frequent freezing, and the lack of a centralised computer system further

reduce productivity. Without a dedicated IT officer to oversee system maintenance and troubleshooting, technological challenges persist longer than necessary, impeding case management and administrative processes.

The impacts of this situation are far-reaching, ranging from delays in legal processes and administrative tasks to increased operational costs and reduced staff morale. In the medium term, the sector must invest in the procurement and maintenance of modern office and IT equipment across all agencies and regional offices. Establishing a secure, centralised case management and records system will streamline operations, while the recruitment or outsourcing of dedicated IT personnel will ensure the timely resolution of technical issues. Regular software updates, including antivirus protection, alongside the adoption of robust data security measures, will safeguard the sector's digital infrastructure and support efficient, technology-driven service delivery.

5. Lack of Legal Resource Materials

Despite some progress achieved through structural reforms, the sector continues to face a serious shortage of legal resource materials, a situation that hampers both legal education and the efficient functioning of the Ministry and its agencies. The Ghana School of Law, for example, remains unable to expand its intake for the professional law course due to inadequate facilities, limiting the number of qualified lawyers entering the profession each year. Within the Ministry, the absence of electronic versions of existing laws slows the dissemination of legal information to the public and restricts the capacity of legal officers to conduct timely and comprehensive research.

The continued reliance on a manual filing system, in the absence of specialised case management software, further contributes to delays in processing assignments and obtaining responses, reducing overall efficiency in service delivery. Compounding the problem is the lack of a well-equipped library with updated statutes, case law, and reference materials, which poses a significant barrier to legal research and informed decision-making.

These constraints have far-reaching impacts, including reduced institutional capacity to respond promptly to legal matters, diminished public access to legal information, and limitations on the growth of the legal profession. In the medium term, addressing this challenge will require the digitisation of all laws and legal reference materials, the creation of an internal online legal database, and the acquisition of case management software to streamline administrative processes.

Additionally, upgrading facilities at the Ghana School of Law to expand student intake, alongside establishing well-stocked and modernised research libraries in both the Ministry and its agencies, will greatly enhance research capabilities, improve service delivery, and strengthen the overall justice system.

6. Lack of Software for the Registration of Intellectual Property, Marriages, and Administration of Estates

The Registrar-General's Department (RGD) and the Copyright Office face a significant technological gap due to the absence of specialised software for the registration of intellectual property, marriages, and the administration of estates. At present, the RGD is unable to acquire or develop the necessary digital platforms to handle these registrations efficiently, nor can it maintain or upgrade the existing E-Registrar and supporting data security infrastructure to safeguard the system from potential breaches. Similarly, the Copyright Office lacks a dedicated software system to manage intellectual property registrations.

This technological shortfall results in continued reliance on manual processes, which slows service delivery, creates backlogs, increases the risk of errors, and heightens vulnerability to fraud and data compromise. The lack of secure, integrated, and modernised systems also prevents interoperability with other government platforms, further constraining efficiency and public access to services.

In the medium term, resolving this challenge will require the design, acquisition, and deployment of secure, user-friendly registration software capable of handling high transaction volumes while ensuring data protection. The systems must be fully interoperable with other national digital platforms, such as Ghana.Gov and the Ghana Revenue Authority, to improve efficiency and streamline processes. Staff will need targeted training in the operation and maintenance of these systems, and regular cybersecurity audits should be instituted to ensure ongoing data integrity and public trust in the registration process.

7. Limited Number of Legal and Administrative Staff

The Ministry continues to operate with a limited number of Attorneys and administrative staff, a constraint that significantly affects its capacity to deliver timely and effective legal and administrative services. The shortage of personnel places an overwhelming workload on existing employees, forcing them to manage high volumes of cases and administrative tasks with limited support. This inevitably leads to delays in legal processes, reduced efficiency, and in some cases, compromised quality of work. The strain on staff not only affects productivity but also contributes to burnout and lowers morale, which can further exacerbate attrition rates.

The impact of this staffing gap extends beyond internal operations, as it directly influences the Ministry's ability to meet public expectations, handle case backlogs, and respond promptly to emerging legal matters. In the medium term, addressing this challenge will require targeted recruitment drives to significantly increase the number of Attorneys and administrative staff, alongside the equitable redistribution of workloads.

The Ministry should also invest in capacity-building initiatives to enhance the skills and efficiency of both new and existing staff, while exploring digital tools and process automation to reduce the manual burden on personnel. These measures will collectively strengthen the Ministry's human resource base and improve its overall service delivery capacity.

2.7.4 Key Highlights of Specific Department and Agency Progress and Challenges

1. Office of the Registrar of Companies

From 2022 to mid-2025, the Office of the Registrar of Companies (ORC) significantly advanced Ghana's formal business environment, as reflected in rising registration numbers, expanded compliance, and institutional development. These achievements are closely tied to systemic improvements and persistent operational challenges.

a. Registration Growth

Table 7 Significant registration figures by June 2025

Business Names: 425,656	Companies Ltd. by Shares: 63,758	Companies Ltd. by Guarantee: 28,751	External Companies: 297	Partnerships: 796
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This growth was propelled by public interest and system improvements, but was also hampered by bottlenecks such as system downtimes, stakeholder inefficiencies, and a complex online interface.

Table 8 Turnaround Time Challenges:

Business Names	10–15 days
Partnerships:	10 days
Companies:	10–25 days

Although moderately efficient, these times are affected by delays in certificate printing, approvals, and incomplete feedback cycles.

By midyear 2025, compliance enforcement expanded significantly.

Table 9 Compliance and Inspections:

Annual Returns	147,481
Annual Renewals	261,080
Beneficial Ownership	44,078
Companies Inspected	9,202

These activities boosted legal accountability and registration rates, though system downtimes and lack of public awareness limited the full compliance impact.

b. Stakeholder Engagement and Development:

Key institutional milestones included:

- 36 public outreach programs (target: 70)
- 302 staff trained
- 2 insolvency regulation meetings held
- 65% progress on new e-registration system (EBRS)

Despite this progress, gaps in coordination with Ghana.gov, NITA, and GRA continued to impede service delivery. Currently operates from premises belonging to the Registrar-General's Department. This situation presents functional and operational challenges. Plans to construct a

dedicated office building for the ORC are yet to commence and remain a critical infrastructural need that must be addressed to ensure autonomy and efficiency in delivering company registration services.

The ORC's registration surge reflects intertwined progress in turnaround time, compliance, digital reform, and engagement. Addressing ongoing system inefficiencies and enhancing client-centered services will be key to sustaining and surpassing current performance.

2. Economic and Organised Crime Office

The Economic and Organised Crime Office (EOCO), established under the Economic and Organised Crime Act, 2010 (Act 804), is a specialised agency mandated to investigate, and on the authority of the Attorney-General, prosecute serious economic and organised crimes, including financial loss to the state, money laundering, human trafficking, cybercrime, tax fraud, and other related offences. EOCO also recovers proceeds of crime, monitors related criminal activities, cooperates with international agencies, and takes preventive measures against such offences.

EOCO operates nationwide through regional offices and implements its mandate via investigations, prosecutions, recoveries, asset tracing, public sensitisation, and inter-agency collaborations. Between 2022 and 2024, EOCO recovered over GH¢ 497.5 million (GH¢ 69.18m direct; GH¢ 428.37m indirect) for the state and other institutions, with 2023 recording its highest annual recovery of GH¢ 269 million. Notable achievements include securing prosecutorial fiat (E.I. 62 of 2024), developing a 5-Year Strategic Plan, setting up the Surveillance and Asset Recovery Unit, signing multiple MoUs with local and international partners, and conducting extensive public sensitisation programmes reaching schools, businesses, and communities. EOCO also prioritised capacity building, training over 1,200 officers locally and internationally.

Despite these gains, the Office faces significant challenges, including operating below its approved staffing levels, inadequate operational vehicles, limited research and intelligence capacity, and the need for stronger public relations skills.

Recommendations include increasing budgetary allocation and IGF retention to enhance logistics, recruiting to meet approved staffing levels, expanding regional operational capacity, investing in intelligence and research systems, and strengthening public awareness to deter economic and

organised crime. These measures will enhance EOCO's effectiveness in safeguarding Ghana's economic integrity.

3. Council for Law Reporting

The Council for Law Reporting (CLR), established under the Council for Law Reporting Act, 1972 (NRCDC 64) as amended, operates under the Office of the Attorney-General and Ministry of Justice with the mandate to prepare and publish the Ghana Law Reports (GLR), containing judgments, rulings, and opinions of the Superior Courts of Judicature, as well as the Review of Ghana Law (RGL), which features scholarly articles, commentary, and critical analysis of legislation and case law. These publications are essential resources for the Judiciary, the Bar, legal practitioners, and administrative tribunals across Ghana.

The Council's processes involve the collection, screening, editing, and preparation of headnotes for selected judgments from superior courts, followed by publication in print and, soon, digital formats. It also produces the RGL to stimulate legal development in line with Ghana's changing socio-economic conditions.

Between 2022 and 2024, CLR published the 2018–2019 GLR Volumes 1 and 2, the 2008–2017 GLR Index, and the 2016–2020 RGL. It also initiated plans to digitize its publications for online access by the Judiciary, legal sector stakeholders, and the public.

However, the Council faces significant challenges, including inadequate and delayed budgetary allocations, severe understaffing particularly of law reporters, limited training opportunities, poor working conditions, and disparities in staff remuneration affecting morale and productivity.

It is recommended that the CLR be provided with increased and timely funding, approval for recruitment of additional law reporters and administrative staff, restoration and equalization of allowances for affected staff, and investment in modern office facilities and technology to support both timely publications and the planned digitalization of the law Reports for electronic distribution of its resources. Strengthening these areas will enable the Council to fulfil its mandate more efficiently and contribute to improved access to accurate and timely legal information in Ghana.

4. General Legal Council

The General Legal Council (GLC), established under the Legal Profession Act, 1960 (Act 32), is the statutory body responsible for organizing legal education and upholding standards of professional conduct in Ghana. Administratively under the Ministry of Justice and Attorney-General, the Council is chaired by the Chief Justice and includes Supreme Court Justices, the Attorney-General, and representatives of the Ghana Bar Association. Legal education is delivered through the Ghana School of Law, with the Independent Examinations Committee overseeing entrance, professional, and post-call examinations, and the Disciplinary Committee handling complaints against lawyers.

The GLC's processes include admitting qualified applicants to the Ghana School of Law, conducting professional legal training, calling successful candidates to the Bar, and regulating lawyers' professional conduct. Between 2022 and 2024, the GLC admitted 4,394 students and called 3,493 lawyers to the Bar. Notably, 2022 recorded the highest admissions (1,289 students) while 2023 had the highest Bar calls (1,286). A significant development during the period was the GH¢6.25 million renovation of the Makola campus, upgrading lecture rooms and offices to modern standards.

Despite these achievements, challenges persist, including inadequate lecture and office infrastructure and insufficient permanent lecturers to meet growing demand for legal education.

Recommendations include expanding infrastructure at the Ghana School of Law, recruiting additional permanent faculty, strengthening regional access to legal education, and securing sustainable funding to enhance both academic delivery and regulatory oversight. These measures will bolster the GLC's capacity to produce competent legal professionals and maintain high ethical standards within Ghana's legal profession.

5. Law Reforms Commission

The Law Reform Commission (LRC), established on 1st October 1968 and currently governed by the Law Reform Commission Act, 2011 (Act 822), operates under the Office of the Attorney-General and Ministry of Justice with the mandate to promote the reform, simplification, codification, and modernisation of Ghana's laws. Its functions include receiving and reviewing

proposals for law reform, conducting legal research, advising the Minister on law reform policies, and preparing draft legislation.

The Commission follows a research-based process involving stakeholder consultations, comparative legal analysis, preparation of concept papers, and drafting of bills or recommendations for submission through the Minister to Parliament. Its current programme areas include the review of unfair contract terms, reform of defamation laws, and amendments to the Criminal and Other Offences Act to align with contemporary best practices.

Key achievements include developing proposals for the establishment of the Office of the Special Prosecutor, drafting the Decriminalisation of Attempted Suicide Bill (leading to the repeal of section 57(2) of the Criminal Offences Act), and completing reports on the Rent Bill, Aged Care Policy, Intestate Succession Bill, Property Rights Bill, Occupiers' Liability, and amendments to criminal laws addressing corruption. The LRC has also produced research papers on consumer protection, criminal injuries compensation, and alternatives to custodial sentencing, many of which are at Cabinet or Parliamentary consideration stages.

Challenges affecting performance include inadequate staffing, particularly legal researchers, limited office equipment and IT infrastructure, lack of updated legal resource materials, and insufficient training opportunities for specialised law reform functions.

In addressing these, the Commission requires increased budgetary support, targeted recruitment, and investment in modern office and research tools, enhanced capacity-building programmes, and sustainable funding through the newly established LRC Fund to ensure regular and systematic law reform activities. This will enable the Commission to strengthen its role in ensuring Ghana's laws remain relevant, accessible, and responsive to the nation's development needs.

6. Copyright Office

The Copyright Office, established under Section 65 of the Copyright Act, 2005 (Act 690), operates as a department under the Office of the Attorney-General and Ministry of Justice. Headquartered in Accra with a regional office in Kumasi serving the northern sector, it is the sole institution mandated to administer copyright and related rights in Ghana. Guided by its core values of productivity, transparency, accountability, efficiency, and fostering respect for copyright, the

Office's functions include implementing copyright laws, investigating and resolving infringement cases, managing external copyright relations, administering state-owned copyrights, registering works, and providing public education.

The Office undertakes activities such as anti-piracy enforcement, stakeholder training, public awareness campaigns, legislative reviews, mediation in copyright disputes, and the development of educational materials. In recent years, it has organised workshops for police recruits, customs officers, and collective management organisations; conducted multiple anti-piracy operations; and developed a communications strategy with support from the Swiss-Ghana Intellectual Property Project. A major milestone was the passage of the Copyright (Amendment) Regulations, 2023 (L.I. 2469), which introduced new levies on specific equipment to support the creative industry and established a Cultural and Development Committee to administer funds from the private copying levy.

Despite these achievements, the Office faces persistent challenges including inadequate budgetary allocation, insufficient staffing, and the absence of robust IT infrastructure for online registration and monitoring of infringements. To strengthen its capacity, it is recommended that the Office be provided with increased and predictable funding, expanded human resources, and investment in modern digital systems to enhance registration efficiency, infringement monitoring, and service delivery to stakeholders in Ghana's creative sector.

7. Registrar General Department

The Registrar-General's Department (RGD), established under the Ordinance of 1950 and integrated into the Office of the Attorney-General and Ministry of Justice in 1961, is mandated to oversee the registration and administration of industrial property rights, marriages, and estates in Ghana. It operates through its headquarters in Accra and three regional offices in Kumasi, Sekondi, and Tamale. Guided by its strategic plan (2023–2027), the RGD aims to enhance service delivery through digitization, strengthen regulatory frameworks, and expand its role as a central repository for national marriage data.

The Department's processes cover the registration of trademarks, patents, industrial designs, plant varieties, and geographical indications; the administration of estates and payment of commuted

pensions and gratuities; and the regulation and registration of marriages. Between 2022 and 2024, RGD recorded thousands of industrial property registrations, administered hundreds of estates with significant funds, and celebrated numerous marriages nationwide. Key achievements include clearing backlogs in IP registrations, progressing the registration of geographical indications such as Kente and Shea Butter, enacting new plant variety and industrial design legislation, migrating to the IPAS 2.6 system, and intensifying public sensitization and stakeholder collaboration.

Despite these successes, RGD faces persistent challenges including inadequate funding, retaining only 16% of its IGF. erratic internet supply, residual issues from transitioning to digitization, court-related delays in estate administration, inconsistencies in estate duty charges, incomplete digitization of marriage records, limited office space, and inadequate logistics.

It is recommended that the Department receive increased IGF retention, improved ICT infrastructure, and harmonization of estate duty charges across courts, completion of marriage registration digitization, and expanded logistical and staffing support. These measures would strengthen RGD's operational efficiency, improve service delivery, and enhance its contribution to national economic and legal development.

2.8 Development Issues (Strengths, Weaknesses, Opportunities and Threats (SWOT))

The **SWOT Analysis** serves as a strategic planning tool within the sector Ministry's Medium-Term Development Planning process. It is used to evaluate the key internal and external factors that influence the sectors ability to achieve its mandate and strategic objectives.

- **Strengths** and **Weaknesses** reflect **internal factors** that the Ministry and its departments and agencies have direct control over, including institutional capacity, human resources, systems, and internal processes.
- **Opportunities** and **Threats** reflect **external factors** that, while outside the control of the ministry and its departments and agencies, have a significant impact on its operations, policy direction, and service delivery environment.

The insights from the SWOT analysis inform the prioritization of strategic interventions under the Medium-Term Development Plan and support the alignment of Sector's operations with national development goals.

Table 10 SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Office of the Attorney-General and Ministry of Justice			
Strong Constitutional backing and Legal Authority	Delays and Backlogs in Handling Cases	Advancements in emerging Technologies that can improve Legal services and Justice delivery	Perceive Corruption within the Legal and Justice System
Experienced Legal Professionals and Administrative personnel	Limited Logistics and inadequate Infrastructure	Growing attention on Environmental Governance and Justice	Inadequate and Unpredictable Funding
Support from various specialized Legal and regulatory Agencies	Lack of specialized knowledge in rapidly evolving areas.	Existence of Partnerships with Academic Institutions and Civil Society Organisations	Threats and Security Concerns Affecting Legal Professionals
	Weak Coordination among institutions in the Legal and Justice Sector	On-going Legal Sector Reforms	Rapid changes in Law & Society and global legal standards
Vacancies to recruit more Attorneys and Administrative staff	High attrition rate of State Attorneys	Availability of qualified lawyers to recruit from	Difficulty in securing financial clearance to recruit
Office of the Registrar of Companies			
▪ The sole body responsible for business registration	▪ Inadequate physical infrastructure	▪ Economic stability, low inflation and stable currency	▪ Economic instability, high inflation and unstable currency
▪ Availability of digital infrastructure	▪ Disjointed customer service communication across the offices	▪ Favorable government policy agenda focused on digital solutions	▪ Uncompetitive public service compensation
▪ Strong legal regulatory framework	▪ Limited compliance enforcement	▪ One-Stop-Shop Service Center for the entire business lifecycle	▪ Negative Public Perception
▪ Strong revenue mobilization capacity	▪ Unstable network system		
Register General's Department			
- Established legal mandate and national presence	- Inadequate staffing	- Promotion of Innovation, Creativity and Inventions	- Inadequate public awareness of RGD activities
- Experienced personnel in Estate, IP and Marriage services	- Inadequate digitization in most of the current operations	- Promote modernization within Ministries and State Agencies	- Litigation processes around some RGD activities e.g. delays in court procedures
- Legal expertise	- Inadequate office space	- Promotion of rural and community development	- Public competition in some RGD processes e.g. registration of marriages without permission the RGD
- The sole body responsible for marriage, estate and IP registration	- Unavailability of digital infrastructure	- Promotion of food security	
- A robust legal and regulatory structure	- Inadequate financial resources		
- Decentralised services	- Uncompetitive compensations e.g. salary regime, incentives		
Council for Law Reporting			
The sole body responsible for the preparation and publication of the	Lack of digitalization of the Law Reports due to inadequate funds.	Existence of unexploited market place	Unauthorize publication of judgements by some Legal Practitioners.

Strengths	Weaknesses	Opportunities	Threats
Ghana Law Reports and the Review of Ghana Law.			
Strong legal regulatory framework guiding the mandate of the Council.	Inadequate training forum for both Law Reporters (Lawyers) and supporting staff (Administrative staff).	Assistance to Judges, Lawyers and Law Students in accessing available judicial decisions in the Law Reports.	Piracy of the Law Reports.
Available standard of preparing and publishing Law Reports.	Inadequate logistics	E-justice System	Uncompetitive compensation e.g. salary and other incentive
Copyright Office			
Legal framework for administration of copyright and availability of skilled personnel	Absence of modern IT infrastructure for the efficient and effective administration and enforcement of copyright	Vibrant creative arts industry and availability of creative persons in government sectors	Lack of adequate resources and logistics to effectively enforce copyright
Availability of stakeholder institutions to support enforcement of copyright (Police, Customs, CSA, NCA, law courts, etc)	Low attention from central government to the copyright office	Thriving global market for copyright works	Rapid technological advancement which leads to an upsurge in copyright infringement
Availability of structures for the administration of copyright (collective management organizations, Copyright Monitoring Team)	Inadequate trained personnel and lack of office presence in the regions across the country	Availability of proven technology to support copyright enforcement	Borderless nature of the internet poses a major challenge to enforcing copyright in the digital environment
Economic and Organised Crime Office			
Existing infrastructure and presence across the country	Insufficient allocation of funds to the Office.	Existence of the Inter-Governmental Action Group against Money Laundering in West Africa (GIABA).	Delays in prosecutions of economic crimes
Legal mandate to support the function of the Office.	The resources, particularly specialized infrastructure, required for training and developing the types of specialties, specializations and experiences required by the Office to adequately fulfil its mandate are lacking.	Existence of the Financial Intelligence Centre (FIC)	The Lack of a shared automated fingerprint identification system and a computerised criminal database for the law enforcement agencies
Commitment from the State, Board and Management in the fight against economic and organised crime.	Inadequate infrastructure, logistics and operational equipment, including specialized equipment, information and communications technology	Existence of centralised databases (NITA, NCA, NIA etc.)	Lack of a shared automated computerised information database with the ORC, the National Identification Authority, Ghana Revenue Authority.

Strengths	Weaknesses	Opportunities	Threats
	infrastructure, vital equipment, and vehicles		
Collaboration with other law enforcement agencies within and outside Ghana.	Inadequate human resource with the required specializations and skills.	Availability of scholarship and exchange programmes.	Conflicts across borders increase the frequency of organised criminal activities in Ghana with the influx of refugees and criminal networks
		Effective collaboration with partners both foreign and local	Increasing sophisticated and brazen nature of crime.
Ghana School of Law			
The GLC/GSL is the only mandated Institution to provide professional legal education and regulate professional conduct of Lawyers.	Inadequate Lecturing facilities and offices for students, lecturers and staff	Ready market for the expansion of professional legal education in Ghana and non-statutory professional courses for the general public.	Change in government policy in legal education
Qualified lecturers and staff with the most requisite teaching and professional experience	Inadequate funding from the Government of Ghana		Other Law Schools outside Ghana sometimes train Ghanaian lawyers leading to loss of revenue generation.
Ability to generate more revenue to support the Ghana School of Law as well as support Government Expenditure (i.e. Over Ghc 57 million has been transferred to Government from GLC/GSL between 2019 – May 2025)	Lack of permanent lecturers and inadequate support staff.		
Law Reforms Commission			
Human Resource base to focus on our core functions and beyond	Inadequate logistics, such as cross-country vehicles and industrial photocopier, affect nationwide operations and research.	To engage in further Reform of laws for private organisations, corporate Entities and Civil Society	Inadequate Budgetary Allocation especially for service items.
	Staff motivation such as inadequate funds to sponsor training programmes both Internal and External, Incentives and Maintenance of Internet facilities were not adequate	Availability of funding can expand training and capacity building of staff	

2.9 Estimated Future Development Needs (2026–2029)

In order to reposition the justice sector to deliver on its mandate more effectively and efficiently, the 2026–2029 Medium-Term Development Plan is being guided by a set of strategic priorities that address both the structural gaps and the operational challenges identified in this situational analysis. These development needs are not only respond to existing constraints but also anticipate emerging demands in the justice and governance sector, ensuring that the sector remains relevant, resilient, and responsive to the needs of citizens, businesses, and government institutions.

These development needs, if addressed systematically and with sustained political and financial commitment, will not only improve the operational capacity of the sector but also contribute significantly to strengthening the rule of law, promoting investor confidence, and supporting Ghana’s broader governance and socio-economic development agenda during the 2026–2029 period.

Table 11 Estimated Future Needs of the Office of the Attorney General and the Ministry of Justice

Human Capital Development	Infrastructure Development	ICT and Digitization	Monitoring and Evaluation	Promoting efficiency in delivery of justice	Enhancing access to legal education	Deepening transparency and public accountability
Recruit and deploy at least 627 additional attorneys and non-attorneys to close the current staffing gap	Quick resolution of outstanding issues of the Law House and occupation of the building to decongest the current premises	Establish a centralised legal case management system across all agencies	Build capacity for effective M&E across all agencies.	Establishment of Public Tribunals and pass a law to re-introduce the Community and Circuit Tribunals first established under the Courts Act, 1993, Act 459, but abolished under the Courts (Amendment) Act, 2002, Act 620	Legal Education Reform	Reverse all anti-press freedom laws
Improve remuneration and career progression schemes to enhance staff retention	Construction of Regional Offices in 14 regions without AG's Office	Procure modern software for RGD, ORC, and the Copyright Office	Institutionalize performance monitoring frameworks with KPIs and automated reporting	Enhance international cooperation and partnerships in the fight against corruption	Legal Education Reform	Special courts for persons against whom the Auditor-General and Parliament have made adverse findings
Invest in capacity building in legislative drafting, financial crimes, cybersecurity, and M&E	Provide official residential accommodation to enhance regional postings	Recruit dedicated IT professionals and invest in regular hardware/software upgrades		Conduct a comprehensive review of legal education to build a modern legal and institutional framework to expand access to legal education in Ghana and serve national development goals		Promulgation of the Code of Conduct for Public Prosecutors
	Increased government investment in justice sector infrastructure to improve working conditions	Digitize legal records and create a public legal information portal Introduction of an Electronic Legal Library to support research and case handling.		Integrate digital solutions to enhance the administration and delivery of justice Conduct a comprehensive review of our criminal justice system and, in particular, introduce non-custodial sentences and		

		Development of a Centralized Digital Platform for Legal Services to streamline processes and improve efficiency		other alternative forms of punishment for certain criminal offences		
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Table 12 Estimated future needs of the Department and the Agencies

Registrar-General's Department	Council For Law Reporting	Office Of The Registrar Of Companies	General Legal Council	Economic & Organised Crime Office	Copyright Office	Law Reform Commission
Adequate office space infrastructure and skilled personnel for RGD	Digitalization of the Ghana Law Reports and the Review of the Ghana Law Reports	Robust IT Infrastructure	Recruitment of permanent lecturers into the Ghana Law School	Recruitment of an additional 200 attorneys and non-attorneys	Adoption of Technology: A state-of-the-art IT infrastructure is needed to store and retrieve registered copyright works and to effectively monitor digital exploitation of copyright works	Passenger Transport Law
Adequate IT infrastructure (software and hardware)	Adequate training forum for Law Reporters and supporting staff (Administrative staff)	Robust integration of communication between the ORC system and clients	Additional lecture facilities to accommodate the increasing demand for legal education	Adequate and prompt funding operations by GoG (Government)	Modernization of the Copyright Office: The Copyright Office building needs a major face-lift to meet modern standards	Review of The Illiterates Protection Act, 1912(Cap20)
Adequate centralized digital system for data harmonization	Adequate Logistics e.g. computers and accessories, vehicles and enough office space	Standardized API Frameworks - Adopt and enforce open standards and APIs across agencies for reliable data exchange.	Additional satellite campuses	More Training for staff to enhance technical skills	Expansion of Office Space: Acquisition of office spaces across major regional capitals (Tamale, Ho, Takoradi, etc) and providing necessary resources and logistics for their operationalization	Witness Protection Law

Promotion of awareness on RGD's mandate and activities through public sensitization programmes	Competitive compensation such as high remuneration, allowances and other incentives for staff to boost work output	Strengthen internal verification processes through education and training	Increase in GoG Funding for Goods and Services and Capital Expenditure budgets of the GLC/GSL	Adequate supply of logistics, vehicles and motivation	Strengthening the legal framework: Amending the Copyright Act, 2005 (Act 690) to keep it abreast with the times and to deal with emerging issues	Review of The Alternative Dispute Resolution Act, 2010 Act705 (Act 198)
Adequate finance support to fully develop and expand RGD's mandate to support the national growth and development	Incorporating Law Reports into the E-Justice System	<ul style="list-style-type: none"> • Reputation management: this involves actively managing the company's public image and addressing negative perceptions • Tracking media mentions and sentiments towards the company • Tracking media mentions and sentiments towards the company. • Digital Claims Processing System 	Provision of adequate logistics for the day-to-day operations of the Ghana School of Law	<ul style="list-style-type: none"> • More Efficient and effective collaboration with local and foreign LEAs • Adequate platforms for public education and awareness creation 	Capacity Building: Build capacity of personnel of the Copyright Office and other stakeholders, as well as provide appropriate logistics to effectively deal with copyright infringement	Apprenticeship Law
						Review of The Architectural and Engineering Services Corporation Act (973) N.R.C.D. 193)
					Capacity Building: Build the capacity of personnel of the Commission and other stakeholders as well as provide appropriate logistics	

		<ul style="list-style-type: none"> • Centralized Shareholder Database • Automation & Integration with Banks • Public Awareness & Outreach Programs • Legislative Enhancement • Annual Digital Publications • Enhanced Reporting & Analytics • Capacity Building & Training • Partnership with Securities Regulators • Establishment of Investor Claims Support Unit • Automated financial and HR systems • Agile resourcing models • Digital logistics management tools 				
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		<ul style="list-style-type: none">• Investment in green infrastructure• Integrated communication platforms• Change management strategies• Strengthened internal controls• Digitized compliance tracking• Enhanced policy awareness programs				
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2.10 List of Development Issues

The legal and justice sector plays a critical role in upholding the rule of law, protecting rights, and ensuring access to justice for all. However, the sector continues to face several challenges that hinder its effectiveness, efficiency, and ability to respond to emerging demands. Identifying and addressing these development issues is essential for strengthening institutional capacity, improving public confidence, and enhancing service delivery across the justice system.

This document outlines the key development issues currently affecting the sector. These issues have been categorized under relevant themes to provide clarity and support targeted interventions.

1. Human Resource and Capacity

- Inadequate training/capacity building for staff
- Inadequate human resources (legal & administrative staff)
- High attrition rate of staff
- Inadequate permanent lecturers and staff for the School of Law

2. Infrastructure / Accommodation

- Lack of OAG's offices in 6 new regions
- Inadequate office and residential accommodation
- Inadequate infrastructure to meet the increasing demands of legal education
- Inadequate office logistics
- Inadequate logistics for the day-to-day operations of the Ghana School of Law
- Inadequate essential working logistics

3. Public Education

- Weak Intellectual Property awareness programmes
- Low/limited public sensitization

4. Funding

- Inadequate financial resources
- Inadequate/delayed funding
- Delayed digitalization of the Ghana Law Reports due to delayed funding

5. Digitalization / IT

- Unavailability of a centralized legal case management system
- Lack of proper records management system
- Inadequate IT infrastructure
- Inadequate centralized digital system
- Interoperability issues (Ghana.Gov, GRA, NITA, Ghana Post)

6. Communication and Coordination

- Poor stakeholder collaboration within the justice sector
- Weak coordination among institutions in the Legal and Justice Sector

7. Motivation

- Unattractive working environment
- Uncompetitive compensation for staff

8. Legal Education

- Legal education reform
- Inadequate satellite campuses
- Lack of copyright offices in the regions
- Onsite compliance inspection risks

9. Others / Operational Issues

- Delays and backlogs in handling cases

-
- Decline in public confidence in the legal system
 - Public mistrust due to system downtime
 - Litigations during applications (trademarks, estates, etc.)
 - Lack of asset management facility
 - Administrative procedure delays
 - Non-issuance of administrative penalties

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.1 Introduction

The chapter provides a list of the prioritised development issues from the key development issues identified through performance review and situational analysis. The chapter also indicates a brief narrative on how the key development issues identified are prioritised using the criteria provided in the NDPC guidelines to ensure focused implementation.

3.2 List of the Prioritised Development Issues for the Sector

An analysis of key development issues was conducted for the Ministry, departments, and agencies under the Ministry. The Ministry, having harmonised outstanding issues with the current issues, recognises that resources might not necessarily be available for addressing all the issues identified. Thus, the issues identified for addressing in this medium-term must be prioritised to ensure that those with the most impact are selected and focused on. The list of prioritised issues of the Sector are as follows:

Table 13 List of Key Development Priorities / Prioritized Development Issues for the Sector

Human Resource and Capacity	Infrastructure /Accommodation	Public education	Funding	Digitalization	Communication and Coordination	Motivation	Legal Education	Others
Inadequate training/capacity building for staff	Lack of OAG's offices in 6 new regions	Weak Intellectual Property awareness programmes	Inadequate financial resources	Unavailability of a centralized legal case management system	Delays and Backlogs in Handling Cases	Unattractive working environment	Legal Education Reform	Decline in public confidence in the legal system
Inadequate Human Resources (Legal & Administrative Staff)	Inadequate office logistics	Low/limited public sensitization	Inadequate / Delayed funding	Lack of a proper records management system	Poor stakeholder collaboration within the justice sector	Uncompetitive compensation for staff	Inadequate infrastructure to meet the increasing demands of legal education	Litigations during applications (i.e. trademarks, estates, etc.)
High attrition rate of staff	Inadequate office and residential accommodation	Public mistrust due to		Inadequate IT infrastructure	Weak Coordination among institutions in		Inadequate satellite campuses	Onsite compliance inspection risks

		system downtime			the Legal and Justice Sector			
	lack of asset management facility			Inadequate Centralised Digital System	Administrative procedure delays		Inadequate permanent lecturers and staff for the School of Law	Non- issuance of administrati ve penalties
	Inadequate essential working logistics Lack of Copyright Offices in the Regions			Delayed Digitalizatio n of the Ghana Law Reports due to delayed funding	Interoperabilit y issues (Ghana.Gov, GRA, NITA, Ghana Post)		Inadequate logistics for day-to-day operations of the Ghana School of Law	

3.3 Brief Narrative on How Prioritisation was Done

The section gives a brief narrative on how prioritization was done and why specific issues were prioritised. It highlighted the steps and tool(s) that were used for the prioritisation and reasons for their usage.

The identified development issues for the sector were subjected to Pairwise Ranking. Each identified development issue in the list was systematically compared with every other prioritized issue in the list. For each comparison, the institutions indicated the preferred issue or the issue considered more important. The results of these pairwise comparisons were then used to create an overall ranking of the issues, typically by counting how many times each development issue was preferred.

After the application of Pairwise Ranking by the individual institutions, thirty-five (35) development issues were identified as the key development priorities of the sector. Appendix 3 shows the application of Pairwise Ranking in the Prioritisation of the thirty-five (35) key development issues across the sector.

Pairwise ranking is a useful participatory tool for prioritizing development issues by comparing them two at a time to identify which are more important or urgent. Pairwise Ranking was applied in the prioritization of the issues because it is a valuable tool for decision-making processes,

especially when weighing the importance of multiple options. It also helped to reduce bias and decision fatigue.

CHAPTER FOUR

DEVELOPMENT GOALS, OBJECTIVES, AND STRATEGIES

4.0 Introduction

This chapter provides the sector's development goals, objectives and strategies. Before proceeding with this task, the chapter first presents a statement on the goals, objectives, strategies and programmes linked to the national policy objectives as outlined in the Draft Medium Term Development Policy Framework (NMTDPF, 2026-2029). Thereafter the chapter illustrates how the goals, objectives and strategies were formulated to address the identified prioritized development issues in the sector. The chapter then illustrates in a matrix the goals, objectives, strategies and programmes linked to the national policy objectives as outlined in the NMTDPF, 2026-2029.

4.1 Statement of Development Goals, Objectives, Strategies and Programmes Linked to National Objectives

The sector's goals, objectives and strategies aimed at addressing identified prioritized development issues are formulated considering cross-cutting and emerging development issues as well as alignment with the national policy objectives as outlined in the NMTDPF, 2026-2029. The sector's goals and objectives align with national policy objectives such as deepening transparency and public accountability; developing a competitive creative arts industry; enhancing business enabling environment; strengthening anti-corruption measures and enhancing public integrity, effectiveness and efficiency of the judiciary and legal system. These goals and objectives will be delivered through an efficient management system that employs all the tools of strategic planning, budgeting and implementation of programmes and projects as well as monitoring and evaluation to ensure maximum impact.

4.2 Formulation of Development Goals, Objectives and Strategies

The compatibility matrix tool was used to evaluate and compare the compatibility or consistency of the goals against each other to indicate the level of consistency to avoid conflicts. To achieve this, the goals were listed horizontally and vertically and their interactions assessed. The assessment revealed that all the

goals were mutually supportive of each other in addressing the prioritized development issues of the Sector. For example, improving governance, transparency, and accountability will contribute to addressing the issue of decline in public confidence in the legal system and improve the finances of the sector.

Similarly, the sector’s objectives were formulated after subjecting them to an objective analysis to establish the means-end relationship that relates to the cause-effect relationship between identified development issues in the sector. In addition, the objective statements met the “SMART” criteria. Likewise, the sector’s strategies were developed taking into financial and resource availability as well as cross-cutting and emerging development issues.

4.3 Matrix on Development Goals, Objectives, Strategies and Programmes

The following table depicts the sector’s formulated goals, objectives, strategies and development programmes and its alignment to National Objectives as outlined in the NMTDPF, 2026-2029.

Table 14 Matrix on Development Goals, Objectives, Strategies and Programmes

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Dimension/Thematic Area: Law and Order (OAGMoJ)					
Constraint Budget allocation	Improve governance, transparency, and accountability in justice sector operations	Increase IGF by 20% through policy reforms and enhanced retention mechanisms by December 2026	Enhance the effectiveness and efficiency of the judiciary and legal system	Review policies to enable higher retention of Internally Generated Funds	
<ul style="list-style-type: none"> Non-existence of OAG’s offices in 6 new regions Inadequate office accommodation 		Construct and operationalize 6 regional offices and provide residential accommodation for State Attorneys by December 2029		<ul style="list-style-type: none"> Fully operationalize the Law House Complex to decongest the current premises. Construction of the 6 new offices in the newly created regions Renovation of the head office 	Infrastructure (office & accommodation) Development
<ul style="list-style-type: none"> Unavailability of a centralised legal case management system 		Operationalize the Integrated Information Management		<ul style="list-style-type: none"> Review the OAGMOJ ICT Policy Operationalization of the 	ICT and Digitization / Digital Infrastructure

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<ul style="list-style-type: none"> Delays and Backlogs in Handling Cases Lack of proper records management system 		System (IIMS) and train 100 staff by December 2028		<p>OAGMOJ Integrated Information Management System (IIMS)</p> <ul style="list-style-type: none"> Training in emerging Technologies Recruitment of State Attorneys 	
Limited access to Legal Education		Pass and implement the Legal Reform Bill and conduct a comprehensive review of legal education by December 2027		Conduct a comprehensive review of legal education to build a modern legal and institutional framework to expand access to legal education in Ghana and serve national development goals	Enhancing access to legal education
Inadequate Human Resource and required skills		Recruit 100 Attorneys and 50 administrative staff, and implement a training plan by December 2029		<ul style="list-style-type: none"> Request for Financial Clearance to recruit Attorneys Request for Administrative staff Conduct comprehensive training needs assessment Allocate funds Collaborate with relevant stakeholders Monitor the implementation of the training plan 	Human Capital Development / Capacity Building / Training
Decline in public confidence in the legal system	Improve governance, transparency, and accountability in justice sector operations	Conduct 50 public education campaigns and clear 80% of case backlog using ICT by December 2029		<ul style="list-style-type: none"> Public education on the work processes and procedures of OAGMOJ Deploy ICT to clear backlog of Cases Strengthen coordination and collaboration with stakeholders 	Strengthening the Fight against Corruption / Promoting effective and efficient anti-corruption systems / Promoting the Fight against Corruption and Economic Crime
High attrition rate of State Attorneys		Reduce attrition rate by 50% by improving working		<ul style="list-style-type: none"> Offer training opportunity Improve working environment 	

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
		conditions and offering annual training by December 2029			
Inadequate office logistics					Human Capital Development / Capacity Building / Training
				Increased government investment in justice sector infrastructure to improve working conditions	Human Capital Development / Capacity Building / Training
<ul style="list-style-type: none"> Poor stakeholder collaboration within the justice sector Weak Coordination among institutions in the Legal and Justice Sector 		Develop and deploy a centralized digital platform and electronic legal library by December 2027		<ul style="list-style-type: none"> Introduction of an Electronic Legal Library to support research and case handling Development of a Centralized Digital Platform for Legal Services to streamline processes and improve efficiency. 	
Prioritized Issue	Goals	Objectives	Aligned National Objectives 2	Strategies	Development Programme
Dimension/Thematic Area: Economic Development (ORC)					
<ul style="list-style-type: none"> System Downtimes Communication gap between clients and ORC on queries Interoperability issues (Ghana.Gov, GRA, NITA, Ghana Post) 	To promote a transparent, efficient, and digital business environment through effective registration, regulation and public engagement.	Increase the number of registered business entities by 30% by the end of 2029.	Enhanced Business enabling environment	<ul style="list-style-type: none"> Streamline and automate registration processes via full deployment of the EBRS. Reduce turnaround times for entity registration. Improve system uptime and user interface experience Enhance collaboration with NITA, GRA, and Ghana.Gov. 	Programme 1: Entity Registration and Digital Transformation

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<ul style="list-style-type: none"> Non-issuance of administrative penalties 	To promote a transparent, efficient, and digital business environment through effective registration, regulation and public engagement.	<ul style="list-style-type: none"> Achieve 60% increase in compliance in annual returns and renewals by December 2029 	Enhanced Business enabling environment	<ul style="list-style-type: none"> Implement automated reminders and penalty systems. Simplify forms and filing procedures. Intensify compliance inspections and follow-ups. Conduct targeted training and sensitization campaigns 	Programme 2: Compliance and Inspection Campaign
<ul style="list-style-type: none"> Public mistrust. Unintegrated communication strategies with diverse stakeholders. Evolving stakeholder expectations Inadequate logistics such as laptops, office space Inadequate skilled staff Inadequate funds or financial resources 	<ul style="list-style-type: none"> To promote a transparent, efficient, and digital business environment through effective registration, regulation and public engagement 	<ul style="list-style-type: none"> Conduct 550 public education and stakeholder outreach programmes by 2029 	Enhanced Business enabling environment	<ul style="list-style-type: none"> Use mass media, social media, and regional tours to educate the public. Collaborate with business associations and regional offices. Develop annual communication plans focused on registration and compliance responsibilities. 	Programme 3: Public Education Campaign
<ul style="list-style-type: none"> System Deficiencies: E-Registrar is not tailored for the insolvency processes resulting in a lot of our processes being carried out manually. 	To promote a transparent, efficient, and digital business environment through effective registration, regulation and public engagement	To fully Integrate the Liquidation and Insolvency Processes into the registration system by end of 2029	Enhanced Business enabling environment	<ul style="list-style-type: none"> Integrate Liquidation and Insolvency Processes into the EBRs 	Programme 4: Compliance, Insolvency and Liquidation Digitalization Programme
Prioritized Issue	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Dimension/Thematic Area: Law and Order (Council for Law Reporting)					
Delayed Digitalization of the <i>Ghana Law Reports</i> due to delays	Enhance equitable access to quality legal and justice services across the country	Digitize Law Reports Publications by the end of 2027		<ul style="list-style-type: none"> Establish funds to leverage on ICT to make the <i>Ghana Law Reports</i> and <i>Review of Ghana Law</i> easily 	<ul style="list-style-type: none"> ICT & Digitization/Digital Infrastructure Human Capital Development/Capacity Building /Training

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
				<ul style="list-style-type: none"> accessible by all stakeholders Liaise with IT Consultant to set a digitize platform Improve capacity building by training of staff and other stakeholders. 	
Inadequate Funding	To make Law Reports the first point of reference or legal citation for the Judiciary, Bar and Academia in Ghana	Increase revenue base annually		<ul style="list-style-type: none"> Review price list of the various <i>Ghana Law Reports</i> and <i>Review of Ghana Law</i> by 5% annually. Increase advertisement of the sale of the Law Reports 	Sensitization & Public Education/Transparency & Accountability
Delay in release of funds by the government	Acquire more logistics needed to for the preparation and publication of the Law Reports	To enhance resource mobilizations		<ul style="list-style-type: none"> Liaising with key Ministries for funds (e.g. Ministry of Finance & Office of the Attorney-General and Ministry of Justice) Procuring logistics from existing suppliers of the Council 	Management Operations
Prioritized Issue	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Dimension/Thematic Area: Economic Development (Copyright Office)					
Lack of IT Infrastructure	Protect and promote intellectual property rights through modern systems and responsive legislation	Digitalization of the Copyright Office by 2029	Develop a competitive creative arts industry	<ul style="list-style-type: none"> Acquisition of state-of-the-art IT infrastructure Digitization of paper/physical records Introduction of online registration system Redesign the Copyright Office website Training of staff Public sensitization 	ICT and Digitization / Digital Infrastructure
Inadequate Funding	Protect and promote intellectual property rights	Boost Revenue Generation Capacity of the Office by 2028	Develop a competitive creative arts industry	<ul style="list-style-type: none"> Increase registration of copyright works by 20% annually 	Management Operations

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
	through modern systems and responsive legislation			<ul style="list-style-type: none"> • Facilitate the implementation of the new Copyright (Amendment) Regulations, 2023 (L.I. 2469) • Increase public education activities of the Office through radio and television as well as social media to improve publicity • Intensify enforcement activities of the Office to improve visibility • Revise all fees for copyright services • Mediate ten (10) copyright disputes annually 	
Inadequate Skilled Personnel	Protect and promote intellectual property rights through modern systems and responsive legislation	Restructure and expand the Office to attract skilled personnel by 2029	Develop a competitive creative arts industry	<ul style="list-style-type: none"> • Rehabilitate the Copyright Office to meet modern standards • Acquire office space in the regional capitals across the country • Intensify Engagement and collaboration with other stakeholder institutions • Establish the Copyright Tribunal to support the work of collective management organizations in the country 	Human Capital Development / Capacity Building / Training
Inadequate Logistics	Protect and promote intellectual property rights through modern systems and responsive legislation	Improve logistical needs of the Office to enhance service delivery by 2027	Develop a competitive creative arts industry	<ul style="list-style-type: none"> • Acquire adequate tools and machinery to facilitate the work of staff • Equip the Copyright Monitoring Team (CMT) to effectively undertake antipiracy activities 	Infrastructure (Office & Accommodation/Logistics) Development

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Prioritized Issue	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Dimension/Thematic Area: Law and Order (General Legal Council/School of Law)					
Inadequate logistics for day-to-day operations of the Ghana School of Law	Enhance equitable access to quality legal and justice services across the country.	To enhance the effective and efficient delivery of service	Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> Revise the course manuals, students' handbook and library materials (law reports, books and journals) Align and provide for the various logistics needed each year with the procurement plan each year. Organize training seminars and workshops. 	Management Operations
Inadequate satellite campuses	Enhance equitable access to quality legal and justice services across the country.	To increase the number of students to be admitted.		<ul style="list-style-type: none"> Obtain lecture halls and other facilities To decentralize the services of the Ghana School of Law 	Legal Education and Justice Administration
Inadequate permanent lecturers and staff for the school	Enhance equitable access to quality legal and justice services across the country	Institutionalized the services of personnels by 2027		Recruit lecturers and other staff	Human Capital Development/Capacity Building/Training
Inadequate GoG Funding for Goods and Services and Capital Expenditure budgets of the GLC/GSL	Enhance equitable access to quality legal and justice services across the country.	To enhance resource mobilization.		<ul style="list-style-type: none"> Advocate for more GOG funding by collaborating with MOJ, MOF and Parliament Establish mechanisms to enhance resource mobilisation 	Management Operations
Inadequate infrastructure to meet increasing demands of legal education	Enhance equitable access to quality legal and justice services across the country	Improve the infrastructure of the School by 2029		<ul style="list-style-type: none"> Construct new lecture hall and office facilities Maintenance of existing infrastructure. 	Infrastructure (office and accommodation) Development.
Prioritized Issue	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Dimension/Thematic Area: Corruption and Economic Crime (EOCO)					

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Inadequate funding	To ensure the effective management of economic and organised crime, anti-corruption and financial crimes	To secure adequate funding for operations	Strengthen anti-corruption measures and enhance public integrity	To advocate for the passage of the proposed new EOCO Act to authorize retention of part of recoveries	Management operations
Inadequate infrastructure	To ensure the effective management of economic and organised crime, anti-corruption and financial crimes	To build offices and improve working conditions	Strengthen anti-corruption measures and enhance public integrity	To construct 6 offices for staff in newly created regions	Infrastructure development (office & accommodation)
Inadequate logistics	To ensure the effective management of economic and organised crime, anti-corruption and financial crimes	To equip officers with adequate logistics for operations	Strengthen anti-corruption measures and enhance public integrity	To procure protective gears, standard weaponry, vehicles for operations	Human capital development/ capacity building and training
Inadequate training	To ensure the effective management of economic and organised crime, anti-corruption and financial crimes	to provide adequate training for officers local/ foreign	Strengthen anti-corruption measures and enhance public integrity	To build a modern training facility to train officers	Human capital development/ capacity building and training
Inadequate public education	To ensure the effective management of economic and organised crime, anti-corruption and financial crimes	To create public awareness on organised crime	Strengthen anti-corruption measures and enhance public integrity	To organize outreaches and sensitization programs	Sensitization and public education
High staff attrition	To ensure the effective management of economic and organised crime, anti-corruption and financial crimes	To ensure favourable and attractive working conditions	Strengthen anti-corruption measures and enhance public integrity	To implement the approved scheme of service.	Management operations
Prioritized Issue	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Dimension/Thematic Area: Economic Development (Registrar-General's Department)					

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Inadequate financial resources	To promote national and economic development through the efficient administration and regulation of Industrial Property, Marriages, Estates, and Public Trusts	To enhance the Registrar-General's Department's internally generated funds (IGF) through the review of fees and charges, improved service delivery and to increase revenue collection to 30% by December 2026.	Public Financial Management and Domestic Revenue Mobilization	<ul style="list-style-type: none"> The adoption of efficient revenue tracking and collection systems Review and rationalize fees and charges by RGD Enhance revenue collection systems and structures of MMDAs and religious bodies. Promote the use of digital tools in revenue tracking and collection 	Management Operations
Inadequate Centralized Digital System for data harmonization	Protect and promote intellectual property rights through modern systems and responsive legislation	To improve access to RGD services through digitization and accurate data accessibility by end of 2029.	National Digitalization Transformation Goal	<ul style="list-style-type: none"> Establish a central data management system for all RGD services. Conduct regular data audits and verifications. Publish periodic statistical reports on registrations and applications. Collaborate with relevant state institutions (e.g., GSS, MoF, GIPC), other local and international stakeholders to share and exchange accurate data 	ICT and Digitization / Digital Infrastructure
Inadequate IT infrastructure	To promote national and economic development through the efficient administration and regulation of Industrial Property, Marriages, Estates, and Public Trusts	To enhance data accuracy, integrity, and availability for policy-making and development planning by 2027	National Digitalization Transformation Goal	<ul style="list-style-type: none"> Upgrade and standardize IT equipment and connectivity Train staff in IT system usage and digital record management Develop and implement an ICT maintenance and replacement plan Adopt cloud-based platforms (IPAS Cloud) 	ICT and Digitization / Digital Infrastructure
Inadequate Office Space and Infrastructure	To promote national and economic development through the efficient administration and regulation of Industrial	To improve and expand office space and infrastructure to ensure a conducive working environment, enhance staff		<ul style="list-style-type: none"> Renovate and expand existing office facilities Advocate for increased infrastructure support from the Ministry of Justice and 	Infrastructure (Office & Accommodation/Logistics) Development

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
	Property, Marriages, Estates, and Public Trusts	productivity, and support effective service delivery by December 2026.		<ul style="list-style-type: none"> development partners Conduct an infrastructure and space audit across all RGD offices (i.e. Kumasi and Takoradi) 	
Inadequate Staffing	To promote national and economic development through the efficient administration and regulation of Industrial Property, Marriages, Estates, and Public Trusts	To improve human resource capacity to enhance service delivery by December 2029		<ul style="list-style-type: none"> Develop and implement a staff redeployment and succession plan Build internal capacity through continuous professional development, performance management and training Advocate for budgetary support to recruit critical staff categories 	Human Capital Development / Capacity Building / Training
Inadequate Monitoring and Evaluation	To promote national and economic development through the efficient administration and regulation of Industrial Property, Marriages, Estates, and Public Trusts	To strengthen the monitoring and evaluation system of the Registrar-General's Department to ensure effective tracking of performance, informed decision-making, and improved accountability in programme implementation by the end of December 2027		<ul style="list-style-type: none"> Develop and institutionalize a comprehensive M&E framework Build capacity of staff in M&E at all levels Digitize M&E systems and integrate with service delivery platforms Establish a dedicated M&E Unit within the Department Conduct regular performance reviews and programme evaluations 	<p>Management Operations</p> <p>Communication and Coordination</p> <p>Research, Monitoring, and Evaluation</p>
Inadequate logistics	To promote national and economic development through the efficient administration and regulation of Industrial Property, Marriages, Estates, and Public Trusts	Improve logistical needs of the office to enhance service delivery by December 2027.		<ul style="list-style-type: none"> Conduct a logistics and resource needs assessment across all offices Procure and equitably distribute essential logistics and equipment Develop and implement a logistics management and maintenance plan Advocate for increased 	Infrastructure (Office & Accommodation/Logistics) Development

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
				budgetary allocation and explore donor support	
Administrative procedure delays	To promote national and economic development through the efficient administration and regulation of Industrial Property, Marriages, Estates, and Public Trusts	Ensure high client satisfaction through responsive and friendly service delivery by December 2029.		<ul style="list-style-type: none"> Streamline registration processes to reduce turnaround time Develop and implement monitoring tools to track service delivery efficiency. 	Management Operations
Litigations during applications	To promote national and economic development through the efficient administration and regulation of Industrial Property, Marriages, Estates, and Public Trusts	Ensure high client satisfaction through responsive and friendly service delivery by December 2029.		<ul style="list-style-type: none"> Establish and operationalize client service units in all RGD offices. Develop a client feedback and complaint management system. Set service charters with clearly defined timelines and expectations Recognize and reward staff who demonstrate exemplary customer service. 	Management Operations
Weak IP awareness programmes	To promote national and economic development through the efficient administration and regulation of Industrial Property, Marriages, Estates, and Public Trusts	Promote public awareness and stakeholder engagement on registration requirements and legal obligations by December 2029.		<ul style="list-style-type: none"> Conduct public education campaigns nationwide (radio, TV, social media, town halls). Develop and distribute user-friendly guides and brochure Organize stakeholder consultation forums for law reviews and policy input 	Sensitization and Public education/ transparency, and public accountability Communication and Coordination
Low public sensitization	To promote national and economic development through the efficient administration and regulation of	Promote public awareness and stakeholder engagement on registration requirements and legal obligations		<ul style="list-style-type: none"> Conduct public education campaigns nationwide (radio, TV, social media, town halls). Develop and distribute user- 	Sensitization and Public education / transparency, and public accountability Communication and Coordination

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
	Industrial Property, Marriages, Estates, and Public Trusts			friendly guides and brochures <ul style="list-style-type: none"> • Organize stakeholder consultation forums for law reviews and policy input 	

CHAPTER FIVE:

COMPOSITE DEVELOPMENT PROGRAMMES

5.0 Introduction

This chapter outlines the cost of executing new and ongoing programmes and projects within the medium term. The costing was undertaken based on assumptions and methodologies as specified in section 31(1) of the Public Financial Management Regulation, 2019 (L.I. 2378). The Chapter also provides information on the development programmes for 2026-2029 of the Ministry and its link to the objectives, strategies and programmes.

Also, it outlines the Programme of Action for 2026-2029 linked to the Programme Based Budgeting and Indicative Financial Plan for the plan period. It also indicates how the Ministry situates its development plan and programmes within its mandate and functions in order to enhance implementation.

5.1 Assumptions and methodologies used for costing

Cost estimation is the process of forecasting the financial and other resources needed to complete a project within a defined scope and schedule. Accurate and reliable cost estimates are crucial to policy development, decision making and enable effective delivery.

The following methodology was used to cost sub-programme activities.

- **Identification of sub-programme activities:**

The various sub-programme activities to be implemented within the plan period were identified and documented.

- **Identification of resources required:**

The required resources for executing each develop programme activity were determined based on inputs used for implementing similar activities in the past.

- **Costing:**

The PPA website was visited for the available price lists. Market surveys were then conducted to ascertain the expected cost of resources required for the implementation of sub-programme activities. The prices obtained from the market were compared with the unit costs and average

prices contained in the PPA database for determination of realistic costs of sub-programme activities. The costs of the various activities were summed up to arrive at total cost.

- Operations and maintenance schemes for infrastructure projects was also undertaken to ensure that the cost of undertaking periodic O&M and Capital Maintenance was factored into the life span of capital infrastructure projects. The total cost of the sub-programmes was informed by the following assumptions:

- Government of Ghana would release funds as approved in the appropriation act on timely basis for implementation of all projects.

- Internal Generated Funds accrued from the provision of services by the department and agencies will be used to augment releases from Central Government for the implementation of planned programmes and project.

Strategic Environmental Assessment

The Office of the Attorney General and Ministry of Justice (OAGMoJ), as the principal legal advisor to the Government and the custodian of Ghana's justice system, plays a pivotal role in shaping the legal and regulatory landscape that profoundly influences environmental outcomes. Its programmes, encompassing legislative drafting, policy formulation, prosecution of environmental offences, and legal representation in environmental disputes, indirectly but significantly impact how natural resources are managed, pollution is controlled, and environmental sustainability is upheld across the nation.

This Strategic Environmental Assessment aims to systematically identify, assess, and address the potential positive and negative environmental and social effects of the OAGMJ's strategic programmes. By undertaking this assessment, the OAGMJ can proactively ensure that its legal and policy interventions are coherent with national environmental goals, contribute to Ghana's sustainable development aspirations, and strengthen the institutional and legal frameworks necessary for effective environmental governance. This forward-looking approach will not only enhance the environmental performance of the justice sector but also foster greater transparency, accountability, and public participation in the crucial nexus between law and the environment in Ghana.

The pursuit of sustainable national development in Ghana necessitates the integration of environmental considerations across all sectors, extending beyond those with direct physical impacts to encompass institutions at the heart of governance and policy-making. This imperative underscores the relevance of a Strategic Environmental Assessment (SEA) for the formulated programmes of the Office of the Attorney General and Ministry of Justice (OAGMJ).

A **Strategic Environmental Assessment (SEA) indicator** is a specific measure used to evaluate how well environmental considerations are integrated into government policies, plans, and programs. Unlike an Environmental Impact Assessment (EIA), which focuses on individual projects, SEA is a proactive tool applied at a higher, strategic level of decision-making.

The main purpose of SEA indicators is to:

- **Track progress** toward environmental goals set out in policies.
- **Provide a basis for monitoring** the actual environmental effects of a plan after its implementation.
- **Increase accountability** by demonstrating that environmental factors have been taken into account.
- **Communicate complex information** about the environmental implications of a policy to decision-makers and the public in a simple, understandable format.

Strategic Environmental Assessment (SEA) indicators for the OAGMJ are a framework for measuring how the Ministry integrates environmental considerations and sustainable development principles into its core functions. Unlike a traditional environmental agency, the OAGMJ's role in SEA is not about measuring pollution but about ensuring that legal frameworks, policies, and actions align with national environmental goals. This approach recognizes that the Ministry of Justice, as the principal legal advisor to the government and the custodian of legal policy, plays a critical role in shaping Ghana's environmental future.

The Role of SEA at the OAGMJ

The OAGMJ's involvement in SEA is strategic and focuses on its legislative and advisory mandates. Its indicators would assess its performance in four key areas:

- **Legal & Policy Integration:** This measures how effectively the OAGMJ ensures that environmental considerations are embedded in new and existing legislation, policies, and agreements. This is crucial as the Ministry is responsible for legislative drafting and providing legal advice to other government bodies.
- **Enforcement & Compliance:** This tracks the Ministry's role in enforcing environmental laws. Indicators would focus on the effectiveness of prosecution for environmental offenses and how well legal frameworks support the work of environmental agencies like the Environmental Protection Agency (EPA).
- **Advisory Function:** This measures the quality and timeliness of the legal advice provided by the OAGMJ on environmental matters. It would assess whether the advice given to other Ministries and state agencies promotes sustainable development and compliance with national and international environmental agreements.
- **Capacity & Resources:** This evaluates the Ministry's internal capacity to handle complex environmental legal issues. Indicators could track the number of lawyers trained in environmental law or the resources allocated to departments focused on environmental litigation.

SEA Indicators for OAGMJ

The SEA indicators for the OAGMJ measure the **processes and outputs** that contribute to environmental sustainability.

Area	SEA Indicator
Legal & Policy Integration	Number of environmental-related laws reviewed or drafted per year.
	Percentage of legal opinions on new policies that include a section on environmental impact.
Enforcement	Rate of successful prosecutions for major environmental violations.
	Time taken to resolve environmental litigation cases.
Advisory Function	Average time to provide legal opinions on environmental agreements.
Capacity	Number of staff members trained in international environmental law.

These indicators can systematically evaluate their contribution to Ghana's environmental governance and ensure OAGMOJ actions reinforce the nation's commitment to sustainable

development. These indicators aim to capture both the output of OAGMJ's programs (i.e., Law Administration, Laws Reforms, Review of Law Reports, and Entity of Copy Right Administration) and their intended, albeit indirect, environmental outcomes through improved governance and enforcement.

Table 15 The Sector Programme of Action (PoA) – 2026-2029

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	DACF	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
Ministry Of Justice Programme of Action (POA) 2026-2029												
Management Operations	x	x	x	x	35,000,000.00	Nil	Nil	Nil		x	Gen. Admin.	MoF, PPA,
Human Capital Development/Capacity Building and Training	x	x	x	x	10,000,000.00	Nil	Nil	Nil		x	Gen. Admin.	CSTC, GIMPA
ICT and Digitization / Digital Infrastructure	x	x	x	x	15,000,000.00	Nil	Nil	Nil		x	Gen. Admin.	MoCDTI, MOF
Infrastructure (office, accommodation, and logistics) Development	x	x	x	x	200,000,000.00	Nil	Nil	Nil	x		Gen. Admin.	MOF, PPA, AESL
Communication and Coordination	x	x	x	x	1,500,000.00	Nil	Nil	Nil		x	Gen. Admin.	MOF, MOI, CSOs
Research, Monitoring, and Evaluation	x	x	x	x	20,000,000.00	Nil	Nil	Nil		x	Gen. Admin.	MDAs, MOF
Sensitization and publication, education/transparency, and public accountability	x	x	x	x	15,000,000.00	Nil	Nil	Nil		x	Gen. Admin.	MDAs, MOF
TOTAL					261,195,879.12							

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	DACF	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating

Legal Services Programme of Action (PoA) 2026-2029												
Legal and Justice Administration	x	x	x	x	400,000,000.00	-	-	138,000,000.00		x	Legal Services	MOF, JS, CSOs, MDAs, Prisons Service, Police Service
Enhance Human Resource Capacity	x	x	x	x	150,000,000.00	-	-	4,600,000.00		x	Legal Services	MOF, JS
ICT and Digitization / Digital Infrastructure	x	x	x	x	2,000,000.00	-	-	2,300,000.00		x	Legal Services	MOF, PAA,
Communication and Coordination	x	x	x	x	2,000,000.00	-	-	4,117,000.00	x	x	Legal Services	MDAs, JS, Prisons Service, Police Service
Sensitization and publication, education/transparency, and public accountability	x	x	x	x	8,000,000.00	-	-	-		x	Legal Services	JS, Prisons Service, Police Service
Justice for all programme	x	x	x	x	15,000,000.00			-		x	Legal Services	JS, Prisons Service, Police Service
TOTAL					577,000,000.00							

Office of the Registrar of Companies Programme Financing – 2026-2029									
Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding						Total (B)	Gap © = (B) – (A)
		GOG	DACF	IGF	ABFA	DPs	Others		
Entity Registration and Digital Transformation	166,768,499.36	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	(90,938,388.36)
VCompliance and Inspection Campaign	25,231,032.24	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	50,599,078.76

Compliance, Insolvency and Liquidation Digitalization Programme	10,000,000.00	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	65,830,111.00		
Digitalization and Management of Unclaimed Dividend programme	10,000,000.00	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	65,830,111.00		
Public Education and Communication Campaign	57,937,600.00	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	17,892,511.00		
Monitoring and Evaluation	12,412,738.50	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	63,417,372.50		
Maintenance of Assets	73,258,272.00	Nil -	Nil -	151,660,222.00	Nil -	Nil -	Nil -	151,660,222.00	78,401,950.00		
Human Resource Management	94,261,279.56	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	(18,431,168.56)		
Enabling Working Environment	330,862,273.59	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	(255,032,162.59)		
Total	780,731,695.25			758,301,110.00				758,301,110.00	(22,430,585.25)		
Development Programme	Time Frame				Programme Status		Implementation Institution/Department				
	2026	2027	2028	2029	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Improve Management Operations	x	x	x	x	Nil -	217.7m	Nil		x	GLC/ GSL	OAGMOJ MOF
Enhancement of Legal Education	x	x	x	x	Nil -	45.5m	Nil		x	GLC/ GSL	OAGMOJ MOF, GLC

Improve Human Capital Development/Capacity Building/Training	x	x	x	x	Nil -	16.3m	Nil		x	GLC/ GSL	OAGMOJ MOF, GLC, JS
Improve Infrastructure (office, accommodation, and logistics) Development.	x	x	x	x	Nil -	40.3m	35m		x	GLC/ GSL	OAGMOJ MOF, PPA, GLC
Total						319.8m	35m				
Development Programme	Time Frame				Programme Status		Implementation Institution/Department				
	2026	2027	2028	2029	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Improve Legal and Justice Administration	x	x	x	x	Nil -	Nil -	Nil -		x	LCR	OAGMOJ, JS, MOE, LAC, MOGCSP, MWH, PWD, DRH, AESL, SHC, ARC
Improve Human Capital Development	x	x	x	x	Nil -	Nil -	Nil -		x	LCR	MDPI, GIMA. MOF
Improve Infrastructure Development (Office and Accommodation, and Logistics)	x	x	x	x	Nil -	Nil -	Nil -		x	LCR	MOF, OAGMOJ, Donor Partners, PPA
Total											
Development Programme	Time Frame				Programme Status		Implementation Institution/Department				
	2026	2027	2028	2029	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Improve ICT and Digitization / Digital Infrastructure	x	x	x	x	Nil -	800,000	300,000	x		Copyright Office	Ministry of Finance, OAGMOJ, NCA, NITA, CSA, CMOs
Improve Management Operations	x	x	x	x	Nil -	530,000			x	Copyright Office (CMT)	OAGMOJ, MOF

Enhance Sensitization and Public Education / Transparency, and Public Accountability	x	x	x	x	Nil -	530,000		x		Copyright Office (CMT)	Police, Judiciary,
Improve Human Capital Development / Capacity Building / Training	x	x	x	x	Nil -	400,000	100,000	x		Copyright Office	
Improve Infrastructure (Office & Accommodation/Logistics) Development	x	x	x	x	Nil -	1,780,000			x	Copyright Office	Ministry of Finance, PPA
Total						4,040,000.00					
Development Programme	Time Frame				Programme Status		Implementation Institution/Department				
	2026	2027	2028	2029	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Entity Registration and Digital Transformation	x	x	x	x	Nil -	166,768,499.36	Nil -		x	ORC	MoF, OAGMOJ, MoTI, NITA, NIA, GRA, Ghana.Gov, BoG, Judicial Service, Ghana Post
Compliance and Inspection Campaign	x	x	x	x	Nil -	25,231,032.24	Nil -		x	ORC	Ghana Police,
Compliance, Insolvency and Liquidation Digitalization Programme	x	x	x	x	Nil -	10,000,000.00	Nil -	x		ORC	GARIA,
Digitalization and Management of the Unclaimed Dividend Programme	x	x	x	x	Nil -	10,000,000.00	Nil -	x		ORC	Fund Managers, Banks, and Investment Institutions,
Public Education and Communication Campaign	x	x	x	x	Nil -	57,937,600.00	Nil -		x	ORC	Media, MMDAs, MDAs

Monitoring and Evaluation	x	x	x	x	Nil -	12,412,738.50	Nil -		x	ORC	OAGMOJ, NDPC, MoF,
Maintenance of Assets	x	x	x	x	Nil -	73,258,272.00	Nil -	x	x	ORC	MoF, CAGD, Service Providers
Human Resource Management	x	x	x	x	Nil -	94,261,279.56	Nil -		x	ORC	PSC, OAGMOJ, MoF, OHCS, RGD
Enabling Working Environment	x	x	x	x	Nil -	330,862,273.59	Nil -		x	ORC	RGD, IAA, PSC, OAGMOJ,
Total						780,731,695.25					
Development Programme	Time Frame				Programme Status		Implementation Institution/Department				
	2026	2027	2028	2029	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Improve Operations Management	x	x	x	x	Nil -	26,000,000.00	Nil		x	RGD	MOF OAGMOJ
Improve Infrastructure Development	x	x	x	x	Nil -	74,848,000.00	Nil		x	RGD	MOF OAGMOJ
Enhance Human Resource Management	x	x	x	x	Nil -	35,850,000.00	Nil		x	RGD	MOF OAGMOJ
Increase Public Education	x	x	x	x	Nil -	28,000,000.00	Nil		x	RGD	MOF OAGMOJ
Improve Research, Monitoring, and Evaluation	x	x	x	x	Nil -	3,000,000.00	Nil		x	RGD	MOF OAGMOJ
Total						167,698,000.00					
Development Programme	Time Frame				Programme Status		Implementation Institution/Department				

	2026	2027	2028	2029	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Improve ICT & Digitization/Digital Infrastructure	x	x	x	x	Nil -		Nil -		x	CLR	MOF OAGMOJ PPA
Improve Human Capital Development/Capacity Building/Training	x	x	x	x	Nil -	850,000.00	Nil -		x	CLR	MOF OAGMOJ MOC
Increase Sensitization & Public Education/Transparency & Accountability	x	x	x	x	Nil -	Nil -	Nil -		x	CLR	NCA MOF OAGMOJ
Improve Management Operations	x	x	x	x	Nil -	1,000,000.00			x	CLR	MOF OAGMOJ PPA
Total						1,850,000.00					
Development Programme	Time Frame				Programme Status		Implementation Institution/Department				
	2026	2027	2028	2029	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Develop an intelligence-based framework to fight economic and organized crime	x	x	x	x	Nil -	Nil -	Nil -	Nil -	x	EOCO	AESL
To fight criminal activities connected to money laundering, insider trading, and market manipulation in the financial markets.	x	x	x	x	Nil -	Nil -	Nil -	Nil -	x	EOCO	FIC, Embassies, Interpol, Police, Immigration, NACOC
Develop an evidence-based framework that	x	x	x	x	Nil -	Nil -	Nil -	Nil -	x	EOCO	Police, OAGMOJ

supports successful prosecution											
Enhance institutional operation	x	x	x	x	Nil -	Nil -	Nil -	Nil -	x	EOCO	OAGMOJ, Parliament, MOF
Build human resource capacity to effectively fight against economic and organized crime	x	x	x	x	Nil -	Nil -	Nil -	Nil -	x	EOCO	GIMPA, Police, US Embassy
Total											

Table 16 The Sector Programme Financing – 2026-2029

Development Programme	Programme cost (A)	Expected Revenue and Sources of Funding						Total (B)	Gap (B-A)
		GoG	DACF	IGF	ABFA	DPs	Others (Specify)		
The Ministry Programme Financing 2026-2029									
Management Operations	35,000,000.00	29,156,806.51	Nil	Nil	Nil	Nil	Nil	29,156,806.51	(5,843,193.49)
Human Capital Development/ Capacity Building and Training	10,000,000.00	13,253,093.87	Nil	Nil	Nil	Nil	Nil	13,253,093.87	3,253,093.87
ICT and Digitization / Digital Infrastructure	15,000,000.00	13,253,093.87	Nil	Nil	Nil	Nil	Nil	13,253,093.87	(1,746,906.13)
Infrastructure (office, accommodation and logistics) Development	200,000,000.00 254,900,000	172,841,920.00	Nil	Nil	Nil	Nil	Nil	172,841,920.00 172,841,920.00	(27,158,080.00) 82,058,080.00

Communication and Coordination	1,500,000.00	1,767,079.18	Nil	Nil	Nil	Nil	Nil	1,767,079.18	267,079.18
Research, Monitoring and Evaluation	20,000,000.00	17,670,791.82	Nil	Nil	Nil	Nil	Nil	17,670,791.82	(2,329,208.18)
Sensitization and publication education/transparency, and public accountability	15,000,000.00	13,253,093.87	Nil	Nil	Nil	Nil	Nil	13,253,093.87	(1,746,906.13)
TOTAL	296,500,000.00 351,400,000	261,195,879.12	Nil	Nil	Nil	Nil	Nil	261,195,879.12	(35,304,120.88) (90,204,120.88)

Legal Service Programme Financing

Development Programme	Programme cost (A)	Expected Revenue and Sources of Funding						Total (B)	Gap (B-A)
		GoG	DACF	IGF		ABFA	DPs	Others (Specify)	
Legal Education and Justice Administration	400,000,000.00	400,000,000.00	Nil	Nil	Nil	Nil	138,000,000.00	400,000,000.00	Nil
Enhance Human Resource Capacity	150,000,000.00	150,000,000.00	Nil	Nil	Nil	Nil	4,600,000.00	150,000,000.00	Nil
ICT and Digitization / Digital Infrastructure	4,000,000.00	4,000,000.00	Nil	Nil	Nil	Nil	2,300,000.00	2,000,000.00	Nil
Sensitization and publication, education/transparency, and public accountability	8,000,000.00	8,000,000.00	Nil	Nil	Nil	Nil	Nil	8,000,000.00	Nil

Justice for all programme	15,000,000.00	15,000,000.00	Nil	Nil	Nil	Nil	Nil	15,000,000.00	Nil
TOTAL	577,000,000.00	577,000,000.00	Nil	Nil	Nil	Nil	149,017,000.00	577,000,000.00	Nil
Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding						Total (B)	Gap © = (B) – (A)
		GOG	DAC F	IGF	ABFA	DPs	Others		
<i>Ghana Law School Programme Financing – 2026-2029</i>									
Improve Management Operations	222.7m	5.0m	Nil -	217.7m	Nil -	Nil	Nil -	222.7m	Nil -
Improve Legal Education	47.6m	2.1m	Nil -	45.5m	Nil -	Nil	Nil -	47.6m	Nil -
Improve Human Capital Development/Capacity Building/Training	18.2m	1.9m	Nil -	16.3m	Nil -	Nil	Nil -	18.2m	Nil -
Infrastructure Development (Office and Accommodation, and Logistics)	156.3m	26.0m	Nil -	40.3m	Nil -	Nil	35m	101.3m	55m
Total	444.8m	35m		319.8m			35m	389.8m	55m
<i>Law Reforms Commission Programme Financing – 2026-2029</i>									
Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding						Total (B)	Gap © = (B) – (A)
		GOG	DAC F	IGF	ABFA	DPs	Others		
Improve Legal and Justice Administration	3.59m	3.59m	Nil -	Nil -	Nil -	Nil -	Nil -	3.59m	Nil -

Improve Human Capital Development	2.6m	2.6m	Nil -	Nil -	Nil -	Nil -	Nil -	2.6m	Nil -
Improve Infrastructure Development (Office and Accommodation, and Logistics)	2.15m	2.15m	Nil -	Nil -	Nil -	Nil -	Nil -	2.15m	Nil -
Total	8.34m	8.34m						8.34m	
Copyright Office Programme Financing – 2026-2029									
Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding						Total (B)	Gap © = (B) – (A)
		GOG	DAC F	IGF	ABFA	DPs	Others		
Improve ICT and Digitization / Digital Infrastructure	4,100,000.00	3,000,000	Nil -	800,000	Nil -	Nil	300,000	4,100,000.00	Nil
Improve Management Operations	2,610,000.00	1,550,000.00	Nil -	1,060,000.00	Nil -	Nil		2,610,000.00	Nil
Enhance Sensitization and Public Education / Transparency, and Public Accountability	600,000.00	200,000.00	Nil -	200,000.00	Nil -	Nil	100,000.00	600,000.00	Nil
Improve Human Capital Development / Capacity Building /Training	300,000.00	200,000.00	Nil -	200,000.00	Nil -	Nil	Nil -	300,000.00	Nil
Improve Infrastructure (Office &	51,730,000.00	49,950,000.00	Nil -	1,780,000	Nil -	Nil -	Nil -	51,730,000.00	Nil

Accommodation/Logistics) Development									
Total	59,340,000.00	54,900,000.00		4,040,000				59,340,000.00	
Office of the Registrar of Companies Programme Financing – 2026-2029									
Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding						Total (B)	Gap © = (B) – (A)
		GOG	DAC F	IGF	ABFA	DPs	Others		
Entity Registration and Digital Transformation	31,723,246.25	Nil -	Nil -	31,723,246.25	Nil -	Nil -	Nil -	31,723,246.25	Nil
Compliance and Inspection Campaign	6,207,600.00	Nil -	Nil -	6,207,600.00	Nil -	Nil -	Nil -	6,207,600.00	Nil
Compliance, Insolvency and Liquidation Digitalization Programme	2,500,000.00	Nil -	Nil -	2,500,000.00	Nil -	Nil -	Nil -	2,500,000.00	Nil
Digitalization and Management of Unclaimed Dividend programme	3,000,000.00	Nil -	Nil -	3,000,000.00	Nil -	Nil -	Nil -	3,000,000.00	Nil
Public Education and Communication Campaign	14,484,400.00	Nil -	Nil -	14,484,400.00	Nil -	Nil -	Nil -	14,484,400.00	Nil
Monitoring and Evaluation	2,547,070.00	Nil -	Nil -	2,547,070.00	Nil -	Nil -	Nil -	2,547,070.00	Nil
Maintenance of Assets	18,314,568.00	Nil -	Nil -	18,314,568.00	Nil -	Nil -	Nil -	18,314,568.00	Nil
Human Resource Management	15,928,980.00	Nil -	Nil -	15,928,980.00	Nil -	Nil -	Nil -	15,928,980.00	Nil

Enabling Working Environment	90,590,568.40	Nil -	Nil -	90,590,568.40	Nil -	Nil -	Nil -	90,590,568.40	Nil
Total	185,296,432.65			185,296,432.65				185,296,432.65	
Registrar General Department Programme Financing – 2026-2029									
Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding						Total (B)	Gap © = (B) – (A)
		GOG	DAC F	IGF	ABFA	DPs	Others		
Infrastructure Development	27,751,000.00	55,000.00	Nil -	19,500,000.00	Nil -	Nil -	Nil -	19,555,000.00	(8,196,000.00)
Human Resource Management	88,348,000.00	7,000,000.00	Nil -	53,125,000.00	Nil -	Nil -	Nil -	60,125,000.00	(28,223,000.00)
Public Education	38,850,000.00	140,000.00	Nil -	10,500,000.00	Nil -	Nil -	Nil -	10,640,000.00	(28,210,000.00)
Research, Monitoring, and Evaluation	29,206,000.00	751,000.00	Nil -	18,680,000.00	Nil -	Nil -	Nil -	19,431,000.00	(9,775,000.00)
Total	188,740,000.00	8,015,000.00		102,699,000.00				110,714,000.00	(78,026,000.00)
Council for Law Reporting Programme Financing – 2026-2029									
Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding						Total (B)	Gap © = (B) – (A)
		GOG	DAC F	IGF	ABFA	DPs	Others		
Digitization/Digital Infrastructure	8,025,000.00	8,000,000.00	Nil -	25,000.00	Nil -	Nil -		8,025,000.00	Nil -
Human Capital Development/Capacity Building/Training	2,850,000.00	2,000,000.00	Nil -	850,000.00	Nil -	Nil -		2,850,000.00	Nil -
Sensitization & Public Education/Transpare	500,000.00	500,000.00	Nil -	Nil -	Nil -	Nil -		500,000.00	Nil -

ncy & Accountability									
Management Operations	5,000,000.00	4,000,000.00	Nil -	1,000,000.00	Nil -	Nil -		5,000,000.00	Nil -
Total	16,375,000.00	14,500,000.00		1,875,000.00				16,375,000.00	

Economic and Organise Crime Office Programme Financing – 2026-2029

Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding						Total (B)	Gap © = (B) – (A)
		GOG	DAC F	IGF	ABFA	DPs	Others		
Develop an intelligence-based framework to fight economic and organized crime	3,000,000	2,500,000	Nil -	Nil -	Nil -	Nil -	500,000	2,500,000	500,000
To fight criminal activities connected to money laundering, insider trading, and market manipulation in the financial markets.	22,000,000	21,500,000	Nil -	Nil -	Nil -	Nil -	Nil -	21,500,000	500,000
Develop an evidence-based framework that supports successful prosecution	2,700,000	2,600,000	Nil -	Nil -	Nil -	Nil -	Nil -	2,600,000	100,000
Enhance institutional operation	116,500,000	116,000,000	Nil -	Nil -	Nil -	Nil -	Nil -	116,000,000	500,000
Build human resource capacity to effectively fight against economic and organized crime	7,000,000	6,500,000	Nil -	Nil -	Nil -	Nil -	Nil -	6,500,000	500,000
Total	151,200,000	44,700,000						44,700,000	106,500,000

Office of the Registrar of Companies Programme Financing – 2026-2029

Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding						Total (B)	Gap © = (B) – (A)
		GOG	DACF	IGF	ABFA	DPs	Others		
Entity Registration and Digital Transformation	166,768,499.36	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	(90,938,388.36)
Compliance and Inspection Campaign	25,231,032.24	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	50,599,078.76
Compliance, Insolvency and Liquidation Digitalization Programme	10,000,000.00	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	65,830,111.00
Digitalization and Management of Unclaimed Dividend programme	10,000,000.00	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	65,830,111.00
Public Education and Communication Campaign	57,937,600.00	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	17,892,511.00
Monitoring and Evaluation	12,412,738.50	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	63,417,372.50
Maintenance of Assets	73,258,272.00	Nil -	Nil -	151,660,222.00	Nil -	Nil -	Nil -	151,660,222.00	78,401,950.00
Human Resource Management	94,261,279.56	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	(18,431,168.56)
Enabling Working Environment	330,862,273.59	Nil -	Nil -	75,830,111.00	Nil -	Nil -	Nil -	75,830,111.00	(255,032,162.59)
Total	780,731,695.25			758,301,110.00				758,301,110.00	(22,430,585.25)

5.2 Estimated Cost and Financing for the Sector Plan (2026–2029)

The total estimated cost for implementing the four-year Sector Medium-Term Development Plan of the Office of the Attorney-General and Ministry of Justice (OAGMJ) stands at **GHS 2,548,401,695.25**. This amount represents the financial resources required to fully execute all planned programmes, projects, and activities aimed at strengthening legal frameworks, improving justice delivery, enhancing institutional capacity, and promoting access to justice across Ghana.

The Confirmed programme financing amounts to **GHS 1,670,095,885.28** representing **65.54%** of the total estimated programme cost. This funding is sourced primarily from the Government of Ghana budget allocations, supplemented by internally generated funds and ongoing support from development partners.

Despite the substantial financing secured, there remains a funding gap of **GHS 878,305,809.97**, which is equivalent to **34.46%** of the total programme cost. This shortfall critical could impede the timely and complete execution of priority activities within the plan period if not addressed promptly. This is also based on the assumption that the Ministry of Finance would go by the allocation in the 2025-2028 budget estimates.

5.3 Bridging the Funding Gap

In closing this gap and ensuring the uninterrupted implementation of the sector's initiatives, the OAGMJ will pursue a multi-pronged resource mobilisation and cost-optimisation strategy:

Request for Additional Government Funding

A formal request will be submitted to the Ministry of Finance for a supplementary budget allocation or a targeted provision to cover the shortfall. This will ensure that critical programmes are not delayed or scaled back.

Re-prioritisation and Budget Adjustments

The Ministry will undertake a thorough review of planned activities to identify cost-saving opportunities. Non-essential components may be scaled down or postponed, allowing resources to be redirected to high-priority areas without undermining the overall impact of the plan.

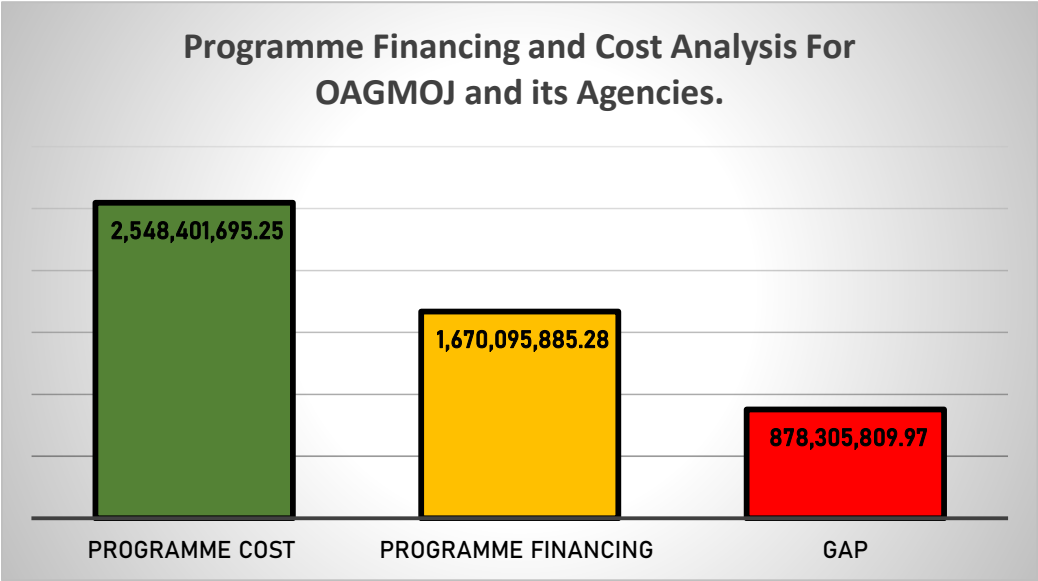
Donor and Development Partner Support

Efforts will be intensified to engage with international development partners, bilateral agencies, and donor organisations whose mandates align with the Ministry’s objectives. The focus will be on securing targeted funding for specific projects, such as institutional capacity building, legal reform, and digitisation of court and registry systems.

Internal Resource Mobilisation

Internal measures will be explored to reallocate funds from underutilised budget lines and improve operational efficiency. Initiatives such as adopting cost-saving technologies, streamlining procurement, and enhancing revenue collection from statutory fees will contribute to generating additional resources internally.

Figure 2 :Programme Financing and Cost Analysis



CHAPTER SIX

ANNUAL ACTION PLANS

The Chapter Six outlines the sector’s annual action plan within the medium-term development framework, detailing the objectives and programmes of the entity. It provides a comprehensive schedule of projects both ongoing and new indicating their locations, implementation time frames, estimated costs, and current status. The chapter also specifies the responsible implementing institutions or departments, ensuring clear accountability and effective monitoring of progress toward the sector’s development goals.

Table 17 THE SECTOR ANNUAL ACTION PLAN 2026

Office of the Attorney General and Ministry of Justice - 2026													
Objective: Provide office accommodation and residential accommodation to the administrative and legal staff in the head office and in the 6 new regions by 2029													
Programme: Infrastructure (office & accommodation logistics) Development													
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
Construction of 6 new offices	Regions	x	x	x	x	25m				x		PPBME	MoF, EPC, AESL
Construction of residential accommodation	Regions	x	x	x	x	20m				x		PPBME	MoF, EPC, AESL
Construction of two (2) storey office building	Ministry, Accra	x	x	x	x	60m				x		PPBME	MoF, EPC, AESL
Renovation of OAGMoJ Office Building	Ministry, Accra	x	x	x	x	40m				x		PPBME	MoF, EPC, AESL

Procurement of Vehicles	Nation wide	x	x	x	x	-				x			Gen. Admin	PPA, MOF
Procurement of office furniture and fittings, and office equipment	Nation wide	x	x	x	x	7.5m				x			Gen. Admin	PPA, MOF
Procurement of computers and accessories	Nation wide	x	x	x	x	2.5m				x			Gen. Admin	PPA, MOF
Objective: Enhance the effectiveness and efficiency in the coordination and implementation of management operations														
Programme: Management and Operation														
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DA CF	I G F	Other	New	Ongoing	Lead	Collaborating	
Prepare a composite Procurement Plan on requests from the various Divisions of the Ministry.	Ministry, Accra	x	x	x	x	20,000.00					x		Procurement	PPA, MOF
Quarterly Entity Tender Committee (ETC) Meetings	Ministry, Accra	x	x	x	x	200,000.00					x		Procurement	Gen. Admin.
Undertake quarterly status of stock at the Ministry stores	Ministry, Accra	x	x	x	x	2,000.00					x		Stores	Gen. Admin.

Update Asset register of the Ministry quarterly	Ministry , Accra	x	x	x	x	2,000.00					x	Gen. Admin.	GIFMIS, OAG, FACU
Servicing of Office equipment	Ministry , Accra	x	x	x	x	150,000.00					x	Gen. Admin	Accounts, Internal Audit, Garages
Develop Record Management Policy	Ministry , Accra	x	x	x	x	40,000.00				x		Gen. Admin	PRAAD, Directorates/Units
Apprise and Sort old files of OAGMOJ	Ministry , Accra	x	x	x	x	100,000.00					x	Gen. Admin,	Civil, Drafting and Prosecutions Records Units, PRAAD
Organise Quarterly Audit Committee meetings	Ministry , Accra	x	x	x	x	200,000.00					x	Audit	AC Members
Preparation Audit Plan	Ministry , Accra	x	x	x	x	2,000.00					x	Audit	AC Members, IAA
Publication of research findings on public knowledge & perceptions of the Plea-Bargaining law in Ghana	Ministry , Accra	x	x	x	x	0					x	RSIM	Directorates/Units
Undertake a study on Citizens' knowledge and perceptions of the Jury System	Ministry , Accra	x	x	x	x	100,000.00					x	RSIM	Directorates/Units

in the Central and Western Regions of Ghana.													
Undertake a study in the legal and justice sector	Ministry , Accra	x	x	x	x	200,000.00					x	RSIM	Directorates/Units
Review the ICT Policy of the Ministry	Ministry , Accra	x	x	x	x	24,000.00					x	RSIM	Directorates/Units
Budget Preparation and Implementation	Ministry , Accra	x	x	x	x	80,000.00					x	PPBME	Parliamentary Select Committee, OAGMOJ Agencies/ Department, MoF
Monitoring of Annual Action Plan	Ministry , Accra	x	x	x	x	40,000.00					x	PPBME	NDPC, OAGMOJ Agencies/ Department
Annual Financial Report Preparation	Ministry , Accra	x	x	x	x	20,000.00					x	Accounts Unit	CAGD, OAGMOJ Agencies/ Department
Financial Monitoring	Ministry , Accra	x	x	x	x	20,000.00					x	Accounts Unit	OAGMOJ Agencies/ Department
Objective: Enhance performance and Productivity													
Programme: Human Capital Development / Capacity Building /Training													
Performance Management of Staff, Directors, Chief Director	Ministry , Accra	x	x	x	x	40,000.00					x	HR	OHCS, Directorates/Units

Capacity/Training of Legal and Administrative Staff	Ministry, Accra	x	x	x	x	200,000.00					x	HR/HR/Legal Service	Directorates/Units
Recruitment of legal and administrative staff	Ministry, Accra	x	x	x	x	100,000.00					x	HR/Legal Service	PSC, JS, MOF, OHCS Directorate s/Units
Promotion and staff performance assessment	Ministry, Accra	x	x	x	x	100,000.00					x	HR/Legal Service	PSC, JS, MOF, OHCS Directorate s/Units
Operationalized the Legal Service	Ministry, Accra	x	x	x	x	200,000.00					x	HR/Legal Service	PSC, JS, MOF, OHCS Directorate s/Units/Divisions
Improving the working conditions of staff to reduce attrition rate of staff	Ministry, Accra	x	x	x	x	1,000,000.00					x	HR/Legal Service	PSC, JS, MOF, OHCS Directorate s/Units/Divisions

Objectives: Promote access to legal and justice services to indigenes across the country by 2026

Programme: Legal and Justice Administration

Initiate and conduct Prosecution of criminal cases	Nation Wide	x	x	x	x	2,000,000					x	Prosecutions Division	Courts, Security Agencies
Deal with motions, appeals, petition and receive mutual legal assistance	Nation Wide	x	x	x	x	500,000					x	Prosecutions Division	General Public, Law firms, MMDAs,

												Member States
Represent the state in the justice for all programme	Nation Wide	x	x	x	x	1,000,000.				x	Prosecutions Division	General Public, Law firms, MMDAs, Member States
Defend the State in Civil Cases	Nation Wide	x	x	x	x	2000.000				x	Civil Division	Judicial Services, MMDAs, International Arbitration Courts
Review of Agreement/contract and MoUs of the MDAs	Nation Wide	x	x	x	x	500,000				x	Civil Division	MDAs
Provide Legal opinion and advice of the MDAs	Nation Wide	x	x	x	x	500,000				x	Civil Division	MDAs
Assist Parliament in enacting Legislation	Nation Wide	x	x	x	x	2,000,000				x	Drafting Division	Cabinet Secretariat, Parliament, MMDAs
Drafting of Substantive and subsidiaries Legislations	Nation Wide	x	x	x	x	1.500,000				x	Drafting Division	Cabinet Secretariat, Parliament, MMDAs
Drafting of Statutory Laws	Ministry, Accra	x	x	x	x	1,500,000				x	Drafting Division	Cabinet Secretariat, Parliament, MMDAs
Receive and deal with petition, and	Nation Wide	x	x	x	x	1,000,000				x	Civil Division	General Public, Law

notices of intention to sue																				firms, MMDAs		
Objectives: Expand access to legal education to the indigenes by 2026																						
Programme: Legal and Justice Administration																						
Review of legal education to build a modern legal and institutional framework	Ministry, Accra	x	x	x	x	500,000													x	Drafting Division	Cabinet Secretariat, Parliament	
Objectives: Increase public confidence in Legal and justice system by 2026																						
Programme: Promoting effective and efficient anti-corruption systems																						
Organise public education on the work processes and procedures of OAGMoJ	Nation Wide	x	x	x	x	2,000,000														x	PR/Legal Service	General Public, CSOs, MMDAs
Facilitate the implementation of NACAP and sensitize the public	Nation Wide	x	x	x	x	20,000.00														x	PPBME/ Legal Service	General Public, CSOs, MMDAs
Create awareness on government Programmes and policies in the justice delivery systems	Nation Wide	x	x	x	x	1.500,000														x	PR/Legal Service	General Public, CSOs, MMDAs
Media Engagements / Press Soirees	Nation Wide	x	x	x	x	1.500,000														x	PR/Legal Service	General Public, CSOs, PRESS MMDAs

Production of a documentary to educate and sensitize citizens on the government's efforts in justice delivery	Nation Wide	x	x	x	x	500,000					x	PR/Legal Service	General Public, CSOs, PRESS, MMDAs
Publication E – Newsletters and Annual Printed Newsletter (Legal Bulletin)	Nation Wide	x	x	x	x	1,000,000					x	PR/Legal Service	General Public, CSOs, PRESS, MMDAs
Organize official visits for Ministers/Deputy Ministers to visit the Agencies and Regional Offices of the Ministry	Nation Wide	x	x	x	x	2,000,000					x	PR/Legal Service	General Public, CSOs, PRESS, MMDAs
Organization of Annual Bar Conference for Attorneys at the Office	Nation Wide	x	x	x	x	4,000,000					x	PR/Legal Service	JS, GBA, MOF
Objectives: Improve the ICT infrastructure of the Ministry by 2026													
Programme: ICT and Digitization / Digital Infrastructure													
Review the OAGMOJ ICT Policy	Ministry, Accra	x	x	x	x	30,000						Gen. Admin./ Legal Service	Directorate, Unit and Divisions
Operationalization of the OAGMOJ Integrated Information Management System (IIMS)	Ministry, Accra	x	x	x	x	1,000,000				x		Gen. Admin./ Legal Service	Directorate, Unit and Divisions

Training in emerging Technologies	Ministry, Accra	x	x	x	x	1,000,000					x	Gen. Admin./ Legal Service	Directorate, Unit and Divisions
Establish an Electronic Legal Library to support research and case handling	Ministry, Accra	x	x	x	x	1,500,000					x	Gen. Admin./ Legal Service	Directorate, Unit and Divisions
Development of a Centralized Digital Platform for Legal Services to streamline processes and improve efficiency.	Ministry, Accra	x	x	x	x	500,000					x	Gen. Admin./ Legal Service	Directorate, Unit and Divisions

General Legal Council/Ghana Law School - 2026

Objective: Enhance the effective and efficient delivery of service

Programme: Improve management operations

PROJECT	Location	Time Frame				Cost					Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	D A C F	IGF	Other	New	Ongoing	Lead	Collaborating	
Regulate professional conduct of lawyers	Makola - Accra	x	x	x	x	Nil	Nil	8.6m	Nil		x	GLC/ GSL	OAGMOJ MOF	

Review of course manuals of the school	Makola – Accra	x	x	x	x	Nil	Nil	13.8m	Nil		x	GLC/GSL	OAGMOJ MOF
Organise training workshops for law students	Makola – Accra	x	x	x	x	Nil	Nil	19m	Nil		x	GLC/GSL	OAGMOJ MOF
Provision of logistics	Makola – Accra	x	x	x	x	Nil	Nil	9.3m	Nil		x	GLC/GSL	OAGMOJ MOF
Seek increased GOG funding	Makola – Accra	x	x	x	x	Nil	Nil	0.8m	Nil		x	GLC/GSL	OAGMOJ MOF
Objective: Increase the number of students to be admitted													
Programme: Legal Education and Justice Administration													
Rent lecture halls and other facilities for use	Makola – Accra	x	x	x	x		Nil	4.9m	Nil		x	GLC/GSL	OAGMOJ MOF
Decentralize the services of the Ghana School of Law	Makola – Accra	x	x	x	x			4m			x	GLC/GSL	OAGMOJ MOF
Objective: Institutionalized the services of personnel by 2027													
Programme: Human Capital Development/Capacity Building/Training													
Recruit lecturers and other staff	Makola – Accra	x	x	x	x	Nil	Nil	1.5	Nil		x	GLC/GSL	OAGMOJ MOF
Train legal and administrative	Makola – Accra	x	x	x	x	Nil	Nil	0.7m	Nil		x	GLC/GSL	OAGMOJ MOF

staff of the school														
Objective: Improve the infrastructure of the School by 2029														
Programme: Infrastructure (office and accommodation) Development														
Construct new lecture hall and office facilities	Makola – Accra	x	x	x	x	1.3m	Nil	1.8m	Nil		x	GLC/ GSL	OAGMOJ MOF	
Maintenance of existing infrastructure.	Makola – Accra	x	x	x	x	0.6m	Nil	Nil	Nil		x	GLC/ GSL	OAGMOJ MOF	
Procurement of logistics	Makola – Accra	x	x	x	x	0.5m	Nil	Nil	Nil		x	GLC/ GSL	OAGMOJ MOF	
Law Reforms Commission - 2026														
Objectives: Improve access to legal and justice services by 2026														
Programme: Legal and Justice Administration														
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	D A C F	IGF	Other	New	Ongoing	Lead	Collaborating	
Review of the Passenger Transport Law	Nation wide	x	x	x	x	440,000.00					x		LRC	OAGMOJ/ MOF/MOT, GRSA, DVLA, GPHA
Review of the Illiterates	Accra	x	x	x	x	440,000.00					x		LRC	OAGMOJ

Programme: ICT and Digitization / Digital Infrastructure													
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	D A C F	IGF	Other	New	Ongoing	Lead	Collaborating
Automation of the Copyright Registry (Phase 1 – electronic storage of works)	Accra	x	x	x	x	250,000		80,000	25,000	x		Copyright Office	Ministry of Finance, OAGMOJ, NCA, NITA, CSA
Establishment of a data center for the Copyright Office	Accra	x	x	x	x	500,000		120,000	50,000	x		Copyright Office	Ministry of Finance, OAGMOJ, NCA, NITA, CSA
Objective: Boost Revenue Generation Capacity of the Office up to 25% by 2027													
Programme: Management Operations & Sensitization and Public Education / Transparency, and Public Accountability													
Organize public education programmes on copyright and related rights in the print and electronic media	Accra, Kumasi	x	x	x	x	25,000		33,333			x	Copyright Office	Media houses
Develop and produce copyright educational materials in various multimedia formats.	Accra	x	x	x	x	25,000		33,333			x	Copyright Office	

Organize sensitization programmes for targeted stakeholder groups.	Accra, Kumasi	x	x	x	x	25,000	33,333			x	Copyright Office	Stakeholders of copyright industry
Review and recommend amendments to copyright legislations.	Accra	x	x	x	x	25,000	33,333			x	Copyright Office	OAGMOJ, Parliament
Undertake copyright enforcement programs nationwide.	Nation wide	x	x	x	x	25,000	33,333			x	Copyright Office	Police Administration
Undertake public education and awareness programmes in educational institutions	Accra, Kumasi	x	x	x	x	25,000	33,334			x	Copyright Office	Educational institutions, media
Organize training workshops for trainees at the Ghana Police College.	All Police Training Centers	x	x	x	x	50,000	12,500			x	Copyright Office	Police Training Colleges
Organize sensitization workshops for police and customs officers	Accra and Selected Cities	x	x	x	x	750,000	25,000			x	Copyright Office	Police administration, Customs Division of GRA
Register Copyright Works	Accra, Kumasi	x	x	x	x	25,000	12,500			x	Copyright Office	

Mediate copyright disputes	Accra, Kumasi	x	x	x	x	12,500		2,500			x	Copyright Office	
Set up the Copyright Tribunal	Accra	x	x	x	x	75,000		12,500			x	Copyright Office	
Restructure and expand the Office to attract skilled personnel by 2028													
Programme: Human Capital Development / Capacity Building /Training													
Organize capacity building programmes for personnel of the Copyright Office	Accra, Kumasi	x	x	x	x	100,000		100,000	25,000		x	Copyright Office	CSTC, GIMPA, WIPO, ARIPO
Improve logistical needs of the Office to enhance service delivery by 2029													
Programme: Infrastructure (Office & Accommodation/Logistics) Development													
Open regional offices	14 regional capitals	x	x	x	x	100,000		20,000			x	Copyright Office	RCCs, NCCs
Rehabilitation of the Copyright Office Building	Accra	x	x	x	x	750,000		125,000			x	Copyright Office	Ministry of Finance, AESL
Extension of the Office Building (Construction)	Accra	x	x	x	x	10,000,000					x	Copyright Office	Ministry of Finance, AESL
Acquisition of equipment for head office and regional offices	Accra	x	x	x	x	125,000		25,000			x	Copyright Office	Ministry of Finance

Acquisition of furniture for head office and regional offices	Accra	x	x	x	x	75,000		25,000			x	Copyright Office	Ministry of Finance
Acquisition of one (1) vehicle for head office.	Accra, Kumasi	x	x	x	x	750,000					x	Copyright Office	Ministry of Finance

Office of the Registrar of Companies - 2026

Objectives Increase the number of registered business entities by 30% by the end of 2026.

PROGRAMME 1: Entity Registration and Digital Transformation

PROJECT	Location	Time Frame				Cost					Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	D A C F	IGF	Other	New	Ongoing	Lead	Collaborating	
Develop/ensure interoperability with government institutions and stakeholders.	Accra Zonal Offices	x	x	x	x			25,015,274.90				x	ORC	NIA, Ghana.Gov, Ghana Post, BoG, NITA, Judicial Service
Entity Registration	Accra Zonal Offices	x	x	x	x			25,015,274.90				x	ORC	NIA, Ghana.Gov, Ghana Post, BoG, NITA, Judicial Service
Amendment and Changes	Accra Zonal Offices	x	x	x	x			8,338,424.97				x	ORC	

Develop Simple, clear, and efficient business registration guidelines	Accra Zonal Offices	x	x	x	x			8,33 8,42 4.97			x	ORC	OAGMoJ, MoF,
Digitization of outdated registration documents.	Accra Zonal Offices	x	x	x	x			25,0 15,2 74.9 0			x	ORC	Service Providers
Improve existing infrastructure and equipment.	Accra Zonal Offices	x	x	x	x			16,6 76,8 49.9 4			x	ORC	Service Providers
Ensure data and services integrity and reliability via the development of digital solutions.	Accra Zonal Offices	x	x	x	x			25,0 15,2 74.9 0			x	ORC	Service Providers
Develop detailed online service performance rules and regulations (guidelines)	Accra	x	x					25,0 15,2 74.9 0			x	ORC	Service Providers,
Optimize a User-friendly business registration system	Accra Zonal Offices	x	x	x	x			8,33 8,42 4.97		x		ORC	Service Providers,
Objectives Achieve 60% increase in compliance in annual returns and renewals by December 2029													
PROGRAMME 2: Compliance and Inspection Campaign													

Investigate industry specific businesses for non-compliance	Accra Zonal Offices	x	x	x	x			7,56 9,30 9.67			x	Inspection & Compliance	Administration
Monitor compliance on annual renewals and returns of registrations	Accra Zonal Offices	x	x	x	x			5,04 6,20 6.45			x	Inspection & Compliance	Corporate Affairs, I.T.
Issuance of Administrative Penalties to defaulted entities	Accra Zonal Offices	x	x	x	x			5,04 6,20 6.45			x	Inspection & Compliance	Corporate Affairs, I.T.
Conduct Onsite Inspection of Entities	Accra Zonal Offices	x	x	x	x			2,52 3,10 3.22			x	Inspection & Compliance	Administration, I.T. Finance, Corporate Affairs
Enforcement of administrative penalties through a robust system operation (the actions applied after deadline eg. Beginning the process of striking off names from the registry)	Accra Zonal Offices	x	x	x	x			2,52 3,10 3.22			x	Inspection & Compliance	Legal, Corporate Affairs, I.S.L.D.
Organization of Compliance Workshops for Company Registrars	Accra Zonal Offices	x	x	x	x			2,52 3,10 3.22			x	Inspection & Compliance	HRM, Administration, Corporate Affairs, Legal
Objective:													

Programme 3: Unclaimed Dividends													
Digitilization of Unclaimed Dividends	Accra	x	x	x	x			1,50 0,00 0.00			x	Finance	Fund Managers, Registrars, Legal
Unclaimed Dividends Audit and Enforcement Programme	Accra	x	x	x	x			2,50 0,00 0.00		x		Finance	Fund Managers, Registrars, Internal Audit, Legal
Organize Compliance Workshop for Company Secretaries and Registrars	Accra	x	x	x	x			2,00 0,00 0.00		x		Finance	Fund Managers, Registrars, Internal Audit, Administration, Legal
Legal and Banking Liaison on Third-Party Access Protocols	Accra	x	x	x	x			2,00 0,00 0.00		x		Finance	Legal, Banks
Claims Resolution and Dispute Management Centre	Accra	x	x	x	x			1,00 0,00 0.00			x	Finance	Legal, Fund Managers, Registrars
Provision of Official Contact Devices for Account Officers	Accra	x	x	x	x			1,00 0,00 0.00		x		Finance	Administration
Objective: Integrate Liquidation and Insolvency Processes into the EBRS													
Programme 4: Compliance, Insolvency and Liquidation Digitalization Programme													

Integrate Liquidation and Insolvency Processes into the EBRB	Accra/ Zonal Offices	x	x					2,50 0,00 0.00		x		I.S.L.D.	I.T., Legal, Service Providers, Administrat ion
Establish and maintain communication and liaise with international agencies, including the International Commission on Trade Law in international insolvencies and insolvency administration	Accra/ Zonal Offices	x	x	x	x			2,00 0,00 0.00		x		I.S.L.D.	IFC, GIABA
Private and Official Liquidation	Accra	x	x	x	x			1,50 0,00 0.00		x		I.S.L.D.	Judicial Service, PWC
Develop Simple, clear, and efficient insolvency and liquidation guidelines	Accra	x	x	x	x			2,00 0,00 0.00		x		I.S.L.D.	GARIA, Corporate Affairs
Licensing and Regulation of Insolvency Practitioners	Accra	x	x	x	x			2,00 0,00 0.00		x		I.S.L.D.	GARIA,

Objective: Conduct 360 public education and stakeholder outreach programmes by 2029.

Programme 5: Public Education and Communication Campaign

Launch and execute a national communication and education campaign across all 16 Regions (website, radio, and social media) on our applications and processes (online and walk in).	Accra & Zonal Offices	x	x	x	x			8,69 0,64 0.00			x	Corporate Affairs	Media, General Public
Conduct stakeholder engagement forums in Accra, Kumasi, Tamale, Takoradi, Sunyani, Volta and Upper East	Accra & Zonal Offices	x	x	x	x			8,69 0,64 0.00			x	Corporate Affairs	Media, General Public
Implement an integrated communication strategy that ensures message alignment across four platforms (social media, radio, website, and stakeholder forums) targeting five key stakeholders groups and achieving at	Accra & Zonal Offices	x	x	x	x			5,79 3,76 0.00			x	Corporate Affairs	Media, General Public

least 80% consistency in tone and content across all touchpoints.													
Develop Annual Communication Plan	Accra	x						5,79 3,76 0.00		x		Corporate Affairs	PPRME
Publication of Companies Bulletin	Accra	x	x	x	x			5,79 3,76 0.00			x	Corporate Affairs	Insolvency & Liquidation
Automate client follow up processes through the CRM systems	Accra	x						5,79 3,76 0.00		x		Corporate Affairs	I.T
Implementation /Operationalization of Client Service Charter	Accra		x					5,79 3,76 0.00			x	Corporate Affairs	Admin
Set up infrastructure for Call Centre	Accra		x					5,79 3,76 0.00		x		Corporate Affairs	
Develop and produce educational pamphlets and brochures	Accra		x					5,79 3,76 0.00			x	Corporate Affairs	PPRME
Objectives:													
Programme 6: Monitoring and Evaluation													
Development of M&E Metrics	Accra	x						1,24		x		PPRME	

								1,27 3.85					
Development of M&E Tools	Accra	x						1,24 1,27 3.85				PPRME	
Undertake Monitoring Visit to Zonal Offices	Accra		x	x				620, 636. 93		x		PPRME	Administration/ Zonal Offices
Conduct and submit quarterly and Annual M&E on implementation of Zonal/Directorates Work Plan	Accra							1,24 1,27 3.85			x	PPRME	All Directorates
Preparation and submission of quarterly MTDP Reports	Accra	x	x	x	x			620, 636. 93			x	PPRME	NDPC
Physical Monitoring assignments of ORC's Projects	Accra	x	x	x	x			620, 636. 93		x		PPRME	Administration
Preparation and submission of quarterly and Annual Budget Performance Report	Accra	x	x	x	x			620, 636. 93			x	PPRME	MoF
Organization of quarterly and Annual	Accra	x	x	x	x			1,24 1,27 3.85			x	PPRME	All Directorates

Performance Review													
Preparation of ORC's Annual Budget	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Preparation of Annual Action Plan	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Preparation of Quarterly and Annual Performance Report	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Undertake quarterly Research on critical issues affecting ORC	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Implementation and reporting of NACAP Activities	Accra	x	x	x	x			620,636.93		x		PPRME	All Directorates
Initiate Payment/Releases of Warrant on the GIFMIS Platform	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Undertake project preparation and appraisal, selection and budgeting, implementation,	Accra	x	x	x	x			620,636.93			x	PPRME	Legal, Finance, Administration

monitoring and evaluation.													
Quarterly Budget Committee Meetings	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Objectives:													
Programme: Maintenance Of Assets													
Management of Assets Register	Accra	x	x	x	x			10,988,740.80			x	Administration	Finance, Internal Audit, CAGD
Quarterly maintenance, refurbishment and upgrading of existing ORC's Assets	Accra	x	x	x	x			21,977,481.60			x	Administration	Finance Internal Audit
Preparation and submission of quarterly Assets maintenance report	Accra	x	x	x	x			14,651,654.40			x	Administration	Finance Internal Audit
Embossment of Assets	Accra	x	x	x	x			14,651,654.40			x	Administration	Finance Internal Audit
Estate management	Accra	x	x	x	x			10,988,740.80			x	Administration	Finance Internal Audit
Objective:													

Programme : Human Resource Management													
Implement Approved Scheme of Service	Accra	x	x	x	x			9,42 6,12 7.96			x	HRM	PSC, OAGMoJ,
Review of Establishment level	Accra	x	x	x	x			9,42 6,12 7.96			x	HRM	PSC
Development and Implementation of Performance Management System	Accra	x	x	x	x			9,42 6,12 7.96				HRM	PSC
Recruit and on-board qualified personnel	Accra	x	x	x	x			9,42 6,12 7.96		x		HRM	PSC, OAGMoJ,
Conduct Training Needs Assessment	Accra	x	x	x	x			9,42 6,12 7.96			x	HRM	ALL Directorates /Zonal
Prepare and implement Composite Training Plan	Accra	x	x	x	x			9,42 6,12 7.96		x		HRM	ALL Directorates /Zonal
Conduct Staff Appraisal	Accra	x	x	x	x			1,88 5,22 5.59			x	HRM	ALL Directorates /Zonal
Undertake Staff Promotion and or reassignment based on performance	Accra	x	x	x	x			9,42 6,12 7.96			x	HRM	ALL Directorates /Zonal

Organize workshops, seminars, and Peer learning sessions	Accra	x	x	x	x			9,42 6,12 7.96			x	HRM	ALL Directorates /Zonal
Facilitate Continuous technical and professional trainings	Accra	x	x	x	x			1,88 5,22 5.59		x		HRM	ALL Directorates /Zonal
Development and Implementation of HRM Policies and guidelines	Accra	x	x	x	x			9,42 6,12 7.96			x	HRM	ALL Directorates /Zonal
Organize staff welfare and safety programs	Accra	x	x	x	x			3,77 0,45 1.18			x	HRM	ALL Directorates /Zonal
Review of standard operating procedures	Accra	x	x	x	x			1,88 5,22 5.59		x		HRM	PPRME
Objective:													
Programme : Enabling Working Environment													
Development of Procurement Plan	Accra	x	x	x	x			13,2 34,4 90.9 4		x		Administ ration	All Directorates Zonal
Procurement of Logistics, Computers and Accessories	Accra	x	x	x	x			99,2 58,6 82.0 8		x		Administ ration	All Directorates Zonal

Development and Implementation of Vehicle User Policy	Accra	x	x	x	x			6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Conduct market survey	Accra	x	x	x	x			6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Develop and Implement Visitor's Policy Manual	Accra	x	x					6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Preparation and submission of quarterly inventory report	Accra	x	x	x	x			6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Facilitate Quarterly Entity Tender Committee Meetings	Accra	x	x	x	x			6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Quarterly Audit Committee Meetings	Accra	x	x	x	x			6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Contract management	Accra	x	x	x	x			6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Payment of Utilities	Accra	x	x	x	x			6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Petitions recorded and resolved	Accra	x	x	x	x			6,61			x	legal	All Directorates

								7,24 5.47					Zonal
Number of cases handled	Accra	x	x	x	x			6,61 7,24 5.47			x	legal	All Directorates Zonal
Vetting and Approval of Entity Registrations and Amendment	Accra	x	x	x	x			6,61 7,24 5.47			x	Legal	All Directorates Zonal
Appointment of external solicitors	Accra	x	x	x	x			6,61 7,24 5.47			x	Legal	All Directorates Zonal
Provide Legal opinion and advice to management	Accra	x	x	x	x			6,61 7,24 5.47			x	Legal	All Directorates Zonal
Legal Frameworks and contracts reviewed	Accra	x	x	x	x			6,61 7,24 5.47			x	Legal	All Directorates Zonal
Approval of Insolvency and Liquidation issues	Accra	x	x	x	x			6,61 7,24 5.47			x	Legal	All Directorates Zonal
Preparation and submission of quarterly and Annual Financial report	Accra	x	x	x	x			6,61 7,24 5.47			x	Finance	All Directorates Zonal
Preparation and submission of revenue mobilisation and	Accra	x	x	x	x			6,61 7,24 5.47			x	Finance	All Directorates Zonal

management report													
Expenditure control and monitoring	Accra	x	x	x	x			6,61 7,24 5.47			x	Finance	All Directorates Zonal
Investment Management	Accra	x	x	x	x			6,61 7,24 5.47			x	Finance	All Directorates Zonal
Advisory services rendered to management	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Cash Management Audit	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Fuel Audit	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Monitoring of Office's projects across the country	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Reconciling accounts with Head Office and Zonal Offices	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Stores Audit	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Payroll Audit	Accra	x	x	x	x			6,61			x	Internal Audit	Legal

								7,24 5.47					
Quarterly Internal Audit Reports	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Fixed Asset Audit	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Special Audit Assignments	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Engage a consultant to re-design the ORC building	Accra	x	x					6,61 7,24 5.47			x	Internal Audit	Consultant
Procure contractor to construct a new office building for ORC	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	PPA, MOF
Construct a new office building Phase 1.	Accra			x	x			6,61 7,24 5.47		x		Internal Audit	PPA, MOF
Establish 10 satellite offices (Ho and Upper East)	Accra	x	x	x	x			6,61 7,24 5.47		x		Internal Audit	RCC, MDAs
Registrar General Department - 2026													
Objective: To increase the Registrar-General's Department's internally generated funds (IGF) by 30% by December 2029													
Programme: Operations management													

PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	D A C F	IGF	Other	New	Ongoing	Lead	Collaborating
Develop and adopt an efficient revenue tracking and collection system	Accra	x	x	x	x	20,000.00		500,000.00		x		IT Unit	Accounts Unit, Administration Unit Internal Audit Unit
Review and rationalize fees and charges for services	Accra		x		x			400,000.00			x	RGD	Administration Unit IP Unit, Marriage Unit, MoF, Accounts Unit
Objective: To ensure high client satisfaction through responsive service delivery by December 2029													
Programme: Operations Management													
Automation of the estate administration processes	Accra	x	x	x	x	30,000.00		200,000.00			x	Estate Unit	Accounts Unit, Administration Relevant Stakeholders
Establish and operationalize a dedicated client service unit	Accra	x	x	x	x	10,000.00		150,000.00		x		HR Unit	Accounts Unit, Administration Unit

Administration of Estate, death gratuity and commuted pension	Accra	x	x	x	x			40,000.00			x	Estate Unit	Stakeholders
Amendment of marriage legislation	Accra		x		x			100,000.00			x	Marriage Unit	OAGMoJ, Parliament
Registration of Marriage	Accra	x	x	x	x			20,000.00			x	Marriage Unit	MMDAs, Religious Bodies, Stakeholders
Filing and Registration of IPs (Trademarks, Patents, Industrial design)	Accra	x	x	x	x			190,000.00			x	IP Unit	Stakeholders
Preparation and revision of development plan	Accra	x	x	x	x			400,000.00			x	Admin Unit	Accounts Unit Internal Audit Unit
Preparation and validation of financial statements	Accra	x	x	x	x			200,000.00			x	Accounts Unit	Administration Unit Internal Audit Unit
Acquisition of Value Books	Accra	x	x	x	x			500,000.00			x	Procurement Unit	Accounts Unit Administration Unit
Objective: To improve and expand office space and infrastructure to ensure a conducive working environment, and support effective service delivery by December 2029.													
Programme: Infrastructure Development													

Renovate and expand existing office facilities	Accra	x	x	x	x	100,000.00		500,000.00			x	Estate facility Unit	Procurement Unit, Accounts Unit, Administration Unit
Maintenance of fixed assets register and embossment	Accra	x	x	x	x			50,000.00		x		Estate facility Management	Procurement Unit, Accounts Unit, Administration Unit
Conduct an infrastructure and space audit across RGD offices (including Kumasi and Takoradi)	Accra	x	x	x	x			100,000.00		x		Internal Audit	Procurement Unit, Accounts Unit, Administration Unit, Estate facility Unit
Objective: To improve access to RGD services through digitalization and accurate data accessibility by end of 2029													
Programme: Infrastructure Development													
Capture backlog of trademark, industrial designs, GIs and Patent	Accra	x	x	x	x			50,000.00			x	IP Unit	Accounts Unit Administration Unit
Establish a central data management system for all RGD services	Accra	x	x	x	x	30,000.00		400,000.00			x	IT Unit	Accounts Unit, Administration Unit, Procurement Unit

Digitize patent, design, and trademark archives	Accra		x					100,000.00			x	IP Unit	Administration Unit Accounts Unit IT Unit
Collaborate with relevant state institutions (e.g., GSS, MoF, GIPC), other local and international stakeholders to share & exchange accurate data	Accra	x	x	x	x			30,000.00			x	Administration Unit	Accounts Unit, Relevant Stakeholders
Conduct regular data audits and verifications.	Accra	x	x	x	x			40,000.00			x	Internal Audit Unit	Accounts Unit, Administration Unit, Marriage Unit, Estate Administration Unit, IP Unit
Develop and pass new L.I.s for patent and trademark	Accra	x	x	x	x	10,000.00		400,000.00		x		IP Unit	Administration Unit Human Resource Unit
Develop 4 products as GIs (Shea Butter, Bulga Buckets and Sugar Loaf, Pineapple and Kente)	Accra	x	x	x	x			60,000.00		x		IP Unit	Administration Unit, Accounts Unit, Ministry of Agric, Varietal Release

Legal advisory support to IP applicants and SMEs	Accra	x						60,000.00		x	IP Unit	Accounts Unit Administration Unit
Objective: To enhance data accuracy, integrity, and availability for policy-making and development planning by 2029												
Programme: Infrastructure Development												
Develop and implement an ICT maintenance and replacement plan	Accra	x	x	x	x			300,000.00		x	IT Unit	Procurement Unit, Accounts Unit, Administration Unit
Develop IPR Practice manuals and FAQs	Accra	x						100,000.00		x	IP Unit	Administration Unit
Procurement of upgraded and standardized IT equipment	Accra	x	x	x	x	20,000.00		100,000.00		x	IT Unit	Procurement Unit, Accounts Unit
Develop Marriage registration Software	Accra	x	x	x	x	625,000.00		2,437,500.00		x	IT Unit	Procurement Unit, Accounts Unit, Marriage Unit, Administration Unit
Conduct review of National IPR Policy	Accra		x					450,000.00		x	IP Unit	Administration Unit Human Resource Unit, Accounts Unit

Objective: To improve human resource capacity to enhance service delivery by December 2029

Programme: Human Resource Management

Develop and implement a staff redeployment and succession plan	Accra	x	x	x	x			50,000.00		x		HR Unit	Administration Unit, Accounts Unit
Develop and implement a capacity development plan	Accra							1,650,000.00				HR Unit/IT Unit/IP Unit	Administration Unit, Accounts Unit, Procurement Unit,

Objective: To promote public awareness and stakeholder engagement on registration requirements and protection systems by December 2029

Programme: Public Education

Conduct public education on RGD activities (Estate, IP, Marriage)	Accra	x	x	x	x			778,000.00		x		Estate Unit/ Administration Unit/IP Unit/Marriage Unit/PR Unit	Accounts Unit/Procurement Unit/Internal Audit/Relevant Stakeholders
Organize forums with farmers cooperatives and SMEs on GI potentials	Accra	x						600,000.00		x		IP Unit	Administration Unit
Hold a stakeholder review of implementation	Accra				x			400,000.00		x		IP Unit	PR unit, Administration Unit

and feedback on various IPRs												
Train researchers and academics on identifying patentable ideas in their research	Accra		x				300,000.00			x	IP Unit	Human Resource Unit Administration Unit Accounts Unit
Hold IP clinics at major Universities in Ghana	Accra		x				350,000.00			x	IP Unit	Human Resource Unit, Administration Unit, Accounts Unit
Train Researchers and plant breeders on DUS examination and UPOV systems of registration for plant Varieties	Accra				x		200,000.00			x	IP Unit	Administration Unit Accounts Unit
Workshop with enforcement agencies such as Customs, and Police on enforcement of IPR	Accra			x			300,000.00			x	IP Unit	Accounts Unit Administration Unit
Objective: To ensure effective tracking of performance, informed decision-making, and improved accountability in programme implementation by the end of December 2029												
Programme: Research, Monitoring and Evaluation												

Monitoring of the regional offices by the Accounts Unit	Nation wide	x	x	x	x			200,000.00		x		Accounts Unit	Administration Unit Internal Audit
Annual internal Performance and planning retreat	Accra				x			10,000.00			x	Administration Unit	HR Unit IP Unit
Embark on an effective needs assessment exercise for staff	Accra	x	x	x	x			40,000.00			x	HR Unit	Administration Unit, Accounts Unit
Conduct monitoring and evaluation	Nation wide	x	x	x	x			432,500.00			x	PPBME	All Units
Establishment of technology and innovation centres in research and development and academic institutions	Accra	x	x	x	x			600,000.00		x		IP Unit	Administration Unit IT Unit

Council for Law Reporting - 2026

Objective: Digitize Ghana Law Reports & Review of Ghana Law by the end of 2027

Programme: Digitization/Digital Infrastructure

PROJECT	Location	Time Frame				Cost					Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	D A C F	IGF	Other	New	Ongoing	Lead	Collaborating	
Procure I.T Consultant to set	Accra	x	x	x	x	2,000,000					x		CLR	MoF

up digitize platform for the Law Reports														OAGMoJ MoC PPA I.T. Consultant
Establish digitize platform for the Law Reports	Accra	x	x	x	x	6,000,000					x		CLR	MoF OAGMoJ MoC PPA I.T. Consultant
Objective: Equip staff with needed skills to produce Law Reports.														
Programme: Human Capital Development/Capacity Building/Training														
Training of lawyers- Internal & External training	Accra	x	x	x	x	25,000					x		CLR	MoF OAGMoJ Resource Person
Training of Administrative/ Support staff	Accra	x	x	x	x	25,000					x		CLR	MoF, OAGMoJ Resource Person
Recruitment of Lawyers and Support Staff.	Accra	x	x	x	x	1,000,000					x		CLR	MoF, OAGMJ, PSC
Objective: Increase revenue base annually														
Programme: Sensitization & Public Education/Transparency & Accountability														

Advertisement /Awareness (Pool banners, Visitations, Website development, TV advertisement)	Accra	x	x	x	x	100,000.00						Marketing Unit Sales Unit	MoF IT Consultant Media (GTV, JOY TV & UTV)
Objective: To enhance resource mobilization through sales of publications													
Programme: Management Operations													
Publish 700 copies of the [2023-2024] 1 GLR	Accra	x	x	x	x	300,000.00						CLR	MoF, PPA Supplier List
Publish 700 copies of the [1969-1970] 1 GLR	Accra	x	x	x	x	300,000.00						CLR	MoF, PPA
Publish 400 copies of the [2025] RGL	Accra	x	x	x	x	180,000.00						CLR	Supplier List
Procurement of Logistics (e.g. Computers & I.T. accessories, furniture & fittings, stores metal shelves, maintenance & renovations)	Accra	x	x	x	x	400,000.00		150,000.00				CLR	MoF, OAGMoJ Supplier List
Operational Enhancement	Accra	x	x	x	x	100,000.00		50,000.00				CLR	

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Economic and Organise Crime Office- 2026

Objective: To equip officers with adequate logistics for operations

Programme: ICT and Digitization / Digital Infrastructure

PROJECT	Locati on	Time Frame				Cost					Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	D A C F	IGF	Othe r	Ne w	Ongoi ng	Lead	Collaborati ng	
Develop and manage a system for information gathering and management	Nation wide	x	x	x	x	220,000					x		EOCO	FIC, Police, NACOC, Immigration, NIB, Embassies
Establish relevant technologies and protocols for information management	Nation wide	x	x	x	x	250,000					x		EOCO	Donor partners

Objective: To provide adequate training for officers local/ foreign

Programme: Human capital development/ capacity building and training

Train staff on the necessary expertise to deal with issues connected to economic and organized crime	Nation wide	x	x	x	x	2,200,000					x		EOCO	MOF, OAGMOJ, Donor partners
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Objective: To create public awareness on organised crime

Programme: Sensitization and public education													
Undertake public education programs to sensitize the public from falling prey to financial and economic crimes	Nation wide	x	x	x	x	700,000					x	EOCO	MOF, GES, MOE, Religious Bodies, Midea, GPRTU
Objective: To ensure favourable and attractive working conditions Enhancement of the fight against organise crime and corruption													
Programme: Management of Organise Crime													
Investigate criminal cases	Nation wide	x	x	x	x	2,300,000					x	EOCO	FIC, Police, NACOC
Prosecute criminal cases	Nation wide	x	x	x	x	2,100,000					x	EOCO	OAGMOJ, JS
Seize and confiscate tainted assets	Nation wide	x	x	x	x	850,000					x	EOCO	FIC, Police, NACOC, NIB
Recover proceeds from crime	Nation wide	x	x	x	x	350,000					x	EOCO	FIC, Police, NACOC
Upgrade forensic tools	Nation wide	x	x	x	x	600,000					x	EOCO	MOF
Develop Disaster Recovery and Business Continuity Plan	Nation wide	x	x	x	x	800,000					x	EOCO	OAGMOJ, MOF, PPA
Undertake general administrative operations	Nation wide	x	x	x	x	3,400,000					x	EOCO	OAGMOJ, MOF, PPA

Objective: To build offices and improve working conditions													
Programme: Infrastructure development (office & accommodation)													
Procure office equipment	Nation wide	x	x	x	x	260,000					x	EOCO	OAGMOJ, MOF, PPA
Procure vehicles	Nation wide	x	x	x	x	2,600,000					x	EOCO	OAGMOJ, MOF, PPA
Furnish existing and new offices	Nation wide	x	x	x	x	180,000					x	EOCO	OAGMOJ, MOF, PPA
Construct 6 new regional offices	Nation wide	x	x	x	x	3,400,000					x	EOCO	OAGMOJ, MOF, PPA
Construct training academy	Nation wide	x	x	x	x	20,400,000					x	EOCO	OAGMOJ, MOF, PPA
Construct residential bungalows	Nation wide	x	x	x	x	950,000					x	EOCO	OAGMOJ, MOF, PPA

Table 18: THE SECTOR ANNUAL ACTION PLAN 2027

Office of the Attorney General and Ministry of Justice - 2027													
Objective: Provide office accommodation and residential accommodation to the administrative and legal staff in the head office and in the 6 new regions by 2029													
Programme: Infrastructure (office & accommodation logistics) Development													
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating

Construction of 6 new offices	Regions	x	x	x	x	15 m				x		PPBME	MoF, EPC, AESL
Construction of residential accommodation	Regions	x	x	x	x	15 m				x		PPBME	MoF, EPC, AESL
Construction of two (2) storey office building	Ministry, Accra	x	x	x	x	25 m				x		PPBME	MoF, EPC, AESL
Renovation of OAGMoJ Office Building	Ministry, Accra	x	x	x	x	25 m				x		PPBME	MoF, EPC, AESL
Procurement of Vehicles	Nation wide	x	x	x	x	-				x		Gen. Admin	PPA, MOF
Procurement of office furniture and fittings, and office equipment	Nation wide	x	x	x	x	7.5 m				x		Gen. Admin	PPA, MOF
Procurement of computers and accessories	Nation wide	x	x	x	x	2.5 m				x		Gen. Admin	PPA, MOF
Objective: Enhance the effectiveness and efficiency in the coordination and implementation of management operations													
Programme: Management and Operation													
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating

Prepare a composite Procurement Plan on requests from the various Divisions of the Ministry.	Ministry , Accra	x	x	x	x	20,000.00					x	Procurement	PPA, MOF
Quarterly Entity Tender Committee (ETC) Meetings	Ministry , Accra	x	x	x	x	2000.00					x	Procurement	Gen. Admin.
Undertake quarterly status of stock at the Ministry stores	Ministry , Accra	x	x	x	x	2,000.00					x	Stores	Gen. Admin.
Update Asset register of the Ministry quarterly	Ministry , Accra	x	x	x	x	2,000.00					x	Gen. Admin.	GIFMIS, OAG, FACU
Servicing of Office equipment	Ministry , Accra	x	x	x	x	1500.00					x	Gen. Admin	Accounts, Internal Audit, Garages
Develop Record Management Policy	Ministry , Accra	x	x	x	x	40,000.00				x		Gen. Admin	PRAAD, Directorates/Units
Apprise and Sort old files of OAGMOJ	Ministry , Accra	x	x	x	x	10,000.00					x	Gen. Admin,	Civil, Drafting and Prosecutions Records Units, PRAAD
Organise Quarterly Audit Committee meetings	Ministry , Accra	x	x	x	x	2000.00					x	Audit	AC Members

Preparation Audit Plan	Ministry , Accra	x	x	x	x	2,000.00					x	Audit	AC Members, IAA
Publication of research findings on public knowledge & perceptions of the Plea-Bargaining law in Ghana	Ministry , Accra	x	x	x	x	0					x	RSIM	Directorates/Units
Undertake a study on Citizens' knowledge and perceptions of the Jury System in the Central and Western Regions of Ghana.	Ministry , Accra	x	x	x	x	10,000.00					x	RSIM	Directorates/Units
Undertake a study in the legal and justice sector	Ministry , Accra	x	x	x	x	20,000.00				x		RSIM	Directorates/Units
Review the ICT Policy of the Ministry	Ministry , Accra	x	x	x	x	24,000.00					x	RSIM	Directorates/Units
Budget Preparation and Implementation	Ministry , Accra	x	x	x	x	80,000.00					x	PPBME	Parliamentary Select Committee, OAGMOJ Agencies/ Department, MoF
Monitoring of Annual Action Plan	Ministry , Accra	x	x	x	x	40,000.00					x	PPBME	NDPC, OAGMOJ Agencies/ Department

Annual Financial Report Preparation	Ministry , Accra	x	x	x	x	20,000.00					x	Accounts Unit	CAGD, OAGMOJ Agencies/ Department
Financial Monitoring	Ministry , Accra	x	x	x	x	20,000.00					x	Accounts Unit	OAGMOJ Agencies/ Department
Objective: Enhance performance and Productivity by 2029													
Programme: Human Capital Development / Capacity Building /Training													
Performance Management of Staff , Directors, Chief Director	Ministry , Accra	x	x	x	x	45,000.00					x	HR	OHCS, Directorates/Units
Capacity/Training of Legal and Administrative Staff	Ministry , Accra	x	x	x	x	22,000.00					x	HR/HR/Legal Service	Directorates/Units
Recruitment of legal and administrative staff	Ministry , Accra	x	x	x	x	12,000.00					x	HR/Legal Service	PSC, JS, MOF, OHCS Directorates/Units
Promotion and staff performance assessment	Ministry , Accra	x	x	x	x	15,000.00					x	HR/Legal Service	PSC, JS, MOF, OHCS Directorates/Units
Operationalized the Legal Service	Ministry , Accra	x	x	x	x	25,000.00					x	HR/Legal Service	PSC, JS, MOF, OHCS Directorates/Units/Divisions
Improving the working conditions of		x	x	x	x	1,500.00					x	HR/Legal Service	PSC, JS, MOF, OHCS

staff to reduce attrition rate of staff	Ministry, Accra					0.0 0							Directorates/Units/Divisions
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Objectives: Promote access to legal and justice services to indigenes across the country by 2027													
Programme: Legal and Justice Administration													
Initiate and conduct Prosecution of criminal cases	Nation Wide	x	x	x	x	3,000,000					x	Prosecutions Division	Courts, Security Agencies
Deal with motions, appeals, petition and receive mutual legal assistance	Nation Wide	x	x	x	x	700,000					x	Prosecutions Division	General Public, Law firms, MMDAs, Member States
Represent the state in the justice for all programme	Nation Wide	x	x	x	x	1,500,000.					x	Prosecutions Division	General Public, Law firms, MMDAs, Member States
Defend the State in Civil Cases	Nation Wide	x	x	x	x	2500.000					x	Civil Division	Judicial Services, MMDAs, International Arbitration Courts
Review of Agreement/contract and MoUs of the MDAs	Nation Wide	x	x	x	x	800,000					x	Civil Division	MDAs
Provide Legal opinion and advice of the MDAs	Nation Wide	x	x	x	x	700,000					x	Civil Division	MDAs
Assist Parliament in enacting Legislation	Nation Wide	x	x	x	x	2,500,000					x	Drafting Division	Cabinet Secretariat, Parliament, MMDAs
Drafting of Substantive and subsidiaries Legislations	Nation Wide	x	x	x	x	2.000,000					x	Drafting Division	Cabinet Secretariat, Parliament, MMDAs

Drafting of Statutory Laws	Ministry , Accra	x	x	x	x	2,000,000					x	Drafting Division	Cabinet Secretariat, Parliament , MMDAs
Receive and deal with petition, and notices of intention to sue	Nation Wide	x	x	x	x	1,500,000					x	Civil Division	General Public, Law firms, MMDAs
Objectives: Expand access to legal education to the indigenes by 2027													
Programme: Legal and Justice Administration													
Review of legal education to build a modern legal and institutional framework	Ministry , Accra	x	x	x	x	1,000,000					x	Drafting Division	Cabinet Secretariat, Parliament
Objectives: Increase public confidence in Legal and justice system by 2029													
Programme: Promoting effective and efficient anti-corruption systems													
Organise public education on the work processes and procedures of OAGMoJ	Nation Wide	x	x	x	x	2,500,000					x	PR/Legal Service	General Public, CSOs, MMDAs
Facilitate the implementation of NACAP and sensitize the public	Nation Wide	x	x	x	x	25,000.00					x	PPBME/ Legal Service	General Public, CSOs, MMDAs
Create awareness on government Programmes and policies in the justice delivery systems	Nation Wide	x	x	x	x	1.800,000					x	PR/Legal Service	General Public, CSOs, MMDAs

Media Engagements / Press Soirees	Nation Wide	x	x	x	x	1,700,000					x	PR/Legal Service	General Public, CSOs, PRESS, MMDAs
Production of a documentary to educate and sensitize citizens on the government's efforts in justice delivery	Nation Wide	x	x	x	x	800,000					x	PR/Legal Service	General Public, CSOs, PRESS, MMDAs
Publication E – Newsletters and Annual Printed Newsletter (Legal Bulletin)	Nation Wide	x	x	x	x	1,500,000					x	PR/Legal Service	General Public, CSOs, PRESS, MMDAs
Organize official visits for Ministers/Deputy Ministers to visit the Agencies and Regional Offices of the Ministry	Nation Wide	x	x	x	x	2,500,000					x	PR/Legal Service	General Public, CSOs, PRESS, MMDAs
Organization of Annual Bar Conference for Attorneys at the Office	Nation Wide	x	x	x	x	4,500,000					x	PR/Legal Service	JS, GBA, MOF
Objectives: Improve the ICT infrastructure of the Ministry by 2027													
Programme: ICT and Digitization / Digital Infrastructure													
Review the OAGMOJ ICT Policy	Ministry, Accra	x	x	x	x	35,000						Gen. Admin./ Legal Service	Directorate, Unit and Divisions
Operationalization of the OAGMOJ		x	x	x	x	1,500,000					x	Gen. Admin./	Directorate, Unit and Divisions

Integrated Information Management System (IIMS)	Ministry , Accra												Legal Service	
Training in emerging Technologies	Ministry , Accra	x	x	x	x	1,500,000					x		Gen. Admin./ Legal Service	Directorate , Unit and Divisions
Establish an Electronic Legal Library to support research and case handling	Ministry , Accra	x	x	x	x	2.500,000					x		Gen. Admin./ Legal Service	Directorate , Unit and Divisions
Development of a Centralized Digital Platform for Legal Services to streamline processes and improve efficiency.	Ministry , Accra	x	x	x	x	1,000,000					x		Gen. Admin./ Legal Service	Directorate , Unit and Divisions

General Legal Council/Ghana Law School - 2027

Objective: Enhance the effective and efficient delivery of service

Programme: Improve management operations

PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q2	Q 3	Q 4	GoG	D A CF	IGF	Other	New	Ongoing	Lead	Collaborating
Regulate professional conduct of lawyers	Makola – Accra	x	x	x	x	Nil	Nil	8.6 m	Nil		x	GLC/ GSL	OAGMOJ MOF
Review of course manuals of the school	Makola – Accra	x	x	x	x	Nil	Nil	13.8 m	Nil		x	GLC/ GSL	OAGMO MOF
Organise training	Makola – Accra	x	x	x	x	Nil	Nil	19m	Nil		x	GLC/ GSL	OAGMOJ MOF

workshops for law students													
Provision of logistics	Makola – Accra	x	x	x	x	Nil	Nil	9.3 m	Nil		x	GLC/GSL	OAGMOJ MOF
Seek increased GOG funding	Makola – Accra	x	x	x	x	Nil	Nil	0.8 m	Nil		x	GLC/GSL	OAGMOJ MOF
Objective: Increase the number of students to be admitted													
Programme: Legal Education and Justice Administration													
Rent lecture halls and other facilities for use	Makola – Accra	x	x	x	x		Nil	4.9m	Nil		x	GLC/GSL	OAGMOJ MOF
Decentralize the services of the Ghana School of Law	Makola – Accra	x	x	x	x			4m			x	GLC/GSL	OAGMOJ MOF
Objective: Institutionalized the services of personnel by 2027													
Programme: Human Capital Development/Capacity Building/Training													
Recruit lecturers and other staff	Makola – Accra	x	x	x	x	Nil	Nil	1.5	Nil		x	GLC/GSL	OAGMOJ MOF
Train legal and administrative staff of the school	Makola – Accra	x	x	x	x	Nil	Nil	0.7 m	Nil		x	GLC/GSL	OAGMOJ MOF
Objective: Improve the infrastructure of the School by 2029													
Programme: Infrastructure (office and accommodation) Development													
Construct new lecture hall and office facilities	Makola – Accra	x	x	x	x	1.3m	Nil	1.8 m	Nil		x	GLC/GSL	OAGMOJ MOF
Maintenance of existing infrastructure.	Makola – Accra	x	x	x	x	0.6m	Nil	Nil	Nil		x	GLC/GSL	OAGMOJ MOF
Procurement of logistics	Makola – Accra	x	x	x	x	0.5m	Nil	Nil	Nil		x	GLC/GSL	OAGMOJ MOF
Law Reforms Commission - 2027													

Objectives: Improve access to legal and justice services by 2029														
Programme: Legal and Justice Administration														
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating	
Witness Protection Law	Nation wide	*	*	*	*	480,000.00					x		LRC	OAGMOJ/MOF/NAP / NYA/CTV ET, YEA
Review of the Alternative Dispute Resolution Act, 2010 Act705(Act 798)	Accra	*	*	*	*	480,000.00					x		LRC	OAGMOJ/MOF/MWH/PWD/DRH/AESL/SHC/ARC
Objective: Enhance performance and Productivity by 2029														
Programme: Human Capital Development / Capacity Building /Training														
Strengthen Staff Capacity	Accra	x	x	x	x	120,000.00						x	LRC	OAGMOJ MOF PSC
Train legal and administrative staff both external and internal	Accra	x	x	x	x	160,000.00						x	LRC	OAGMOJ MOF
Objectives: Improve the ICT infrastructure of the Commission by 2026														
Programme: ICT and Digitization / Digital Infrastructure														
Internet Facilities Website and Maintenance	Accra	x	x	x	x	25,000.00						x	LRC	OAGMOJ MOF
Objectives: Improve logistical needs of the Office to enhance service delivery by 2029														
Programme: Infrastructure (Office & Accommodation/Logistics) Development														
Procurement of Logistics	Accra	x	x	x	x	140,000.00						x	LRC	OAGMOJ MOF
Procure Cross Country Vehicle	Accra	x	x	x	x	700,000.00						x	LRC	OAGMOJ MOF
Copyright Office - 2027														
Objective: Protect and promote intellectual property rights through modern systems and responsive legislation														

Programme: ICT and Digitization / Digital Infrastructure													
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
Automation of the Copyright Registry (Phase 1 – electronic storage of works)	Accra	x	x	x	x	250,000		80,000	25,000	x		Copyright Office	Ministry of Finance, OAGMOJ, NCA, NITA, CSA
Establishment of a data center for the Copyright Office	Accra	x	x	x	x	500,000		120,000	50,000	x		Copyright Office	Ministry of Finance, OAGMOJ, NCA, NITA, CSA
Objective: Boost Revenue Generation Capacity of the Office up to 25% by 2029													
Programme: Management Operations & Sensitization and Public Education / Transparency, and Public Accountability													
Organize public education programmes on copyright and related rights in the print and electronic media	Accra, Kumasi	x	x	x	x	25,000		33,333			x	Copyright Office	Media houses
Develop and produce copyright educational materials in various multimedia formats.	Accra	x	x	x	x	25,000		33,333			x	Copyright Office	
Organize sensitization programmes for targeted stakeholder groups.	Accra, Kumasi	x	x	x	x	25,000		33,333			x	Copyright Office	Stakeholders of copyright industry
Review and recommend amendments	Accra	x	x	x	x	25,000		33,333			x	Copyright Office	OAGMOJ, Parliament

to copyright legislations.													
Undertake copyright enforcement programs nationwide.	Nation wide	x	x	x	x	25,000		33,333			x	Copyright Office	Police Administration
Undertake public education and awareness programmes in educational institutions	Accra, Kumasi	x	x	x	x	25,000		33,334			x	Copyright Office	Educational institutions, media
Organize training workshops for trainees at the Ghana Police College.	All Police Training Centers	x	x	x	x	50,000		12,500			x	Copyright Office	Police Training Colleges
Organize sensitization workshops for police and customs officers	Accra and Selected Cities	x	x	x	x	750,000		25,000			x	Copyright Office	Police administration, Customs Division of GRA
Register Copyright Works	Accra, Kumasi	x	x	x	x	25,000		12,500			x	Copyright Office	
Mediate copyright disputes	Accra, Kumasi	x	x	x	x	12,500		2,500			x	Copyright Office	
Set up the Copyright Tribunal	Accra	x	x	x	x	75,000		12,500			x	Copyright Office	
Restructure and expand the Office to attract skilled personnel by 2029													
Programme: Human Capital Development / Capacity Building /Training													
Organize capacity building programmes for personnel of the Copyright Office	Accra, Kumasi	x	x	x	x	100,000		100,000	25,000		x	Copyright Office	CSTC, GIMPA, WIPO, ARIPO
Improve logistical needs of the Office to enhance service delivery by 2029													
Programme: Infrastructure (Office & Accommodation/Logistics) Development													
Open regional offices	14 region	x	x	x	x	100,000		20,000			x	Copyright Office	RCCs, NCCs

	al capital s													
Rehabilitation of the Copyright Office Building	Accra	x	x	x	x	750,000		125,000				x	Copyright Office	Ministry of Finance, AESL
Extension of the Office Building (Construction)	Accra	x	x	x	x	10,000,000						x	Copyright Office	Ministry of Finance, AESL
Acquisition of equipment for head office and regional offices	Accra	x	x	x	x	125,000		25,000				x	Copyright Office	Ministry of Finance
Acquisition of furniture for head office and regional offices	Accra	x	x	x	x	75,000		25,000				x	Copyright Office	Ministry of Finance
Acquisition of one (1) vehicle for head office.	Accra, Kumasi	x	x	x	x	750,000						x	Copyright Office	Ministry of Finance

Office of the Registrar of Companies - 2027

Objectives Increase the number of registered business entities by 30% by the end of 2029.

PROGRAMME 1: Entity Registration and Digital Transformation

PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating	
Develop/ensure interoperability with government institutions and stakeholders.	Accra Zonal Offices	x	x	x	x			25,015,274.90				x	ORC	NIA, Ghana.Gov, Ghana Post, BoG, NITA, Judicial Service
Entity Registration	Accra Zonal Offices	x	x	x	x			25,015,274.90				x	ORC	NIA, Ghana.Gov, Ghana Post, BoG, NITA, Judicial Service
Amendment and Changes	Accra Zonal Offices	x	x	x	x			8,33				x	ORC	

								8,42 4.97					
Develop Simple, clear, and efficient business registration guidelines	Accra Zonal Offices	x	x	x	x			8,33 8,42 4.97			x	ORC	OAGMoJ, MoF,
Digitization of outdated registration documents.	Accra Zonal Offices	x	x	x	x			25,0 15,2 74.9 0			x	ORC	Service Providers
Improve existing infrastructure and equipment.	Accra Zonal Offices	x	x	x	x			16,6 76,8 49.9 4			x	ORC	Service Providers
Ensure data and services integrity and reliability via the development of digital solutions.	Accra Zonal Offices	x	x	x	x			25,0 15,2 74.9 0			x	ORC	Service Providers
Develop detailed online service performance rules and regulations (guidelines)	Accra	x	x					25,0 15,2 74.9 0			x	ORC	Service Providers,
Optimize a User-friendly business registration system	Accra Zonal Offices	x	x	x	x			8,33 8,42 4.97			x	ORC	Service Providers,
Objectives Achieve 60% increase in compliance in annual returns and renewals by December 2029													
PROGRAMME 2: Compliance and Inspection Campaign													
Investigate industry specific businesses for non-compliance	Accra Zonal Offices	x	x	x	x			7,56 9,30 9.67			x	Inspection & Compliance	Administration
Monitor compliance on annual renewals and returns of registrations	Accra Zonal Offices	x	x	x	x			5,04 6,20 6.45			x	Inspection & Compliance	Corporate Affairs, I.T.
Issuance of Administrative Penalties to defaulted entities	Accra Zonal Offices	x	x	x	x			5,04 6,20 6.45			x	Inspection & Compliance	Corporate Affairs, I.T.

Conduct Onsite Inspection of Entities	Accra Zonal Offices	x	x	x	x			2,523,103.22			x	Inspection & Compliance	Administration, I.T. Finance, Corporate Affairs
Enforcement of administrative penalties through a robust system operation (the actions applied after deadline eg. Beginning the process of striking off names from the registry)	Accra Zonal Offices	x	x	x	x			2,523,103.22			x	Inspection & Compliance	Legal, Corporate Affairs, I.S.L.D.
Organization of Compliance Workshops for Company Registrars	Accra Zonal Offices	x	x	x	x			2,523,103.22			x	Inspection & Compliance	HRM, Administration, Corporate Affairs, Legal

Objective:

Programme 3: Unclaimed Dividends

Digitization of Unclaimed Dividends	Accra	x	x	x	x			1,500,000.00			x	Finance	Fund Managers, Registrars, Legal
Unclaimed Dividends Audit and Enforcement Programme	Accra	x	x	x	x			2,500,000.00		x		Finance	Fund Managers, Registrars, Internal Audit, Legal
Organize Compliance Workshop for Company Secretaries and Registrars	Accra	x	x	x	x			2,000,000.00		x		Finance	Fund Managers, Registrars, Internal Audit, Administration, Legal
Legal and Banking Liaison on Third-Party Access Protocols	Accra	x	x	x	x			2,000,000.00		x		Finance	Legal, Banks
Claims Resolution and Dispute Management Centre	Accra	x	x	x	x			1,000,000.00			x	Finance	Legal, Fund Managers, Registrars
Provision of Official Contact Devices for	Accra	x	x	x	x			1,00		x		Finance	Administration

Account Officers								0,00 0.00					
Objective: Integrate Liquidation and Insolvency Processes into the EBRS													
Programme 4: Compliance, Insolvency and Liquidation Digitalization Programme													
Integrate Liquidation and Insolvency Processes into the EBRS	Accra/ Zonal Offices	x	x					2,50 0,00 0.00		x		I.S.L.D.	I.T., Legal, Service Providers, Administrat ion
Establish and maintain communication and liaise with international agencies, including the International Commission on Trade Law in international insolvencies and insolvency administration	Accra/ Zonal Offices	x	x	x	x			2,00 0,00 0.00		x		I.S.L.D.	IFC, GIABA
Private and Official Liquidation	Accra	x	x	x	x			1,50 0,00 0.00		x		I.S.L.D.	Judicial Service, PWC
Develop Simple, clear, and efficient insolvency and liquidation guidelines	Accra	x	x	x	x			2,00 0,00 0.00		x		I.S.L.D.	GARIA, Corporate Affairs
Licensing and Regulation of Insolvency Practitioners	Accra	x	x	x	x			2,00 0,00 0.00		x		I.S.L.D.	GARIA,
Objective: Conduct 360 public education and stakeholder outreach programmes by 2029.													
Programme 5: Public Education and Communication Campaign													
Launch and execute a national communication and education campaign across all 16 Regions (website, radio, and social media) on our applications and processes (online and walk in).	Accra & Zonal Offices	x	x	x	x			8,69 0,64 0.00		x		Corporate Affairs	Media, General Public

Conduct stakeholder engagement forums in Accra, Kumasi, Tamale, Takoradi, Sunyani, Volta and Upper East	Accra & Zonal Offices	x	x	x	x			8,690,640.00			x	Corporate Affairs	Media, General Public
Implement an integrated communication strategy that ensures message alignment across four platforms (social media, radio, website, and stakeholder forums) targeting five key stakeholders groups and achieving at least 80% consistency in tone and content across all touchpoints.	Accra & Zonal Offices	x	x	x	x			5,793,760.00			x	Corporate Affairs	Media, General Public
Develop Annual Communication Plan	Accra	x						5,793,760.00		x		Corporate Affairs	PPRME
Publication of Companies Bulletin	Accra	x	x	x	x			5,793,760.00			x	Corporate Affairs	Insolvency & Liquidation
Automate client follow up processes through the CRM systems	Accra	x						5,793,760.00		x		Corporate Affairs	I.T
Implementation /Operationalization of Client Service Charter	Accra		x					5,793,760.00			x	Corporate Affairs	Admin
Set up infrastructure for Call Centre	Accra		x					5,793,760.00		x		Corporate Affairs	
Develop and produce educational	Accra		x					5,79			x	Corporate Affairs	PPRME

pamphlets and brochures								3,76 0.00					
Objectives:													
Programme 6: Monitoring and Evaluation													
Development of M&E Metrics	Accra	x						1,24 1,27 3.85		x		PPRME	
Development of M&E Tools	Accra	x						1,24 1,27 3.85				PPRME	
Undertake Monitoring Visit to Zonal Offices	Accra		x	x				620, 636. 93		x		PPRME	Administrat ion/ Zonal Offices
Conduct and submit quarterly and Annual M&E on implementation of Zonal/Directorates Work Plan	Accra				x	x		1,24 1,27 3.85		x		PPRME	All Directorates
Preparation and submission of quarterly MTDP Reports	Accra	x	x	x	x			620, 636. 93			x	PPRME	NDPC
Physical Monitoring assignments of ORC's Projects	Accra	x	x	x	x			620, 636. 93		x		PPRME	Administrat ion
Preparation and submission of quarterly and Annual Budget Performance Report	Accra	x	x	x	x			620, 636. 93			x	PPRME	MoF
Organization of quarterly and Annual Performance Review	Accra	x	x	x	x			1,24 1,27 3.85			x	PPRME	All Directorates
Preparation of ORC's Annual Budget	Accra	x	x	x	x			620, 636. 93			x	PPRME	All Directorates
Preparation of Annual Action Plan	Accra	x	x	x	x			620, 636. 93			x	PPRME	All Directorates
Preparation of Quarterly and Annual	Accra	x	x	x	x			620, 636. 93			x	PPRME	All Directorates

Performance Report													
Undertake quarterly Research on critical issues affecting ORC	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Implementation and reporting of NACAP Activities	Accra	x	x	x	x			620,636.93		x		PPRME	All Directorates
Initiate Payment/Releases of Warrants on the GIFMIS Platform	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Undertake project preparation and appraisal, selection and budgeting, implementation, monitoring and evaluation.	Accra	x	x	x	x			620,636.93			x	PPRME	Legal, Finance, Administration
Quarterly Budget Committee Meetings	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Objectives:													
Programme: Maintenance Of Assets													
Management of Assets Register	Accra	x	x	x	x			10,988,740.80			x	Administration	Finance, Internal Audit, CAGD
Quarterly maintenance, refurbishment and upgrading of existing ORC's Assets	Accra	x	x	x	x			21,977,481.60			x	Administration	Finance Internal Audit
Preparation and submission of quarterly Assets maintenance report	Accra	x	x	x	x			14,651,654.40			x	Administration	Finance Internal Audit
Embossment of Assets	Accra	x	x	x	x			14,651,654.40			x	Administration	Finance Internal Audit
Estate management	Accra	x	x	x	x			10,988,7			x	Administration	Finance Internal Audit

									40.8 0					
Objective:														
Programme : Human Resource Management														
Implement Approved Scheme of Service	Accra	x	x	x	x				9,42 6,12 7.96			x	HRM	PSC, OAGMoJ,
Review of Establishment level	Accra	x	x	x	x				9,42 6,12 7.96			x	HRM	PSC
Development and Implementation of Performance Management System	Accra	x	x	x	x				9,42 6,12 7.96				HRM	PSC
Recruit and on-board qualified personnel	Accra	x	x	x	x				9,42 6,12 7.96		x		HRM	PSC, OAGMoJ,
Conduct Training Needs Assessment	Accra	x	x	x	x				9,42 6,12 7.96			x	HRM	ALL Directorates /Zonal
Prepare and implement Composite Training Plan	Accra	x	x	x	x				9,42 6,12 7.96		x		HRM	ALL Directorates /Zonal
Conduct Staff Appraisal	Accra	x	x	x	x				1,88 5,22 5.59			x	HRM	ALL Directorates /Zonal
Undertake Staff Promotion and or reassignment based on performance	Accra	x	x	x	x				9,42 6,12 7.96			x	HRM	ALL Directorates /Zonal
Organize workshops, seminars, and Peer learning sessions	Accra	x	x	x	x				9,42 6,12 7.96			x	HRM	ALL Directorates /Zonal
Facilitate Continuous technical and professional trainings	Accra	x	x	x	x				1,88 5,22 5.59		x		HRM	ALL Directorates /Zonal
Development and Implementation of HRM	Accra	x	x	x	x				9,42 6,12 7.96			x	HRM	ALL Directorates /Zonal

Policies and guidelines													
Organize staff welfare and safety programs	Accra	x	x	x	x			3,77 0,45 1.18			x	HRM	ALL Directorates /Zonal
Review of standard operating procedures	Accra	x	x	x	x			1,88 5,22 5.59		x		HRM	PPRME
Objective:													
Programme : Enabling Working Environment													
Development of Procurement Plan	Accra	x	x	x	x			13,2 34,4 90.9 4		x		Administ ration	All Directorates Zonal
Procurement of Logistics, Computers and Accessories	Accra	x	x	x	x			99,2 58,6 82.0 8		x		Administ ration	All Directorates Zonal
Development and Implementation of Vehicle User Policy	Accra	x	x	x	x			6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Conduct market survey	Accra	x	x	x	x			6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Develop and Implement Visitor's Policy Manual	Accra	x	x					6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Preparation and submission of quarterly inventory report	Accra	x	x	x	x			6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Facilitate Quarterly Entity Tender Committee Meetings	Accra	x	x	x	x			6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Quarterly Audit Committee Meetings	Accra	x	x	x	x			6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Contract management	Accra	x	x	x	x			6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Payment of Utilities	Accra	x	x	x	x			6,61			x	Administ ration	All Directorates

								7,24 5.47					Zonal
Petitions recorded and resolved	Accra	x	x	x	x			6,61 7,24 5.47			x	legal	All Directorates Zonal
Number of cases handled	Accra	x	x	x	x			6,61 7,24 5.47			x	legal	All Directorates Zonal
Vetting and Approval of Entity Registrations and Amendment	Accra	x	x	x	x			6,61 7,24 5.47			x	Legal	All Directorates Zonal
Appointment of external solicitors	Accra	x	x	x	x			6,61 7,24 5.47			x	Legal	All Directorates Zonal
Provide Legal opinion and advice to management	Accra	x	x	x	x			6,61 7,24 5.47			x	Legal	All Directorates Zonal
Legal Frameworks and contracts reviewed	Accra	x	x	x	x			6,61 7,24 5.47			x	Legal	All Directorates Zonal
Approval of Insolvency and Liquidation issues	Accra	x	x	x	x			6,61 7,24 5.47			x	Legal	All Directorates Zonal
Preparation and submission of quarterly and Annual Financial report	Accra	x	x	x	x			6,61 7,24 5.47			x	Finance	All Directorates Zonal
Preparation and submission of revenue mobilisation and management report	Accra	x	x	x	x			6,61 7,24 5.47			x	Finance	All Directorates Zonal
Expenditure control and monitoring	Accra	x	x	x	x			6,61 7,24 5.47			x	Finance	All Directorates Zonal
Investment Management	Accra	x	x	x	x			6,61 7,24 5.47			x	Finance	All Directorates Zonal
Advisory services rendered to management	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal

Cash Management Audit	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Fuel Audit	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Monitoring of Office's projects across the country	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Reconciling accounts with Head Office and Zonal Offices	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Stores Audit	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Payroll Audit	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	Legal
Quarterly Internal Audit Reports	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Fixed Asset Audit	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Special Audit Assignments	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Engage a consultant to re-design the ORC building	Accra	x	x					6,61 7,24 5.47			x	Internal Audit	Consultant
Procure contractor to construct a new office building for ORC	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	PPA, MOF
Construct a new office building Phase 1.	Accra			x	x			6,61 7,24 5.47		x		Internal Audit	PPA, MOF
Establish 10 satellite offices (Ho and Upper East)	Accra	x	x	x	x			6,61 7,24 5.47		x		Internal Audit	RCC, MDAs
Registrar General Department - 2027													

Objective: To ensure high client satisfaction through responsive service delivery by December 2029

Programme: Operations Management

PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q2	Q 3	Q 4	GoG	D A CF	IGF	Other	New	Ongoing	Lead	Collaborating
Automation of the estate administration processes	Accra	x	x	x	x	30,000.00		200,000.00			x	Estate Unit	Accounts Unit, Administration Relevant Stakeholders
Establish and operationalize a dedicated client service unit	Accra	x	x	x	x	10,000.00		150,000.00		x		HR Unit	Accounts Unit, Administration Unit
Administration of Estate, death gratuity and commuted pension	Accra	x	x	x	x			40,000.00			x	Estate Unit	Stakeholders
Amendment of marriage legislation	Accra		x		x			100,000.00			x	Marriage Unit	OAGMoJ, Parliament
Registration of Marriage	Accra	x	x	x	x			20,000.00			x	Marriage Unit	MMDAs, Religious Bodies, Stakeholders
Filing and Registration of IPs (Trademarks, Patents, Industrial design)	Accra	x	x	x	x			190,000.00			x	IP Unit	Stakeholders
Preparation and revision of development plan	Accra	x	x	x	x			400,000.00			x	Admin Unit	Accounts Unit Internal Audit Unit
Preparation and validation of financial statements	Accra	x	x	x	x			200,000.00			x	Accounts Unit	Administration Unit Internal Audit Unit

Acquisition of Value Books	Accra	x	x	x	x			500,000.00			x	Procurement Unit	Accounts Unit Administration Unit
Objective: To improve and expand office space and infrastructure to ensure a conducive working environment, and support effective service delivery by December 2029.													
Programme: Infrastructure Development													
Renovate and expand existing office facilities	Accra	x	x	x	x	100,000.00		500,000.00			x	Estate facility Unit	Procurement Unit, Accounts Unit, Administration Unit
Maintenance of fixed assets register and embossment	Accra	x	x	x	x			50,000.00		x		Estate facility Management	Procurement Unit, Accounts Unit, Administration Unit
Conduct an infrastructure and space audit across RGD offices (including Kumasi and Takoradi)	Accra	x	x	x	x			100,000.00		x		Internal Audit	Procurement Unit, Accounts Unit, Administration Unit, Estate facility Unit
Objective: To improve access to RGD services through digitalization and accurate data accessibility by end of 2029													
Programme: Infrastructure Development													
Capture backlog of trademark, industrial designs, GIs and Patent	Accra	x	x	x	x			50,000.00			x	IP Unit	Accounts Unit Administration Unit
Establish a central data management system for all RGD services	Accra	x	x	x	x	30,000.00		400,000.00			x	IT Unit	Accounts Unit, Administration Unit, Procurement Unit
Digitize patent, design, and trademark archives	Accra		x					100,000.00			x	IP Unit	Administration Unit Accounts Unit IT Unit

Collaborate with relevant state institutions (e.g., GSS, MoF, GIPC), other local and international stakeholders to share & exchange accurate data	Accra	x	x	x	x			30,000.00			x	Administration Unit	Accounts Unit, Relevant Stakeholders
Conduct regular data audits and verifications.	Accra	x	x	x	x			40,000.00			x	Internal Audit Unit	Accounts Unit, Administration Unit, Marriage Unit, Estate Administration Unit, IP Unit
Develop and pass new L.I.s for patent and trademark	Accra	x	x	x	x	10,000.00		400,000.00		x		IP Unit	Administration Unit Human Resource Unit
Develop 4 products as GIs (Shea Butter, Bulga Buckets and Sugar Loaf, Pineapple and Kente)	Accra	x	x	x	x			60,000.00		x		IP Unit	Administration Unit, Accounts Unit, Ministry of Agric, Varietal Release
Legal advisory support to IP applicants and SMEs	Accra	x						60,000.00			x	IP Unit	Accounts Unit Administration Unit
Objective: To enhance data accuracy, integrity, and availability for policy-making and development planning by 2029													
Programme: Infrastructure Development													
Develop and implement an ICT maintenance and replacement plan	Accra	x	x	x	x			300,000.00		x		IT Unit	Procurement Unit, Accounts Unit, Administration Unit

Develop IPR Practice manuals and FAQs	Accra	x						100,000.00		x		IP Unit	Administration Unit
Procurement of upgraded and standardized IT equipment	Accra	x	x	x	x	20,000.00		100,000.00			x	IT Unit	Procurement Unit, Accounts Unit
Develop Marriage registration Software	Accra	x	x	x	x	625,000.00		2,437,500.00		x		IT Unit	Procurement Unit, Accounts Unit, Marriage Unit, Administration Unit
Conduct review of National IPR Policy	Accra		x					450,000.00			x	IP Unit	Administration Unit, Human Resource Unit, Accounts Unit

Objective: To improve human resource capacity to enhance service delivery by December 2029

Programme: Human Resource Management

Develop and implement a staff redeployment and succession plan	Accra	x	x	x	x			50,000.00		x		HR Unit	Administration Unit, Accounts Unit
Develop and implement a capacity development plan	Accra							1,650,000.00				HR Unit/IT Unit/IP Unit	Administration Unit, Accounts Unit, Procurement Unit,

Objective: To promote public awareness and stakeholder engagement on registration requirements and protection systems by December 2029

Programme: Public Education

Conduct public education on RGD activities (Estate, IP, Marriage)	Accra	x	x	x	x			778,000.00			x	Estate Unit/ Administration Unit/IP Unit/Marriage Unit/PR Unit	Accounts Unit/Procurement Unit/Internal Audit/Relevant Stakeholders
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Organize forums with farmers cooperatives and SMEs on GI potentials	Accra	x						600,000.00			x	IP Unit	Administration Unit
Hold a stakeholder review of implementation and feedback on various IPRs	Accra				x			400,000.00			x	IP Unit	PR unit Administration Unit
Train researchers and academics on identifying patentable ideas in their research	Accra		x					300,000.00			x	IP Unit	Human Resource Unit Administration Unit Accounts Unit
Hold IP clinics at major Universities in Ghana	Accra		x					350,000.00			x	IP Unit	Human Resource Unit, Administration Unit, Accounts Unit
Train Researchers and plant breeders on DUS examination and UPOV systems of registration for plant Varieties	Accra				x			200,000.00			x	IP Unit	Administration Unit Accounts Unit
Workshop with enforcement agencies such as Customs, and Police on enforcement of IPR	Accra			x				300,000.00			x	IP Unit	Accounts Unit Administration Unit
Objective: To ensure effective tracking of performance, informed decision-making, and improved accountability in programme implementation by the end of December 2029													
Programme: Research, Monitoring and Evaluation													
Monitoring of the regional	Nation wide	x	x	x	x			200,000.00			x	Accounts Unit	Administration Unit

offices by the Accounts Unit													Internal Audit
Annual internal Performance and planning retreat	Accra				x			10,000.00			x	Administration Unit	HR Unit IP Unit
Embark on an effective needs assessment exercise for staff	Accra	x	x	x	x			40,000.00			x	HR Unit	Administration Unit, Accounts Unit
Conduct monitoring and evaluation	Nation wide	x	x	x	x			432,500.00			x	PPBME	All Units
Establishment of technology and innovation centres in research and development and academic institutions	Accra	x	x	x	x			600,000.00		x		IP Unit	Administration Unit IT Unit

Council for Law Reporting - 2027

Objective: Digitize Ghana Law Reports & Review of Ghana Law by the end of 2027

Programme: Digitization/Digital Infrastructure

PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	D A CF	IGF	Other	New	Ongoing	Lead	Collaborating	
Procure I.T Consultant to set up digitize platform for the Law Reports	Accra	x	x	x	x	2,000,000						x	CLR	MoF OAGMoJ MoC PPA I.T. Consultant
Establish digitize platform for the Law Reports	Accra	x	x	x	x	6,000,000						x	CLR	MoF OAGMoJ MoC PPA I.T. Consultant

Objective: Equip staff with needed skills to produce Law Reports.

Programme: Human Capital Development/Capacity Building/Training

Training of lawyers-	Accra	x	x	x	x	25,000						x	CLR	MoF OAGMoJ
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Internal & External training														Resource Person	
Training of Administrative /Support staff	Accra	x	x	x	x	25,000						x		CLR MoF, OAGMoJ Resource Person	
Recruitment of Lawyers and Support Staff.	Accra	x	x	x	x	1,000,000						x		CLR MoF, OAGMJ, PSC	
Objective: Increase revenue base annually															
Programme: Sensitization & Public Education/Transparency & Accountability															
Advertisement /Awareness (Pool banners, Visitations, Website development, TV advertisement)	Accra	x	x	x	x	100,000.00								Marketing Unit Sales Unit	MoF IT Consultant Media (GTV, JOY TV & UTV)
Objective: To enhance resource mobilization through sales of publications															
Programme: Management Operations															
Publish 700 copies of the [2023-2024] 2 GLR	Accra	x	x	x	x	300,000.00								CLR	MoF, PPA Supplier List
Publish 700 copies of the [2016-2017] 2 GLR	Accra	x	x	x	x	300,000.00									MoF, PPA Supplier List
Publish 700 copies of the [1969-1970] 2 GLR	Accra	x	x	x	x	300,000.00									MoF, PPA Supplier List
Publish 400 copies of [2026] RGL	Accra	x	x	x	x	180,000.00									MoF, PPA Supplier List
Procurement of Logistics (e.g. Computers & I.T. accessories, furniture &	Accra	x	x	x	x	400,000.00		150,000.00						CLR	MoF, PPA Supplier List

fittings, stores metal shelves, maintenance & renovations)														
Operational Enhancement	Accra	x	x	x	x	100,000.00		50,000.00					CLR	MoF, OAGMoJ Supplier List

Economic and Organise Crime Office- 2027

Objective: To equip officers with adequate logistics for operations

Programme: ICT and Digitization / Digital Infrastructure

PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Develop and manage a system for information gathering and management	Nation wide	x	x	x	x	220,000				x		EOCO	FIC, Police, NACOC, Immigration, NIB, Embassies
Establish relevant technologies and protocols for information management	Nation wide	x	x	x	x	250,000				x		EOCO	Donor partners

Objective: To provide adequate training for officers local/ foreign

Programme: Human capital development/ capacity building and training

Train staff on the necessary expertise to deal with issues connected to economic and organized crime	Nation wide	x	x	x	x	2,200,000					x	EOCO	MOF, OAGMOJ, Donor partners
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Objective: To create public awareness on organised crime

Programme: Sensitization and public education

Undertake public education programs to	Nation wide	x	x	x	x	700,000					x	EOCO	MOF, GES, MOE, Religious
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sensitize the public from falling prey to financial and economic crimes														Bodies, Midea, GPRTU
Objective: To ensure favourable and attractive working conditions Enhancement of the fight against organise crime and corruption														
Programme: Management of Organise Crime														
Investigate criminal cases	Nation wide	x	x	x	x	2,300,000					x	EOCO	FIC, Police, NACOC	
Prosecute criminal cases	Nation wide	x	x	x	x	2,100,000					x	EOCO	OAGMOJ, JS	
Seize and confiscate tainted assets	Nation wide	x	x	x	x	850,000					x	EOCO	FIC, Police, NACOC, NIB	
Recover proceeds from crime	Nation wide	x	x	x	x	350,000					x	EOCO	FIC, Police, NACOC	
Upgrade forensic tools	Nation wide	x	x	x	x	600,000					x	EOCO	MOF	
Develop Disaster Recovery and Business Continuity Plan	Nation wide	x	x	x	x	800,000					x	EOCO	OAGMOJ, MOF, PPA	
Undertake general administrative operations	Nation wide	x	x	x	x	3,400,000					x	EOCO	OAGMOJ, MOF, PPA	
Objective: To build offices and improve working conditions														
Programme: Infrastructure development (office & accommodation)														
Procure office equipment	Nation wide	x	x	x	x	260,000					x	EOCO	OAGMOJ, MOF, PPA	
Procure vehicles	Nation wide	x	x	x	x	2,600,000					x	EOCO	OAGMOJ, MOF, PPA	
Furnish existing and new offices	Nation wide	x	x	x	x	180,000					x	EOCO	OAGMOJ, MOF, PPA	
Construct 6 new regional offices	Nation wide	x	x	x	x	3,400,000					x	EOCO	OAGMOJ, MOF, PPA	
Construct a training academy	Nation wide	x	x	x	x	20,400,000					x	EOCO	OAGMOJ, MOF, PPA	

Construct residential bungalows	Nation wide	x	x	x	x	950,000					x	EOCO	OAGMOJ, MOF, PPA

Table 19: THE SECTOR ANNUAL ACTION PLAN 2028

Office of the Attorney General and Ministry of Justice - 2028													
Objective: Provide office accommodation and residential accommodation to the administrative and legal staff in the head office and in the 6 new regions by 2029													
Programme: Infrastructure (office & accommodation logistics) Development													
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	I G F	Other	New	Ongoing	Lead	Collaborating
Construction of 6 new offices	Regions	x	x	x	x	10m				x		PPBME	MoF, EPC, AESL
Construction of residential accommodation	Regions	x	x	x	x	10m				x		PPBME	MoF, EPC, AESL
Construction of two (2) storey office building	Ministry, Accra	x	x	x	x	20m				x		PPBME	MoF, EPC, AESL
Renovation of OAGMoJ Office Building	Ministry, Accra	x	x	x	x	10m				x		PPBME	MoF, EPC, AESL
Procurement of Vehicles	Nation wide	x	x	x	x	30m				x		Gen. Admin	PPA, MOF
Procurement of office furniture and fittings, and	Nation wide	x	x	x	x	7.5m				x		Gen. Admin	PPA, MOF

office equipment														
Procurement of computers and accessories	Nation wide	x	x	x	x	2.5 m				x			Gen. Admin	PPA, MOF
Objective: Enhance the effectiveness and efficiency in the coordination and implementation of management operations														
Programme: Management and Operation														
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DA CF	I G F	Other	New	Ongoing	Lead	Collaborating	
Prepare a composite Procurement Plan on requests from the various Divisions of the Ministry.	Ministry , Accra	x	x	x	x	40,000.00					x		Procurement	PPA, MOF
Quarterly Entity Tender Committee (ETC) Meetings	Ministry , Accra	x	x	x	x	40,000.00					x		Procurement	Gen. Admin.
Undertake quarterly status of stock at the Ministry stores	Ministry , Accra	x	x	x	x	4,000.00					x		Stores	Gen. Admin.
Update Asset register of the Ministry quarterly	Ministry , Accra	x	x	x	x	3,000.00					x		Gen. Admin.	GIFMIS, OAG, FACU
Servicing of Office equipment	Ministry , Accra	x	x	x	x	20,000.00					x		Gen. Admin	Accounts, Internal Audit, Garages

Develop Record Management Policy	Ministry , Accra	x	x	x	x	50,000.00					x	Gen. Admin	PRAAD, Directorates/Units
Apprise and Sort old files of OAGMOJ	Ministry , Accra	x	x	x	x	150,000.00					x	Gen. Admin,	Civil, Drafting and Prosecutions Records Units, PRAAD
Organise Quarterly Audit Committee meetings	Ministry , Accra	x	x	x	x	250,000.00					x	Audit	AC Members
Preparation Audit Plan	Ministry , Accra	x	x	x	x	4,000.00					x	Audit	AC Members, IAA
Publication of research findings on public knowledge & perceptions of the Plea-Bargaining law in Ghana	Ministry , Accra	x	x	x	x	0					x	RSIM	Directorates/Units
Undertake a study on Citizens' knowledge and perceptions of the Jury System in the Central and Western Regions of Ghana.	Ministry , Accra	x	x	x	x	150,000.00					x	RSIM	Directorates/Units
Undertake a study in the legal and justice sector	Ministry , Accra	x	x	x	x	250,000.00					x	RSIM	Directorates/Units

Review the ICT Policy of the Ministry	Ministry , Accra	x	x	x	x	25,000.00					x	RSIM	Directorates/Units
Budget Preparation and Implementation	Ministry , Accra	x	x	x	x	90,000.00					x	PPBME	Parliamentary Select Committee, OAGMOJ Agencies/ Department, MoF
Monitoring of Annual Action Plan	Ministry , Accra	x	x	x	x	50,000.00					x	PPBME	NDPC, OAGMOJ Agencies/ Department
Annual Financial Report Preparation	Ministry , Accra	x	x	x	x	25,000.00					x	Accounts Unit	CAGD, OAGMOJ Agencies/ Department
Financial Monitoring	Ministry , Accra	x	x	x	x	25,000.00					x	Accounts Unit	OAGMOJ Agencies/ Department

Objective: Enhance performance and Productivity by 2028

Programme: Human Capital Development / Capacity Building /Training

Performance Management of Staff , Directors, Chief Director	Ministry , Accra	x	x	x	x	50,000.00					x	HR	OHCS, Directorates/Units
Capacity/Training of Legal and Administrative Staff	Ministry , Accra	x	x	x	x	25,000.00					x	HR/HR/Legal Service	Directorates/Units
Recruitment of legal and administrative staff	Ministry , Accra	x	x	x	x	15,000.00					x	HR/Legal Service	PSC, JS, MOF, OHCS

						0.0 0							Directorates/Units
Promotion and staff performance assessment	Ministry, Accra	x	x	x	x	18 0,0 00. 00					x	HR/Legal Service	PSC, JS, MOF, OHCS Directorates/Units
Operationalized the Legal Service	Ministry, Accra	x	x	x	x	28 0,0 00. 00					x	HR/Legal Service	PSC, JS, MOF, OHCS Directorates/Units/Divisions
Improving the working conditions of staff to reduce attrition rate of staff	Ministry, Accra	x	x	x	x	2,0 00, 00 0.0 0					x	HR/Legal Service	PSC, JS, MOF, OHCS Directorates/Units/Divisions

Objectives: Promote access to legal and justice services to indigenes across the country by 2028

Programme: Legal and Justice Administration

Initiate and conduct Prosecution of criminal cases	Nation Wide	x	x	x	x	3,500 ,000					x	Prosecutions Division	Courts, Security Agencies
Deal with motions, appeals, petition and receive mutual legal assistance	Nation Wide	x	x	x	x	900,0 00					x	Prosecutions Division	General Public, Law firms, MMDAs, Member States
Represent the state in the justice for all programme	Nation Wide	x	x	x	x	1,800 ,000.					x	Prosecutions Division	General Public, Law firms, MMDAs, Member States
Defend the State in Civil Cases	Nation Wide	x	x	x	x	2,800 .000					x	Civil Division	Judicial Services, MMDAs, Internation

																		al Arbitration Courts
Review of Agreement/contract and MoUs of the MDAs	Nation Wide	x	x	x	x	900,000								x	Civil Division			MDAs
Provide Legal opinion and advice of the MDAs	Nation Wide	x	x	x	x	750,000								x	Civil Division			MDAs
Assist Parliament in enacting Legislation	Nation Wide	x	x	x	x	2,800,000								x	Drafting Division			Cabinet Secretariat, Parliament, MMDAs
Drafting of Substantive and subsidiaries Legislations	Nation Wide	x	x	x	x	2,500,000								x	Drafting Division			Cabinet Secretariat, Parliament, MMDAs
Drafting of Statutory Laws	Ministry, Accra	x	x	x	x	2,500,000								x	Drafting Division			Cabinet Secretariat, Parliament, MMDAs
Receive and deal with petition, and notices of intention to sue	Nation Wide	x	x	x	x	1,800,000								x	Civil Division			General Public, Law firms, MMDAs
Objectives: Expand access to legal education to the indigenes by 2028																		
Programme: Legal and Justice Administration																		
Review of legal education to build a modern legal and institutional framework	Ministry, Accra	x	x	x	x	1,500,000								x	Drafting Division			Cabinet Secretariat, Parliament
Objectives: Increase public confidence in Legal and justice system by 2028																		
Programme: Promoting effective and efficient anti-corruption systems																		
Organise public education on	Nation Wide	x	x	x	x	2,800,000									PR/Legal Service			General Public,

the work processes and procedures of OAGMoJ																				x		CSOs, MMDAs			
Facilitate the implementation of NACAP and sensitize the public	Nation Wide	x	x	x	x																x	PPBME/ Legal Service	General Public, CSOs, MMDAs		
Create awareness on government Programmes and policies in the justice delivery systems	Nation Wide	x	x	x	x																	x	PR/Legal Service	General Public, CSOs, MMDAs	
Media Engagements / Press Soirees	Nation Wide	x	x	x	x																	x	PR/Legal Service	General Public, CSOs, PRESS MMDAs	
Production of a documentary to educate and sensitize citizens on the government's efforts in justice delivery	Nation Wide	x	x	x	x																	x	PR/Legal Service	General Public, CSOs, PRESS, MMDAs	
Publication E – Newsletters and Annual Printed Newsletter (Legal Bulletin)	Nation Wide	x	x	x	x																		x	PR/Legal Service	General Public, CSOs, PRESS, MMDAs
Organize official visits for Ministers/Deputy Ministers to visit the	Nation Wide	x	x	x	x																		x	PR/Legal Service	General Public, CSOs, PRESS, MMDAs

Agencies and Regional Offices of the Ministry													
Organization of Annual Bar Conference for Attorneys at the Office	Nation Wide	x	x	x	x	5,000,000					x	PR/Legal Service	JS, GBA, MOF
Objectives: Improve the ICT infrastructure of the Ministry by 2028													
Programme: ICT and Digitization / Digital Infrastructure													
Review the OAGMOJ ICT Policy	Ministry, Accra	x	x	x	x	2,000,000						Gen. Admin./ Legal Service	Directorate, Unit and Divisions
Operationalization of the OAGMOJ Integrated Information Management System (IIMS)	Ministry, Accra	x	x	x	x	20,000.00					x	Gen. Admin./ Legal Service	Directorate, Unit and Divisions
Training in emerging Technologies	Ministry, Accra	x	x	x	x	1,500,000					x	Gen. Admin./ Legal Service	Directorate, Unit and Divisions
Establish an Electronic Legal Library to support research and case handling	Ministry, Accra	x	x	x	x	1,500,000					x	Gen. Admin./ Legal Service	Directorate, Unit and Divisions
Development of a Centralized Digital Platform for Legal Services to streamline processes and improve efficiency.	Ministry, Accra	x	x	x	x	500,000					x	Gen. Admin./ Legal Service	Directorate, Unit and Divisions
General Legal Council/Ghana Law School - 2028													
Objective: Enhance the effective and efficient delivery of service													

Programme: Improve management operations													
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
Regulate professional conduct of lawyers	Makola – Accra	x	x	x	x	Nil	Nil	8.6m	Nil		x	GLC/GSL	OAGMOJ MOF
Review of course manuals of the school	Makola – Accra	x	x	x	x	Nil	Nil	13.8m	Nil		x	GLC/GSL	OAGMOJ MOF
Organise training workshops for law students	Makola – Accra	x	x	x	x	Nil	Nil	19m	Nil		x	GLC/GSL	OAGMOJ MOF
Provision of logistics	Makola – Accra	x	x	x	x	Nil	Nil	9.3m	Nil		x	GLC/GSL	OAGMOJ MOF
Seek increased GOG funding	Makola – Accra	x	x	x	x	Nil	Nil	0.8m	Nil		x	GLC/GSL	OAGMOJ MOF
Objective: Increase the number of students to be admitted													
Programme: Legal Education and Justice Administration													
Rent lecture halls and other facilities for use	Makola – Accra	x	x	x	x		Nil	4.9m	Nil		x	GLC/GSL	OAGMOJ MOF
Decentralize the services of the Ghana School of Law	Makola – Accra	x	x	x	x			4m			x	GLC/GSL	OAGMOJ MOF
Objective: Institutionalized the services of personnel by 2027													
Programme: Human Capital Development/Capacity Building/Training													
Recruit lecturers and other staff	Makola – Accra	x	x	x	x	Nil	Nil	1.5	Nil		x	GLC/GSL	OAGMOJ MOF

Train legal and administrative staff of the school	Makola – Accra	x	x	x	x	Nil	Nil	0.7 m	Nil			x	GLC/GSL	OAGMOJ MOF
Objective: Improve the infrastructure of the School by 2029														
Programme: Infrastructure (office and accommodation) Development														
Construct new lecture hall and office facilities	Makola – Accra	x	x	x	x	1.3m	Nil	1.8 m	Nil			x	GLC/GSL	OAGMOJ MOF
Maintenance of existing infrastructure.	Makola – Accra	x	x	x	x	0.6m	Nil	Nil	Nil			x	GLC/GSL	OAGMOJ MOF
Procurement of logistics	Makola – Accra	x	x	x	x	0.5m	Nil	Nil	Nil			x	GLC/GSL	OAGMOJ MOF
Law Reforms Commission - 2028														
Objectives: Improve access to legal and justice services by 2029														
Programme: Legal and Justice Administration														
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating	
Apprenticeship Law	Nation wide	x	x	x	x	550,000.00	-	-	-	x		LRC	OAGMOJ/MOF/NAP / NYA/CTV ET, YEA	
Review of the Architectural and Engineering Services Corporation Act, 1973(N.R.C. D193)	Accra	x	x	x	x	550,000.00	-	-	-	x		LRC	OAGMOJ/MOF/MWH/ PWD/DRH/AESL/S HC/ARC	
Objective: Enhance performance and Productivity by 2029														
Programme: Human Capital Development / Capacity Building /Training														

Strengthen Staff Capacity	Accra	x	x	x	x	150,000.00					x	LRC	OAGMOJ MOF PSC
Train legal and administrative staff both external and internal	Accra	x	x	x	x	170,000.00					x	LRC	OAGMOJ MOF
Objectives: Improve the ICT infrastructure of the Commission by 2026													
Programme: ICT and Digitization / Digital Infrastructure													
Internet Facilities Website and Maintenance	Accra	x	x	x	x	30,000.00					x	LRC	OAGMOJ MOF
Objectives: Improve logistical needs of the Office to enhance service delivery by 2029													
Programme: Infrastructure (Office & Accommodation/Logistics) Development													
Procurement of Logistics	Accra	x	x	x	x	170,000.00					x	LRC	OAGMOJ MOF
Procure Cross Country Vehicle	Accra	x	x	x	x	800,000.00					x	LRC	OAGMOJ MOF
Copyright Office - 2028													
Objective: Protect and promote intellectual property rights through modern systems and responsive legislation													
Programme: ICT and Digitization / Digital Infrastructure													
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Automation of the Copyright Registry (Phase 1 – electronic storage of works)	Accra	x	x	x	x	250,000		80,000	25,000	x		Copyright Office	Ministry of Finance, OAGMOJ, NCA, NITA, CSA
Establishment of a data center for the Copyright Office	Accra	x	x	x	x	500,000		120,000	50,000	x		Copyright Office	Ministry of Finance, OAGMOJ, NCA, NITA, CSA
Objective: Boost Revenue Generation Capacity of the Office up to 25% by 2029													
Programme: Management Operations & Sensitization and Public Education / Transparency, and Public Accountability													

Organize public education programmes on copyright and related rights in the print and electronic media	Accra, Kumasi	x	x	x	x	25,000		33,333			x	Copyright Office	Media houses
Develop and produce copyright educational materials in various multimedia formats.	Accra	x	x	x	x	25,000		33,333			x	Copyright Office	
Organize sensitization programmes for targeted stakeholder groups.	Accra, Kumasi	x	x	x	x	25,000		33,333			x	Copyright Office	Stakeholders of copyright industry
Review and recommend amendments to copyright legislations.	Accra	x	x	x	x	25,000		33,333			x	Copyright Office	OAGMOJ, Parliament
Undertake copyright enforcement programs nationwide.	Nationwide	x	x	x	x	25,000		33,333			x	Copyright Office	Police Administration
Undertake public education and awareness programmes in educational institutions	Accra, Kumasi	x	x	x	x	25,000		33,334			x	Copyright Office	Educational institutions, media
Organize training workshops for trainees at the Ghana Police Colleges.	All Police Training Centers	x	x	x	x	50,000		12,500			x	Copyright Office	Police Training Colleges
Organize sensitization workshops for	Accra and Select	x	x	x	x	750,000		25,000			x	Copyright Office	Police administration,

police and customs officers	ed Cities													Customs Division of GRA
Register Copyright Works	Accra, Kumasi	x	x	x	x	25,000		12,500			x	Copyright Office		
Mediate copyright disputes	Accra, Kumasi	x	x	x	x	12,500		2,500			x	Copyright Office		
Set up the Copyright Tribunal	Accra	x	x	x	x	75,000		12,500			x	Copyright Office		
Restructure and expand the Office to attract skilled personnel by 2029														
Programme: Human Capital Development / Capacity Building /Training														
Organize capacity building programmes for personnel of the Copyright Office	Accra, Kumasi	x	x	x	x	100,000		100,000	25,000		x	Copyright Office	CSTC, GIMPA, WIPO, ARIPO	
Improve logistical needs of the Office to enhance service delivery by 2029														
Programme: Infrastructure (Office & Accommodation/Logistics) Development														
Open regional offices	14 regional capitals	x	x	x	x	100,000		20,000			x	Copyright Office	RCCs, NCCs	
Rehabilitation of the Copyright Office Building	Accra	x	x	x	x	750,000		125,000			x	Copyright Office	Ministry of Finance, AESL	
Extension of the Office Building (Construction)	Accra	x	x	x	x	10,000,000					x	Copyright Office	Ministry of Finance, AESL	
Acquisition of equipment for head office and regional offices	Accra	x	x	x	x	125,000		25,000			x	Copyright Office	Ministry of Finance	
Acquisition of furniture for head office and regional offices	Accra	x	x	x	x	75,000		25,000			x	Copyright Office	Ministry of Finance	

Acquisition of one (1) vehicle for head office.	Accra, Kumasi	x	x	x	x	750,000					x	Copyright Office	Ministry of Finance
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Office of the Registrar of Companies - 2028

Objectives Increase the number of registered business entities by 30% by the end of 2029.

PROGRAMME 1: Entity Registration and Digital Transformation

PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating	
Develop/ensure interoperability with government institutions and stakeholders.	Accra Zonal Offices	x	x	x	x			25,015,274.90				x	ORC	NIA, Ghana.Gov, Ghana Post, BoG, NITA, Judicial Service
Entity Registration	Accra Zonal Offices	x	x	x	x			25,015,274.90				x	ORC	NIA, Ghana.Gov, Ghana Post, BoG, NITA, Judicial Service
Amendment and Changes	Accra Zonal Offices	x	x	x	x			8,338,424.97				x	ORC	
Develop Simple, clear, and efficient business registration guidelines	Accra Zonal Offices	x	x	x	x			8,338,424.97				x	ORC	OAGMoJ, MoF,
Digitization of outdated registration documents.	Accra Zonal Offices	x	x	x	x			25,015,274.90				x	ORC	Service Providers
Improve existing infrastructure and equipment.	Accra Zonal Offices	x	x	x	x			16,676,849.94				x	ORC	Service Providers
Ensure data and services integrity and reliability via the development of digital solutions.	Accra Zonal Offices	x	x	x	x			25,015,274.90				x	ORC	Service Providers

Develop detailed online service performance rules and regulations (guidelines)	Accra	x	x					25,015,274.90			x	ORC	Service Providers,
Optimize a User-friendly business registration system	Accra Zonal Offices	x	x	x	x			8,338,424.97		x		ORC	Service Providers,
Objectives Achieve 60% increase in compliance in annual returns and renewals by December 2029													
PROGRAMME 2: Compliance and Inspection Campaign													
Investigate industry specific businesses for non-compliance	Accra Zonal Offices	x	x	x	x			7,569,309.67			x	Inspection & Compliance	Administration
Monitor compliance on annual renewals and returns of registrations	Accra Zonal Offices	x	x	x	x			5,046,206.45			x	Inspection & Compliance	Corporate Affairs, I.T.
Issuance of Administrative Penalties to defaulted entities	Accra Zonal Offices	x	x	x	x			5,046,206.45			x	Inspection & Compliance	Corporate Affairs, I.T.
Conduct Onsite Inspection of Entities	Accra Zonal Offices	x	x	x	x			2,523,103.22			x	Inspection & Compliance	Administration, I.T. Finance, Corporate Affairs
Enforcement of administrative penalties through a robust system operation (the actions applied after deadline eg. Beginning the process of striking off names from the registry)	Accra Zonal Offices	x	x	x	x			2,523,103.22			x	Inspection & Compliance	Legal, Corporate Affairs, I.S.L.D.
Organization of Compliance Workshops for Company Registrars	Accra Zonal Offices	x	x	x	x			2,523,103.22			x	Inspection & Compliance	HRM, Administration, Corporate Affairs, Legal
Objective:													
Programme 3: Unclaimed Dividends													

Digitilization of Unclaimed Dividends	Accra	x	x	x	x			1,500,000.00		x	Finance	Fund Managers, Registrars, Legal
Unclaimed Dividends Audit and Enforcement Programme	Accra	x	x	x	x			2,500,000.00	x		Finance	Fund Managers, Registrars, Internal Audit, Legal
Organize Compliance Workshop for Company Secretaries and Registrars	Accra	x	x	x	x			2,000,000.00	x		Finance	Fund Managers, Registrars, Internal Audit, Administration, Legal
Legal and Banking Liaison on Third-Party Access Protocols	Accra	x	x	x	x			2,000,000.00		x	Finance	Legal, Banks
Claims Resolution and Dispute Management Centre	Accra	x	x	x	x			1,000,000.00		x	Finance	Legal, Fund Managers, Registrars
Provision of Official Contact Devices for Account Officers	Accra	x	x	x	x			1,000,000.00		x	Finance	Administration
Objective: Integrate Liquidation and Insolvency Processes into the EBRS												
Programme 4: Compliance, Insolvency and Liquidation Digitalization Programme												
Integrate Liquidation and Insolvency Processes into the EBRS	Accra/ Zonal Offices	x	x					2,500,000.00		x	I.S.L.D.	I.T., Legal, Service Providers, Administration
Establish and maintain communication and liaise with international agencies, including the International Commission on Trade Law in international insolvencies and insolvency administration	Accra/ Zonal Offices	x	x	x	x			2,000,000.00		x	I.S.L.D.	IFC, GIABA

Private and Official Liquidation	Accra	x	x	x	x			1,50 0,00 0.00		x		I.S.L.D.	Judicial Service, PWC
Develop Simple, clear, and efficient insolvency and liquidation guidelines	Accra	x	x	x	x			2,00 0,00 0.00		x		I.S.L.D.	GARIA, Corporate Affairs
Licensing and Regulation of Insolvency Practitioners	Accra	x	x	x	x			2,00 0,00 0.00		x		I.S.L.D.	GARIA,
Objective: Conduct 360 public education and stakeholder outreach programmes by 2029.													
Programme 5: Public Education and Communication Campaign													
Launch and execute a national communication and education campaign across all 16 Regions (website, radio, and social media) on our applications and processes (online and walk in).	Accra & Zonal Offices	x	x	x	x			8,69 0,64 0.00			x	Corporate Affairs	Media, General Public
Conduct stakeholder engagement forums in Accra, Kumasi, Tamale, Takoradi, Sunyani, Volta and Upper East	Accra & Zonal Offices	x	x	x	x			8,69 0,64 0.00			x	Corporate Affairs	Media, General Public
Implement an integrated communication strategy that ensures message alignment across four platforms (social media, radio, website, and stakeholder forums) targeting five key stakeholders groups and	Accra & Zonal Offices	x	x	x	x			5,79 3,76 0.00			x	Corporate Affairs	Media, General Public

achieving at least 80% consistency in tone and content across all touchpoints.													
Develop Annual Communication Plan	Accra	x					5,79 3,76 0.00		x		Corporate Affairs	PPRME	
Publication of Companies Bulletin	Accra	x	x	x	x		5,79 3,76 0.00			x	Corporate Affairs	Insolvency & Liquidation	
Automate client follow up processes through the CRM systems	Accra	x					5,79 3,76 0.00		x		Corporate Affairs	I.T	
Implementation /Operationalization of Client Service Charter	Accra		x				5,79 3,76 0.00			x	Corporate Affairs	Admin	
Set up infrastructure for Call Centre	Accra		x				5,79 3,76 0.00		x		Corporate Affairs		
Develop and produce educational pamphlets and brochures	Accra		x				5,79 3,76 0.00			x	Corporate Affairs	PPRME	
Objectives:													
Programme 6: Monitoring and Evaluation													
Development of M&E Metrics	Accra	x					1,24 1,27 3.85		x		PPRME		
Development of M&E Tools	Accra	x					1,24 1,27 3.85				PPRME		
Undertake Monitoring Visit to Zonal Offices	Accra		x	x			620, 636. 93		x		PPRME	Administration/ Zonal Offices	
Conduct and submit quarterly and Annual M&E on implementation of Zonal/Directorates Work Plan	Accra			x	x		1,24 1,27 3.85		x		PPRME	All Directorates	

Preparation and submission of quarterly MTDP Reports	Accra	x	x	x	x			620,636.93			x	PPRME	NDPC
Physical Monitoring assignments of ORC's Projects	Accra	x	x	x	x			620,636.93		x		PPRME	Administration
Preparation and submission of quarterly and Annual Budget Performance Report	Accra	x	x	x	x			620,636.93			x	PPRME	MoF
Organization of quarterly and Annual Performance Review	Accra	x	x	x	x			1,241,273.85			x	PPRME	All Directorates
Preparation of ORC's Annual Budget	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Preparation of Annual Action Plan	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Preparation of Quarterly and Annual Performance Report	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Undertake quarterly Research on critical issues affecting ORC	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Implementation and reporting of NACAP Activities	Accra	x	x	x	x			620,636.93		x		PPRME	All Directorates
Initiate Payment/Releases of Warrant on the GIFMIS Platform	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Undertake project preparation and appraisal, selection and budgeting, implementation, monitoring and evaluation.	Accra	x	x	x	x			620,636.93			x	PPRME	Legal, Finance, Administration

Quarterly Budget Committee Meetings	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Objectives:													
Programme: Maintenance Of Assets													
Management of Assets Register	Accra	x	x	x	x			10,988,740.80			x	Administration	Finance, Internal Audit, CAGD
Quarterly maintenance, refurbishment and upgrading of existing ORC's Assets	Accra	x	x	x	x			21,977,481.60			x	Administration	Finance Internal Audit
Preparation and submission of quarterly Assets maintenance report	Accra	x	x	x	x			14,651,654.40			x	Administration	Finance Internal Audit
Embossment of Assets	Accra	x	x	x	x			14,651,654.40			x	Administration	Finance Internal Audit
Estate management	Accra	x	x	x	x			10,988,740.80			x	Administration	Finance Internal Audit
Objective:													
Programme : Human Resource Management													
Implement Approved Scheme of Service	Accra	x	x	x	x			9,426,127.96			x	HRM	PSC, OAGMoJ,
Review of Establishment level	Accra	x	x	x	x			9,426,127.96			x	HRM	PSC
Development and Implementation of Performance Management System	Accra	x	x	x	x			9,426,127.96				HRM	PSC
Recruit and on-board qualified personnel	Accra	x	x	x	x			9,426,127.96		x		HRM	PSC, OAGMoJ,
Conduct Training Needs Assessment	Accra	x	x	x	x			9,42			x	HRM	ALL Directorates /Zonal

								6,12 7.96					
Prepare and implement Composite Training Plan	Accra	x	x	x	x			9,42 6,12 7.96		x		HRM	ALL Directorates /Zonal
Conduct Staff Appraisal	Accra	x	x	x	x			1,88 5,22 5.59			x	HRM	ALL Directorates /Zonal
Undertake Staff Promotion and or reassignment based on performance	Accra	x	x	x	x			9,42 6,12 7.96			x	HRM	ALL Directorates /Zonal
Organize workshops, seminars, and Peer learning sessions	Accra	x	x	x	x			9,42 6,12 7.96			x	HRM	ALL Directorates /Zonal
Facilitate Continuous technical and professional trainings	Accra	x	x	x	x			1,88 5,22 5.59		x		HRM	ALL Directorates /Zonal
Development and Implementation of HRM Policies and guidelines	Accra	x	x	x	x			9,42 6,12 7.96			x	HRM	ALL Directorates /Zonal
Organize staff welfare and safety programs	Accra	x	x	x	x			3,77 0,45 1.18			x	HRM	ALL Directorates /Zonal
Review of standard operating procedures	Accra	x	x	x	x			1,88 5,22 5.59		x		HRM	PPRME

Objective:

Programme : Enabling Working Environment

Development of Procurement Plan	Accra	x	x	x	x			13,2 34,4 90.9 4		x		Administ ration	All Directorates Zonal
Procurement of Logistics, Computers and Accessories	Accra	x	x	x	x			99,2 58,6 82.0 8		x		Administ ration	All Directorates Zonal
Development and Implementation	Accra	x	x	x	x			6,61			x	Administ ration	All Directorates Zonal

of Vehicle User Policy							7,24 5.47					
Conduct market survey	Accra	x	x	x	x		6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Develop and Implement Visitor's Policy Manual	Accra	x	x				6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Preparation and submission of quarterly inventory report	Accra	x	x	x	x		6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Facilitate Quarterly Entity Tender Committee Meetings	Accra	x	x	x	x		6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Quarterly Audit Committee Meetings	Accra	x	x	x	x		6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Contract management	Accra	x	x	x	x		6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Payment of Utilities	Accra	x	x	x	x		6,61 7,24 5.47			x	Administ ration	All Directorates Zonal
Petitions recorded and resolved	Accra	x	x	x	x		6,61 7,24 5.47			x	legal	All Directorates Zonal
Number of cases handled	Accra	x	x	x	x		6,61 7,24 5.47			x	legal	All Directorates Zonal
Vetting and Approval of Entity Registrations and Amendment	Accra	x	x	x	x		6,61 7,24 5.47			x	Legal	All Directorates Zonal
Appointment of external solicitors	Accra	x	x	x	x		6,61 7,24 5.47			x	Legal	All Directorates Zonal
Provide Legal opinion and advice to management	Accra	x	x	x	x		6,61 7,24 5.47			x	Legal	All Directorates Zonal
Legal Frameworks	Accra	x	x	x	x		6,61			x	Legal	All Directorates

and contracts reviewed								7,24 5.47					Zonal
Approval of Insolvency and Liquidation issues	Accra	x	x	x	x			6,61 7,24 5.47			x	Legal	All Directorates Zonal
Preparation and submission of quarterly and Annual Financial report	Accra	x	x	x	x			6,61 7,24 5.47			x	Finance	All Directorates Zonal
Preparation and submission of revenue mobilisation and management report	Accra	x	x	x	x			6,61 7,24 5.47			x	Finance	All Directorates Zonal
Expenditure control and monitoring	Accra	x	x	x	x			6,61 7,24 5.47			x	Finance	All Directorates Zonal
Investment Management	Accra	x	x	x	x			6,61 7,24 5.47			x	Finance	All Directorates Zonal
Advisory services rendered to management	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Cash Management Audit	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Fuel Audit	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Monitoring of Office's projects across the country	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Reconciling accounts with Head Office and Zonal Offices	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Stores Audit	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	All Directorates Zonal
Payroll Audit	Accra	x	x	x	x			6,61 7,24 5.47			x	Internal Audit	Legal

Quarterly Internal Audit Reports	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	All Directorates Zonal
Fixed Asset Audit	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	All Directorates Zonal
Special Audit Assignments	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	All Directorates Zonal
Engage a consultant to re-design the ORC building	Accra	x	x					6,617,245.47			x	Internal Audit	Consultant
Procure contractor to construct a new office building for ORC	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	PPA, MOF
Construct a new office building Phase 1.	Accra			x	x			6,617,245.47		x		Internal Audit	PPA, MOF
Establish 10 satellite offices (Ho and Upper East)	Accra	x	x	x	x			6,617,245.47		x		Internal Audit	RCC, MDAs

Registrar General Department - 2028

Objective: To ensure high client satisfaction through responsive service delivery by December 2029

Programme: Operations Management

PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	D A CF	IGF	Other	New	Ongoing	Lead	Collaborating	
Automation of the estate administration processes	Accra	x	x	x	x	30,000.00		200,000.00				x	Estate Unit	Accounts Unit, Administration Relevant Stakeholders
Establish and operationalize a dedicated client service unit	Accra	x	x	x	x	10,000.00		150,000.00			x		HR Unit	Accounts Unit, Administration Unit
Administration of Estate,	Accra	x	x	x	x			40,000.00				x	Estate Unit	

death gratuity and commuted pension													Stakeholders
Amendment of marriage legislation	Accra		x		x			100,000.00			x	Marriage Unit	OAGMoJ, Parliament
Registration of Marriage	Accra	x	x	x	x			20,000.00			x	Marriage Unit	MMDAs, Religious Bodies, Stakeholders
Filing and Registration of IPs (Trademarks, Patents, Industrial design)	Accra	x	x	x	x			190,000.00			x	IP Unit	Stakeholders
Preparation and revision of development plan	Accra	x	x	x	x			400,000.00			x	Admin Unit	Accounts Unit Internal Audit Unit
Preparation and validation of financial statements	Accra	x	x	x	x			200,000.00			x	Accounts Unit	Administration Unit Internal Audit Unit
Acquisition of Value Books	Accra	x	x	x	x			500,000.00			x	Procurement Unit	Accounts Unit Administration Unit
Objective: To improve and expand office space and infrastructure to ensure a conducive working environment, and support effective service delivery by December 2029.													
Programme: Infrastructure Development													
Renovate and expand existing office facilities	Accra	x	x	x	x	100,000.00		500,000.00			x	Estate facility Unit	Procurement Unit, Accounts Unit, Administration Unit
Maintenance of fixed assets register and embossment	Accra	x	x	x	x			50,000.00		x		Estate facility Management	Procurement Unit, Accounts Unit, Administration Unit
Conduct an infrastructure and space audit across	Accra	x	x	x	x			100,000.00		x		Internal Audit	Procurement Unit, Accounts Unit,

RGD offices (including Kumasi and Takoradi)													Administration Unit, Estate facility Unit
Objective: To improve access to RGD services through digitalization and accurate data accessibility by end of 2029													
Programme: Infrastructure Development													
Capture backlog of trademark, industrial designs, GIs and Patent	Accra	x	x	x	x			50,000.00			x	IP Unit	Accounts Unit Administration Unit
Establish a central data management system for all RGD services	Accra	x	x	x	x	30,000.00		400,000.00			x	IT Unit	Accounts Unit, Administration Unit, Procurement Unit
Digitize patent, design, and trademark archives	Accra		x					100,000.00			x	IP Unit	Administration Unit Accounts Unit IT Unit
Collaborate with relevant state institutions (e.g., GSS, MoF, GIPC), other local and international stakeholders to share & exchange accurate data	Accra	x	x	x	x			30,000.00			x	Administration Unit	Accounts Unit, Relevant Stakeholders
Conduct regular data audits and verifications.	Accra	x	x	x	x			40,000.00			x	Internal Audit Unit	Accounts Unit, Administration Unit, Marriage Unit, Estate Administration Unit, IP Unit
Develop and pass new L.I.s	Accra	x	x	x	x	10,000.00		400,000.00		x		IP Unit	Administration Unit

for patent and trademark													Human Resource Unit
Develop 4 products as GIs (Shea Butter, Bulga Buckets and Sugar Loaf, Pineapple and Kente)	Accra	x	x	x	x			60,000.00		x		IP Unit	Administration Unit, Accounts Unit, Ministry of Agric, Varietal Release
Legal advisory support to IP applicants and SMEs	Accra	x						60,000.00			x	IP Unit	Accounts Unit Administration Unit
Objective: To enhance data accuracy, integrity, and availability for policy-making and development planning by 2029													
Programme: Infrastructure Development													
Develop and implement an ICT maintenance and replacement plan	Accra	x	x	x	x			300,000.00		x		IT Unit	Procurement Unit, Accounts Unit, Administration Unit
Develop IPR Practice manuals and FAQs	Accra	x						100,000.00		x		IP Unit	Administration Unit
Procurement of upgraded and standardized IT equipment	Accra	x	x	x	x	20,000.00		100,000.00			x	IT Unit	Procurement Unit, Accounts Unit
Develop Marriage registration Software	Accra	x	x	x	x	625,000.00		2,437,500.00		x		IT Unit	Procurement Unit, Accounts Unit, Marriage Unit, Administration Unit
Conduct review of National IPR Policy	Accra		x					450,000.00			x	IP Unit	Administration Unit Human Resource Unit, Accounts Unit

Objective: To improve human resource capacity to enhance service delivery by December 2029												
Programme: Human Resource Management												
Develop and implement a staff redeployment and succession plan	Accra	x	x	x	x			50,000.00		x		HR Unit Administration Unit, Accounts Unit
Develop and implement a capacity development plan	Accra							1,650,000.00				HR Unit/IT Unit/IP Unit Administration Unit, Accounts Unit Procurement Unit,
Objective: To promote public awareness and stakeholder engagement on registration requirements and protection systems by December 2029												
Programme: Public Education												
Conduct public education on RGD activities (Estate, IP, Marriage)	Accra	x	x	x	x			778,000.00		x		Estate Unit/ Administration Unit/IP Unit/Marriage Unit/PR Unit Accounts Unit/Procurement Unit/Internal Audit/Relevant Stakeholders
Organize forums with farmers cooperatives and SMEs on GI potentials	Accra	x						600,000.00		x		IP Unit Administration Unit
Hold a stakeholder review of implementation and feedback on various IPRs	Accra				x			400,000.00		x		IP Unit PR unit Administration Unit
Train researchers and academics on identifying patentable ideas in their research	Accra		x					300,000.00		x		IP Unit Human Resource Unit Administration Unit Accounts Unit
Hold IP clinics at major	Accra		x					350,000.00		x		IP Unit Human Resource Unit, Administra

Universities in Ghana													tion Unit, Accounts Unit
Train Researchers and plant breeders on DUS examination and UPOV systems of registration for plant Varieties	Accra				x			200,000.00			x	IP Unit	Administration Unit Accounts Unit
Workshop with enforcement agencies such as Customs, and Police on enforcement of IPR	Accra			x				300,000.00			x	IP Unit	Accounts Unit Administration Unit
Objective: To ensure effective tracking of performance, informed decision-making, and improved accountability in programme implementation by the end of December 2029													
Programme: Research, Monitoring and Evaluation													
Monitoring of the regional offices by the Accounts Unit	Nation wide	x	x	x	x			200,000.00			x	Accounts Unit	Administration Unit Internal Audit
Annual internal Performance and planning retreat	Accra				x			10,000.00			x	Administration Unit	HR Unit IP Unit
Embark on an effective needs assessment exercise for staff	Accra	x	x	x	x			40,000.00			x	HR Unit	Administration Unit, Accounts Unit
Conduct monitoring and evaluation	Nation wide	x	x	x	x			432,500.00			x	PPBME	All Units
Establishment of technology and innovation centres in research and development and academic institutions	Accra	x	x	x	x			600,000.00			x	IP Unit	Administration Unit IT Unit

Objective: To increase the Registrar-General's Department's internally generated funds (IGF) by 30% by December 2029														
Programme: Operations management														
Develop and adopt an efficient revenue tracking and collection system	Accra	x	x	x	x	20,000.00		500,000.00		x		IT Unit	Accounts Unit, Administration Unit Internal Audit Unit	
Review and rationalize fees and charges for services	Accra		x		x			400,000.00			x	RGD	Administration Unit IP Unit, Marriage Unit, MoF, Accounts Unit	
Council for Law Reporting - 2028														
Objective: Equip staff with needed skills to produce Law Reports.														
Programme: Human Capital Development/Capacity Building/Training														
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	D A CF	IGF	Other	New	Ongoing	Lead	Collaborating	
Training of lawyers- Internal & External training	Accra	x	x	x	x	25,000					x		CLR	MoF OAGMoJ Resource Person
Training of Administrative/Support staff	Accra	x	x	x	x	25,000					x		CLR	MoF, OAGMoJ Resource Person
Recruitment of Lawyers and Support Staff.	Accra	x	x	x	x	1,000,000					x		CLR	MoF, OAGMJ, PSC
Objective: Increase revenue base annually														
Programme: Sensitization & Public Education/Transparency & Accountability														
Advertisement /Awareness (Pool banners, Visitations, Website development,	Accra	x	x	x	x	100,000.00							Marketing Unit Sales Unit	MoF IT Consultant Media (GTV,

information management														
Objective: To provide adequate training for officers local/ foreign														
Programme: Human capital development/ capacity building and training														
Train staff on the necessary expertise to deal with issues connected to economic and organized crime	Nation wide	x	x	x	x	2,200,000					x	EOCO	MOF, OAGMOJ, Donor partners	
Objective: To create public awareness on organised crime														
Programme: Sensitization and public education														
Undertake public education programs to sensitize the public from falling prey to financial and economic crimes	Nation wide	x	x	x	x	700,000					x	EOCO	MOF, GES, MOE, Religious Bodies, Midea, GPRTU	
Objective: To ensure favourable and attractive working conditions Enhancement of the fight against organise crime and corruption														
Programme: Management of Organise Crime														
Investigate criminal cases	Nation wide	x	x	x	x	2,300,000					x	EOCO	FIC, Police, NACOC	
Prosecute criminal cases	Nation wide	x	x	x	x	2,100,000					x	EOCO	OAGMOJ, JS	
Seize and confiscate tainted assets	Nation wide	x	x	x	x	850,000					x	EOCO	FIC, Police, NACOC, NIB	
Recover proceeds from crime	Nation wide	x	x	x	x	350,000					x	EOCO	FIC, Police, NACOC	
Upgrade forensic tools	Nation wide	x	x	x	x	600,000					x	EOCO	MOF	
Develop Disaster Recovery and Business Continuity Plan	Nation wide	x	x	x	x	800,000					x	EOCO	OAGMOJ, MOF, PPA	

Undertake general administrative operations	Nation wide	x	x	x	x	3,400,000					x	EOCO	OAGMOJ, MOF, PPA
Objective: To build offices and improve working conditions													
Programme: Infrastructure development (office & accommodation)													
Procure office equipment	Nation wide	x	x	x	x	260,000					x	EOCO	OAGMOJ, MOF, PPA
Procure vehicles	Nation wide	x	x	x	x	2,600,000					x	EOCO	OAGMOJ, MOF, PPA
Furnish existing and new offices	Nation wide	x	x	x	x	180,000					x	EOCO	OAGMOJ, MOF, PPA
Construct 6 new regional offices	Nation wide	x	x	x	x	3,400,000					x	EOCO	OAGMOJ, MOF, PPA
Construct a training academy	Nation wide	x	x	x	x	20,400,000					x	EOCO	OAGMOJ, MOF, PPA
Construct residential bungalows	Nation wide	x	x	x	x	950,000					x	EOCO	OAGMOJ, MOF, PPA

Table 20: THE SECTOR ANNUAL ACTION PLAN 2029

Office of the Attorney General and Ministry of Justice - 2029													
Objective: Provide office accommodation and residential accommodation to the administrative and legal staff in the head office and in the 6 new regions by 2029													
Programme: Infrastructure (office & accommodation logistics) Development													
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	I G F	Other	New	Ongoing	Lead	Collaborating
Construction of 6 new offices	Regions	x	x	x	x	10m				x		PPBME	MoF, EPC, AESL
Construction of residential accommodation	Regions	x	x	x	x	5m				x		PPBME	MoF, EPC, AESL
Construction of two (2) storey office building	Ministry, Accra	x	x	x	x	5m				x		PPBME	MoF, EPC, AESL
Renovation of OAGMoJ Office Building	Ministry, Accra	x	x	x	x	10m				x		PPBME	MoF, EPC, AESL
Procurement of Vehicles	Nation wide	x	x	x	x	-				x		Gen. Admin	PPA, MOF
Procurement of office furniture and fittings, and office equipment	Nation wide	x	x	x	x	7.5m				x		Gen. Admin	PPA, MOF
Procurement of computers	Nation wide	x	x	x	x	2.5m				x		Gen. Admin	PPA, MOF

and accessories														
Objective: Enhance the effectiveness and efficiency in the coordination and implementation of management operations														
Programme: Management and Operation														
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating	
Prepare a composite Procurement Plan on requests from the various Divisions of the Ministry.	Ministry, Accra	x	x	x	x	45,000.00					x	Procurement	PPA, MOF	
Quarterly Entity Tender Committee (ETC) Meetings	Ministry, Accra	x	x	x	x	45,000.00					x	Procurement	Gen. Admin.	
Undertake quarterly status of stock at the Ministry stores	Ministry, Accra	x	x	x	x	5,000.00					x	Stores	Gen. Admin.	
Update Asset register of the Ministry quarterly	Ministry, Accra	x	x	x	x	3,500.00					x	Gen. Admin.	GIFMIS, OAG, FACU	
Servicing of Office equipment	Ministry, Accra	x	x	x	x	25,000.00					x	Gen. Admin	Accounts, Internal Audit, Garages	
Develop Record Management Policy	Ministry, Accra	x	x	x	x	55,000.00					x	Gen. Admin	PRAAD, Directorates/Units	

Apprise and Sort old files of OAGMOJ	Ministry , Accra	x	x	x	x	17,000.00					x	Gen. Admin,	Civil, Drafting and Prosecutions Records Units, PRAAD
Organise Quarterly Audit Committee meetings	Ministry , Accra	x	x	x	x	28,000.00					x	Audit	AC Members
Preparation Audit Plan	Ministry , Accra	x	x	x	x	5,000.00					x	Audit	AC Members, IAA
Publication of research findings on public knowledge & perceptions of the Plea-Bargaining law in Ghana	Ministry , Accra	x	x	x	x	0					x	RSIM	Directorates/Units
Undertake a study on Citizens' knowledge and perceptions of the Jury System in the Central and Western Regions of Ghana.	Ministry , Accra	x	x	x	x	18,000.00					x	RSIM	Directorates/Units
Undertake a study in the legal and justice sector	Ministry , Accra	x	x	x	x	28,000.00				x		RSIM	Directorates/Units
Review the ICT Policy of the Ministry	Ministry , Accra	x	x	x	x	30,000					x	RSIM	Directorates/Units

						0.0 0							
Budget Preparation and Implementation	Ministry , Accra	x	x	x	x	95,000.00					x	PPBME	Parliamentary Select Committee, OAGMOJ Agencies/ Department, MoF
Monitoring of Annual Action Plan	Ministry , Accra	x	x	x	x	55,000.00					x	PPBME	NDPC, OAGMOJ Agencies/ Department
Annual Financial Report Preparation	Ministry , Accra	x	x	x	x	28,000.00					x	Accounts Unit	CAGD, OAGMOJ Agencies/ Department
Financial Monitoring	Ministry , Accra	x	x	x	x	30,000.00					x	Accounts Unit	OAGMOJ Agencies/ Department
Objective: Enhance performance and Productivity by 2029													
Programme: Human Capital Development / Capacity Building /Training													
Performance Management of Staff , Directors, Chief Director	Ministry , Accra	x	x	x	x	55,000.00					x	HR	OHCS, Directorates/Units
Capacity/Training of Legal and Administrative Staff	Ministry , Accra	x	x	x	x	300,000.00					x	HR/HR/Legal Service	Directorates/Units
Recruitment of legal and administrative staff	Ministry , Accra	x	x	x	x	180,000.00					x	HR/Legal Service	PSC, JS, MOF, OHCS

						0.0 0							Directorat es/Units
Promotion and staff performance assessment	Ministry , Accra	x	x	x	x	20 0,0 00. 00					x	HR/Lega l Service	PSC, JS, MOF, OHCS Directorat es/Units
Operationalized the Legal Service	Ministry , Accra	x	x	x	x	30 0,0 00. 00					x	HR/Lega l Service	PSC, JS, MOF, OHCS Directorat es/Units/D ivisions
Improving the working conditions of staff to reduce attrition rate of staff	Ministry , Accra	x	x	x	x	5,5 00, 00 0.0 0					x	HR/Lega l Service	PSC, JS, MOF, OHCS Directorat es/Units/D ivisions

Objectives: Promote access to legal and justice services to indigenes across the country by 2029													
Programme: Legal and Justice Administration													
Initiate and conduct Prosecution of criminal cases	Nation Wide	x	x	x	x	4,000,000					x	Prosecutions Division	Courts, Security Agencies
Deal with motions, appeals, petition and receive mutual legal assistance	Nation Wide	x	x	x	x	1,000,000					x	Prosecutions Division	General Public, Law firms, MMDAs, Member States
Represent the state in the justice for all programme	Nation Wide	x	x	x	x	2,000,000					x	Prosecutions Division	General Public, Law firms, MMDAs, Member States
Defend the State in Civil Cases	Nation Wide	x	x	x	x	3,000,000					x	Civil Division	Judicial Services, MMDAs, International Arbitration Courts
Review of Agreement/contract and MoUs of the MDAs	Nation Wide	x	x	x	x	950,000					x	Civil Division	MDAs
Provide Legal opinion and advice of the MDAs	Nation Wide	x	x	x	x	800,000					x	Civil Division	MDAs
Assist Parliament in enacting Legislation	Nation Wide	x	x	x	x	3,000,000					x	Drafting Division	Cabinet Secretariat, Parliament, MMDAs
Drafting of Substantive and subsidiary Legislation	Nation Wide	x	x	x	x	2,800,000					x	Drafting Division	Cabinet Secretariat, Parliament, MMDAs

Receive and deal with petition, and notices of intention to sue	Nation Wide	x	x	x	x	2,000,000					x	Civil Division	General Public, Law firms, MMDAs
Objectives: Expand access to legal education to the indigenes by 2027													
Programme: Legal and Justice Administration													
Review of legal education to build a modern legal and institutional framework	Ministry , Accra	x	x	x	x	1,500,000					x	Drafting Division	Cabinet Secretariat, Parliament
Objectives: Increase public confidence in Legal and justice system by 2029													
Programme: Promoting effective and efficient anti-corruption systems													
Organise public education on the work processes and procedures of OAGMoJ	Nation Wide	x	x	x	x	3,000,000					x	PR/Legal Service	General Public, CSOs, MMDAs
Facilitate the implementation of NACAP and sensitize the public	Nation Wide	x	x	x	x	30,000.00					x	PPBME/ Legal Service	General Public, CSOs, MMDAs
Create awareness on government Programmes and policies in the justice delivery systems	Nation Wide	x	x	x	x	2,000,000					x	PR/Legal Service	General Public, CSOs, MMDAs
Media Engagements / Press Soirees	Nation Wide	x	x	x	x	2,000,000					x	PR/Legal Service	General Public, CSOs, PRESS MMDAs

Production of a documentary to educate and sensitize citizens on the government's efforts in justice delivery	Nation Wide	x	x	x	x	1,200,000					x	PR/Legal Service	General Public, CSOs, PRESS, MMDAs
Publication E – Newsletters and Annual Printed Newsletter (Legal Bulletin)	Nation Wide	x	x	x	x	2,000,000					x	PR/Legal Service	General Public, CSOs, PRESS, MMDAs
Organize official visits for Ministers/Deputy Ministers to visit the Agencies and Regional Offices of the Ministry	Nation Wide	x	x	x	x	3,000,000					x	PR/Legal Service	General Public, CSOs, PRESS, MMDAs
Organization of Annual Bar Conference for Attorneys at the Office	Nation Wide	x	x	x	x	5,500,000					x	PR/Legal Service	JS, GBA, MOF
Objectives: Improve the ICT infrastructure of the Ministry by 2028													
Programme: ICT and Digitization / Digital Infrastructure													
Review the OAGMOJ ICT Policy	Ministry, Accra	x	x	x	x	2,500,000						Gen. Admin./ Legal Service	Directorate, Unit and Divisions
Operationalization of the OAGMOJ Integrated Information Management System (IIMS)	Ministry, Accra	x	x	x	x	25,000.00					x	Gen. Admin./ Legal Service	Directorate, Unit and Divisions

Training in emerging Technologies	Ministry , Accra	x	x	x	x	1.700,000					x	Gen. Admin./ Legal Service	Directorate , Unit and Divisions
Establish an Electronic Legal Library to support research and case handling	Ministry , Accra	x	x	x	x	1.800,000					x	Gen. Admin./ Legal Service	Directorate , Unit and Divisions
Development of a Centralized Digital Platform for Legal Services to streamline processes and improve efficiency.	Ministry , Accra	x	x	x	x	1,000,000					x	Gen. Admin./ Legal Service	Directorate , Unit and Divisions

General Legal Council/Ghana Law School - 2029

Objective: Enhance the effective and efficient delivery of service

Programme: Improve management operations

PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q2	Q 3	Q 4	GoG	D A CF	IGF	Oth er	Ne w	Ongoi ng	Lead	Collabora ting
Regulate professional conduct of lawyers	Makola – Accra	x	x	x	x	Nil	Nil	8.6 m	Nil		x	GLC/ GSL	OAGMOJ MOF
Review of course manuals of the school	Makola – Accra	x	x	x	x	Nil	Nil	13.8 m	Nil		x	GLC/ GSL	OAGMO MOF
Organise training workshops for law students	Makola – Accra	x	x	x	x	Nil	Nil	19m	Nil		x	GLC/ GSL	OAGMOJ MOF
Provision of logistics	Makola – Accra	x	x	x	x	Nil	Nil	9.3 m	Nil		x	GLC/ GSL	OAGMOJ MOF

Seek increased GOG funding	Makola – Accra	x	x	x	x	Nil	Nil	0.8m	Nil			x	GLC/ GSL	OAGMOJ MOF
Objective: Increase the number of students to be admitted														
Programme: Legal Education and Justice Administration														
Rent lecture halls and other facilities for use	Makola – Accra	x	x	x	x		Nil	4.9m	Nil			x	GLC/ GSL	OAGMOJ MOF
Decentralize the services of the Ghana School of Law	Makola – Accra	x	x	x	x			4m				x	GLC/ GSL	OAGMOJ MOF
Objective: Institutionalized the services of personnel by 2027														
Programme: Human Capital Development/Capacity Building/Training														
Recruit lecturers and other staff	Makola – Accra	x	x	x	x	Nil	Nil	1.5	Nil			x	GLC/ GSL	OAGMOJ MOF
Train legal and administrative staff of the school	Makola – Accra	x	x	x	x	Nil	Nil	0.7m	Nil			x	GLC/ GSL	OAGMOJ MOF
Objective: Improve the infrastructure of the School by 2029														
Programme: Infrastructure (office and accommodation) Development														
Construct new lecture hall and office facilities	Makola – Accra	x	x	x	x	1.3m	Nil	1.8m	Nil			x	GLC/ GSL	OAGMOJ MOF
Maintenance of existing infrastructure.	Makola – Accra	x	x	x	x	0.6m	Nil	Nil	Nil			x	GLC/ GSL	OAGMOJ MOF
Procurement of logistics	Makola – Accra	x	x	x	x	0.5m	Nil	Nil	Nil			x	GLC/ GSL	OAGMOJ MOF
Law Reforms Commission - 2029														
Objectives: Improve access to legal and justice services by 2029														
Programme: Legal and Justice Administration														

PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	D A CF	IGF	Other	New	Ongoing	Lead	Collaborating
Surrogacy Law	Nation wide	x	x	x	x	650,000.00	-	-	-	-	-	LRC	OAGMOJ/ MOF/ MOGCSP/ MOH
Objective: Enhance performance and Productivity by 2029													
Programme: Human Capital Development / Capacity Building /Training													
Strengthen Staff Capacity	Accra	x	x	x	x	160,000.00					x	LRC	OAGMOJ MOF PSC
Train legal and administrative staff both external and internal	Accra	x	x	x	x	180,000.00					x	LRC	OAGMOJ MOF
Objectives: Improve the ICT infrastructure of the Commission by 2026													
Programme: ICT and Digitization / Digital Infrastructure													
Internet Facilities Website and Maintenance	Accra	x	x	x	x	35,000.00					x	LRC	OAGMOJ MOF
Objectives: Improve logistical needs of the Office to enhance service delivery by 2029													
Programme: Infrastructure (Office & Accommodation/Logistics) Development													
Procurement of Logistics	Accra	x	x	x	x	180,000.00					x	LRC	OAGMOJ MOF
Procure Cross Country Vehicle	Accra	x	x	x	x	900,000.00					x	LRC	OAGMOJ MOF
Copyright Office - 2029													
Objective: Protect and promote intellectual property rights through modern systems and responsive legislation													
Programme: ICT and Digitization / Digital Infrastructure													
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	D A CF	IGF	Other	New	Ongoing	Lead	Collaborating
Automation of the Copyright Registry	Accra	x	x	x	x	250,000		80,000	25,000	x		Copyright Office	Ministry of Finance, OAGMOJ,

(Phase 1 – electronic storage of works)													NCA, NITA, CSA
Establishment of a data center for the Copyright Office	Accra	x	x	x	x	500,000		120,000	50,000	x		Copyright Office	Ministry of Finance, OAGMOJ, NCA, NITA, CSA
Objective: Boost Revenue Generation Capacity of the Office up to 25% by 2029													
Programme: Management Operations & Sensitization and Public Education / Transparency, and Public Accountability													
Organize public education programmes on copyright and related rights in the print and electronic media	Accra, Kumasi	x	x	x	x	25,000		33,333			x	Copyright Office	Media houses
Develop and produce copyright educational materials in various multimedia formats.	Accra	x	x	x	x	25,000		33,333			x	Copyright Office	
Organize sensitization programmes for targeted stakeholder groups.	Accra, Kumasi	x	x	x	x	25,000		33,333			x	Copyright Office	Stakeholders of copyright industry
Review and recommend amendments to copyright legislations.	Accra	x	x	x	x	25,000		33,333			x	Copyright Office	OAGMOJ, Parliament
Undertake copyright enforcement programs nationwide.	Nation wide	x	x	x	x	25,000		33,333			x	Copyright Office	Police Administration
Undertake public education and	Accra, Kumasi	x	x	x	x	25,000		33,334			x	Copyright Office	Educational

Extension of the Office Building (Construction)	Accra	x	x	x	x	10,000,000					x	Copyright Office	Ministry of Finance, AESL
Acquisition of equipment for head office and regional offices	Accra	x	x	x	x	125,000		25,000			x	Copyright Office	Ministry of Finance
Acquisition of furniture for head office and regional offices	Accra	x	x	x	x	75,000		25,000			x	Copyright Office	Ministry of Finance
Acquisition of one (1) vehicle for head office.	Accra, Kumasi	x	x	x	x	750,000					x	Copyright Office	Ministry of Finance

Office of the Registrar of Companies - 2029

Objectives Increase the number of registered business entities by 30% by the end of 2029.

PROGRAMME 1: Entity Registration and Digital Transformation

PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	D A CF	IGF	Other	New	Ongoing	Lead	Collaborating	
Develop/ensure interoperability with government institutions and stakeholders.	Accra Zonal Offices	x	x	x	x			25,015,274.90				x	ORC	NIA, Ghana.Gov, Ghana Post, BoG, NITA, Judicial Service
Entity Registration	Accra Zonal Offices	x	x	x	x			25,015,274.90				x	ORC	NIA, Ghana.Gov, Ghana Post, BoG, NITA, Judicial Service
Amendment and Changes	Accra Zonal Offices	x	x	x	x			8,338,424.97				x	ORC	
Develop Simple, clear, and efficient business registration guidelines	Accra Zonal Offices	x	x	x	x			8,338,424.97				x	ORC	OAGMoJ, MoF,
Digitization of outdated registration documents.	Accra Zonal Offices	x	x	x	x			25,015,274.90				x	ORC	Service Providers

Improve existing infrastructure and equipment.	Accra Zonal Offices	x	x	x	x			16,676,849.94			x	ORC	Service Providers
Ensure data and services integrity and reliability via the development of digital solutions.	Accra Zonal Offices	x	x	x	x			25,015,274.90			x	ORC	Service Providers
Develop detailed online service performance rules and regulations (guidelines)	Accra	x	x					25,015,274.90			x	ORC	Service Providers,
Optimize a User-friendly business registration system	Accra Zonal Offices	x	x	x	x			8,338,424.97		x		ORC	Service Providers,
Objectives Achieve 60% increase in compliance in annual returns and renewals by December 2029													
PROGRAMME 2: Compliance and Inspection Campaign													
Investigate industry specific businesses for non-compliance	Accra Zonal Offices	x	x	x	x			7,569,309.67			x	Inspection & Compliance	Administration
Monitor compliance on annual renewals and returns of registrations	Accra Zonal Offices	x	x	x	x			5,046,206.45			x	Inspection & Compliance	Corporate Affairs, I.T.
Issuance of Administrative Penalties to defaulted entities	Accra Zonal Offices	x	x	x	x			5,046,206.45			x	Inspection & Compliance	Corporate Affairs, I.T.
Conduct Onsite Inspection of Entities	Accra Zonal Offices	x	x	x	x			2,523,103.22			x	Inspection & Compliance	Administration, I.T. Finance, Corporate Affairs
Enforcement of administrative penalties through a robust system operation (the actions applied after deadline eg. Beginning the process of striking off names from the registry)	Accra Zonal Offices	x	x	x	x			2,523,103.22			x	Inspection & Compliance	Legal, Corporate Affairs, I.S.L.D.
Organization of Compliance Workshops for Company Registrars	Accra Zonal Offices	x	x	x	x			2,523,103.22			x	Inspection & Compliance	HRM, Administration, Corporate Affairs, Legal
Objective:													
Programme 3: Unclaimed Dividends													
Digitization of Unclaimed Dividends	Accra	x	x	x	x			1,500			x	Finance	Fund Managers,

								,000.00					Registrars, Legal
Unclaimed Dividends Audit and Enforcement Programme	Accra	x	x	x	x			2,500,000.00		x		Finance	Fund Managers, Registrars, Internal Audit, Legal
Organize Compliance Workshop for Company Secretaries and Registrars	Accra	x	x	x	x			2,000,000.00		x		Finance	Fund Managers, Registrars, Internal Audit, Administration, Legal
Legal and Banking Liaison on Third-Party Access Protocols	Accra	x	x	x	x			2,000,000.00		x		Finance	Legal, Banks
Claims Resolution and Dispute Management Centre	Accra	x	x	x	x			1,000,000.00			x	Finance	Legal, Fund Managers, Registrars
Provision of Official Contact Devices for Account Officers	Accra	x	x	x	x			1,000,000.00		x		Finance	Administration
Objective: Integrate Liquidation and Insolvency Processes into the EBRs													
Programme 4: Compliance, Insolvency and Liquidation Digitalization Programme													
Integrate Liquidation and Insolvency Processes into the EBRs	Accra/Zonal Offices	x	x					2,500,000.00		x		I.S.L.D.	I.T., Legal, Service Providers, Administration
Establish and maintain communication and liaison with international agencies, including the International Commission on Trade Law in international insolvencies and insolvency administration	Accra/Zonal Offices	x	x	x	x			2,000,000.00		x		I.S.L.D.	IFC, GIABA
Private and Official Liquidation	Accra	x	x	x	x			1,500,000.00		x		I.S.L.D.	Judicial Service, PWC
Develop Simple, clear, and efficient insolvency and liquidation guidelines	Accra	x	x	x	x			2,000,000.00		x		I.S.L.D.	GARIA, Corporate Affairs
Licensing and Regulation of	Accra	x	x	x	x			2,000		x		I.S.L.D.	GARIA,

Set up infrastructure for Call Centre	Accra		x					5,793,760.00		x		Corporate Affairs	
Develop and produce educational pamphlets and brochures	Accra		x					5,793,760.00			x	Corporate Affairs	PPRME
Objectives:													
Programme 6: Monitoring and Evaluation													
Development of M&E Metrics	Accra	x						1,241,273.85		x		PPRME	
Development of M&E Tools	Accra	x						1,241,273.85				PPRME	
Undertake Monitoring Visit to Zonal Offices	Accra		x	x				620,636.93		x		PPRME	Administration/ Zonal Offices
Conduct and submit quarterly and Annual M&E on implementation of Zonal/Directorates Work Plan	Accra				x	x		1,241,273.85		x		PPRME	All Directorates
Preparation and submission of quarterly MTDP Reports	Accra	x	x	x	x			620,636.93			x	PPRME	NDPC
Physical Monitoring assignments of ORC's Projects	Accra	x	x	x	x			620,636.93		x		PPRME	Administration
Preparation and submission of quarterly and Annual Budget Performance Report	Accra	x	x	x	x			620,636.93			x	PPRME	MoF
Organization of quarterly and Annual Performance Review	Accra	x	x	x	x			1,241,273.85			x	PPRME	All Directorates
Preparation of ORC's Annual Budget	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Preparation of Annual Action Plan	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Preparation of Quarterly and Annual Performance Report	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates

Undertake quarterly Research on critical issues affecting ORC	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Implementation and reporting of NACAP Activities	Accra	x	x	x	x			620,636.93		x		PPRME	All Directorates
Initiate Payment/Releases of Warrant on the GIFMIS Platform	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Undertake project preparation and appraisal, selection and budgeting, implementation, monitoring and evaluation.	Accra	x	x	x	x			620,636.93			x	PPRME	Legal, Finance, Administration
Quarterly Budget Committee Meetings	Accra	x	x	x	x			620,636.93			x	PPRME	All Directorates
Objectives:													
Programme: Maintenance Of Assets													
Management of Assets Register	Accra	x	x	x	x			10,988,740.80			x	Administration	Finance, Internal Audit, CAGD
Quarterly maintenance, refurbishment and upgrading of existing ORC's Assets	Accra	x	x	x	x			21,977,481.60			x	Administration	Finance Internal Audit
Preparation and submission of quarterly Assets maintenance report	Accra	x	x	x	x			14,651,654.40			x	Administration	Finance Internal Audit
Embossment of Assets	Accra	x	x	x	x			14,651,654.40			x	Administration	Finance Internal Audit
Estate management	Accra	x	x	x	x			10,988,740.80			x	Administration	Finance Internal Audit
Objective:													
Programme : Human Resource Management													
Implement Approved Scheme of Service	Accra	x	x	x	x			9,426,127.96			x	HRM	PSC, OAGMoJ,
Review of Establishment level	Accra	x	x	x	x			9,426,127.96			x	HRM	PSC
Development and Implementation	Accra	x	x	x	x			9,426				HRM	PSC

of Performance Management System									,127.96					
Recruit and on-board qualified personnel	Accra	x	x	x	x				9,426,127.96		x		HRM	PSC, OAGMoJ,
Conduct Training Needs Assessment	Accra	x	x	x	x				9,426,127.96			x	HRM	ALL Directorates/ Zonal
Prepare and implement Composite Training Plan	Accra	x	x	x	x				9,426,127.96		x		HRM	ALL Directorates/ Zonal
Conduct Staff Appraisal	Accra	x	x	x	x				1,885,225.59			x	HRM	ALL Directorates/ Zonal
Undertake Staff Promotion and or reassignment based on performance	Accra	x	x	x	x				9,426,127.96			x	HRM	ALL Directorates/ Zonal
Organize workshops, seminars, and Peer learning sessions	Accra	x	x	x	x				9,426,127.96			x	HRM	ALL Directorates/ Zonal
Facilitate Continuous technical and professional trainings	Accra	x	x	x	x				1,885,225.59		x		HRM	ALL Directorates/ Zonal
Development and Implementation of HRM Policies and guidelines	Accra	x	x	x	x				9,426,127.96			x	HRM	ALL Directorates/ Zonal
Organize staff welfare and safety programs	Accra	x	x	x	x				3,770,451.18			x	HRM	ALL Directorates/ Zonal
Review of standard operating procedures	Accra	x	x	x	x				1,885,225.59		x		HRM	PPRME
Objective:														
Programme : Enabling Working Environment														
Development of Procurement Plan	Accra	x	x	x	x				13,234,490.94		x		Administration	All Directorates Zonal
Procurement of Logistics, Computers and Accessories	Accra	x	x	x	x				99,258,682.08		x		Administration	All Directorates Zonal
Development and Implementation of Vehicle User Policy	Accra	x	x	x	x				6,617,245.47			x	Administration	All Directorates Zonal

Conduct market survey	Accra	x	x	x	x			6,617,245.47			x	Administration	All Directorates Zonal
Develop and Implement Visitor's Policy Manual	Accra	x	x					6,617,245.47			x	Administration	All Directorates Zonal
Preparation and submission of quarterly inventory report	Accra	x	x	x	x			6,617,245.47			x	Administration	All Directorates Zonal
Facilitate Quarterly Entity Tender Committee Meetings	Accra	x	x	x	x			6,617,245.47			x	Administration	All Directorates Zonal
Quarterly Audit Committee Meetings	Accra	x	x	x	x			6,617,245.47			x	Administration	All Directorates Zonal
Contract management	Accra	x	x	x	x			6,617,245.47			x	Administration	All Directorates Zonal
Payment of Utilities	Accra	x	x	x	x			6,617,245.47			x	Administration	All Directorates Zonal
Petitions recorded and resolved	Accra	x	x	x	x			6,617,245.47			x	legal	All Directorates Zonal
Number of cases handled	Accra	x	x	x	x			6,617,245.47			x	legal	All Directorates Zonal
Vetting and Approval of Entity Registrations and Amendment	Accra	x	x	x	x			6,617,245.47			x	Legal	All Directorates Zonal
Appointment of external solicitors	Accra	x	x	x	x			6,617,245.47			x	Legal	All Directorates Zonal
Provide Legal opinion and advice to management	Accra	x	x	x	x			6,617,245.47			x	Legal	All Directorates Zonal
Legal Frameworks and contracts reviewed	Accra	x	x	x	x			6,617,245.47			x	Legal	All Directorates Zonal
Approval of Insolvency and Liquidation issues	Accra	x	x	x	x			6,617,245.47			x	Legal	All Directorates Zonal
Preparation and submission of quarterly and	Accra	x	x	x	x			6,617			x	Finance	All Directorates

Annual Financial report								,245.47					Zonal
Preparation and submission of revenue mobilisation and management report	Accra	x	x	x	x			6,617,245.47			x	Finance	All Directorates Zonal
Expenditure control and monitoring	Accra	x	x	x	x			6,617,245.47			x	Finance	All Directorates Zonal
Investment Management	Accra	x	x	x	x			6,617,245.47			x	Finance	All Directorates Zonal
Advisory services rendered to management	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	All Directorates Zonal
Cash Management Audit	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	All Directorates Zonal
Fuel Audit	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	All Directorates Zonal
Monitoring of Office's projects across the country	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	All Directorates Zonal
Reconciling accounts with Head Office and Zonal Offices	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	All Directorates Zonal
Stores Audit	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	All Directorates Zonal
Payroll Audit	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	Legal
Quarterly Internal Audit Reports	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	All Directorates Zonal
Fixed Asset Audit	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	All Directorates Zonal
Special Audit Assignments	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	All Directorates Zonal
Engage a consultant to re-design the ORC building	Accra	x	x					6,617,245.47			x	Internal Audit	Consultant

Procure contractor to construct a new office building for ORC	Accra	x	x	x	x			6,617,245.47			x	Internal Audit	PPA, MOF
Construct a new office building Phase 1.	Accra			x	x			6,617,245.47		x		Internal Audit	PPA, MOF
Establish 10 satellite offices (Ho and Upper East)	Accra	x	x	x	x			6,617,245.47		x		Internal Audit	RCC, MDAs

Registrar General Department - 2029

Objective: To ensure high client satisfaction through responsive service delivery by December 2029

Programme: Operations Management

PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Automation of the estate administration processes	Accra	x	x	x	x	30,000.00		200,000.00			x	Estate Unit	Accounts Unit, Administration Relevant Stakeholders
Establish and operationalize a dedicated client service unit	Accra	x	x	x	x	10,000.00		150,000.00		x		HR Unit	Accounts Unit, Administration Unit
Administration of Estate, death gratuity and commuted pension	Accra	x	x	x	x			40,000.00			x	Estate Unit	Stakeholders
Amendment of marriage legislation	Accra		x		x			100,000.00			x	Marriage Unit	OAGMoJ, Parliament
Registration of Marriage	Accra	x	x	x	x			20,000.00			x	Marriage Unit	MMDAs, Religious Bodies, Stakeholders
Filing and Registration of IPs (Trademarks, Patents,	Accra	x	x	x	x			190,000.00			x	IP Unit	Stakeholders

Industrial design)													
Preparation and revision of development plan	Accra	x	x	x	x			400,000.00			x	Admin Unit	Accounts Unit Internal Audit Unit
Preparation and validation of financial statements	Accra	x	x	x	x			200,000.00			x	Accounts Unit	Administration Unit Internal Audit Unit
Acquisition of Value Books	Accra	x	x	x	x			500,000.00			x	Procurement Unit	Accounts Unit Administration Unit
Objective: To improve and expand office space and infrastructure to ensure a conducive working environment, and support effective service delivery by December 2029.													
Programme: Infrastructure Development													
Renovate and expand existing office facilities	Accra	x	x	x	x	100,000.00		500,000.00			x	Estate facility Unit	Procurement Unit, Accounts Unit, Administration Unit
Maintenance of fixed assets register and embossment	Accra	x	x	x	x			50,000.00		x		Estate facility Management	Procurement Unit, Accounts Unit, Administration Unit
Conduct an infrastructure and space audit across RGD offices (including Kumasi and Takoradi)	Accra	x	x	x	x			100,000.00		x		Internal Audit	Procurement Unit, Accounts Unit, Administration Unit, Estate facility Unit
Objective: To improve access to RGD services through digitalization and accurate data accessibility by end of 2029													
Programme: Infrastructure Development													
Capture backlog of trademark, industrial designs, GIs and Patent	Accra	x	x	x	x			50,000.00			x	IP Unit	Accounts Unit Administration Unit
Establish a central data	Accra	x	x	x	x	30,000.00		400,000.00			x	IT Unit	Accounts Unit,

management system for all RGD services													Administration Unit, Procurement Unit
Digitize patent, design, and trademark archives	Accra		x					100,000.00			x	IP Unit	Administration Unit Accounts Unit IT Unit
Collaborate with relevant state institutions (e.g., GSS, MoF, GIPC), other local and international stakeholders to share & exchange accurate data	Accra	x	x	x	x			30,000.00			x	Administration Unit	Accounts Unit, Relevant Stakeholders
Conduct regular data audits and verifications.	Accra	x	x	x	x			40,000.00			x	Internal Audit Unit	Accounts Unit, Administration Unit, Marriage Unit, Estate Administration Unit, IP Unit
Develop and pass new L.I.s for patent and trademark	Accra	x	x	x	x	10,000.00		400,000.00		x		IP Unit	Administration Unit Human Resource Unit
Develop 4 products as GIs (Shea Butter, Bulga Buckets and Sugar Loaf, Pineapple and Kente)	Accra	x	x	x	x			60,000.00		x		IP Unit	Administration Unit, Accounts Unit, Ministry of Agric, Varietal Release
Legal advisory support to IP applicants and SMEs	Accra	x						60,000.00			x	IP Unit	Accounts Unit Administration Unit
Objective: To enhance data accuracy, integrity, and availability for policy-making and development planning by 2029													

Programme: Infrastructure Development												
Develop and implement an ICT maintenance and replacement plan	Accra	x	x	x	x			300,000.00		x		IT Unit Procurement Unit, Accounts Unit, Administration Unit
Develop IPR Practice manuals and FAQs	Accra	x						100,000.00		x		IP Unit Administration Unit
Procurement of upgraded and standardized IT equipment	Accra	x	x	x	x	20,000.00		100,000.00			x	IT Unit Procurement Unit, Accounts Unit
Develop Marriage registration Software	Accra	x	x	x	x	625,000.00		2,437,500.00		x		IT Unit Procurement Unit, Accounts Unit, Marriage Unit, Administration Unit
Conduct review of National IPR Policy	Accra		x					450,000.00			x	IP Unit Administration Unit Human Resource Unit, Accounts Unit
Objective: To improve human resource capacity to enhance service delivery by December 2029												
Programme: Human Resource Management												
Develop and implement a staff redeployment and succession plan	Accra	x	x	x	x			50,000.00		x		HR Unit Administration Unit, Accounts Unit
Develop and implement a capacity development plan	Accra							1,650,000.00				HR Unit/IT Unit/IP Unit Administration Unit, Accounts Unit, Procurement Unit,
Objective: To promote public awareness and stakeholder engagement on registration requirements and protection systems by December 2029												
Programme: Public Education												

Conduct public education on RGD activities (Estate, IP, Marriage)	Accra	x	x	x	x			778,000.00			x	Estate Unit/ Administration Unit/IP Unit/Marriage Unit/PR Unit	Accounts Unit/Procurement Unit/Internal Audit/Relevant Stakeholders
Organize forums with farmers cooperatives and SMEs on GI potentials	Accra	x						600,000.00			x	IP Unit	Administration Unit
Hold a stakeholder review of implementation and feedback on various IPRs	Accra				x			400,000.00			x	IP Unit	PR unit Administration Unit
Train researchers and academics on identifying patentable ideas in their research	Accra		x					300,000.00			x	IP Unit	Human Resource Unit Administration Unit Accounts Unit
Hold IP clinics at major Universities in Ghana	Accra		x					350,000.00			x	IP Unit	Human Resource Unit, Administration Unit, Accounts Unit
Train Researchers and plant breeders on DUS examination and UPOV systems of registration for plant Varieties	Accra				x			200,000.00			x	IP Unit	Administration Unit Accounts Unit
Workshop with enforcement agencies such	Accra			x				300,000.00			x	IP Unit	Accounts Unit Administration Unit

as Customs, and Police on enforcement of IPR															
Objective: To ensure effective tracking of performance, informed decision-making, and improved accountability in programme implementation by the end of December 2029															
Programme: Research, Monitoring and Evaluation															
Monitoring of the regional offices by the Accounts Unit	Nation wide	x	x	x	x			200,000.00			x		Accounts Unit	Administration Unit Internal Audit	
Annual internal Performance and planning retreat	Accra				x			10,000.00			x		Administration Unit	HR Unit IP Unit	
Embark on an effective needs assessment exercise for staff	Accra	x	x	x	x			40,000.00			x		HR Unit	Administration Unit, Accounts Unit	
Conduct monitoring and evaluation	Nation wide	x	x	x	x			432,500.00			x		PPBME	All Units	
Establishment of technology and innovation centres in research and development and academic institutions	Accra	x	x	x	x			600,000.00			x		IP Unit	Administration Unit IT Unit	
Council for Law Reporting - 2029															
Objective: Equip staff with the needed skills to produce Law Reports.															
Programme: Human Capital Development/Capacity Building/Training															
PROJECT	Location	Time Frame				Cost				Project Status		Implementing Institution/Department			
		Q1	Q2	Q3	Q4	GoG	D A CF	IGF	Other	New	Ongoing	Lead	Collaborating		
Training of lawyers- Internal & External training	Accra	x	x	x	x	25,000						x		CLR	MoF OAGMoJ Resource Person

Training of Administrative /Support staff	Accra	x	x	x	x	25,000							x		CLR	MoF, OAGMoJ Resource Person
Recruitment of Lawyers and Support Staff.	Accra	x	x	x	x	1,000,000							x		CLR	MoF, OAGMJ, PSC
Objective: Increase revenue base annually																
Programme: Sensitization & Public Education/Transparency & Accountability																
Advertisement /Awareness (Pool banners, Visitations, Website development, TV advertisement)	Accra	x	x	x	x	100,000.00									Marketing Unit Sales Unit	MoF IT Consultant Media (GTV, JOY TV & UTV)
Objective: To enhance resource mobilization through sales of publications																
Programme: Management Operations																
Publish 700 copies of the [2027-2028] 2 GLR	Accra	x	x	x	x	400,000.00									CLR	MoF, PPA Supplier List
Publish 400 copies of the [2021-2024] RGL	Accra	x	x	x	x	300,000.00									CLR	MoF, PPA Supplier List
Procurement of Logistics (e.g. Computers & I.T. accessories, furniture & fittings, stores metal shelves, maintenance & renovations)	Accra	x	x	x	x	500,000.00		150,000.00							CLR	MoF, PPA Supplier List
Operational Enhancement	Accra					200,000.00		100,000.00							CLR	MoF, PPA Supplier List
Economic and Organise Crime Office- 2029																
Objective: To equip officers with adequate logistics for operations																
Programme: ICT and Digitization / Digital Infrastructure																
PROJECT	Location	Time Frame			Cost			Project Status			Implementing Institution/Department					

		Q 1	Q2	Q 3	Q 4	GoG	D A CF	IGF	Oth er	Ne w	Ongoi ng	Lead	Collabora ting
Develop and manage a system for information gathering and management	Nation wide	x	x	x	x	220,000				x		EOCO	FIC, Police, NACOC, Immigration, NIB, Embassies
Establish relevant technologies and protocols for information management	Nation wide	x	x	x	x	250,000				x		EOCO	Donor partners
Objective: To provide adequate training for officers local/ foreign													
Programme: Human capital development/ capacity building and training													
Train staff on the necessary expertise to deal with issues connected to economic and organized crime	Nation wide	x	x	x	x	2,200,000					x	EOCO	MOF, OAGMOJ, Donor partners
Objective: To create public awareness on organised crime													
Programme: Sensitization and public education													
Undertake public education programs to sensitize the public from falling prey to financial and economic crimes	Nation wide	x	x	x	x	700,000					x	EOCO	MOF, GES, MOE, Religious Bodies, Midea, GPRTU
Objective: To ensure favourable and attractive working conditions Enhancement of the fight against organise crime and corruption													
Programme: Management of Organise Crime													
Investigate criminal cases	Nation wide	x	x	x	x	2,300,000					x	EOCO	FIC, Police, NACOC
Prosecute criminal cases	Nation wide	x	x	x	x	2,100,000					x	EOCO	OAGMOJ, JS

Seize and confiscate tainted assets	Nation wide	x	x	x	x	850,000					x	EOCO	FIC, Police, NACOC, NIB
Recover proceeds from crime	Nation wide	x	x	x	x	350,000					x	EOCO	FIC, Police, NACOC
Upgrade forensic tools	Nation wide	x	x	x	x	600,000					x	EOCO	MOF
Develop Disaster Recovery and Business Continuity Plan	Nation wide	x	x	x	x	800,000					x	EOCO	OAGMOJ, MOF, PPA
Undertake general administrative operations	Nation wide	x	x	x	x	3,400,000					x	EOCO	OAGMOJ, MOF, PPA
Objective: To build offices and improve working conditions													
Programme: Infrastructure development (office & accommodation)													
Procure office equipment	Nation wide	x	x	x	x	260,000					x	EOCO	OAGMOJ, MOF, PPA
Procure vehicles	Nation wide	x	x	x	x	2,600,000					x	EOCO	OAGMOJ, MOF, PPA
Furnish existing and new offices	Nation wide	x	x	x	x	180,000					x	EOCO	OAGMOJ, MOF, PPA
Construct 6 new regional offices	Nation wide	x	x	x	x	3,400,000					x	EOCO	OAGMOJ, MOF, PPA
Construct a training academy	Nation wide	x	x	x	x	20,400,000					x	EOCO	OAGMOJ, MOF, PPA
Construct residential bungalows	Nation wide	x	x	x	x	950,000					x	EOCO	OAGMOJ, MOF, PPA

CHAPTER SEVEN

MONITORING AND EVALUATION ARRANGEMENTS

7.0 Introduction

This chapter of the SMTDP 2026-2029 outlines the Monitoring and Evaluation (M&E) arrangements that will be undertaken to track the performance of the Office of the Attorney-General and the Ministry of Justice towards the attainment of the planned programmes, projects, and activities for the medium term. The section further outlines the evaluation arrangements and participatory monitoring and evaluation framework to capture perceptions and assess whether interventions have met the desired expectations of all, especially the poor and vulnerable.

7.1 A summary and matrix on stakeholder analysis

The success of the SMTDP hinges on the active participation of all stakeholder MDAs, MMDAs, organisations, and local communities in the implementation, monitoring, and evaluation of intended projects. These stakeholders have been grouped into primary (those directly involved or affected by the planned interventions, namely project initiators, implementers, financiers, and direct beneficiaries) and secondary (those indirectly involved or affected by the intended interventions). Table ... outlines their interests and proposed involvement in monitoring and evaluation of the PoAs.

Table 21 Stakeholder Analysis of the Office of the Attorney-General and Ministry of Justice

No	Stakeholders	Characteristic	Interest	Resources	Challenges	Required Actions
1	Judicial Service	State Institution interested in promoting justice delivery	Administration of speedy and fair justice	Human resources e.g. judges, clerks Etc Information through opinions	Poor collaboration	Effective collaboration for speedy judgement
2	Ministry of Finance / Controller and Accountant-General's Department	Government institution responsible for the distribution of financial resources	Demand judicious use of allocated funds and submit quarterly accountability; report to them	Funds Training	Inadequate allocation of funds Delay in the release of funds	Timely release of adequate funds

No	Stakeholders	Characteristic	Interest	Resources	Challenges	Required Actions
3	Parliament	State institution responsible for the passage of laws	The existence of an orderly and safe society	Human resource	Poor collaboration	Effective collaboration for passage of good laws
4	Police Service	State Institution interested in; fighting crime and protecting life and property	Help fight crime; help in improving justice delivery	Human resource Information	Poor collaboration	Effective collaboration to enhance prosecution
5	Prisons Service	State Institution interested in reforming convicts;	Help in the reformation of convicts;	Human resource Information Protection for prisoners	Poor collaboration	Effective collaboration to keep prisoners safe
6	CHRAJ	State Institution interested in promoting human rights and administrative justice;	Help in promoting human rights and administrative justice	Human resource Training	Poor collaboration	Provide more capacity building programmes to enhance reportage on human rights and corruption issues
7	Office of the Head of Civil Service / Public Service Commission	State institution with oversight responsibility for the formulation and implementation of government policies	strengthens human resources and management system for effective policy implementation	Human resource Data	Poor incentives Inadequate training Low motivation	Provide good incentive and intensify capacity training to boost staff morale and efficiency
8	Media	Institution responsible for dissemination of information	Collaborate to provide information to the Citizenry	Information Communication platforms	False information Poor reportage Expensive media platform	Provide reliable data and reportage
9	Other MDAs	Public institutions responsible for implementing government policies	Collaborate in enacting laws that facilitate the implementation of policies.	Training Human resource Data	Poor collaboration	Effective collaboration for reliable data and passage of good laws
10	CSOs/NGOs	Independent non-profit organizations who agitate for social or policy reforms	Existence of a peaceful and safe society	Information	Poor collaboration	Effective collaboration

No	Stakeholders	Characteristic	Interest	Resources	Challenges	Required Actions
11	Donor Partners	Development partner who is interested in rule of law, anti corruption, governance and public accountability	Accountability; help in fighting corruption; promote the rule of law; educate persons who patronize our services on the need to be accountable; through training and capacity building, we will be able to same impact to others to ensure a fair and just society; mutual co-operation	Training Funds Logistics Human resource Data	Poor collaboration Inadequate funds Stringent tying conditions	Provide reliable data, adequate funding, logistics and capacity building

7.2 Monitoring Results Framework

To ensure a sustainable implementation of the 2026-2029 SMTDP, regular Monitoring and Evaluation (M&E) would be required. The purpose of Monitoring and Evaluation (M&E) is to track progress to ensure that intended objectives are being achieved. It also ensures improved accountability, efficient use of resources, and demonstrates the impacts of efforts to improve the delivery of services and create confidence among stakeholders. The M&E process will further ensure that activities that are not being implemented effectively will be corrected in order to contribute to improved SMTDP implementation. The M&E System is expected to collect, analyse, communicate, and disseminate information on performance and outcomes, to feed into policy reviews and the formulation process.

The M&E framework below spells out the indicators needed for tracking programme and sub-programme outputs and outcomes for the sector.

7.3 Monitoring matrix

The Ministry as part of efforts to ensure the effective monitoring of all outcomes expected from the implementation of the Medium-Term Development Plan, has developed a list of indicators.

These indicators have been outlined in a matrix format and provides amongst others a definition of the indicators, the baselines and targets and the frequency of data collecting for reporting.

Table 22: SECTOR MONITORING AND EVALUATION FRAMEWORK -2026-2029

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Office of the Attorney General and Ministry of Justice										
Goal: Improve Governance, Transparency, and Accountability in the Justice Sector Operations										
Objectives: Provide Official Residential Accommodation to State Attorneys in the Six (6) New Regions by 2029										
Programme: Infrastructure and Office Accommodation Development										
Number of new regional offices constructed	Measures how many new regional office buildings have been fully constructed and are ready for use by OAGMoJ staff in newly created or existing regions.	Output	9	2	2	1	1	Regional	Quarterly	PPBME
Number of residential accommodations constructed in the 6 new regions	Tracks the number of housing units built for OAGMoJ staff (especially state attorneys) in the six newly created regions to support decentralization and retention.	Output	Nil	2	2	Nil	1	Regional	Quarterly	PPBME
Two-storey office building constructed	Indicates whether the planned two-storey office building has been completed, based on	Output	Nil	1	1	Nil	Nil	National	Quarterly	PPBME

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	construction milestones and official handover.									
OAGMoJ Office Building renovated	Measures the successful renovation or rehabilitation of an existing OAGMoJ building to improve its safety, functionality, and aesthetics.	Output	Nil	1	1	Nil	Nil		Quarterly	PPBME
Objective: Enhance the effectiveness and efficiency in the coordination and implementation of management operations										
Programme: Management and Operation										
Composite Procurement Plan Prepared	Preparation of Annual Procurement Plan of the ministry in adherence of the procurement law	Output	1	1	1	1	1	Regional	Annually	Procurement & Supply Chain
Entity Tender Committee (ETC) Meetings Organised	Quarterly Organised ETC meetings of the ministry in adherence of the procurement law	Output	4	4	4	4	4	Regional	Quarterly	Procurement & Supply Chain
Status of stores stock Undertaken	Quarterly Undertaken of stores stock of the ministry in	Output	4	4	4	4	4	Regional	Quarterly	Procurement & Supply Chain

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	adherence of the procurement law									
Asset Register Updated	Quarterly Updated Assets Register of the ministry to improve proper asset allocations.	Output	1	1	1	1	1	Directorate Division	Quarterly	Gen. Admin.
Number of office equipment serviced	The total count of Serviced Office equipment within the ministry to improve maintenance of equipment	Output	50	100	100	100	100	Type of Equipment	Quarterly	Gen. Admin
Record Management Policy Developed	A comprehensive Record Management Policy Developed to improve proper management of records within the ministry	Output	Review Existing records management policy	Draft records management policy validated and implemented	Nil	Nil	Nil	Regional	Midyear	Gen. Admin.

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Old files Sorted and appraised.	The percentage of old files that have been sorted and appraised for retention, disposal, or digitization	Output	1	1	1	1	1	Regional	Annual	Gen. Admin
Number of Audit Committee meetings held.	The total count of audit committee meetings held within a calendar year to improve financial utilization of the sector.	Output	2	4	4	4	4	Regional	Quarterly	Internal Audit
Annual Audit Plan prepared.	A comprehensive audit plan is prepared for outlining audit objectives, scope, and timelines	Output	1	1	1	1	1	Regional	Annual	Internal Audit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Performance Management Framework implemented	A performance management framework is established and implemented to measure and evaluate employee performance	Output	2	4	4	4	4	Regional	Quarterly	HR
Research findings published.	Publication of research findings on study conducted into emerging issues in legal and administrative of justice delivery system in the country	Output	Research findings on public knowledge and perceptions of the Plea-Bargaining law in Ghana is published and disseminated to stakeholders.	1	1	1	1	National	Annual	RSIM

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Study on emerging issues in legal and administrative of justice delivery system in the country conducted.	A comprehensive study is conducted into emerging issues in legal and administrative of justice delivery system in the country	Output	Study on Citizens' knowledge and perceptions of the Jury System in the Central and Western Regions of Ghana	Study on Citizens' knowledge and perceptions of the Jury System in the Northern Regions of Ghana	1	1	1	National / Regional	Annual	RSIM
Budget Preparation and Implementation report prepared.	A comprehensive Annual budget is prepared and implemented in adherence of the PFM Law.	Output	1	1	1	1	1	Sector	Annual	PPBME
Annual Action Plan Monitored.	Mid & End of year monitoring and tracking progress of performance	Output	2	2	2	2	2	Sector	Mid & End of year	PPBME

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	against the Annual Action Plan, I adherence to the sector plan.									
Evaluation of justice programme conducted		Output	Nil	-	-	1	1	National	Terminal	PPBME
Annual Financial Report Prepared	Preparation of a comprehensive and accurate Annual Financial Report of the sector in adherence to the PFM law	Output	1	1	1	1	1	Sector	Annual	Accounts Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Financial transactions Monitored	Mid & End of year tracking and analysis of financial transactions and performance to ensure adherence to budget and financial regulations	Output	2	2	2	2	2	Sector	Mid & End of year	Accounts Unit
Objective: Enhance performance and Productivity by 2029										
Programme: Human Capital Development / Capacity Building /Training										
% of staff assessed using performance management system	Measures how many staff have undergone a formal performance review	Output	94%	94%	96%	96%	98%	Regional	Annual	HR
Number of capacity-	Measures training efforts	Output	6	6	6	8	8	National / Regional	Annual	HR

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
building sessions conducted	for legal/admin staff									
Number of new legal and administrative staff recruited	Tracks how many staff have been hired	Output	Legal – 68 Administrative - 0	Legal – 100 Administrative - 10	Legal – 0 Administrative - 10	Legal – 150 Administrative - 10	Legal – 150 Administrative - 10	Regional	Annual	HR
Number of promotions granted based on assessments	Reflects how staff are progressing via performance	Output	Legal – 0 Administrative - 18	Legal – 80 Administrative - 30	Legal – 50 Administrative – 30	Legal – 100 Administrative - 30	Legal – 100 Administrative - 30	Regional	Annual	HR
Legal service structure established and functioning	Indicates establishment and activation of the Legal Service	Output	Legal Service policy in existence	Legal service structure operationalised	-	-	-	National	Annual	HR
% reduction in staff attrition rate	Measures improvement in retention due to better conditions	Output	1%<	2%<	3%<	4%<	5%<	National	Annual	HR
Training plan developed and	Tracks the existence and implementation	Output	1	1	1	1	1	Regional	Quarterly	HR

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
% of plan executed	of the training plan									
Goal: Enhance equitable access to quality legal and justice services across the country										
Objectives: Promote access to legal and justice services to indigenes across the country by 2029										
Programme: Legal and Justice Administration										
Number of Prosecution of criminal cases initiated	The total Count of prosecutions of criminal cases initiated nationwide on behalf of the state	Output	709	1200	1500	1600	1800,,,	Regional	Annual	Prosecutions Division
Number of Civil cases defended by the State	The total count of Civil Cases Successfully Defended by the State	Output	702	800	850	850	900	Regional	Annual	Civil Division

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of Agreement/contract and MoUs reviewed	The total count of Reviewed Agreements/Contracts and MoUs	Output	105	200	200	250	250	Regional	Quarterly	Civil Division
Number of Legal opinion and advice handled	The total count of legal opinions and advice provided out of the number received.	Output	60	100	150	150	200	Regional	Quarterly	Civil Division
Number of substantive Legislations drafted	The total Count of drafted substantive legislation.	Output	15	20	25	25	30	Regional	Quarterly	Drafting Division
Number of subsidiaries Legislation drafted LI	The total Count of Drafted Subsidiary Legislation.	Output	413	450	450	450	450	Regional	Quarterly	Drafting Division

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
EI CI										
Number of motions dealt with	The total count of Motions processed at the various courts of the country.	Output	100	150	150	200	200	Regional	Quarterly	Prosecutions Division
Number of Appeals dealt with	The total count of Appeals processed at the various courts of the country.	Output	200	250	250	250	250	Regional	Quarterly	Prosecutions Division
Number of petition dealt with	The total count of petitions processed at the various AG's of the country.	Output	67	150	200	200	200	Regional	Quarterly	Prosecutions Division
Number of Mutual Legal Assistance	The total count of MLA, Extradition, and	Output	72	100	100	150	150	Regional	Quarterly	Prosecutions Division

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
request handled	Prisoner transfer request handled									
Number of Extradition, and Prisoner transfer requests handled	The total count of Extradition, and Prisoner transfer request handled	Output	10	10	10	10	10	Regional	Quarterly	Prosecutions Division
Number of Petitions handled	The total count of petitions and notices of intention to sue processed.	Output	103	200	250	250	250	Regional	Quarterly	Civil Division
Number of Notices of Intention to Sue handled	The total count of notices of intention to sue processed.	Output	184					Regional	Quarterly	Prosecutions Division
Objectives: Improve the ICT infrastructure of the Ministry by 2028										
Programme: ICT and Digitization / Digital Infrastructure										
ICT policy reviewed and	Tracks whether the ICT policy has been	Output	1	Nil	Nil	Nil	1	Regional	Annual	RSIM

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
approved by management	formally reviewed and updated									
IIMS system operational and in use across departments	Measures whether the IIMS is deployed and used	Output	1	1	Nil	Nil	Nil	Regional	Annual	RSIM
Number of staff trained in AI, cybersecurity, cloud, etc.	Measures how many staff have gained relevant digital skills	Output	2	4	2	2	2	Regional	Annual	HR
E-legal library developed and accessible	Tracks whether the digital legal library is active and functional	Output	Nil	Contract signed and development of the e-library begins	Operationalised the e-library	Nil	Nil	Regional		RSIM

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Digital platform developed and rolled out to streamline processes	Measures progress in developing a unified platform for legal operations and processes	Output	1	1	Nil	Nil	Nil	Regional		RSIM
Objectives: Increase public confidence in Legal and justice system by 2029										
Programme: Promoting effective and efficient anti-corruption systems										
Number of public education sessions conducted on OAGMoJ processes	Tracks the number of structured events (e.g., town halls, forums, community outreaches) organized to educate the public on the	Output	1	4	4	4	4		Annually	PRO

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	roles, functions, and procedures of OAGMoJ.									
Number of NACAP-related sensitization activities conducted	Measures the number of awareness sessions, campaigns, or public dialogues held to promote the National Anti-Corruption Action Plan (NACAP) and educate citizens on their roles in preventing corruption.	Output	1	1	1	1	1		Annually	PRO/PPBME/RSIM
Number of awareness campaigns on government programmes in justice delivery	Reflects the number of campaigns and outreach activities organized to inform the public about ongoing government	Output	1	1	1	1	1		Annually	PRO

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	policies, reforms, and programmes related to justice delivery.									
Number of media engagements or press events organized	Captures the number of formal media activities (press soirees, interviews, press briefings) conducted to disseminate information and promote visibility of OAGMoJ activities.	Output	5	10	10	10	10		Annually	PRO
Documentary on government justice efforts produced and aired	Indicates whether a documentary was produced and broadcast to inform and educate the public on the government's	Output	Nil	1	1	1	1		Annually	PRO

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	achievements and plans in the justice sector.									
Number of newsletters and legal bulletins published and distributed	Measures the frequency of internal or external publications (e-newsletters, annual printed legal bulletins) intended to inform stakeholders and the public.	Output	2	12	12	12	12		Annually	PRO
Number of Attorneys participated in the Annual Bar Conference	Determines whether the annual professional development and networking conference for OAGMoJ attorneys was organized as planned	Output	195 In-person-94 Virtual- 101	300	300	300	300		Annually	PRO
Website and Social Media Revamp	Upgrade the OAGMoJ website and improve digital presence with	Output	OAGMoJ website Upgrade	Updating of the website	Updating of the website	Updating of the website	Updating of the website		Annually	IT Unit + PR Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	timely updates, interactive content, and public feedback tools									
Number of staff trained for Communication Officers	Capacity building workshops for the counts of PROs trained in media relations, strategic communication, digital engagement, and crisis communication and Artificial Intelligence	Output	3	4	4	4	4		Annually	PR Unit + HR + Departmental Heads
Development of Annual Sector Communication Plan	Annual strategic communication plan detailing priorities, target audiences, media strategies, key messages, and timelines	Output	1	1	1	1	1		Annually	PR Unit
Ghana Law School/ General Legal Council										
Goal: Enhance equitable access to quality legal and justice services across the country										
Objective: To enhance the effective and efficient delivery of services										
Programme: Management Operations										
Number of vehicles	The total count of Vehicles to be procured for	Output	3	4	4	4	4	SUVs, Saloon cars	Annually	GLC/GSL

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	administrative and operational									
Number of logistics procured	The total Count of logistics such as Computers, Printers, Photocopiers, etc procured	Output	8	10	15	18	18	Office Equipment, Fixtures and Fittings	Annually	GLC/GSL
Number of Classroom and Office Furniture	Procurement of additional furniture for students and staff use	Output	50	300	350	400	550	Chairs, tables, swivel chairs	Annually	GLC/GSL
Goal: Enhance equitable access to quality legal and justice services across the country										
Objective: To increase the number of students to be admitted										
Programme: Legal Education and Justice Administration										
Number of applicants for the Entrance Exams	Applicants who wrote the Entrance Examination	Output	3,511	3,600	3,800	4,000	4,000	National	Annually	GLC/GSL
Number of students who passed the Entrance Exams and are admitted.	Students are admitted based on passing the Entrance Exams	Output	1,441	1,600	1,700	1,700	2,000	National	Annually	GLC/GSL
Number of lawyers called to the Bar	Count of lawyer of lawyers	Output	124 (as at May 2025)	1,100	1200	1,200	1,500	National	Annually	GLC/GSL
Number of complaints made against lawyers	The total count of complaints disposed off as against total number of	Output	86	250	250	250	250	National	Annually	GLC/GSL

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	complaints filed against lawyers.									
Number of lawyers disciplined	The total count of complaints disposed off as against total number of complaints filed against lawyers	Output	56	150	150	150	150	National	Annually	GLC/GSL
Copyright Office										
Goal: Protect and promote intellectual property rights through modern systems and responsive legislation										
Objectives: Digitalization of the Copyright Office by 2029										
Programme: ICT and Digitization / Digital Infrastructure										
Percentage completion of Copyright Registry automation		Output	-	25%	50%	75%	100%	National	Annually	Copyright Office
Percentage completion of Data Center for the Copyright Office		Output	-	25%	50%	75%	100%	National	Annually	Copyright Office
Programme : Management Operations & Sensitization and Public Education / Transparency, and Public Accountability										
Number of public education programmes organized • Radio • TV	Count of public education/awareness program on copyright and related rights organized on radio/TV	Output	5	10	10	15	15	National	Annually	Documentation & Research Officers
Number of copyright educational materials developed and	Count of educational materials developed and produced in	Output						National	Annually	Documentation & Research Officers, Attorneys

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
produced in various multimedia formats <ul style="list-style-type: none"> Flyers Animated videos 	various formats such as flyers and animated videos intended to educate the general public on social media		500	2,000	2,000	3,000	5,000			
			1	2	2	5	5			
Number of sensitization programmes organized for targeted stakeholder groups. <ul style="list-style-type: none"> Number of workshops organized Number of participant involved 	Count of workshops and forums intended to educate creators and copyright owners	Output		3	3	5	5	National	Annually	Documentation & Research Officers, Attorneys
				100	100	150	150			
Number of Copyright legislations amended. <ul style="list-style-type: none"> Number of legislations amended Number of meetings held in relation to amendment 	Count of legislations on copyright amended	Output		1	1	1	1	National	Annually	Documentation & Research Officers, Attorneys
				5	5	5	5			
Number of Copyright enforcement activities undertaken.	Count of enforcement activities conducted to fight copyright infringement	Output		5	5	8	8	National	Annually	Copyright Monitoring Team
				10	10	15	15			

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<ul style="list-style-type: none"> Number of raids conducted Number of persons arrested Quantity of pirated items seized 				150	150	200	200			
Number of awareness programmes undertaken in educational institutions <ul style="list-style-type: none"> Number of schools visited Number of students involved 	Count of copyright awareness programmes undertaken in educational institutions from senior high school level to tertiary level	Output		5	5	10	10	National	Annually	Documentation & Research Officers, Attorneys
Number of sensitization workshops organized for trainees at the Ghana Police College. <ul style="list-style-type: none"> Number of workshops organized Number of trainees involved 	Count of sensitization workshops organized to enlighten police trainees at the various Police Training Colleges across the country	Output		2	2	4	4	National	Annually	Documentation & Research Officers, Attorneys
Organize workshops for Police and	Count of capacity building workshops organized for	Output		2	2	3	3	National	Annually	Documentation & Research Officers, Attorneys

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Customs Officers • Number of workshops organized • Number of personnel involved	police and customs officers to enable them assist the Copyright Office enforcement of copyright law			60	60	90	90			
• Number of works Registered • Percentage increase in number of works registered	Count of total number of copyright works registered	Output		900	900	1,100	1,100	National	Annually	Documentation & Research Officers, Attorneys
				5%	5%	10%	15%			
Number of copyright disputes mediated	Count of number of copyright disputes mediated	Output		10	10	10	10	National	Annually	Documentation & Research Officers, Attorneys
Percentage completion of setting up the Copyright Tribunal	Percentage of work done toward establishment of the Tribunal	Output		25%	75%	100%	-	National	Annually	Copyright Office
Programme: Human Capital Development / Capacity Building /Training										
Number of capacity building programmes organized for personnel of the Copyright Office • Number of capacity building programmes organized	Count of programmes organized to build capacity of personnel	Output		2	2	2	2	National	Annually	Copyright Office
				3	3	5	5			

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
for all personnel <ul style="list-style-type: none"> Number of selective training organized for personnel Number of personnel who benefitted from selective training 				6	6	10	10			
Programme: Infrastructure (Office & Accommodation/Logistics) Development										
Number of regional offices opened	Count of offices opened in the regional capitals across the country	Output	Nil	1	1	2	2	Number of regional offices opened	Annually	Copyright Office
Percentage completion of Rehabilitation of the Copyright Office Building	Percentage of work done in rehabilitating the Copyright Office building	Output	Nil	20%	40%	80%	100%	Percentage of rehabilitation work done on the Copyright Office building	Annually	Copyright Office
Percentage completion of extension of Office Building (Construction)	Percentage of work done on the construction of additional building for the Copyright Office	Output	Nil	10%	30%	70%	100%	Percentage of work construction work done	Annually	Copyright Office
Number of equipment acquired for head office and regional offices <ul style="list-style-type: none"> Desktop computers 	Count of various equipment acquired for the Copyright Office	Output	Nil	5	5	5	5		Annually	Copyright Office

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<ul style="list-style-type: none"> • Laptops • LaserJet printers • Scanners • Photocopiers • Projectors • Television • Fridges 				3	3	3	3			
				2	2	2	2			
				1	1	1	1			
				1	1	1	-			
				1	1	1	-			
				1	1	1	-			
Number of furniture acquired for head office and regional offices <ul style="list-style-type: none"> • Executive desks • L-Shaped Desks • Swivel chairs • Visitors chairs • Bookshelves • Steel cabinets • Conference room chairs 	Count of various furniture acquired for the Copyright Office	Output	Nil					By Type	Annually	Copyright Office
				3	3	3	3			
				2	2	2	2			
				5	5	5	5			
				5	5	5	5			
				2	2	2	2			
				2	2	2	2			
				5	5	5	5			
Number of vehicles acquired for the Copyright Office. <ul style="list-style-type: none"> • Cross-country • Pick-up 	Count of various vehicles acquired for the Copyright Office	Output	Nil					By Type	Annually	Copyright Office
				-	-	2	-			
				-	3	-	-			
				1	-	-	-			

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<ul style="list-style-type: none"> Salon car Mini bus 				-	-	-	1			
Law Reforms Commission										
Goal: Enhance equitable access to quality legal and justice services across the country										
Objectives: Improve access to legal and justice services by 2029										
Programme: Legal and Justice Administration										
Passenger Transport Law developed	Preparation of preliminary background paper for the drafting of Passenger Transport Law to enhance the passenger safety	Output	Background Paper Based on Research Report from Key Stakeholders	Consultative Meeting with Stakeholders and Draft Report on Stakeholders Conference	Report for Consideration by Commissioners and Draft Final Report	-	-	National	Mid/Year/Annual	Executive Director/Legal Directorate/Commissioners
Illiterates Protection Act 1912 (Cap 202) reviewed	Revision of existing law of Illiterates Protection Act 1912 (Cap 202) with stakeholders to improve the law	Output	Revise Existing law and prepare report on outcome of stakeholders meeting	Report for Consideration by Commissioners and Draft final Report	-	-	-	National	Mid/Year/Annual	Executive Director/Legal Directorate/Commissioners
Witness Protection Law reviewed	Preparation of preliminary background paper into the drafting of Witness Protection Law	Output	Background Paper Completed after Intra Faculty consultations	Further Research by Legal Directorate and	Preliminary Stakeholders Workshop and Draft	Report for Consideration by Commissioners and Draft Find Report	-	National	Mid/Year/Annual	Executive Director/Legal Directorate/Commissioners

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	to enhance the witness protection			develop Issues Paper	Report on Stakeholders Workshop					
Alternative Dispute Resolution Act, 2010 (Act 798) reviewed	Revision of existing law of Alternative Dispute Resolution Act, 2010 (Act 798) with stakeholders to improve the law	Output	Prepare Issue Paper on Existing Law	-	Organise a Validation Workshop and Draft Report on the Workshop	Consideration of The Report by Commissioners and Draft Report	-	National	Mid/Year /Annual	Executive Director/Legal Directorate/Commissioners
Apprenticeship Law developed and passed	Request for Position papers from key stakeholders to draft Apprenticeship Law	Output	Background Paper on Research from Key Stakeholders	Prepare Issue Paper on the Apprenticeship Law	Consultative Workshop with Stakeholders on Apprenticeship Law	Draft Report on Stakeholders Conference and consideration by Commissioners	Draft Final Report for submission to the Attorney-General	National	Mid/Year /Annual	Executive Director/Legal Directorate/Commissioners
Architectural and Engineering services Corporation, Act 1973(N.R.C.	Revision of existing law of Architectural and Engineering services Corporation, Act 1973 (N.R.C. D.193) with	Output	Background Paper Issued on Research from Key Stakeholders	Consultative Meeting with Stakeholders	Draft Report on Stakeholder Conference	Final Report to Office of the Attorney-General and	-	National	Mid/Year /Annual	Executive Director/Legal Directorate/Commissioners

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
D.193) reviewed	stakeholders to improve the existing law					Ministry of Justice				
Surrogacy Law developed and passed	Preparation of preliminary background paper into the drafting of Surrogacy Law to enhance the witness protection	Output	Background Paper Completed	Workshop with major stakeholders	Draft Report on the Stakeholders Workshop	Consideration of the Report by Commissioners	Final Report to Office of the Attorney – General & Ministry of Justice	National	Mid/Year /Annual	Executive Director/Legal Directorate/Commissioners
Objectives: Improve logistical needs of the Office to enhance service delivery by 2029										
Programme: Infrastructure (Office & Accommodation/Logistics) Development										
Number of Logistics Procured -Vehicle Cross Country)	The total counts of Logistics procured to enhance the working conditions Organisation	Output	-	1	1			Mode/specification	Annually	Executive Director
Number of Computers & accessories procured	The total counts of computers & accessories procured to enhance the working conditions of the commission.	Output	-	5	-	5	-	Mode/specification	Annually	Executive Director
Objectives: Improve the ICT infrastructure of the Commission by 2026										
Programme: ICT and Digitization / Digital Infrastructure										
Internet facilities, Website and Maintenance	Upgrade the system to meet users need such as speed	Output	Nil					National	Annually	Executive Director

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Objective: Enhance performance and Productivity by 2029										
Programme: Human Capital Development / Capacity Building /Training										
Number of administrative and legal staff trained in external and internal courses	The total counts of legal and administrative staff trained in various courses to enhance the capacity of Staff and productivity	Output	Nil	3		4		Female/ Male	Annually	Executive Director
Number of administrative and legal staff recruited	The count of Staff Recruited to enhance Strengthening Staff Capacity of the commission	Output	Nil	5	2	2	-	Female /Male	Annually	Executive Director
Registrar General Department Monitoring and Evaluation Framework										
Goal: Promote the efficient administration and regulation of Industrial Property Rights, Marriages, Estates, and Public Trusts for national development										
Objectives: To ensure high client satisfaction through responsive service delivery by December 2029										
Programme: Operations management										
Level of satisfaction with RGD services		Outcome	Nil	25%	35%	50%	100%	By Type	Annually	PPBME
Percentage change in estates administered	The change in number of estates administered	Outcome	Nil	25%	35%	50%	100%	Natio nal	Annually	PPBME

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Existence of a functional revenue tracking system	The presence of a functional system for tracking revenue	Output	Nil	Process Initiated	System developed	System reviewed and finalised	Functional revenue tracking System established	By Type	Annually	Account Unit
Existence of rationalised fees and charges	The presence of a reviewed and rationalised fees and charges	Output	2023 Reviewed Fees & Charges	Nil	2025 Reviewed Fees & Charges	Nil	2027 Reviewed Fees & Charges	National	Quarterly	Marriage, IP, Estate Units
Number of estates administered	Count of estates administered	Output	394	400	410	420	430	By Type	Quarterly	Estate Unit
Existence of functional Client Service Unit (CSU)	The presence of a CSU that have a functional charter	Output	CSU established		Processes initiated for the development of charter	Charter developed and stakeholder review conducted	Charter finalised	Regional	Annually	Administration Unit HR Unit Accounts Unit
Number of conferences of Council of Ministers meeting for ARIPO Member States organized or attended.	Count of conferences organised for Ministers for ARIPO Member States	Output	Report of ARIPO meeting hosted	Report of IP policy and regulatory updates across Africa available	Report of innovations and IP-related projects available	Report of training and sensitization programmes organized for stakeholders on IPR	Report on regional cooperation in IP protection enforcement available	By Location By Type	Annually	IP Unit, ARIPO Member States
Objectives: To improve access to RGD services through digitalization and accurate data accessibility by end of 2029										

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
To enhance data accuracy, integrity, and availability for policy-making and development planning by 2029										
To improve and expand office space and infrastructure to ensure a conducive working environment, and support effective service delivery by December 2029										
Programme: Infrastructure Development										
Turnaround time a. Marriage b. Trademark c. Patent d. Industrial design	Number of days taken to register a marriage, trademark, patent, and industrial design	Outcome	25 days 18 months 36 months 18 months	20 Days 18 months 36 months 18 months	18 Days 18 months 36 months 18 months	16 Days 18 months 36 months 18 months	14 Days 18 months 36 months 18 months	By Service	Quarterly	Marriage Unit IP Unit
Number of Marriages registered	Total number of marriages registered	Output	1,200	1,250	1,300	1,350	1,400	By Location	Quarterly	Marriage Unit
Number of Trademarks filing received and registered a. Received b. Registered	Total number of Trademarks filed and registered	Output	2,200 1,500	2,000 1,550	2,050 1,600	2,100 1,650	2,150 1,700	By Location	Quarterly	IP Unit
Number of Patent filing received and registered a. Received b. Registered	Total number of Patent filed and registered	Output	620 450	600 480	610 490	620 500	630 510	By Location By Type	Quarterly	IP Unit
Number of Industrial Designs filing	Total number of Industrial Designs filing	Output	500	350	360	370	380	By Location By Type	Quarterly	IP Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
received and registered a. Received b. Registered	received and registered		300	300	310	320	330			
Number of estates, death gratuity and commuted pension administered	Number of Estates received against percentage of Estates administered	Output	394	400	410	420	430	By Location By Type	Quarterly	IP Unit
Number of backlog files digitalised	Count of trademark, industrial designs, GIs and Patent backlog files digitalised	Output	100 files of trademark, IDs, Patent captured	150	200	250	300	By Type	Annually	IP Unit
Existence of a central data management system	The presence of a central database for managing RGD services	Output	Letters circulated to the appropriate authorities	Conduct a comprehensive needs assessment Develop a data management policy, and engage stakeholders to define system	Design the system architecture, procure necessary infrastructure, and build technical capacity	Develop, pilot, and test the central data management system while training relevant staff	Fully roll out the system across RGD, monitor its performance, and ensure sustainability through evaluation and policy updates	By Type	Annually	IT Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
				requirements						
Number of data audits and verifications conducted	Count of data audits and verifications conducted	Output	Audit Reports Available	2	3	4	4		Quarterly	Internal Audit Unit
Number of office facilities renovated or expanded	Count of office facilities renovated and expanded	Output	Nil	0	1	0	2	By Type	Annually	Procurement Unit, Estate Facility Unit, Administration Unit, Accounts Unit
Existence of GIs products	The presence of GIs products such as Shea Butter, Bulga Buckets and Sugar Loaf, Pineapple and Kente	Output	Public engagement done in Ho and Bonwire on Kente	Public engagement to be done in Bolgatan ga on Shea Butter	Public engagement to be done on Sugar Loaf	Public engagement to be done on Pineapple	Report of 4 products as GIs developed	By Type By Location	Annually	IP Unit
Number of procurement plan developed	Count of procurement plan developed	Output	1 (2024 Procurement Plan)	1 (2025 Procurement Plan)	1 (2026 Procurement Plan)	1 (2027 Procurement Plan)	1 (2028 Procurement Plan)		Annually	IT Unit Procurement Unit
Existence of marriage registration software	The presence of a software that allows users (registrars, staff, and the public) to efficiently manage, register, and	Output	Nil	Assess current marriage registration processes, identify system	Design the software framework, procure a	Develop, pilot, and refine the software while training users in	Roll out the software nationwide, monitor usage, and ensure maintenance	By Type By Location	Annually	Marriage, IT Unit, Administration Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	retrieve marriage records			requirements, and consult stakeholders	developer or vendor, and build internal technical capacity	selected regions	ce and updates are in place			
Existence of maintenance plan	The presence of a plan for maintaining infrastructure and logistics	Output	Nil	Maintenance Plan developed	Maintenance Plan finalised	Maintenance Plan operationalised	Maintenance report of fixed assets register and embossment	By Type	Annually	Procurement Unit, Estate Facility Unit, IT Unit, Administration Unit, Accounts Unit
Number of infrastructure and space audits conducted	Count of audits on infrastructure and space conducted	Output	Nil		2		2	By Location	Annually	Estate Facility Unit, Admin Unit
Objective: To improve human resource capacity to enhance service delivery by December 2029										
Programme: Human Resource Management										
Employee turnover rate	The rate at which employees leave a company and are replaced by new hires. This includes both voluntary departures (employees	Outcome	1.61%	Reduce to 1%	Reduce to 0.8%	Reduce to 0.8%	Reduce to 0.8%	By Type	Annually	HR Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	quitting) and involuntary departures (employees being terminated or laid off).									
Existence of a capacity building plan	The presence of a capacity building plan for developing the competences of staff	Output	Nil	Process initiated	Capacity building plan developed	Capacity building plan operationalised	Capacity building plan operationalised	By Type	Annually	HR Unit
Number of staff trained	Count of staff trained in various competency skills	Output						By Type	Annually	All Units
Number of DUS Officers trained for plant variety breeding	Count of DUS officers' capacity built on plant variety breed	Output	22 CSIR officers trained	24	25	26	27	By Location	Annually	IP Unit, Ministry of Agric, Varietal Release
Objective: To promote public awareness and stakeholder engagement on registration requirements and protection systems by December 2029										
Programme: Public Education										
Number of sensitization programmes organised	Count of awareness programmes organised on RGD activities	Output	24	36	36	36	36	By region	Quarterly	Marriage, IP, Estate Units
Number of public education programmes organised	Count of education programmes organised via media	Output	24	36	36	36	36	By Type By Location	Quarterly	Marriage, IP, Estate, IT Units

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of user-friendly guides and brochures developed	Count of user-friendly guides and brochures	Output	Nil	100	120	130	150	By Type	Quarterly	Marriage, IP, Estate, IT Units Accounts and Internal Audit
Number of stakeholder consultation forums organised on IP Laws and RGD operations	Count consultation forums organised for stakeholders on RGD activities and IP Laws	Output	Nil	6	9	12	15	By Location	Annually	Marriage, IP, Estate, IT Units Accounts and Internal Audit
Objective: To ensure effective tracking of performance, informed decision-making, and improved accountability in programme implementation by the end of December 2029										
Programme: Research, Monitoring and Evaluation										
Level of implementation of evaluation recommendations	The extent to which evaluation recommendations are informing decision making (measured in percentage)	Outcome	Nil	Implement at least 60%	Implement at least 70%	Implement at least 80%	Implement at least 85%	By Type	Annually	Admin Unit PPBME Unit Internal Audit Accounts Unit
Number of evaluations conducted	Count of evaluations undertaken in a year	Output	Nil	2 evaluation exercises to be conducted	3 evaluation exercises to be conducted	4 evaluation exercises to be conducted	4 evaluation exercises to be conducted	By Type	Quarterly	Admin Unit PPBME Unit Internal Audit Accounts Unit
Regional offices monitoring	Count of monitoring exercises	Output	Nil	2 regional offices to	3 regional offices to	4 regional offices to	4 regional offices to	By Type	Annually	Accounts Unit Admin Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	conducted at RGD's regional offices			be conducted	offices to be conducted	be conducted	be conducted			
Office of the Registrar of Companies										
Goal 1: ORC is a Central Business Registry dedicated to the functioning of a favorable business environment in Ghana.										
Objective: 1.1.2 Increase the number of registered business entities by 30% by the end of 2029.										
PROGRAMME 1: Entity Registration and Digital Transformation										
Develop/ensure interoperability with government institutions and stakeholders.	Refers to the number of system integrations established with government institutions and stakeholders to enable data sharing and coordinated service delivery.	Outcome	System integrated with Ghana.gov, ICAG, NIA, NITA	System fully deployed across ORC Offices	Review of system integration: including Judicial Service, SSNIT, BoG Collateral Division	Annual review and optimization conducted	Annual review and optimization conducted		Quarterly	Management, I.T., PPRME
Number of engagements with key stakeholders	count of interactions, meetings, or consultations held with individuals or groups who have a significant interest or influence	Output	11	15	15	15	15	National	Quarterly	Corporate Affairs, PPRME

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of Corporate Business Names Registered	Total Number of Corporate Business Names Registered	Output	622	716	723	730	737	National	Quarterly	R.L, PPRME IT,
Number of Company Limited by Guarantee registered	Total number Company Limited by Guarantee Registered	Output	8,765	9,645	10,124	10,604	11,085	National	Quarterly	R.L, PPRME IT,
Number of Partnerships registered	Total number Partnership Registered	Output	233	252	263	274	285	National	Quarterly	R.L, PPRME IT,
Number of Company Limited by Shares registered	Total number Company Limited by Shares registered	Output	18,483	20,162	21,243	22,324	23,408	National	Quarterly	R.L, PPRME IT,
Number of Business Names (Sole Proprietor) registered	Total number Business Names (Sole Proprietor) registered	Output	133,564	157,143	169,933	174,724	182,549	National	Quarterly	R.L, PPRME IT,
Number of External Companies registered	Total number External Company Registered	Output	88	88	89	89	90	National	Quarterly	R.L, PPRME IT,
Turnaround Time for business registration	Time taken to successfully register business	Output	5 days	4.5	4	3.5	3	National	Quarterly	R.L, PPRME IT,
Turnaround Time for Company registration	Time taken to successfully register a company	Output	10 days	6	5	4	3	National	Quarterly	R.L, PPRME IT,

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Turnaround Time for Partnership registration	Time taken to successfully register a partnership	output	5 days	4.5	4	3.5	3	National	Quarterly	R.L, IT, PPRME
Number of Amendments and Changes in Business Names	Number of Amendments and Changes made	output	5,428	6,670	7,308	7,546	8,086	National	Quarterly	R.L, IT, PPRME
Number of Amendments and Changes in Companies	Number of Amendments and Changes made in companies	Output	23,509	25,358	28,087	30,816	34,552	National	Quarterly	R.L, IT, PPRME
100% outdated registration documents digitized	The proportion of physical registration records converted into digital formats and uploaded into the ORC's electronic database during the reporting period.	Outcome	70%	85%	100%	-	-	National	Quarterly	R.L, IT, PPRME
Number of infrastructure and equipment upgrades completed	The total count of improvements made to physical infrastructure and equipment, including installations, repairs, or replacements,	Output	100	100	100	100	100	National	Quarterly	R.L, IT, PPRME

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	aimed at enhancing operational efficiency.									
Number of digital solutions developed to improve data and service integrity	The number of new or upgraded digital tools or platforms implemented to ensure the accuracy, security, and reliability of ORC's data and service delivery systems.	Output	3	3	3	3	3	National	Quarterly	R.L, IT, PPRME
Number of online service performance guidelines developed	The total number of formal documents created that outline service standards, rules, or procedures for delivering ORC's online services	Output	6	6	6	6	6	National	Quarterly	R.L, IT, PPRME
Level of user satisfaction with the business registration system (<i>or</i>) Percentage of users rating the business	The proportion of users who rate the ORC's business registration system as user-friendly out of the total number of users	Output	50%	60%	70%	80%	85%		Quarterly	R.L, IT, PPRME

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
registration system as user-friendly	expressed as a percentage.									
Number of simplified business registration guidelines developed	The total number of user-friendly, concise, and efficient registration guideline documents produced and adopted by the ORC during the reporting period to improve understanding and compliance.	Output	10	10	10	10	10		Quarterly	R.L, IT, PPRME
Objectives Achieve 60% increase in compliance in annual returns and renewals by December 2029										
PROGRAMME 2: Compliance and Inspection Campaign										
Number of Company onsite Inspections Conducted	Total count of inspections conducted by the office to ensure that businesses comply with regulations, standards, or guidelines	Output	9,202	9,500	9,800	10,000	10,200		Quarterly	Compliance and Inspection. PPRME
Number of companies investigated	Total count of companies investigated by the office to ensure that businesses comply with	Output	2	10	15	20	25		Quarterly	Compliance and Inspection, PPRME

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	regulations, standards, or guidelines									
Annual returns Filed	Number of registered companies that have filed their annual returns	Output	55,652	86,063	101,250	116,437	131,666		Quarterly	Compliance and Inspection, PPRME, I.T.
Annual Renewals Filed	Number of registered businesses that have filed annual renewals	Output	111,586	148,606	172,954	197,301	221,715		Quarterly	Compliance and Inspection, PPRME, I.T.
Percentage of Annual Returns Filed	This refers to the proportion of registered companies that have submitted their annual returns to the ORC within the required reporting period	output	20.56%	29%	33%	37%	40%		Quarterly	Compliance and Inspection, PPRME, I.T.
Percentage of Annual Renewals Filed	This refers to the proportion of registered Business Names that have submitted their annual returns to the ORC within the required reporting period	Output	87%	90%	93%	95%	95%		Quarterly	Compliance and Inspection, PPRME, I.T.

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Beneficial Ownership Compliance	Number of Registered Beneficial Ownership	Output	44,078	45000	45,500	45,800	46,000		Quarterly	Compliance and Inspection, PPRME, I.T.
Number of Business Compliance guidelines issued	Total count of compliance related guidelines/requirements issued	Output	14	14	14	14	14		Quarterly	Corporate Affairs, PPRME
Number of sanctions issued on Companies	Number of Administrative Penalties issued	Output	120,000	100,000	100,000	100,000	100,000		Quarterly	Compliance and Inspection, PPRME, I.T.
Number of administrative penalty enforcement actions initiated through the registry system	The total number of system-triggered enforcement actions (e.g., issuance of notices, initiation of strike-off procedures) taken against entities that failed to comply with filing deadlines, particularly for annual returns	Output	2	5	6	7	8		Quarterly	Compliance and Inspection, PPRME, I.T.
Number of compliance workshops organized for	The total number of training or capacity-building	Output	4	4	4	4	4		Quarterly	HR

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Company Registrars	workshops conducted to enhance the knowledge and skills of Company Registrars on compliance requirements, enforcement procedures, and updates to regulatory frameworks.									
Objective: Compliance, Insolvency and Liquidation Digitalization Programme										
Programme 3: Compliance, Insolvency and Liquidation Digitalization Programme										
Integrate Liquidation and Insolvency Processes into the EBRS	The successful incorporation of modules or functionalities within the Electronic Business Registration System (EBRS) that support the initiation, tracking, and administration of liquidation and insolvency cases.	Output	System fully deployed across ORC	Annual review and optimization conducted	Annual review and optimization conducted				Quarterly	Compliance Unit
Number of engagements with	The total number of formal		2	2	2	2	2		Quarterly	Compliance Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
international agencies on insolvency administration	interactions, collaborations, or communications held with international bodies to enhance knowledge-sharing, alignment, and cooperation on cross-border insolvency matters.									
Number of simplified insolvency and liquidation guidelines developed	The total number of user-friendly and clearly structured documents created to guide stakeholders through the insolvency and liquidation processes in accordance with relevant legal and regulatory provisions.		2	3	4	4	4		Quarterly	Compliance Unit
Number of insolvency practitioners licensed and regulated	The total number of individuals granted official authorization to		100	100	100	100	100		Quarterly	Compliance Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	practice as insolvency practitioners, and monitored for compliance with professional standards and legal requirements during the reporting period.									
Companies dissolved By The Official Liquidator	The total number of companies formally wound up by the Official Liquidator within the reporting period.	Output	12	12	12	12	12		Quarterly	Compliance Unit
Applications Received Under Dissolution Without Full Winding Up	The total number of formal requests submitted by companies seeking to be dissolved without undergoing a full liquidation during the reporting period.	Output	75	100	100	100	100		Quarterly	Compliance Unit
Companies Dissolved	The number of companies	Output	143	100	100	100	100		Quarterly	Compliance Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Under Dissolution Without Full Winding Up	successfully removed from the register without full liquidation during the reporting period.									
Applications Received Under Private Liquidation	The total number of applications submitted by companies intending to voluntarily liquidate through privately appointed liquidators during the reporting period.	Output	10	10	10	10	10		Quarterly	Compliance Unit
Applications Dissolved Under Private Liquidation	The number of companies successfully dissolved following private liquidation proceedings during the reporting period.	Output	24	20	20	20	20		Quarterly	Compliance Unit
Number of Cessation External Companies	The total number of external companies that	Output	10	10	10	10	10		Quarterly	Compliance Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	formally ceased operations during the reporting period.									
Number of Partnerships Dissolved	The total number of partnership entities that were formally dissolved and removed from the register during the reporting period.	Output	2	2	2	2	2		Quarterly	Compliance Unit
Number of Insolvency Practitioners In Good Standing	The number of licensed insolvency practitioners who have met all professional, regulatory, and reporting requirements as at the end of the reporting period.	Output	-	30	50	100	100		Quarterly	Compliance Unit
Turnaround time for Dissolution Without full Winding up	The average number of working days taken to complete the dissolution process for companies that applied under the simplified	Outcome	Six (6) Months	Six (6) Months	Six (6) Months	Six (6) Months	Six (6) Months		Quarterly	Compliance Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	procedure, from application submission to removal from the register.									
Applications Received For Official Liquidation	The total number of formal applications submitted for under the supervision of the Official Liquidator during the reporting period.	Output	10	10	10	10	10		Quarterly	Compliance Unit
Objective:										
Programme 4: Management of unclaimed dividend digitalization programme										
Development and deployment of a digital system for unclaimed dividends processing	The creation and implementation of a software solution that digitizes manual records and streamlines the processing of unclaimed dividends, with the aim of enhancing speed, accuracy, user experience, and overall operational efficiency.	Output	System design completed and piloted	System fully deployed	Annual review and optimization conducted	Annual review and optimization conducted			Quarterly	Accounts Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of unclaimed dividend audits and enforcement actions conducted	The number of audits and enforcement measures carried out to verify and ensure compliance with requirements on unclaimed dividends.	Output	2	2	2	2	2		Quarterly	Accounts Unit
Number of compliance workshops organized for Company Secretaries and Registrars	The total number of sensitization or training workshops held to educate Company Secretaries and Registrars on compliance responsibilities and regulatory updates.	Output	2	2	2	2	2		Quarterly	Accounts Unit
Number of liaison meetings held with legal and banking institutions on third-party access protocols	The total number of formal engagements with legal and banking institutions to discuss and establish secure third-party access procedures for	Output	3	4	5	6	6		Quarterly	Accounts Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	business-related information.									
Establishment of Claims Resolution and Dispute Management Committee	The setup of a committee to manage, mediate, and resolve claims and disputes related to corporate filings and stakeholder complaints.	Output	Committee constituted and Framework developed	Committee operationalized	Stakeholder feedback integrated	Framework reviewed and sustained			Quarterly	Accounts Unit
Number of official contact devices provided to Account Officers	The total number of verified mobile phones or communication devices distributed to Account Officers for official correspondence and stakeholder engagement.	Output	4	-	-	-			Quarterly	Accounts Unit
Development of a Mobile Money Claims Verification System	The completion and deployment of a digital system that enables verification and validation of claims related to Mobile Money transactions	Output	Design and develop an e-system for verification	System fully deployed	Annual review and optimization conducted	System fully deployed. Annual review and optimization conducted			Quarterly	Accounts Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of unclaimed dividends administered	The total number of unclaimed dividend applications processed	Output	58	100	100	100	100		Quarterly	Accounts Unit
Objective: Conduct 360 Public education and Stakeholder engagement										
Programme 5: Public Education and Communication Campaign										
Number of national communication and education campaigns executed across all 16 regions	The total number of coordinated public awareness campaigns implemented nationwide through radio, website, and social media platforms to educate citizens on ORC's applications and processes.	Output	8	10	12	16	20		Quarterly	Public Affairs Unit
Number of stakeholder engagement forums conducted in major regional capitals	The total number of interactive forums held in Accra, Kumasi, Tamale, Takoradi, Sunyani, Volta, and Upper East to engage stakeholders on	Output	2	6	8	10	12		Quarterly	Public Affairs Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	ORC services and policy updates.									
Implementation of integrated communication strategy with 80% consistency across four platforms	Execution of a cross-platform communication strategy that ensures at least 80% consistency in messaging tone and content across social media, radio, website, and stakeholder forums for five stakeholder groups.	Outcome		Develop and validate the integrated communication strategy; pilot cross-platform messaging for 2 platforms (e.g., website and social media) with at least 60% consistency	Fully roll out the strategy on all 4 platforms with a minimum of 70% consistency in messaging across channels	Achieve and maintain 80% consistency across all 4 platforms	Conduct full evaluation of the strategy's effectiveness; update strategy based on lessons learned and new trends		Quarterly	Public Affairs Unit
Number of annual communication plans developed	The total number of strategic communication plans created each year to guide internal and external	Output	1	1	1	1	1		Quarterly	Public Affairs Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	messaging and outreach activities.									
Number of company bulletins published	The total number of official company bulletins issued	Output	3	4	4	4	4		Quarterly	Public Affairs Unit
Client follow-up process automated through CRM system	The successful deployment of a Customer Relationship Management (CRM) tool to automate communication and service follow-up processes with clients.	Output	CRM system procured and configured	CRM piloted in 2 zones	CRM piloted in 2 zones	CRM piloted in all ORC offices	CRM data reviewed and enhanced		Quarterly	Public Affairs Unit
Client Service Charter implemented	The formal adoption and operationalization of the Client Service Charter, outlining service standards, response timelines, and client rights and responsibilities.	Outcome	A draft Charter in place	Charter reviewed and validated	Officially launched and distributed	Monitored for compliance	Reviewed and updated		Quarterly	Public Affairs Unit
Infrastructure for Call Center established	The setup and operational readiness of a physical and	Output	-	Call Center Infrastructure	-	-	-		Quarterly	Public Affairs Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	digital infrastructure to support a centralized Call Center for handling client inquiries and feedback.			operationalised						
Number of educational pamphlets and brochures developed and produced	The total number of printed or digital informational materials created and distributed to educate the public on ORC's services and processes.	Output	4	16	25	10	10		Quarterly	Public Affairs Unit
Objective:										
Programme 6: Monitoring and Evaluation										
Number of M&E metrics developed for Directorates and Zonal Offices	The total number of tailored performance indicators created to monitor and evaluate the implementation of work plans and strategic objectives across Directorates and Zonal Offices.	Output	15	15	15	15	-		Quarterly	PBRME

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Development of a digital M&E tool for tracking and collaboration	The design and deployment of a digital monitoring and evaluation platform that facilitates real-time tracking of work plans, enhances collaboration across units, and supports timely delivery of activities through automated reminders and progress dashboards.	Output	Manual M&E template in use	Develop a digital M&E tool to enhance collaboration across Directorates	-	-	-			PBRME
Number of monitoring visits conducted to zonal offices	The total number of official visits made to zonal offices to track progress, validate data, and provide technical support on programme implementation.	Output	2	5	5	5	5		Quarterly	PBRME
Number of quarterly and annual M&E reports submitted on	The total number of M&E reports produced and submitted that assess progress	Output	5	5	5	5	5		Quarterly	PBRME

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
zonal/directorate work plans	on the implementation of directorate and zonal office work plans.									
Number of quarterly MTDP implementation reports submitted	The total number of progress reports submitted each quarter on the implementation of the Medium-Term Development Plan (MTDP).	Output	5	5	5	5	5		Quarterly	PBRME
Number of physical monitoring assignments conducted on ORC projects	The number of physical inspections or site visits carried out to monitor the implementation of ORC's development projects.	Output	4	7	7	4	5		Quarterly	PBRME
Number of quarterly and annual budget performance reports prepared and submitted	Collation and analysis of Directorates and Zonal Offices Performance (Financial and non-financial) reports produced and submitted to track spending	Output	5	5	5	5	5		Quarterly	PBRME

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	and budget execution against planned allocations.									
Number of quarterly and annual performance review sessions organized	The total number of review meetings conducted to evaluate institutional performance and inform decision-making.	Output	5	5	5	5	5		Quarterly	PBRME
ORC annual budget prepared	Preparation and submission of consolidated	Output	2025 Annual Budget	2026 Annual Budget	2027 Annual Budget	2028 Annual Budget	2029 Annual Budget		Annually	PBRME
ORC annual action plans developed	The total number of Annual Action Plans (AAPs) developed to operationalize the objectives of the MTDP.	Output	2025 annual action plans developed	2026 annual action plans developed	2027 annual action plans developed	2028 annual action plans developed	2029 annual action plans developed		Annually	PBRME
Number of quarterly and annual institutional performance reports prepared	The total number of reports produced and submitted that document the performance of ORC against its strategic goals and targets.	Output	5	5	5	5	5		Quarterly	PBRME
Number of quarterly	The total number of evidence-	Output	4	2	2	2	5			PBRME

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
research studies conducted on critical issues affecting ORC	based research assignments carried out to support strategic and policy decisions at ORC.									
Number of NACAP implementation and progress reports submitted	The number of reports produced and submitted on the implementation of the National Anti-Corruption Action Plan (NACAP) activities within ORC.	Output	5	5	5	5	5		Quarterly	PBRME
Number of payment/release transactions initiated on the GIFMIS platform	The total number of financial transactions processed and released through the Government Integrated Financial Management Information System (GIFMIS).	Output	200	205	250	300	300		Quarterly	PBRME
Number of project preparation, appraisal, budgeting, and	The total number of development project planning and	Output	1	1	1	1	1		Quarterly	PBRME

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
M&E activities undertaken	management actions carried out across their life cycles, including preparation, appraisal, budgeting, implementation, and evaluation.									
Number of quarterly Budget Committee meetings held	The total number of meetings convened by the Budget Committee to review, plan, and make decisions on financial matters.	Output	4	4	4	4	4		Quarterly	PBRME
Goal : Effective decision-making and process managements, enhanced Human Resource capacity										
Objective: Effective decision-making and process managements, enhanced Human Resource capacity.										
Programme 8: Human Resource Management										
Implement Approved Scheme of Service	The enforcement of an official Scheme of Service guiding recruitment, progression, and job classifications	Output	15 meetings held with Directorates and Zonal Offices to discuss Approve Scheme of Service Document	Scheme of Service document disseminated to all Staff	Disseminated and applied to HR actions	Monitored for adherence	Updated based on institutional needs		Quarterly	HR Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Review of Establishment level	The process of assessing and updating the approved staffing structure to ensure alignment with institutional needs and mandates.	Output	Staff Establishment Levels reviewed to	Staff Establishment Levels reviewed to	Staff Establishment Levels reviewed to	Staff Establishment Levels reviewed to	Staff Establishment Levels reviewed to		Annually	HR Unit
Development and Implementation of Performance Management System	The design and operationalization of a structured system to assess staff performance, set targets, and guide professional development and accountability.	Output	Manual Performance Management System in use	Digital Performance Management System designed, developed and deployed	Review and strengthen system	Review and strengthen system	Review and strengthen system		Quarterly	HR Unit
Number of staff recruited/seconded and onboarded	The total number of new employees hired and formally integrated into the ORC through an orientation and induction process.	Output	3	10	10	10	10		Annually	HR Unit
Number of Training Needs	The number of systematic evaluations	Output	1	1	1	1	1		Annually	HR Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Assessment Conducted	carried out to identify skills gaps and training requirements across departments.									
Prepare and implement Composite Training Plan	The total number of coordinated institutional training plans developed and executed to address identified capacity needs.	Output	1	1	1	1	1		Annually	HR Unit
Conduct Staff Appraisal	Undertake Performance planning, Progress Reviews, Review and Appraisal and Decision making	Output	Undertake Performance planning, Progress Reviews, Review and Appraisal and Decision making	Undertake Performance planning, Progress Reviews, Review and Appraisal and Decision making	Undertake Performance planning, Progress Reviews, Review and Appraisal and Decision making	Undertake Performance planning, Progress Reviews, Review and Appraisal and Decision making	Undertake Performance planning, Progress Reviews, Review and Appraisal and Decision making		Quarterly	HR Unit
Undertake Staff Promotion	The total number of employees based on	Output	To undertake staff promotions	To undertake staff	To undertake staff	To undertake	To undertake staff		Annually	HR Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
/reassignment based on performance	performance appraisal results.			promotions	promotions	staff promotions	promotions			
Organize workshops, seminars, and Peer learning sessions	The total number of institutional learning and knowledge-sharing events organized to enhance skills and collaboration.	Output	4	4	4	4	4		Annually	HR Unit
Facilitate Continuous technical and professional trainings	The total number of specialized training sessions organized to upgrade staff technical and professional competencies.	Output	Conducted 10 specialized training sessions	To Conduct 15 Specialised Training for different cadres of staff	To Conduct 15 Specialised Training for different cadres of staff	To Conduct 15 Specialised Training for different cadres of staff	To Conduct 15 Specialised Training for different cadres of staff		Quarterly	HR Unit
Development and Implementation of HRM Policies and guidelines	The total number of Human Resource Management policies and operational guidelines formulated and enforced within ORC.	Output	Developed 2 HRM Policies	Developed 5 key HRM policies	Trained HR staff and line managers	Monitored policy enforcement	Reviewed policies for relevance		Annually	HR Unit
Organize staff welfare and	The total number of initiatives or	Output	2	2	2	2	2		Bi-Annually	HR Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
safety programs	events implemented to promote staff well-being, occupational health, and workplace safety.									
Review of standard operating procedures	Reassessment and review of SOP to enhance efficiency, consistency, and regulatory compliance.	Output	Draft SOP reviewed and validated	SOP disseminated to all staff	SOP monitored	SOP monitored	SOP evaluated and reviewed		Annually	
Objective: Enhance Work work-enabling environment										
Programme 9: Enabling Working Environment										
Development of Procurement Plan	Annual Procurement plan	Output	202 Annual Procurement plan developed	2027 Annual Procurement plan developed	2028 Annual Procurement plan developed	2029 Annual Procurement plan developed	2030 Annual Procurement plan developed		Annually	Administration/ Procurement Units
Number of logistics, computers, and accessories procured	The total quantity of office logistics, computers, and accessories purchased and delivered for institutional use.	Output	2025 Procurement on-going	To procure office logistics, computers, and accessories purchased and delivered	To procure office logistics, computers, and accessories purchased and delivered	To procure office logistics, computers, and accessories purchased and delivered for institutional	To procure office logistics, computers, and accessories purchased and delivered for		Quarterly	Administration/ Procurement Units

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
				for institutional use based on 2026 Annual Procurement Plan	delivered for institutional use based on 2027 Annual Procurement Plan	1 use based on 2028 Annual Procurement Plan	institutional use based on 2029 Annual Procurement Plan			
Vehicle user policy developed and implemented	The development and enforcement of a policy regulating the use, assignment, and maintenance of official vehicles.	Output	Drafted and validated	Compliance monitoring initiated	Compliance monitoring initiated	Policy reviewed			Annually	Administration/ Procurement Units
Number of market surveys conducted	The total number of pricing and supplier market studies conducted to inform procurement decisions.	Output	2	2	2	2	2		Quarterly	Administration/ Procurement Units
Develop and Implement Visitor's Policy Manual	The formulation and application of a policy manual guiding	Output	Drafted and validated	Compliance monitoring	Compliance monitoring	Policy reviewed			Annually	Administration/ Procurement Units

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	visitor access, conduct, and security protocols within ORC premises.			ng initiated	initiated					
Number of quarterly inventory reports submitted	The total number of reports prepared and submitted each quarter detailing the status of office supplies and stock levels.	Output	4	4	4	4	4		Quarterly	Administration/ Procurement Units
Number of Entity Tender Committee meetings held quarterly	The total number of Entity Tender Committee meetings convened each quarter to review and approve procurement decisions.	Output	4	4	4	4	4		Quarterly	Administration/ Procurement Units
Number of utility bills paid	The total number of electricity, water, and telecommunication bills settled within the reporting period.	Output	60	60	60	60	60		Monthly	Administration/ Procurement Units
Number of quarterly Audit	The total number of quarterly meetings held by	Output	4	4	4	4	4		Quarterly	Administration/ Procurement Units

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Committee meetings held	the Audit Committee to discuss internal controls, risk, and audit findings.									
Number of contracts managed	The total number of active contracts overseen to ensure compliance with terms, deliverables, and timelines.	Output	30	30	30	30	30		Quarterly	Administration/ Procurement Units
Number of legal petitions recorded and resolved	The total number of formal complaints or petitions received and addressed by legal Unit.	Output	60	60	60	60	60		Quarterly	Legal Units
Number of legal cases handled	The total number of court or arbitration cases actively managed within the reporting period.	Output	80	80	80	80	80		Quarterly	Legal Units
Number of entity registrations and amendments	The total number of entity registration applications and amendment	Output	6000	7000	7500	8500	10000		Quarterly	Legal Units

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
vetted and approved	requests reviewed and approved									
Number of external solicitors appointed	The total number of law firms or solicitors engaged to provide legal services to the ORC.	Output	2	3	4	5	6		Quarterly	Legal Units
Number of legal opinions and advisory services rendered to management	The total number of formal legal opinions or advisory briefs delivered to support ORC's decision-making.	Output	50	70	80	90	100		Quarterly	Legal Units
Number of legal frameworks and contracts reviewed	The total number of legal documents, including laws, contracts, and MOUs, examined and vetted by the legal unit.	Output	3	10	10	10	10		Quarterly	Legal Units
Number of quarterly and annual financial	The total number of financial performance reports compiled	Output	5	5	5	5	5		Quarterly	Legal Units

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
reports submitted	and submitted during the year.									
Number of revenue mobilisation and management reports submitted	The total number of reports detailing revenue collection, trends, and management submitted during the year.	Output	13	13	13	13	13		Quarterly	Legal Units
Number of expenditure control and monitoring activities conducted	The total number of internal checks or assessments performed to monitor expenditure against approved budgets.	Output	4	4	4	4	4		Quarterly	Account Unit
Number of investment management activities undertaken	The total number of actions or initiatives taken to manage ORC's investment portfolio or funds.	Output	3	3	3	3	3		Quarterly	Account Unit
Number of advisory services	The total number of formal recommendations, briefs, or	Output	10	10	10	10	10		Quarterly	Account Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
rendered to management	consultative guidance provided to management teams.									
Number of cash management audits conducted	The number of audits carried out to verify the handling, recording, and security of cash	Output	4	4	4	4			Quarterly	Account Unit
Number of fuel audits conducted	The number of reviews or audits performed on fuel consumption, disbursement, and accountability.	Output	2	2	2	2	2		Quarterly	
Number of ORC project monitoring activities conducted nationwide	The total number of field visits or assessments conducted to track progress on Office affiliated projects	Output	4	4	4	4	4		Quarterly	PBRME
Number of account reconciliation activities with head and zonal offices conducted	The number of account balance verifications completed between headquarters and zonal offices	Output	2	2	2	2			Bi-Annually	Account Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	during the reporting period.									
Number of stores audits conducted	The total number of internal audits carried out on the Offices inventory and storage facilities.	Output	2	2	2	2	2		Bi-Annually	Audit Unit
Number of payroll audits conducted	The total number of audits performed to verify payroll data, accuracy of staff compensation, and statutory deductions	Output	2	2	2	2	2		Bi-Annually	Audit Unit
Number of quarterly internal audit reports prepared	The total number of internal audit reports produced and submitted each quarter covering financial and operational audits.	Output	4	4	4	4	4		quarterly	Audit Unit
Number of fixed asset audits conducted	The total number of audits performed to verify the location, condition, and	Output	2	2	2	2	2		Bi-Annually	Audit Unit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	documentation of fixed assets.									
Number of special audit assignments completed	The total number of one-off or ad hoc audit tasks completed in response to specific management or regulatory requests.	Output	2	2	2	2	2		bi-Annually	Audit Unit
Engagement of a consultant to redesign the ORC building	The official procurement of a design consultant to review architectural plans for the redesign of the ORC office facility.	Output	On going							Administration / Procurement
Procurement of contractor for construction of new ORC office building	The procurement of a qualified contractor to carry out the construction of a new ORC building.	Output	On going						Quarterly	Administration / Procurement
Construction of ORC new office building	The completion of the first phase of physical construction of the new office facility as per	Output	Construction of Phase 1 of ORC new office building	Construction of Phase 2 of ORC new	Construction of Phase 3 of ORC new office	Completion of ORC new Building and Launch			Quarterly	Administration / Procurement

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	approved architectural plans.			office building	building					
Number of satellite offices established(10 satellite offices Ho and Upper East)	The total number of fully operational satellite offices established to expand ORC's regional and district presence.	Output	2	3	3	2	2		Annually	Administration / Procurement
Council of Law Reporting										
Goal: Enhance equitable access to quality legal and justice services across the country										
Objective: To enhance resource mobilizations										
Programme: Management Operations										
Number of law reports published	Total number of Ghana Law Reports published to enhance legal education and legal research	Output	700	700	700	700	700	National	Annually	Executive Editor
Number of law reviews published	Total number of Ghana Law Reviews published to enhance legal education and legal research	Output	500	500	500	500	500	National	Annually	Executive Editor
Number of indexes to law reports published	Total number of Indexes to Ghana Law reports published to	Output	Nil	500	500	500	500	National	Annually	Executive Editor

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	enhance legal education and legal research									
Goal: Train staff on the production of the Law Reports and the digitized system										
Objective: Equip staff with needed skills to produce, store and sell the Law Reports.										
Programme: Human Capital Development/Capacity Building/Training										
Number of staff recruited	The total number of staff recruited to improve the Human Capital and productivity of the council	Output	1					Female/Male	Annually	Executive Editor
- Store Officers				2	2	2	2			
- Court Reporters				3	3	3	3			
- Senior IT Technician				2	2	2	2			
- Proof Readers				6	6	6	6			
- Lawyers				2	2	2	2			
- Sales Officers				1	1	1	1			
- Marketing				1	1	1	1			

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Officer										
No. of Committee Meetings held	Total number of Committee Meetings held	Output						Type of meeting	Annually	Executive Editor
Management Meetings			4	4	4	4	4			
Audit Committee			4	4	4	4	4			
Tender Committee			2	2	2	2	2			
Budget Committee			2	2	2	2	2			
Non-Tax Revenue			2	2	2	2	2			
Number of items procured	Total number of logistics procured to enhance logistics and office equipment usage by staff	Output						Model/Specification	Annually	Executive Editor
- Vehicles			-	3	-	2	2			
- Air conditioner				3	2	2	3			
- Computers & accessories				10	-	-	5			
- Photocopier (Industrial)				2	-	-	2			
Goal: Enhance equitable access to quality legal and justice services across the country										
Objective: Digitize Ghana Law Reports & Review of Ghana Law by the end of 2027										
Programme: Digitization/Digital Infrastructure										

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Sales of law reports digitized	Improving the mode of sales of law reports through digitization. This will enhance revenue generation	Output	Website domain procured	Award of contract	Website completed for electronic sale.	-	-	National	Annually	Executive Editor
Metal shelves constructed	Construction of metal shelves for the Council's warehouse	Output	-	Award of contract and commencement of the project	Completion of metal shelves	-	-	Head office	Annually	Executive Editor
Office Building renovated and refurbished	Office Building to be renovated and refurbished to enhance the working environment	Output	Nil	Awarding of the contract and commencement of the project	Completion renovation and refurbished office building	-	-	Head office	Annually	Executive Editor
No. of logistics procured Computers & accessories Furniture Urban Bus	192 logistics & contingency expenditure	Output	96	48	48	50	48	By type	Annually	Editor Secretary Account Stores Audit

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Objective: Increase revenue base annually										
Programme: Sensitization & Public Education/Transparency & Accountability										
No. of Advertisement	32 advertisements	Output	1	8	8	8	8	Media	Annually	Executive Editor
Amount of revenue generated		Output	600,000.00	650,000.00	750,000.00	900,000.00	1,000,000.00		Annually	Executive Editor
Economic and Organise Crime Office										
Goal : To ensure the effective management of economic and organised crime, anti-corruption and financial crimes										
Objectives:										
Programme: Management of Organized Crimes										
Security and Intelligence Agencies Act 1996 (Act 526) amended	The existence of a security and intelligence agencies Act 1996 (Act 526) does not include EOCO hence the need for the amendment	Output	Proposals for the amendment of Act 526 is pending at the drafting division of the Office of the Attorney General	The draft amended bill of the security and intelligence agencies Act 1996 (Act 526) laid before parliament	The security and intelligence agencies Act 1996 (Act 526) amended to include EOCO passed by parliament	Adopting security operational manuals and procedures of the regulations by the amended Act 526	Full-fledged security agency	National Regional	Annual	Executive Director
Number of sensitizations/	The total number of	Output						National Regional	Annual	Executive Director

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
public education programmes organized - Media - Second cycle schools -Public points	public education programs to sensitize the public from falling prey to financial and economic crimes undertaken.		Media - 9 Cyber related - 81 Gaming - 77 Outreach - 7 Churches - 5	Media - 10 Cyber related - 50 Gaming - 50 Outreach - 50 Churches - 50	Media - 10 Cyber related - 50 Gaming - 50 Outreach - 50 Churches - 50	Media - 10 Cyber related - 50 Gaming - 50 Outreach - 50 Churches - 50	Media - 10 Cyber related - 50 Gaming - 50 Outreach - 50 Churches - 50			
Number of staff trained - Local - Foreign - Others	Total number staff train on the necessary expertise to deal with issues connected to economic and organized crime	Output	Staff trained - 754 Local - 79 Foreign - 40 Virtual - 14	Staff trained - 250 Local - 180 Foreign - 5 Virtual - 70	Staff trained - 250 Local - 175 Foreign - 5 Virtual - 70	Staff trained - 250 Local - 175 Foreign - 5 Virtual - 70	Staff trained - 250 Local - 175 Foreign - 5 Virtual - 70	National Regional	Annual	Executive Director
Sophisticated software license renewed	Sophisticated software license renewed to fight ICT related Crimes	Output	Old version of software is in use	License will be due for renewal	License will be due for renewal	License will be due for renewal	License will be due for renewal	National Regional	Annual	
Intelligence collaboration to fight economic crime established	Necessary structure put in place for intelligence collaboration to improve on activities of money	Output	Police, FIC, Immigration, Banks, Embassies, MoF, UNODC, GIABA, FDA,	Police, FIC, Immigration, Banks, Embassies, MoF, UNODC,	Police, FIC, Immigration, Banks, Embassies, MoF,	Police, FIC, Immigration, Banks, Embassies, MoF, UNODC, GIABA,	Police, FIC, Immigration, Banks, Embassies, MoF, UNODC, GIABA,	National Regional	Annual	Executive Director

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	laundering and economic crimes		Interpol, World Bank, BNI, National Security, NACOC, GRA	GIABA, FDA, Interpol, World Bank, BNI, National Security, NACOC, GRA	UNODC, GIABA, FDA, Interpol, World Bank, BNI, National Security, NACOC, GRA	FDA, Interpol, World Bank, BNI, National Security, NACOC, GRA	FDA, Interpol, World Bank, BNI, National Security, NACOC, GRA			
A system for information gathering and management developed and managed	A system developed and managed to secure intelligence to avert crime and track cases	Output	Under development	Piloting of prototype application	Amendment and correction of prototype application	Full deployment application	Overall assessment of the application	National Regional	Annual	Executive Director
Number of cases investigated	Total number of cases investigated	Output	720 cases investigated (End of 4 th Quarter 2024)	350	350	350	350	National Regional	Annual	Executive Director
Number of criminal cases prosecuted	Total number of criminal cases prosecuted	Output	15	50	50	50	50	National Regional	Annual	Executive Director
Number of tainted assets confiscated and seized	Total number of tainted assets confiscated and seized annually	Output	4	10	10	10	10	National Regional	Annual	Executive Director

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of convictions	Total number of convictions	Output	2	5	5	5	5	National Regional	Annual	
Amount of money recovered from proceeds of crime -Direct -Indirect	Total Amount of money from proceeds of crime to Government chest by direct and indirect means	Output	Direct: 35,935,176.93 Indirect: 196,157,586.10 Total: 232,092,763.03	Direct – Ghc 1,415,658.46 Indirect – Ghc 1,505,687.10	Direct – Ghc 1,415,658.46 Indirect – Ghc 1,505,687.10	Direct – Ghc 1,415,658.46 Indirect – Ghc 1,505,687.10	Direct – Ghc 1,415,658.46 Indirect – Ghc 1,505,687.10	National Regional	Annual	Executive Director
Existing and new offices furnished	Furnished exiting and new offices to boost a conducive working environment	Output	None	25%	25%	25%	25%	National Regional	Annual	Executive Director
Number of new regional office building and residential bungalows constructed	Construction of new regional offices and residential bungalows in the newly created regions	Output	None	Bono East	North East, Savannah	Ahafo	Oti, Western North	National Regional	Annual	Executive Director

7.4 Evaluation

Evaluation of the SMTDP is intended to provide feedback for evidence-based decision-making. The assessment would cover the implementation and results of the Medium-Term Programmes of Action, focusing on four key issues via programme relevance, effectiveness, efficiency, and sustainability. The following types of evaluation, such as ex-ante, mid-term, and terminal evaluations, will be employed.

7.5 Narrative on Intended Evaluation/Assessments

Over the medium-term development plan period, the Office of the Attorney General and the Ministry of Justice will undertake comprehensive evaluations of three critical justice delivery initiatives, the Justice for All programme, the plea bargaining framework, and the jury system of justice. The assessments will focus on examining the effectiveness, efficiency, accessibility, and fairness of these interventions, with particular attention to their impact on reducing case backlogs, promoting timely justice, and safeguarding the rights of all parties in the judicial process.

For the Justice for All programme, the review will measure outcomes in decongesting prisons, expediting remand cases, and improving access to justice for vulnerable groups.

The plea bargaining evaluation will assess its role in facilitating speedy trials, reducing trial costs, and enhancing prosecutorial efficiency while maintaining fairness and transparency.

The jury system review will examine its functionality, representativeness, and public confidence levels, as well as identify opportunities for reform to strengthen the delivery of justice.

Findings from these evaluations will inform targeted reforms, strengthen institutional capacity, and guide policy decisions aimed at improving justice delivery across the sector. The expected long-term impact includes enhanced public trust in the justice system, reduced systemic delays, and improved protection of rights, thereby contributing to national stability, social cohesion, and inclusive development.

7.6 Participatory M&E

Monitoring and evaluation of the SMTDP would be participatory. As much as practicable, all primary stakeholders, including MDAs, project beneficiaries, and partners, would be actively involved in progress tracking towards the realisation of intended results. Both primary and secondary stakeholders would be involved in mid-term and terminal evaluations. The tools and techniques to be used include transect walk, ranking, Citizen Report Card (CRC), Community Score Card (CSC), Participatory Public Expenditure Tracking Surveys (PETS), and seasonal calendars.

7.7 Data Collection, Collation, and Analysis

Gathering data is an essential part of accessing information on the implementation of programmes and projects outlined in the MTDP, as well as providing information for the monitoring and evaluation process. Data gathered provides a platform for analysis to arrive at a result that will help inform decision-making. Given the crucial nature of data collection, the Ministry will design data gathering templates for its agencies and departments, as well as regional and district offices, for data collection on interventions of the Ministry.

7.8 Data Analysis and Data Validation

Analysis of data gathered from different sources is essential to allow for better interpretation of the results. The PPME Division of the Ministry shall ensure that data gathered or received are rigorously analysed to ensure accurate results are produced and communicated to stakeholders. The PPME Division would utilise software like SPSS, Excel, etc. The analysis would present the performance of the Ministry concerning the implementation of the MTDP as well as highlight areas that require further attention and proffer solutions.

Validating data gathered through primary and secondary means is essential for ensuring that all errors or duplications are removed to ensure the authenticity of the data. The process also allows for stakeholders to buy into the process and own the outcome of the process. The PPME Division of the Ministry shall ensure that data validation workshops/meetings are organised with stakeholders.

7.9 Reporting Arrangement

Reporting to stakeholders is an essential element of any M&E system. The PPME Division of the Ministry will ensure that all stakeholders are well informed on the progress of implementation of all programmes and projects undertaken during the year. This is expected to help them make informed decisions based on current data and trends. The PPME Division will report on progress on a quarterly and annual basis using the format provided by the National Development Planning Commission in the Planning Guidelines (2026-2029).

7.10 A Summary on a Framework to Enhance Knowledge Management and Learning

The proposed framework aims to strengthen institutional knowledge management and learning within the Office of the Attorney General and the Ministry of Justice to improve policy formulation, legal service delivery, and decision-making. It will establish structured systems for capturing, organizing, and sharing institutional knowledge, including legal precedents, case data, legislative records, and best practices across departments.

The key components include developing a centralized digital knowledge repository, standardizing documentation and reporting formats, and introducing continuous professional development programmes. The framework will also promote a culture of learning through regular knowledge-sharing sessions, after-action reviews of major cases, and inter-agency collaboration platforms.

Table 23 Knowledge Mapping Matrix

Knowledge Area	Knowledge Holder	Knowledge Sources	Knowledge Gaps
Public Sector Management	Fati Seidu	Civil Service Training Centre, NDPC manuals, Public Sector Reform Strategy	Integration of digital governance tools
Civil Litigation	Helen Ziwu	Case law databases, Judicial Service archives, AG Department reports	Alternative dispute

Knowledge Area	Knowledge Holder	Knowledge Sources	Knowledge Gaps
			resolution mechanisms
Legislative Drafting	Sala Illiasu	Parliamentary drafting handbook, Constitution, Legislative Instruments	Gender-sensitive legislative frameworks
Energy Law	Pearl	Energy Commission reports, PURC guidelines, international energy treaties	Renewable energy policy integration
International Law	Stella Badu	UN treaties, AU protocols, Ministry of Foreign Affairs briefs	Enforcement mechanisms for international obligations
Criminal Law	Yvonne Obuobisa	Criminal Code, Police Service reports, AG prosecution records	Restorative justice approaches
Prosecution Strategy	Yvonne Obuobisa	AG Department strategy documents, case outcome reviews	Data-driven prosecution models
Policy Development	Cynthia Boateng	NDPC guidelines, sector policy documents, Cabinet memos	Cross-sectoral policy harmonization
Planning & Budgeting	Doris Agyapong	Budget guidelines, MTEF documents, NDPC planning tools	Outcome-based budgeting techniques
ICT Systems	Rodger Guaidu	GIFMIS manuals, NITA standards, e-Government strategy	Cybersecurity protocols for

Knowledge Area	Knowledge Holder	Knowledge Sources	Knowledge Gaps
			justice sector systems
Research	Mamunatu Amuquandah	GSS datasets, academic journals, policy briefs	Real-time data collection tools
Data Analysis	Karim Hamidu	SPSS, Excel, Power BI, GSS training manuals	Predictive analytics for justice sector trends
Monitoring & Evaluation	Ferdinand Addo	NDPC M&E framework, sector performance reports	Integration of citizen feedback into M&E
Staff Development	Liza Camara	Civil Service training policy, HR manuals	Leadership succession planning
Onboarding	Liza Camara	Civil Service onboarding policy, HR orientation guides	Tailored onboarding for specialized roles
Procurement	Francis Boateng	Public Procurement Act, PPA guidelines	E-procurement systems and compliance tracking
Administration	Raynald Quarshie	Civil Service administrative procedures, internal memos	Workflow automation and digital archiving
Records Management	Bismark Okyere	PRAAD guidelines, Records Management Policy	Digitization of legacy records

Knowledge Area	Knowledge Holder	Knowledge Sources	Knowledge Gaps
Risks & Compliance	Paul Ofori	Internal audit reports, compliance checklists	Sector-specific risk mitigation frameworks
Financial Management	Josephine Awua	Controller & Accountant-General's reports, GIFMIS	Financial forecasting and scenario planning
Public Relations Strategy	Sally Jackson	Communication strategy documents, media engagement reports	Crisis communication planning

Table 24 Competency Matrix for Learning

Knowledge Area	Competency	Training Program	Evaluation Criteria	Learning Objectives
Public Sector Management	Strategic governance, policy interpretation	Public Sector Reform & Governance Workshop	Case study analysis, policy memo drafting	Understand governance frameworks and apply reform strategies
Civil Litigation	Legal reasoning, case management	Advanced Civil Procedure Training	Mock trial performance, litigation strategy paper	Apply civil procedure rules and manage case timelines effectively
Legislative Drafting	Legal writing, statutory interpretation	Legislative Drafting Bootcamp	Drafting accuracy, peer review feedback	Draft bills and interpret statutes with precision

Knowledge Area	Competency	Training Program	Evaluation Criteria	Learning Objectives
Energy Law	Regulatory compliance, energy policy analysis	Energy Sector Legal Framework Seminar	Policy critique, compliance checklist	Analyze energy laws and assess regulatory implications
International Law	Treaty analysis, diplomatic negotiation	International Law & Treaties Workshop	Treaty simulation, legal brief submission	Interpret international agreements and assess enforcement mechanisms
Criminal Law	Criminal procedure, evidence handling	Criminal Justice System Training	Case file review, ethical scenario analysis	Apply criminal law principles and manage prosecutorial decisions
Prosecution Strategy	Case strategy formulation, conviction analysis	Strategic Prosecution Planning Course	Strategy presentation, conviction rate improvement plan	Develop prosecution strategies aligned with justice outcomes
Policy Development	Policy formulation, stakeholder engagement	Policy Design & Implementation Training	Policy draft quality, stakeholder mapping exercise	Formulate inclusive policies and assess implementation feasibility
Planning & Budgeting	Budget planning, performance-based budgeting	MTEF & Budgeting Techniques Workshop	Budget scenario modeling, performance indicators	Prepare strategic budgets and link them to measurable outcomes
ICT Systems	Systems analysis, cybersecurity awareness	ICT for Governance & Security Training	System audit report, cybersecurity risk matrix	Evaluate ICT systems and propose security enhancements
Research	Research design, policy relevance	Applied Policy Research Methods Course	Research proposal quality, data collection plan	Design research projects that inform policy decisions

Knowledge Area	Competency	Training Program	Evaluation Criteria	Learning Objectives
Data Analysis	Statistical analysis, data visualization	Data Analytics for Public Sector Training	Dashboard creation, trend analysis report	Analyze datasets and communicate insights effectively
Monitoring & Evaluation	Indicator development, results-based reporting	M&E Framework Development Workshop	Indicator matrix, evaluation report quality	Develop M&E frameworks and assess program effectiveness
Staff Development	Capacity building, performance appraisal	Leadership & HR Development Seminar	Appraisal tool design, coaching session feedback	Build staff capacity and implement performance management systems
Onboarding	Orientation planning, integration support	Civil Service Onboarding Essentials	Onboarding checklist, feedback survey analysis	Design onboarding programs tailored to departmental needs
Procurement	Tender evaluation, procurement ethics	Public Procurement Act Compliance Training	Tender review exercise, ethics case study	Evaluate procurement processes and ensure compliance
Administration	Workflow optimization, operational planning	Administrative Efficiency & Records Training	Process mapping, operational plan review	Streamline administrative workflows and enhance operational planning
Records Management	Archiving standards, data protection	Records Digitization & Management Workshop	360 degree feedback, data protection compliance	Implement modern records systems and ensure data integrity
Risks & Compliance	Risk assessment, regulatory alignment	Risk Management & Compliance Training	Risk register development, compliance audit report	Identify and mitigate risks while ensuring regulatory compliance

Knowledge Area	Competency	Training Program	Evaluation Criteria	Learning Objectives
Financial Management	Financial reporting, internal controls	Public Financial Management Systems Training	Financial statement review, internal control checklist	Prepare accurate financial reports and strengthen control systems
Public Relations Strategy	Strategic communication, reputation management	Government Communication & Media Strategy Course	Communication strategy critique, media engagement simulation	Develop strategic communication plans and manage public perception

CHAPTER EIGHT

COMMUNICATION STRATEGY

8.0 Introduction

In an increasingly interconnected world, effective communication is paramount to fostering understanding, building trust, and driving meaningful change. This Strategic Communication Framework serves as a foundational blueprint, meticulously designed to guide our efforts in articulating the vital work of the justice sector. It aligns our aspirations with actionable strategies, ensuring that every message resonates, every engagement yields value, and every initiative contributes to a more informed and just society. This communicates the implementation of the Sector Medium-Term Development Plan (SMTDP) of the Ministry from 2026 through 2029.

At its core, this framework is engineered to achieve five critical **Strategic Communication Objectives**:

- **Awareness Creation:** To illuminate the path of justice, ensuring the public and key interest groups grasp the essence of our reforms, the breadth of our services, and the mandates of our agencies.
- **Stakeholder Engagement:** To build bridges of collaboration, fostering vibrant, two-way dialogues that strengthen partnerships between the Ministry, its agencies, and all relevant stakeholders.
- **Reputation Management:** To cultivate unwavering public confidence in the justice system, proactively shaping narratives through a robust presence across both traditional and digital media landscapes.
- **Service Uptake:** To encourage greater utilization of invaluable services offered by bodies such as Legal Aid, ORC, and the Copyright Office, making justice accessible to all.
- **Behavioural Change Communication:** To inspire a societal shift towards greater respect for intellectual property, exemplary corporate compliance, and an elevated sense of legal awareness.

To actualize these objectives, this framework strategically deploys a diverse array of **Communication Channels & Tools**. From the broad reach of traditional media like TV and

community radio, delivering mass awareness in local languages, to the agility of digital platforms such as Facebook, Twitter, and WhatsApp for real-time engagement and crisis response. We also harness the tangibility of print media through brochures and infographics for low-connectivity zones, and the depth of interpersonal engagements via town halls and durbars for direct dialogue. Furthermore, dedicated stakeholder events like retreats and forums are integral for relationship-building and co-creating solutions.

The detailed framework below provides a comprehensive operational guide, intricately linking each strategic objective to specific operational activities, identified audiences, chosen methods and tools, anticipated outcomes, realistic time frames, potential risk factors, and clear responsibilities for the Ministry and its Agencies. It is a dynamic document designed to ensure our communication efforts are coherent, impactful, and transformative. The PRO Unit will ensure that the communication strategy is developed and the various outputs are well communicated to the key stakeholders. The table provides a detailed breakdown of the communication strategy/framework for the planned period.

Table 25 Key Messages (Agency-Specific Focus)

AGENCY	KEY MESSAGES
ORC / RGD	“Register Right, Operate Right” – Emphasizing corporate compliance and ease of doing business.(estate and death gratuity administration)
Copyright Office	“Protect Your Works, Respect Creativity” – Educating creators and users on copyright law.
Ghana School of Law	“Shaping the Next Generation of Legal Minds” – Reforms to legal education and bar examination.
Law Reform Commission	“Laws that Reflect Our Realities” – Communicating the importance of inclusive, modern legislation.

Council for Law Reporting	“Accessible Precedents for All” – Promoting use of law reports for justice sector efficiency.
Economic and Organised Crime Office	“Vigilance and Integrity”

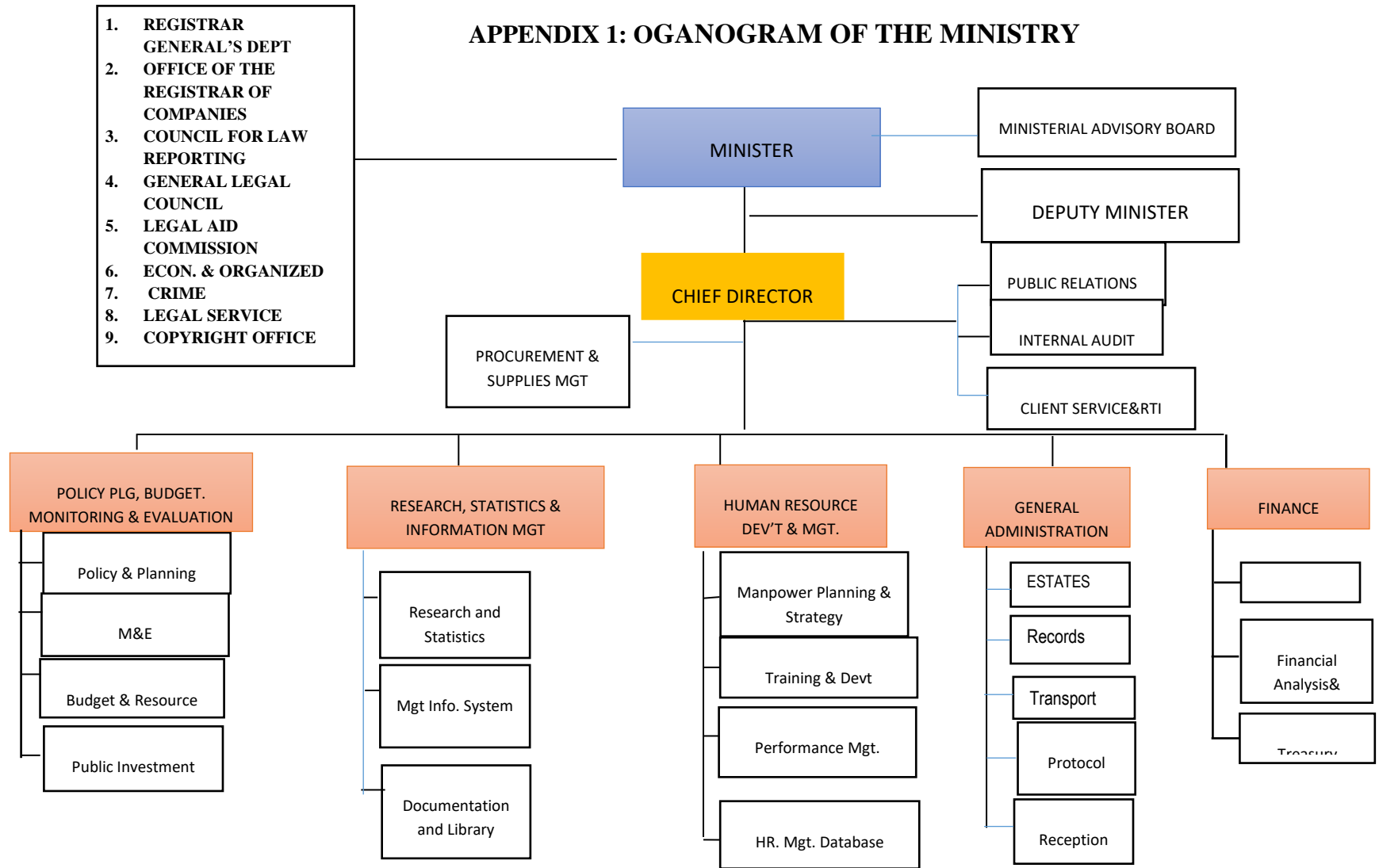
Table 26 Communication Strategy Metrix

Objective	Operational Activity	Audience	Method/Tool	Expected Outcome	Time Frame	Risk Factors	Responsibility
Creating awareness of the sector’s medium-term priorities and reforms	a. Community outreach b. Publish & distribute 20,000,000 brochures, and leaflets c. Community radio interviews; TV stations in five local languages	Traditional authorities, community members, local opinion leaders	Durbars; Drama; Town Hall Meetings; Info van; Local radio & TV stations	Enhanced public understanding and participation in justice-related programmes	Quarterly	Limited logistics to reach all 261 districts	SMPC / PR in agencies
Foster stakeholder buy-in for	Stakeholder engagements in	Parliamentarians, MMDCEs, Assembly	PowerPoint presentations; Roundtable	Stakeholders provide insights and	Monthly	Budget constraints, unauthor	SMPC / Planning Directorate

Objective	Operational Activity	Audience	Method/Tool	Expected Outcome	Time Frame	Risk Factors	Responsibility
implementation of reforms	regions and districts	Members, Security agencies, Clergy, Unions, Schools, Media	sessions; News conferences	support, enriching our reform strategies		ized attendance	e / Agency Reps
Promote real-time engagement and counter misinformation	Real-time updates via social media	Ministers, Deputies, Chief Directors, staff, citizens, opinion leaders	Facebook, X, WhatsApp, website updates, email campaigns	Prompt information sharing; reduced misinformation	Daily	Internet outages; Delays from NITA payments	SMPC / Digital Comms Team / IT Units
Inform the public about justice sector performance	Production and distribution of sector newsletters	Public sector institutions, CSOs, citizens	40,000 hard copies of magazine; E-copies via website	Improved public perception and trust in justice reforms	Quarterly	Inadequate funds; Lack of motivation for editorial team	SMPC / Editorial Team (PR/RSIM)
Build strategic alliances with media houses	Soiree with editors and media show hosts	Editors, producers, talk show hosts, influencers	Cocktail events, sector diaries, press kits	Mutual support from media in pushing messages	Quarterly	Bias or rogue media attacks	SMPC / Media Relations Unit
Sustain partner confidence	a. News conferences b. Press	Media, Development Partners	Press kits, policy briefs,	Transparency on progress inspires	Quarterly	Distorted media narratives	SMPC / Legal Reform &

Objective	Operational Activity	Audience	Method/Tool	Expected Outcome	Time Frame	Risk Factors	Responsibility
and public trust	releases & rejoinders c. Publication of feature articles		media interviews	investment in justice reforms			RSIM Units
Improve policies based on stakeholder feedback and impact reviews	a. Sector retreats b. Communication research c. Regional workshops d. Roundtables & M&E	Hon. Ministers, Deputies, staff, legal officers, CSOs, media	Retreat kits; banners; research tools; venues; accommodation; media	Data-informed policy decisions and course corrections	Quarterly	Limited budget for travel and facilitation	SMPC / PPBME Directorate / M&E Units
Enhance team spirit, wellness, and morale across agencies	Sector-wide fun games, health walk & screening	All Ministry & Agency staff	Branded sportswear; health kits; rented venue; medical team; media coverage	Foster team cohesion, wellbeing, and morale	Annually	Health risks; logistical costs	PR/Sports Committee / HR Directorate

APPENDIX 1: OGANOGRAM OF THE MINISTRY



APPENDIX 2: Application of Pairwise Ranking in the Prioritisation of Key Development Issues at OAGMOJ and its Agencies.

	Inadequate training/capacity building for staff	Inadequate Human resource (Legal & Administrative Staff)	High attrition rate of staff	Lack of OAG's offices in 6 new regions	Inadequate office logistics	Inadequate Human resource (Legal & Administrative Staff)	Inadequate office and residential accommodation	Lack of asset management facilities	Inadequate essential working logistics	Lack of Copyright Offices in the Regions	Weak Intellectual Property awareness programmes	Low/limited public sensitization	Public misuse of financial resources	Inadequate financial resources	Inadequate funding	Unavailability of centralized legal case management system	Lack of records management system	Inadequate IT infrastructure	Inadequate Centralized Digital System	Delayed Digitalization of the Ghana Law Reports due to delayed funding	Delay in Bank of Ghana Cases	Poor stakeholder collaboration with the justice sector	Weak Coordination among institutions in the Legal and Justice Sector	Administrative delays	Interoperability issues (Ghana.gov, GRA, NITA, Ghana Post)	Unattractive working environment	Uncompetitive compensation for staff	Legal education requirements of legal education	Inadequate satellite campuses	Inadequate personnel lectures and staff for the School of Law	Inadequate logistics for day-to-day operations of the Ghana School of Law	Delinquent public confidence in the legal system	Litigations during application (i.e. trademarks, estates, etc.)	On-site compliance inspection risks	Non-issuance of administrative penalties	FREQUENCY		
		0	3	4	1	6	7	8	9	1	1	12	13	14	1	16	17	1	1	20	1	1	1	24	25	1	27	28	1	1	31	32	33	1	1	14		
			3	4	5	2	7	8	9	10		2	12	13	14	2	16	17	18	2	2	2	22	2	24	25	26	27	28	29	0	2	32	2	2	35	10	
	3	3			5	6	7	8	9			3	12	13	14		16	17	3	19	20	3	22	3	24	25	26	3	28	29	30	31	3	33	34	3	11	
	4	4	4		4					0	4	4	4	13	14		0	0	4	4	4	4	4	0	0	0	0	4	4	0	4	0	0	0	4	4	4	22
	1	5	5	4		5	7	8	9	5	5	12	13	14	15	16	17	18	19	20	5	5	5	24	25	26	27	28	29	30	31	32	5	34	35	9		

Inad equate office and residual accommodation	6	2	6	6	5		7	8	9	6	6	12	13	14	6	16	17	0	19	6	0	22	23	0	25	26	27	28	0	30	31	32	33	0	0	7	
lack of asset management facility	7	7	7	4	7	7		0	9	7	7	0	13	14	7	0	17	0	7	7	7	7	7	0	7	26	7	7	7	7	30	31	32	7	0	0	18
Inad equate essential working logistics	8	8	8	4	8	8	0		0	0	0	12	13	14	0	0	0	0	8	8	8	8	0	0	25	26	27	28	0	0	0	32	8	34	35	10	
Lack of Copyright Offices in the Regions	9	9	9	0	9	9	9	0		9	0	0	0	0	15	0	0	9	9	9	9	9	9	24	9	26	27	9	0	9	9	9	9	9	34	0	19
Weak Intellectual Property awareness programme	1	10	3	4	5	6	7	0	9		0	13	13	14	15	16	17	18	19	10	21	22	10	24	25	26	10	28	29	30	31	32	10	34	10	6	
Low/limited public sensitization	1	2	3	4	5	6	7	0	0	0		12	13	14	15	16	17	18	19	20	0	0	23	24	25	26	27	28	29	30	31	32	33	32	11	1	
Public mistrust due to system downtime	12	12	12	4	12	12	0	12	0	13	12		13	0	12	16	17	18	12	12	12	12	12	12	25	26	12	0	12	12	12	0	0	12	35	19	
Inad equate financial resources	13	13	13	1	13	13	13	13	0	13	13	13		0	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	32

