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# REVOLUTIONISING PUBLIC SERVICE DELIVERY IN SELECTED INSTITUTIONS IN GHANA: THE ROLE OF TECHNOLOGY AND INSTITUTIONAL TRANSFORMATION

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# Contents

01

Background

02

Problem Statement

03

Purpose and Objectives

04

Interventions & Achievements

05

Challenges

06

Takeaways

07

Conclusion

08

Recommendations

01





## Public Service Delivery in Ghana

01

### Core of Governance

Public service delivery is central to governance, shaping citizens' experiences with the state. In Ghana, services like taxation, vehicle licensing, and business registration are crucial for trust and development.

02

### Historical Inefficiencies

Historically, Ghana's public services suffered from inefficiencies due to manual, paper-based systems. These led to delays, corruption, and low public trust, hindering socio-economic progress.

03

### Need for Modernisation

The need for modernisation was evident as manual processes increased transaction costs and impacted negatively on quality, accessibility and efficiency. Service users were dissatisfied and triggered the only choice -VOICE

02



# 01 BACKGROUND CONT...

....

## The Need for Digital Transformation

01

### Fragmented Systems

Ghana's public institutions like GRA, DVLA, and ORC relied on outdated, fragmented systems that hindered service delivery and reduced institutional responsiveness.

02

### Alignment with Global Goals

Digital transformation aimed to align with the African Union's Digital Transformation Strategy (2020–2030) and the UN Sustainable Development Goals, particularly SDG 16 on strong institutions.

03





## 02 PROBLEM STATEMENT

...

### Service Delivery in Reality

01

#### Systemic Inefficiencies

Before digital reforms, Ghana's public administration was hindered by manual, paper-based processes, fragmented systems, and a heavy reliance on in-person interactions.

02

#### Agency Specific Breakdowns

Key agencies like the GRA, DVLA, and ORC exhibited severe operational inefficiencies, including long queues, significant backlogs, and multi-day registration processes.

03

#### Eroded Public Trust

These inefficiencies fostered rent-seeking behaviour and corruption, which increased costs for citizens and businesses and severely undermined public trust.

04

#### Impediment to National Development

The inability of these agencies to function effectively hinders revenue generation and stifles business growth, ultimately constraining the government's capacity to fund and foster equitable development.

04



# 03 PURPOSE AND OBJECTIVES OF CHANGE

## Consideration for Digital Reforms

....

01

**Enhancing Efficiency** – Digital tools automate tasks and speed up workflows

02

**Bridging the Digital Divide** – Improving digital literacy and accelerating the rollout of broadband infrastructure

03

**Streamlining public administration** – Tools like e-filing and digital payments make processes such as tax collection more efficient.

04

**Driving economic growth** – It reduces costs, boosts productivity, and attracts investment.

05

**Aligning with the Global Goals** – Particularly SDG 16 on strong institutions, to foster inclusive economic growth and investment.





# 03 PURPOSE AND OBJECTIVES CONT...

...

## Objectives of the study

01

### Assess Impact

Assess the impact of digital transformation on service delivery, examining how technology improves efficiency and transparency.

### Examine Institutional Reforms

Examine institutional reforms that support citizen-focused services, ensuring that digital tools are integrated with governance structures.

02

### Extract Lessons

Extract lessons for African governance, providing insights on how digital transformation can be adapted to different contexts.

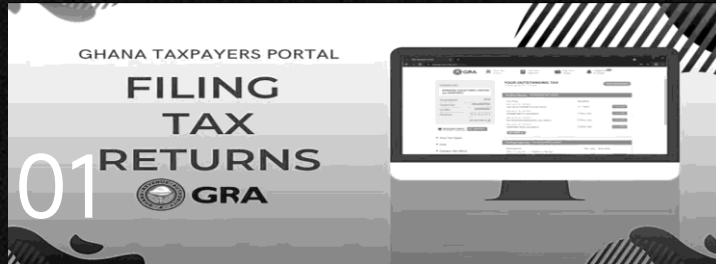
03

06



# 04 INTERVENTIONS AND ACHIEVEMENTS

## GRA: Digital Tax Systems



### ► Online Tax Filing

The Ghana Revenue Authority introduced online tax filing, reducing processing times from days to hours and improving compliance.

### ► E-Payment Platforms

E-payment platforms enabled taxpayers to make payments via banks, mobile money, and electronic cards, enhancing convenience and transparency.

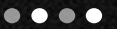


### ► Customer Experience Unit

The Customer Experience Unit achieved a 99.58% resolution rate, significantly enhancing taxpayer trust and satisfaction.



# 04 INTERVENTIONS AND ACHIEVEMENTS CONT...



## DVLA: Mobile & Biometric Systems

01

### Mobile Platforms

The Driver and Vehicle Licensing Authority implemented mobile platforms like DEMOBS and TertDrive, reducing registration times from six hours to under two.

02

### Biometric Licensing

Biometric licensing systems minimised corruption and improved service accessibility, enhancing regulatory credibility.

03

### User Experience

The DVLA app enhanced user experience by allowing bookings and tracking, reducing face-to-face interactions and improving service predictability.



# 04 INTERVENTIONS AND ACHIEVEMENTS CONT....

## ORC: eRegistrar Platform



### ► eRegistrar System

The Office of the Registrar of Companies launched the eRegistrar system, enabling online business registration and reducing processing times.

### ► Integration with National Digital Systems

The ORC also integrated with national systems like the TIN and Ghana Card databases to enhance verification and compliance



### ► Digitization of Archives and Corporate Records

Digitising archives and corporate records further enhanced transparency and sped up company information verification.



**ACHIEVEMENTS**

**Comparative Performance Metrics of selected Institutions (GRA, DVLA, ORC)**

| Institution | Key Digital Initiative                             | Efficiency Outcome                           | Transparency/Trust Indicator         | Economic/Revenue Impact                |
|-------------|----------------------------------------------------|----------------------------------------------|--------------------------------------|----------------------------------------|
| GRA         | Online tax filing, e-payment, port automation      | Reduced processing time from 5 days to 1 day | 99.58% issue-resolution rate via CEU | Annual revenue growth +18% (2021-2024) |
| DVLA        | Biometric licensing, mobile “DEMOBS” & “TertDrive” | Service time cut from 6 hrs to 2 hrs         | Corruption reports down by 70%       | Revenue up 25% post-PSRRP              |
| ORC         | eRegistrar platform, Ghana Card integration        | Processing time reduced from 21 to 5 days    | 590,000 new registrations (2019-23)  | GH¢513 million revenue generated       |



# 05 CHALLENGES

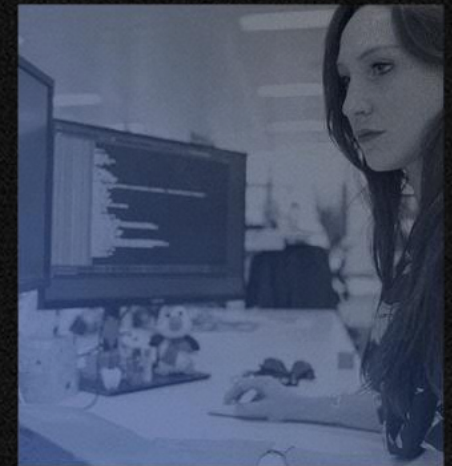
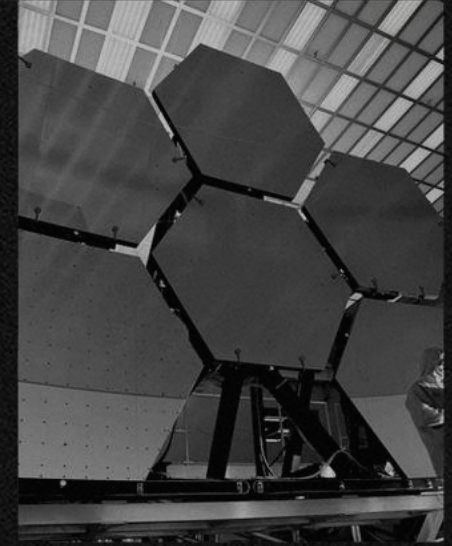
## Institutional Challenges

- Budget Constraints

Budget constraints limit the sustainability of digital reforms, especially after donor-funded projects end, threatening the continuity of initiatives.

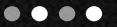
- Staff Resistance

Staff resistance, driven by fear of job loss or inadequate training, slows the adoption of digital systems and hinders institutional transformation.





# 05 CHALLENGES CONT...



## Systemic Risks

01

### Rural Digital Divide

Rural areas face digital divides due to poor internet and electricity access, excluding many citizens from digital services and limiting inclusivity.

02

### Cybersecurity Weaknesses

Cybersecurity weaknesses expose GRA and ORC data to threats, requiring continuous investment in secure infrastructure to protect sensitive information.

03

### Connectivity Gaps

Connectivity gaps hinder initiatives like DEMOBS and TertDrive, limiting the reach of digital services to rural and remote areas.



## 05 CHALLENGES CONT...



### Policy Gaps

01

#### Outdated Legal Frameworks

Outdated legal frameworks, such as the 2012 Data Protection Act, hinder AI governance and data sharing, limiting the potential of digital reforms.

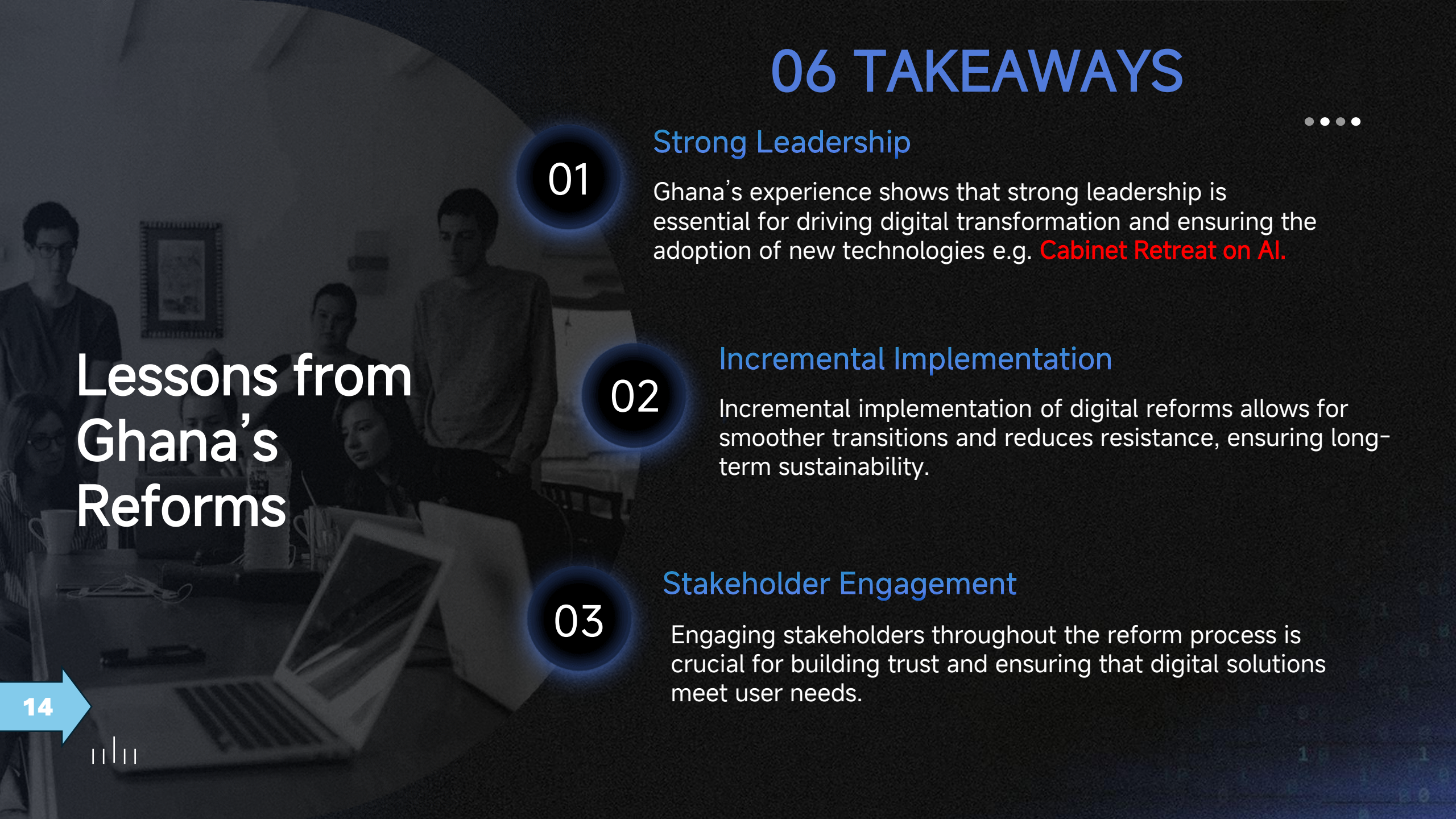
02

#### Lack of Data Governance

The absence of a national data governance policy limits interoperability and accountability in digital service delivery, creating policy gaps.

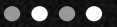






# Lessons from Ghana's Reforms

## 06 TAKEAWAYS



01

### Strong Leadership

Ghana's experience shows that strong leadership is essential for driving digital transformation and ensuring the adoption of new technologies e.g. **Cabinet Retreat on AI**.

02

### Incremental Implementation

Incremental implementation of digital reforms allows for smoother transitions and reduces resistance, ensuring long-term sustainability.

03

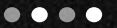
### Stakeholder Engagement

Engaging stakeholders throughout the reform process is crucial for building trust and ensuring that digital solutions meet user needs.





# 06 TAKEAWAYS CONT...



## Comparative Insights from Africa



### ▶ Regional Trends

Ghana's reforms align with regional trends in Kenya, Rwanda, and South Africa, where strong political leadership and integrated platforms achieve higher citizen satisfaction.



### ▶ Replicable Model

Ghana's interoperability and user-focused approach offer a replicable model for African digital governance, emphasising inclusivity and efficiency.





# 07 CONCLUSION ...

## Impact of Digital Reforms



### ► Modernised Governance

Digital transformation in Ghana's public sector has modernised governance, improving service delivery, increasing revenue, and enhancing citizen trust.

### ► Addressing Challenges

However, long-term success depends on addressing systemic and policy challenges to ensure sustainable and inclusive digital service delivery.



# 08 RECOMMENDATIONS...

## Strategic Policy Actions

01

### Institutional Challenges

**Recommended Action:** Establish a sustainable national digital transformation fund to reduce reliance on donor financing.

**Expected Outcome:** Long-term financial sustainability and continuity of digital reforms.

02

### Systemic Risks

**Recommended Action:** Expand broadband infrastructure and electricity access in rural areas through public-private partnerships.

**Expected Outcome:** Improved digital inclusion and access to public services in rural communities.

03

### Policy Gaps

**Recommended Action:** Develop a comprehensive National Data Governance Framework defining ownership, consent, and accountability.

**Expected Outcome:** Coordinated, ethical, and transparent management of public sector data.



# THANK YOU

Questions