Annual Report

2024

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ABBREVIATIONS

AAC	Annual Allowable Cut
ASM	Artisanal and Small-scale Mining
BIMU	Biodiversity Inventory and Monitoring Unit
BoC	Board of Commissioners
BSAs	Benefit Sharing Agreements
BSP	Benefit Sharing Plan
CE	Chief Executive
CGU	Cash Generation Unit
CITES	Convention on International Trade in Endangered Species
COP	Conference of Parties
CPME	Corporate Planning, Monitoring and Evaluation
CREMA	Community Resource Management Area
CRMCs	Community Resource Management Committees
CSC	Climate Smart Cocoa
EAP	Environmental Action Plan
ECOWAS	Economic Community of West African States
EIR	Effective Interest Rate
EPMD	Effective Patrol Man-Days
ERPA	Emission Reduction Payment Agreement
ERRs	Emission Reduction and Removals
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
FBS	Farmer Business School
FC	Forestry Commission
FCIIS	Forestry Commission's Internal Information System
FCTC	Forestry Commission Training Centre
FGRM	Feedback, and Grievance Redress Mechanism
FLEGT	Forest Law Enforcement, Governance and Trade
FR	Forest Reserve
FSD	Forest Services Division
GCFRP	Ghana Cocoa Forest REDD+ Programme
GENTRUST	General Trust Company Limited
GFPS	Ghana Forest Plantation Strategy
GGD	Green Ghana Day
GIS	Geographic Information System

GLRSSMP	Ghana Landscape Restoration and Small-Scale Mining Project
GNACOFA	Ghana National Cocoa Farmers Association
GPS	Global Positioning System
GRILMaP	Gender Responsive and Integrated Landscape Management Project
GSLERP	Ghana Shea Landscape Emission Reduction Project
GSS	Ghana Statistical Service
GWT-DSS	Ghana Wood Tracking and Decision Support System
GWTS	Ghana Wood Tracking System
HFZ	High Forest Zone
HIA	Hotspot Intervention Area
ICAPS	Interagency Climate Ambition Programme Support
ICT	Information Communication and Technology
IGF	Internally Generated Funds
IUCN	International Union for Conservation of Nature
KPIs	Key Performance Indicators
LAS	Legality Assurance System
LEAF	Lowering Emissions by Accelerating Forest Finance
LOI	Letter of Intent
LUS	Lesser Used Species
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MLNR	Ministry of Lands and Natural Resources
MMDAs	Metropolitan, Municipal and District Assemblies
MOFEP	Ministry of Finance and Economic Planning
MTS	Modified Taungya System
NAP	National Afforestation Programme
NDF	Nature and Development Foundation
NDPC	National Development Planning Commission
NEPP	National Environmental Protection Programme
NFMS	National Forest Monitoring Systems
NGOs	Non-Governmental Organisations
OASL	Office of the Administrator of Stool Lands
PAs	Protected Areas
PDO	Project Development Objective
PSWEPS	Public Sector Workers' Employees' Pension Scheme
REDD+	Reducing Emissions from Deforestation and Forest Degradation

REVCOMSYS	Revenue Collection and Management System
RMSC	Resource Management Support Centre
RRTs	Rapid Response Teams
RTI	Right to Information
SIGA	State Interests and Governance Authority
SIS	Safeguards Information System
SMTDP	Sector Medium-Term Development Plan
SRAs	Social Responsibility Agreements
SSL	Secured Socket Layer
TIDD	Timber Industry Development Division
TMR	TREES Monitoring Report
TRD	TREES Registration Document
TREES	The REDD+ Environmental Excellence Standard
TUCs	Timber Utilisation Contracts
TVD	Timber Validation Department
UAE	United Arab Emirates
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USA	United States of America
VSLA	Village Savings and Loans Association
VV	Validation and Verification
WD	Wildlife Division
YAP	Youth in Afforestation Programme

EXECUTIVE SUMMARY

Introduction

Ghana's forests and wildlife resources remain vital to national economic development, environmental sustainability, and the livelihoods of forest-dependent communities. These natural resources continue to provide immense social and economic benefits; however, their exploitation has also introduced challenges, including resource depletion and environmental degradation.

This Annual Report presents the Forestry Commission's performance for the year under review, highlighting progress made under the 2022–2025 Sector Medium-Term Development Plan (SMTDP). The report assesses key programmes, projects, and institutional activities implemented to ensure the sustainable management, conservation, and utilisation of Ghana's forest and wildlife resources. The indicators and targets set to track the progress of the Commission's programmes and projects are also clearly outlined in this report.

Management and Production of Forest Resources

The Commission continued to regulate timber harvesting and the utilisation of forest resources, which were aimed at ensuring responsible forest resource use while maintaining ecological integrity and supporting the growth of the timber industry.

During the year under review, the Commission reviewed and processed 227 salvage permits, comprising 204 off-reserve and 23 on-reserve areas. In addition, 192 plantation harvesting permits were issued, covering 124,410m^3 of timber. To ensure compliance within the timber industry, the Commission also processed and renewed 224 property marks for timber operators, enabling effective identification and traceability of timber products throughout the production and marketing chain.

On Annual Allowable Cut (AAC), the Commission's scientific assessment sets a sustainable harvest ceiling at or below 2 million cubic meters ($\leq$ 2,000,000m^3) for both on and off-reserve areas. Thus, timber harvested from the natural forest reached 1,894,188m^3, with (1,553,188m^3 from on-reserve areas and 341,000m^3 from off-reserve areas). Additionally, a total volume of 369,598m^3 of plantation timber was harvested from both on-reserve (179,846m^3) and off-reserve areas (189,752m^3).

Ghana continued to export timber and wood products to markets across Africa, Asia, the Americas, Oceania and Europe, reinforcing its position in the global timber market. During the period, a total volume of 272,829m^3 of timber and timber products was exported, generating €123.4 million in export revenue.

Protection of Forest and Wildlife Resources

As the custodian of the country's natural resource heritage, the Commission continues to implement a range of proactive measures aimed at protecting, conserving, and restoring forest ecosystems while addressing the increasing threats of illegal mining and logging, encroachment, and poaching.

A total of 22,300 km of forest reserve boundaries were cleaned, compared to 22,650 km in 2023, while 22,992km of boundaries were inspected. Patrol operations intensified evidently, with 62,595km covered by forest guards as compared to the 48,749km recorded in 2023.
The Commission enhanced its protection efforts by deploying its Rapid Response Teams to curb forest-related illegalities. Enforcement operations led to the arrest of 627 individuals, with 11 successfully

prosecuted by the end of the year. In addition, 54 excavators were immobilised, while 4 vehicles and 3 excavators were seized, depicting intensified law enforcement interventions.

Development of Forest and Wildlife Resources

Development of forest and wildlife resources remains a central pillar of Ghana's efforts to achieve sustainable forest management and climate resilience. The programme is guided by the Ghana Forest Plantation Strategy (GFPS 2016-2040), which provides the national framework for expanding forest cover, restoring degraded landscapes, and ensuring long-term productivity of forest ecosystems. A total of 20,705ha of forest plantations were successfully established nationwide. This comprised 12,666ha under public-sector establishment and 8,039ha under private-sector participation. A total of 58,504ha of established plantations were also maintained.

Also, the Commission facilitated the establishment of 500 hectares of bamboo plantations nationwide in 2024. In addition, 210,000 bamboo seedlings were raised, as compared to the 187,000 seedlings produced in 2023.

On climate change, the Twenty-Ninth Conference of the Parties (COP 29) of the United Nations Framework Convention on Climate Change (UNFCCC) was held in Baku, Azerbaijan, from November 11-22, 2024. The Forestry Commission, in collaboration with the United Nations Development Programme (UNDP), sponsored two (2) representatives of local community groups to the COP 29.

The Commission remains dedicated to promoting ecotourism within its Protected Areas as a means of boosting the national economy, raising awareness about the importance of conserving natural resources, protecting biodiversity, and supporting community development. As part of the efforts to enhance ecotourism, the Commission carried out several upgrades to ecotourism and park infrastructure.

Forest and Wildlife Policy and Legal Regimes

The Commission stepped up its patrol activities across Protected Areas to enhance the protection and conservation of Ghana's forest and wildlife resources. A total of 362 effective patrol staff were deployed, contributing to a total of 213 Effective Patrol Man Days (EPMD) per officer.

The operational capacity of the Rapid Response Teams was enhanced by increasing the number from 18 to 23. These teams were deployed across twenty-four (24) Forest Districts, two (2) Private Plantation sites, and the National Timber Monitoring Unit to strengthen field monitoring and enforcement. The intensified enforcement operations by the Rapid Response Teams yielded substantial results, with a total of 48,371 assorted lumber, 180 chainsaws, and 17 firearms confiscated. Additionally, 1,260 heavy-duty pumping machines were seized. In key hotspot forest reserves, the Commission immobilised 70 excavators and destroyed 416 "chanfan" machines linked to illegal mining operations.

In addition, the Commission continued to play a central role in ensuring the supply, trade, and export of legal timber in accordance with Regulation 40 of the Timber Resources Management and Legality Licensing Regulations, 2017 (L.I. 2254). This mandate supports Ghana's commitment to sustainable forest governance, market transparency, and the preparation for full implementation of the FLEGT licensing regime. In addition, Ghana has proposed June 2025 as the target date to begin full FLEGT licensing, pending final operational readiness and validation.

Environmental Interventions and Events

As part of the Government's continuous strategy to restore degraded lands and encourage the citizenry to actively participate in tree planting initiatives, the 2024 Green Ghana Day Initiative was commemorated on 7th June, 2024. At the end of this year's edition, a total of 13,875,286 seedlings were distributed for planting. A total of 9,207,926 seedlings were planted within the degraded forest reserves, while the remaining 4,667,360 seedlings were planted in off-reserve areas.

The President in 2024 assented to the Wildlife Resources Management Bill 2022, and it is now the Wildlife Resources Management Act, 2023 (Act 1115). The Act revised and consolidated all laws relating to Wildlife and Protected Areas, and brought them into conformity with existing policies and emerging trends in the natural resources sector. The new Act will also ensure the effective implementation of the International Conventions on Wildlife, of which Ghana is a signatory.

Financial Management

The sources of revenue for the Commission include subvention from the Government of Ghana (personnel emoluments, administration, goods and services), Internally Generated Funds (income from natural forest timber stumpage, plantation timber sales, charcoal conveyance, export levies, zoo and park entrance fees) and Donor Partners (cash, assets and technological assistance). Also, the Board of Commissioners presented the Commission's Audited Financial Statements for the 2024 financial year to the Minister of Lands and Natural Resources and the Auditor General's Department.

Human Resource Management

Human Resource Management remains a critical pillar in the Commission's effective functioning. The total staff strength stood at 4,247, comprising 1,695 senior staff members (39.9%) and 2,552 junior staff members (60.1%). Out of this total, 3,424 were males, and 823 were females.

In accordance with the Commission's Scheme of Service, a total of 201 management staff and 320 non-management staff were promoted. A total of 17 staff members were transferred, posted, or reassigned across various Divisions and Units, while two hundred and eight (208) staff members exited the Commission. Additionally, seven hundred and forty-six (746) staff members participated in various training programmes, workshops, conferences, and short courses organised by the Commission.

Forest and Wildlife Stakeholder Collaborations

A practical training programme was organised for Asuobia CREMA members at Bia National Park on the preparation of organic pesticides and fertilisers, supporting environmentally friendly farming practices. Further collaborative interventions included the training of 50 farmers in agroforestry practices at Biodiversity Inventory and Monitoring Unit (BIMU) - Goaso, in partnership with the Nature Foundation for Development (NFD). Capacity building for 75 community fire volunteers in collaboration with the Ghana National Fire Service (GNFS) and the International Union for Conservation of Nature (IUCN). Also, organised training in elephant safety protocols for 8 fringe communities around Mole National Park.

Wildlife conservation and sensitisation programmes were delivered to 322 schools and 314 communities to promote environmental stewardship and wildlife law compliance. In addition, 152 radio education programmes were broadcast nationwide, focusing on wetland conservation, wildlife protection laws, and sustainable resource use.

Efficient and Effective Organisational Infrastructure Development

In line with the implementation of the Sector Medium-Term Development Plan (SMTDP 2022–2025), the Commission also organised annual and mid-year performance review workshops. These engagements facilitated the collation and preparation of progress reports submitted to the National Development Planning Commission (NDPC), the State Interests and Governance Authority (SIGA), the Ghana Statistical Service (GSS), the Ministry of Finance and Economic Planning (MoFEP), and the Ministry of Lands and Natural Resources (MLNR), thereby ensuring alignment with national performance reporting requirements.

The Commission remains committed to strengthening internal controls, enhancing governance effectiveness, and improving risk management across the organisation. A total of 72 out of 78 planned risk-based audit assignments were completed.

On ICT, the Commission enhanced its business processes by training staff in modern technology, maintaining network infrastructure, providing user support, developing systems to support forest and wildlife operations, and researching emerging technologies.

The Resource Management Support Centre is also tasked with the responsibility for designing, developing, promoting, and overseeing efficient and cost-effective forest and wildlife management systems across Ghana. Its work is mainly guided by the 2012 Forest and Wildlife Policy and the Forestry Development Master Plan (2016–2036), which together provide the strategic direction for sustainable resource management.

Programmes and Projects

The Commission continued implementing several donor-funded programmes aimed at forest restoration, climate mitigation, and sustainable livelihoods. These initiatives are aligned with the Commission's long-term strategic vision and are designed to address critical sectoral challenges, enhance environmental sustainability, improve community livelihoods, and strengthen institutional capacity.

The Ghana Landscape Restoration and Small-Scale Mining Project (GLRSSMP) made notable achievements, including the cleaning of wildlife protected area boundaries covering 224 km at Mole National Park, 125 km at Digya National Park, and 112 km at the Gbele Resource Reserve. Community participation was strengthened through the identification and establishment of 74 Community Resource Management Committees (CRMCs) within CREMA communities. Restoration efforts included the planting of degraded sections of the Old Gbele settlement and support for community members to establish cashew farms as alternative livelihoods.

The Ghana Shea Landscape Emission Reductions Project (GSLERP) also recorded significant achievements in establishing 2,399ha of plantations under the Modified Taungya System and created new governance structures for three Community Resource Management Areas. A total of 431,317 shea seedlings were planted alongside hundreds of thousands of other tree species to support landscape restoration. In addition, 63 shea nurseries were established, several cooperatives were formed to support women's economic participation, and a wide range of operational logistics, including vehicles, motorcycles and equipment, were procured to support field activities. systems.

Under the Ghana Cocoa Forest REDD+ Programme (GCFRP), the Commission finalised the Benefit Sharing Plan, completed the Safeguards Information System, and developed and piloted the National Forest Monitoring System. Climate-smart agricultural practices were implemented, resulting in improved cocoa productivity from 450 kg/ha to approximately 500 kg/ha. The programme also continued to attract results-based climate finance, including the receipt of carbon payments linked to verified emission reductions from reduced deforestation and improved forest carbon stocks. lands.

The Gender Responsive and Integrated Landscape Management Project (GRILMaP) focused on the establishment of a Project Steering Committee and the creation of a database covering 56 gender groups with a membership of 2,784 individuals. The project also trained 1,200 women through the Farmer Business School and provided additional training for 800 participants in Climate Smart Cocoa practices.

Under the FC/Tullow REDD+ Project, significant progress was made towards operationalising carbon offset initiatives across the Bono and Bono East regions. The Commission completed negotiations and signed the Emission Reductions Payment Agreement, and received an advance payment of over USD 2.15 million to support implementation activities.

In addition, the Lowering Emissions by Accelerating Forest Finance (LEAF) Programme made significant progress in preparing Ghana to access results-based climate finance from international carbon markets. Key milestones included the signing of an Emission Reductions Purchase Agreement and the submission and publication of the TREES Registration and Monitoring documentation under the REDD+ Environmental Excellence Standard.

Challenges and Way Forward

The Forestry Commission encountered key challenges during the implementation of its programmes and operational activities, and presents strategic measures for addressing these constraints in the future.

Among the major challenges was the increasing incidence of illegal mining activities within forest reserves, which resulted in the destruction of established plantations and degradation of forest landscapes. Field operations were also constrained by violent attacks on forestry personnel during the enforcement of forest laws and the protection of protected areas. In addition, persistent encroachment into protected areas such as Digya National Park and the Sakumo Ramsar Site by illegal farmers and other actors continued to threaten biodiversity conservation efforts. The occurrence of wildfires, often caused by human activities including uncontrolled burning and cattle grazing, further exacerbated the degradation of forest ecosystems.

The Forestry Commission is committed to strengthening its operational capacity by enhancing logistical support, expanding revenue sources such as ecotourism and carbon financing, and strengthening collaboration with key stakeholders, including government agencies, traditional authorities and local communities. Efforts will also be made to build staff capacity, improve monitoring systems, and enhance enforcement mechanisms to ensure the effective protection and sustainable management of Ghana's forest and wildlife resources.

Conclusion

The Commission remains dedicated to safeguarding Ghana's forest and wildlife resources through strengthened partnerships and improved resource mobilisation. Also, strategic programmes and policies aimed at restoring degraded landscapes and improving livelihoods will be implemented to ensure that Ghana's natural resources are sustainably managed for present and future generations.

CHAPTER ONE

OVERVIEW AND REPORTING STRUCTURE

1.0 Introduction

The management and development of Ghana's forests, fertile lands, and mineral resources remain central to the nation's economic growth and overall development. These natural resources continue to provide immense social and economic benefits; however, their exploitation has also introduced challenges, including resource depletion and environmental degradation. To ensure long-lasting economic progress and the preservation of ecological integrity, it is imperative that these resources are sustainably managed and utilised. The Forestry Commission, through its strategic policies and programmes, remains committed to promoting the balanced use of these vital resources for the benefit of present and future generations.

The total forest area of the country, as reported by the 2021 Land Use and Land Cover study by the Commission, was 6.6 million hectares, comprising closed forest (1.2 million hectares) and Open forest (5.4 million hectares). Ghana is also endowed with 288 forest reserves covering 2.2 million hectares (1.6 million hectares within the High Forest Zone (HFZ) and 0.6 million hectares within the Savanna Zone).

Additionally, 7 National Parks, 6 Resource Reserves, 2 Wildlife Sanctuaries, 1 Strict Nature Reserve, and 5 Coastal Ramsar sites contribute to a total of 21 wildlife protected areas in the country. Thus, 1.3 million hectares (6.2%) out of the country's total land area is covered by these wildlife protected areas.

The indicators and targets established to monitor the progress of the Commission's programmes and projects are clearly indicated in this report, as stated in the 2022–2025 Sector Medium-Term Development Plan (SMTDP).

Table 1 below outlines the policies and thematic areas that contributed to achieving the indicator targets.

Table 1: Focus Areas, Key Issues, Adopted Objectives and Strategies

Development Dimension: Environment, Infrastructure and Human Settlements			
Focus Area	**Adopted Issues**	**Adopted Policy Objectives**	**Adopted Strategies**
1. Protected Areas	Loss of forest cover	Expand forest conservation areas	Promote alternative sources of livelihood, including provision of bee-hives to forest fringe communities
	Poor demarcation of conservation areas		Re-survey and demarcate forests with permanent concrete pillars
	Encroachment on conservation areas		Map and assign conservation status through bye-laws to mangrove forests, wetlands and sensitive marine areas in district spatial plans
	Inadequate capacity of		Strengthen Forestry Commission and related institutions to effectively implement the National

Development Dimension: Environment, Infrastructure and Human Settlements			
Focus Area	**Adopted Issues**	**Adopted Policy Objectives**	**Adopted Strategies**
	relevant institutions		Environmental Protection Programme (NEPP) and the Environmental Action Plan (EAP).
	Increasing loss of endangered species		Establish gene banks for indigenous species and refuge areas for threatened, endemic and rare species
	Illegal farming and harvesting of plantation timber	Protect forest reserves	Support the protection of the remaining network of natural forest and biodiversity hotspots in the country
	Forest fires		Support the protection of the remaining network of natural forest and biodiversity hotspots in the country
	Inadequate staff		Enhance capacity of MDAs and MMDAs to mainstream biodiversity into development planning and budgeting processes
	Weak enforcement of regulations		Strengthen involvement of local communities in the management of forests and wetlands through mechanisms such as co-management systems
	Insufficient logistics to maintain boundaries of protected areas		Accelerate the implementation of the National Biodiversity Strategy and Action Plan
			Develop an early warning system for detection of invasive alien species
			Develop guidelines for reporting and managing invasive alien species
			Promote research, public education and awareness on biodiversity and ecosystem services
			Strengthen environmental governance and enforcement of environmental regulations
2. Deforestation, Desertification and Soil Erosion	Weak collaboration between	Combat deforestation, desertification	Strengthen implementation of Ghana Forest Plantation Strategy and restore degraded areas within and outside forest reserves

Development Dimension: Environment, Infrastructure and Human Settlements			
Focus Area	**Adopted Issues**	**Adopted Policy Objectives**	**Adopted Strategies**
	stakeholder institutions	and soil erosion	Promote and develop mechanisms for transparent governance, equity sharing and stakeholder participation in the forest, wildlife and wood fuel resource management (e.g., Community Resource Management Areas Programme (CREMAs)
			Promote training, research-based and technology-led development for sustainable forest and wildlife management
			Implement the green infrastructure recommendation in the National Spatial Development Framework
			Promote and develop financing mechanisms for forest value chain management
	High incidence of wildfires		Ensure enforcement of National Wildfire Management Policy and local bye-laws on wildfires
	Inappropriate farming practices		Promote alternative livelihoods, including eco-tourism, in forest fringe communities.
			Improve incentives and other measures to encourage users of environmental resources to adopt less exploitative and non-degrading practices in agriculture
	Indiscriminate use of weedicides		Improve incentives and other measures to encourage users of environmental resources to adopt less exploitative and non-degrading practices in agriculture
	Over-exploitation and inefficient use of forest resources		Enact and enforce Legislative Instrument on tree tenure
			Promote the use of Lesser Used Species (LUS)
			Promote the development of viable forest and wildlife-based industries and livelihoods

Development Dimension: Environment, Infrastructure and Human Settlements			
Focus Area	**Adopted Issues**	**Adopted Policy Objectives**	**Adopted Strategies**
			Develop efficient energy technologies
	Illicit trade in forest and wildlife resources		Enact and enforce strict and punitive legislation for wildlife crimes, including poaching and trafficking
			Promote information dissemination to both forestry institutions and the general public.
3. **Climate Variability and Change**	Low institutional capacity to adapt to climate change and undertake mitigation actions	Enhance climate change resilience	Promote and document improved climate-smart indigenous agricultural knowledge
	Inadequate inclusion of gender and vulnerability issues in climate change actions		Promote climate-resilience policies for women and other vulnerable groups in agriculture
	Inadequate institutional capacity to access global funds		Collaborate with international partners to have more access to the Green Climate Fund ($30 billion Global Fund) for climate change purposes
	Loss of trees and vegetative cover	Reduce greenhouse gases	Accelerate the implementation of Ghana REDD+ Strategy (2016-2036)
	Degraded landscapes		Initiate Green Ghana campaign with chiefs, queen mothers, traditional authorities, civil society, religious bodies and other recognized groups
			Accelerate programmes to significantly reduce environmental risks and ecological scarcity, focusing on energy, agriculture, forestry, and waste sectors.

The under-listed sub-programmes were developed in line with the Commission's mandate to promote the sustainable management and development of forest and wildlife resources. The achievement of key indicator targets was realised through the implementation of these sub-programmes under the SMTDP:

- Forest and wildlife coordination and facilitation.
- Protection, utilisation of forest resources and restoration of degraded forests.
- Protection and sustainable utilisation of wildlife resources.
- Timber industry and trade development and technology transfer.

1.1 Outline of the Report

This comprehensive report is organised into five (5) chapters, each addressing a specific aspect of the Commission's activities and performance within the reporting period.

Chapter One presents an overview of the report, outlining its purpose, scope, and reporting framework.

Chapter Two provides a detailed summary of the Commission's organisational structure, highlighting the roles and functions of its various Divisions and Special Units.

Chapter Three focuses on the Commission's performance in relation to its key indicators and targets. It provides an in-depth analysis of the progress made under the major initiatives, programmes, and projects implemented during the review period. This chapter discusses achievements, innovations, and success stories while emphasising areas that require improvement to enhance operational efficiency and effectiveness.

Chapter Four elaborates on donor-funded programmes and projects, outlining the key interventions supported by development partners and other stakeholders. It explains the objectives, implementation strategies, and outcomes of these projects, as well as the level of collaboration and resource mobilisation that contributed to their success. The chapter also highlights lessons learned and best practices that can inform future partnerships and programme designs.

Finally, Chapter Five summarises the main challenges encountered during the reporting period, such as funding constraints, operational bottlenecks, and environmental or socio-economic factors that affected implementation. It also presents proposed strategies and policy recommendations to address these challenges and enhance the Commission's performance in subsequent years. The chapter concludes with key takeaways and forward-looking statements designed to sustain progress and strengthen institutional capacity.

1.2 Preparation of the 2024 Annual Report

The Commission's Corporate Planning, Monitoring, and Evaluation (CPME) Unit collected and analysed data and reports from all Divisions, Department, and Units to produce a thorough preliminary draft of the 2024 Annual Report. To facilitate an insightful analysis and understanding of performance trends and critical metrics, the Unit subsequently augmented the document with a series of illustrative graphs and charts.

Ultimately, a validation workshop was undertaken, wherein Business Planning Managers and key technical personnel meticulously reviewed and authenticated the contents of the report. This helped to ensure accuracy before its finalisation, printing, and dissemination to all relevant stakeholders.

CHAPTER TWO

ORGANISATIONAL STRUCTURE

2.1 Legal status of the Forestry Commission

The Forestry Commission is a Public Service institution, set up subject to the provisions of the 1992 Constitution, Chapter 21, Article 269, sub-section 1. The Commission was re-established by Act 571 of 1999 in order to take along the main public bodies and agencies implementing the functions of protection, development, management and regulation of forests and wildlife resources and to provide for related matters.

2.2 Mandate

To be responsible for the regulation of the utilisation of forest and wildlife resources, the conservation and management of those resources and the coordination of policies related to them.

Without limiting the scope of sub-section (1), the Commission shall:

- Regulate the use of forest and wildlife resources
- Manage the nation's forest reserves and protected areas
- Assist the private sector and other bodies with the implementation of forest and wildlife policies
- Undertake the development of forest plantations for the restoration of degraded forest areas, the expansion of the country's forest cover and increase in the production of industrial timber

2.3 Vision Statement

To leave future generations and their communities with richer, better, more valuable forest and wildlife endowments than we inherited.

2.4 Mission Statement

To protect, sustainably manage and develop Ghana's forest and wildlife resources.

2.5 Strategic Imperatives

The Commission has identified six (6) strategic imperatives that will serve as its guiding framework, providing a foundation for achieving its overall vision and mission. These imperatives include:

- Implement strategic and operational frameworks for the protection, sustainable management and development of forest and wildlife resources
- Regulate the forest and wildlife sectors to become efficient, technologically-driven and knowledge-based enterprises to enable value addition and sustainability
- Develop a value-driven culture and organisational structure that attracts, develops and retains a well-motivated and skilled workforce
- Create enabling legal, policy and institutional frameworks, and a diversified revenue portfolio for sustainable financing of the forest and wildlife sectors
- Promote stakeholder participation in the protection, management and development of forest and wildlife resources for effective implementation and
- Strengthen international and regional cooperation, and partnerships to promote sustainable management and development of forest and wildlife resources.

2.6 Core Values

The under-listed organisational core values and behaviours serve as the guiding principles underpinning the Commission's operations and service delivery:

- Be business-oriented
- Create a mindset of interdependency
- Become customer focused
- Embed a culture of integrity and honesty
- Create trust at all levels
- Promote transparency and fairness
- Become accountable to self and to all
- Be committed to delivery of goals
- Promote diversity and
- Communicate effectively

2.7 Organisational Structure of the Commission

The Commission is headed by the Chief Executive, who is accountable to the Board of Commissioners for the overall leadership and strategic direction of the organisation. Supporting the Chief Executive is an Executive Management Team made up of Executive Directors, Directors, and other key Functional Heads who oversee the effective coordination and implementation of policies, programmes, and operational activities across the Commission. The organisational structure of the Commission is illustrated in Figure 1 below.

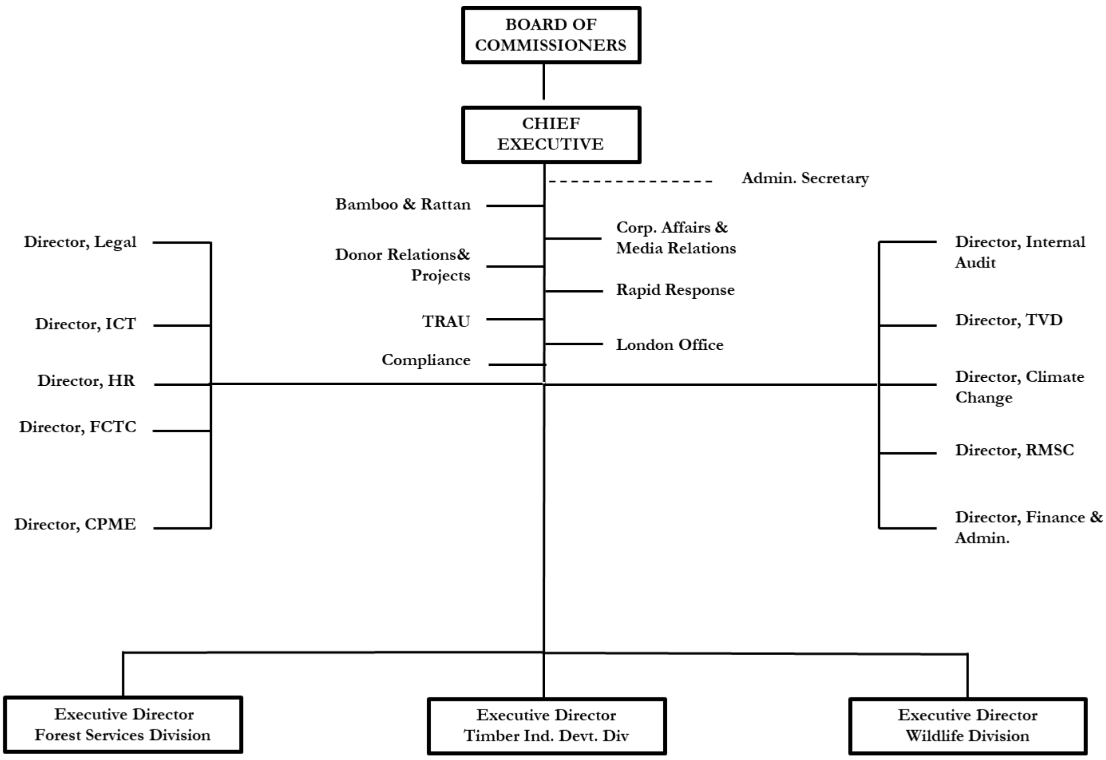


Figure 1: Organogram of the Commission

Table 2 provides an outline of the key functions of the Commission's Divisions and its two (2) Special Units.

Table 2: Key Functions of Divisions and Special Units

Divisions and Special Units	Key Roles/Functions
Forest Services Division	• Forest protection and conservation • Forest production and regulation • Forest plantation development • Preparation of FR management plans
Wildlife Division	• Conservation and law enforcement in wildlife protected areas • Regulate the utilization of wildlife resources • Maintenance and rehabilitation of protected areas infrastructure • Ecotourism development and revenue enhancement • Collaboration with communities and other stakeholders in the management of wildlife resources outside the Protected Areas (CREMA Concept) • Preparation of wildlife Protected Area management plans
Timber Industry Development Division	• Timber trade/industry development and modernization • Timber trade/ industry regulation • Wood products inspection and grading • Market development and promotion • Issuance of trade licenses (FLEGT license, Export permits etc.)
Forestry Commission Training Centre	• Provide short-term and refresher training courses for FC staff and the forestry sector • Assist the wood industry with appropriate technology in downstream processing • Provide consultancy and extension services in forestry, wildlife, wood industry environmental issues • Introduce staff to new technical tools and emerging issues in the forestry sector
Resource Management Support Centre	• Improve on the operational capacity of the Forestry Commission • Develop systems and standards to improve forest and wildlife management that report on the state of the forests • Test and certify externally developed systems on forest and wildlife management for adoption • Promote strategies to improve forest governance

2.8 Board of Commissioners

The governance of the Commission is made up of an eleven (11) member Board of Commissioners, inducted in August 2021 in compliance with Act 571 of 1999. Details of the Board members and their roles are provided in Table 3.

Table 3: List of Board Members and their respective roles

	Name	Role
1.	Tetrete Okuamoah Sekyim II	Chairman
2.	Mr. John M. Allotey	Chief Executive, Forestry Commission
3.	Katakyie Kwasi Bumagama II	National House of Chiefs Representative
4.	Mr. Richard Duah Nsenkyire	Timber Trade and Industry Representative
5.	Mr. George Wireko-Brobby	Wildlife Trade and Industry Representative
6.	Prof. Samuel Kingsley Oppong	Ghana Institute of Professional Foresters Representative
7.	Mr. Gustav Alexander Adu	NGOs in Forest and Wildlife Management
8.	Mr. James Ebenezer Kwabena Dadson	Lands Commission
9.	Nana Akosua Agyeman Prempeh	Government Appointee
10.	Mr. Kenneth Kweku Ofori Amankwah	Government Appointee
11.	Mr. Mahmoud Hamid Nassir-Deen	Government Appointee

CHAPTER THREE

PERFORMANCE REVIEW

3.1 Introduction

This chapter presents a detailed analysis of the Commission's Key Performance Indicators (KPIs) and targets in line with the Sector Medium-Term Development Plan (2022–2025). It examines the extent to which planned activities and objectives were achieved during the reporting period, highlighting measurable outcomes and trends across various operational areas. The chapter also provides an in-depth review of the strategies, programmes, and interventions adopted by the Commission, assessing their effectiveness in driving performance, promoting sustainable resource management, and advancing institutional goals.

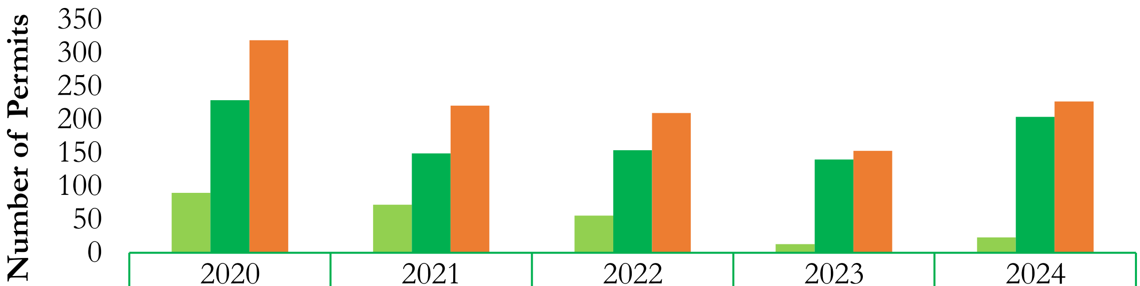
3.2 Sustainable Management, Protection and Development of Forest and Wildlife Resources

In line with its mandate to protect Ghana's forest and wildlife resources, the Commission undertakes initiatives focused on sustainable use, conservation, and safeguarding of these vital resources. This section presents a detailed review of core operations, including timber harvesting regulation, management planning, and resource protection.

3.2.1 Management and Production of Forest Resources

Sustainable forest management practices are directed by inclusive and well-structured plans that align with international standards. These plans encompass forest protection, resource evaluation, sustainable yield estimation, responsible harvesting, silviculture, biodiversity conservation, ecosystem restoration, climate resilience, and ongoing monitoring. They also promote stakeholder involvement, policy alignment, and adherence to global sustainability protocols to ensure long-term forest health and productivity. Thus, 19 existing integrated management plans were reviewed by the Commission.

In accordance with Ghana's Timber Rights Policy, all applications for Timber Utilisation Contracts (TUCs), including salvage, special, and plantation permits, are required to adhere strictly to established legal and procedural frameworks. Salvage permits are granted to authorise the harvesting of trees on lands designated for development activities such as road construction, housing projects, and agricultural expansion. During the reporting period, a total of 227 salvage permits were reviewed and processed, comprising 204 off-reserve and 23 on-reserve areas. This reflects a 48.3% increase compared to the 153 permits issued in 2023, as illustrated in Figure 2 below.



	2020	2021	2022	2023	2024
On-Reserve	90	72	56	13	23
Off-Reserve	229	149	154	140	204
Total	319	221	210	153	227

Figure 2: Salvage Permit Processed and Issued

During the year, 192 permits, summing up to 124,410m³, were reviewed and granted, compared to 208 permits amounting to 162,644m³ issued in 2023 for plantation timber harvesting. This represented an 8% and 24% decline in both permit issuance and total volume allocated.

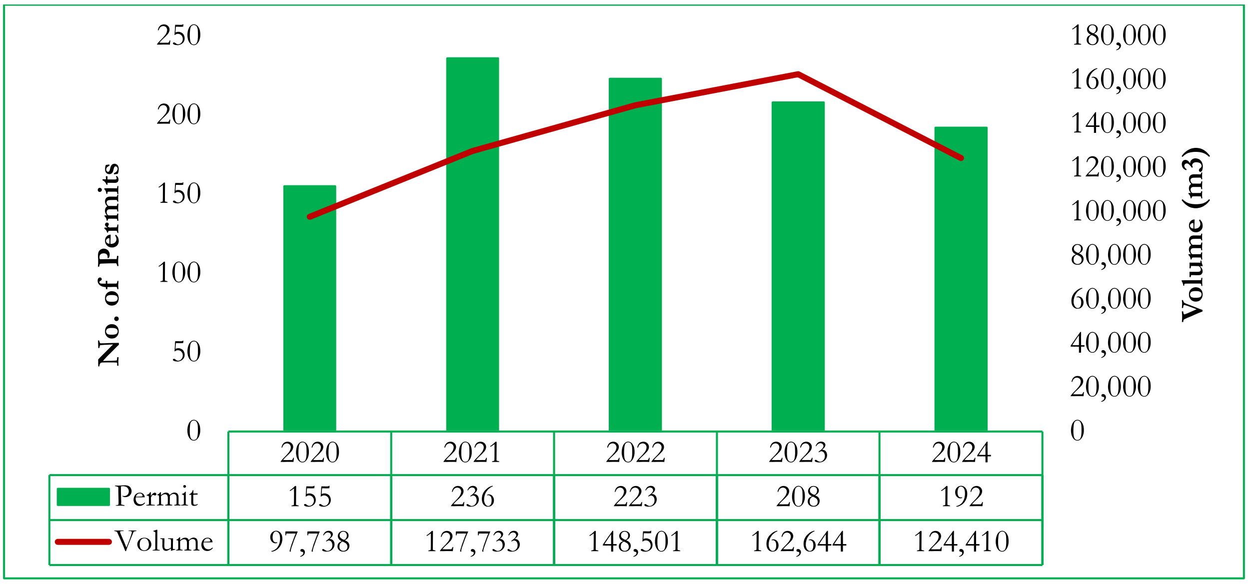


Figure 3: Plantation Permits Issued with Corresponding Volumes

The various plantation timber permits issued, along with their corresponding allocated volumes, are presented in Table 4, providing a detailed breakdown of species distribution.

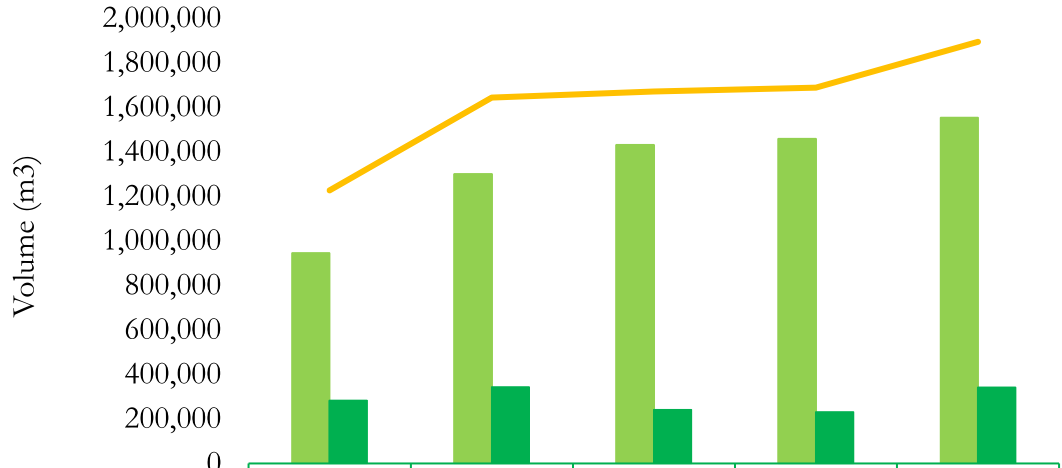
Table 4: Plantation Permits and Volume Allocations

TIMBER SPECIES	NO. OF PERMITS ISSUED	VOLUME ALLOCATED (m³)	VOLUME RE-ALLOCATED (m³)	TOTAL ALLOCATED (m³)
Teak	135	53,853.82	486.5	53,367.32
Gmelina	4	1,789.00	-	1,789.00
Cedrela	50	71,398.36	3,060.40	68,338.36
Wawa	1	242.50	-	242.50
Nyamkrom	1	85.50	-	85.50
Emire	1	588.10	-	588.10
Total	**192**	**127,957.28**	**3,546.90**	**124,410.38**

(a) Timber Production

In Ghana, property marks are unique identification symbols registered by licensed timber operators with the Forestry Commission and stamped on trees or logs to indicate ownership and traceability. They serve as a key regulatory tool for monitoring and verifying the legality of timber harvesting, ensuring compliance with the Timber Resources Management Regulations and initiatives such as FLEGT. Property marks help prevent illegal logging, facilitate revenue collection through verified ownership, and enable tracking of timber from the forest to processing or export points, thereby promoting transparency and accountability in the timber industry. In line with this, the Commission processed and renewed 224 Property Marks for the harvesting of timber in both on-reserve and off-reserve areas, representing a decline of 62% compared to 586 Property Marks recorded in 2023.

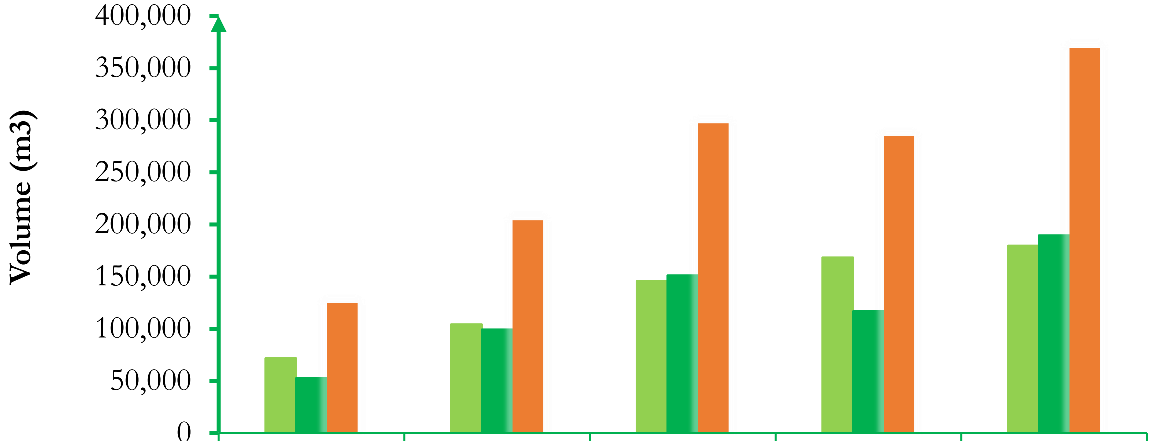
On Annual Allowable Cut (AAC), the Commission's scientific assessment sets a sustainable harvest ceiling at or below 2 million cubic meters ($\leq 2{,}000{,}000m^3$) across these areas. Thus, total natural forest timber production reached $1{,}894{,}188m^3$, with ($1{,}553{,}188m^3$ from On-reserve areas and $341{,}000m^3$ from Off-reserve areas). This reflected a 7% and 48% increase in both on-reserve and off-reserve production compared to the previous year's total of $1{,}688{,}834.41m^3$ (comprising $1{,}458{,}194.32m^3$ from on-reserve and $230{,}640.09m^3$ from off-reserve areas).



	2020	2021	2022	2023	2024
On-Reserve (m3)	944,446	1,300,427	1,430,950	1,458,194	1,553,188
Off-Reserve (m3)	282,232	343,144	240,358	230,640	341,000
Total (m3)	1,226,678	1,643,571	1,671,308	1,688,834	1,894,188

Figure 4: Timber Production from Natural Forest

A total volume of 369,598m³ of plantation timber was harvested during the year from on-reserve (179,846m³) and off-reserve (189,752m³) areas. This reflected 30% increase compared to the 285,189m³ recorded in 2023. Figure 5 illustrates the changes in harvested volumes across both on-reserve and off-reserve areas from 2020 to 2024.

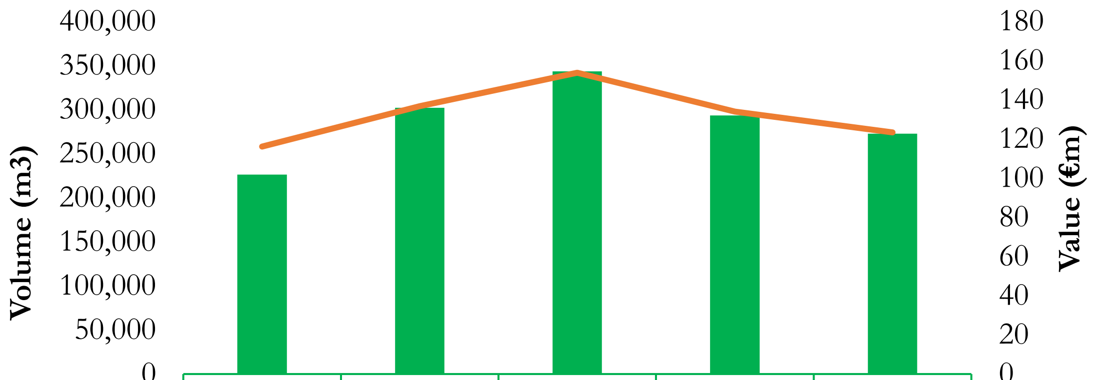


	2020	2021	2022	2023	2024
On-Reserve (m3)	71,997	104,499	145,758	168,383	179,846
Off-Reserve (m3)	52,793	99,493	151,396	116,806	189,752
Total (m3)	124,790	203,992	297,154	285,189	369,598

Figure 5: Plantation Timber Production

(b) Export of Timber and Wood Products

Ghana exported timber and wood products to destinations across Africa, Asia, the Americas, Oceania, and Europe. During the year, a total of 272,829m³ was exported, valued at €123.4 million in revenue. This reflected a 7% drop in export volume and an 8% decline in value compared to 2023, when 293,285 m³ were exported, generating €134 million, as shown in Figure 6. The decline was attributed to multiple causes, including weakened buyer interest and increased teak imports into India from other nations.



	2020	2021	2022	2023	2024
Volume (m3)	226,158	302,229	343,440	293,285	272,829
Value (€m)	116.15	136.75	153.86	134	123.4

Figure 6: Export of Timber and Wood Products

Ghana's timber exports showed mixed patterns across major destinations. Asia/Far East, holding the largest share at 66%, registered 179,920m³ worth €69 million, reflecting a drop from 184,552m³ and €73 million in 2023. This showed a reduction in export volume and value by 2.5% and 5.5%, respectively.

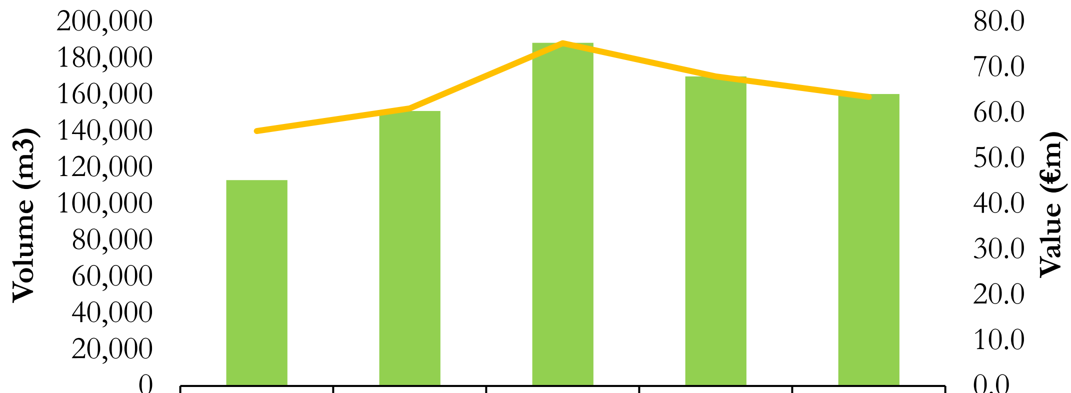
Additionally, Europe, which accounted for 15% of the export market, including nations such as Italy, France, Germany, Belgium, and the UK, recorded a decrease in volume and value to 41,620m³ and €26 million, respectively, compared to 45,943m³ and €29 million in 2023. This represented a decline of 9% in volume and 10% in value.

The Africa/ECOWAS destination, representing 9% of the market share, also experienced a drop-in volume and value to 25,480m³ and €11 million, respectively, from 36,250m³ and €14.7 million in 2023, indicating a 30% decrease in volume and 25% decrease in value. Table 5 below presents the export performance across destination markets. The decline is largely attributed to increased teak imports into India and reduced buyer interest due to Ghana's relatively higher pricing.

Table 5: Export Performance of the Destination Markets

PERIOD	**Jan-Dec 2023**		**Jan-Dec 2024**		**Percentage Change variation (%)**	
MARKET	***000' Volume(m^3)***	***million (€)***	***000' Volume (m^3)***	***million (€)***	***Volume***	***Value***
Asia/Far East	184.55	73.18	179.92	69.13	(2.5)	(5.5)
Europe	45.94	29.31	41.62	26.21	(9.4)	(10.6)
Africa	36.25	14.65	25.48	11.01	(29.71)	(24.85)
America	12.79	10.43	14.34	11.46	12.11	9.89
Middle East	13.68	6.79	11.41	5.62	(9.92)	(17.23)
Oceania	0.07	0.07	0.06	0.04	(14.29)	(42.86)
Total	**293.28**	**134.43**	**272.83**	**123.42**	**(53.71)**	**(91.15)**

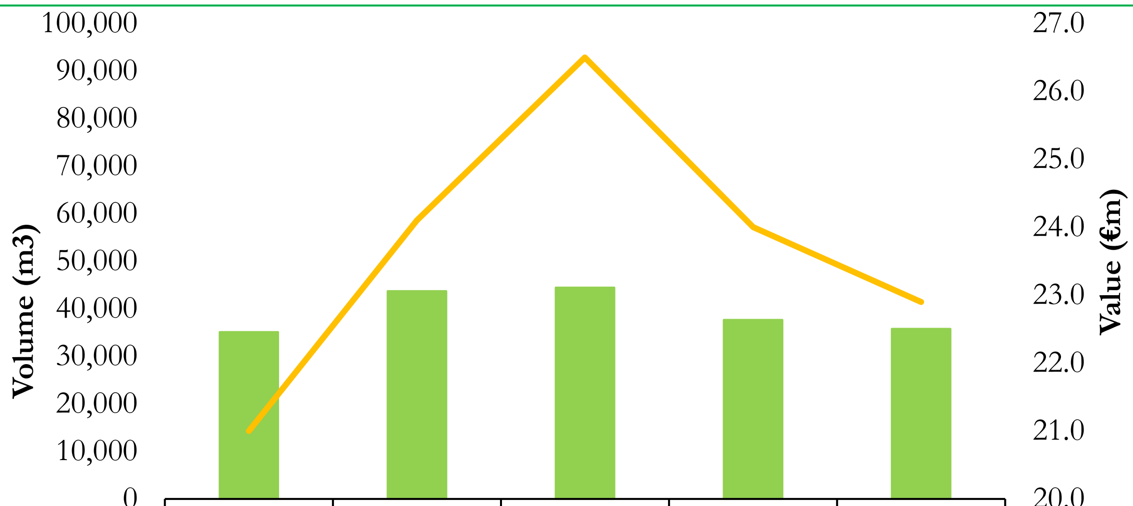
Processed timber exports from Ghana primarily consist of kiln-dried and air-dried lumber. During the year, 160,390m³ of air-dried lumber was exported, yielding €63.5 million in revenue, compared to 170,044m³ valued at €68 million in the preceding year. This indicated a 6% reduction in volume and a 7% decline in value. Figure 7 illustrates the trend in air-dried lumber exports from 2020 to 2024.



	2020	2021	2022	2023	2024
Volume(m3)	113,032	151,009	188,429	170,044	160,390
Value (€m)	56.0	61.0	75.3	68.0	63.5

Figure 7: Air Dried Lumber Export

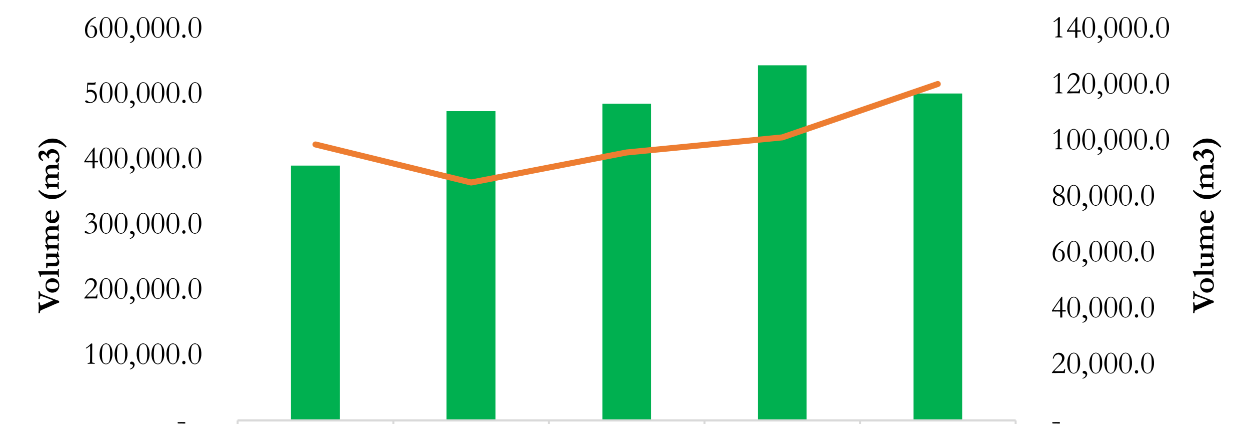
In 2024, exports of kiln-dried lumber amounted to 35,786m³, valued at €22.9 million, compared to 37,660m³ valued at €24 million in 2023. This represents a decrease of 5% in export volume and 5% in export value, as illustrated in Figure 8.



	2020	2021	2022	2023	2024
Volume (m3)	35,102	43,700	44,472	37,660	35,786
Value (€m)	21.0	24.1	26.5	24.0	22.9

Figure 8: Kiln Dried Lumber Export

As part of its efforts to supply the local market with legally sourced timber products, the domestic lumber and plywood industry recorded remarkable growth during the year under review. In 2024, domestic lumber production was 500,922m³, while domestic plywood reached 120,269m³. This marks a decrease of 8% compared to the 544,008m³ of lumber and 101,125m³ of plywood produced in 2023, representing an increase of 19% respectively. The upward trend underscores the effectiveness of ongoing interventions aimed at promoting legal and sustainable timber production within Ghana's forestry sector. Contributing factors include strengthened supply chain monitoring, improved access to raw materials through intensified plantation development, and enhanced compliance with the Timber Resources Management and Legality Licensing Regulations.



	2020	2021	2022	2023	2024
Lumber	390,303.6	473,882.3	485,083.1	544,008.0	500,922.0
Plywood	98,605.2	85,038.3	95,794.3	101,125.0	120,269.0

Figure 9: Domestic Lumber and Plywood

(c) Contracts and Permits Processed and Issued

The Commission continues to play a critical regulatory role in the administration of timber contracts and permits to ensure the transparent and sustainable management of forest resources. A total of four thousand and ninety-two (4,092) export permits were granted for timber and timber products, compared to 3,773 in the previous year, indicating an 8% increase in permits issued in 2023. Also, a total volume of 304,847m³ in timber product contracts (Primary: 33,278m³, Secondary: 262,709m³, and Tertiary: 8,859m³). This represented a negligible increase compared to the 302,153m³ approved in 2023.

3.2.2 Protection of Forest and Wildlife Resources

The sustainable management of Ghana's forest and wildlife resources remains a key priority of the Forestry Commission. As the custodian of the country's natural resource heritage, the Commission continues to implement a range of proactive measures aimed at protecting, conserving, and restoring forest ecosystems while addressing the increasing threats of illegal mining and logging, encroachment, and poaching. These measures include boundary maintenance and inspections, forest patrols, enforcement operations, and promoting community participation in forest governance through Social Responsibility Agreements (SRAs) and the Modified Taungya System (MTS).

During the year, significant strides were made in safeguarding forest and wildlife resources across the country. A total of 22,300 km of forest reserve boundaries were cleaned, compared to 22,650 km in 2023, while 22,992km of boundaries were inspected, an increase from 22,347 km in the previous year. Patrol operations intensified evidently, with 62,595km covered by forest guards, an impressive 28% increase over the 48,749km recorded in 2023. These activities underscore the Commission's commitment to maintaining the integrity and visibility of forest reserve boundaries, a critical step in deterring various forms of forest infractions.

The Commission enhanced its protection efforts by deploying its Rapid Response Teams to curb forest-related illegalities. Enforcement operations led to the arrest of 627 individuals, with 11 successfully prosecuted by the end of the year. In addition, 54 excavators were immobilised, while 4 vehicles and 3 excavators were seized, depicting intensified law enforcement interventions.

Complementing these enforcement efforts, the Commission also implemented community-based interventions to strengthen local participation in sustainable forest management. Boundary inspections, demarcations, and pillaring were carried out in selected forest reserves to prevent encroachment. Additionally, 207 Social Responsibility Agreements (SRAs) were signed with 347 forest fringe communities across nine regions (Ahafo, Ashanti, Bono, Central, Eastern, Oti, Volta, Western, and Western North). These agreements aimed to enhance collaborative management, ensure equitable benefit-sharing, and promote sustainable livelihoods under the MTS.

3.2.3 Development of Forest and Wildlife Resources

Development of forest and wildlife resources remains a central pillar of Ghana's efforts to achieve sustainable forest management and climate resilience. As a strategic priority within the Sector Medium-Term Development Plan (2022–2025), the initiative demonstrates the Commission's strong commitment to reversing forest degradation, improving ecological integrity, and enhancing the economic and social benefits derived from forest resources. The programme is guided by the Ghana Forest Plantation Strategy (GFPS 2016–2040), which provides the national framework for expanding forest cover, restoring degraded landscapes, and ensuring long-term productivity of forest ecosystems.

(a) Forest Plantation Development Strategy

The Ghana Forest Plantation Strategy (GFPS) seeks "to ensure a sustainable supply of planted forest goods and services that deliver broad-based economic, social, and environmental benefits." In line with this objective, forest plantation development continues to play a critical role in strengthening ecosystem resilience, supporting job creation, and contributing to Ghana's commitments under various global climate action initiatives.

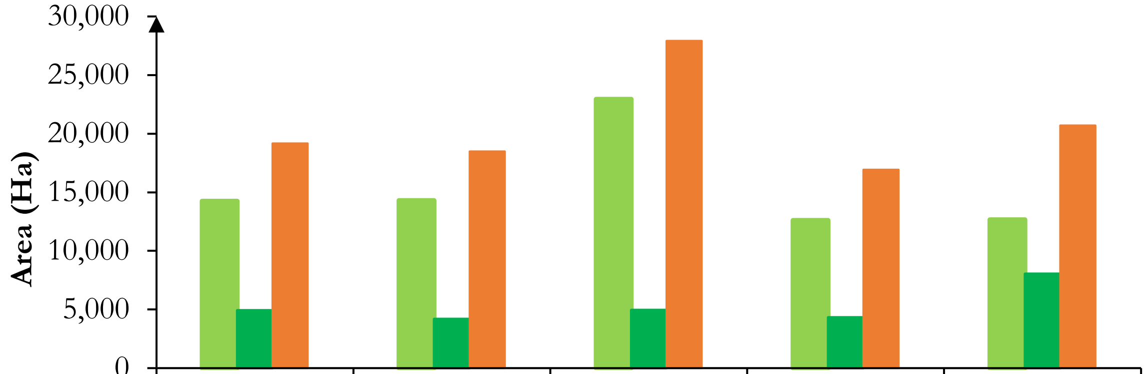
Although the strategy sets an annual plantation establishment target of 25,000 hectares, actual targets have been revised over the years due to fluctuating performance, particularly within the private sector, and a decline in workforce under the Youth in Afforestation/Reforestation Programme (YAP). The reduction in YAP beneficiaries significantly affected the public sector's ability to contribute to national restoration targets.

At the end of the year, the revised national target allocated 12,300ha to the public sector under the National Afforestation/Reforestation Programme (NAP) and 5,000ha to the private sector. As a result, 20,705ha of forest plantations were successfully established nationwide. This comprised 12,666ha under public-sector establishment and 8,039ha under private-sector participation.

When compared with the 16,941ha recorded in 2023, the 2024 achievement reflected an encouraging 22% increase in newly established plantations. This performance demonstrates improving momentum in collective landscape restoration efforts and highlights the continued importance of private sector engagement in scaling up afforestation and reforestation nationwide.

Overall, the progress made reinforces the country's broader ambition of restoring degraded lands, boosting carbon sequestration, and ensuring sustainable forest resource availability for future generations.

The total area established from 2020 to 2024 is shown in Figure 10 below.



	2020	2021	2022	2023	2024
Public (Ha)	14,252	14,294	22,954	12,613	12,666
Private (Ha)	4,919	4,201	4,957	4,328	8,039
Total (Ha)	19,171	18,495	27,911	16,941	20,705

Figure 10: Plantations Established

Furthermore, the Commission restored degraded forest areas and ensured the sustainable supply of forest goods and services by introducing high-value indigenous timber species through enrichment planting. During the year under review, the annual target was set at 1,200ha, out of which 338ha were successfully established. This represented a decline compared to the 2,387ha achieved in 2023, largely due to limited resources. Nonetheless, the activity remains a critical intervention in enhancing forest regeneration and improving ecosystem resilience.

The Commission implemented a comprehensive range of maintenance and forest protection activities aimed at ensuring the healthy growth, stability, and long-term productivity of existing plantations. These activities are essential for improving tree survival rates. Plantations that were severely damaged by wildfire or other disturbances underwent restoration through extensive beating-up, involving the replacement of dead or weak seedlings to restore plantation stocking levels.

Thus, a total of 58,504 hectares of forest plantations were maintained, compared to 50,601 hectares in 2023, representing a 16% increase in the area maintained. The increase underscores the Commission's continued commitment to safeguarding plantation resources and ensuring the long-term sustainability of Ghana's plantation development programme.

Figure 11 illustrates plantation maintenance trends over the period 2020-2024.

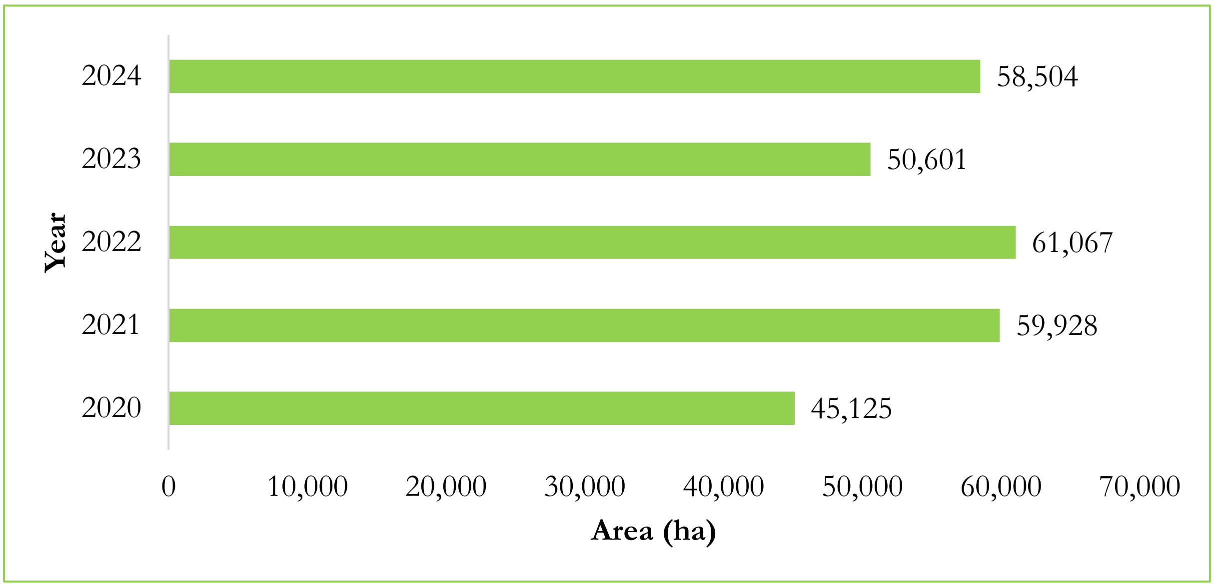


Figure 11: Maintenance of Established Plantations

Table 6: Details of the Plantation Achievements

No.	Category	Annual Target	2024 Achievement
1.	Plantation Establishment On & Off Reserve (ha)	17,300	20,704.6
2.	Plantation Maintenance On & Off Reserve (ha)	50,775	58,504.2
3.	Enrichment Planting (ha)	1,200	338.1
4.	Farm Forestry/Trees-On-Farm (Number of seedlings)	1,000,000	851,260
5.	Green Ghana Day (Number of seedlings)	10,000,000	13,875,286
6.	Number of Tree Seedlings Planted	Variable	33,975,369
7.	Plantation Timber Harvested On & Off Reserve (m^3)	250,000	369,597.6
8.	Food Crop Production (tonnes)	25,000	79,164.6
9.	Jobs (Number of Persons Engaged)	62,500	44,799
10.	Amount disbursed to stakeholders (OASL, Landowners, MTS Groups, MMDAs, etc) (GH¢)	Variable	15,079,695

Source: GFPS 2024 Annual Report

(b) Bamboo and Rattan Development

The Commission facilitated the establishment of 500 hectares of bamboo plantations nationwide in 2024. In addition, 210,000 bamboo seedlings were raised, an increase of 12% over the 187,000 seedlings produced in 2023. The primary bamboo species cultivated included Bambusa vulgaris, Bambusa pervariabilis, Bambusa balcoa, Dendrocalamus asper, and Oxytenanthera abyssinica.

To enhance the sustainability of these initiatives, the Commission undertook maintenance activities at the bamboo germplasm centre in Kyebi-Apapam and beating operations at the model plantation site in Tinte-Bepo. These efforts were aimed at implementing best silvicultural practices to promote healthy bamboo growth and improve plantation survival rates.

In furtherance of its mandate to promote the bamboo and rattan industry, the Commission also organised a series of capacity-building workshops in two (2) selected communities; Watreso and Thompson (both in the Lower Denkyira District of the Central Region). Thus, a total of 20 youth were trained in bamboo furniture and handicraft production, with emphasis on the management of natural bamboo stands, processing techniques, and value-added utilisation.

(c) Climate Variability and Change

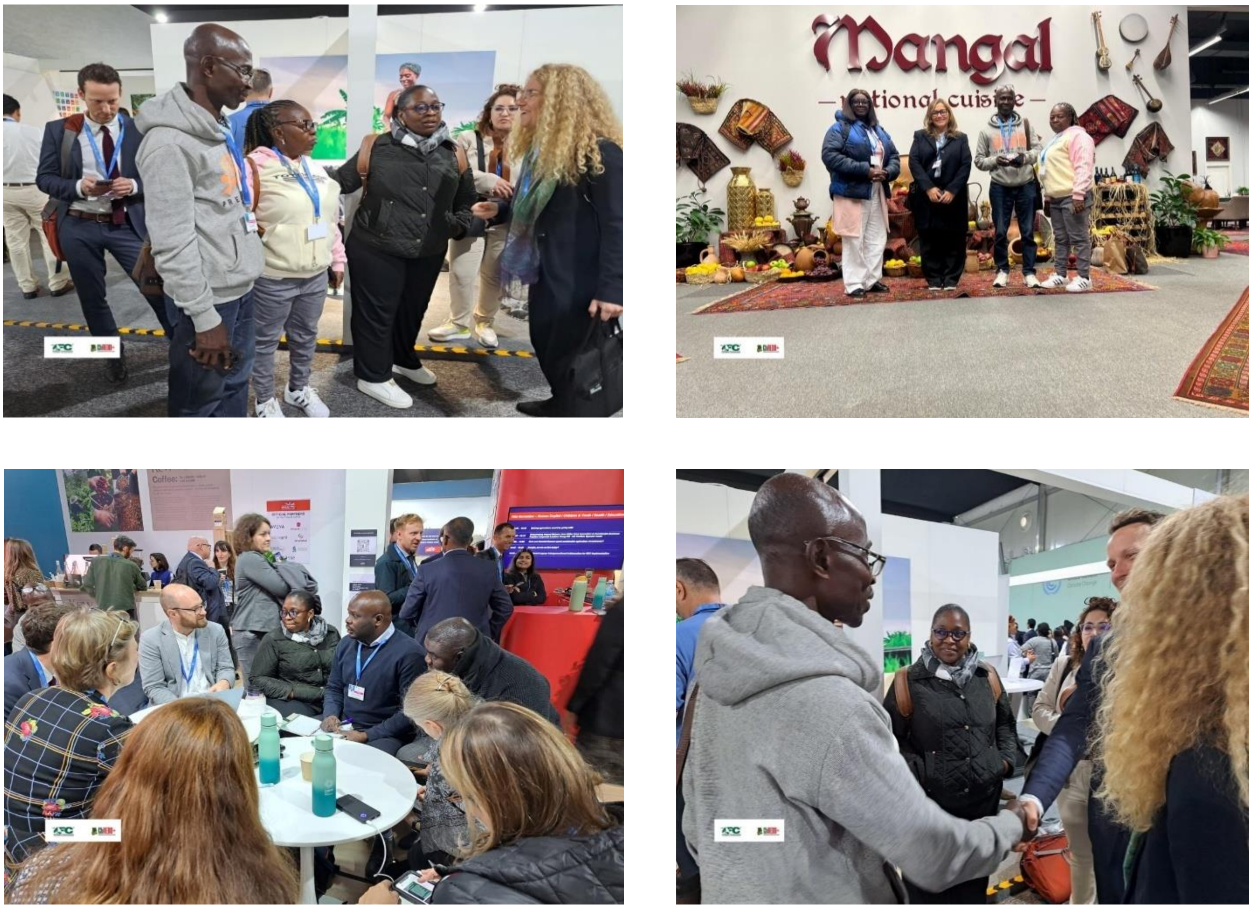
Conference of Parties (COP 29)

The Twenty-Ninth Conference of the Parties (COP 29) of the United Nations Framework Convention on Climate Change (UNFCCC) was held in Baku, Azerbaijan, from November 11-22, 2024.
The Forestry Commission, in collaboration with the United Nations Development Programme (UNDP), sponsored two (2) representatives of local community groups (Mr. Sylvester Mensah, Chairman of the Sefwi-Wiawso Bibiani HIA, and Madam Nallice Adjei, Treasurer of the Juaboso-Bia HIA) to the COP 29.

At the Conference, the following success stories by the Government of Ghana were made known:

- The Government of Canada had provided funding to the tune of CAD 2.5 million to support the Gender Responsive and Integrated Landscape Management Project (GRILMaP). This initiative is still in its early stages of implementation. It aims to enhance gender-inclusive governance, promote climate-smart cocoa production and restore degraded forests in the Ashanti Region.
- Under the Interagency Climate Ambition Programme Support (ICAPS), the USA will provide funding of USD55,463 which will enable Ghana to develop its carbon market framework, address policy gaps and strengthen community benefits through results-based payments.
- The United Arab Emirates (UAE), in fulfilling its promise made at COP 28 in Dubai, has signed a Letter of Intent (LOI) with Ghana to provide USD 30 million for the Climate Resilience, Community Empowerment and Forest Landscape Restoration Programme, which is set to commence in 2025. The programme has a focus on reforestation, forest biodiversity conservation and empowering forest-dependent communities through sustainable livelihoods and eco-tourism in the six Hotspot Intervention Areas (HIAs) in the country.
- Southbridge Investments has almost completed the necessary legal requirements as part of the efforts to fulfil its commitment to support the Resilient Ghana Package. When completed, farmers will be able to access interest-free loans to support their activities, especially those interested in agroforestry and practitioners of climate-smart agriculture, silviculture or nature-based solutions.

- The Commission's engagement with Seed Fund is at an advanced stage and near conclusion. Funds to be secured from this organisation will be used for strengthening institutional capacity, identifying and packaging catalytic nature-positive opportunities, piloting integrated biodiversity conservation in selected HIAs and developing advanced systems for planning, monitoring, reporting and verification.



Some participants at the Conference of Parties (COP29)

Climate Resilience, Community Empowerment and Forest Landscape Restoration Program (UAE)

The following progress was made during the year under review:

- Stakeholder Engagements were undertaken with relevant stakeholders.
- Project Workplan and Budget were developed.
- A Letter of Intent was signed between Ghana and the UAE.

(d) Ecotourism Development

The Commission remains committed to promoting ecotourism within its Protected Areas as a means of boosting the national economy, raising awareness about the importance of conserving natural resources, protecting biodiversity, and supporting community development. Ecotourism also appreciates and enhances educational and cultural heritage among forest-fringe communities while creating employment opportunities for the residents.

As part of the efforts to enhance ecotourism, the Commission carried out several upgrades to ecotourism and park infrastructure, which included the following major initiatives:

- Renovation of Camp 15 building in the Bia Conservation Area.
- Construction of 10 Chalets (Two apartments each), Tourist Accommodation to a lintel level in the Mole National Park.
- Construction of a bird-watching tower in Kakum National Park.
- Construction of a walkway is underway in the Shai Hills Resource Reserve.
- Construction of four (4) mechanised boreholes in the Mole National Park (Grupe, Holomuni, Kananto, and Kparia camps).
- Maintenance of a collapsed wall at Kumasi Zoo.
- Rehabilitation of five (7-room) Junior staff accommodation blocks and one (1) senior staff bungalow at Mole NP.
- Construction of a 7km road network from the Kparia sub-range camp to the Kparia community at Mole National Park, and its rehabilitation to open up the route to the Kparia Waterfalls.
- Renovation of seven (7) camp apartments at Kyabobo National Park.

Ecotourism visitation increased by 16%, at the end of the year, with a total of 552,402 visitors recorded, up from 478,026 in 2023. Table 7 provides a breakdown of the various ecotourism sites and their respective number of visitors.

Table 7: Performance of Visitation to Ecotourism Destinations

No.	Ecotourism sites and Zoological Gardens (Zoos)	No. of visitors in 2023	No. of visitors in 2024	Variance
1.	Mole National Park	18,497	23,942	5,445
2.	Kakum Conservation Area	154,844	212,226	57,382
3.	Ankasa Conservation Area	1,490	2,438	948
4.	Bui National Park	310	412	102
5.	Bia Conservation Area	26	157	131
6.	Kyabobo National Park	1,501	435	(1,066)
7.	Owabi Wildlife Sanctuary	1,692	3,190	1,498
8.	Shai Hills Resource Reserve	60,742	68,420	7,678
9.	Kalakpa Resource Reserve	125	85	(40)
10.	Bomfobiri Wildlife Sanctuary	2,043	1,198	(845)
11.	Songor Ramsar Site	10	0	(10)

No.	Ecotourism sites and Zoological Gardens (Zoos)	No. of visitors in 2023	No. of visitors in 2024	Variance
12.	Muni Pomadzi Ramsar Site	10	2,887	2,877
13.	Gbele Resource Reserve	46	53	7
14.	Accra Zoo	88,345	93,913	5,569
15.	Kumasi Zoo	145,997	127,033	(18,964)
16.	Digya National Park	22	19	(3)
17.	Kogyae Strict Nature Reserve	251	0	(251)
18.	Buabeng-Fiema Monkey Sanctuary	2,116	15,994	13,878
	Total	**478,067**	**552,402**	**74,335**

3.3 Forest and Wildlife Policy and Legal Regimes

3.3.1 Enforcement of Forest and Wildlife Laws

The Commission is stepping up its patrol activities across Protected Areas to enhance the protection and conservation of Ghana's forest and wildlife resources. As part of these strengthened initiatives, 362 effective patrol staff were deployed, contributing to a total of 213 Effective Patrol Man Days (EPMD) per officer, thereby improving surveillance, law enforcement, and overall resource conservation.

During these patrol operations, a total of 127 poachers and other offenders were apprehended in connection with 73 cases, out of which 60 were successfully prosecuted with the assistance of FC-trained prosecutors. Meanwhile, 13 cases are still under police and court investigation. Additionally, the Bolgatanga Regional Office successfully intercepted four (4) elephant poaching attempts within the Eastern Corridor. The Mole National Park and the Bolgatanga Regional Office effectively handled and resolved 34 cases of animal crop-raiding. As part of boundary maintenance activities, a total of 1,070 km of Protected Area boundaries were cleaned and inspected to ensure clear demarcation and effective management.

The Commission enhanced its operational capacity by increasing the number of patrol teams from 18 to 23. These teams were deployed across twenty-four (24) Forest Districts, two (2) Private Plantation sites, and the National Timber Monitoring Unit to strengthen field monitoring and enforcement.

The intensified enforcement operations by the Rapid Response Teams yielded substantial results, with a total of 48,371 assorted lumber, 180 chainsaws, and 17 firearms confiscated. Additionally, 1,260 heavy-duty pumping machines were seized. In key hotspot forest reserves, the Commission immobilised 70 excavators and destroyed 416 "chanfan" machines linked to illegal mining operations. A total of 22 vehicles were impounded, and 441 suspects were apprehended. A detailed breakdown of these enforcement outcomes is provided in Table 8 below.

Table 8: Achievements of Rapid Response Teams

Items seized/confiscated/destroyed	2024
Assorted Lumber	48,371
Firearms	17
Chainsaws	180
Suspects arrested	441
Vehicles impounded	22
Excavators for illegal mining	70
"Chanfan" machines	416
Heavy-duty pumping plants	1,260
Cattle encroaching and destroying forest plantations	67

3.3.2 Forest Law Enforcement Governance and Trade (FLEGT)

a) Facilitation of Legal Timber Trade and Timber Legality Assurance

The Forestry Commission continued to play a central role in ensuring the supply, trade, and export of legal timber in accordance with Regulation 40 of the Timber Resources Management and Legality Licensing Regulations, 2017 (L.I. 2254). This mandate supports Ghana's commitment to sustainable forest governance, market transparency, and the preparation for full implementation of the FLEGT licensing regime. In addition, Ghana has proposed June 2025 as the target date to begin full FLEGT licensing, pending final operational readiness and validation.

b) Ghana Wood Tracking System (GWTS)

The Ghana Wood Tracking System remains a key component of the Timber Legality Assurance System (LAS), enabling end-to-end monitoring of timber production and movement.

During the reporting year, the following were achieved:

- The enhanced Ghana Wood Tracking System Decision Support System (GWT-DSS) was fully completed, deployed, and is now fully operational within the live environment.
- The system continues to provide near real-time, automated, and traceable transactional data, supporting monitoring, verification, and enforcement processes across the timber supply chain.

The deployment of the enhanced system marks a significant advancement in digital governance of the forestry sector, improving transparency, accountability, and data reliability.

c) Timber Legality Audits

Timber Legality Audits were carried out to assess compliance by both implementing agencies and private sector stakeholders. During the audit cycle, two (2) sets of audits were completed and covered 66 Forest Services Division (FSD) District Offices and 26 Timber Industry Development Division (TIDD) Area Offices. Also, a total of 65 non-conformances were identified and documented for corrective action.

These findings enabled targeted follow-ups and enforcement measures to reinforce integrity in timber production and trade processes.

d) Capacity Building Initiatives

In collaboration with the Nature and Development Foundation (NDF), the Commission built the Capacity of over 404 industry personnel on the use of the industry portal as well as the best practices in closing Corrective Actions.

3.4 Environmental Interventions and Events

3.4.1 Green Ghana Day (GGD) Programme

As part of the Government's continuous strategy to restore degraded lands and encourage the citizenry to actively partake in tree planting initiatives, the 2024 Green Ghana Day Initiative was commemorated on 7th June, 2024, under the theme: "Growing for a Greener future". The target for the 2024 Green Ghana Day was the distribution and planting of ten (10) million trees. Hence, tree seedlings are distributed freely to the general public for planting to meet the target.

At the end of this edition, a total of 13,875,286 seedlings were distributed for planting. Thus, a total of 9,207,926 seedlings were planted within the degraded forest reserves whiles the remaining 4,667,360 seedlings were planted in off-reserve areas.

The seedlings planted include timber, fruit, multipurpose and shade/ornamental tree species.

Launch of 2024 Green Ghana Day

Commemoration of 2024 Green Ghana Day

3.4.2 Passage of the Wildlife Bill

The President has assented to the Wildlife Resources Management Bill 2022, and it is now the Wildlife Resources Management Act, 2023 (Act 1115). The Act revised and consolidated all laws relating to Wildlife and Protected Areas, and brought them into conformity with existing policies and emerging trends in the natural resources sector. The new Act will also ensure the effective implementation of the International Conventions on Wildlife, of which Ghana is a signatory. The Act further provides for the establishment of private zoological gardens and private wildlife sanctuaries by a Person, Organisation or Community.

3.5 Sustainable Financial Management

The sources of revenue for the Commission encompass the following:

- **Subvention from the Government of Ghana**

This includes the salaries of the Commission's staff, allowances and logistics provided for Youth in Afforestation Programme beneficiaries, as well as goods and services to the Wildlife Division.

- **Internally Generated Funds (IGF)**

The key sources of IGF consist of income derived from natural forest stumpage, plantation timber sales, charcoal conveyance, export levies, zoo and park entrance fees.

- **Donor Partners**

This primarily covers cash, assets and technological assistance.

(a) 2024 Audited Financial Statements

The Board of Commissioners presented the Commission's Audited Financial Statements for the 2024 financial year to the Minister of Lands and Natural Resources and the Auditor General's Department (See Appendix 1).

3.6 Human Resource Management

Human Resource Management remains a critical pillar in the effective functioning of the Forestry Commission. The Commission's HR mandate is centred on developing a skilled, motivated, and committed workforce capable of delivering on its organisational objectives and statutory responsibilities. In this regard, the Human Resource Unit focuses on creating and maintaining systems, policies, and practices that promote fairness, equity, professional growth, and staff well-being. These efforts are aimed at fostering a supportive and productive work environment that enhances employee performance and organisational effectiveness.

During the year under review, the Commission directed its attention to six (6) key areas of human resource practice:

- **Human Resource Development:** Enhancing staff skills and competencies through training, capacity-building programmes, professional mentorship, and career development pathways.
- **Employee Resourcing:** Ensuring adequate staffing levels through strategic recruitment, placement, and succession planning to meet operational needs across divisions, districts, and field units.

- **Reward Management:** Implementing fair and competitive compensation, incentives, and recognition systems that encourage productivity and reinforce employee motivation.
- **Organisational Development:** Promoting institutional efficiency through change management, work process optimisation, and fostering an organisational culture grounded in accountability and teamwork.
- **Performance Management:** Strengthening mechanisms for reviewing, assessing, and improving employee performance, aligned with departmental targets and strategic objectives.
- **Human Resource Information Management System (HRIMS):** Maintaining reliable HR data and digital systems to support workforce planning, decision-making, and improved service delivery.

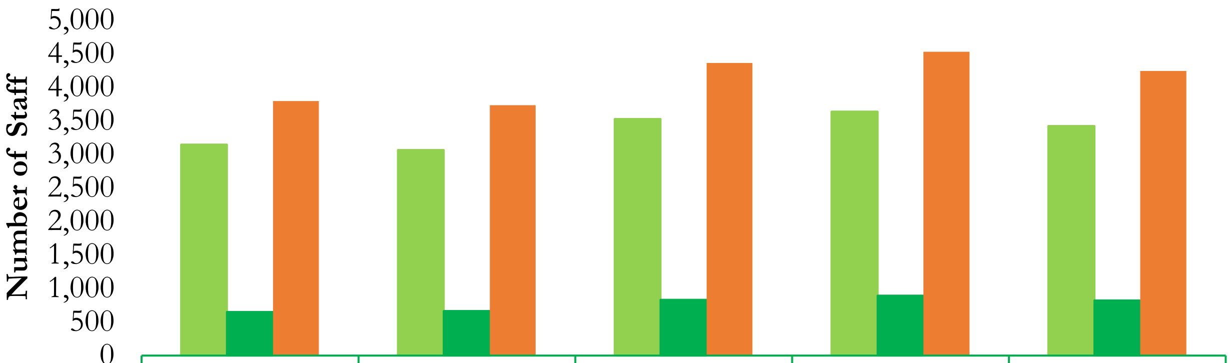
Collectively, these interventions contribute to building a resilient workforce that is well-positioned to support the Commission's mandate of sustainable forest and wildlife resource management.

3.6.1 Staff Demography

The Commission's total staff strength stood at 4,247, comprising 1,695 senior staff members accounting for 39.9% and 2,552 junior staff members representing 60.1%. Out of this total, 3,424 were males, and 823 were females, as shown in Figure 12.

Table 9: Staff Demography

Division/Unit	Senior Staff		Sub Total	Junior Staff		Sub Total	Total
	Male	Female		Male	Female		
FC CHQ	116	71	187	42	9	51	238
FSD	601	275	876	1,478	157	1,635	2,511
RMSC	52	23	75	28	3	31	106
TIDD	193	130	323	72	28	100	423
WD	135	81	216	673	34	707	923
FCTC	10	8	18	24	4	28	46
TOTAL	**1,107**	**588**	**1,695**	**2,317**	**235**	**2,552**	**4,247**



	2020	2021	2022	2023	2024
Male	3,148	3,067	3,531	3,637	3,424
Female	650	666	833	893	823
Total	3,798	3,733	4,364	4,530	4,247

Figure 12: Gender Distribution

3.6.2 Staff Recruitment and Attrition

During the year under review, the Commission undertook several strategic human resource activities to ensure adequate staffing levels and maintain operational efficiency. Following the grant of financial clearance by the Ministry of Finance and Economic Planning (MoFEP), the Commission successfully recruited significant technical personnel to strengthen capacity in critical operational areas across Divisions and field offices.

In accordance with the Commission's Scheme of Service, a total of 201 management staff and 320 non-management staff were promoted. These promotions were based on merit, performance, and the availability of vacancies, and served to acknowledge staff dedication while fostering motivation and career development. Additionally, 17 staff members were transferred, posted, or reassigned across various Divisions and Units to better align human resource deployment with institutional needs and to enhance service delivery efficiency.

Concerning attrition, two hundred and eight (208) staff members exited the Commission for the following reasons: retirement (98), death (26), resignation (36), vacation of post (9) and leave of absence/study leave (27). This marks a 46% increase compared to the 142 staff exits recorded in 2023, as shown in Table 10 below.

Table 10: Staff Turnover

Turnovers	2020	2021	2022	2023	2024
Retirement	159	65	117	84	101
Resignation	1	4	16	23	36
Termination	3	2	0	4	4
Death	31	15	16	20	27
Vacation of Post	3	1	2	11	13
Leave of absence/ study leave	N/A				27
Total	**197**	**87**	**151**	**142**	**208**

3.6.3 Capacity Building and Staff Motivation

In line with the Commission's Human Resource Policy and Procedure on training, staff participate in diverse training programmes aimed at enhancing their knowledge, skills, and competencies for effective job performance and career growth. These initiatives contribute to the attainment of the Commission's business goals and strategic objectives.

The Commission's training programmes are categorised into two (2) types: Commission-Initiated and Self-Initiated Training. Subsequently, seven hundred and forty-six (746) staff members participated in various training programmes, workshops, conferences, and short courses organised by the Commission. The following were among the courses completed by staff during the year:

- Training on Climate Change
- Training on Wood Identification
- Training on Weapon handling
- Leadership
- Veterinary Medicine
- Wildlife Conservation
- Training on Communication Skills, Teamwork and Leadership.

Occupational Pension Scheme (Tier 2)

The Commission, in collaboration with the Public Sectors Workers Employees' Pension Scheme (PSWEPS), embarked on a sensitisation workshop in all the Regions except the Eastern and Greater Accra regions, which were sensitised and enrolled in 2023.

The purpose of the exercise was to educate staff on the Occupational Pension Scheme (Tier 2) and also enroll them into the General Trust Company Limited (GENTRUST) and PSWEPS Platforms. The enrollment provides Staff the opportunity to check their account statements when necessary. The HR/Admin Officers across stations in all the Districts/Regions were trained in the management of the GENTRUST and PSWEPS platforms, respectively. Accordingly, all the staff of the Commission were enrolled on the GENTRUST/PSWEPS platforms.

3.6.4 Occupational Health and Safety

The Commission organised a series of health and safety programmes to raise awareness and encourage staff to adopt healthier lifestyles for their overall well-being.

Health Week Celebration

The activities for the Health Week celebration included:

- Health Talk on Mental Health and Work-Life Balance (Stress Management).
- FC goes Old school, Rep your school day and "Bring and Share": exchange of fruits and vegetables to inculcate the habit of balanced nutrition.
- Health walks and games were organised to climax the week's activities.

Furthermore, a series of health talks and safety awareness workshops were organised, covering the following topics:

- Fire Safety Awareness Programme.
- Prostate Cancer Awareness.
- Breast Cancer Awareness Campaign and Screening.

These initiatives were designed to educate staff on safety protocols and the necessary steps to follow during incidents. In addition, free health screenings were offered to staff, with emphasis on the following areas:

- Full Blood Count
- Hepatitis B
- Kidney
- Liver
- Blood Pressure
- Glucose
- Lipid Profile
- Eye Screening
- Prostate

A total of two hundred and thirty-nine (239) staff within the Commission's Greater Accra region were screened. The screening took place at the Auditorium of the Commission's Head Office Complex.







Health Week Celebration

3.7 Forest and Wildlife Stakeholder Collaboration

Ghana has six (6) Ramsar Sites, Sakumo, Keta Lagoon Complex, Muni-Pomadze, Songor, Densu Delta and Owabi, as Protected Areas of international importance under the Ramsar Convention. In addition, major national parks such as Mole, Digya, Bia, and Bui remain critical areas for forest and wildlife conservation. To ensure the integrity and ecological sustainability of these protected areas, the Commission continued to implement protection and management measures in line with national legislation and international conservation frameworks.

During the year under review, a range of capacity-building initiatives were undertaken to strengthen the skills and operational readiness of staff and community partners: These include:

- Weapon-handling training was provided to 3 staff members of the Accra Zoo at Asutuare to improve safety and emergency response capability.
- A total of 28 staff participated in various professional development programmes such as GPS and SMART conservation monitoring technologies, and integrated flood and drought management strategies, etc.

Additionally, a practical training programme was organised for Asuobia CREMA members at Bia National Park on the preparation of organic pesticides and fertilisers, supporting environmentally friendly farming practices. To enhance community participation in habitat restoration, 15 communities were supported to produce 29,100 tree seedlings for use in reforestation and enrichment planting activities. Further collaborative interventions included the training of 50 farmers in agroforestry practices at Biodiversity Inventory and Monitoring Unit (BIMU) - Goaso, in partnership with the Nature Foundation for Development (NFD), capacity building for 75 community fire volunteers in collaboration with the Ghana National Fire Service (GNFS) and International Union for Conservation of Nature (IUCN), and training in elephant safety protocols for 8 fringe communities around Mole National Park. Financial literacy and Village Savings and Loans Association (VSLA) training for communities around Bia National Park, including members of the Ghana National Cocoa Farmers Association (GNACOFA), were also organised.

At the Keta Lagoon Complex Ramsar Site, the Commission collaborated with Kasa Initiative Ghana to train communities in Gamenu and Akalove on sustainable mangrove harvesting and wetland restoration techniques. As part of ongoing restoration efforts, 19 hectares of degraded wetland areas in the Keta Lagoon Complex and Songor Ramsar Site were restored. Also, 15,960 seedlings were planted across additional wildlife protected areas.

On public awareness and conservation education, sensitisation programmes were delivered in 322 schools and 314 communities to promote environmental stewardship and wildlife law compliance. Also, 152 radio education programmes were broadcast nationwide, focusing on wetland conservation, wildlife protection laws, and sustainable resource use.

3.8 Efficient and Effective Organisational Infrastructure Development

3.8.1 Corporate Planning, Monitoring and Evaluation (CPME)

To support the achievement of the Commission's strategic and operational objectives, the CPME Unit at the Headquarters continued to play a central role in ensuring the effective management and development of forest and wildlife resources nationwide. During the reporting year, the Commission developed the 2024 Action Plan to provide a coordinated framework for guiding and effectively monitoring the operations of its Divisions, Department, and Units.

To further strengthen performance monitoring and results management, the Commission implemented a comprehensive Monitoring and Evaluation (M&E) Plan for the year under review. The plan aimed to establish a harmonised and integrated framework for tracking policy implementation, programme delivery, and project outcomes on a quarterly, mid-year, and annual basis. Central to this process were field M&E visits to FSD Regional and District Offices, TIDD Area Offices, and Wildlife Protected Areas across the country, which enabled verification of activities, assessment of progress, and identification of emerging challenges. Key findings from these visits were consolidated into detailed reports containing actionable recommendations for Management and were submitted to the Chief Executive and the Audit Committee for further review and follow-up.

In line with the implementation of the Sector Medium-Term Development Plan (SMTDP 2022–2025), the Commission also organised annual and mid-year performance review workshops. These engagements facilitated the collation and preparation of progress reports submitted to the National Development Planning Commission (NDPC), the State Interests and Governance Authority (SIGA), the Ghana Statistical Service (GSS), the Ministry of Finance and Economic Planning (MoFEP), and the Ministry of Lands and Natural Resources (MLNR), thereby ensuring alignment with national performance reporting requirements.

Additionally, the Commission submitted quarterly National Income Reports to the Ghana Statistical Service (GSS) to aid national economic planning. Quarterly SDG Implementation Status Reports were also submitted to the Office of the President, contributing to national efforts to monitor progress toward the Sustainable Development Goals and ensure transparency and accountability. The Commission also submitted quarterly Statistical Reports to the Ministry of Lands and Natural Resources (MLNR), providing essential data for policy dialogue, performance monitoring, and evidence-based decision-making within the natural resources sector.

3.8.2 Internal Auditing

The Commission remains committed to delivering high-quality assurance and advisory services to the Board and Management, to strengthen internal controls, enhance governance effectiveness, and improve risk management across the organisation. During the year under review, the Commission completed 72 out of 78 planned risk-based audit assignments, representing a 92% completion rate. A total of 27 audit issues were reported, accompanied by 48 recommendations requiring Management and Board action. Out of these recommendations, 28 (58%) were fully implemented, 12 (25%) were partially implemented, while 8 (17%) remain outstanding. The implementation of these recommendations resulted in notable improvements in four (4) key operational areas:

a) Financial Management

Accountability mechanisms improved significantly, particularly in the retirement of accountable imprests and advances, timely billing for harvested products and services, enhanced revenue collection, prompt lodgements, reconciliations, and more accurate financial reporting. These efforts yielded direct financial recoveries, including:

- Recovery of outstanding receivables for masts located in Forest Reserves
- Recovery of outstanding contractor debts
- Retrieval of uncredited banker's drafts from Ghana Commercial Bank

Overall, a total of GH¢172,181.17 was recovered through audit interventions.

b) Operational Efficiency

Audit reviews of beneficiary timesheets and the introduction of stricter control measures improved the precision of data capture and validation. Consequently, claims submitted by Districts for allowance processing were substantially reduced, ensuring that payments corresponded accurately to actual work performed.

c) Governance and Risk Management

Control adequacy and risk mitigation were strengthened through comprehensive assessments and targeted improvements. A cybersecurity audit and follow-up reviews supported the implementation of enhanced digital security protocols. The Commission also organised a Cybersecurity Awareness Week and delivered ICT safety training to staff at all levels, promoting responsible system use and data protection.

d) Compliance

Compliance with procurement regulations and public financial management frameworks continued to improve across Divisions, Department, and Units. Oversight mechanisms were reinforced to ensure adherence to statutory and policy requirements governing financial, operational, and administrative activities.

3.8.3 Information and Communication Technology (ICT)

The Commission enhanced its business processes by training staff in modern technology, maintaining network infrastructure, providing user support, developing systems to support forest and wildlife operations, and researching emerging technologies.

Additional key initiatives implemented include the following:

- The Commission conducted a backup of all data related to forest management resources.
- The Commission developed, implemented, maintained and trained staff in various web-based applications, contributing to the overall corporate objectives of FC. Upgraded Green Ghana & ICT Klinik (Web & Mob. App), FCIIS, FC Availability System, REVCOMSYS and Form 'C'.
- The Commission successfully rolled out ESET Endpoint Security v.11 Corporate Anti-virus nationwide and carried out 80% Preventive Maintenance, Repairs and Servicing of ICT Equipment.
- The Commission successfully developed SOPs for the ICT Unit. It also took on the responsibility of implementing the Network Reliability/Failover System using Dual ISP Network and Starlink Satellite in selected sites (TIDD Head Office, Samraboi, Dunkwa).
- The Commission updated the Forest Focus and FC Website with content from Divisions, Department and Units.
- The Commission maintained the Revenue Collection and Secured Socket Layer (SSL Management System (REVCOMSYS) in all five (5) implementation sites.

- The Commission ensured the implementation and generation of certificates.
- The Commission conducted a cybersecurity awareness programme to educate Commission staff on best practices and enhance their understanding of online security measures
- The preventive maintenance plan for the Commission was evaluated to ensure the smooth and efficient operation of ICT systems and network infrastructure.
- The Commission carried out "Ghana.gov" API Integration with CITES (100%) & REVCOMSYS (50%).

3.8.4 Resource Management Support Centre (RMSC)

The Centre functions as a special unit of the Commission, with responsibility for designing, developing, promoting, and overseeing efficient and cost-effective forest and wildlife management systems across Ghana. Its work is mainly guided by the 2012 Forest and Wildlife Policy and the Forestry Development Master Plan (2016–2036), which together provide the strategic direction for sustainable resource management.

To strengthen the management and protection of forest and wildlife resources, the Commission implemented several strategic measures during the period under review. These actions included the preparation of policies, operational guidelines, and management strategies aimed at addressing the current state of the nation's forests and enhancing conservation outcomes. Key interventions undertaken are outlined below:

- Developed 2017 and 2021 landcover change maps for the Ghana Shea Landscape Emission Reductions Project (GSLERP) area.
- Collated wildfire incidence reports from nine (9) regions with fourteen (14) Forest districts involving eighteen (18) Forest reserves. Fifty-four (54) fire incidents were recorded. Wildfire training for field volunteer staff in the 5 northern regions and about 42 communities was also conducted.
- Coordinated and reported on all assessments of 13 deprotected GSBAs Forest Reserves (Draw, Ndumfri, Krokosua, Subri River, Fure Headwaters, Fure River, Boin River, Tano Nimiri, Yoyo, Jema Asemkrom, Nueng South Forest Reserves.
- Reviewed Biodiversity Offset Management Plan of the Atewa Biodiversity Offset Programme.
- Conducted clarification on the forest management interventions for grass/shrublands and degraded areas of the reserve.
- Conducted a survey on existing and potential alternative livelihood enterprises in the Bono and Bono East Region.
- Data entry and analysis of SRA values for the year 2024 completed.
- Prepared and submitted a technical proposal on 'Biodiversity Study' for Miro Forestry Ghana Limited.
- Undertook field assessment in Tinte Bepo and Boumfum Forest Reserves to determine the baseline for KG Biomass Supply Limited. Thus, the final report for the project assignment under the signed MoU with KG Biomass Supply Limited on the 'Baseline study on Degraded Lands' has been submitted.
- Conducted annual customer satisfaction surveys in Bono East and Bono Regions.

3.8.5 Adherence to Compliance Systems

A strong compliance system is essential for protecting the Commission's reputation, reducing legal and operational risks, and promoting a culture of accountability, integrity, and ethical conduct across all levels of the organisation. During the reporting period, the Commission undertook several key compliance-related activities, including:

- Ensured the preparation and submission of the Right to Information (RTI) Annual Report as required by Section 77 of the RTI Act, 2019 (Act 989).
- Prepared and submitted the 2023 Annual Audit Committee Report to the various key stakeholders.
- Organised three (3) Audit working sessions with Auditees to solicit responses on outstanding Internal Audit and Timber Validation Department (TVD) Technical Audit issues for 2023.
- Organised the second working session to discuss the Status of Implementation of the 2nd Quarter, 2024 Consolidated Internal Audit Report, outstanding 3rd and 4th Quarter 2023 and 1st Quarter, 2024 Consolidated Internal Audit Report.

CHAPTER FOUR

PROGRAMMES AND PROJECTS

4.1 Introduction

This chapter highlights the major programmes and projects implemented by the Commission in collaboration with Development Partners. These initiatives are aligned with the Commission's long-term strategic vision and are designed to address critical sectoral challenges, enhance environmental sustainability, improve community livelihoods, and strengthen institutional capacity. The interventions contribute to landscape restoration, climate change mitigation, sustainable land use, and the promotion of resilient forest-based economies.

4.2 Ghana Landscape Restoration and Small-Scale Mining Project (GLRSSMP)

The Project Development Objective (PDO) is to strengthen integrated natural resource management and increase benefits to communities in targeted savannah and cocoa forest landscapes. The project focuses on the following interventions: Land-use planning for integrated landscape management to optimise land use, Formalisation of Artisanal Mining (ASM) for sustainable mining, Restoration of degraded lands for agricultural productivity, and strengthening of sustainable management of forest landscapes for biodiversity conservation and ecosystem services.

The project aims to increase benefits to communities in the targeted degraded savannah and cocoa forest areas in Ghana by strengthening integrated landscape management, formalising artisanal and small-scale mining, and strengthening integrated landscape management.

At the end of the year, the project's key achievements included the following:

- Cleaning of total distances of 224km, 125km and 112km of wildlife protected area boundaries at Mole National Park, Digya National Park, and Gbele Resource Reserve, respectively.
- Completion of the upgrade of the control room for the installation and piloting of the Earth Ranger monitoring system at Mole National Park.
- Procurement of equipment required for the setting up of the Earth Ranger monitoring system.
- Full implementation of SMART software with installation and training of 75 field staff to use the system, 25 sets of GPS and accessories received for monitoring at Digya National Park.
- A total of 986 Effective Patrol Man-Days achieved at Digya National Park.
- Provision of inputs, including GPS batteries, food rations, and data sheets to 36 Rangers to be used for the SMART system to undertake ecological monitoring of the Gbele Resource Reserve.
- Collection and analysis of data on animals, habitat and illegal activities, as well as reports generated at Digya National Park.
- A total of 74 CREMA communities have been identified, profiled, and 74 Community Resource Management Committees (CRMCs) formed and inaugurated.
- Deployment of field Rangers to assist farmers in protecting crops/farms from raiding elephants in the Builsa North District.
- Completion of data collection on flora and fauna at Digya-Kogyae Wildlife Corridor.
- Formation of 37 CRMCs in all communities within the CREMA areas at Gbele Resource Reserve.
- Planting of 6.2 hectares of the sections of the degraded Old Gbele settlement with Mahogany seedlings to restore the site at Gbele Resource Reserve.
- Support of thirteen (13) community members to cultivate 4ha of Cashew farms.

- Provision of 5 pick-up vehicles, 1 cross-country vehicle, 51 Garmin GPSMAP 64sx devices, 6 Colour Printers, 3 Solar-Dark Trail Cameras and 6 Mobile routers to enhance operational activities.

4.3 Ghana Shea Landscape Emission Reductions Project (GSLERP)

The Project Development Objective (PDO) is to restore the landscape and shea trees, which will, in parallel, improve social and environmental resilience and provide real economic benefits for inhabitants.

This project seeks to enhance forest carbon stocks across the landscape by restoring 200,000 hectares of off-reserve savannah forests/woodlands and place them under self-financing community management in Community Resource Management Areas (CREMAs); restoring 100,000 hectares of degraded shea parklands, creating 25,500 hectares of modified taungya system/forest plantation in severely degraded forest reserves, and implementing an integrated monitoring system and completing the national REDD+ architecture for safeguards, forest monitoring and reporting systems.

The following encompasses the project's significant achievements during the year under review:

- Established 2,399.4ha of plantations under MTS.
- Established a governance structure for three (3) new Community Resource Management Areas (CREMAs).
- Trained 4,410 persons (3,617 Women and 793 Men) in Parkland management, construction of improved cook stoves, business management and kennel aggregation, quality control and auditing.
- Employed 520 women in the project areas.
- Developed, validated and put into use a communication strategy on Fire Management.
- Planted 431,317 shea seedlings in the project areas.
- Established 63 shea nurseries and employed 20 women.
- Planted 598,879 non-shea and 445,595 shea trees.
- Planted 6,723,610 seedlings on 6,757.6ha using 3,646 MTS farmers since 2022 to date.
- Established 17 warehouses through Public-Private Partnership (PPP).
- Conducted Environmental and Social Impact Assessment (ESIA) & developed Environmental and Social Management Plan (ESMP).
- Formed 22 shea cooperatives to support women through PPP.
- Trained 84 FC Staff on the M&E framework and data collection tools to aid in data collection.
- Trained 821 persons (515 Men, 306 Women) as fire volunteers in 10 CREMAs.
- Provided 5 Toyota Hilux pickups, 42 motorcycles, 22 tricycles, 2 tractors and 3,190 watering cans, Wellington boots and hoes to aid operations.

4.4 Ghana Cocoa Forest REDD+ Programme (GCFRP)

The Project Development Objective (PDO) is to improve land-use and socio-economic development in the High Forest Zone (HFZ) and cocoa growing areas of Ghana by increasing cocoa yield on farm lands through intensification with climate-smart practices, whilst preventing the expansion of cocoa farms into forest lands. By so doing, deforestation and forest degradation would be reduced to the barest minimum to preserve Ghana's HFZ to sustain its ecosystem functions and maintain a cultural heritage for future generations.

The GCFRP received payments for Measured, Reported, and Verified Emission Reductions linked to the reduction of deforestation, forest degradation, and the enhancement of forest carbon stocks (ER payments) in specific regions of Ghana, in addition to distributing ER payments in accordance with an established Benefit Sharing Plan.

At the end of the year, the following core achievements were attained:

- Finalised the Benefit Sharing Plan (BSP).
- Completed the development of the Safeguards Information System (SIS).
- Developed and piloted the National Forest Monitoring Systems (NFMS) framework.
- Implemented climate-smart agriculture practices to increase cocoa yield from 450kg/ha to 500kg/ha.
- Received First (1st) Carbon Payment of USD 4.8 million in January 2023 for the period July – December 2019, after completing all the due diligence processes for the payment.
- Received second ER payments of USD 16,895,805 (for 3,379,161 tCO_2e at $5/ton) for the period 2020-2021, and disbursement is ongoing.
- Submitted the third (3rd) monitoring report to the World Bank for review.
- Preparation of the 4th Monitoring report ongoing.

4.5 Gender Responsive and Integrated Landscape Management Project (GRILMaP)

This Project is focusing on capacity development for gender responsive governance, community involvement in forest and landscape management, reducing deforestation, enhancing women's business opportunities, and promoting sustainable cocoa production through cocoa intensification and CSC practices in the Ashanti Region.

During the year under review, the key achievements included the following:

- Completed the setting up of the Project Steering Committee.
- Established a database with a total of 56 gender groups/cooperatives, as well as a total membership of 2,784.
- Conducted training on safeguards, Feedback, and Grievance Redress Mechanism (FGRM) for 376 women and 22 Regional and District staff.
- Trained 1,200 women under the Farmer Business School (FBS).
- Developed training materials for Climate Smart Cocoa (CSC) and FBS training.
- Developed and distributed financial literacy, leadership and empowerment, forest restoration pamphlets to local communities.
- Trained 800 (men and women) on Climate Smart Cocoa Practices.
- Land secured and construction of a rural services centre is ongoing.
- Provided 7 laptops and 1 vehicle to support operations.

4.6 FC/Tullow REDD+ Project (FTREDD+)

The key objective is to generate up to 1 million tonnes per annum of certified carbon offsets from 2 million hectares of land across the Bono and Bono East regions of Ghana.

The key activities carried out during the period under review:

- Completed the Emission Reductions Payment Agreement (ERPA) negotiations
- Signed ERPA
- Received upfront advance payment for the first tranche of over USD2.15 million
- Organised awareness and sensitization programmes at all levels(Community, Regional and National)
- Training of safeguards conducted for FC Staff
- Transferred funds to FSD to establish 1,000ha for MTS and 2 compartments for enrichment planting.

4.7 Lowering Emissions and Accelerating Forest Finance (LEAF) Programme

The key objective of the programme is to achieve a transaction of historical vintages (2017, 2018 and 2019) at $10 per ton for a demand of 5 million Emission Reduction and Removals (ERRs). The LEAF area, which comprises 10 regions in the south-western part of the country. These include Ahafo, Ashanti, Bono, Bono East, Central, Eastern, Greater Accra, Volta, Western and Western North and their respective administrative districts.

Under this programme, the following achievements were realised towards achieving the objectives:

- Signing of an Emission Reductions Purchase Agreement.
- Submission and publishing of "The REDD+ Environmental Excellence Standard (TREES)" Registration & Monitoring documents
- Validation and Verification of TREES Registration Document (TRD) and TREES Monitoring Report (TMR) by a third-party independent verifier to issue TREES Credit is ongoing
- Fulfilment of Conditions of Effectiveness.
- Ghana has gone through four (4) rounds of findings and responses and has successfully responded to the findings of the Validation and Verification (VV).

CHAPTER FIVE

CHALLENGES, WAY FORWARD AND CONCLUSION

5.1 Challenges

During the period under review, the Commission demonstrated a strong commitment to implementing its mandated activities, despite the considerable operational challenges it faced. Table 11 below details the Commission's challenges, highlighting both general and activity-specific limitations.

Furthermore, this chapter provides well-considered recommendations for corrective actions, offering a strategic framework to address and mitigate the operational challenges encountered during the implementation of the Commission's activities.

Table 11: Key Challenges and Mitigation Strategies

Division/Unit	Key Challenges	Mitigation Strategies
General	Inadequate and untimely release of funds for operational activities	Expand current revenue sources beyond traditional forestry activities by developing ecotourism and carbon credits, among others.
	Inadequate logistics (vehicles, motorbikes, etc.) for monitoring and supervision of field operational activities	Procurement and distribution of sufficient operational vehicles
	Inadequate and outdated working tools and equipment to carry out field activities	Procurement and distribution of up-to-date equipment
	Non-replacement of technical staff in the operational and divisional sectors	Recruit staff with desired technical capabilities, and also replace staff who exit Training of more technical staff to carry out field operations
Forest Services Division	Increasing impunity and assault on field staff	Continue training of Forest and Wildlife Guards by the Ghana Army to increase capacity in combating illegalities in forest reserves and wildlife protected areas
	Destruction of established plantations both on and off-reserve through illegal mining (galamsey) activities	Facilitate the recruitment of more forest guards Intensify protection of our forest reserves from encroachment and other forms of illegalities Facilitate the acquisition and deployment of drones in forest management and protection

Division/Unit	Key Challenges	Mitigation Strategies
		Facilitate the procurement of key logistics for effective forest management (i.e., motor bikes, 4x4 vehicles, field equipment etc.)
	Inadequate operational staff (e.g., weak and ageing resource/forest guards and range supervisors)	Recruitment of additional range supervisors/forest guards to combat illegal logging and other forest offences The use of Youth in Afforestation Programme beneficiaries to complement the efforts of the operational staff
	Inadequate vehicles and motorbikes for operational activities (some areas have over-aged cars frequently breaking down, resulting in high maintenance and operational costs)	Facilitate the procurement of key logistics for effective forest management (i.e., motor bikes, 4x4 vehicles, field equipment etc.)
	The resistance of illegal farmers to vacate sites allocated to private commercial plantation developers in forest reserves poses difficulties for plantation establishment by large-scale developers	The use of field operational teams to flush out the illegal farmers from the reserves
	Erratic rainfall resulting in drought, which affects the survival and growth of seedlings planted	Prioritise native and drought-resilient species adapted to local ecological zones.
	Persistent occurrence of annual wildfires, usually caused by activities of free-range cattle herders and illegal farmers	Ensure the enforcement of the National Wildfire Management Policy and local bylaws on wildfires Conduct wildfire education and awareness creation in communities
	Delays in processing of the Benefit Sharing Agreement (BSA) for MTS farmers are becoming a disincentive for the maintenance of established forest plantations	

Division/Unit	Key Challenges	Mitigation Strategies
	Difficulties associated with the acquisition of secure land in off-reserve areas for forest plantation development as a result of other competing land uses, e.g., commercial agriculture, infrastructure development etc, and complexities with traditional land tenure arrangements Lack of progress in the development of an appropriate legal regime for the establishment and management of forest plantations Delays in the processing of timber harvesting permits, which result in pilfering	
Wildlife Division	Attacks on Staff by poachers	Intensify the protection of wildlife protected areas from poachers by resourcing and deploying Rapid Response Teams Strengthen collaboration with traditional authorities and fringe communities to engender support Seek support from the Police Service and the Judiciary to ensure effective prosecution and imposition of deterrent penalties by the courts Intensify on-site refresher trainings for field staff
	Encroachment on PAs – especially, Bui and Digya National Parks and Sakumo Ramsar Site	Strengthening Law enforcement using the Rapid Response Teams to support field staff Seek collaboration with key stakeholders to prevent encroachment Publish warnings to encroachers and seek approval to undertake evictions and demolitions

Division/Unit	Key Challenges	Mitigation Strategies
		Partner with the private sector to develop eco-tourism potential at Sakumo Ramsar Site and Digya National Park to safeguard the area against encroachment
Timber Industry Development Division	Lack of funds for product development and promotion of Lesser Used Species (LUS)	Developing proposals that will secure external funding from development partners to run industry development projects
	Market flooded with teak from other destinations	Develop and promote alternative timber species and value-added products
	Severe dwindling of timber and non-timber products	Revisit recommendations and action plan for the timber importation document
Information and Communication Technology	Limited internet connectivity at the district offices impedes access to some of the web-based applications	Resolve internet connectivity issues for remote locations and the Head Office by extending the services and increasing bandwidth to ensure system availability at all times for effective and efficient delivery of work
Human Resources	Staff apathy towards the performance management system (performance appraisal)	Intensify sensitisation of staff on the need to partake in various performance management systems
	Lack of funds to undertake planned capacity building and training programmes	Timely release of funds to undertake capacity building and training programmes Explore other sustainable funding sources to enable the Commission carry out training programmes
Resource Management Support Centre	Inadequate GIS and Remote Sensing equipment, and obsolete GIS software	Procure and supply field equipment and logistics
	Inadequate field logistics (tents, camp beds, jungle boots, relascope, hypsometer, prismatic compass)	
Forestry Commission Training Centre	Low publicity and marketing of services and products (provision of training, consultancy and extension services in Forestry, Wildlife, Wood and Bamboo & Rattan Industry, as well as production of wood and bamboo products)	Increase aggressive marketing to make services and products known to the general public
Rapid Response Unit	Inadequate camping equipment for field operational staff	Provision of additional outpost accommodation and tents for field operational staff

Division/Unit	Key Challenges	Mitigation Strategies
	Malfunctioning weapons and inadequate ammunition	Procurement of additional weapons and ammunition for RRTs
	Hostility of some community members towards RRTs, especially during operations	Regularly introduce teams to the forest fringe communities by District/Regional Managers
Bamboo and Rattan Unit	Lack of funding to undertake activities at the bamboo germplasm centre (measurement of culm, soil sample test and expansion of germplasm).	Develop proposals to seek external funding

5.2 Way Forward

The Commission's drive to strengthen institutional performance remains firmly committed to delivering on its mandate and mission. This objective will be advanced through the strategic implementation of programmes that promote the sustainable development, conservation, and management of forest and wildlife resources.

To this end, the Commission will emphasise key sub-programme areas, including Sustainable Forest Management and Plantation Development; the Protection and Sustainable Use of Wildlife Resources; Timber Industry and Trade Development; Technology Transfer; and the Coordination and Facilitation of Forest and Wildlife Conservation and Management. Collectively, these priority areas are intended to enhance environmental sustainability, stimulate industry innovation, and reinforce governance systems for efficient and responsible resource management.

Accordingly, the following sections outline the core areas of focus:

- Sustainable Protection and Production of Forest Resources
- Forest Plantation Development
- Sustainable Protection and Development of Wildlife Resources
- Timber Trade and Industry Development
- Ecotourism Development
- Forest and Wildlife Law Enforcement (including FLEGT License and Legality Assurance System)
- Reducing Emissions from Deforestation and Forest Degradation.

5.3 Conclusion

The Commission continues to demonstrate a strong commitment to strengthening its human and financial capacity as a foundation for the sustainable management, development, and utilisation of Ghana's forest and wildlife resources. Strategic partnerships and collaborative arrangements with relevant institutions, agencies, and stakeholders are being deepened to enhance synergies and overall impact. In response to the escalating incidence of illegal activities within forest reserves and other protected areas, the Commission is implementing targeted and comprehensive measures to safeguard ecological integrity, strengthen compliance, and ensure the long-term conservation of biodiversity.

AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 2024

FORESTRY COMMISSION

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST DECEMBER 2024

FORESTRY COMMISSION

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER, 2024

CORPORATE INFORMATION

COMMISSIONERS		Date of Appointment
Tetrete Okuamoah Sekyim II	Chairman National House of Chiefs	28/07/2021
Katakyie Kwasi Bumagama II	Representative	28/07/2021
Mr. Richard Duah Nsenkyire	Timber Trade & Industry Representative	28/07/2021
Mr. George Wireko-Brobby (Engr.)	Wildlife Trade Industry Representative	28/07/2021
Prof. Samuel Kingsley Oppong	Ghana Institute of Professional Foresters Representative	28/07/2021
Mr. Gustav Alexander Adu	Non-Governmental Organization Involved in Forest & Wildlife Management	28/07/2021
Mr. James Ebenezer Kobina Dadson	Lands Commission	28/07/2021
Nana Akosua K. Agyeman Prempeh	President's Nominee	28/07/2021
Mr. Kenneth Kweku Ofori Amankwah	President's Nominee	28/07/2021
Mr. Mahmoud Hamid Nassir-Deen	President's Nominee	28/07/2021
Mr. John McDonald Allotey	Chief Executive, Forestry Commission	28/07/2021

SECRETARY	Mr. Dennis Osei-Hwere
INSTRUMENT OF INCORPORATION	Forestry Commission Act, 1999 (Act 571)
HEAD OFFICE	Forestry Commission Building GIMPA Road, West Legon P. O. Box MB.434, Accra
BANKERS	Bank of Ghana GCB Bank Limited National Investment Bank Limited Absa Bank (Ghana) Limited Standard Chartered Bank (Gh.) Ltd. Universal Merchant Bank (Gh.) Ltd. ADB Bank Limited Ecobank (Ghana) Limited CAL Bank Limited Fidelity Bank Limited Prudential Bank Limited
AUDITORS	MGI O.A.K Chartered Accountants 18 Airways Avenue, Airport Residential Area P.O. Box AN. 5712 Accra.

FORESTRY COMMISSION

REPORT OF THE BOARD OF COMMISSIONERS
FOR THE YEAR ENDED 31ST DECEMBER, 2024

The Commissioners have the pleasure in presenting the Financial Statements of Forestry Commission for the year ended 31st December, 2024 to the Minister of Lands and Natural Resources. The Financial Statements covered the activities of the Corporate head office, Divisions and units of the Commission.

The Divisions of the Commission are: Forest Service Division (FSD), Wildlife Division (WD) and Timber Industry Development Division (TIDD); and supporting units are; Corporate Head Office; Forestry Commission Training Centre (FCTC); Resource Management Support Centre (RMSC); and London Office of Forestry Commission.

a) Principal Activities

The Commission's principal activities include:

1. Regulation of the utilization of forest and wildlife resources including the conduced of pre-shipment inspection and examination of timber, wood and wildlife products;
2. Conservation and management of forest and wildlife resources
3. Co-ordination of policies related to forest and wildlife resources
4. Undertaking the developments of forest plantations for the restoration of degraded forest areas; and
5. Expansion of the Country's forest cover and increase in the production of industrial timber.

b) Results of Operations

The Commission registered a Surplus of (GH¢ 77,920,166) as against a Deficit of (GH¢2,885,762) in the previous year.

This has been transferred to the Accumulated Fund Account.

BY ORDER OF THE BOARD

....
COMMISSIONER

....
COMMISSIONER

INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31ST DECEMBER, 2024
TO THE GOVERNING BOARD OF FORESTRY COMMISSION

Opinion

We have audited the accompanying Financial Statements of Forestry Commission set out on pages 8 to 32. These Financial Statements comprise the Statement of Financial Position as at 31st December, 2024, the Statement of Financial Performance, Accumulated Fund Account and Statement of Cash Flows for the year then ended and notes to the Financial Statements, including a summary of significant accounting policies and other disclosures.

In our opinion, the Financial Statements give a true and fair view of the financial position of Forestry Commission as at 31st December, 2024 and the financial performance and cash flow for the year then ended in accordance with the International Public Sector Accounting Standards (IPSAS) and in the manner required by the Commission's Act, 1999 (Act 571).

Basis of Opinion

We conducted our audit in accordance with International Standards for Supreme Auditing Institutions (ISSAIs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the Financial Statements section of our report. We are independent of Forestry Commission in accordance with the requirements of the International Federation of Accountants Code of Ethics for Professional Accountants (IFAC Code) as adopted by the Institute of Chartered Accountants Ghana (ICAG) and have fulfilled our other ethical responsibilities in accordance with IFAC code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Board of Commissioners are responsible for the other information. The other information comprises the Report of the Board of Commissioners which we obtained prior to the date of this auditor's report. The other information does not include the Financial Statements and our auditor's report thereon. Our opinion on the Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the Financial Statements, our responsibility is to read the other information and in doing so, consider whether the other information is materially inconsistent with the Financial Statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. Based on the work we have performed on other information that we obtained prior to the date of this auditor's report, if we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in that regard.

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Alfred Ayer, T. A. Osei, Charles Obeng, Eugene Asiamah-Boadi
A member of MCI, a worldwide association of independent auditing, accounting and consulting firms.

INDEPENDENT AUDITOR'S REPORT
TO THE GOVERNING BOARD OF FORESTRY COMMISSION

FOR THE YEAR ENDED 31ST DECEMBER, 2024

Board of Commissioners Responsibility for the Financial Statements

The Board of Commissioners are responsible for the preparation of Financial Statements that give a true and fair view in accordance with International Public Sector Accounting Standards (IPSAS) and the requirement of the Commission's Act, 1999 (Act 571) and for such internal control as the Board of Commissioners determine is necessary to enable the preparation of Financial Statements that are free from material misstatement whether due to fraud or error.

In preparing the Financial Statement, the Board of Commissioners are responsible for assessing the Commission's ability to continue as a going concern disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the Commissioners either intend to liquidate Forestry Commission or to cease operations or, have no realistic alternative but to do so.

Auditor's Responsibility For The Financial Statements

Our audit objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatements, whether due to fraud or error and to issue an auditor's report that includes our opinion. We report our opinion solely to you, as a body and for no other purpose. We do not assume responsibility towards or accept liability to any other person, for the content of this reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs,) which is consistent with the Fundamental Auditing Principles (ISSAI's 100-999) of the Standard of Supreme Audit Institutions, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also;

- Identify and assess the risk of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risk, and obtain evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Commissioners.
- Conclude on the appropriateness of the Board of Commissioners use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosure is inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However future events or conditions may cause Forestry Commission to cease to continue as a going concern.

TO THE GOVERNING BOARD OF FORESTRY COMMISSION

- Evaluate the overall presentation, structure and content of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Commission to express an opinion on Commission's Financial Statements. We are responsible for the direction, supervision and performance of the Commission's audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Commissioners regarding among the matters, the planned scope and timing of the audit and significant audit findings including any significant deficiencies in internal controls that we identify during our audit.

We also provide the Board of Commissioners with a statement that we have complied with relevant ethical requirement regarding independence and to communicate with them all relationship and other matters that may reasonably be thought to bear on our independence and where applicable related safe guard.

REPORT ON REGULATORY AND OTHER REQUIREMENTS

The Companies Act, 1999 (Act 571) requires that in carrying out our audit we consider and report on the following matters. We confirm that:

i. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit;
ii. In our opinion proper books of account have been kept by Forestry Commission so far as appears from our examination of those books; and
iii. Forestry Commission's Statement of Financial Position (Balance Sheet) and Statement of Financial Performance (Income and Expenditure) are in agreement with the books of account.

In accordance with the Auditor General's term of reference (for this assignment), we confirm that:

i. No acts were committed that could result in the entity being insolvent, unstable and bankrupt.
ii. The Entity did not declare dividend as its non-profit making.
iii. No case of fraud or losses were committed.
iv. Except as reported in our management letter, no internal control weaknesses were noted.
v. The entity's performance was generally within target.
vi. No laws, contracts, enactments and applicable laws were violated which could lead to the scaling down of operation, judicial pursuit or closure.

INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31ST DECEMBER, 2024

TO THE GOVERNING BOARD OF FORESTRY COMMISSION

vii. No items of expenditure were contrary of law.
viii. Funds of the Commission were used only for the intended purposes.
ix. Appropriate supporting documents, records and books of accounts were kept by the entity.
x. There was no indebtedness to the Government of Ghana.
xi. The entity was in full compliance with all covenants on grants.

The Engagement Partner on the audit resulting in this independent auditor's report is Mr. Timothy A. Osei (ICAG/P/1015)

MGI O.A.K CHARTERED ACCOUNTANTS (No. ICAG/F/2025/132)

T. A. Osei - ICAG/P/1015
18 Airways Avenue
Airport Residential Area, Accra
P. O: Box AN. 5712
Accra –North

Date 28th April **2025**

FORESTRY COMMISSION

STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31ST DECEMBER, 2024

	Note	2024	2023
		GH¢	GH¢
INCOME			
Subvention from Government	10)	327,974,799	282,425,788
Internally Generated Funds	11)	285,487,143	187,261,137
Grant from Donors	7)	159,479,235	40,756,957
		772,941,177	**510,443,882**
EXPENDITURE			
Compensation of Employees	12)	259,741,631	212,228,142
Administrative Expenditure	13a)	89,458,455	81,936,704
Operational Expenditure	13b)	143,803,721	99,442,338
Project Expenditure	13c)	114,429,052	46,724,672
Depreciation Charge	2)	17,586,970	10,448,337
Youth in Afforestation Program	17)	70,001,182	62,549,451
		695,021,011	**513,329,644**
Surplus/(Deficit) Transferred to Accumulated Fund		**77,920,166**	**(2,885,762)**

ACCUMULATED FUND ACCOUNT
FOR THE YEAR ENDED 31ST DECEMBER 2024

	2024	2023
Balance as at 1st January 2024	(2,030,625)	855,137
Surplus/(Deficit) Transferred from Statement of Financial Performance	77,920,166	(2,885,762)
Balance as at 31st December, 2024	**75,889,541**	**(2,030,625)**

FORESTRY COMMISSION

STATEMENT OF FINANCIAL POSITION
AS AT 31ST DECEMBER, 2024

	Note	2024	2023
ASSETS		**GH¢**	**GH¢**
NON-CURRENT ASSETS			
Property, Plant and Equipment	2)	91,886,183	70,607,397
Capital Work-in-Progress	3)	6,812,589	5,402,972
		98,698,772	**76,010,369**
CURRENT ASSETS			
Inventory	4)	17,710,864	7,751,520
Account Receivables	5)	29,235,938	28,293,610
Cash and Cash Equivalents	6)	545,943,578	325,411,794
		592,890,380	**361,456,924**
TOTAL ASSETS			
		691,589,152	**437,467,293**
FUNDS AND LIABILITIES			
FUNDS			
Accumulated Fund		75,889,540	(2,030,625)
Plantation Development (Gmelina)		1,696,961	1,543,168
Minerals Development Fund		175,872,609	152,298,930
Car Loan Revolving Fund		1,325,562	1,325,563
		254,784,672	**153,137,036**
LIABILITIES			
CURRENT LIABILITIES			
Account Payables	8)	260,814,463	223,194,821
Project Funds	9)	175,990,017	61,135,436
		436,804,480	**284,330,257**
Total Funds and Liabilities		**691,589,152**	**437,467,293**

....
COMMISSIONER

Date 28th April 2025

....
COMMISSIONER

Date 28th April 2025

FORESTRY COMMISSION

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31ST DECEMBER, 2024

	Note	2024	2023
		GH¢	GH¢
OPERATING ACTIVITIES			
Net Cash Inflow from Operating Activities	14)	93,134,518	44,271,848
INVESTING ACTIVITIES			
Property, Plant and Equipment Purchased		(38,865,756)	(20,311,060)
Investment Income Received		29,090,586	12,462,900
Capital Work-In-Progress		(1,409,617)	-
Proceeds from Sale of Property, Plant and Equipment	16)	-	-
Net Cash Outflow from Investing Activities		**(11,184,787)**	**(7,848,160)**
FINANCING ACTIVITIES			
Plantation Development Grant		153,793	424,360
Project Funds		114,854,581	-
Minerals Development Fund		23,573,679	15,301,143
Net Cash Inflow from Financing Activities		**138,582,053**	**15,725,503**
Net change in Cash and Cash Equivalent		**220,531,784**	**52,149,191**
Cash and Cash Equivalents 1st January		**325,411,794**	**273,262,603**
Cash and Cash Equivalent 31st December		**545,943,578**	**325,411,794**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER, 2024

1. CORPORATE INFORMATION

Forestry Commission is a body corporate established by an Act of Parliament, Forestry Commission Act.1999 (Act 571). Forestry Commission is domiciled in Ghana with registered office address Gimpa Road, West Legon, P.O. Box MB 434, Accra.

1.1 Basis of Preparation

a) Statement of Compliance

The financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) and International Financial Reporting Standards (IFRS's)

b) Functional and Presentation Currency

The Financial Statements are presented in Ghana Cedi, which is the functional currency of The Forestry Commission. Except as indicated, financial information has been presented in Ghana Cedi and has been rounded to the nearest Ghana cedi.

c) Basis of Measurement

The Financial Statements are prepared on the historical cost basis except for the following:

- Financial assets and liabilities initially are recognized at fair value
- Investment property is initially measured at fair value

1.2 Significant Accounting Policies

The accounting policies set out below have been applied consistently to all periods presented in these Financial Statements and have been applied consistently by the Forestry Commission. Certain comparative amounts have been reclassified to confirm to the current year's presentation.

a) Foreign Currency

Transactions in foreign currencies are translated into the functional currency at the exchange rate at the date of the transaction. At each reporting date, assets and liabilities denominated in currencies different from the functional currency are translated into the functional currency at the rate of that date. Foreign exchange gains and losses are recognized in the Statement of Financial Performance

b) Property, Plant and Equipment

Property, Plant and Equipment is stated at cost, excluding the cost of day-to-day servicing less accumulated depreciation and accumulated impairment losses. Replacement or major inspection costs are capitalized when incurred and if it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably.

Land and buildings are measured at fair value less accumulated depreciation on leasehold land and on buildings and impairment losses recognized after the date of the revaluation. Valuations are to be performed frequently to ensure that the fair value of a revalued asset does not differ materially from its carrying amount.

Any revaluation surplus is recorded in other comprehensive income and hence credited to the asset revaluation reserve in equity, except to the extent that it reverses a revaluation decrease of the same asset previously recognized in the Statement of Financial Performance, in which case, the increase is recognized in the Statement of Financial Performance. A revaluation deficit is recognized in the statement of financial performance except to the extent that it offsets an existing surplus on the same asset recognized in the asset revaluation reserve.

Accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Upon derecognition, any revaluation reserve relating to the particular asset being sold is transferred to Accumulated Fund.

Equipment is reflected at cost less accumulated depreciation and accumulated impairment Losses.

An item of property and equipment is derecognized upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the income statement in the year the asset is derecognition.

c) Depreciation

Depreciation is provided on the straight-line basis at rates considered appropriate to reduce the cost to net realizable value over the estimated useful life. Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that, future economic benefits associated with the item will flow to the Commission and the cost of the item can be reliably measured. Land is not depreciated.

The assets' residual values and useful lives are reviewed at each reporting date and adjusted if appropriate.

Gains and loss on disposal are determined by comparing the asset's proceeds to its carrying amount and are included in the income statement. When revalued assets are sold, the amounts included in the revaluation surplus are transferred to income surplus.

Depreciation methods, useful lives and residual values are reassessed at the reporting date.

The assets' residual values, and useful lives and method of depreciation are reviewed and adjusted, if appropriate, at each financial year end and adjusted prospectively, if appropriate.

Impairment reviews are performed when there are Indicators that the carrying value may not be recoverable. Impairment losses on non-revalued assets are recognized in the income statement as an expense, while reversals of impairment losses are also stated in the income statement.

Impairment losses on revalued assets are recognized in other comprehensive income to the extent that the impairment loss does not exceed the amount in the revaluation surplus for the same asset.

Significant Accounting Policies (continued)

Asset Category	Rate
Building	2.50%
Furniture, Fixtures and Fittings	20%
Plant, Machinery and Equipment	10%
Motor Vehicles	25%
Computer and Communication Equipment	25%
Tools and other Equipment	25%

1.3 Impairment of Non-Financial Assets

The Commission assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Commission estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an assets or cash generation unit's (CGU) Fair value less cost to sell and its value in use.

The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded subsidiaries or other available fair value indicators.

Impairment losses of continuing operations are recognized in the Statement of Financial Performance in those expense categories consistent with the function of the impaired asset. In respect of revalued non-current assets, impairment losses are recognized in other comprehensive income and presented in the revaluation reserve within Accumulated Fund, to the extent that it reverses a previous revaluation surplus relating to the same assets. Any excess is recognized in the Statement of Financial Performance.

For assets excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the Commission makes an estimate of the asset's or CGU's recoverable amount.

That increased amount cannot exceed the carrying amount that would have been determined, net of amortization, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the income statement unless the asset is carried at revalued amount, in which case, the reversal is treated as a revaluation increase.

The following criteria are also applied in assessing impairment of specific assets:

Intangible Assets

Intangible assets with indefinite useful lives are tested for impairment annually at 31st December, either individually or at the cash generating unit level, as appropriate and when circumstances indicate that the carrying value may be impaired.

Significant Accounting Policies (continued)

1.4 Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalized as part of the cost of the respective assets. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

1.5 Financial Assets

1.5.1 Initial recognition and measurement

Financial assets within the scope of IFRS 9 are classified as Financial Assets at Fair Value Through Profit or Loss, loans and receivables, financial assets through profit or loss account, or as derivatives designated as hedging instruments in an effective hedge, as appropriate. The Commission determines the classification of its financial; assets at initial recognition.

Financial assets are recognized initially at Fair Value and in the case of investment at Fair Value Through Profit and Loss, directly attributable transaction costs.
The classification depends on the purpose for which the investment was acquired or originated. Financial assets are classified as at Fair Value through profit or loss where the Commission's documented investment strategy is to manage financial investments on a fair value bias, because the related liabilities are also managed on this basis.

Purchase or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace (regular way trades) are recognized on the trade date, i.e. the date that the Commission commits to purchase or sell the asset.
The Commission's financial assets include cash and short-term deposits, Trade and other receivables, quoted and unquoted financial investment.

1.5.2 Subsequent Measurement

The subsequent measurement of financial assets depends on their classification as follows:

Financial Assets Through Profit or Loss

Non-derivative financial assets with fixed or determinable payments and fixed maturities are classified as Financial Assets through Profit or Loss when the Commission has the intention and ability to hold until maturity. After initial measurement, held to maturity financial assets are measured at Amortized cost, using the Effective interest Rate (EIR), less impairment. The EIR amortization is included in investment income in the statement of Financial Performance. Gains and losses are recognized in the Statement of Financial Performance when the investments are derecognized or impaired, as well as through the amortization process.

Financial Assets measured at Fair Value through Profit or Loss in at the books of the Commission include investment in debt securities (Treasury Bills) issued by state government and other corporate entities.

Derecognition of Financial Assets

1.5.3 A financial asset (or, when applicable, a part of a financial asset or part of the Commissions similar financial assets) is derecognized when:

The rights to receive cash flows the asset have expired;
Or
The Commission has transferred its right to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement and either:

a) The Commission has transferred substantially all the risks and reward of the asset or
b) The Commission has neither transferred nor retained substantially all the risk and rewards of the asset but has transferred control of the asset.

When the Commission has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluate if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Commission continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Commission also recognises an associated liability. The transferred asset and associated liability are measured on a basis that reflects the rights and obligations that the Commission has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Commission has retained.

In that case, the Commission also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Commission has retained

1.5.4 Impairment of Financial Assets

The Commission assesses at each reporting date whether there is any objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the estimated future cash flows of the financial assets or the group of financial assets that can be reliably estimated.

Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that the debtor will enter bankruptcy or other financial reorganization and where observable data indicated that there is a measurable decrease in the estimated future cash flows, such as changes in payment status or economic conditions that correlate with defaults.

Significant Accounting Policies (continued)

1.5.5 Financial Assets Carried at Amortized Cost

For Financial assets carried at amortized cost, the Commission first assesses individually whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Commission determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assess them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be, recognized are not included in a collective assessment of impairment.

If there is objective evidence that an impairment loss on assets carried at amortized cost has been incurred, the amount of the loss is measured as the difference between the carrying amount of the asset and the present value of estimated future cash flows (excluding future expected credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate.

The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognized in the Statement of Financial Performance. Interest income continues to be accrued on the reduced carrying amount using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss.

The interest income is recorded as part of investment income in the Statement of Financial Performance.

1.5.6 Financial Liabilities- Initial Recognition and Subsequent Measurement

Initial Recognition and measurement

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings, minus directly attributable transaction costs.

The Commission's financial liabilities include trade and other payables.

Derecognition of financial liabilities

A financial liability is de-recognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender or substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the Statement of Financial Performance when the liabilities are derecognize.

Significant Accounting Policies (continued)

1.5.7 Offsetting of Financial Instrument

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if and only if there is a currently enforceable legal right to offset the recognized amount and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously. Income and expense will not be offset in the statement of financial performance unless required or permitted by any accounting standard of interpretation, as specifically disclosed in the accounting policies of the Commission.

1.5.8 Fair Value of Financial Instruments

The fair value of financial instruments that are actively traded in organized financial markets is determined by reference to quoted market bid prices for assets and offer prices for liabilities, at the close of business on the reporting date, without any adjustment for transaction costs.

For other financial instruments other than investment in equity instruments not traded in an active market, the fair value is determined by using appropriate valuation techniques. Valuation techniques include the discounted cash flow method, comparison to similar instruments for which market observable prices exist and other relevant valuation models.

Their fair value is determined using a valuation model that has been tested against prices or inputs to actual market transactions and using the Commission's best estimate of the most appropriate model assumptions.

For discounted cash flow techniques, estimated future cash flows are based on management's best estimated and the discount rate used is a market-related rate for a similar instrument. The use of different pricing models and assumptions could produce materially different estimates of fair values.

The fair value of floating rate and overnight deposits with credit institutions is their carrying value. The carrying value is the cost of the deposit and accrued interest. The fair value of fixed interest-bearing deposits is estimated using discounted cash flow techniques. Expected cash flows are discounted at current market rates for similar instruments at the reporting date.

If the fair value cannot be measured reliably, these financial instruments are measured at cost, being fair value of the consideration paid for the acquisition of the investment or the amount received on issuing the financial liability. All transaction costs directly attributable to the acquisition are also included in the cost of the investment.

Significant Accounting Policies (continued)

1.6 Trade and Other Receivables

Accounts receivables are recognized when due and measured on initial recognition at the fair value of the consideration receivable. The carrying value of accounts receivables is reviewed for impairment whenever events or circumstances indicated that the carrying amount may not be recoverable, with the impairment loss recorded in the Statement of Financial Performance.

1.7 Cash and Cash Equivalents

Cash and cash equivalents comprise cash at bank and in hand and short-term deposits with an original maturity of three months or less in the statement of financial position.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

1.8 Foreign Currency Translation

The Commission's Financial Statements are presented in Ghana Cedi and items included in the financial statements are measured using Ghana Cedi as the functional currency.

Transactions in foreign currencies are initially recorded at the functional currency rate prevailing at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rate of exchange ruling at the reporting date. All exchange differences are taken to the statement of financial performance.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate as at the date of the initial transaction and are not subsequently restarted. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

When a gain or loss on a monetary item is recognized in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. Conversely when a gain or loss on non-monetary item is recognised in profit or loss any exchange gain or loss so recognised is the profit or loss

1.9 Amendment to IAS 32 "Financial instruments: Presentation".

The amendments provide an exception to the consolidation requirement in IFRS 10 and require investment entities to measure particular subsidiaries at fair value through profits or loss, rather than consolidate them. The amendments also set out disclosure requirement for investment entities.

Offsetting Financial Assets and Financial Liabilities (effective for annual periods beginning on or after 1 January 2014) published by IASB on 16 December, 2011. Amendment provide clarification on the application on the offsetting rules and focus on four main areas(a) the meaning of "currently has a legally enforceable right of set-off". (b) the application of simultaneous realization and settlement; (c) the offsetting of collateral amounts; (d) the unit of account for applying the offsetting requirements.

Significant Accounting Policies (continued)

Amendment to IAS 36 'Impairment of assets' – Recoverable Amount Disclosures for Non-Financial Assets (Effective for annual periods beginning on or after 1 January 2014) published by IASB on 29th May 2013.

These narrow-scope amendments to IAS 36 Address the disclosure of information about the recoverable amount of impaired assets if that amount is based on fair value less costs of disposal. When developing IFRS 12 Fair Value Measurement. The IASB decided to amend IAS 36 to require disclosure about the recoverable amount of impaired assets. Current amendments clarify the IASB's original intention that the scope of disclosures is limited to the recoverable amount of impaired assets that is based on fair value loss costs of disposal.

Novation of Derivatives and Continuation of Hedge Accounting (effective for annual periods beginning on or after 1st January, 2014) published by IASB on 27th June, 2013.

IFRIC 21 is an interpretation of IAS 37 Provisions, Contingent Liabilities and Contingent Assets. IAS 37 sets out criteria for the recognition of a liability, one of which is the requirement for the entity to have a present obligation as a result of a past event (known as an obligation event). The interpretation clarifies that the obligation event that gives rise to a liability to pay a levy is the activity described in the relevant legislation that triggers the payment of the levy.

The adoption of these amendments to the existing standards and interpretations has not led to any changes in the Entity Accounting Policies.

1.9.1 New standards and interpretations issues but not yet effective

Standards issued but not yet effective up to the date of issuances of' the Commission's financial statements are listed below. This listing of standards and interpretations issued are those that the Commission reasonably expects to have an impact on disclosures, financial position or performance when applied at a future date. The Centre intends to adopt these standards when they become effective.

IFRS 9 "Financial Instruments" (effective for annual periods beginning on or after 1 January 2018), issued on 24 July 2014 is the IASBS replacement of IAS 39 Financial Instruments: Recognition and Measurement. IFRS 9 includes requirements for recognition and measurement, impairment, recognition and general hedge accounting.

Classification and Measurement- IFRS 9 introduces new approach for the classification of financial assets, which is driven by cash flow characteristics and the business model in which an asset is held. This single, principal-based approach replaces existing rule-based requirements under IAS 39. The new model also results in a Single impairment model being applied to all financial instruments.

Impairment - IFRS 9 has introduced a new, expected-loss impairment Model that will require more timely recognition of expected credit losses. Specifically, the new standards require entities to account for expected credit losses from when financial instruments are first recognized and to recognize full lifetime expected losses on a more timely basis.

Significant Accounting Policies (continued)

Hedge accounting- IFRS 9 introduced a substantially reformed model for hedge accounting, with enhanced disclosures about risk management activity. The new model represents a significant overhaul of hedge accounting that aligns the accounting treatment with risk management activities.

Own-Credit- IFRS 9 removes the volatility in profit or loss that was caused by changes in the credit risk of liabilities elected to be measured at fair value. This change in accounting means that gains caused by the deterioration of an entity's own credit risk on such liabilities are no longer recognized in profit or loss.

IFRS 15 Revenue from Contracts with Customers (effective for annual periods beginning on or after 1st January 2017), published by IASB -on 28th May 2014.

IFRS 15 specifies how and when an IFRS reporter will recognize revenue as well as requiring such entities to provide users of financial statements with more informative, relevant disclosures. The standards supersedes IAS 18 "Revenue", IAS 11 "Construction Contracts" and a number of revenue-related interpretations. -Application of the Standard is mandatory for all IFRS reporters and it applies to nearly all contracts. The core principle of the new Standard is for enities to recognize revenue to depict the transfer of goods or services to customers in amounts that reflect the consideration (that is payment) to which the Commission expects to be entitled in exchange for those goods or services. The new Standard will also result in enhanced disclosures about revenue, provide guidance for transactions that were not previously addressed comprehensively (For example, service revenue and contract modifications) and improve guidance for multiple element arrangement.

1.9.2 Amendments to IFRS 9 Financial Instruments' and IFRS 7 "Financial Instruments Disclosures

Mandatory Effective Date and Transition Disclosures published by IASB on 16th December 2011. Amendment defers the mandatory effective date from 1st January, 2013 to 1st January, 2015. The amendments defer the mandatory effective date from 1st January, 2013 to 1st January, 2015. The amendments also provide relief from the requirement to restate comparative financial statements for the effect of applying IFRS 9. This relief was originally only available to entities that chose to apply IFRS 9 prior to 2012. Instead, additional transition disclosures will be required to help investors understand the effete that the initial application of IFRS 9 has on the classification and measurement of financial instruments.

Amendments to IFRS 10 “Consolidated Financial Statements”. The amendments are intended to provide additional transition relief in IFRS 10, by limiting the requirement to provide adjusted comparative information to only the preceding comparative period”.

Amendment to IFRS 10 "Consolidated Financial Statements" and IAS 28 "Investments in Associates and Joint Ventures" Sale or Contribution of Assets between an Investor and it Associate or Joint Venture (effective for annual periods beginning on or after 1st January, 2016), published by IASB on 11th September, 2014.

The amendments address a conflict between the requirements of IAS 28 and IFRS 10 and clarify that in a transaction involving an associate or joint venture the extent of gain or loss recognition depends on whether the assets sold or contributed constitute a business.

Amendments to IAS 16 Property, Plant and Equipment's' and IAS 38 Intangible Assets Clarification of Acceptable Methods of Depreciation and Amortization (Effective for annual periods beginning on or after 1st January, 2016,) published by IASB on 12th May, 2014.

These amendments clarify that the use of revenue-based methods to calculate the depreciation of an asset is not appropriate because revenue generated by an activity that includes the use of an asset generally reflects factors other than the consumption of the economic benefits embodies in the asset. Amendments also clarify that revenue is generally presumed to be an inappropriate basis of measuring the consumption of the economic benefits embodies in an intangible asset. The presumption, however, can be rebutted in certain limited circumstances.

Amendment to IAS 16 Property, Plant and Equipment and IAS 41 Agriculture: Bearer Plants (effective for annual periods beginning on or after 1st January, 2016, published by IASB on 30th June, 2014.

The amendments bring bearer plants, which are used solely to grow produce, into the scope of IAS 16 to that they are accounted for in the same way as property, plant and equipment.

Amendment to IAS 19 "Employee Benefits- Denned Benefit Flans Employee Contributions (effective for annual periods beginning on or after 1st July, 2014) published by IASB on 21st November, 2013.

The narrow scope amendments apply to contributions from employees or third parties to defined benefits plans. The objective of the amendments is to simplify the accounting for contributions that are independent of the number of years of employee service, for example employee contributions that are calculated according to a fixed percentage or salary.

Amendment to IAS 27 Separate Financial statements - Equity Method in Separate Financial Statements (effective for annual periods beginning on or after 1st January, 2016), Published by IASB on 12th August, 2014

The amendments reinstate the equity methods as an accounting option for investments in subsidiaries, joint ventures and associates in an entity's separate financial statements.

IAS 27 Separate Financial Statements (revised in 2011) published by IASB on 12th May, 2011. The requirement relating to separate financial statements are unchanged and are included in the amended IAS 27. The other portions of IAS 27 are replaced by IFRS 10.

IAS 28 Investment in Associates and Joint Ventures " (revised in 2011) published by IASB on 12th May, 2011. IAS 28 is amended for conforming changes based on the issuance of IFRS 10, IFRS 11 and IFRS 12.

Revised requirements regarding:(l) meaning of effective IFRS in IFRS 1, (ii) scope of exception for joint ventures; (iii) scope of paragraph 52 if IFRS 13(portfolio exception) and (iv) clarifying the interrelationship of IFRS 3 and IAS 40 when classifying property as investment property or owner-occupied property. (Amendments are to be applied for annual- periods beginning on or after 1 July 2014,

Annual Improvements to IFRSs 2010 - 2012 Cycle

These improvements were effective from 1st July 2014 and are not expected to have a material impact on the Commission. They include:

a. A performance condition must contain service condition
b. A performance target must be met while the counterparty is rendering service
c. A performance target may relate to the operations or activities of an entity, or to those of another entity in the same group
d. A performance condition may be a market or non-market condition
e. If the counterparty, regardless of the reason, ceases to provide service during the vesting period of the service condition is not satisfied.

IFRS 3 Operating Combination

The amendment is applied prospectively and clarifies that all contingent combinations arrangements classified as liabilities (or assets) arising from a business combination should be subsequently measured at Fair Value Through Profit and Loss whether or not they fall within the scope of IFRS 9 (or IAS 39, as applicable).

IFRS 8 Operating Segments

The amendments are applied retrospectively and clarify that:

An entity must disclose the judgments made by management in applying the aggregation criteria in paragraph 12 of IFRS 8, including a brief description of operating Segments that have been affected and the economic characteristic (e.g., sales and gross margins) used to assess whether the segments are similar'

The reconciliation of segment assets to total assets is only required to be disclosed if the reconciliation is reported to the chief operating decision maker, similar to the required disclosure for segment liabilities.

IAS 24 Related Party Disclosures

The amendment is applied retrospectively and clarifies in IAS 16 and IAS 38 that the asset may be revalued by reference to observable data on either the gross or the net carrying amount. In addition, the accumulated depreciation or amortization is the difference between the gross and carrying amounts of the asset.

1.9.3 IAS 16 Property, Plant and Equipment and IAS 38 Intangible Assets

The amendment is applied retrospectively and clarifies in IAS 38 that the asset may be revalued by reference to observable data on either the gross or the net carrying amount. In addition, the accumulated depreciation or amortization is the difference between the gross and carrying amounts of the services.

IAS 24 Related Party Disclosures
The amendment is applied retrospectively and clarifies that a management entity (an entity that provides key management personnel service) is a related party subject to the related party disclosures. In addition, an entity that uses a management entity is required to disclose the expenses incurred for management service.

Annual improvements 2012 -2013 cycle
These improvements are effective from 1st July, 2014 are not expected to have a material impact on the Commission. They include:

IFRS 3 Business Combinations
The amendment is applied prospectively and clarifies for the scope exceptions within IFRS that Joint arrangement, not just joint ventures, are outside the scope of IFRS.

This scope exception applies only to the accounting in the financial statements of the joint arrangement itself.

IFRS 13 Fair Value Measurement
The amendment is applied prospectively and clarifies that the portfolio exception in IFRS 13 can be applied not only to financial assets and financial liabilities, but also other contracts within the scope of IFRS (or IAS 39, as applicable)

IAS 40 Investment Properties
The description of ancillary services in IAS 40 differentiates between investment property and owner-occupied property (i.e., property, plant and equipment). The amendment is applied prospectively and clarifies that IFRS 3, and not the decryption of ancillary services in IAS 40, is used to determine if the transaction is the purchase of an asset or business combination.

Annual Improvements 2012 - 2014 Cycle
These improvements which were done in September 2014 are effective beginning on or after 1st January, 2016 and are not expected to have a materials impact of the Centre. They include."

IFRS 5 Non-current Asset Held for Sale and Discontinued Operations
Adds specific guidance in IFRS 5 for cases in which an entity reclassifies an asset from held for sale to held for distribution or vice versa and cases in which held-for distribution accounting discontinued.

IFRS 7 Financial Instruments: Disclosures
Additional guidance to clarify whether a servicing contract is continuing involvement in a transferred asset, and clarification on offsetting disclosures in condensed interim financial statements.

IAS 19 Employee Benefits

Clarify that the high-quality corporate bonds used in estimating the discount rate for post-employment benefits should be denominated in the same currency as the benefits to be paid.

IAS 34 Interim Financial Reporting

Clarify the meaning of elsewhere in the interim report and require a cross-reference. The Entity has elected not to adopt these standards, revisions and interpretations in advance of their effective dates. The Entity anticipates that the adoption of these standards, revisions and interpretations will have no material impact on the financial statements of the Entity in the period of initial application.

1.1 Financial Risk Management Framework

This presents information about the Commission's exposure to each of the risk below, the Commission's objectives, policies and processes for measuring and managing risk, and management the funds.

1.10.1 Credit Risk

Credit risk is a risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Commission trades only with recognized, creditworthy third parties. It is the Commission’s policy that all customers who wish to trade on credit terms are subject to credit verification procedures, which include an assessment of credit rating, short-term liquidity and financial position. The Commission obtains sufficient collateral (where appropriate) from customers as a means of mitigating the risk of financial loss from defaults. In addition, receivable balances are monitored on an ongoing basis, with the result that the Commission’s exposure to bad debt is not significant.

Financial assets, cash and cash equivalents are placed with reputable financial institutions. The Commission has policies which limit exposure to any one financial institution. The investment committee regularly reviews the Commission's investment and potential exposure.

1.10.2 Liquidity Risk

The Commission is exposed to daily calls on its available cash resources from project cost arising. Liquidity risk is the risk that cash may not be available to pay obligations when due at a reasonable cost.

The Commission's liquidity and ability to meet such calls are monitored by the investment committee.

1.10.3 Interest Rate Risk

Changes in market interest rates have a direct effect on the contractually determined cash flows associated with floating rate instruments. The Commission does not have any interest-bearing borrowings. Interest rate risk is therefore limited to the Commissions investment in floating rate deposits.

1.10.4 Currency Risk

The Commission has financial assets which are denominated in foreign currencies. These assets are exposed to currency translation risk. Primarily the United States of America Dollar, the Pound and the Euro. These are material to the Commission.

1.10.5 Operational Risk

It is the risk that there is a loss as a result of inadequate or failed processes, people or systems and external events

Operational Risk Includes;
Information and technology risk: the risk of obsolescence of infrastructure, deficiency in integration, failures/ inadequacies in system/ networks and the loss of accuracy, confidentiality, availability and integrity of data.

1.10.6 Going Concern/Business Continuity Risk

The risk that inadequate processes, people, financial controls and resources exist to continue business in the foreseeable future.

1.10.7 Legal Risk

Legal risk is the risk that Forestry Commission will be exposed to contractual obligations which have not been provided for. There is a risk that practices established in the past may be unacceptable in changing legislative environments.

This risk managed through clear contracting. Forestry Commission monitors and influences events to the extent possible by participation in discussions with legislators.

1.10.8 Compliance Risk

The risk of not complying with laws and regulations, as well as investment management mandates.

1.10.9 Fraud Risk

The risk of financial crime and unlawful conduct occurring within the Commission.

The Commission mitigates these risks through its culture and values, a comprehensive system of internal controls, internal audit, compliance functions and other measures, such as backup facilities, contingency planning and insurance. The initiation of transactions and their administration is conducted on the basis of the segregation of duties, designed to ensure the correctness, completeness and validity of all transactions.

1.10.10 Expense Risk

Expenses risk is the risk of loss in future periods due to actual expense experience being worse than in executing of projects.

Expenses are monitored and managed through the Commission's budgeting process. Fixed costs are distributed over a variable number of projects and so a decrease in business values may negatively influence the business. Fluctuations in variable acquisition costs are monitored to ensure consistency with new business volumes. Unexpected once-off costs will reduce surplus during the year. Experience has demonstrated that it is impossible to anticipate all expenses during the budget progress. Therefore, negative impacts on future surpluses are prevented by making allowance for one-off costs in the projection of future expenses.

1.10.11 Investment Risk

Investment risk relates to the relative sensitivity of long-term policy liabilities and the supporting assets to interest rate, market, credit, liquidity, currency and derivative risks.

1.10.12 Reputation Risk

Reputation risk is the risk that the Commission fails to put in place measures and policies that will prevent the occurrence of events which may affect the reputation of the Commission should they occur. Actions with a potential reputation impact are escalated to the appropriate level of senior management.

1.10.13 Working Capital Adequacy Risk

Working capital adequacy risk is the risk that there are insufficient reserves to provide for variations in actual future experience that is worse than what has been assumed in the financial soundness valuation. The Commission must maintain a working capital balance that will be at least sufficient to meet obligation in the event of substantial deviations from the main risk assumptions affecting the Commission's business.

FORESTRY COMMISSION

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER, 2024

2) PROPERTY, PLANT AND EQUIPMENT

	Building & Civil Works	Plant & Machinery	Motor Vehicles	Computer & Accessory	Office& Residential Equipment	Office & Residential Furniture	Total
	GH¢	GH¢	GH¢	GH¢	GH¢	GH¢	GH¢
Cost							
Balance at 1st January 2024	44,119,044	5,167,214	46,609,852	31,830,429	18,112,029	7,467,918	153,306,485
Additions	4,699,733	37,597	29,589,255	1,642,910	1,717,047	1,179,215	38,865,756
Cost at 31st December 2024	**48,818,776**	**5,204,810**	**76,199,107**	**33,473,339**	**19,829,076**	**8,647,133**	**192,172,242**
Depreciation							
Balance at 1st January,2024	5,239,310	1,425,740	37,676,470	25,471,412	8,254,351	4,631,805	82,699,088
Charge for the year	1,390,575	47,646	11,670,833	1,978,778	1,781,692	717,445	17,586,970
Balance at 31st December, 2024	**6,629,885**	**1,473,387**	**49,347,303**	**27,250,190**	**10,036,043**	**5,349,251**	**100,286,059**
NET BOOK VALUE							
31ST DECEMBER 2024	**42,188,890**	**3,731,423**	**26,851,804**	**6,023,148**	**9,793,032**	**3,297,882**	**91,886,183**
31ST DECEMBER 2023	**38,879,733**	**3,741,473**	**8,933,382**	**6,359,017**	**9,857,677**	**2,836,112**	**70,607,397**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER, 2024

	2024 GH¢	2023 GH¢
3. **CAPITAL WORK-IN-PROGRESS**		
Balance at 1st January	5,402,972	5,402,972
Addition	1,409,617	-
Transfers to Property, Plant and Equipment	-	-
	6,812,589	**5,402,972**

4. **INVENTORIES**		
Hardware	15,371,669	5,681,405
Stationery	2,339,195	2,070,115
	17,710,864	**7,751,520**

5. ACCOUNTS RECEIVABLE		
Trade Debtors -Stumpage Fees	25,774,292	25,774,292
Less Provision for Doubtful Debts	(13,555,444)	(13,555,444)
	12,218,848	**12,218,848**
Trade Debtors -Plantation	7,071,504	5,014,998
Less Provision for Doubtful Debts	(2,550,396)	(2,550,396)
	16,739,956	**14,683,450**
Export Levy Debtors	-	72,668
Plantation Development (WIP) Debtors	5,759,428	5,759,429
Sundry Debtors	6,736,554	7,778,063
	29,235,938	**28,293,610**

Plantation Development (WIP) Debtors are the cost of failed areas established by Service Contractors from 2010 to 2013. The cost of rehabilitation has been secured by financial bonds by the Contractors (Zoil)

	2024 GH¢	2023 GH¢
6. CASH AND CASH EQUIVALENTS		
Fixed Deposit	129,837,675	127,583,701
Fixed Deposit-Minerals Development Fund	169,562,605	149,310,529
Call Accounts	27,874,860	7,229,034
Bank & Cash Balances	9,483,521	16,500,418
Project Balances	209,184,917	24,788,112
	545,943,578	**325,411,794**

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7. **GRANTS FROM DONOR AGENCIES**	**2024 GH¢**	**2023 GH¢**
Recurrent Grant/Donors	382,062	-
GCFRP	64,659,587	-
GSLERP	59,589,174	23,287,592
FC/Tullow	4,774,000	-
GRILMAP	5,453,111	-
Global Environment Facility - (SLWMP)	15,188,224	17,469,366
	159,479,235	**40,756,957**

8. ACCOUNTS PAYABLE	**2024**	**2023**
Office of the Administrator of Stool Lands:	**GH¢**	**GH¢**
Stumpage Fees Payable	45,310,711	40,731,471
Plantation	57,589,843	56,705,404
Current Account with Divisions	153,325,190	116,466,868
Sundry Creditors and Project Payables	4,588,719	9,291,078
	260,814,463	**223,194,821**

9. PROJECT FUNDS	**2024 GH¢**	**2023 GH¢**
Emission Reduction Payment Agreement	175,990,017	61,135,436

Project Funds represents the deferred portion of funds of validated and verified emission reductions of 3,379,161 tonnes of carbon dioxide for 2020 - 2021 monitoring years to cover for payments towards project activities due in 2025 and project partners under the Emission Reduction Payment Agreement (Hotspots Intervention Areas (HIAS) Beneficiaries).

10. SUBVENTION FROM GOVERNMENT OF GHANA	**2024 GH¢**	**2023 GH¢**
Compensation of Employees	258,647,399	227,089,488
Plantation Grant - NYAP	69,327,400	55,336,300
	327,974,799	**282,425,788**

11. INTERNALLY GENERATED FUNDS		
Stumpage Fees	33,874,232	47,516,166
Premium Levy	29,649,956	24,562,348
Plantation Timber	87,290,305	37,396,335
Export Levy	20,021,095	16,336,846
Fumigation Income	9,369,821	7,312,997
Interest Income	29,090,586	12,462,900
Park Entrance fees	11,710,640	8,004,637
Other Income	64,480,508	33,668,908
	285,487,143	**187,261,137**

	2024 GH¢	2023 GH¢
12. COMPENSATION OF EMPLOYEES		
Salaries and Wages	259,508,982	212,194,502
Staff Allowances	232,649	33,640
	259,741,631	**212,228,142**

13a. ADMINISTRATIVE EXPENDITURE	**2024 GH¢**	**2023 GH¢**
Electricity and Water	3,047,961	2,806,614
Postal, Telephone and Internet Subscription	1,054,093	1,155,647
Cleaning and Sanitation Charges	1,515,061	1,235,840
Security Services	994,820	937,325
Office Consumables	2,654,323	1,948,168
Printing and Publication/Advertising	5,101,315	4,873,788
Staff Welfare, Donation and Contributions	15,740,140	14,739,031
Travel and Transport – Local	11,620,665	10,477,409
Travel and Transport – Foreign	2,769,900	1,205,502
Vehicle Running Cost	9,895,832	10,850,082
Vehicle Repairs and Maintenance	564,164	502,368
Repairs & Maintenance	3,230,199	2,200,698
Contracts Staff Salaries	558,480	1,004,466
Software Maintenance	2,484,079	1,139,676
Consultancy/Professional and Legal Fees	3,626,115	3,159,208
Audit Fees	280,000	220,000
Board Expenses	972,357	914,572
Bank Charges	1,339,005	614,195
Sitting Allowances	6,753,596	9,056,094
Medical Expenses	4,020,077	3,427,624
Training and Conferences	3,710,716	2,767,312
Insurance and Compensation	2,692,434	2,507,855
Hotel Accommodation	1,323,150	1,387,325
Trade Promotion	137,345	45,769
Uniform and protective clothing	689,980	376,561
Fire Prevention Campaign	32,830	8,145
Retirement Benefit	2,121,954	2,375,428
	89,458,455	**81,936,704**

		2024	2023
13b)	**OPERATIONAL EXPENDITURE**	**GH¢**	**GH¢**
	Postal, Telephone and Internet Subscription	2,465,752	2,548,663
	Travel and Transport-Local	27,997,749	24,097,327
	Travel and Transport-Foreign	2,308,058	1,548,663
	Vehicle Running Cost	14,235,415	9,926,204
	Vehicle Repairs and Maintenance	5,877,664	2,194,653
	Board Expenses	2,265,051	1,463,102
	Property Rate and Ground Rent	1,712,580	1,457,186
	Training and Conferences	2,107,357	1,280,214
	Hotel Accommodation	5,399,619	3,502,148
	Uniform and Protective Clothing	18,249,429	5,852,409
	Operation Halt Campaign (Monitoring)	22,593,166	16,144,389
	Maintenance of Zoo Animals	9,031,532	5,403,310
	Fire Prevention Campaign	903,153	182,888
	Plantation Expenses	28,657,195	23,841,181
		143,803,721	**99,442,338**

13c)	**PROJECTS EXPENDITURE**		
	Travel, Transport and Feeding – Local	10,322,271	6,345,990
	Travel and Transport-Foreign	8,625,341	5,302,741
	Vehicle Running Cost	9,297,938	5,716,244
	Vehicle Repairs and Maintenance	5,301,832	3,259,493
	Consultancy/Professional and Legal Fees	1,767,278	1,086,498
	Training and Conferences	4,418,193	2,716,244
	Plantation Expenses	24,781,344	15,235,229
	Hotel Accommodation	11,487,300	7,062,234
	Social Intervention Development Programme	38,427,556	-
		114,429,052	**46,724,672**

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14) RECONCILIATION OF DEFICIT TO NET CASH INFLOW FROM OPERATING ACTIVITIES	**2024 GH¢**	**2023 GH¢**
Surplus/(Deficit) for the year	77,920,165	(2,885,761)
Adjust for:		
Depreciation	17,586,970	10,448,337
Investment Income	(29,090,586)	(12,462,900)
Gain on Disposal	-	-
(Increase)/Decrease in Inventory	(9,959,344)	(1,019,999)
(Increase)/Decrease in Accounts Receivable	(942,329)	7,514,145
Increase/(Decrease)in Accounts Payable	37,619,642	42,678,027
Net Cash inflow in the year	**93,134,518**	**44,271,848**

15.) ANALYSIS OF MOVEMENT IN CASH	**Balances as at 31st December**		**Changes in the year**	
	2024 GH¢	**2023 GH¢**	**2024 GH¢**	**2023 GH¢**
Bank Balances	416,105,903	**197,828,093**	**218,277,810**	29,434,116
Short Term Investment	129,837,675	**127,583,701**	**2,253,974**	22,715,075
	545,943,578	**325,411,794**	**220,531,784**	**52,149,191**

16) PROFIT OR LOSS ON DISPOSAL	**2024 GH¢**	**2023 GH¢**
Cost of Asset	-	-
Accumulated Depreciation	-	-
Net Book Value	-	-
Proceeds from Disposal	-	-
	-	**-**

The Commission disposed of some of its fully depreciated motor vehicles during the year.

17) YOUTH IN AFFORESTATION PROGRAM EXPENDITURE	**2024 GH¢**	**2023 GH¢**
Plantation Development	11,354,872	8,226,775
Consumables and Protective Clothing	-	2,962,853
Staff Remuneration	58,646,310	51,359,823
	70,001,182	**62,549,451**