



REPUBLIC OF GHANA

2019 ANNUAL PERFORMANCE REPORT OF THE CIVIL SERVICE

Theme:

*"Civil Service And Private Sector Synergy:
A National Development Imperative"*



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ACRONYMS

1D1F	One District One Factory
1D1W	One District One Warehouse
1V1D	One Village One Dam
ABFA	Annual Budget Funding Amount
ACI	Airport Council International
ADC	Accra Digital Centre
ADR	Alternative Dispute Resolution
AESL	Architectural and Engineering Services Limited
AfCFTA	African Continental Free Trade Agreement
AFCON	African Cup of Nations
AfDB	African Development Bank
AG	Attorney-General
AGOA	African Growth Opportunities Act
AICC	Accra International Conference Centre
AITMP	Accra Intelligence Traffic Management Project
AMA	Accra Metropolitan Assembly
AMB	Ambassador
AML/CFT	Anti-Money Laundering and Countering the Financing of Terrorism
ANC	Antenatal Care
ANS	Air Navigation Services
APC	Armoured Personnel Carriers
APR	Annual Performance Report
ARAP	Accountability, Rule of Law and Anti-Corruption Programme
ARC	Architects Registration Council
ARIB	Africa and Regional Integration Bureau
ARP	Annual Progress Report
ASST	Assistant
AU	African Union



AWA	African World Airline
AWOS	Automatic Weather Observatory System
AWPB	Annual Work Plan and Budget
BACs	Business Advisory Centres
BASA	Bilateral Air Services Agreement
BDR	Births and Deaths Registry
BGL	Bureau of Ghana Languages
BOP	Business Operating Permit
BOPD	Barrels of Oil per day
BOST	Bulk Oil Storage and Transportation Company
BPA	Bui Power Authority
BRCs	Business Resource Centres
BRP	Barracks Regeneration Programme
C.I	Constitutional Instrument
CAF	Confederation of African Football
CAGD	Controller and Accountant-General's Department
CAPEX	Capital Expenditure
CBA	Cost Benefit Analysis
CD	Chief Director
CDA	Coastal Development Authority
CDC	Centers for Disease Control
CDMS	Climatological Database Management System
CDTC	Central Digital Transmission Company
CDVTI	Community Development Vocational Training Institute
CEDECOM	Central Region Development Commission
CFTA	Continental Free Trade Agreement
CHIPS	Community-Based Health Planning and Services
CHRAJ	Commission on Human Rights and Administrative Justice
CIT	Corporate Income Tax



CLR	Council for Law Reporting
CMA	Common Management Arrangement / Central Management Agency
CMMP	Capital Market Master Plan
CPESD	Coordinated Programme of Economic and Social Development Policies
CSIR	Council for Scientific and Industrial Research
CST	Communications Service Tax
CSTC	Civil Service Training Centre
CTS	Case Tracking System
DADs	Department, Agencies and Divisions
DANIDA	Danish International Development Agency
DCRA	Domestic Credit Rating Agency
DEH	Data Exchange Hub
DEP	Deputy
DFI	Department of Factories Inspectorate
DFR	Department of Feeder Roads
DFS	Digital Financial Service
DHIMS	District Health Information Management System
DIICF	Developed Integrated Internal Control Framework
DISTs	District Implementation Support Teams
DLD	Director of Legislative Drafting
DLSS	District Level Scholarships Scheme
DOC	Department of Co-operatives / Department of Children
DP	Development Partner(s)
DPC	Data Protection Commission
DPF	Development Partners Fund
DPP	Director of Public Prosecutions
DPs	Development Partners
DPs	Donor Partners
DRH	Department of Rural Housing



DSF	Debt Sustainability Framework
DTT	Digital Terrestrial Television
DUR	Department of Urban Roads
DV	Domestic Violence
DVLA	Driver and Vehicle Licensing Authority
DWCP	Decent Work Country Programme
EC	Electoral Commission / Engineering Council / Energy Commission
ECCD	Early Childhood Development Policy.
ECG	Electricity Company of Ghana
ECMS	Electronic Case Management Systems
ECONS	Economics
ECOWAS	Economic Community of West African States
ECTIB	Economic Trade and Investment Bureau
EDAIF	Export Trade, Agricultural and Industrial Development Fund
EFA	Education for All
EGSB	Estates and General Services Bureau
EHSD	Health and Sanitation Directorate
EI	Executive Instrument
EMIS	Education Management Information System
EMT	Economic Management Team
Eng,	Engineer
EOCO	Economic and Organised Crime Office
EOI	Expression of Interest
EPA	Environmental Protection Agency
ERFD	Economic Research and Forecasting Division
ERM	Enterprise Risk Management
ESP	Education Strategic Plan
ESRD	Economic Strategy and Research Division
ESRP	Energy Sector Recovery Programme



ETC	Entity Tender Committee
EU	European Union
FAB	Finance and Accounts Bureau
F&A	Finance and Administration
FATF	Financial Action Task Force
FDA	Food and Drugs Authority
FFG	Fee Fixing Guidelines
FFR	Fee Fixing Resolution
FGM	Female Genital Mutilation
FIC	Financial Intelligence Centre
FIDIC	Fédération Internationale Des Ingénieurs-Conseils
FIFA	Federation of International Football Association
FIR	Flight Information Region
FOB	Forward Operating Base
FOSA	Factories, Offices and Shops Act
FPMU	Funds and Procurement Management Unit
FRL	Fiscal Responsibility Law (FRL)
FSO	Foreign Service Officer
FSR	Foreign Service Regulation
FWSC	Fair Wages and Salaries Commission
GA	General Administration
GAC	Ghana AIDS Commission
GACL	Ghana Airports Company Limited
GAEC	Ghana Atomic Energy Commission
GAF	Ghana Armed Forces
GAFCSC	Ghana Armed Forces Command and Staff College
GAMA	Greater Accra Metropolitan Area
GAMADA	Ga- Mashie Development Agency
GAMCORP	Ghana Asset Management Corporation



GAPTE	Greater Accra Passenger Transport Executive
GAS	Ghana Audit Service
GAT	Ghana Amalgamated Trust
GAVI	Global Alliance for Vaccines and Immunizations
GBDC	Ghana Book Development Council
GCAA	Ghana Civil Aviation Authority
GCC	Ghana Co-operatives Council
GCCo	Ghana Co-operatives College
GCMC	Ghana Cylinder Manufacturing Company
GCX	Ghana Commodity Exchange
GDP	Gross Domestic Product
GEDAP	Ghana Energy Development and Access Project
GEPA	Ghana Export Promotion Authority
GES	Ghana Education Service
GETF	Ghana Education Trust Fund
GETFund	Ghana Education Trust Fund
GFA	Ghana Football Association
GFZB	Ghana Free Zones Board
GGSA	Ghana Geological Survey Authority
GHA	Ghana Highway Authority
GHEL	Ghana Heavy Equipment Limited
GhIE	Ghana Institution of Engineers
GhISEP	Ghana Institute of Safety and Environmental Professionals
GHQ	General Headquarters
GIADEC	Ghana Integrated Aluminium Development Corporation
GIDA	Ghana Irrigation Development Authority
GIFEC	Ghana Investment Fund for Electronic Communications
GIFMIS	Ghana Integrated Financial Management Information System
GI-KACE	Ghana India Kofi Annan Centre of Excellence in ICT



GIL	Ghana Institute of Languages
GIMPA	Ghana Institute of Management and Public Administration
GIPC	Ghana Investment Promotion Centre
GIRSAL	Ghana Incentive-based Risk Sharing System for Agricultural Lending
GIS	Geographic Information System
GITC	Ghana International Trade Commission
GLA	Ghana Library Authority
GLMIS	Ghana Labour Market Information System
GLR	Ghana Law Reports
GMEF	Ghana Monitoring and Evaluation Forum
GMet	Ghana Meteorological Agency
GNDB	Ghana National Development Bank
GNGC	Ghana National Gas Company
GNPA	Ghana National Procurement Authority
GNPC	Ghana National Petroleum Corporation
GOC	Ghana Olympic Committee
GoG	Government of Ghana
GOIL	Ghana Oil Company Limited
GOR	Gas Oil Ratio
GP	Ghana Post Company Limited
GPEG	Global Partnership for Education Grant
GPP	Gas Processing Plant
GPSDF	Ghana Private Sector Development Facility
GRA	Ghana Revenue Authority
GRCL	Ghana Railway Company Limited
GRDA	Ghana Railway Development Authority
GRFS	Ghana Road Fund Secretariat
GRIDCo	Ghana Grid Company Limited
GSA	Ghana Standards Authority / Government Support Agreement



GSFP	Ghana School Feeding Programme
GSGDA	Ghana Shared Growth and Development Agenda
GSS	Ghana Statistical Service / Government Secretarial School
GTA	Ghana Tourism Authority
GTDC	Ghana Tourist Development Company
GTDP	Ghana Tourism Development Project
GTFC	Ghana Trade Fair Company
GUMAP	Ghana Urban Mobility and Accessibility Project
GUMPP	Ghana Urban Management Pilot Project
GWCL	Ghana Water Company Limited
H. E	His Excellency
HIV/AIDS	Human Immunodeficiency Virus/Acquired immunodeficiency syndrome
HLMC	High Level Ministerial Committee
HOTCATT	Hotel, Catering and Tourism Training Institute
HPS	High Pressure Sodium
HQ	Headquarters
HR	Human Resource
HRMD	Human Resource Management and Development
HRMIS	Human Resource Management Information System
HSD	Hydrological Services Department
HSSE	Health Safety, Security and Environment
HTML	Hypertext Markup Language
I&IA	Inspectorate and Internal Audit
IA	Internal Audit
IAA	Internal Audit Agency
IaaS	Infrastructure as a Service
IALC	Inter-Agency Leadership Committee
IAT	Institute of Accountancy Training
IAU	Internal Audit Unit



IAUs	Internal Audit Agencies
IBES	Integrated Business Establishment Survey
IBPS	Integrated Bank of Projects System
ICAO	International Civil Aviation Organization
ICCES	Integrated Community Centres for Employable Skills
ICED	International Centre for Evaluation and Development
ICRG	International Cooperation Review Group
ICT	International Competitive Tendering / Information Communication Technology
IDA	International Development Association / Agency
iEPA	Interim Economic Partnership Agreement
IFS	International Financial Services
IFSC	International Financial Services Centre
IGF	Internally Generated Fund
IGI's	Independent Governance Institutions
IGP	Inspector General of Police
IICF	Integrated Internal Control Framework
IIMS	Integrated Information Management System
ILGS	Institute of Local Government Studies
IMAT	Inter-Agency Modelling Team
IMF	International Monetary Fund
IMF ECF	International Monetary Fund's Extended Credit Facility
IOM	International Organisation on Migration
IPAU	Information and Public Affairs Unit
IPC	Interim Payment Certificates
IPEP	Infrastructure for Poverty Eradication Programme
IRAP	International Road Assessment Programme
ISSER	Institute of Statistical Social and Economic Research
IT	Information Technology



IT/IM	Information Technology/Management
iTAPs	Integrated Tax Application and Preparation Systems Apps
ITS	Institute of Technical Supervision
JHS	Junior High School
JICA	Japan International Cooperation Agency
JV	Joint Venture
JVCs	Joint Venture Companies
KAIPTC	Kofi Annan International Peacekeeping Training Centre
KAITC	Kofi Annan ICT Training Centre
KATH	Komfo Anokye Teaching Hospital
KBTH	Korle-bu Teaching Hospital
KG	Kindergarten
KIA	Kotoka International Airport
KTC	Koforidua Training Center
KV	Kilovolt
KW	Kilowatt
KWh	Kilowatt hour
KWp	Kilowattpeak
LAC	Legal Aid Commission
LAN	Local Area Network
LCIA	London Court of International Arbitration
LD	Labour Department
LEAP	Livelihood Empowerment Against Poverty
LECB	Legal and Consular Services Bureau
LED	Local Economic Development / Light Emitting Diode
LG	Local Government
LGS	Local Government Service
LI	Legislative Instrument
LIPW	Labour Intensive Public Works



LNG	Liquefied Natural Gas
LPG	Liquefied Petroleum Gas
LPGMC	Liquefied Petroleum Gas Marketing Companies
LUSPA	Land Use and Spatial Planning Authority
M & E	Monitoring and Evaluation
MASLOC	Microfinance and Small Loans Centre
MATS	Military Academy and Training Schools
MBDA	Middle Belt Development Authority
MCHRB	Maternal and Child Health Record Booklet
MD	Managing Director
MDAs	Ministries, Departments and Agencies
MDF	Minerals Development Fund
MDG	Millennium Development Goals
MDPI	Management Development and Productivity Institute
MDPTIP	Marine Drive Tourism Investment Project
MEST	Ministry of Environment, Science and Technology
MESTI	Ministry of Environment, Science, Technology and Innovation
MFARI	Ministry of Foreign Affairs and Regional Integration
MGD	Million Gallons per Day
MICZD	Ministry of Inner-City and Zongo Development
MiDA	Millennium Development Authority
MIS	Microsoft Information System
MLGRD	Ministry of Local Government and Rural Development
MLNR	Ministry of Lands and Natural Resources
MMBTU	One Million British Thermal Units
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCE	Metropolitan, Municipal and District Chief Executive
MMscf	Million Standard Cubic Feet
MNOs	Mobile Network Operators



MoA	Ministry of Aviation
MOBD	Ministry of Business Development
MoC	Ministry of Communications
MoD	Ministry of Defence
MoE	Ministry of Education
MoEn	Ministry of Energy
MoF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MOFAD	Ministry of Fisheries and Aquaculture Development
MOH	Ministry of Health
MoJAD	Ministry of Justice and Attorney-General's Department
MOMM	Management Maintenance and Operation Manual
MOP	Ministry of Planning
MoPA	Ministry of Parliamentary Affairs
MoRD	Ministry of Railways Development Authority
MOTI	Ministry of Trade and Industry
MoU	Memorandum of Understanding
MP's	Members of Parliament
MRB	Multilateral Relations Bureau
MRH	Ministry of Roads and Highways
MRO	Maintenance Repair and Overhaul
MSD	Management Services Department
MSDI	Ministry of Special Development Initiatives
MSEs	Micro and Small Enterprises
MSMEs	Micro, Small and Medium Enterprises
MSWR	Ministry of Sanitation and Water Resources
MTDP	Medium Term Development Plan
MTDS	Medium Term Debt Strategy
MTEF	Medium Term Expenditure Framework



MTNDPF	Medium-Term National Development Policy Framework
MTNDPF	Medium-Term National Development Framework
MW	Megawatts
MWH	Ministry of Works and Housing
NAB	National Accreditation Board
NABCO	Nation Builders Corps
NACAP	National Anti-Corruption Action Plan
NAS	National Ambulance Service
NBA	National Biosafety Authority
NBD	National Business Dialogue
NBSSI	National Board for Small Scale Industries
NCA	National Communications Authority
NCCE	National Commission on Civic Education
NCSC	National Cybersecurity Centre
NCTE	National Council for Tertiary Education
NDA	Northern Development Authority
NDC	National Democratic Congress
NDMW	Negotiation of the National Daily Minimum Wage
NDPAS	National Digital Property Addressing System
NDPC	National Development Planning Commission
NEDCo	Northern Electricity Development Company
NEIP	National Entrepreneurship and Innovation Programme
NEM	National Entrepreneurship Month
NES	National Electrification Scheme / National Export Strategy
NFED	Non-Formal Education Division
NGO	Non-Governmental Organisation
NHIA	National Health Insurance Authority
NHIL	National Health Insurance Levy
NHIS	National Health Insurance Scheme



NIB	National Inspection Board
NITA	National Information Technology Agency
NLC	National Labour Commission
NMEP	National Monitoring and Evaluation Policy
NMHFS	National Mortgage and Housing Finance Scheme
NMTDPF	National Medium-Term Development Policy Framework
NPA	National Plan of Action
NPA	National Petroleum Authority
NPC	National Population Council
NPG	Nuclear Power Ghana
NPP	New Patriotic Party
NPRA	National Pensions Regulatory Authority
NPSRS	National Public Sector Reform Strategy
NRA	Nuclear Regulatory Authority
NSA	National Sports Authority
NSB	National Sports Bill
NSC	National Sports College
NSS	National Service Secretariat
NTC	National Teaching Council
NTC	National Tripartite Committee
NVTI	National Vocational Training Institute
NYA	National Youth Authority
OAATU	Organisation of African Trade Union Unity
OAG	Office of the Administrator-General / Office of the Attorney-General
OAGMoJ	Office of the Attorney-General and Ministry of Justice
OASL	Office Administrator of Stool Lands
OGM	Office of Government Machinery
OHCS	Office of the Head of the Civil Service
OHDM	Office of the Honourable Deputy Minister



OHLGS	Office of the Head of Local Government Service
OHM	Office of the Honourable Minister
OICG	Opportunities Industrialization Centre Ghana
OoP	Office of the President
OSH	Occupational Safety and Health
OSM	Office of the Senior Minister
OSP	Office of the Special Prosecutor
OSS	One Stop Shop
P & P	Policy and Planning
PaaS	Platform as a Service
PAC	Passport Application Centre
PAeNP	Pan-Africa e-Network Project
PAP	Project Affected Persons
PAU	Public Affairs Unit
PBME	Planning, Budgeting, Monitoring and Evaluation
PC	Petroleum Commission
PC	Political Consultation
PCSRC	Postal and Courier Services Regulatory Commission
PDS	Power Distribution Services
PERD	Planting for Export and Rural Development
PFJ	Planting for Food and Jobs
PFM	Public Financial Management
PIAC	Public Interest and Accountability Committee
PIU	Programmes Coordination Directorate
PJCC	Permanent Joint Commission for Cooperation
PKI	Public Key Infrastructure
PMU	Project Management Unit
PNDC	Provisional National Defense Council
PNDCCL	Provisional National Defense Council Law



POW	Programme of Work
PPA	Public Procurement Act
PPA	Power Purchase Agreement
PPBME	Policy Planning Budgeting Monitoring and Evaluation
PPME	Policy Planning, Monitoring and Evaluation
PPMEB	Policy Planning Monitoring and Evaluation Bureau
PPMED	Policy Planning Monitoring and Evaluation Directorate
PPP	Public Private Partnerships
PPSSP	Petroleum Products Strategic Stock Policy
PRAAD	Public Records and Archives Administration Department.
PRMA	Petroleum Revenue Management Act
PSC	Public Services Commission
PSCMD	Procurement & Supply chain Management Department
PSHLSB	Public Servants' Housing Loans Scheme Board
PSIP	Public Service Integrity Programme
PSP	Private Sector Participation
PSRRP	Public Sector Reforms for Results Project
PSRS	Public Sector Reforms Secretariat
PURC	Public Utilities Regulatory Commission
PV	Photovoltaic
PWD	Public Works Department
PWDs	Persons with Disability
RAMSRI	Radiological and Medical Sciences Research Institute
RCC	Regional Coordinating Councils
RCD	Rent Control Department
RE	Renewable Energy
REP	Rural Enterprises Programme
RFQ	Request for Qualification
RGD	Registrar-General's Department



RLPGPP	Rural Liquefied Petroleum Gas Promotion Programme
RMERD	Resource Mobilisation and Economic Relations Division
ROW	Right of Way
RPD	Revenue Policy Division
RSD	Real Sector Division
RSIM	Research, Statistics and Information Management
RTF	Rural Technology Facilities
RTI	Right to Information
SaaS	Security as a Service
SADA	Savannah Accelerated Authority
SCGLR	Supreme Court of Ghana Law Reports
SD	Supervising Director
SDGS	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SEC	Security and Exchange Commission
SECO	Switzerland's State Secretariat for Economic Affairs
SEI	School Entrepreneurship Initiative
SEIP	Secondary Education Improvement Project
SG	Solicitor-General
SGN	Sankofa Gye Nyame
SHC	State Housing Company Limited
SHEP	Self Help Electrification Programme / Social Enquiry Report
SHP	Sexual Harassment Policy
SHS	Senior High School
SIGA	State Interests and Governance Authority
SLWMP	Sustainable Land and Water Management Project
SMEs	Small and Medium Scale Enterprises
SMTDP	Sector Medium-Term Development Plan
SNR	Senior



SOEs	State Owned Enterprises
SOPs	Standard Operating Procedures
SoS	Scheme of Service
SOST	Scheme of Service Training
SPD	State Protocol Department
SRIMPR	Statistics, Research, Information Management and Public Relations
SS	Scholarships Secretariat
SSNIT	Social Security and National Insurance Trust
STB	Set-Top Box
STEM	Science Technology Engineering and Mathematics
STEPRI	Science and Technology Policy Research Institute
STI	Science, Technology and Innovation / Sexually Transmitted Infections
TCIL	India Telecommunications Consultant India Limited
TDCL	Tema Development Company Limited
TDMD	Treasury and Debt Management Division
TEN	Tweneboa-Enyenra-Ntomme
TFA	Trade Facilitation Agreement
TIN	Tax Identification Number
TOR	Terms of Reference / Tema Oil Refinery
TTH	Tamale Teaching Hospital
TVET	Technical and Vocational Education and Training
UDG	Urban Development Grant
UGMC	University of Ghana Medical Centre
UHC	Universal Health Care
UN	United Nations
UNESCO	United Nations Education, Scientific and Cultural Organisation
UNFAO	United Nations Food and Agriculture Organization
UNGA	United Nations General Assembly
UNICEF	United Nations Children's Fund



US	United States
USAID	United States Agency for International Development
USD	United States Dollar
USTDA	US Trade and Development Agency
VAG	Veterans Administration, Ghana
VALCO	Volta Aluminium Company
VAT	Value-Added Tax
VfM	Value for Money
VRA	Volta River Authority
VRA-RTF	VRA- Resettlement Trust Fund
VSLAs	Village Saving and Loans Associations
W.E.B. DMC	W.E.B. Du Bois Memorial Centre
WAGL	West African Gas Limited
WAPCO	West African Power Company
WITEP	Women in Tourism Empowerment Programme
WMO	World Maritime Organization
WRC	Water Resources Commission
WTO	World Trade Organization
WTP	Water Treatment Plant
WTTC	World Travel and Tourism Council
YEA	Youth Employment Agency
YEF	Youth Enterprise Fund
YLSTI	Youth Leadership and Skills Training Institutes
YOR	Year of Return
ZoDF	Zongo Development Fund



FOREWORD

The Ghana Civil Service is mandated per Section 2 of the Civil Service Act 1993, PNDCL 327 to perform the strategic functions of formulation and implementation of policies for national development.

The Civil Service Act, 1996 PNDCL (327) (Section (85 (1)) enjoins the Head of the Civil Service to submit an Annual Performance Report on the Civil Service within the first quarter of the ensuing year.

The 2019 Annual Performance Report which focuses on the theme “Civil Service and Private Sector Synergy: A National Development Imperative” will outline the developments and capacities achieved in the human resource of the Service and the performance and achievements made by the Service in the implementation of the policies and key projects of Government.

This Report details successes and challenges encountered in the implementation of the projected plans, programmes and projects of Government for the attention of His Excellency the President.

The operations of the Civil Service have become more complex due to the globalized and technologically dynamic environment, which requires an ever- changing capacity building and development of the human capital in sync with the demands of the citizenry. The private-public sector collaboration is imperative and structures have been instituted to enhance private sector participation in governance and the delivery of the priority projects.

During the year under review, the Civil Service in line with the National Development Agenda and the Civil Service Performance Management Policy framework, ensured that, policies and programmes were implemented in fulfilment of the vision to “create an optimistic, self-confident and prosperous nation through creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all”.

The Government in fulfilment of the agenda to improve the quality of life of the citizens concentrated on sixteen (16) priority areas that cut across all sectors: economy, education, health, job creation, transport, agriculture etc. In line with the theme, the Civil Service focused on national developmental activities that built synergies between the private and public sectors. The private sector played critical roles in the implementation of policies on education, road



development, provision of quality health services, job creation, tourism and agriculture resulting in enormous strides in those areas.

It is important to state that the Office of the Head of the Civil Service continued to implement its Performance Management System at all levels of the Service and for the first time for Heads of Missions and Foreign Service Directors at the various Missions. This ensured a merit system of assessment of performance of the human resource to deliver on Government's agenda.

The introduction of various electronic-based services in the Service attest to the rapid adaptation of the new paradigm of the business environment and the requirements of the citizens for better service delivery in the public sector. The Office of the Head of Civil Service has supported all Ministries and Departments in this direction and has introduced an online recruitment system to achieve efficiency and transparency.

The reintroduction in 2019 of the Civil Service Week and Awards Night is in line with the Civil Service Act, 1993 (PNDCL 327) to acknowledge hardworking and committed Civil Servants who have contributed significantly towards the achievement of the objectives of their various organizations.

The Civil Service Council is grateful to all stakeholders and urges that we continuously work together towards the sustainable development of our country.

May God bless Ghana Civil Service.



JUSTICE ROSE C. OWUSU (MS)
CHAIRPERSON
CIVIL SERVICE COUNCIL

EXECUTIVE SUMMARY

The Ghana Civil Service is the main agency through which the Executive arm of Government operates in the country. As one of the Public Services of Ghana, the Civil Service performs a strategic function in supporting the government to formulate and implement policies for national development through its Ministries and Departments. This is achieved through the competent human and other resources available to the Service.

Over the years, the Civil Service has structurally become more compact and numerically less expansive due to the decoupling of the other Services. However, its core mandate remains critical to governance since it is now confronted with more complex issues in a more globalised and technologically dynamic environment.

Section 85 of the Civil Service Act 1993, (PNDCL 327), enjoins the Head of the Civil Service to prepare and submit an annual report to the Presidency within the first quarter of the ensuing year. This report therefore provides an overview of the overall performance, human resource and administrative details of the Ministries, Departments and Extra-Ministerial Organisations for the year 2019.

In the preparation of the report, guidelines were prepared and forwarded to the sector ministries to present details of their core policies, programmes and projects; Administrative and human resource related matters; Reforms undertaken within the last five years; Implementation of the Sustainable Development Goals; Key achievements with its impact on performance; and Challenges and way forward for 2020.

The Report is organized into six (6) main chapters constituting part one and part two (appendix I) constituting information on all thirty-four (34) Sector Ministries and the three (3) extra-ministerial organizations as follows:

Chapter One (1) presents an overview of the Civil Service, its strategic and regulatory framework, the governing framework and administrative structures as well as some current developments undertaken in the Service.

The Second Chapter outlines the broad National Policy framework and the various source documents underpinning major policies and sector programmes implemented by the Ministries and Departments. These included the following:

- Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017-2024
- The Medium-Term National Development Policy Framework for 2018-2021, Agenda for Jobs.



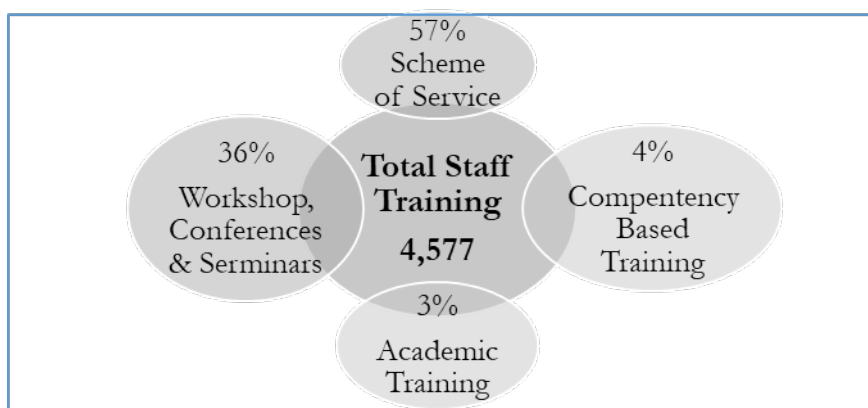
- Dimensions of the New Agenda (5Ps)
- 2019 State of the Nation Address by H.E. the President¹
- 2019 Annual Budget Statement
- National Public Sector Reform Strategy (NPSRS)
- Civil Service Performance Management Policy Framework

The third chapter analyses the statistics of staff in the Civil Service and provides details on the Human Resource Management and Capacity Development activities performed within the period.

There was a general increase in male staff strength from 11% to 21 % and increase in female staff strength from -17 % to 8 % from 2018 to 2019. In 2017, there were 7,899 staff in the Departments which increased by 888 (2018-2019). Similarly, the Ministries saw an increase of 888 of staff strength (2018-2019) The Extra-Ministerial Organisations shows a staff increase of 175 staff strength (2018-2019). The increase in the number of staff at the Ministries and Departments were primarily because of the creation of additional Ministries in 2017 to achieve the objectives of Government. The age cohorts, 30-39, 40-49, 50-59 had the highest number of staff from 2017 to 2019. This indicates a significant number of staff strength in active service hence the need to improve the human resource capacity such as; training and re-training, encourage mentoring and coaching to enhance effective service delivery in the Civil Service.

Recruitment of new staff and replacement of exited staff from the Civil Service are conducted by the Civil Service to maintain the optimum staffing levels required for service delivery. For the period under review, 1,559 Officers were recruited into the Civil service. Out of the total, 1,117 representing 72% were male whereas 442 representing 28% were female.

For the period under review, 4,576 Civil Servants participated in the Scheme of Service, Competency Based and Academic Training programmes in local and foreign Institutions. Staff also attended various Workshops, Seminars, Conferences and Meetings during the period.



Chapter four (4) presents details of the reforms undertaken within the last five (5) years and the Sustainable Development Goals (SDGs) undertaken in the Ghana Civil Service.

Significant progress was recorded in the types of reforms measured across the Civil Service. Generally, the Civil Service recorded the highest reforms in the area of Institutional Development (31%) followed by Legal/Regulatory (29%) and ICT Development (18%). This was followed by 8% in Capacity Building, 6% in both Education and Job Creation and 2% in Social Protection.

The Civil Service also recorded activities/targets towards the achievement of all the 17 Goals. Overall, the Civil Service recorded a significant number of interventions pertaining to Health, Gender equality, Water & Sanitation, Energy, Economic Growth, Industry, Innovation & Infrastructure, Cities & Communities, Peace & Justice and partnership for the goals.

The **fifth Chapter** outlines some key achievements recorded by the Civil Service over the period. These included the following:

- **On-line Recruitment System**

The Online Graduate Entrance Examinations were successfully held from 13th to 16th August, 2019. Seven Thousand, One Hundred and Ninety-Six (7,196) received invitations through the e-application and Four Thousand, Eight Hundred and Ninety (4,890) applicants verified and confirmed their participation.

- **Performance Management System for Heads of Missions and A1 Foreign Service Officers**

The Ministry of Foreign Affairs and Regional Integration in collaboration with the Office of the Head of Civil Service organized Performance Management training programmes for all Heads of Ghana's Diplomatic Missions as well as all A1 Foreign Service officers (FSOs) both home and abroad. The exercise was aimed at training Ambassadors and Directors of the Ministry to contribute to the attainment of Ghana's foreign policy objectives, the Ministry's Sector Medium Term Development Plan and the President's Coordinated Programme of Economic and Social Development. 49 Heads of Missions and 58 Directors (A1 Officers) set targets and signed their respective 2019 Performance Agreements.

- **Passage of the Right to Information (RTI) Law**

The Ministry of Information together with key stakeholders developed a roadmap to ensure that all preparatory works were completed before the Law comes into force. In 2019, the Right to Information Bill was passed into law as the Right to Information Act, 2019 (Act 989).

- **Fiscal Responsibility Act 2018, (Act 982)**

The Ministry of Finance facilitated the passage of the Fiscal Responsibility Act 2018 (Act 982) by Parliament. The 2019 half-year report on the implementation of the Fiscal Responsibility Law (FRL) has been prepared and submitted to Cabinet in line with the Fiscal Responsibility Act.

- **Improvement in Basic Level Curriculum (KG-Primary 6)**

Pursuant to Government's commitment to ensure that every Ghanaian child is equipped with foundational Reading, wRiting, aRithmetic and cReativity (4Rs) skills by the time he/she completes Primary 6, the Ministry of Education completed the review of Kindergarten to Primary 6 Curriculum in 2018 and received Cabinet approval for implementation in 2019. 4,086 Master, Regional and District level trainers as well as 152,000 Teachers were trained on the new curriculum.

- **Job Creation**

The Ministry of Employment and Labour Relations, during the period under review created 611,397 jobs in the formal sector. The Ministries, Departments and Agencies (MDAs) accounted for 343,458 jobs while the formal Private Sector also created 267,939 jobs. Government's flagship programme, 'Planting for Food and Jobs' created 1,593,000 jobs from 2017 to 2019.

- **2019 Year of Return**

The Ghana Tourism Authority in collaboration with the Ministry of Tourism Culture Arts and Culture effectively implemented planned activities for the "2019 YEAR OF RETURN" which was declared in September 2018 by His Excellency, the President, Nana Addo Dankwa Akufo-Addo in the United States of America (USA) to commemorate the 400 years of slavery. The country recorded a remarkable increase of 237,088 airport travels as of the third quarter of 2019, representing a 45% increase over the previous year.

- **Planting for Export and Rural Development**

The Ministry of Food and Agriculture's programme; 'Planting for Export and Rural Development' (PERD) is a decentralised National Tree Crop sub-programme under the Planting for Food and Jobs (PFJ). 15,500 seedlings was targeted to be distributed. 6,930 seedlings (Cashew, Oil Palm, Coffee, Coconut and Mango) were distributed to 47,221 farmers in 2019. The seedlings are expected to cover a total land area of 80,480.78 ha across the country.

- **2019 Civil Service Week Celebration**

A total of Thirty-Two (32) Officers were selected for awards for the Professional Category, while Twenty-Seven (27) Officers were selected for awards for the Sub-Professional Category. Awards were also given to sixteen (16) and nine (9) best performing Directors and Chief Directors respectively.

- **Implementation of the SDGS**

The Ministry of Planning coordinated Ghana's participation at the 2019 High Level Political Forum (HLPF) on Sustainable Development at the United Nations Headquarters, New York, from 9th to 19th July, 2019.

Chapter six (6) of the report enumerates the general challenges faced by the Civil Service in the performance of its duty and projects the way forward for 2020. The challenges are categorized as follows:

- Poor remuneration and conditions of Service
- Untimely Release of Funds
- Limited Funds
- Inadequate Logistics
- Encroachment and litigation on institutional lands
- Inadequate Office Accommodation
- Inadequate Residential Accommodation
- Outdated and Non-Comprehensive Supporting Legislations
- Difficulty in accessing Data for decision making

The Civil Service in 2020 will continue to undertake the under listed programmes among others to support the achievement of its mandate.

- Digitize promotion interviews in the Civil Service
- Develop online Pre-Promotion Examination
- Timely payment of pensions for retiring staff in the Civil Service
- Commence the operationalization of the Ghana Civil Service Bureaucracy lab.
- Facilitate the 2020 Annual Civil Service Week and Awards Night by 3rd quarter of 2020.
- Facilitate the appointment, inauguration and meetings of the Civil Service Reform Committee.
- Submit the Ghana Asset Management Corporation (GAMCORP) Bill to Parliament for consideration and passage into law. The Bill when passed is expected to put in place the necessary framework to enhance the State's capacity in the management and utilization of its assets.

- Establish the African Continental Free Trade Area (AfCFTA) - A National Coordinating Office - to facilitate the implementation of the AfCFTA in Ghana and harness its benefits. This requires the provision of a fully furnished/equipped Headquarters and Official Residence of the Director General and a facelift of the MoTI office building.
- Planting for Food and Jobs
 - Procure and distribute 364,233 Mt of fertilizer (355,733 Mt inorganic and 8,500 Mt organic) to farmers at 50% subsidy.
 - Procure and distribute 24,032 Mt of cereals, legumes and vegetables, 100,000 cassava bundles and 320,000 vines of sweet potato to farmers.
 - Target number of beneficiaries for 2020 is 1.2 million
- Continue with TVET reforms leading to the alignment of all Public TVET Institutions under the Ministry of Education and the creation of TVET Service
- Expand access to Secondary Education
- Establish 10 STEM Centres across the country
- Establish Home-Based Carrier with Private Sector participation. This is one of the key priorities towards the achievement of the aviation hub vision. It is expected that the airline will be established by the end of the year.
- Secure Ghana Armed Forces Lands
 - Construct Teshie waterfront community
 - Acquire over 10,000 acres plot at Aburi for GAF.
- Enhance efficiency in governance and management of the health system

Summary of Major Activities Undertaken By Sector Ministries

The key activities undertaken by the specific sector ministries in the year under review is as below:

The Ministry of Agriculture's Planting for Export and Rural Development (PERD) is a decentralised National Tree Crop Programme under the Planting for Food and Jobs (PFJ). 15,500 seedlings was targeted to be distributed. 6,930 seedlings (Cashew, Oil Palm, Coffee, Coconut and Mango) were distributed to 47,221 farmers in 2019.

The **Ministry of Aviation** under an International Civil Aviation Organization (ICAO) coordinated Validation Mission (ICVM) audit and attained Effective Implementation (EI) rate of 89.89% as against the 64% scored in 2006. The Ministry was also awarded the Golden Star

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Award for Exemplary Aviation Security and Safety Service in West and Central Africa at the 16th Africa Security Watch Awards.

The **Ministry of Business Development** through two (2) stakeholder consultation meetings finalised the draft National Entrepreneurship Policy and submitted to Cabinet, which was approved subsequently. To enhance the entrepreneurial culture to increase business formation the policy was developed.

The **Ministry of Chieftaincy and Religious Affairs** has completed the draft National Policy on Religion and in the process of organizing stakeholder consultations and subsequently forwarding it to the Cabinet for consideration and approval.

The **Ministry of Communication** signed a contract with Northern Electricity Development Company (NEDCo) to provide dedicated power transformers and materials to nineteen (19) DTT sites in the Northern Sector of the country and assigned professional staff who monitored and ensured that work was successfully completed

The **Ministry of Defence (MoD)** in its quest to enhance service delivery and reposition the Ghana Armed Forces (GAF) to manage contemporary security threats in the changing phase of crimes and conflicts sought to build up its logistical strength in order to better execute its mandate. The planned Projects to be executed under this policy are the construction of a Forwarding Operating Base (FOB) in Ezinlibo in the Western Region, acquisition of seven (7) aircraft, maintenance of four (4) existing aircraft and the procurement of vehicles including fifty (50) buses for GAF.

The **Ministry of Employment and Labour Relations** collated and published data on jobs created and job losses during the year under review. This was part of strategies to inform continuously the public on Government achievements in job creation. During the period under review, jobs created in the formal sector were 611,397.

Pursuant to Government's commitment to ensure that every Ghanaian child is equipped with foundational Reading, wRiting, aRithmetic and cReativity (4Rs) skills by the time he/she completes Primary 6, **the Ministry of Education** completed the review of Kindergarten to Primary 6 Curriculum in 2018 and received Cabinet approval for implementation in 2019. In 2019, implementation of the new curriculum commenced.

The **Ministry of Energy** in an effort to increase private sector participation in the Power Sector through Independent Power Producers planned to ensure the successful relocation and re-commissioning of the 450MW Karpowership at Sekondi Naval Base and begin commercial operation on natural gas. After the completion of the marine works and transmission lines, the Karpowership was relocated from Tema to Sekondi on 13th August, 2019.

The Ministry of Environment, Science, Technology and Innovation commissioned a training centre, a health post and football pitch at Old Fadama (Agbogbloshie) to enhance sound dismantling of Waste of Electrical and Electronic Equipment (WEEE). This is expected to

minimize their adverse impacts on human health and the environment from the unsound management of e-waste.

The ***Ministry of Finance*** facilitated the passage of the Fiscal Responsibility Act 2018, (Act 982) by Parliament. The rationale for this Act is to provide for fiscal responsibility rules to ensure macroeconomic stability and debt sustainability and to provide for related matters. Additionally, the 2019 half-year report on the implementation of the Fiscal Responsibility Law (FRL) has been prepared and submitted to Cabinet in line with the Fiscal Responsibility Act.

The ***Ministry of Fisheries and Aquaculture*** collaborated with stakeholders including Ghana Navy, Marine Police, Ghana Air Force, as well as the Ministry of Justice and Attorney General's Department Agencies to enforce the Fisheries Laws and Regulations in all fishery waters within Ghana's Exclusive Economic Zone (EEZ) and intensified sea and land patrols. This action recorded fifty-two (52) infractions and prosecutions are ongoing.

The ***Ministry of Foreign Affairs and Regional Integration***, with the Office of the Head of Civil Service, organized Performance Management training programmes for all Heads of Ghana's Diplomatic Missions as well as all A1 Foreign Service officers (FSOs) both home and abroad. The exercise was aimed at training Ambassadors and Directors of the Ministry to contribute to the attainment of Ghana's foreign policy objectives, the Ministry's Sector Medium Term Development Plan and the President's Coordinated Programme of Economic and Social Development.

The ***Ministry of Gender, Children and Social Protection*** ensured that the Livelihood Empowerment Against Poverty (LEAP) households were expanded to exceed the target of 350,000 to cover 407,620 households. The Ghana National Household Registry was developed in two regions through effective collaboration between major stakeholders and effective Public Information Campaign, Community mobilization and effective and efficient data collection.

The ***Ministry of Health*** as part of efforts to strengthen data management, monitoring and evaluation, the developed an E-health strategy, which will provide guidance in interfacing existing DHIMS II platform with the electronic medical records system.

Pursuant to the passage of the RTI law, the ***Ministry of Information*** together with key stakeholders drew-up a roadmap to ensure that all preparatory works were carried out before commencement of actual implementation in January, 2020. The roadmap identified key activities and responsible agencies for their execution

The ***Ministry of Inner-City and Zongo Development*** in partnership with the Ga Mashie Development constructed one hundred and fifty (150) in-house toilets in 22 communities located within Ngleshie, Korle Wokon, Chorkor, Agbogbloshie, Sempe, Akumanjen, Adabraka and the Ga Mashie area

The ***Ministry of Lands and Natural Resources*** has successfully implemented the National Plantation Development Strategy (NPDS). An estimated number of 22.23 million Seedlings were

procured and supplied under the Ghana Forest Plantation Strategy from an annual target of 33 million seedlings. In total about 48 million seedlings have been procured and supplied from 2018 to December 2019.

The ***Ministry of Local Government and Rural Development*** completed consultations on the Revised Births and Deaths Bill for passage into Act. The new Act when passed will be an amendment to the Registration of Births and Deaths Act, 1965 (Act 301) and provide for the decentralisation of the Births and Deaths Registry in line with the decentralisation programme of the country.

The ***Ministry of Monitoring and Evaluation*** in collaboration with the National Development Planning Commission (NDPC), Ghana Institute of Management and Public Administration (GIMPA), Ghana Monitoring and Evaluation Forum (GMEF) and other stakeholders with funding from UNICEF, developed a draft National Monitoring and Evaluation Policy (NMEP) to provide a broad framework for M&E across the public sector.

The ***Ministry of Parliamentary Affairs*** engaged the Electoral Commission of Ghana to further consolidate Ghana's democratic development. The Commission was briefed about the Ministry's activities for the year, especially in the areas of monetization of elections and the focus on Independent Governance Institutions and called for support.

The ***Ministry of Planning*** coordinated Ghana's participation at the 2019 High Level Political Forum (HLPF) on Sustainable Development at the United Nations Headquarters, New York, from 9th to 19th July, 2019.

The ***Ministry of Railways Development*** through the Ghana Railway Company Limited, completed the rehabilitation of the 30km narrow gauge railway line from Accra to Tema. This has enabled the restoration of passenger rail services on the corridor since January, 2019.

The ***Ministry of Regional Reorganization and Development***, pursuant to Article 5(8) of the 1992 Constitution, the President of the Republic, Nana Addo Dankwa Akufo-Addo issued Constitutional Instruments (C.Is) giving effect to the results of the referendum for the creation of the six (6) new regions. The C.Is were presented to delegations of Chiefs and people from the newly created regions during induction ceremonies organized at the Jubilee House. The Ministry in collaboration with the Office of the Head of Local Government Service (OHLGS) organized sensitization workshops for the Chiefs, Hon. Municipal and District Chief Executives (M/DCEs) and Heads of Departments from Municipal/ District Assemblies (MDAs) in each of the six (6) new regions.

The ***Ministry of Roads and Highways*** maintained its focus on routine and periodic maintenance of the road infrastructure. As at end of September 2018, a total of 28,125km (236% of the approved work plan) of the trunk road network; 9,182km (41% of the approved work plan) on the feeder road network; and 1,437km (22% of the approved work plan) on the urban road network was undertaken.

The **Ministry of Sanitation and Water Resources** laid a total of 150km of pipeline with 3,500 New Service Connections to households. This improved access to water supply to a population of 198,000 (equivalent to 370,000 Households) in low income communities.

The **Ministry for Special Development Initiative** developed a standardised Management, Operation and Maintenance Manual (MO&MM) for all IPEP projects. Seven (7) manuals covering Water system, Toilet system, Ambulances, Small Dams, Warehouses, Markets and Clinics were developed and validated nationally to ensure sustainability and effective utilisation of the projects.

The **Ministry of Tourism, Arts and Culture** in collaboration with the Ghana Tourism Authority effectively implemented planned activities for the “2019 YEAR OF RETURN” which was declared in September 2018 by His Excellency, the President, Nana Addo Dankwa Akufo-Addo in the United States of America (USA) to commemorate the 400 years of slavery.

The **Ministry of Trade and Industry** organized a 3-Day National Conference on harnessing the benefits of the AfCFTA in Ghana for over a 1,000 delegates consisting of Senior Policy Makers, Parliamentarians, the Business Community, Academia, Civil Society Organizations, Development Partners, Private Sector Operatives and the Media. His Excellency the President of Ghana constituted an Inter-Ministerial Facilitation Committee to provide strategic direction and coordinate support for the implementation of the AfCFTA in Ghana. A National AfCFTA Coordinating Office was established at the Ministry of Trade and Industry to serve as a one-stop facilitation centre and information hub.

The **Ministry of Transport** through the GPHA continued with the development of four (4)-container berth including access road from the port to the motorway. The first two (2) berths with 16 meters draft was completed and operational in June, 2019. Access roads to Tema Community 3 Roundabout had also been completed.

The **Ministry of Works and Housing** submitted the Condominium Bill to Cabinet for approval. The Bill seeks to, among other things, provide for the establishment, ownership and management of condominiums and unit titles.

The **Ministry of Youth and Sports** Ghana in 2018 was awarded the right to host the 2023 African Games. Hosting the 13th African Games provides the nation with an international prestige, serves as an opportunity to expand sports infrastructure and provide the framework for developing all sport disciplines. The Ministry inaugurated the nine (9) member Ghana 2023 Project Team and has also submitted a Cabinet Memo on the organization of the Africa Games to Cabinet for consideration.

The **Office of the Attorney General and Ministry of Justice** (OAGMOJ) re-submitted the Right to Information Bill and successfully obtained Cabinet for policy approval for the Bill to be laid in Parliament. In 2019, the Right to Information Bill was passed into law as Right to Information

Act, 2019 (Act 989). The Act, which takes effect in 2020, is expected to make it easier for persons to request and receive information from public institutions in Ghana

At the ***Office of President (OoP)***, the Cabinet Secretariat organized twenty-five (25) Cabinet meetings, with two hundred and seventy-four (274) decisions prepared, and conveyed to the MDAs. The Secretariat received one hundred and forty-two (142) Cabinet Memos from Sector Ministries. It reviewed one hundred and thirty-five (135) Memos for Cabinet's consideration. The Secretariat organized forty-one (41) Committee meetings, and four (4) National Security meetings. It also conducted three (3) cycles monitoring visits to all MDAs

The ***Office of the Head of the Civil Service*** commenced the operationalization of the on-line recruitment exercise which was first deployed on 3rd February, 2019. The system was used to recruit Officers into the Civil Service in 2019 and will be used for subsequent years.

The ***Office of the Senior Minister*** initiated actions to implement the National Public Sector Reform Strategy (NPSRS), 2018-2023. Among various activities towards implementing the Strategy was to develop the Public Sector Reform for Results Project (PSRRP) in conjunction with the World Bank to support a partial implementation of the NPSRS, 2018-2023.

CHAPTER ONE (1)

1.0. INTRODUCTION

The Ghana Civil Service in accordance with article 190 of the 1992 Constitution forms part of the Public Services of Ghana. The Civil Service Act, 1993 (PNDC Law 327) which is the legislation establishes the Ghana Civil Service to perform a strategic function in supporting the Government to formulate and implement policies for national development through Sector Ministries and implementing Departments.

Over the years, the Civil Service has structurally become more compact and numerically less expansive due to the progressive decoupling of other Services, Agencies and Authorities. However, its core mandate remains critical for governance since it is now confronted with more complex issues in a more globalised and technologically dynamic environment.

Section 85 of the Civil Service Act 1993, (PNDCL 327), enjoins the Head of the Civil Service to prepare and submit an annual report to the Presidency within the first quarter of the ensuing year.

In pursuance of the above, this report provides an overview of the overall performance, human resource and administrative details of the Ministries, Departments and Extra-Ministerial Organisations for the year 2019.

Mandate

The Civil Service derives its legal authority from Article 190 (1) (a) of the 1992 Constitution of Ghana and the Civil Service Act, 1993 (PNDCL 327): to perform a strategic function in supporting the government to formulate and implement policies for national development.

Vision

A client-oriented organization providing world-class policy advice and services.

Object

The Service exists to assist the Government in the formulation and implementation of Government policies for the development of the country, through the management of human and other resources, promotion of efficient information management, organizational development and value for money procurement for results-oriented services.



1.1. Functions of the Civil Service

The following are the functions of the Service as spelt out in Section 3(1) of the Civil Service Law, 1993 (PNDCL 327):

- Initiate and formulate policy options for the consideration of the government,
- Initiate and advise on government plans,
- Undertake the necessary research for the effective implementation of government policies,
- Implement government policies,
- Review government policies and plans,
- Monitor, co-ordinate and evaluate government policies and plans, and
- Perform such other functions that the Civil Service Council may direct.

In the performance of its functions, the Civil Service is required to confer with such other government agencies and authorities to exploit the necessary synergies.

1.2. Core Values

To fulfil its aspirations, the Civil Service is guided by the following values:

- **Impartiality/Neutrality**

The Civil Service is a non-partisan organisation, hence serves the government of the day. The Service does not discriminate against clients because the merit-based principle forms the basis for carrying out its public businesses.

- **Professionalism**

The Civil Service is committed to the pursuit of excellence and the highest professional standards in all aspects of its work. It maintains skilled, qualified and highly competent Officers whose continued professional and personal development are ensured through, training and development, and reward for initiative and hard work.

- **Integrity**

The Civil Service conducts business in candid and ethical manner. Officers are trained to be honest about their mistakes and take prompt steps for redress.

- **Accountability**

Officers are conscious of their responsibility to stakeholders thereby use resources effectively and efficiently to ensure value for money.

- **Client Sensitivity**

The Service is responsive to all its clients in ensuring that its services are available, of good quality, cost-effective and timely.

The above values have strengthened the work culture of the Civil Service over the years and exerted a stabilising influence on the political life of the country.

1.3. Membership of the Civil Service

The Civil Service Act stipulates that a member of the Civil Service is:

- (a) A person serving in a civil capacity in a post designated as Civil Service post by or under the Civil Service Act, 1993, (PNDCL 327) in;
 - i. The Office of the President
 - ii. A Ministry
 - iii. Any other Civil Service department established by or under the authority of this Act the emoluments attached paid directly from the Consolidated Fund or other source approved by the Government; and
- (b) A person holding a post designated as Civil Service post created by or under the authority of any other enactment and the emoluments attached paid directly from the Consolidated Fund or other source approved by Government.

1.4. The Civil Service Council

Section 35(1) of the Civil Service Act establishes the Civil Service Council as the governing body of the Civil Service in Ghana with Nine (9) members appointed by the President.

Functions of the Council

The functions of the Civil Service Council include:

- Deliberate on the overall government policy relating to the management of the Service and suggest improvements or modifications to Government
- Promote collaboration between the Civil Service and institutions of higher learning for the training of Civil Servants for effective Civil Service performance
- Advise on and promote policies aimed at ensuring that the cost of the Service to government is not excessive; to periodically review the objectives of the Civil Service in relation to political, economic, social and cultural changes

- Make proposals for enhancing the relationship between Government as employer and members of the Civil Service.

Current Membership of the Civil Service Council

His Excellency the President in consultation with the Council of State reconstituted the Civil Service Council in 2017. The current membership includes the following:

- | | | |
|---|---|----------|
| • Justice (Rtd) Rose Constance Owusu | - | Chairman |
| • Nana K. Agyekum Dwamena (Head of Service) | - | Member |
| • Justice (Rtd) Henrietta Abban | - | Member |
| • Mr. Isaac Tetteh Adjovu | - | Member |
| • Mr. Edwin Philip Daniels Barnes | - | Member |
| • Mrs. Mary Imelda Amadu | - | Member |
| • Dr. Kodjo Essiem Mensah-Abrampa | - | Member |
| • Mr. Isaac Bampoe Addo | - | Member |

Mr. Isaac Kwame Asiamah, the initial representative of the NDPC on the Civil Service Council, passed on 4th November, 2018 and was replaced by Dr Kodjo Essiem Mensah-Abrampa.

1.5. Head of the Civil Service

The Ghana Civil Service is headed by a Head of Civil Service who is appointed by the President under Article 193 of the 1992 Constitution. The holder of the Office must not hold any other post in the Public Service while in that capacity. The Head of Civil Service, among others, ensures that there is general efficiency in the Service; has overall charge of Civil Servants and advises Government on employment and human resource policy formulation. During the reporting year, Nana Kwasi Agyekum Dwamena was the Head of the Civil Service.

1.6. Composition of the Civil Service

The Civil Service comprises the Ministries, Extra Ministerial Organisations and the Civil Service Departments.

Ministries

a) The Core Mandate of Ministries

A Ministry is the highest authority in matters concerning a particular sector. It is responsible for policy, manpower and financial matters; and monitors, supervises and coordinates technical Departments and Agencies under the sector.

According to Executive Instrument, E.I. 28, 2017 the Civil Service currently comprises thirty-five (35) Ministries. However, the Report does not cover the Ministry of National Security. The list of the various Ministries is provided in Appendix 2.

b) Functions of Ministries

A Ministry performs the following functions:

- i. Initiates and formulates policies,
- ii. Undertakes development planning in consultation with the National Development Planning Commission (NDPC), and
- iii. Co-ordinates, monitors and evaluates the efficiency and effectiveness of the performance of the Sector.

c) Structure of Ministries

A Ministry is headed by a Minister who provides political and strategic leadership for the attainment of the mandate of the Ministry. Deputy Minister(s) supports the Minister. Both the Ministers and their Deputies are appointed by His Excellency, the President and are approved by Parliament.

A Chief Director is the bureaucratic head and provides technical advice to the Minister.

A Ministry is organized into four broad areas as part of its structure:

- a) General Administration and Finance
- b) Policy, Planning Budgeting, Monitoring and Evaluation
- c) Human Resource Management
- d) Research, Statistics and Information Management

A Ministry may establish additional Directorates to address specific issues with the approval of the Civil Service Council.

A Directorate/Division established in any Ministry shall:

- Provide administrative support for the political head of the Ministry
- Coordinate and monitor programmes of the Ministry

e) Functions of a Chief Director

According to Section 20 of the Civil Service Act, 1993 (PNDCL 327), a Chief Director of a Ministry is the chief adviser to the Minister on the policies and other matters related to the sector and shall, in relation to the Ministry perform the following functions:

- Provide leadership and guidance for determining and implementing policies and objectives within the sector,
- Co-ordinate work and provide, guidelines and procedures to facilitate the achievement of targets set by the Ministry,
- Ensure the effective organisation and development of training programmes consistent with sectoral policies and programmes,
- Establish systems for effective sectoral and inter-ministerial co-operation to avoid duplication and to achieve harmonization of programmes,
- Develop systems for effective work-flow and feed-back on the activities within the sector, and
- Initiate plans and programmes to activate and accelerate the decentralization of the relevant sector where required.

Extra Ministerial Organisations

The Extra Ministerial Organisations are organisations that have functions like the Ministries, but are serviced by the Civil Service. There are three (3) Extra Ministerial Organizations: Office of the President, Office of the Head of the Civil Service and Office of the Senior Minister.

Departments

A Government Department is responsible for the implementation of the functions for which it was created. Section 15 of the Civil Service Act, 1993 (PNDCL 327) makes provision for the establishment of Special Departments in the Ghana Civil Service.

Currently, there are Twenty-three (23) Departments within the Ghana Civil Service. List is provided in Appendix 3.

CHAPTER TWO (2)

2.0. THE 2019 POLICY FRAMEWORK

The Civil Service in 2019 ensured that policies and sector programmes implemented were in agreement with the National Development Agenda. This Agenda was derived from the:

- Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017-2024;
- National Medium Term Development Plans (NMTDP) from which the SMTDP were derived;
- State of the Nation Address;
- 2019 Annual Budget Statement;
- National Public Sector Reform Strategy; and
- Civil Service Performance Management Policy Framework.

2.1. Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017-2024

The aim of this Programme was informed by the need for a strong economy that expands opportunities, inspires people to start businesses, stimulates expansion of existing businesses, and ultimately leads to the creation of jobs, increased economic growth and aggregate incomes. In this regard, citizens are able to expand their scope of choices in consumption and saving decisions. In addition, Government is able to enhance its capacity to provide basic goods and services that citizens desire, enhance access to social services such as education, training and skills development, healthcare; and direct investment in infrastructure development such as transportation, electricity, affordable housing and water.

2.2. The Medium-Term National Development Policy Framework for 2018-2021, Agenda for Jobs

The Medium-Term National Development Policy Framework for 2018-2021, Agenda for Jobs: Creating Prosperity and Equal Opportunity for All, is the sixth in the series of development policy frameworks prepared over the past two decades. The framework improves on the successes and resolves the challenges of its immediate predecessor; the 2014-2017 saw the implementation of the Ghana Shared Growth and Development Agenda (GSGDA II). It also took into consideration the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs) in 2015, where the world community reaffirmed its commitment to Sustainable Development. Therefore, implementing the Framework presupposes that efforts are being made to achieve Agenda 2030.

The purpose of the policy framework is for the vision, policies and programmes outlined in the President's Coordinated Programme of Economic and Social Development Policies (CPESDP) presented to Parliament in fulfilment of Article 36, Clause 5 of the Constitution to materialise. It became the implementation framework to guide the overall economic and social development of the country.

To ensure that a free and just society among others is in place, as a requirement stated in the constitution, the government's medium-term vision, has articulated in the Coordinated Programme of Economic and Social Development Policies, 2017-2024,

“Create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all.”

The under listed four (4) main goals were deduced from the vision 2018-2021 policy framework,

- Create opportunities for all Ghanaians;
- Safeguard the natural environment and ensure a resilient built environment;
- Maintain a stable, united and safe society; and
- Build a prosperous society.

The following are strategic areas to assist to achieve the medium-term priority policies, programmes and projects.

- Revitalising the Economy;
- Transforming Agriculture and Industry;
- Strengthening Social Protection and Inclusion;
- Revamping Economic and Social Infrastructure; and
- Reforming Public Service Delivery Institutions.

2.3. Dimensions of the New Agenda

Five essential areas also known as the 5Ps, which are at the core of 2030 Agenda, are **people, prosperity, planet, partnership and peace**.

The 2030 Agenda presents five (5) essential areas which provides the foundation for the effective implementation of the SDGs. The essential areas are viewed through three main elements: social inclusion, economic growth and environmental protection but recently, there has been an introduction of the fourth pillar known as the Institutional element, which has been added to the Ghanaian context.

A review of the implementation of the agenda by the Voluntary National Review Process platform indicates a positive result in the main elements though there is still a long way to go

towards the achievement of the SDGs agenda. This has motivated the government and the people of Ghana to work assiduously to manifest and implement the SDG agenda.

To accelerate progress and increase efficiency in achieving the SDGs in the year 2020 and beyond. The following five (5) importance areas must be attended to.

- Identifying bankable SDGs project;
- Strengthening local government capacity;
- Financing business case development of SDGs projects through philanthropic activities as well as enhancing private sector engagement;
- Strengthening research and improving linkages among research institutions, government, civil society and the private sector; and
- Effective mainstreaming in development of national issues related to children.

2.4. 2019 State of the Nation Address by H.E. the President²

The “State of the Nation Address” is a statement to Parliament given by the President of the Republic of Ghana covering economic, social and financial state of the country in accordance with Article 67 of the 1992 Constitution of Ghana. It stipulates that ‘the President shall, at the beginning of each session of Parliament and before a dissolution of Parliament, deliver to Parliament a message on the state of the nation’.

The 2019 State of the Nation Address (SONA) presented to Parliament by H.E. the President, highlighted the following:

Economy

In 2018, provisional data for the first three quarters indicated a strong real GDP growth of 6.0%, higher than the annual target of 5.6%. Real GDP growth for 2019 was forecast at 7.6%.

The fiscal deficit was brought down from the 7.3% of rebased GDP in 2016 to a provisional 3.9% of GDP at the end of 2018. The Fiscal Responsibility Law, Act 982, was passed in 2018 to ensure fiscal responsibility micro economic stability and debt sustainability, thereby capping the deficit at 5%.

The debt-to-GDP ratio declined from the 56.6% of GDP in 2016 to 54.8% at the end of 2018 while inflation dropped from 15.4%, at the end of 2016, to 9% in January 2019.

- In May 2018, a US\$2 billion Eurobond was issued for 30 and 10 years of US\$1 billion each with coupon rates of 8.627% and 7.625% respectively.

² <https://www.graphic.com.gh/news/general-news/highlights-of-akufo-addo-s-2019-state-of-the-nation-address.html>

- The Government exited the IMF programme in April 2019
- In September 2018, Sovereign Credit rating of the country upgraded from B minus to B with a stable outlook by Standard and Poor's (S&P).
- Workers in the public sector received a 10% increase in their salaries in 2019, on top of the 11% increment of 2018.

Pensions

Forty-one thousand (41,000) workers in the informal sector enrolled onto Tier-3 pension's schemes, with pensioners seeing an average increment of 11% in their monthly pension incomes, and the lowest income bracket receiving a 14.7% increment.

Job Creation

In 2018, the Youth Employment Agency (YEA) engaged one hundred and seven thousand (107,000) youth in various employment modules. An additional one hundred and twenty-five thousand (125,000) were engaged in 2019.

Gender and Children

Through the implementation of the second phase of the National Plan of Action (2017-2021), Ghana moved up from Tier-2 Watch List position of the Trafficking in Persons (TIP) Report to Tier-2 in 2018.

Sanitation

The Government launched the National E-waste Programme in August 20, 2018 to mark the commencement of two key provisions of the Hazardous and Electronic Waste Control and Management Act, Act 917. Solid waste management was increased from 16.6% to 53%, and, over the course of 2018, thirty-five thousand, eight hundred and sixty-two (35,862) household toilets were built.

The National Sanitation Brigade was launched to support the Ministry of Justice and the Ministry of Sanitation to arrest and punish persons who litter or steal litter bins from the streets. The Community Led Total Sanitation (CLTS) Programme is also being implemented in over four thousand, five hundred (4,500) communities in one hundred and thirty (130) districts to achieve Open Defecation Free (ODF) Communities.

Roads/Railways

Works on the Sino hydro project roads has already commenced.

Government committed an extra one billion US dollars to the development of the new railway network. Five hundred million dollars (\$500 million) will be applied to the development of the Western line, and five hundred million dollars (\$500 million) will be applied to the first phase of the Kumasi to Paga section of the national network.

In addition, repair works to open the Accra/Nsawam line is ongoing. This was stalled as a result of the sand winning activities which damaged the ground underneath the track near Pokuase. The rehabilitation of the narrow-gauge line will continue from Nsawam to Koforidua. Work is continuing on the rehabilitation of the Kojokrom to Tarkwa section of the Western line, and the standard gauge section from Kojokrom to Manso.

Education

In September 2019, a new standards-based curriculum was rolled out from kindergarten to Class 6 in primary schools and legislation was to be passed to redefine basic education to include Senior High School. Education in the public sector is free from Kindergarten to Senior High School.

Health

In September, 2018, the Ministry of Health received financial clearance to employ fourteen thousand, five hundred and twenty-four (14,254) Nurse Assistants (Clinical and Preventive) and eleven thousand, one hundred and eighteen (11,018) health personnel to increase existing clinical Staff.

The introduction of mobile renewal of membership was launched on 19th December, 2018 and an average of seventy thousand (70,000) members renew their membership every week.

Persons Living with Disability

The District Assemblies Common Fund allocations to Persons with Disabilities was increased from 2% to 3%

Agriculture

In 2018, under the Planting for Food and Jobs scheme, exports of food crops such as cassava, rice, yellow and white maize, soya, plantain, cowpea and yam were made from Ghana to Burkina Faso, Togo and La Cote d'Ivoire in considerable quantities. New modules of the Planting for

Food and Jobs programme such as the Greenhouse Villages programme, the Planting for Export and Rural Development (PERD) programme, the Rearing for Food and Jobs (RFJ) campaign and Mechanisation Centers programme were introduced in 2019 to increase local food production

Fisheries

To reinvigorate the aquaculture industry, the Ministry of Fisheries and Aquaculture Development implemented a flagship programme - “*Aquaculture for Food and Jobs*” (AFJ) from 2019 to 2021. This is complementary to the “Planting for Food and Jobs” initiative and will be implemented in collaboration with the Nation Builders Corps (NABCO) and the School Feeding Programme. To modernize the fisheries sector, government has earmarked a loan facility of US\$185 million to construct twelve (12) landing sites and two (2) fishing harbours in selected fishing communities in the country.

Security

As part of government’s effort to improve the operational efficiency of the Ghana Armed forces, 50 ANKAI buses being the first tranche of some 138 staff and operational vehicles of categories and 26 dispatch motorcycles will be undertaken. In addition, 30 Otokar Armored Personnel Carriers (APC) will be provided by Government.

The transformation of the Military Academy to a world-class institution saw the housing project expanded from 16 to 44 flats as well as the construction of 160 2-bedroom apartments across the country. The government in 2018 granted financial clearance for the recruitment of up to four thousand (4000) men and women into the Police Service.

Housing

The 2019 budget made provision for the construction of two hundred thousand (200,000) housing units.

Sports

Ghana won the bid to host the 13th All Africa games in 2018. This led to the renovation and upgrading of sporting infrastructure such as the Accra and Cape Coast Sports Stadia, and the Azumah Nelson Sports Complex in Kaneshie.

In addition, funds were released for the completion of the University of Ghana Sports Stadium.

Tourism

Ghana was host to the diasporan community for the “Year of Return” marking 400 hundreds years of the arrival of the first enslaved Africans in Jamestown, Virginia, United States.

The Hospitality Training Institute was renovated and reopened in July 2018, to provide needed training in the hospitality and tourism sectors. This also boosted the tourism industry’s readiness for 2019 “Year of Return”.

Trade and Business Development

The continuation of Government’s flagship programme “One-District-One-Factory” policy had 79 factories under the scheme at various stages of construction. An additional 35 factories went through credit appraisal. Under the Rural Enterprises Programme, funded by the African Development Bank and the International Fund for Agricultural Development, 50 small-scale processing factories were to be established by the end of 2019 in 50 districts across the country.

MASLOC, was allocated an amount of Two Hundred Million Ghana Cedis (GH¢ 200 million) in the 2019 budget. This provided an increased attention to youth start-up businesses in vegetable farming, poultry, piggery and fish farming

2.5. 2019 Annual Budget Statement

The 2019 Budget Statement under the theme, “A stronger economy for jobs and prosperity” built on the foundations laid out in the 2018 and 2017 Budget statements and focussed on securing a more dynamic and stronger economy by accelerating economic growth, modernising agriculture, industrializing society and protecting the vulnerable to create jobs and prosperity for Ghanaians. It sought to support the industrial transformation vision by enhancing partnerships with the private sector and consolidating government strategic initiatives such as One-District-One-Factory (“1D1F”), National Entrepreneurship and Innovation Plan (“NEIP”), Infrastructure for Poverty Eradication Programme (“IPEP”), Free Senior High School (“FSHS”) and Nation Builder’s Corps (“NABCO”).

Direct Tax Initiatives

- Reduction in the top marginal income tax rates for resident individuals from 35% to 30%
- Increase in the monthly equivalent triggering chargeable income for the top marginal tax rate from GHS 10,000 to GHS 20,000.
- Increase in the tax-free threshold to align with the new national daily minimum wage.
- Shift in small scale mining tax collection point from withholding tax to the point of export

- Conversion of tax expenditures (exemptions) to equity in mining companies

Indirect Tax Initiatives

- Provision of support and incentives to local textile manufacturers to improve their competitiveness and attractiveness using tax stamps and zero-rating supplies for VAT purposes.
- Introduction of tax incentives such as tax holiday and exemption from import taxes for Government's flagship programme for industrialisation, the One District-One Factory.
- Implementation of ECOWAS Common External Tariff to address cross-border smuggling, combat dumping, and bring economic benefits to the sub-region.
- Introduction of tax-free solutions for full electric vehicles as a measure to protect the environment and in line with Government's commitment to the Sustainable Development Goals.

Sectoral Analysis

Economy

The structure of the economy remained consistent in 2018. The Industry and Agriculture sectors marginally expanded their contribution to GDP, while the Services sector slightly reduced its contribution to GDP. The 2019 Budget Statement estimates Real GDP growth of 5.6% by the end of 2018 compared to a target of 6.8%. This lower than budgeted growth has been driven by a combination of factors such as the GDP rebasing and the contraction in the Financial Intermediation subsector, which suffered as a consequence of the failure of seven local banks in 2017 and 2018.³

Sectoral Outlook

- Total sectoral budget was increased by 28% to GH¢38,154 million from GH¢29,782 million in 2017
- The Administration Sector received a 12.68% decline in budget allocation.
- The Social Sector has an allocation of GH¢19,704 million (representing 52% of the total sectoral budget)

³ In September 2018, the Ghana Statistical Service (“GSS”) completed a GDP rebasing exercise that resulted in a 24.5% growth in the Ghanaian economy. This was done to reflect the current economic structure and to assist in measuring the true performance of Ghana.

- The Infrastructure Sector saw the highest increase in allocation of 156.68% from the 2018 budget

2.6. National Public Sector Reform Strategy (NPSRS)

The President, His Excellency Nana Addo Danquah Akufo Addo launched the NPSRS to lead the creation of a new public service that is fit for purpose, which will help to guarantee the delivery of high quality services for the Ghanaian people and the private sector. The strategy is also to review and modernise the current structures, systems, processes and internal management functions of the public sector to support government's development priorities.

Further, the strategy focuses on resourcing the public sector institutions to develop the requisite skills and knowledge needed for the development of modern services as well as introduce change management initiatives to deal with apathy, resistance and reform challenges in the public sector.

In 2019, the Government of Ghana, represented by the Office of the Senior Minister, received credit facility from the World Bank for the implementation of the Ghana Public Sector Reform for Results Project (PSRRP), a key project under the National PSRS. The project is to improve efficiency and accountability in the delivery of public services by sixteen (16) selected Ministries Departments and Agencies (MDAs) in the country. The project seeks to improve the performance of specific entities crucial to the delivery of services and strengthen citizen engagement, efficiency, accountability and the handling of complaints.

2.7. Civil Service Performance Management Policy Framework

Improvement in the performance management system has been a major reform implemented in the Civil Service within the year. The system deals with the development and signing of performance agreements between the Head of Civil Service, on behalf of the Government, and Chief Directors, as the bureaucratic Heads of Government business in the Ministries; signing of Performance Agreements between Chief Directors and line Directors. The system also includes the use of performance appraisal tools for assessing Deputy Directors and analogous grades down to the last grade in the Civil Service. The appraisal system provides a more objective and participatory means of measuring and evaluating performance, thus strengthening accountability and responsiveness in managing Government business.

The system is structured in a way that ensures that rewards and sanctions are applied in accordance to the performance of Officers within the Civil Service. It is a requirement for an Officer in the Deputy Director and analogous grades and below to have three (3) years of satisfactory performance to be eligible for promotion.

The strategic areas provided the basis for operation within the year 2019. In addition, for the first time in many years, the Ghana Civil Service set aside five days to celebrate the Civil Service Week. On the fifth day of the celebration, all staff in different categories were rewarded for high performance in their line of duties. For the past five (5) years, the awards were organised for only Chief Directors who excelled in performance. In 2019, it was extended to other staff in the Service.



CHAPTER THREE (3)

3.0. TREND ANALYSIS ON STAFFING, TRAINING & MOVEMENT (2017-2019)

This section of the report provides details of the administration, in terms of human resource management statistics of the Civil Service within the year.

3.1. Staff Analysis

3.1.1. Staff Strength of the Civil Service

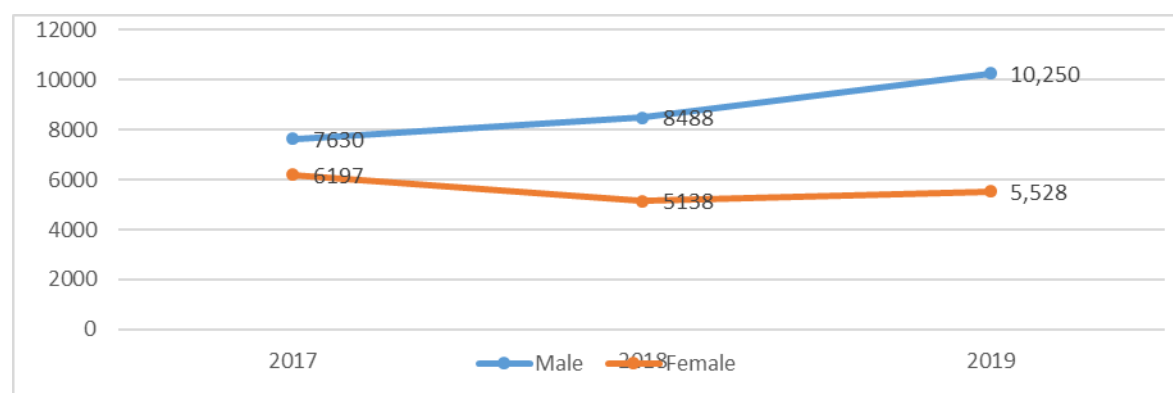
Table 3. 1 Staff Distribution by Sex

YEAR	MINISTRIES			DEPARTMENTS			EXTRA MINISTRIAL ORG			GRAND TOTAL
	MALE	FEM	TOTAL	MALE	FEM	TOTAL	MALE	FEM	TOTAL	
2017	2,304	2,877	5,181	4,874	3,025	7,899	452	295	747	13,827
2018	2,854	1,834	4,688	5,146	2,971	8117	488	333	821	13,626
2019	3,932	2,137	6,069	5,820	2,967	8,787	498	424	922	15,778

The Civil Service staff data shows an increase in male staff strength from 11 percent to 21 percent and increase in female staff strength from 17 percent to 8 percent from 2018 to 2019 (Table 3.1).

Though there was an increase in female staff strength over the period (2018-2019) there, still exists a widening gap between the male and female staff strength in the Civil Service. In order to bridge this gap OHCS ought to adopt a gender specific approach in its recruitment process.

In addition, incentives to attract women especially into higher positions need to be introduced in the Service; more specifically at the Chief Director level.

Figure 3. 1 Civil Service Staff Strength categorised by Sex (2017-2019)

There was a general increase in staff strength across the Ministries, Departments and Extra Ministerial organisations. In 2017, there were 7,899 staff in the Departments which increased by 888 (2018-2019). Similarly, the Ministries saw an increase of 888 of staff strength (2018-2019). The Extra-Ministerial Organisation also increased to 175 staff (2018-2019).

The increase in the number of staff at the Ministries and Departments was primarily because of the creation of additional Ministries in 2017 to achieve the objectives of Government. Other factors were government policies such as the Planting for Food and Jobs and the creation of new regions; as well as the gap analysis, which led to the review of establishment levels.

For the new or split Ministries, gaps were filled by recruitment into the entry-level grades while staff were posted to the higher levels to provide input into strategy and policy development. While the Ministries have as one their primary functions the formulation of policies, the Departments on the other hand are required to implement the policies of the Sector Ministry at the national, regional and district levels. The creation of the new regions thus demanded the recruitment and posting of staff to fill the gaps in the staffing norms of the Civil Service Departments.

In 2019, both the male and female staff recorded an increase of 1,078 and 303 respectively for the Ministries, in the last two years (2018/2019) on the average, there has been a gradual decline in female staff and a slight increase in the male Staff in the Departments. The gap between the male and female staff continues to widen and this is especially seen in 2019.

The Service needs more staff within the Departments to provide front line services to the public. This explains why the Civil Service has the majority of its staff at the Departments. The Ministries on the other hand are required to focus on Policy formulation, standard setting, monitoring and evaluation. The Ministries thus require a number of middle to senior level professional staff while the Departments need more of the junior level professional and sub professional staff.

Although the Local Government Service and the Civil Service have been decoupled, there are still some Departments, which have remained centralized. This therefore requires establishment levels that provide adequate staffing for coverage of their nation-wide offices including the newly created regions. In addition, the decentralized Departments have Regional and District level staff representation. This has resulted in the increase in number of Officers at the Departmental level as compared to the Ministries whose main responsibility is to formulate policies.

3.1.2. Staff Distribution by Junior and Senior Category

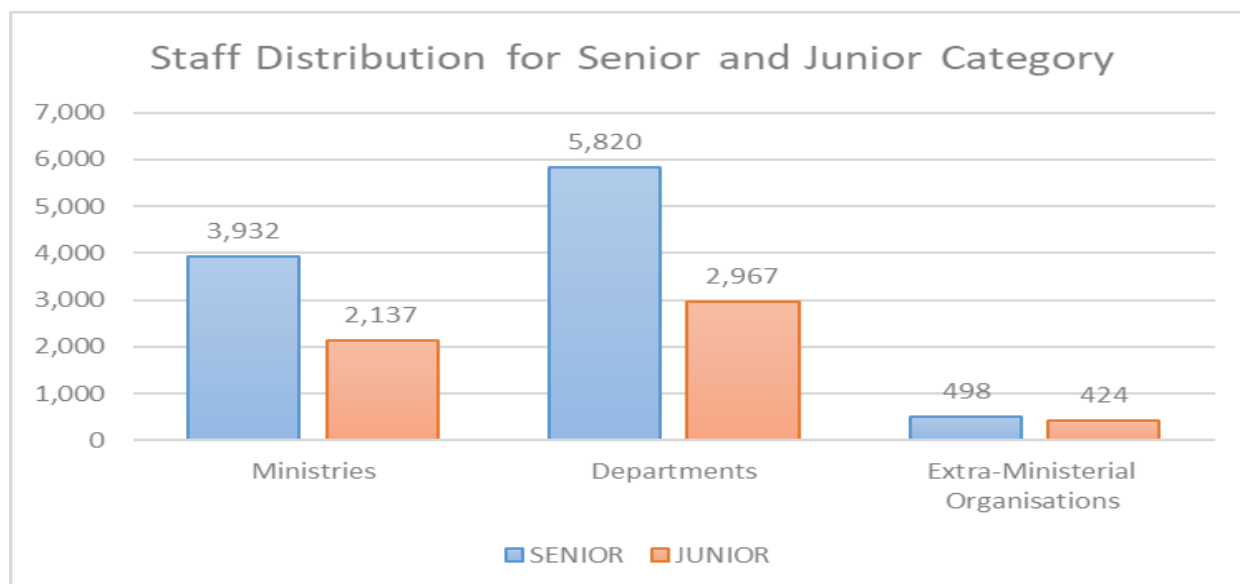
Table 2 indicates 65% senior staff as against 35% junior staff at the end of 2019 within the Civil Service. It also shows that there are 30%, 32% and 8% more senior staff than junior staff in the Ministries, Departments and extra Ministerial Organisations respectively. Details are provided in Appendices 5, 6 & 7.

An increase in the number of Senior Staff means Officers are gradually attaining higher qualifications therefore upgrading to much higher grades. In addition, there is a possibility that staff who until the recent centralized promotion exercise had been on the same grade received promotion and had further been moved to much senior grades. There is the need therefore for OHCS to review the basis for the categorization of junior and senior staff, motivation and incentives and conditions of service.

Table 3. 2 Staff Distribution by Junior and Senior Category

ORGANISATION	SENIOR	JUNIOR	TOTAL
Ministries	3,932	2,137	6,069
Departments	5,820	2,967	8,787
Extra-Ministerial Organisations	498	424	922
TOTAL	10,250	5,528	15,778

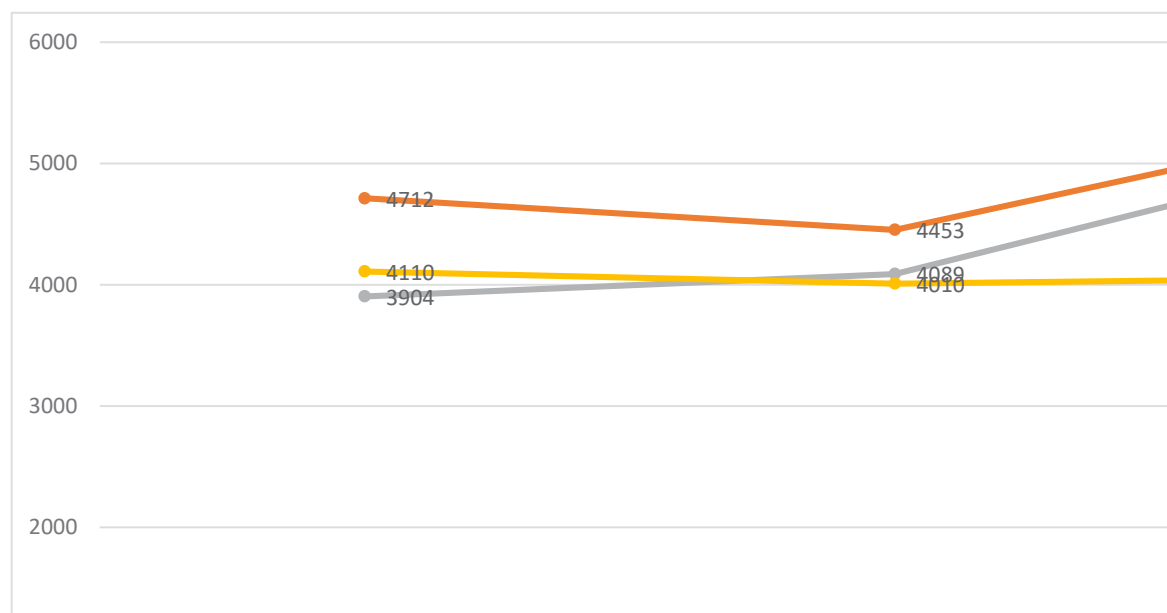
Figure 3. 2 Staff Distribution by Junior and Senior Category



3.1.3. Staff Distribution by Age

Table 3. 3 Trend in staff distribution by age from 2017 to 2019

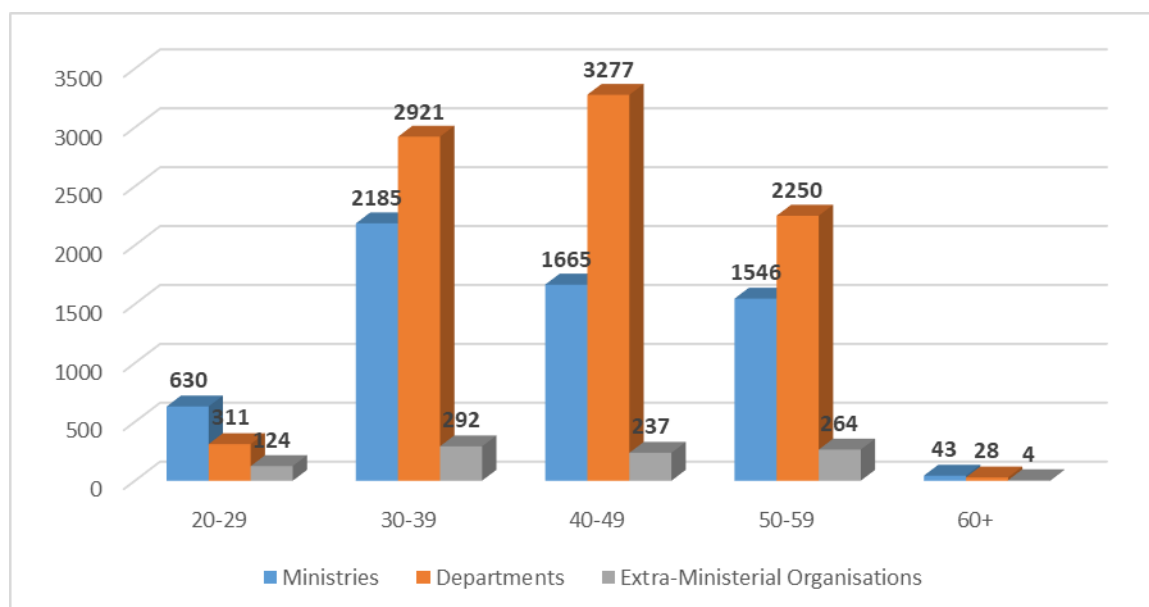
ORGANISATIONS	20-29			30-39			40-49			50-59			60-65		
	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019
MINISTRIES	434	361	630	1932	1720	2185	1375	1298	1665	1408	1284	1546	32	25	43
DEPARTMENTS	530	233	311	2612	2518	2921	2298	2548	3277	2435	2437	2250	24	381	28
EXTRA-MINISTERIAL ORG's	45	30	124	168	215	292	231	243	237	267	289	264	36	44	4
TOTAL	1009	624	1065	4712	4453	5399	3904	4089	5178	4110	4010	4060	92	450	75

Figure 3. 3 Staff Distribution by Age Service-wide (2017-2019)

The data shows that the age groups, 30-39, 40-49, 50-59 had the highest number of staff from 2017 to 2019. This indicates a significant number of staff in active service hence the need to improve the human resource capacity such as; training and re-training, encourage mentoring and coaching to enhance effective service delivery in the Civil Service. More importantly, there is the need to reinforce succession planning for staff within the 50-59 age group to ensure continuous support in operational and service delivery.

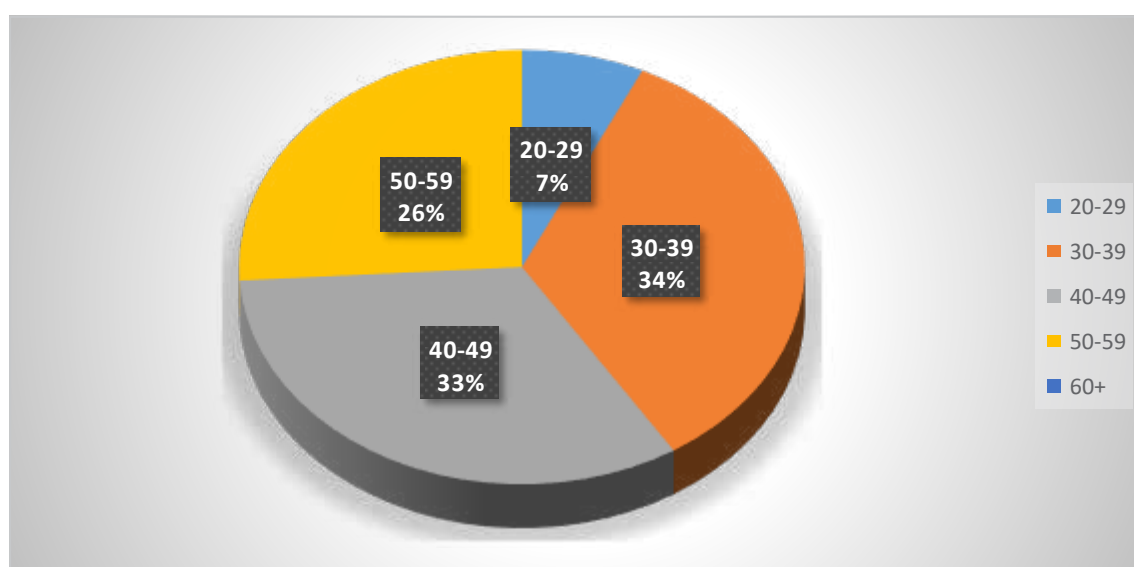
The number of contract staff in the Civil Service in 2018 were 450. The number reduced significantly to 75 in 2019. This was largely because of the suspension of the award of contracts in the Civil Service. It is therefore important for the Civil Service to reinforce continuously the policy to encourage serving Officers to take up higher responsibilities and challenging task as they reach the peak of their career. This will in the end, reduce the incidence of staff feeling disgruntled and demotivated because of lack of opportunities to reach the peak of their positions in their careers before retirement.

Figure 3. 4 2019 Staff Distribution by Age in Ministries, Departments and Extra-Ministerial Organisations



The figure above indicates that, the Departments have the highest number of staff in the age ranges of 30-39, 40-49 and 50-59, and the Ministries have the highest number of staff for the ages 20-29 and 60 and above. The Extra-Ministerial Organisations have the least number of staff across all the various age categories.

Figure 3. 5 2019 Percentage of Staff Distribution by Age in the Service



In the figure above, 41% of staff are below 40 years 33% within 40-49 age range and 26% are 50 years and above. The Office of the Head of Civil Service should encourage talent management systems that identify and develop Officers within the Ministries and Departments with potential, in order to fill in key position as and when they become vacant to reduce the number of contract staff in the Civil Service.

3.2. Recruitments/Replacement

Recruitment of new staff and replacement of exited staff from the Civil Service are conducted by the Civil Service to maintain the optimum staffing levels required for service delivery. For the period under review, 1,559 Officers were recruited into the Civil Service. There were 1,093 officers representing 72% male and 433 female representing 28%.

Recruitment into the Civil Service is based on merit. OHCS needs to introduce a quota system in favour of the female applicants to bridge the widening gap between the sexes.

Figure 3. 6 Sex disaggregation on recruitment

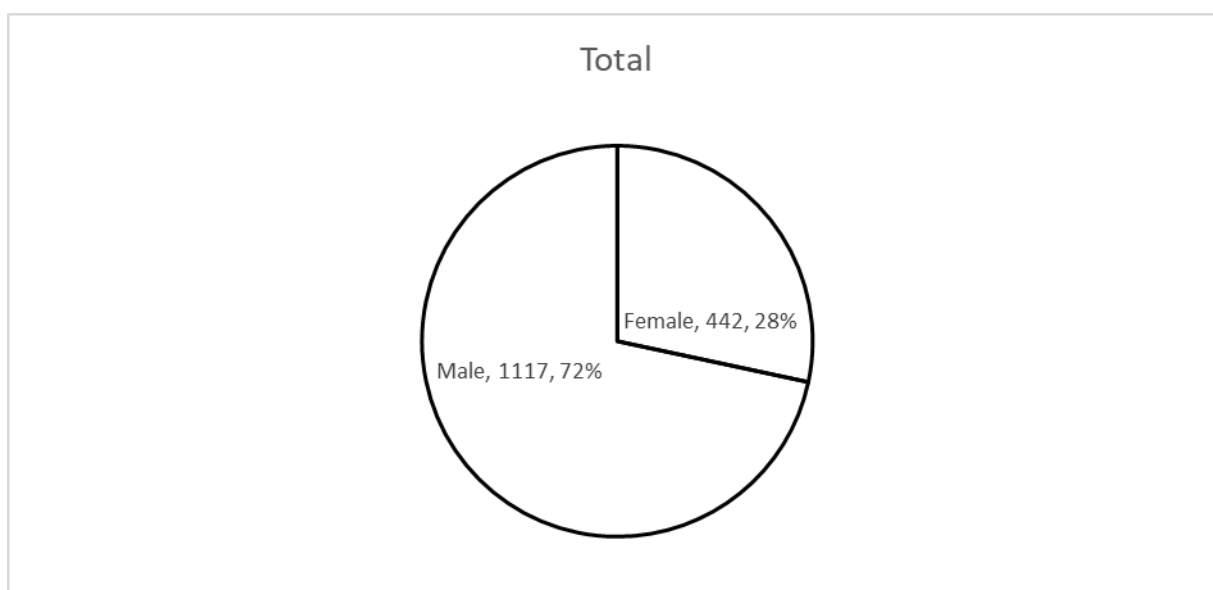


Table 3. 4 Recruitment Distribution by Ministry

No	MINISTRY/ DEPARTMENT	NO OF OFFICERS
1	Co-operatives	9
2	Department of Labour	67
3	Government Secretarial School	3
4	Information Services Department	96
5	Ministry of Employment and Labour Relations	15
6	Ministry of Energy	11
7	Ministry of Agriculture	1,100
8	Ministry of Foreign Affairs and Regional Integration	51
9	Ministry of Parliamentary Affairs	2
10	Ministry of Planning	3
11	Ministry of Railway Development	10
12	Ministry of Sanitation and Water Resources	7
13	Ministry of Special Development Initiatives	3
14	Ministry of Tourism Arts and Culture	10
15	Ministry of Trade and Industry	9
16	Ministry of Transport	12
17	Ministry of Youth and Sports	9
18	Office of the Attorney General and Ministry of Justice	9
19	Office of the Head of the Civil Service	12
20	Office of the President	2
21	Office of the Senior Minister	14
22	Public Records Administration and Archives Department	53
23	Public Works Department	6
24	Registrar General's Department	7
25	Rent Control Department	6
	TOTAL	1,526

3.3. Human Resource Movements

3.3.1. Postings

Posting is the change in station of a Staff from one organisation to another within the Civil Service. In the existing posting policy, the period of tour for general class officers is four (4) years and five (5) years for officers of the departmental grades.

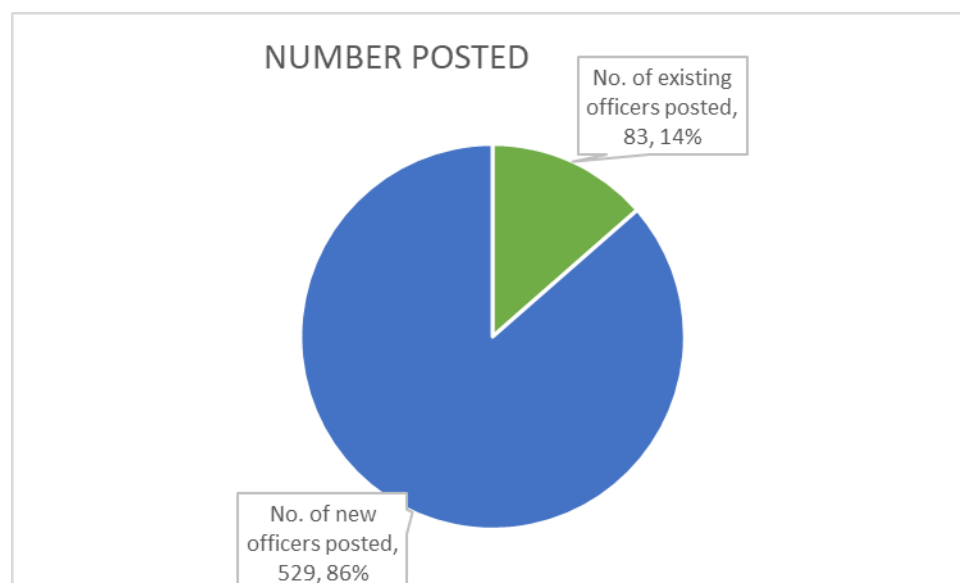
In line with Part II (iii) of the Civil Service posting policy, postings are aimed at ensuring an optimal performance of the Civil Servants. It also offers Officers the chance to encounter and manage new challenges in the offices to which they are posted. Six Hundred and Twelve (612) Officers were posted to various Ministries and Departments during the year under review, 529 (86%) were newly recruited Officers and 83 (14%) existing Officers.

It has been identified that the lack of a reliable computerized system or human resource management software that will provide detailed information on posting history of staff and other information such as skills and competencies pose a major challenge to an effective implementation of the posting policy. OHCS uses a current database, which is inadequate and incomplete to conduct the search and collate the necessary information to undertake the exercise.

This method of generating data for the purposes of redistributing skills across the Service for optimal performance has the tendency of resulting in an uneven distribution of skills in the Service. There is, therefore, the need for OHCS to procure or develop a data management system that will automate the management of a central human resource database for equitable redistribution of human resource skills within the Service.

Furthermore, organizational manuals for Ministries and Departments should be implemented. The manuals provide the skills-mix and optimum staffing levels required by a Ministry or Department to achieve its mandate. Postings in the Civil Service should be guided by the requirements of the organisational manual to enable the Sector Ministries to deliver on their mandate.

The retooling exercise of the HRMIS will resolve some of these challenges.

Figure 3. 7 Number of staff posted

3.3.2. Promotions

Promotion is a Human Resource Management tool used to assess the capability of Officers in order to determine their suitability or otherwise for higher responsibility in the service. In the Civil Service, an officer is deemed eligible for promotion after fulfilling all requirements regarding promotions including, most importantly, satisfactory performance on a grade for a minimum of three years.

Until 2018, funding for promotions and training of staff was borne by Ministries and Departments. The issue of favoritism, lack of funds and mediocrity led to delayed promotions and this hindered the effective implementation of Succession Planning in the Civil Service.

The Office of the Head of Civil Service, as the Central Management Agency responsible for the Human Resource of the Civil Service, provided justification to the Ministry of Finance in 2018 and 2019 on the need to maintain the standardization of the process and to eliminate the instances of delays and dissatisfaction of Officers. Funds were therefore released for the training of eligible Officers and subsequently the conduct of a service-wide Sponsored Promotion Interview (SPI).

A total number of 3,419 and 2,947 candidates from various Classes undertook promotion interviews in 2018 and 2019 respectively, while in 2016 and 2017, the number of candidates who undertook interviews were 2,210 and 2,534 respectively.

The centralized promotion exercise cleared a backlog of over 6000 staff whose promotions had been delayed. The exercise also enabled the Ministry of Finance (MoF) to plan for related cost of

promotions and the centralized Human Resource Management Information System managed by the Public Service Commission to create the necessary vacancies in the establishment levels of the various Ministries and Departments.

It is important for the OHCS and MoF to sustain the centralized promotion exercise and intensify training and capacity building of the newly promoted officers in order to optimize their competencies.

This will enable the OHCS to implement fully an effective Civil Service Succession Plan aimed at identifying and appropriately equipping potential Officers with the requisite skills and competencies to assume key leadership positions as they become available.

Further, since the Civil Service Council has currently suspended all applications for post-retirement contracts, the sustenance of the centralized promotion exercise will ensure that serving Officers are promoted on time to eliminate the need for the retention of Officers who have attained the compulsory retirement age of sixty (60).

Figure 3. 8 Promotions in the Civil Service



3.3.3. Processing of Human Resource Facilities

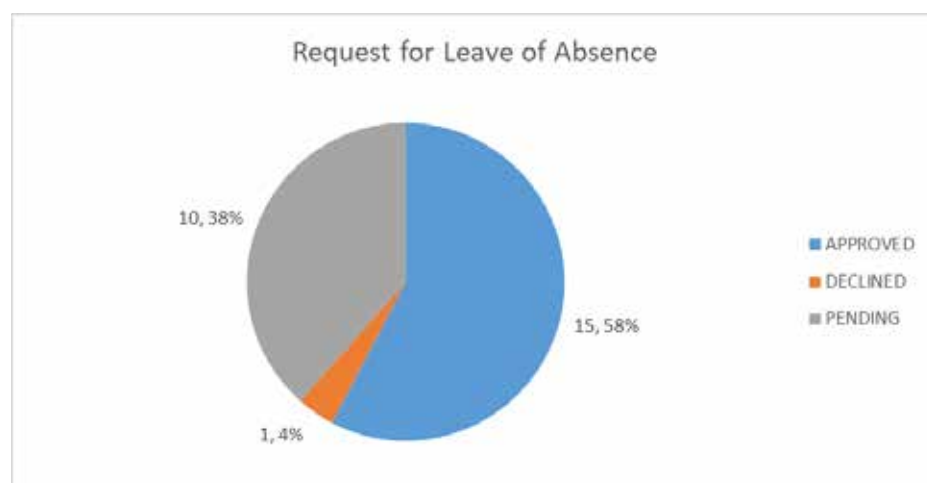
a) Leave of Absence

Officers may, during their service, request for leave of absence for various reasons. Unlike casual and annual leave, an Officer's salary is suspended when approval is granted. This human resource facility is approved for a total period of one year and may be extended to two years in some circumstances when adequate evidence is provided.

In 2019, 15 representing 58%, out of 26 requests were approved. Officers who made the request were largely within the middle level to managerial levels in their respective occupational groups. Although this facility has no financial implication on the budget of government, it creates a

human resource gap, which cannot be filled via recruitment or replacements. In instances where the remaining Officers are over-tasked, Human Resource managers may be required to deploy internal strategies such as reassignment of Officers or job rotation in order to augment the staffing levels and maintain or increase performance.

Figure 3. 9 Leave of Absence



b) Upgrading

The acquisition of higher academic or professional qualifications forms the basis for Officers' request for upgrading. This involves the progression of an Officer within the same occupational group, that is, from a lower grade within the sub-professional cadre to a higher level in the sub-professional cadre or from the sub-professional cadre to the professional cadre. Officers on Departmental grades mainly apply for upgrading within the sub-professional category or to the professional cadre.

167 upgrading requests were received. 103 requests representing 62% were approved, 46 were pending and 18 representing 11% of total request were declined (mainly from the Secretarial class).

Requests were declined mainly because certified true copies of the academic/professional certificates, as well as relevant supporting documents were not submitted and the non-availability of vacancies in the preferred grades.

It is important for the OHCS to maintain a reliable database of Officers pursuing higher professional/academic studies for the purposes of forecasting the number of upgrading requests. In addition, there is the need to allocate a proportion of existing vacancies to serving officers to enhance their successful upgrading.

This will enable the Service to maintain the critical skills and experience necessary for the achievement of its mandate. The attainment of higher qualifications will also create a sense of satisfaction and recognition for the serving Officers.

The OHCS should also revise the existing guidelines on Upgrading to include the need for Officers, especially those in the sub-professional cadre to attain academic or professional qualifications that are relevant to their field of work.

Figure 3. 10 Upgrading

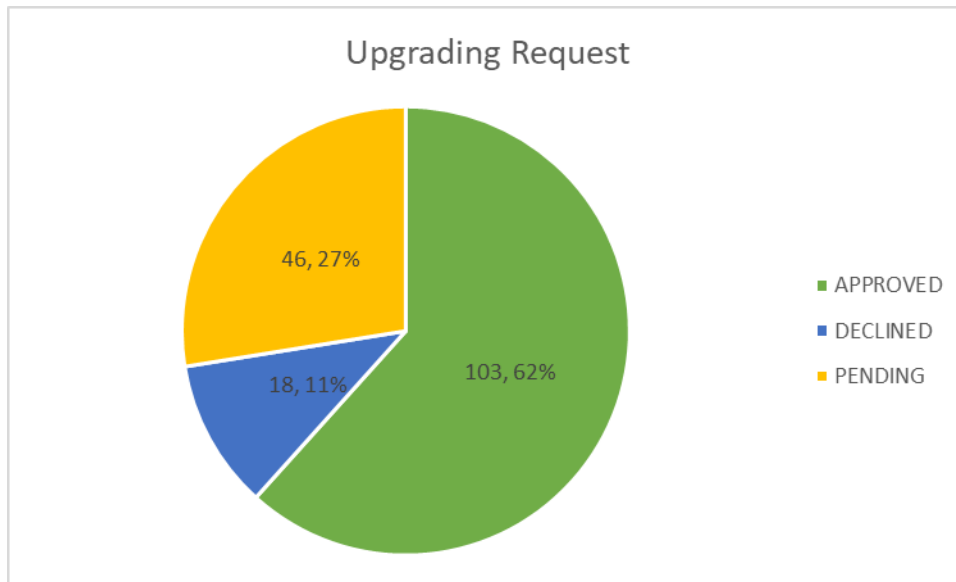
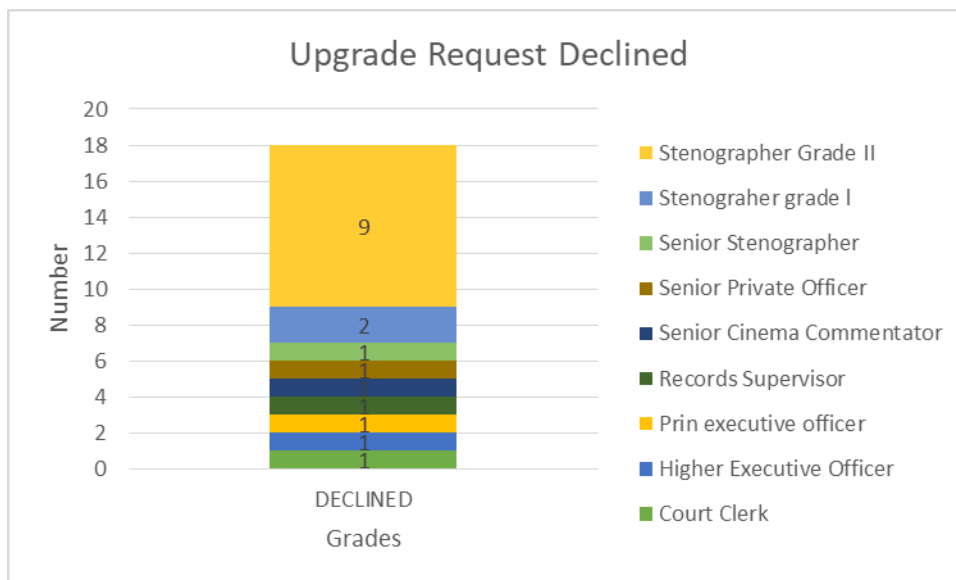


Figure 3. 11 Upgrading Request Declined



c) Conversion

Conversion is the movement of an Officer from one occupational class to another within the Service. In as much as the basis of requests for conversion is an Officer's interest in joining a particular occupational group, an acquisition of a particular academic or professional certificate may also lead to a request for conversion.

In 2019, 53 requests representing 34% were approved while 66 representing 43% were pending. Key reasons for the pending approvals include awaiting the provision of additional documents (i.e certified true copies of academic documents) and administrative irregularities on the part of applicants. 23% of the request were declined largely due to limited vacancies in preferred Classes.

The category of Officers who requested to be converted in 2019 were predominantly in the Secretarial, Executive Officer, Labourer and Records Classes. Officers of the other classes also requested to be converted into the Administrative, Executive, Programme and Procurement and Supply Chain Management Classes.

The Secretarial Class currently does not have a professional cadre so Officers here opt for other Classes upon the successful completion of their academic studies. Others convert into the Administrative, Programme and Planning Classes because of their programme of study, which makes them eligible for these occupational groups.

The OHCS may notify officers of the Service's critical skills gaps to inform them on which areas of study to pursue and the Classes available for conversion. The OHCS may consider reviving the idea of developing the Office Management Class to cater for the professional cadre of the Secretarial Class.

Figure 3. 12 Conversion

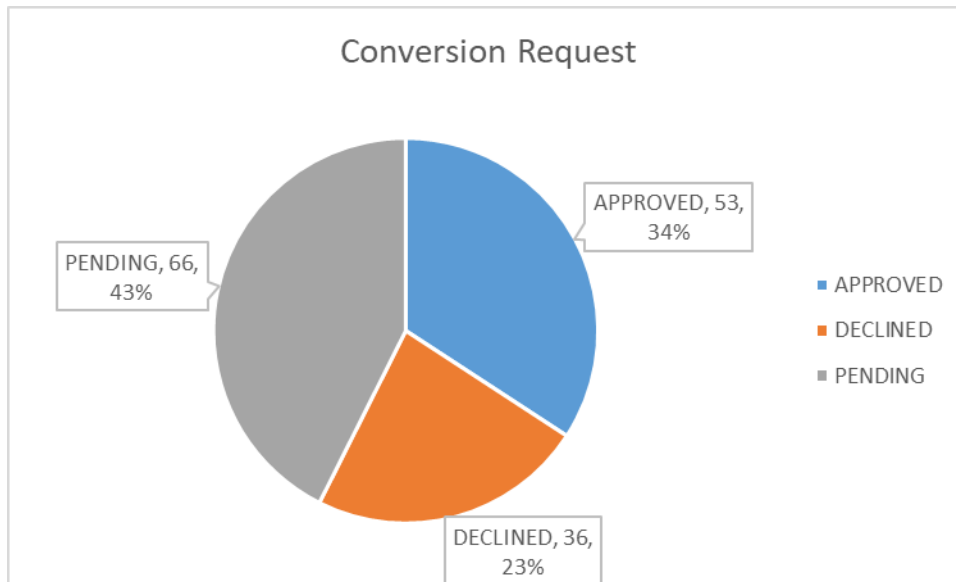
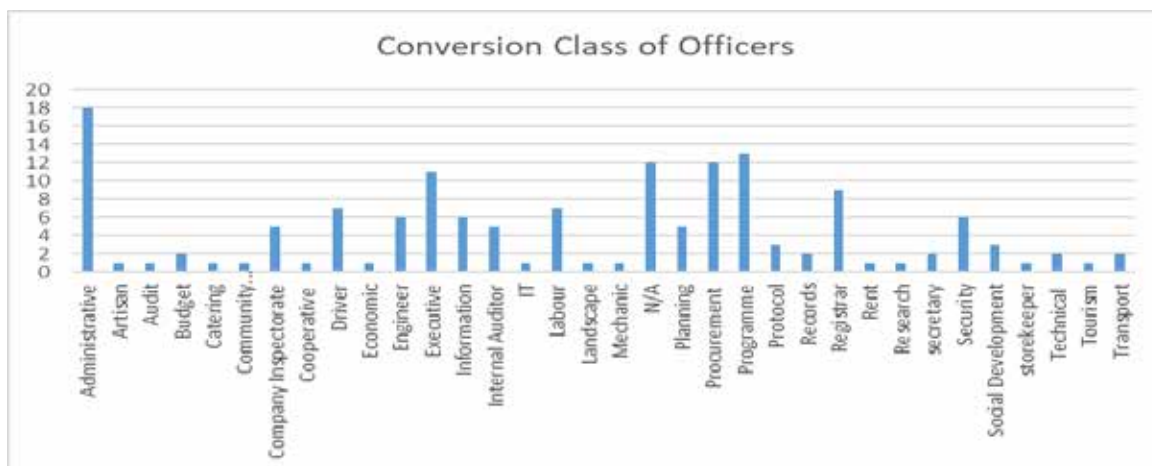


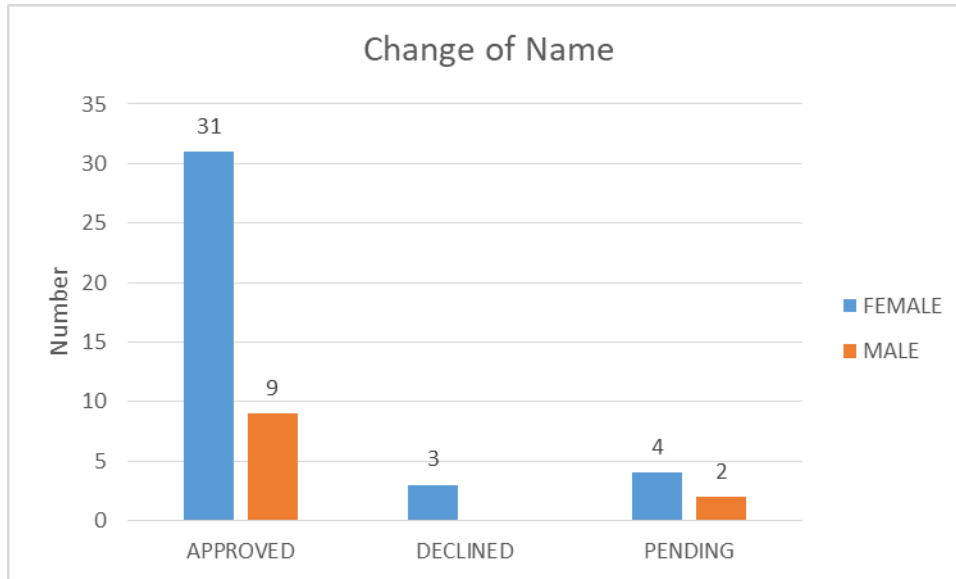
Figure 3. 13 Conversion per classes



d) Change of Name

The OHCS received 49 requests; 40 were approved and 3 declined due to non-submission of gazette. 31 of the approved requests were female. This is mainly because of marriage.

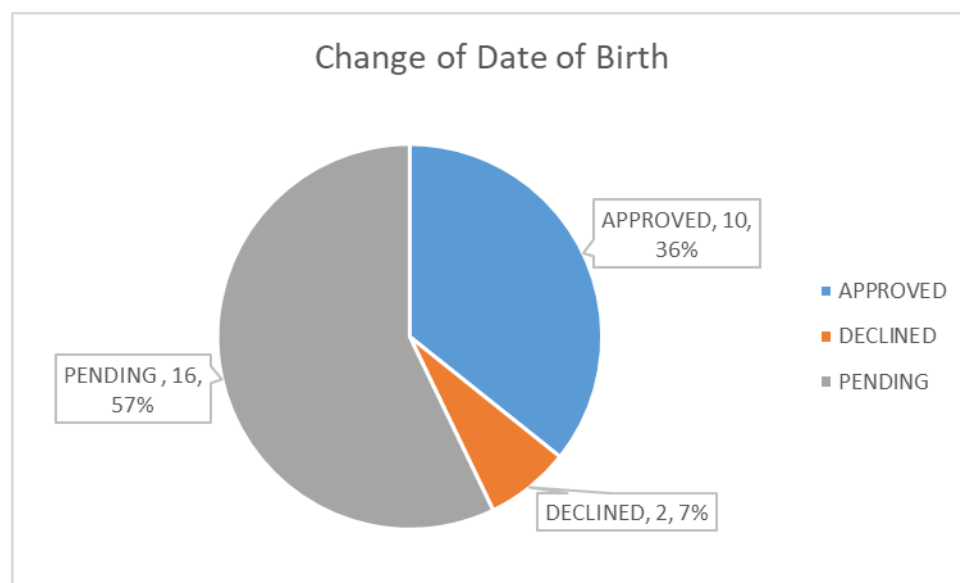
Figure 3. 14 Change of Name



e) Change in Date of Birth

In many instances, such requests are forwarded on behalf of officers who receive notification of their retirement from the Controller and Accountant-General's Department.

Approval is subject to provision of the original copies of relevant documentation. 57% of requests in 2019 were pending due to lack of necessary original documentation such as birth and/or baptismal certificates issued around the time of birth and elementary school records to support their request.

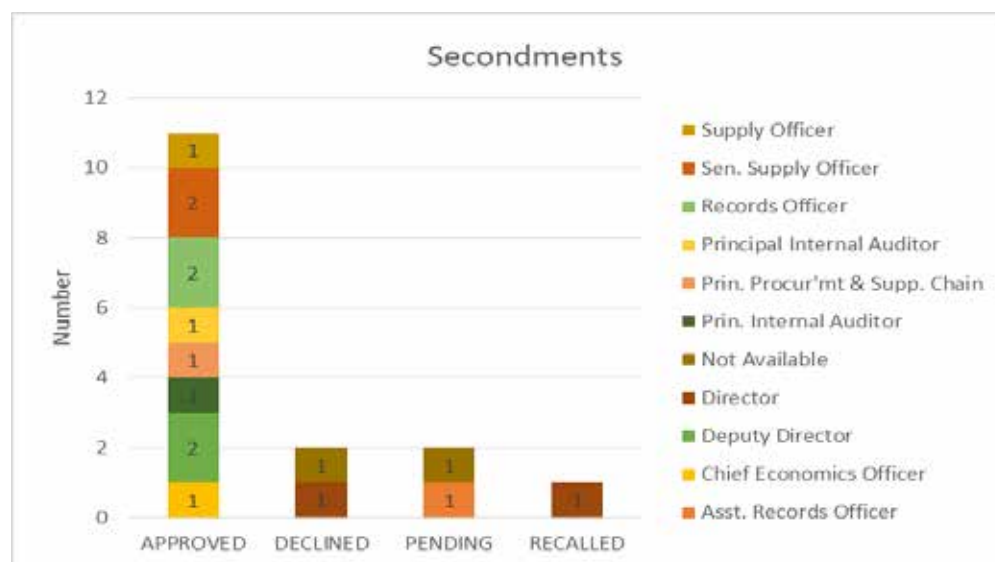
Figure 3. 15 Change of Date of Birth

f) Secondments

The request for secondment is mostly from other public service organisations to the Civil Service seeking the services of Officers of particular occupational groups to augment their staffing situation. Secondment in the Public Service is for an initial period of two years and may be extended for an additional year following which the Officer may indicate his/her intention to remain with the seconded institution or return to his/her mother organization.

Approval to this facility is mainly subject to the Service having excess staff in a particular skill area.

One main advantage of this facility is the fact that seconded Officers mostly return to the Civil Service with improved skills and experience.

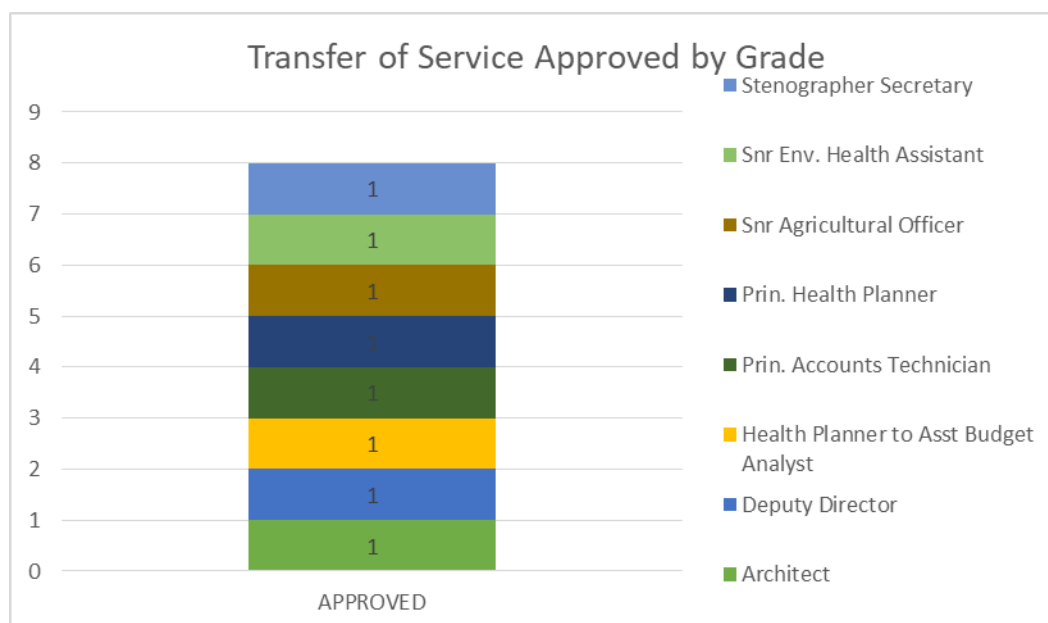
Figure 3. 16 Secondments

g) Transfer of Service

The request for transfer of service emanates from Officers in Public Service Organisations such as the Local Government Service, who wish to join either the Civil Service or other Public Service Organizations. A few of such requests were received from Officers who wished to join the Local Government Service mainly based on family related issues.

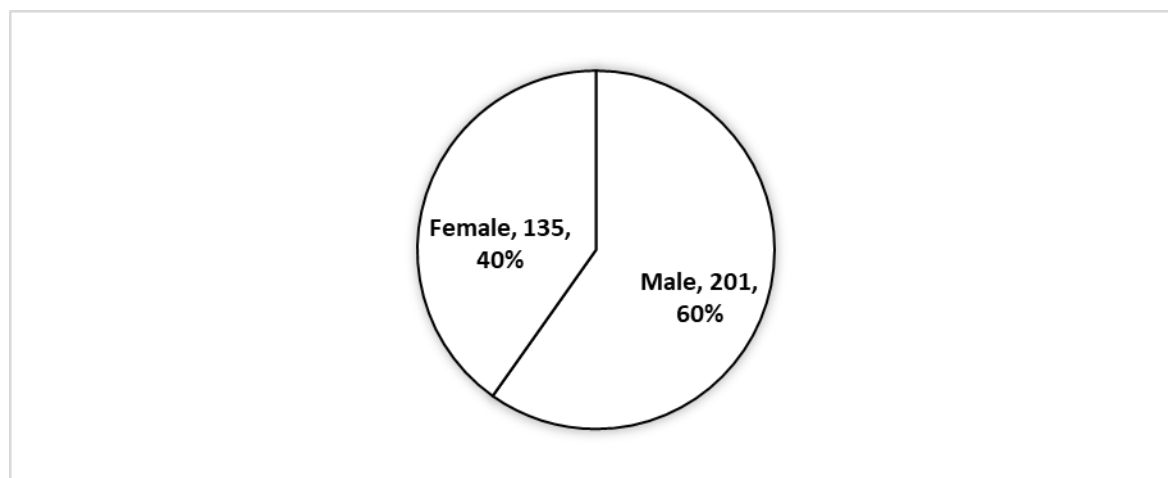
Inasmuch as this facility could be easily assessed, it is necessary for the OHCS to put in place a rational procedure that will ensure that the capacity of the Civil Service is not drained of its human resource and excess staff are not taken on board.

Figure 3. 17 Transfer of Service

Figure 3. 18 Transfer of Service approved by grades

3.4. Exit of Staff from the Civil Service

Officers exit the Civil Service for reasons such as retirement, death, resignation, vacation of post, and dismissal. For the period under review, 336 Officers exited the Service. 201 representing 60% were male whereas 135 representing 40% were female.

Figure 3. 19 Sex disaggregation on Exited Staff

Out of the number of exited staff, 252 officers retired, 42 officers resigned, 27 Officers died and 6 officers vacated their post.

Figure 3. 20 Mode of Exit

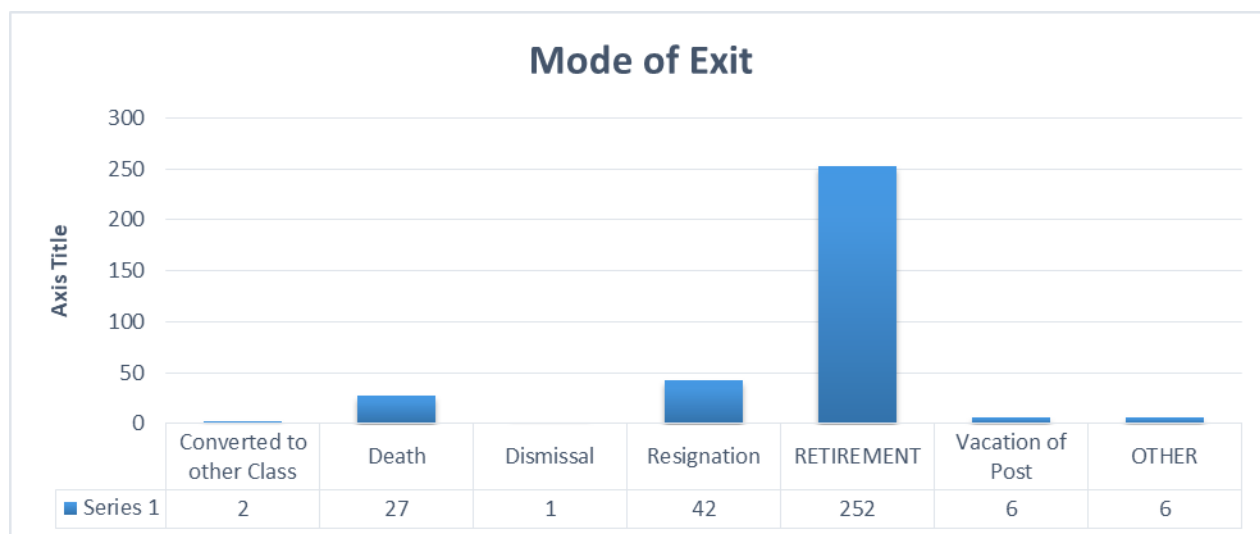


Table 3.5 further shows data on Officers who exited from the Ministries and Departments in 2019. OHCS needs to task the Human Resource Directors in the Sector Ministries to organise exit interviews to identify and deal with the reasons for which staff resigned from the Service.

Table 3. 5 Exited Staff Distribution by Ministry/Department

NO	MINISTRY /DEPARTMENT	EXITED STAFF
1	Cooperatives	6
2	Council of State	1
3	Civil Service Training Centre	1
4	Department of Rural Housing	1
5	Hydrological Services Department	2
6	Ministry of The Interior	3
7	Information Services Department	48
8	Department of Labour	6
9	Ministry of Chieftaincy And Religious Affairs	18
10	Ministry of Employment And Labour Relations	3
11	Ministry of Environment Science and Technology and Innovation	1
12	Ministry of Lands and Natural Resources	2
13	Ministry of Education	5
14	Ministry of Energy	18
15	Ministry of Finance	18
16	Ministry of Food and Agriculture	78
17	Ministry of Fisheries and Aquaculture Development	3
18	Ministry of Gender, Children and Social Protection	5
19	Ministry of Information	3
20	Office of the Attorney General's and Ministry of Justice	8
21	Ministry of Transport	3
22	Ministry of Trade and Industry	13
23	Ministry of Youth and Sport	3
24	Ministry of Special Development Initiative	2
25	Ministry of Works and Housing	6
26	Office of the Head of Civil Service	3



27	Office of the President	24
28	Office of the Senior Minister	1
29	PRAAD	4
30	Procurement and Supply Chain Department	1
31	Public Works Department	6
32	Rent Control Department	2
33	Registrar General's Department	11
34	Department of Social Welfare	27
	TOTAL	336

3.5. Staff Training and Development

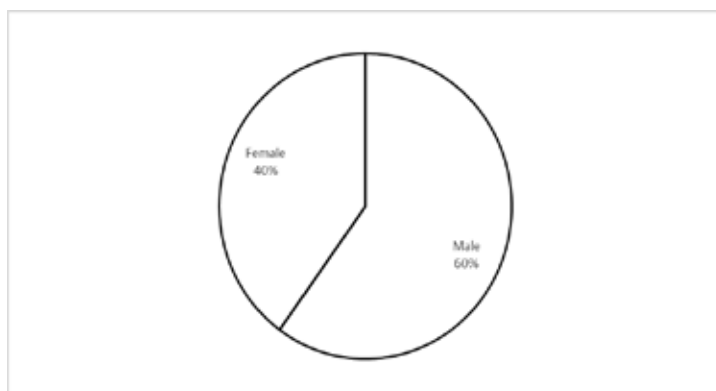
The primary objective of training and development in the Civil Service is to enable Officers to keep pace with the changing technological, economic, social and political advancement of the Service. This is done through the enhancement of skills, relevant knowledge, and improved attitudes for prompt and efficient performance of duties that leads to the realization of the mission of the Civil Service.

As part of efforts to ensure the realization of this objective, the OHCS through the Training and Development policy of the Civil Service prescribes a minimum mandatory 40-hour training for all staff of Ministries and Departments in any of the following forms for skills acquisition and the enhancement of competencies:

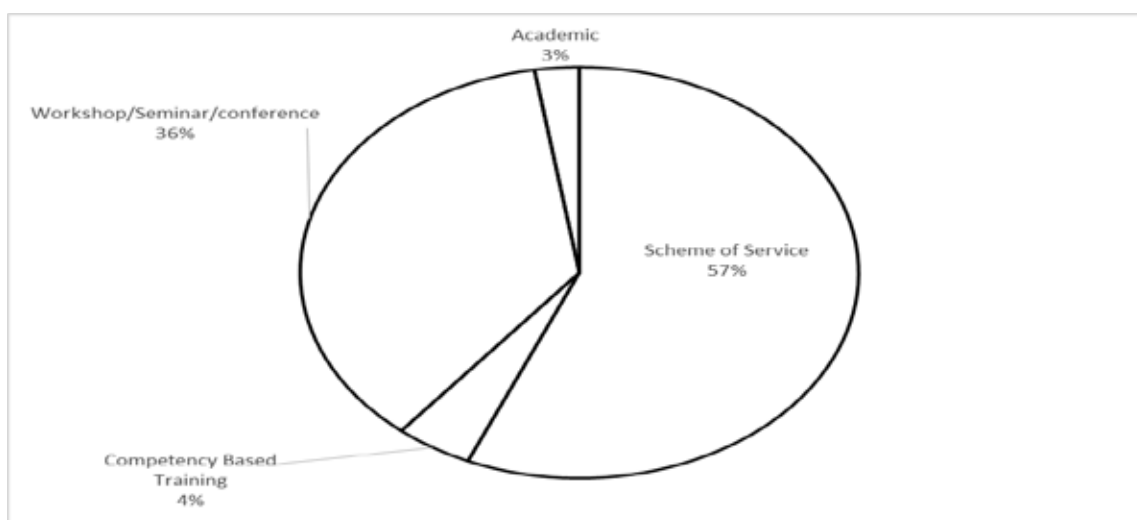
- Scheme of Service Training
- Competency Based Training
- Academic Training
- Workshops, Seminars and Conferences

To this end, Officers could take advantage of local and or foreign-based training programmes. The Service places emphasis on Scheme of Service Training and short-term functional training and development. However, Officers are also encouraged to apply for study leave with or without pay to acquire academic and professional qualifications up to the highest level necessary for effective job performance.

For the period under review, 4,576 Civil Servants participated in the Scheme of Service, Competency Based and Academic Training programmes in local and foreign Institutions. Staff also attended various Workshops, Seminars, Conferences and Meetings during the period.

Figure 3. 21 Sex disaggregation

Out of the 4,576 there were 2,745 male Officers representing 60% and 1,831 female Officer representing 40%.

Figure 3. 22 Types of Staff Training

An analysis of Staff Training indicates that, out of the 4,577 Officers who participated in various trainings, 2,587 representing 57% went through Scheme of Service Training, 205 Officers representing 4% participated in Competency Based Training, 1,666 representing 36% attended various Workshops/Seminars/conferences and 118 Officers representing 3% pursued Academic Training. Scheme of Service trainings have over the past two (2) years been funded by OHCS. It has also become the main source of training and therefore the funding needs to be sustained.

3.5.1. Scheme of Service Training

Scheme of Service Training is the prescribed training specific to each occupational group required to enhance staff performance and prepare them for optimal productivity. The Training is mandatory and a prerequisite for promotion. It is usually organised by the Civil Service Training Centre and Ghana Institute of Management and Public Administration (GIMPA). List of Competency Based programmes is provided in appendix 3.

Figure 3. 23 Distribution of Training Institutions for Scheme of Service Training



The analysis further revealed that out of the 2,587 Officers who participated in Scheme of Service training, 1,457 representing 56% patronized training programmes at the Civil Service Training Centre (CSTC). 450 Officers representing 18% participated in In-House training programmes organized by their Ministries/Departments. 500 Officers representing 19% participated in training at the Institute of Technical Supervision (ITS) and 100 Officers representing 4% participated in training offered by the Government Secretarial School.

These Training Institutions are the main ones mandated to carry out Scheme of Service and competency based trainings for both middle and senior level Officers in the Civil Service. Again, 80 Officers representing 3% participated in training programmes at the GIMPA.

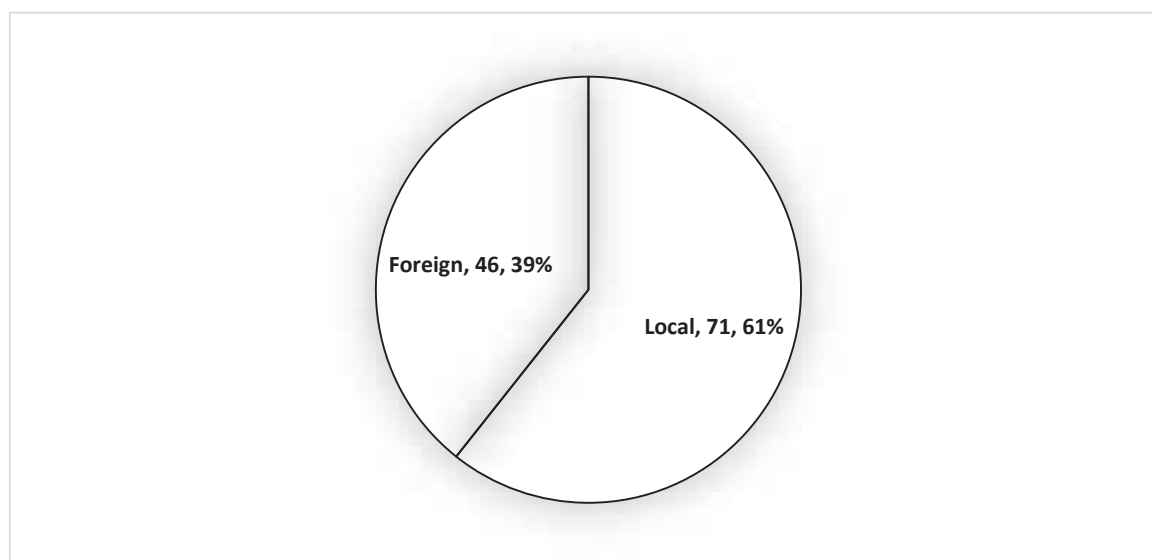
The year saw significant increase in the training offered to both middle and senior level Officers due to improved capacity of facilitators and the release of funds from the Ministry of Finance to sponsor programmes. As a result, capacity of the top level of the Civil Service has significantly improved translating in greater output. In view of this, there is a need to continue to prioritize and encourage training of Officers in the Civil Service to enhance this positive impact.

Table 3. 6 Distribution of Training Institutions for various Schemes of Service Training

TRAINING INSTITUTION	NO. OF OFFICER
Civil Service Training Centre	1,457
In-House Training	450
Institute of Technical Supervision	500
GIMPA	80
Government Secretarial School	100
TOTAL	2,587

3.5.2. Academic Training

Analysis of academic training undertaken in 2019 indicated that, out of the total of 118 Officers who pursued academic training, 71(61%) were in Local institutions and 47(39%) were in foreign institutions.

Figure 3. 24 Training Destination

Foreign training is predominant in countries such as China, South Korea and United Kingdom. This is because the Civil Service receives scholarship opportunities from China and South Korea through the Chinese Ministry of Commerce (MOFCOM) and Korea International Corporation

Agency (KOICA) respectively. Sector Ministries also make particular requests for specific programmes from Academic Institutions in the United Kingdom.

Further analysis of the programmes of study indicated that, Officers who embarked on academic training both locally and internationally pursued Degree, Masters and Doctorate programmes as indicated in appendix 4.

Areas of Training

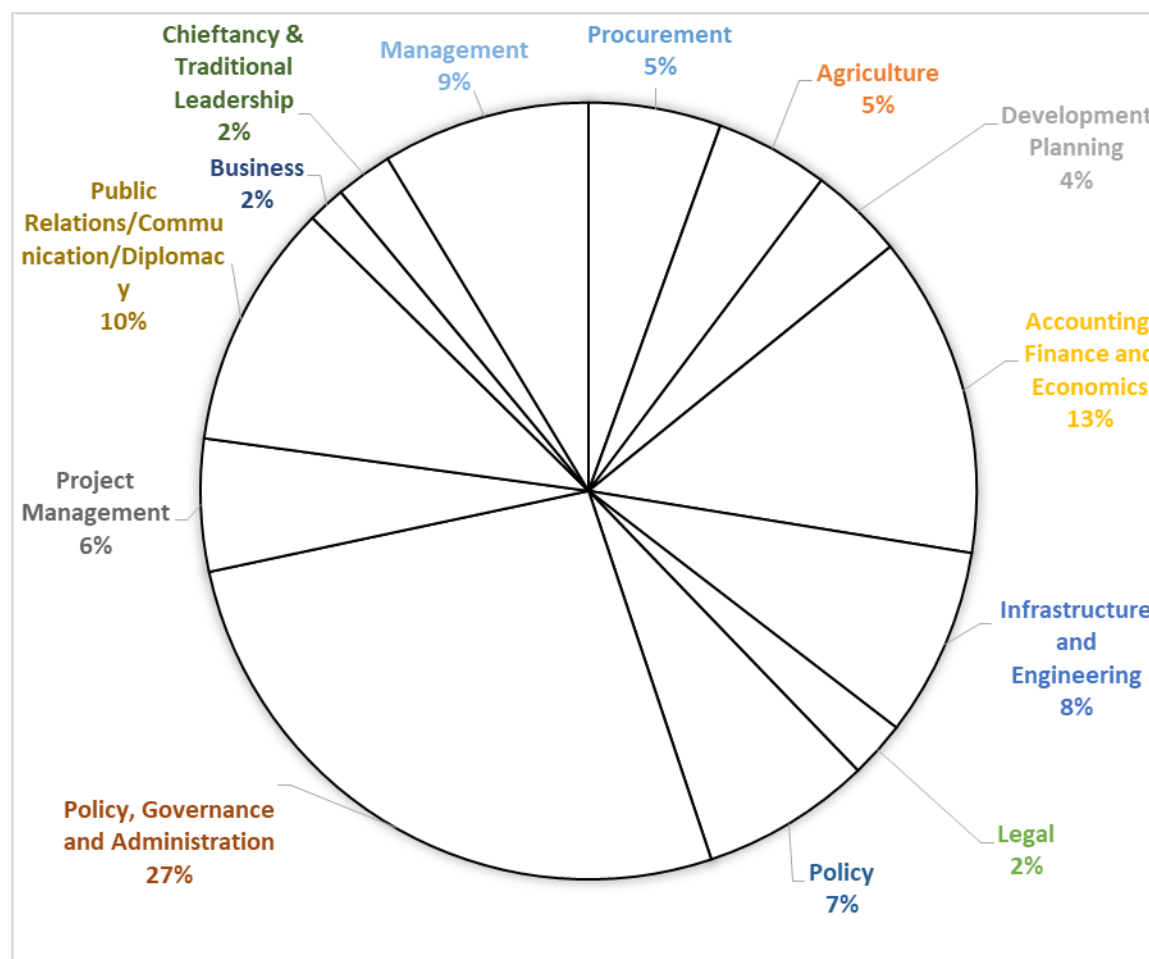
Table 3. 7 Areas of Academic Training

AREAS OF ACADEMIC TRAINING	NUMBER
Procurement	7
Agriculture	6
Development Planning	5
Accounting, Finance and Economics	17
Infrastructure and Engineering	10
Legal	3
Policy	9
Governance and Administration	34
Project Management	7
Public Relations/Communication/Diplomacy	13
Business	2
Chieftaincy & Traditional Leadership	3
Management	12
Grand Total	118

From the table above, it is evident that majority of the Officers pursued studies in Governance, Administration, Accounting, Finance and Economics. Potentially, Officers with such background will be required in the Administration and Programme occupational groups.

The Civil Service needs to identify “critical need areas” such as policy analysis, monitoring and evaluation and research, to inform and encourage Officers to pursue higher studies. This move will help to bridge the skills gap and enable Sector Ministries to perform their core functions.

Figure 3. 25 Percentage Distribution of Academic Training



3.5.3. Workshops /Conferences/Seminars

Analysis of Workshops, Conferences and Seminars attended during 2019 shows that 1,666 Officers participated in both local and foreign countries in diverse fields as indicated in appendix 5. The programmes were mainly held in the following foreign countries: China, South Africa, Korea, Japan, United Kingdom, Egypt, Rwanda, France, and United States.

3.6. Observations and Recommendations

a) Capacity Building

Scheme of Service and competency -based trainings, workshops, seminars and conferences contribute significantly to equipping officers with the skills set to perform their roles.

Senior and middle level management should be encouraged to participate in higher-level training programmes as the capacity of the top echelon of the Civil Service translates into greater output and efficiency of service delivery.

The provision of the required funding for training and development is critical to the continuous enhancement and development of the Human resource base of the Civil Service, which is the administrative arm of Government Machinery. The OHCS and MoF, therefore have to sustain the centralized promotion exercise and intensify training and capacity building of newly promoted officers to optimize their competencies. In addition, Human Resource Managers should be directed to provide equal opportunities to both female and male Officers in the selection of suitable candidates for such training interventions.

b) Recruitment

Although recruitment in the Civil Service is based on merit, OHCS needs to adopt a gender specific approach in the recruitment process to introduce a quota system in favour of female applicants in order to bridge the widening gap between the sexes. Incentives to attract women especially into higher positions also need to be introduced in the Service; specifically, at the Chief Director level.

c) Career Development

The OHCS should encourage talent management systems that identify Officers who have potential and develop them to fill in key positions as and when they become vacant to reduce the number of contract staff in the Civil Service. It is therefore important for the Civil Service to reinforce continuously the policy to motivate serving Officers to take up higher responsibilities and challenging tasks as they reach the peak of their career.

d) Database

There is the need for OHCS to procure or develop a data management system that will automate the management of a central human resource database for equitable redistribution of human resource skills within the Service. This will enable postings to be guided by the requirements of the organisational manual to enable the Sector Ministries to deliver on their mandate. In addition, the database is required to inform decision makers of Officers pursuing higher professional/academic studies for the purposes of forecasting for the various HR facilities. It has to be realised that the efficient utilisation of the Human Resources in the Civil Service depends largely on the availability of information on the quality and quantity of Civil Servants.

e) Upgrade

The Civil Service needs to identify “critical need areas” to inform and encourage serving Officers to pursue higher studies as well as the Classes available for conversion. The OHCS may consider reviving the idea of developing the Office Management Class to cater for the professional cadre of the Secretarial Class.

It is important for the OHCS to revise the existing rules and regulations on Upgrading to include the need for all Civil Servants, especially those in the sub-professional cadre; to undertake relevant fields of academic or professional studies for upgrading purposes as pertains to their respective professional groups. In addition, there is the need to allocate a proportion of existing vacancies to serving Officers to enhance their successful upgrading.

f) Secondment

In relation to secondment of staff to other public service institutions, it is necessary for the OHCS to put in place a rational procedure that will ensure that the capacity of the Civil Service is neither drained of its human resource nor flooded with excess staff.

g) Exits

OHCS need to task the Human Resource Directors in the Sector Ministries to organise exit interviews to identify and deal with the issues for which staff leave the service.

Conclusion

It is observed from the analysis of the Annual Performance Reports of Sector Ministries for the year 2019 that, the capacities of 4,577 Civil Servants were improved in various relevant areas. In addition, the staffing levels for Ministries and their Departments has improved through the recruitment of 1,508 Officers to augment the low staffing levels and replaced 336 exited staff from the Civil Service for the year 2019.

CHAPTER FOUR (4)

4.0. REFORMS AND SUSTAINABLE DEVELOPMENT GOALS (SDGs) UNDERTAKEN IN THE GHANA CIVIL SERVICE

This section of the report provides details of the reforms undertaken in the Civil Service over the last five (5) years. It indicates the status of implementation, challenges, and the mitigating measures put in place as well as some positive outcomes that have occurred.

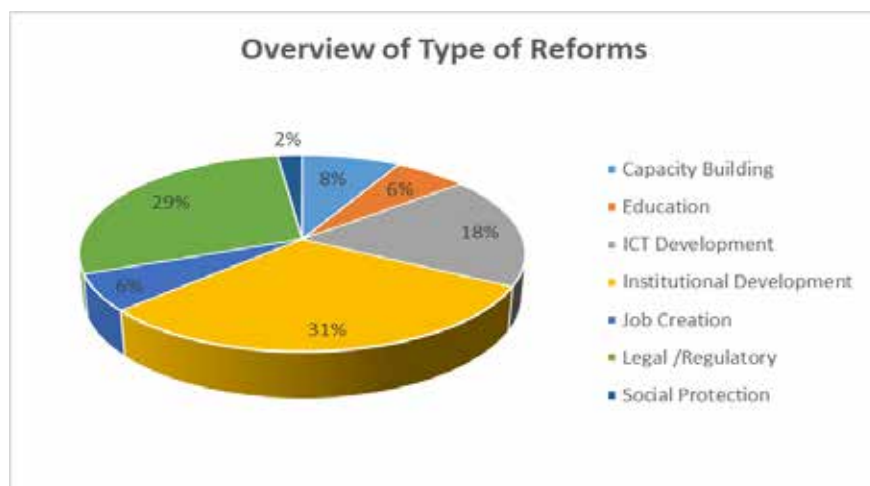
Performance management reforms have been essential to almost every sector of the Ghana Public Service. An administrative reform is a conscious, well-considered change that is carried out in a public sector organization or system for improving its structure, operation or the quality of its workforce.

4.1. Reforms in the Civil Service

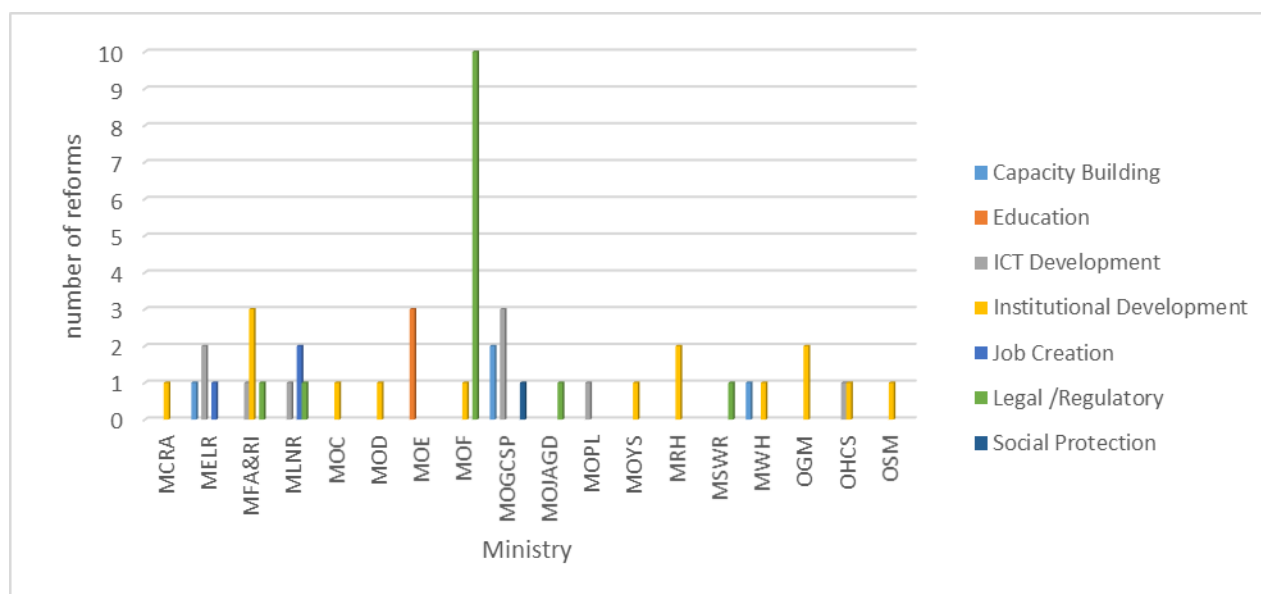
4.1.1. Status of Reform Implementation

Significant progress recorded has been in the types of reforms measured across the Civil Service. **Figure 4.1** and **Figure 4.2** show the overview of the types of reform undertaken in the Ghana Civil Service and the number of reforms undertaken by sector Ministries.

Figure 4. 1 Number of reforms undertaken by sector Ministries



Source: 2019 APR from Ministries

Figure 4. 2 Number of reforms undertaken by sector Ministries

Source: 2019 APR from Sector Ministries

Generally, the Civil Service recorded the highest reforms in the area of Institutional Development (31%) followed by Legal/Regulatory (29%) and ICT Development (18%). This was followed by 8% in Capacity Building, 6% in both Education and Job Creation and 2% in Social Protection.

a) Capacity building

Capacity building is the process by which individuals and organizations obtain, improve, and retain the skills, knowledge, equipment, and other resources needed to perform their jobs competently. It allows individuals and organizations to perform at a greater ability. The Table below highlights the Capacity Building reforms carried in two Ministries.

Table 4. 1 Reforms undertaken in capacity building

Ministry/Institution	Reforms	Expected Outcome	Level of completion
Ministry of Gender Children and Social Protection (MOGCSP)	Practical Innovative Training for School Feeding Program	Ecological menus developed for district caterers to use predominant foodstuff in their regions.	Completed
Ministry of Works and Housing (MWH)	Public Service Integrity Programme (PSIP) under the National Anti-Corruption Action Plan	Promote integrity and professionalism and combat corruption in the public sector	In progress

The Ministry of Gender Children and Social Protection (MOGCSP) initiated a reform programme in Practical Innovative Training for School Feeding Programme caterers in the use of innovative products. The programme engaged caterers in new ways of fortifying local meals with high protein base products alternative to animal protein and developed ecological menus for their districts. This initiative has strengthened the capacity of caterers in the use of effective bookkeeping practices, alternative pre financing strategies and in-depth understanding of contract guidelines pertaining to the School Feeding Programme and has minimized the issue of delay of payment by Government. The use of predominant foodstuffs in the regions has given ready market for farmers thereby reducing food wastage and has curtailed the menace of malnutrition in deprived Ghanaian communities/families significantly.

The Ministry of Works and Housing (MWH) initiated the Public Service Integrity Programme (PSIP) under the National Anti-Corruption Action Plan. Two (2) training and sensitization programmes were organised for the sector Agencies in collaboration with the Commission for Human Rights and Administrative Justice (CHRAJ) on the PSIP as a means to promote integrity and professionalism among the staff while combating corruption across the Sector. The reform has strengthened the capacity of CHRAJ's complaints handling of impartiality in the delivery of administrative services.

The type of capacity building reforms undertaken in the various Ministries depict that the Civil Service urgently needs critical skills in coordination, especially in the Sector Ministries' development, planning and implementation of programmes and projects, since that still remains a gap. Practical innovative training approaches and availability of resources are key elements to enhance work performance and productivity.

b) Information Communication Technology (ICT) Development

Information and Communications Technology (ICT), is an extensional term for information technology. ICT emphasises on communication and the integration of telecommunications and computers, as well as necessary software and storage, that enable users to access, store, transmit, and manipulate information. The ICT Reforms undertaken within the year are indicated in the Table below.

Table 4. 2 Reforms undertaken in ICT development

Ministry/Institution	Reforms	Expected Outcome	Level of completion
Ministry of Foreign Affairs and Regional Integration (MFARI),	Web and mobile-based applications and associated support to facilitate access to Passport Office services	The Ministry improved its service delivery of passports by reducing the turnaround time for processing passports from one (1) month to ten (10) days for express applications and three (3) months to one (1) month for standard/regular applications.	Completed
Ministry of Lands and Natural Resources	Digitization of Land title processes to improve Land Administration system	Land title registration process are being done digitally instead of manual. As a result, turn-around time for title and deeds registration have reduced significantly.	In progress
Office of the Head of The Civil Service	Digitization of Recruitment processes	The digitized recruitment system has expanded access to applications, enhanced transparency in the recruitment	Completed

		process thereby reducing the human interface as much as possible.	
Ministry of Gender Children and Social protection	Development of a national data collection tool – Trafficking in Persons Information System (TIPIS). Development of a web-based reporting template and for monitoring child rights issues across sectors	A developed web-based reporting template has been created for monitoring child rights issues that has enhanced uniformity and coherence reporting in all the zonal and regional offices.	Completed

The Office of the Head of Civil Service initiated the use of ICT to improve the Ghana Civil Service recruitment process. This reform has expanded access to applications such that applicants can apply irrespective of their location. The on-line application has enhanced transparency in the recruitment process thereby reducing the human interface as much as possible.

The Ministry of Foreign Affairs and Regional Integration (MFARI), under the Public Sector Reform for Results Project (PSRRP), is undertaking the following activities to improve its efficiency, accountability and citizen engagement in the delivery of its services:

- Provision of equipment and systems to ensure faster issuance and renewals of passport;
- Designing and implementing web and mobile-based applications and associated support to facilitate access to Passport Office services and for client feedback and complaints handling;
- Conducting an independent review of the Passport Office's administrative structures and procedures including policies, functions, staffing, business processes, ICT infrastructure, and resources, resulting in a costed and sequenced Action Plan, to improve client access, transparency and efficiency and reduce corruption;
- Designing and implementing an asset register and a management information system for headquarters and Ghana Missions abroad;

These projects are ongoing and will enhance the efficient delivery of services to the public when fully implemented.

The Ministry of Employment and Labour Relations (MELR) initiated the introduction of the Ghana Labour Market Information System - GLMIS web portal. This reform has reduced



performance and human resource management bottlenecks significantly and has improved access to centralized administrative data in real time.

The Ministry of Lands and Natural Resources has also commenced the digitization of Land title processes to improve Land Administration systems in the country, promote a speedy issuance of land title certificates as well as deeds registration within 30 working days. To achieve this, the digitization of land titles has been initiated at the Lands Commission. It involves digitizing and automating land registration processes and decentralizing Land Administration services at the district and regional levels. Substantive progress has been made to achieve the target of 150 days and 30 days turn-around time for Title and Deed respectively.

The Ministry of Gender, Children and Social Protection has under taken a reform in the development of a national data collection tool known as the Trafficking in Persons Information System (TIPIS). The TIPIS is currently being used for reporting and monitoring child rights issues across its Agencies in the country to collect information and data from stakeholders. The development of these reporting systems and template has enhanced uniformity and coherence in reporting in all the zonal and regional offices on issues relating to human trafficking.

These initiatives indicate that the Civil Service has embraced the effective use of ICT to improve its work processes.

c) Institutional Development

It is the creation of the capacity of an organisation to generate, allocate and use resources effectively to attain the needed goals and objectives is very critical to the survival of the organisation. It requires aligning the organisation with the rapidly changing and complex environment through organisational learning, knowledge management and transformation. Table 4.3 highlights the institutional development initiatives undertaken in a number of Ministries.

Table 4. 3 Reforms undertaken in Institutional Development

Ministry/Institution	Reforms	Expected Outcome	Level of completion
Ministry of Roads and Highways	The restructuring of Ghana Road Fund Secretariat (GRFS)	Provision of options and implementation actions to improve the Road Fund	In progress
Ministry of Chieftaincy and Religious Affairs	Strengthening religions for national development Christian Pilgrimage Programme	Developed guidelines to be followed in organizing Christian pilgrimage, both outside and internally. A total of Two Hundred and Twenty (220) pilgrims	Completed
Ministry of Foreign Affairs and Regional integration	Signing of Performance Agreement by Heads of Missions and A1 Officers at post	Accountability and clearly defined targets set for the achievements of organizational goals	Completed
Ministry of Youth and Sports	Reform of Ghana Football	A newly constituted GFA formed to improve the management and operations of Ghana Football	Completed
Office of the Senior Minister	Implementation of the National Public Sector Reform Strategy (NPSRS)	To improve service delivery of 16 selected government organizations.	In Progress

The Ministry of Chieftaincy and Religious Affairs has introduced a programme to strengthen Christian Pilgrimage in the country. It has completed guidelines to be followed in organizing Christian pilgrimage, both outside and internally. Two Hundred and Twenty (220) pilgrims have successfully embarked on the programme.

The restructuring of Ghana Road Fund Secretariat (GRFS) by the Ministry of Roads and Highways is being undertaken as part of institutional review of the road subsector agencies, under the Transport Sector Improvement Project being funded by the World Bank. This will enable the secretariat to be better placed to secure the needed funding for the preservation of Ghana's road network.

The major reform undertaken by the Ministry of Youth and Sports was the improvement in the management and operations of Ghana Football. Government together with FIFA formed the Normalization Committee to manage football in the country in 2018 after the old structures were disbanded following the exposure of misconduct of some high level executives in the game. The

Committee in 2019 completed its mandate with the election of the new GFA President, Executive Council Members and Regional Football Association (RFA) Executives.

The Ministry of Foreign Affairs and Regional Integration in collaboration with the Office of the Head of the Civil Service introduced the signing of Performance Agreements by Heads of Missions and A1 Officers at post, to ensure accountability. Clearly defined targets are set for the achievements of organizational goals and more importantly improve service delivery.

The reforms undertaken in Institutional development indicate that the Civil Service is strengthening its monitoring and evaluation systems through reformation and reviewing of policies.

d) Legal/Regulatory

Legal Reform/Regulation is the process of examining existing laws, advocating and implementing change in a legal system, usually with the aim of enhancing and shaping policies and reforms in the various sectors. The Civil Service recorded 29% of reforms undertaken in the legal/regulatory with 50% of Bills passed into Law and 50% in various stages of being passed or enacted.

The Ministry of Finance undertook a number of reforms in the legal and regulatory, one of the key reforms completed is the Policy and Action Plan on National Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT). The policy is to address, among others strategic deficiencies related to Anti-Money Laundering and Financing of Terrorism in the country.

e) Job Creation

The Ministry of Lands and Natural Resources introduced the Youth in Afforestation and Alternative Livelihood Programme (Oil Palm Plantation Development) to address the incidence of illegal mining in the country. A total of about 81,000ha of forest plantation has been established under both government and private planting models across the country, which has created over 83,000 employments as at December 2019.

In the Alternative Livelihood Programme, 600,587 oil palm seedlings for planting have been procured, nursed and distributed to beneficiaries of the project. 1.5 million oil palm seedlings have been procured and supplied under the Alternative Livelihood Programme, covering an area of 25,085ha of oil palm. In terms of job creation for the youth, a total of 3,515 jobs were created as a result of the Alternative Livelihood programme comprising 2,420 males and 1,095 females respectively

f) Education

The Ministry of Education (MoE) undertook a number of reforms in education. The most prominent of these reforms was the Free Senior High School (SHS) Policy. The MoE also commenced some reforms in Technical Vocational Education Training (TVET) and Tertiary Education Policy. The Ministry continued the implementation of the Free SHS policy with the objective to ensure every teenager in the country is supported to have access to free quality education to Senior High School.



Reform of Basic Level Curriculum

Pursuant to Government's commitment to ensure that every Ghanaian child is equipped with foundational Reading, wRiting, aRithmetic and cReativity (4Rs) skills by the time he or she completes Primary 6, the Ministry of Education completed the review of Kindergarten to Primary 6 Curriculum in 2018 and received Cabinet approval for implementation in 2019. Significantly, the new curriculum introduces the history of Ghana as a subject and emphasizes the acquisition of basic literacy and numeracy skills for lifelong learning and national development. To ensure continuous improvement in teaching and learning, curriculum assessment framework has been developed which is intended to generate quality assessment data in order to facilitate decisions for improvement.

The expected impact of the standard based curriculum is to develop the pupils at the basic level to become critical thinkers and problem solvers in the fast changing world. It is expected to develop their cognitive ability to adapt to the pace of change in society from technological innovations to global interconnectedness.

Free Senior High School Policy

Implementation of free SHS policy has opened up secondary education opportunity that has never been recorded in our recent history. Significantly, between 2016 and 2018, enrolment at the Secondary level has increased by 43%.

At the end of the 2018/19 academic year, total beneficiaries for the programme was 794,899 students. The number of beneficiaries was projected to reach 1,264,071 by the time the school

placement would be completed. This will be the highest number of youths in the Secondary Education system to be recorded in Ghana.

Technical Vocational Education and Training (TVET)

The Ministry's key commitment has been to reform the TVET sub-sector for the development of the necessary technical and vocational skills needed by industry.

To coordinate investment for the development of TVET as the driver of Ghana's industrialization agenda, the Ministry started a process to align the over 200 public TVET institutions to provide policy direction in the development of skills for industry.

The reform will improve skill acquisition of TVET institutions and advance industrial development in the country.

g) Social Protection

The Ministry of Gender, Children and Social Protection is set out to develop and implement reforms to mitigate human trafficking in Ghana. This reform is to among others respond to suspected sexual abuse or labour trafficking, gather and preserve evidence effectively, and protect potential victims; increased resources to support victim care and reintegration services for adult and child trafficking victims in government-operated shelters.



The Ministry initiated reforms for the implementation of the Human Trafficking National Standard Operating Procedures to improve victim care and support for proper rehabilitation and reintegration. The objective is to develop and implement a national strategic plan/framework for the rescue and rehabilitation of victims of human trafficking and other vulnerable groups by 2020. It is also for the reduction and prevention of human trafficking, the protection and care for victims and the suppression, punishment and prosecution of offenders.

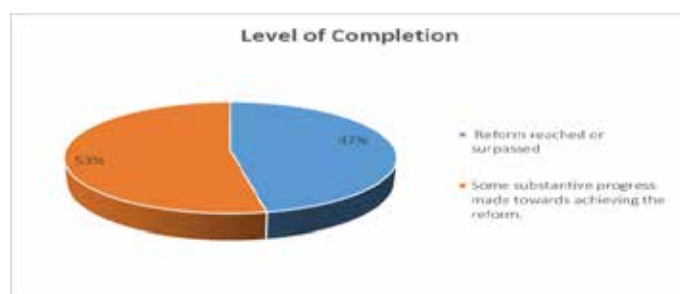
The reform has helped Ghana to be maintained on a tier-two global ranking on issues of human trafficking by the United States Department of Labour tier ranking of countries. The *tier two* ranking demonstrates that government is making significant efforts to combat human trafficking in Ghana. The Ministry through the human trafficking secretariat accessed US funding up to a

tune of 650 Million cedis tied to the Millennium Challenge Account and other bilateral agreement funds.

4.1.2. Level of Reform Completion

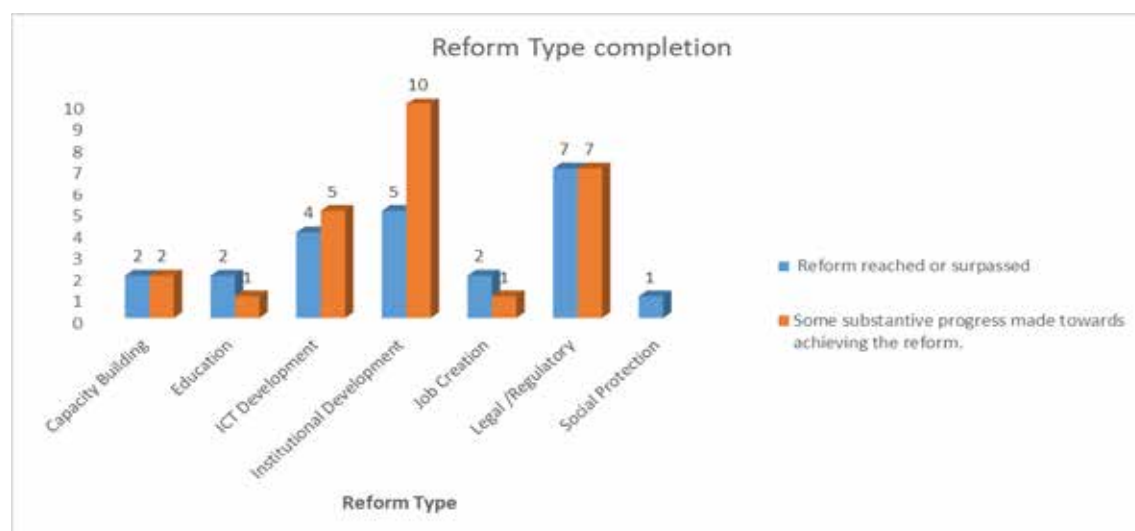
Data from the 2019 APR from Ministries indicates that 47% of reforms were completed while 53% recorded some substantial progress. The issue of slow adoption of reforms, logistical and financial constraints and awaiting action from other stakeholders were the main challenges affecting the implementation of some of the reforms.

Figure 4. 3 Percentages of reforms completed and uncompleted



Source: 2019 APR from Ministries

Figure 4. 4 Types of reforms completed and uncompleted



Source: 2019 Annual reports from Ministries

4.1.3. Practices and Lessons

In a bid to improve service delivery and enhance client satisfaction, the Civil Service is undertaking a number of reforms in the various work areas. As a means of ensuring effectiveness in the implementation of the reforms, the OHCS has included “innovation” as a key area of assessment in the Chief Directors Performance Agreement.

To identify and coordinate the implementation of the existing reforms, the OHCS requests Ministries to submit the reforms undertaken in their sector Ministries as part of their Annual Performance report. A tracking tool has been developed to measure status of implementation, challenges and mitigating measures put in place to ensure successful implementation of the reform.

4.1.4. Conclusion

The observations made suggest that these reforms have had some positive outcomes in the areas of Capacity Building, Job Creation, Social Protection, Institutional Development, ICT Development, Education and Legal/Regulatory. It is accordingly right to encourage sector Ministries to continue in that direction to move with the exigencies of time.

4.2. Sustainable Development Goals (SDGs) in the Civil Service

Ghana’s development agenda is aligned to the 2030 Agenda for Sustainable Development Goals (SDGs) promoted by the United Nations. The Goals seek to build a world that is just and equitable with peaceful and inclusive societies. The 1992 Constitution of the Republic of Ghana provides a legal basis for the just, equitable and inclusive development of the Country. As Sector Ministries implement the Medium -Term Development, they are achieving the SDGs to improve the lives of all people and the world as a whole.

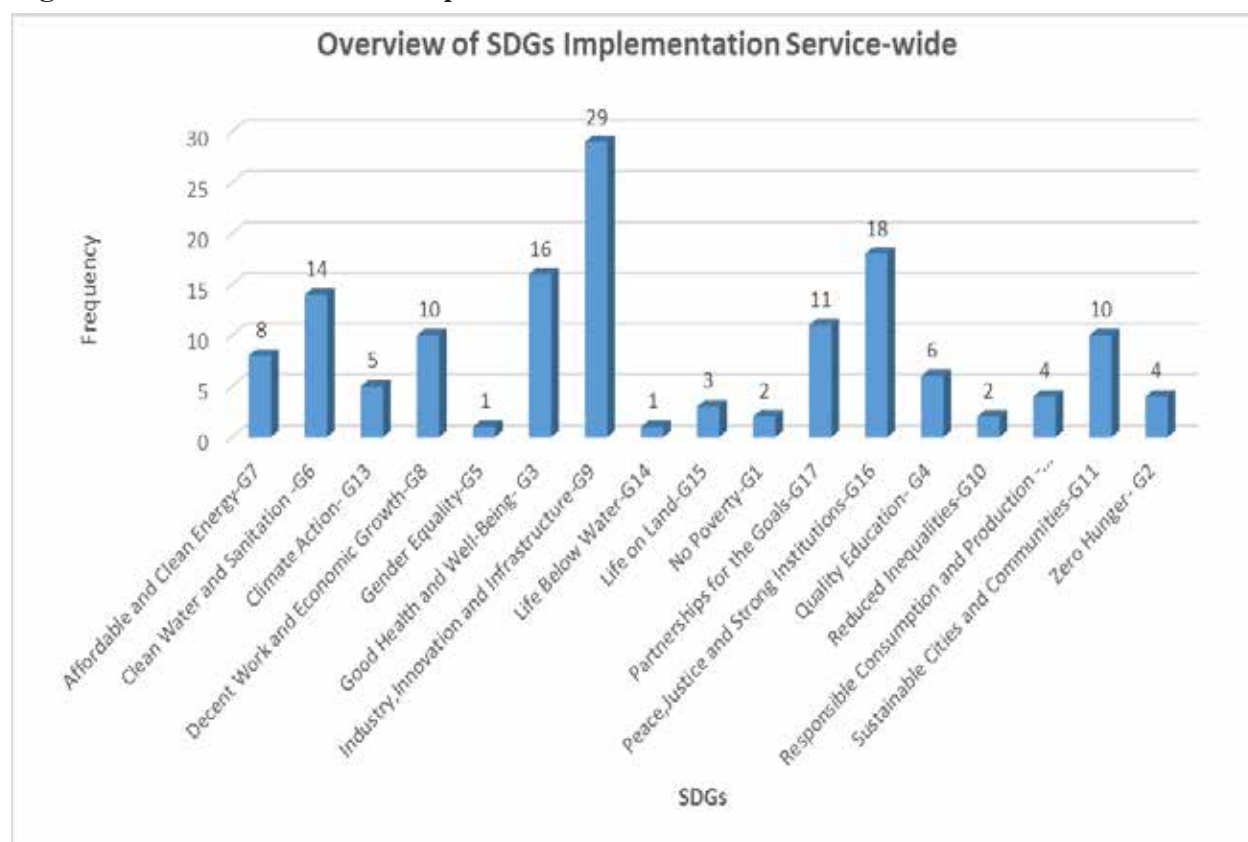
The 17 SDGs address issues of poverty covering areas such as Hunger, Health, Education, Gender equality, Water & Sanitation, Energy, Economic Growth, Industry and, Innovation & Infrastructure, Inequalities, Cities & Communities, Consumption & Production, Climate Change, Natural Resources, and Peace & Justice.

Figure 4. 5 SDGs

Progress of SDGs implementation in the Ghana Civil Service

Considerable progress has been made in the implementation of the SDGs across the Civil Service. Figure 4.6 shows of the number of SDGs implemented in the various Sector Ministries. Generally, the Civil Service recorded activities/targets towards the achievement of all the 17 Goals. Overall, it recorded a significant number of interventions pertaining to Health, Gender equality, Water & Sanitation, Energy, Economic Growth, Industry, Innovation & Infrastructure, Cities & Communities, Peace & Justice and partnership for the goals.

Figure 4. 6 Number of SDGs implemented across Ministries



Source: 2019 APRs from Ministries

GOAL 1: No Poverty



As part of the Civil Service efforts to reduce poverty, the Ministry of Special Development Initiative (MSDI) initiated the Infrastructure for Poverty Eradication Programme (IPEP). The Government through MSDI is implementing the project to address the problem of poverty in rural areas by expanding and improving on existing infrastructure at the District level to create jobs, accelerate growth and reduce poverty. The Ministry of Special Development Initiative (MSDI) and Ministry of Lands and Natural Resources (MLNR) executed one intervention each in support of Goal 1.

GOAL 2: Zero Hunger



The policies, programmes and projects implemented by some Ministries in 2019, contributed to the achievement of the various targets of the Sustainable Development Goals. In support of **SDG Goal 2 target 4**: to promote sustainable agriculture and strengthen capacity for adaptation to climate change, the

Ministry of Environment, Science, Technology and Innovation (MESTI) under the Sustainable Land and Water Management Project (SLWMP), supported 12,421 farmers with farm inputs to implement various Sustainable Land and Water Management (SLWM) within the 12 project Districts in the northern regions of the country.

The Ministry of Special Development Initiative through IPEP has also increased access to irrigation facilities in the three Northern Regions to achieve food security and improved nutrition, and promote sustainable agriculture by 2030. The Ministry of Special Development Initiative (MSDI), Ministry of Foreign Affairs and Regional Integration (MFA&RI) and Ministry



of Lands and Natural Resources executed four (4) interventions in support of Goal 2.

Goal 3: Good Health and Well-Being



In 2017, 1.58 billion people were reported as requiring mass or individual treatment and care for Neglected Tropical Diseases (NTP), down from 1.63 billion in 2015 and 2.03 billion in 2010. The 522 million people requiring treatment and care in least developed countries represented 52 per cent of those countries' populations, down from 584 million in 2015. (Report on progress towards the Sustainable Development Goals UN Economic and Social Council).

The Ministry of Health is undertaking research on Schistosomiasis a Neglected Tropical Disease (NTD) in some communities in the Atwima Nwabiagya District of the Ashanti Region and Ajumako- Eyan-Esiam in the Central Region and it showed about 20% reduction of the disease. The Centre for Scientific and Industrial Research has contributed to this Goal by installing overhead water storage systems in affected communities to reduce the prevalence of the disease. This intervention is in line with **SDG Target 3.3, which** seeks to end epidemics and combat water-borne and other communicable diseases. As part of Ghana's commitment towards ensuring healthy lives and promoting well-being for all at all ages by 2030, the Ministry of Health continues the Malaria elimination effort to reduce Malaria under-five mortality rate as well as the implementation of the Newborn Care Strategy to reduce high neonatal deaths in Ghana. The Ministry of Environment Science Technology and Innovation (MESTI), Ministry of

Health (MOH) and the Ministry of Transport (MOT) undertook 16 interventions in support of the Goal.

GOAL 4: Quality Education



The UN SDG Progress Report indicates that notwithstanding the considerable improvement in education, access and involvement over the past years, 262 million children and youth aged 6 to 17 were still out of school in 2017, and more than half of children and adolescents were not meeting minimum proficiency standards in reading and mathematics. As part of efforts to ensure inclusive and quality education for all, the Ministry of Education increased access to educational facilities as well as increased enrolment from 1,440,732 in 2009/10 to 1,778,021 pupils in 2017/18. In the 2018/19 academic year, the following were recorded in basic schools: 14,163 schools had access to toilet facilities. 14,415 schools had access to electricity, 15,397 schools had access to safe drinking water and 11,877 schools had access to electricity. The Ministry of Environment Science Technology Innovations (MESTI), Ministry of Foreign Affairs and Regional Integration (MFA&RI), Ministry of Employment and Labour Relations (MELR), Ministry of Education (MOE), Ministry of Zongo and Inner-city Development (MICZD) undertook 6 interventions in support of Goal 4.

GOAL 5: Gender Equality



According to United Nations Sustainable Development Goal 5, “the number of men and women in the world is roughly equal. However, gender inequality persists everywhere; in business, education and politics, and this stagnates social progress. Equal opportunities for men and women accelerate achievement across other development outcomes.” The Ministry of Environment, Science, Technology and Innovation (MESTI) has increased the women beneficiaries of the Sustainable Land and Water Management (SLWM) to 58%. MESTI executed an intervention in support of Gender Equality.

Goal 6: Clean Water and Sanitation



Despite progress made, a lot of people still lack safe water and sanitation facilities. Data suggests that achieving universal access to even basic sanitation service by 2030 will require doubling the current annual rate of progress. More efficient use and management of water are critical to addressing the growing demand for water. Through the efforts of the Ministry of Water Resources and Sanitation (MWRS) 24 Mechanized water facilities have been provided in 24 Zongo

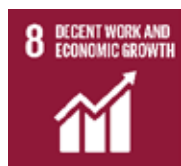
communities. About 252 In-house toilets have been constructed in 22 Inner-City communities within the Greater Accra Metropolitan Area in partnership with Ga Mashie Development Agency (GAMADA). Improved access to safe and reliable water supply services have been provided for communities of the 275 constituencies. 67.8% of the population have been provided with access to basic drinking water services, 36% of the population have been provided with access to safely managed drinking water sources (pipe or point source within the premises or compound). Distribution losses of total volume of water treated and that distributed have reduced from 52.8% to 47.2%. About 24.83% of the population have been provided with access to improved toilet facilities and 17% of the triggered communities have achieved open defecation-free status. 80% of solid waste has been collected and disposed of in sanitary landfills in the five largest cities – Accra, Tema, Kumasi, Takoradi, and Tamale. MWRS, MICZD and MSDI undertook some programmes towards ensuring the achievement of “Clean Water and Sanitation”.

Goal 7: Affordable and Clean Energy



The Ministry of Energy has increased the number of communities connected to the national grid access from 84.32% to 84.98% to ensure access to affordable, reliable, sustainable and modern energy for all by 2030.

Goal 8: Decent Work and Economic Growth



The creation of quality jobs will remain a major challenge for almost all economies taking into consideration the needs of the most vulnerable – children, youth, and women. As part of efforts to improve economic growth, the Civil Service through the Ministry of Employment and Labour Relations is implementing programmes focusing on managerial and productivity enhancement skills to support women entrepreneurs with disability with funding to scale up their businesses as well as organizing training for the youth in software development to enhance economic growth in the country.

Goal 9- Industry Innovation and Infrastructure



Through SDG 9, countries have determined that investing in more resilient infrastructure, cooperating across borders, and encouraging small enterprises will all be critical to ensuring sustainable industrial development. As part of efforts to improve Ghana’s existing industrial infrastructure and technological innovation, the Ministry of Trade and Industry (MoTI) has contributed to the creation of Industries fairly distributed across the country through the implementation of the One

District One Factory initiative and supported 4,390 start-up businesses and entrepreneurs with funding. The Civil Service through the Ministry of Environment, Science, Technology and Innovations has also established the Ghana Innovation and Research Commercialization (GIRC) Centre and National High-Performance Computing (HPC) Centre to improve technology and innovation in the country. In total Eight (8) Ministries have implemented some activities towards the achievement of Goal 9 with MoTI, Ministry of Energy (MoEN), Ministry of Transport (MoT) and MESTI recording a significant number of interventions

Goal 10: Reduced Inequalities



Strong and comprehensive financial systems are essential for supporting equal access to financial services. The Ministry of Finance through the Ghana Financial Sector Development Project has interventions to strengthen the Financial Sector and increase the proportion of Ghanaian adults with access to formal financial products. It hopes to move from the current 58% to 75% by end of 2023.

Goal 11: Sustainable Cities and Communities



The UN report shows that substantial progress has been made in decreasing the percentage of the global urban population living in slums. Many cities face numerous challenges to improve resource use, reduce pollution and poverty, while rural-to-urban migration increases. Ghana is urbanizing rapidly with over 50% of its population living in urban areas. The Ministry of Inner City and Zongo Development has constructed 9 green recreational parks across the country in various Zongo communities. There is average share of the built-up area of cities, are available for use by all irrespective of sex, age and persons with disabilities.

Goal 12: Responsible Consumption and Production



Development Goal 12 focuses on promoting resource and energy efficiency, long-lasting infrastructure, and providing access to basic services, green and decent jobs and a better quality of life for all. The UN reports that worldwide material consumption has increased rapidly and extremely, thereby endangering the realization of Sustainable Development Goal 12 and the Goals more broadly. In support of **SDG Goal 12, target 4**, MESTI has commissioned a training centre and a health post at Old Fadama (Agbogbloshie) to enhance sound dismantling of Waste of Electrical and Electronic Equipment (WEEE). This is expected to minimize the adverse impacts of unsound management of e-waste on human health and the environment. Implementation of the National Integrated E-waste Management Programme is also on going. A Handing Over Centre (HOC) is being constructed

to provide an incentive mechanism for the collection and receiving of e-waste fractions from the informal collectors. The MSDI also supported 12,421 farmers with farm inputs to implement various Sustainable Land and Water Management technologies within the 12 project Districts in the five (5) Northern Regions.

Goal 13: Climate Action



With the rise in greenhouse gas emissions, climate change occurs at much faster than rate anticipated and its effects are clearly felt worldwide. As part of the Civil Service effort to take urgent action to combat climate change and its impacts, MESTI continues to encourage industries to adopt Reduced Emissions from Deforestation and Forest Degradation (REDD) concepts, based on research to assess carbon stocks through the climate change mitigation and adaptation strategy.

GOAL 15: Life on Land



Goal 15 focuses specifically on managing forests sustainably, and reducing land and natural habitat degradation, successfully combating desertification and stopping biodiversity loss. All these efforts aim to ensure that the benefits of land-based ecosystems, including sustainable livelihoods, will be enjoyed for generations to come. MESTI has made some progress towards sustainable forest management. Data has been captured based on ecological zones at the national level and there is a marginal decrease in forest loss from 38% in 2015 to 37.37% in 2018. Land users now adopt Sustainable Land and Water Management Practices because of the Sustainable Land and Water Management Project SLWMP.

Goal 16: Peace, Justice and Strong Institutions



Central to the 2030 Agenda for Sustainable Development is the need to promote peaceful and inclusive societies based on respect for human rights, the rule of law and transparent, effective and accountable institutions. The Civil Service has made efforts in the implementation of National Anti-Corruption Action Plan (NACAP). Monitoring and evaluation of Chief Directors and Directors signing of Annual Performance Agreements has strengthened the performance of the Civil Service at the highest level. This has trickled down to the lowest staff in the Service, thereby implementing strong institutions. The Ministry of Information (MoI) has worked to pass the Right to Information Bill into law and gazetted as Right to Information Act, 2019 (Act 989). A Special Prosecutor's Office has been established and operationalized. The

Office of the Attorney-General and Ministry of Justice has resolved 3,240 out the 6,569 cases received through the ADR.

Goal 17: Partnerships for the Goals



Achieving the ambitious targets of the 2030 Agenda requires a strengthened and enriched global partnership that brings together Governments, Civil Society, the Private Sector, the United Nations system and other actors to reinforce resource mobilization. This includes international support to developing countries, to improve domestic capacity for tax and other revenue collection. To enhance policy coherence and revenue measures, the Ministry of Finance has introduced the Prosecution policy, Non-Tax Revenue Policy, the Medium Term Revenue Policy, Integrated Tax Application and Preparation Systems Apps (iTAPs) and Reduction in Bench Mark values for Custom Classification and Valuation among others, aimed to improve domestic capacity for tax and maximization of revenue mobilization.

The implementation of the SDGs is a Herculean task; however, the Sector Ministries have been doing their best over the years. It is hoped that as they are given the right resources, much will be achieved and Ghana and in particular, the world at large will be better placed.

CHAPTER FIVE (5)

5.0. GENERAL ACHIEVEMENTS IN THE CIVIL SERVICE

The Ghana Civil Service is positioned strategically as the main administrative and bureaucratic machinery of the state. It is mandated to assist Government in the formulation and implementation of policies to drive the national development agenda. During the year under review, the Civil Service worked tirelessly to achieve the goals of Government. This section of the report highlights some of the key achievements in 2019.

a) 2019 Civil Service Week Celebration

The Civil Service Act 1993, Act 327 (Section 88) mandates the Office of the Head of the Civil Service to institute a meritorious award system on performance for Civil Servants. A Planning Committee was constituted, headed by the Chief Director of OHCS, to plan and coordinate the organization of the 2019 Civil Service Week and Awards Night. The Civil Service Week Celebration from 4th to 8th November 2019. This was marked with various activities including; a Press Launch, Public Lecture, an Open Day and Citizens' Engagement by all Ministries and Departments and the Awards Night.

Awards were presented to sixteen (16) and nine (9) best performing Directors and Chief Directors respectively. In addition, thirty-two (32) Professional Category Officers and twenty-seven (27) Sub-Professional Category Officers were awarded.

b) On-line Recruitment System

The operationalization of the on-line recruitment system began on 3rd February, 2019. A test run was organized from 20th to 24th June, 2019 to ascertain the effectiveness of the system. The Online Graduate Entrance Examinations were successfully held from 13th to 16th August, 2019. Seven Thousand, One Hundred and Ninety-Six (7,196) applicants received invitations through the e-application and Four Thousand, Eight Hundred and Ninety (4,890) verified and confirmed their participation. The system was used to recruit Officers into the Civil Service in 2019 and will be used for subsequent years.

c) Performance Management System for Heads of Missions and A1 Foreign Service Officers

The Ministry of Foreign Affairs and Regional Integration in collaboration with the Office of the Head of Civil Service organized Performance Management training programmes for all Heads of Ghana's Diplomatic Missions as well as all A1 Foreign Service officers (FSOs) both home and abroad. The exercise was aimed at training Ambassadors and Directors of the Ministry to



contribute to the attainment of Ghana's foreign policy objectives, the Ministry's Sector Medium Term Development Plan and the President's Coordinated Programme of Economic and Social Development. At the end of the exercise, 49 Heads of Missions and 58 Directors (A1 Officers) set targets and signed their respective 2019 Performance Agreements.

d) Right to Information (RTI) Law

The Ministry of Information together with key stakeholders developed a roadmap to ensure that all preparatory works were completed before the Law came into force. The roadmap identified the responsible agencies and the timelines for the execution of the various activities.

To ensure Citizens have access to information without difficulty, the Office of the Attorney General and Ministry of Justice's (OAGMOJ) re-submitted the Right to Information Bill and successfully obtained Cabinet's approval for the Bill to be laid in Parliament. In 2019, the Right to Information Bill was passed into law as the Right to Information Act, 2019 (Act 989).

The Act, which will be brought into effect in 2020 states that "All persons shall have the right to information subject to such qualifications and laws as are necessary in a democratic society." This will enhance, openness and effective participation of the citizenry in the processes of governance and accountability in the country.

e) Fiscal Responsibility Act 2018, (Act 982)

The Ministry of Finance facilitated the passage of the Fiscal Responsibility Act 2018 (Act 982) by Parliament in 2018 and saw to its implementation in 2019. The object of this Act is to provide for fiscal responsibility rules to ensure macroeconomic stability and debt sustainability and to provide for related matters. Consequently, the 2019 half-year report on the implementation of the Fiscal Responsibility Law (FRL) has been prepared and submitted to Cabinet in line with the Fiscal Responsibility Act.

f) African Continental Free Trade Area (AfCFTA)

Ghana was selected in July 2019 by the AU Heads of State and Government to host the Headquarters of the African Continental Free Trade Area (AfCFTA) in Accra, after a successful bid process. In fulfilment of the bid requirements, Government is expected to provide permanent and secure accommodation for the Headquarters and the official residence of the Director General (DG). The AfCFTA Secretariat is expected to become operational not later than 31st March, 2020.

A 3-Day National Conference on harnessing the benefits of the AfCFTA in Ghana was successfully organized for over a 1,000 delegates consisting of Senior Policy Makers, Parliamentarians, the Business Community, Academia, Civil Society Organizations,

Development Partners, Private Sector Operatives and the Media. His Excellency the President of Ghana constituted an Inter-Ministerial Facilitation Committee to provide strategic direction and coordinate support for the implementation of the AfCFTA in Ghana. A National AfCFTA Coordinating Office has been established at the Ministry of Trade and Industry to serve as a one-stop facilitation centre and information hub on AfCFTA.

g) Improvement in Basic Level Curriculum (KG-Primary 6)

Pursuant to Government's commitment to ensure that every Ghanaian child is equipped with foundational Reading, wRiting, aRithmetic and cReativity (4Rs) skills by the time he/she completes Primary 6, the Ministry of Education completed the review of Kindergarten to Primary 6 Curriculum in 2018 and received Cabinet approval for implementation in 2019. In 2019, implementation of the new curriculum commenced. To ensure effective rollout, the Ministry of Education developed, printed and distributed 157,000 Teacher Packs on the new curriculum to teachers across the country. In addition, 4,086 Master, Regional and District level trainers as well as 152,000 Teachers were trained on the new curriculum.

To ensure continuous improvement in teaching and learning, a curriculum assessment framework has been developed to generate quality assessment data in order to facilitate decisions for improvement.

The introduction of "history of Ghana" as a subject is a deliberate policy to teach pupils at a younger age the history of the country and to make them patriotic citizens.

h) Job Creation

The Ministry of Employment and Labour Relations (MELR) collated and published data on jobs created and job losses during the year under review. This was part of strategies to continuously inform the public on government achievements in job creation. In line with this activity, the MELR developed templates to capture the requisite information in the various Sectors. During the period under review, 611,397 jobs were created in the formal sector. The Ministries, Departments and Agencies (MDAs) accounted for 343,458 jobs while the formal Private Sector also created 267,939 jobs. In addition to these new jobs in the formal sector, Government's flagship programme, 'Planting for Food and Jobs' created 1,593,000 jobs from 2017 to 2019.

i) Tourism/2019 Year of Return

The Ghana Tourism Authority in collaboration with the Ministry of Tourism, Arts and Culture effectively implemented planned activities for the "2019 YEAR OF RETURN" which was declared in September 2018 by His Excellency, the President, Nana Addo Dankwa Akufo-Addo in the United States of America (USA) to commemorate the 400 years since the arrival of African ancestry in America as slaves. There was an increase in the number of travelers into

Ghana which positively impacted private sector industries such as airlines, hotels, tour operators, restaurants, and art and crafts dealers to name a few.

The Year of Return initiative revolutionized Ghana's tourism sector and has put the country significantly on higher pedestal. The Cable News Network (CNN) travel news report for 2019 placed Ghana as the 4th best destination to visit out of 19 countries. The country recorded a remarkable increase of 237,088 airport travels as of the third quarter of 2019, representing a 45% increase over the previous year.

j) Planting for Export and Rural Development

The Ministry of Food and Agriculture's programme, 'Planting for Export and Rural Development' (PERD) is a decentralised National Tree Crop sub-programme under the Planting for Food and Jobs (PFJ). The objective of PERD is to promote rural economic growth and improve household income of rural farmers through the provision of certified improved perennial seedlings, and support services. 15,500 seedlings were targeted to be distributed. 6,930 seedlings (Cashew, Oil Palm, Coffee, Coconut and Mango) were distributed to 47,221 farmers in 2019. The seedlings are expected to cover a total land area of 80,480.78 ha across the country.

k) Implementation of the SDGS

The Ministry of Planning coordinated Ghana's participation at the 2019 High Level Political Forum (HLPF) on Sustainable Development at the United Nations Headquarters, New York, from 9th to 19th July, 2019. The Forum, which included a three-day ministerial meeting reviewed, Goal 4 – (quality education) for the first time since the SDG agenda 2030 was adopted in 2015. Goal 10 (reducing inequalities), Goal 13 (climate action), Goal 16 (peace, justice and strong institutions) and Goal 17 (global partnership) were also reviewed with the aim to strengthen the interlinkages with other goals and their implementation.

These major achievements carried out were through the efforts and strong support of the Civil Service. As the 1992 Constitution indicates, the Civil Service supports and assists Governments in the formulation and implementation of policies in the country. To this end, it can be said that during the reporting year, the Ghana Civil Service exhibited its skills to ensure the major successes achieved through the delivery of services.

CHAPTER SIX (6)

6.0. CHALLENGES AND PROJECTIONS INTO 2020

The Civil Service is still bedeviled with lots of challenges even though it continues to achieve so much in delivering on its mandate. Some of these challenges have been over the years recurring. Significant among them are the under listed which need to be addressed to enable the Service to achieve its full potential.

6.1. Challenges

6.1.1. Financial

a) Untimely Release of Funds

Sector ministries and their departments continue to struggle to carry out planned programmes and activities due to the delays in release of funds. Late releases of budgetary allocation from GoG derailed the ability of Ministries and Departments to deliver fully on planned programmes for the year under review. Some of the affected programmes are real time monitoring of programmes and projects, payments to suppliers and contractors, office logistics to facilitate administrative operations, power, internet connectivity and vehicles/fuel to undertake official assignments.

Often, during the year, releases for the first and fourth quarters are delayed and this significantly starves Ministries and Departments of financial resources to implement their programmes and activities. Consequently, there is a ‘rollover’ and this negatively affects the timelines for delivering targets. For example, the late release of funds for contractors has affected the condition of the roads especially in the feeder roads which will affect the effectiveness of the flagship programme of PFJ.

Limited Funds

Sector Ministries have been faced with the challenge of inadequate funding to support their activities. The lack of adequate funding to procure essential equipment and undertake official assignments affected the Ministries’ performance and productivity. Although Government has prioritised 16 programmes and provided adequate funds for their implementation, other resources especially for Goods and Services continues to suffer. The impact of limited funds in relation to Goods and Services has been mentioned in the challenges of the Civil Service Annual Performance Reports since 2014.

b) Inadequate Logistics

The availability of logistics counts as an essential tool for efficient and effective work to be accomplished. Most Ministries were under-resourced with respect to the logistics that support the smooth running of their operations. Inadequate and overused logistics such as photocopiers,

printers, fax machines, scanners and office stationaries make the work of the Ministries and particularly Departments difficult. In such instances, duties of staff are slowed down which in turn affects the delivery of service.

6.1.2. Infrastructure

a) Encroachment

The issue of encroachment and litigation on institutional lands continues to be a major challenge. The Ministry of Aviation, and its agencies; Agencies under the Ministry of Environment, Science, Technology and Innovations; Ministries of Lands and Natural Resources and Defence are the hardest hit in the constant encroachment of lands. This is attributed largely to failure to properly register government lands and payment of compensation on stool lands given out for development projects. In most cases, resources were channeled to fight encroachers at the expense of other pressing activities and programmes that required careful attention of the Ministries, Departments and Agencies.

b) Inadequate Office Accommodation

One of the major challenges currently affecting the Ministries is inadequate office space for staff. Many of the newly created Ministries lack office space to accommodate the increasing number of staff recruited. The increase in staff because of the expanded mandate of the Ministries has resulted in inadequate office space leading to removing some Directorates to different locations. The practicalities of overcrowded offices and sharing of work space/desk limit the human resource capacity available to deliver on the mandate of the Ministries.

The current practice whereby various Ministries are receiving support to build their own offices may not be seen as being in the right direction and would need to be looked at.

c) Inadequate Residential Accommodation

Ministries and Departments are challenged with residential accommodation for staff. The few available residential buildings have not been renovated in several years and are in deplorable state. The staff accommodation provided for the service is woefully inadequate, compelling majority of staff to lodge in self-rented apartments very far from the Ministries Enclave. This affects productivity, as staff have to use inefficient and unregulated public transit thereby reporting tired or late to work.

6.1.3. Difficulty in accessing data for decision making

The scarcity of data to guide effective policy formulation, implementation, monitoring and evaluation also exist within the Civil Service. Access to timely, complete and comprehensive data appropriately disaggregated particularly from the Ministries and Departments remain a challenge for decision-making. Data collection efforts and follow-ups are done through alternative but inconvenient means such as phone calls or being physically present in offices.

Closely related to the above is the issue of unreliable but high cost of internet with its access that affects the proper functioning of E-Workspace platform. Ministries and Departments faced intermittent internet connectivity provided by National Information Technology (NITA), which affects the daily operations involving the use of the E-Workspace platform. Further, the challenges impede the effective harmonization of data for policy decisions.

6.1.4. Legislation

Outdated and Non-Comprehensive Supporting Legislations

Programmes being run by some Ministries are still not backed by any legal framework. This has a negative impact on intended results: For instance, the Ministry of Gender, Children and Social Protection has made efforts by working expeditiously to get the Affirmative Action, Social Protection, and the Ghana School Feeding Bills to Cabinet. These Bills, when passed will see an enormous improvement in the operation of these programmes.

The Ministry of Chieftaincy and Religious Affairs has outmoded L.I 798 and C.I 27, which specify the procedures for adjudication of disputes by Judicial Committees of Traditional Councils and various Houses of Chiefs. The provisions contained in these instruments are outmoded and not in tune with current legal provisions for adjudication of disputes.

6.1.5 Meagre Remuneration and Conditions of Service

The specific objectives of the pay policy as stated in Section 3.3 of the Government White Paper on the Single Spine Pay Policy (SSPP) explicitly require that jobs within the same job value range are put within the same pay range (ie, equal pay for work of equal worth). The objectives also indicated the minimization of industrial-relation tensions associated with low pay and distortions across the Public Services. Ten years into the implementation of the SSPP, neither the former nor the latter objectives have been achieved. This situation has further widened the salary disparities which the policy intended to address, thereby placing the Civil Service at a disadvantage.

Measures need to be put in place to address the enumerated challenges in order to place the Civil Service better. Enhancing service delivery is the goal of the Service; hence, it is necessary for the

appropriate resources to be provided at the right time to ensure efficient and effective delivery of service.

Based on a Cabinet directive issued in the 1990s, persons who are recruited into the Service as Chief Directors, receive ex gratia upon retirement. However, career Civil Service staff who are appointed as Chief Directors do not receive ex gratia when they retire. This practice is not consistent with labour principle of ‘equal reward for equal work’ and must be reviewed in the spirit of equity.

6.2. Projections into 2020

The Civil Service in 2020 will continue to undertake the under listed programmes among others to support the achievement of its mandate

- Digitize promotion interviews in the Civil Service
- Develop online Pre-Promotion Examination
- Timely payment of pensions for retiring staff in the Civil Service
- Commence the operationalization of the Ghana Civil Service Bureaucracy lab.
- Facilitate the 2020 Annual Civil Service Week and Awards Night by 3rd quarter of 2020.
- Facilitate the appointment, inauguration and meetings of the Civil Service Reform Committee.
- Submit the Ghana Asset Management Corporation (GAMCORP) Bill to Parliament for consideration and passage into law. The Bill when passed is expected to put in place the necessary framework to enhance the State’s capacity in the management and utilization of its assets.
- Establish the African Continental Free Trade Area (AfCFTA) - A National Coordinating Office - to facilitate the implementation of the AfCFTA in Ghana and harness its benefits. This requires the provision of a fully furnished/equipped Headquarters and Official Residence of the Director General and a facelift of the MoTI office building.
- Planting for Food and Jobs
 - Procure and distribute 364,233 Mt of fertilizer (355,733 Mt inorganic and 8,500 Mt organic) to farmers at 50% subsidy.
 - Procure and distribute 24,032 Mt of cereals, legumes and vegetables, 100,000 cassava bundles and 320,000 vines of sweet potato to farmers.
 - Target number of beneficiaries for 2020 is 1.2 million
- Continue with TVET reforms leading to the alignment of all Public TVET Institutions under the Ministry of Education and the creation of TVET Service
- Expand access to Secondary Education
- Establish 10 STEM Centres across the country

- Establish Home-Based Carrier with Private Sector participation. This is one of the key priorities towards the achievement of the aviation hub vision. It is expected that the airline will be established by the end of the year.
- Secure Ghana Armed Forces Lands
 - Construct Teshie waterfront community
 - Acquire over 10,000 acres plot at Aburi for GAF.
- Enhance efficiency in governance and management of the health system
- Review the Civil Service Law;
- Improve the remuneration and conditions of service of Civil Servants;

Conclusion

The contribution of the Civil Service as the main administrative and bureaucratic machinery of the state to the growth and development of the country cannot be over-emphasized. There is the need for government and relevant stakeholders to give attention to the challenges outlined. These challenges if addressed will be very useful to ensure the achievement of the Civil Service mandate of policy formulation, coordination and monitoring and evaluation of programmes and projects.

6.3. Recommendations

Financial

Over the years, the late release of funds has hampered the effective running of activities and programmes especially the fourth and first quarter releases. The Service recommends that the Office of the President support their efforts for the Ministry of Finance to expedite the timely release of budgetary allocations. The Service has also observed over the years, the inadequate release of its approved budgets. A major step towards improving productivity within the Service will be to have the Ministry of Finance release approved budget to correspond with the actual budget of the various Ministries and Departments.

Infrastructure

Recognising that encroachment of government lands and properties is a threat to National Security, the Office of the President to establish a taskforce with relevant state agencies as a measure to reclaim and secure all government and institutional lands and properties. Every effort also should be made by Government to pay to the appropriate landowners any outstanding compensation, if any.

Office space

The Ministerial Enclave has offices, which are predominantly old structures with their associated limited capacities to accommodate both existing and new staff. In recent times, offices have been crowded with staff because the structures have limited opportunity for expansion. There is currently a number of major developments in close proximity to the ministerial enclave and it is envisaged, when completed, there may be adverse impact on traffic and movement to the place.

There is, therefore, the need to revisit the redevelopment and possibly relocate the Ministerial Enclave to ensure smooth government business.

Information Communication Technology

Over the years, the Civil Service has reported consistently on challenges in having regular and reliable internet accessibility for Government business. The situation has not improved and some organizations continue to use the public internet to conduct the business of Government a situation with serious security implications. There seems not to have been any resolution to this challenge.

It is highly recommended now more than ever, under the dispensation of the possibility of Officers working from home, the security of data and information and the elevation of this challenge from the bureaucratic level to a national security level so it gets the right emphasis. Government business should not be carried out in the public space. Government business should be carried out on a secured network instead of the public space, which is usually unprotected.

Conditions of Service

The salary disparity within the Public Service has been talked about on several platforms. There is therefore the need to develop a harmonized salary structure and other conditions of service for all Public Service Institutions taking into account their roles.

APPENDIX 1: MDAs PROGRAMMES AND ACHIEVEMENTS FOR 2019

1.0. MINISTRY OF AGRICULTURE

The Ministry of Agriculture (MoA) is the lead organization responsible for the formulation and execution of policies and strategies for the development of the agricultural sector.

The political and bureaucratic heads of the Ministry were as follows:

- The Sector Minister - Hon. Dr. Owusu Afriyie Akoto
- Minister of State - Hon. Dr. Gyiele Nurah
- Deputy Ministers - Hon. Kennedy Osei Nyarko
 - Hon. Dr. Sagre Bambengi
 - Hon. George Boahen Oduro
- Chief Director - Mr. Robert Patrick Ankobiah

1.1. Sub-vented Agencies under the Ministry

The Ministry has technical and administrative responsibility over eight (8) Agricultural institutions (comprising five (5) Agricultural Colleges and three (3) Farm Institutes) which are to train technical officers to support the implementation of the Ministry's policies and programmes. However, it has only technical responsibilities towards the ten (10) Regional Agricultural Development Directorates (RAD) though its Regional and District staff belong to the Local Government Service (LGS).

Sub-vented Agencies

- Ghana Irrigation Development Authority (GIDA)
- Grains and Legumes Development Board (GLDB)
- Irrigation Company of Upper Region (ICOUR)
- National Buffer Stock Company (NAFCO)
- Veterinary Council

1.2. Sector Ministry Achievements

A. Out-grower and Value Chain Fund

The Out-grower and Value Chain Fund (OVCF) continued to disburse funds to out-growers (smallholders) and processors through the tripartite arrangement of ensuring that farmers are linked to market. In 2019, the OVCF disbursed a total amount of GHS1, 320,258.87 to smallholder farmers and processors under the rubber scheme. In all, GHS 31,210,708.38 has been disbursed to the eight schemes (Rubber, Oil Palm, Rice, Pineapple, Soya-Sorghum-Maize, Cassava-Gari, Cocoa and Maize-Poultry) in its second phase, which started in 2015. Under the rubber scheme of OVCF, smallholders have started tapping and selling to the Rubber Plantations

Ghana Limited (Technical Operator). These out-growers will continue to receive sustained monthly incomes from the sale of cup lumps for at least another 30 years.

B. Ghana Commercial Agricultural Project

Ghana Commercial Agricultural Project (GCAP) assisted Kedan Agribusiness Solutions limited to construct a 500Mt warehouse and to develop a virgin land for commercial agriculture. In addition, extra funds were secured from West African Food Markets (WAFM) to establish maize processing plant. Maize processing factory with a capacity to process 30Mt of maize was also established in Tumu. The main products of the company were maize grits, maize flour and bran. Guinness Ghana Ltd and Burkina Faso were the main sources of markets.

C. Planting for Export and Rural Development

Planting for Export and Rural Development (PERD) is a decentralised National Tree Crop Programme under PFJ, which seeks to promote rural economic growth, improve household income of rural farmers through the provision of certified improved perennial seedlings, and support services. 15,500 seedlings was targeted to be distributed; however, 6,930 seedlings (Cashew, Oil Palm, Coffee, Coconut and Mango) were distributed to 47,221 farmers in 2019. The seedlings are expected to cover a total land area of 80,480.78 ha across the country.

D. Capacity Building in Good Agricultural Practices

The GIZ/MOAP provided training in Good Agricultural Practices (GAPs) for 5,298 farmers in 2018 on topics such as agronomic practices, processing and marketing. These farmers were subsequently linked to markets during the year under review.

E. Promotion of Vegetables among Women Groups

In Ghana, four out of ten women of reproductive age and six out of ten children under 5 are anaemic; these rates are however, much higher in the north where 74 and 82 percent of the children are anaemic.

As part of the strategy to improve human nutrition, SAPIP embarked on widespread promotion of vegetable cultivation in 12 districts in the Northern Region of Ghana during the 2019 cropping season with target on rural women and schoolchildren. The intervention entails the supply of high yielding market-preferred vegetable seeds and technical supports from Agricultural Extension Agents to enable women famers adopt best practices. The vegetables - tomato, pepper, onion, lettuce, cabbage, cucumber and carrot were cultivated in six SAPIP Operational Districts (Savelugu, Tolon, Kumbungu, West Mamprusi, West Gonja and Builsa South) and six other districts (Sanerigu, Yendi, Zabzugu, East Mamprusi, Tamale Metropolitan and Tatale-Sanguli).

So far, over 2,000 women and their families (average family size of five) and over 100 schools have benefited from the intervention.

F. Provide fertilizer and seed subsidy to farmers under PFJ

The primary focus of the government in subsidizing inputs (certified seeds and fertilizer) for farmers is to provide incentive for adoption of new technologies. In 2019, certified seeds supplied to farmers under the PFJ campaign increased by 132% from 6,821.83Mt in 2018 to 15,800.3 Mt in 2019. The varieties of certified seeds procured and supplied to farmers by the distributors included Maize, Rice, Soya Bean, Sorghum, Groundnut and Vegetables. The increased amount of seeds supplied in 2019 was mainly attributed to the increased number of beneficiaries from 677,000 farmers in 2018 to 861,044 farmers in 2019. During the reporting period, 342,200Mt of fertilizer was targeted to be supplied to farmers out of which 295,590 Mt (organic and inorganic) have been distributed to beneficiary farmers.

G. Provide logistical support to Departments of Agriculture

To improve extension service delivery, a total of 3,000 Motor bikes and 216 pick-ups were procured and supplied to, Regional and District Departments of agriculture in 2018. The logistical support together with 2,700 AEAs recruited increased home and farm visits in 2019. In addition, 2,500 Green Uniforms, 2,100 pairs of wellington Boots, 106 computers and accessories (UPS and printers) were distributed to Regional and District Agricultural Departments.

H. Promote Greenhouse Technology

To promote production and marketing of high-value vegetables for local and international markets, three greenhouse-training centres were targeted to be constructed in 2019 out of which two were completed (Dawhenya and Akumadan). The training facilities are expected to create investment opportunities for teeming youth. In all, fifty-nine (170) graduates have been trained in green house technology.

I. Promote Agricultural Mechanization

The Ministry secured US\$150 million from Indian Exim Bank to purchase additional farm machinery for distribution to existing AMSECs and farmers at subsidized cost. A total of 215 tractors, 231 farm implements, 141 maize shellers, 25 multi crop threshers, 68 planter's/seed drills, etc. were allocated to farmers and other service providers in 2019. In all, 62 women have been trained (under the women in the driving seat project) in tractor driving, operations and management in two Farm Institutes – Adidome and Wenchi Farm Institutes.

J. Rehabilitate Irrigation Scheme

To expand arable land under irrigation, the Ministry through GIDA continued to develop and rehabilitate irrigation facilities during the period. Under GCAP, the following irrigation schemes Kpong Left Bank Irrigation Project, Tono irrigation and Kpong irrigation scheme are being rehabilitated. About 40 ha of irrigable area were added to existing area at Guo and Zakpalsi irrigation scheme. Land area developed under formal irrigation schemes increased by 8.12% from 12,003 ha in 2017 to 12,977.85 ha in 2018.

K. Construction and rehabilitation of warehouses

The Ministry constructed 10 warehouses (Krachi & Nkwanta, Nabdam & Bongo, Ketu North, Bole, Mamprugu Moaduri, Sene West and Dormaa East) out of the 30 warehouses planned for. The rest of the uncompleted warehouses were at various levels of completion as at December, 2019. A total of 13,000Mt storage capacity warehouses (located at Chereponi, Gushegu, Kukobila, Sawla, Lawra, Nadowli and Jirapa) were released by MoFA to NAFCO to be used for purchasing and storage of cereals.

L. Rearing for Food and Jobs

30,000 cockerels was targeted to be distributed to farmers in 2019; however, 22,500 were supplied out of which 21,221 was distributed to 2,250 farmers. In addition, 7,500 sheep were supplied and 7,499 distributed to 750 farmers. The mortality for both cockerels and sheep were 489 and 371 respectively.

1.3. Financial Performance

Expenditure by Fund Source	Approved Budget (GH¢ million)	Releases (GH¢ million)	Actual Expenditure (GH¢ million)	% Expended
GoG	607.258	494.501	438.359	88.6
ABFA	80	70.194	69.68	99.3
IGF	2.645	2.201	0.918	41.7
DONOR FUNDS	496.618	472.935	462.935	97.9
TOTAL	1,186.521	1,039.931	971.892	93.5

1.4. Challenges

The following challenges have been persistent over the years

- Untimely release of OHCS reporting guidelines affects our ability to meet reporting deadlines since MoFA have large number of National Directorates to compile human resource data.
- Delay in release of funds affect the tendency of the Ministry to fully implement its planned activities since agricultural activities are timely.

1.5. Forward Look

Planting for Food and Jobs

- Procure and distribute 364,233 Mt of fertilizer (355,733 Mt inorganic and 8,500 Mt organic) to farmers at 50% subsidy.
- Procure and distribute 24,032Mt of cereals, legumes and vegetables, 100,000 cassava bundles and 3,20,000 vines of sweet potato to farmers.
- Target number of beneficiaries for 2020 is 1.2 million.

Planting for Export & Rural Development (PERD)

- Raise and distribute 11,740,000 seedlings of cashew, coffee, coconut, oil palm, mango and rubber to cultivate an area of 88,917.71 land.
- Establish and operate Tree Crops Development Authority.

2.0. MINISTRY OF AVIATION

The Ministry exists to ensure the growth and development of Ghana's Aviation Industry through effective policy formulation, coordination, monitoring and evaluation of the Sector's performance.

The Political and Bureaucratic Heads of the Ministry during the period under review were as follows:

- Sector Minister - Hon. Joseph Kofi Adda
- Deputy Minister - Hon. Yaw Afful
- Chief Director - Ms. Christina Edmund

2.1. List of Sector Departments and Agencies

The Ministry has oversight responsibility over two (2) non-sub vented Agencies namely;

- Ghana Civil Aviation Authority (GCAA)
- Ghana Airports Company Limited (GACL)

2.2. Sector Achievements

a) Bilateral Agreements

- **Creation of an Aviation Hub**

In line with Government's plan for Ghana's aviation industry to become a centre to control domestic, regional and intercontinental flights within the West African sub region, the Ministry signed a MOU with Ethiopian Airlines (ET) as a strategic partner in 2018. In 2019, the engagement of a strategic partner was finalized under the Shareholders Agreement, Management Service Contract, Technical Service Agreement and Personnel Secondment Contract for the operationalization of the airline as planned. Subsequently, a Cabinet Memorandum cataloguing milestone undertaken with financial implications was submitted for the consideration and approval of Cabinet.

- **Bilateral Air Services Agreements (BASA)**

In efforts to promote and provide air transport services to other countries and collaborate in aviation related activities, Ghana through the Ministry signed BASAs with Benin and Mauritius and further negotiated and initialled BASAs with six (6) other countries: Malta, Namibia, Columbia, Finland, Saudi Arabia and Belgium. The signing and re-negotiation of BASA with Contracting States led to improvement in air services connectivity and enhanced Intra-Africa and international trade.

b) Establishment of Aircraft Accident Investigation Bureau (AIB):

In order to enhance aviation safety and security, the Ministry upon the recommendation of International Civil Aviation Organization (ICAO) and the subsequent approval by Parliament, established an Aircraft Accident Investigation Bureau (AIB). The Bureau was established to investigate aircraft accident and serious incidents, which occur in the territory of Ghana and within the Accra Flight Information Region (FIR).

c) Operationalization of Wa Airport

As part of efforts to open up the country for efficient movement of people, goods and services and promote tourism through the support of the aviation sector, the rehabilitation of the Wa Airport was completed in 2018. The Ministry together with its Agencies facilitated the operationalization of the Wa Airport with a maiden commercial flight by Africa World Airlines to the airport on October 15, 2019.

d) ICAO Universal Safety Oversight Audit Programme

In 2019, Ghana underwent an International Civil Aviation Organization (ICAO) Coordinated Validation Mission (ICVM) audit to ensure that the country was complying with standards and recommended practices of ICAO. Ghana attained Effective Implementation (EI) rate of 89.89% as against the 64% scored in 2006. This shows that, Ghana scored the highest on the African continent at the end of the Audit and as such has the safest airspace in Africa.

Again, the Airport Council International (ACI) adjudged the Kotoka International Airport the best airport in West Africa and the fourth in Africa in the first quarter of 2019. The Ministry was also awarded the Golden Star Award for Exemplary Aviation Security & Safety Service in West & Central Africa at the 16th Africa Security Watch Awards.

e) Construction Kumasi Phase II and Tamale Airports Phase II Projects:

H. E. President Nana Addo Dankwa Akufo-Addo cut sod for the commencement of Phase II of the construction works at the Kumasi Airport in 2018. This was in line with Government's strategy to transform the Kumasi Airport into an International Airport. During the year under review, 52% concrete works on the sub and super structures were completed. The Project when completed will position Kumasi, which is the largest commercial centre in the central belt of Ghana to compliment the multi-modal transport system, comprising road, air and rail to support the movement of people and goods to the middle and northern belts of the country.

Similarly, H.E President Nana Addo Dankwa Akufo-Addo cut sod on August 15, 2019 for the commencement of Phase II of construction works at the Tamale Airport. Cabinet and Parliamentary Approval preceded this in 2018 for the expansion work. The construction of the

Tamale Airport Phase II when completed will serve as an alternate to Kotoka International Airport (KIA) and serve the Sahelian Region.

f) Construction of Air Navigation Service (ANS) Building:

Construction of a modern Air Navigation Services (ANS) Centre was on going at KIA to provide state-of-the-art equipment for air navigation services and offices for Air Traffic Controllers and Engineers. The structure, which began in 2017 with 51% completion in 2018, was 70% complete by the end of 2019.

2.3. Sustainable Development Goals

- a) The Ministry in efforts to achieve Goal 9 of the SDG “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation” submitted a Cabinet Memorandum on the establishment of a home Based Carrier for the consideration and approval of Cabinet. It also facilitated the introduction of two (2) additional domestic airline operators.
- b) The Ministry in pursuit of Goal 11 “Make cities and human settlements inclusive, safe, resilient and sustainable” completed evaluation of Expression of Interest to review existing aviation policy and develop aviation Master Plan.
- c) Under Goal 17 “Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development (Policy and institutional coherence)” the Ministry set up an Accident Investigation Bureau.

2.4. 2019 Financial Performance

No.	Item	Budgeted Amount (GH¢)	Revised Budget (GH¢)	Released Amount (GH¢)
1.	Compensation	858,522.00	1,064,913.00	828,608.48
2.	Goods and Services	2,377,379.00	2,377,378.00,	1,691,654.00
3.	Assets			
	GOG	1,685,699.00	1,524,984.00	1,524,982.00
	DONOR FUNDING	313,222,700.00	313,222,700.00	186,824,493.62
4.	GRAND TOTAL	318,144,300.00	318,189,374.00	190,869,738.10

2.5. Challenges

- a) **Inadequate and untimely release of funds:** The untimely release of funds from GoG prevented the Ministry from effectively performing its oversight functions. Furthermore, lack of adequate funding to procure essential equipment e.g. vehicles to undertake official assignments also affected the Ministry's performance during the year under review.
- b) **Inadequate Private Sector participation:** Inadequate funding from the private sector to finance infrastructural projects within the sector considering the high cost of funding aviation infrastructure.
- c) **Encroachment on Aviation lands:** Lands designated to the Ghana Airports Company Limited and the Ghana Civil Aviation Authority is being encroached by individuals and private developers. This is due to failure to properly register aviation related lands and payment of compensation on stool lands given out for aviation development projects.
- d) **Inadequate office space to accommodate staff:** The Ministry has not been able to have full complement of the four-line Directorates for efficient running of the Office. This has overburdened the current staff as most of them had been given double schedules leading to work overload.

2.6. Forward look

- a) Establishment of a Home-Based Carrier: The Ministry will continue with processes for the establishment of the Home-Based Carrier with Private Sector participation. This is one of the key priorities towards the achievement of the aviation hub vision. It is expected that the airline will be established by the end of 2020.
- b) The Ministry will review the aviation policy developed in 2008 and develop an **Aviation Master Plan**.
- c) Continuation of work on the **Phase 2 of the Tamale Airport**; which involves the construction of modular airport terminal building with approximately 5,000m² Hajj Terminal, Access road, car park and other airport facilities that can serve as an alternate international airport to KIA.
- d) Continuation of construction works on the **Phase 2 of the Kumasi Airport** which involves construction of a new terminal building with approximately (5,800m²), construction of new Apron, extension of existing runway and other airport facilities to serve as an international airport.
- e) Construction of **Northern Apron** at the Kotoka International Airport to accommodate eight parking stands for aircraft especially during peak periods. The scope of work involves

construction of apron rigid pavements for aircraft parking, installation of apron flood lighting system and extension of the fuel mains to aircraft stands.

- f) Construction of a new ultra-modern **GCAA Headquarters** is a design and built project on a turnkey basis with co-financing from Amandi Investments Holding Limited. The scope of works involves the construction of an eight (8) storey commercial building with a total built area of approximately 9,300m². The structure will have the following; one (1) underground parking floor, six floors above the ground floor, data center infrastructure facilities, cafeteria, gym, executive lounge, green space and nurse station.
- g) Construction of **Air Navigation Services (ANS) building** at KIA to be completed. This will house state-of-the-art equipment for air navigation services and serve as offices for Air Traffic Controllers and Engineers.
- h) Improvement and development of **Human Resource Capacity** for the sector as well as continuation of collaboration with other stakeholders in the delivery of aviation infrastructure and services.

3.0. MINISTRY OF BUSINESS DEVELOPMENT

The Ministry exists to initiate, formulate, monitor and evaluate policies and stages of business processes to create a friendly entrepreneurial country, that seeks to nurture private sector-led investments and cultivating and supporting businesses.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Awal Mohammed Ibrahim (Feb. 2017- Date)
- Chief Director - Alhaji Hafiz Adam (April 2019 to Date)

3.1. Agency of the Ministry

The National Entrepreneurship and Innovation Plan (NEIP)

3.2. Sector Achievements

a) Policies, Legislations and Regulations

- **National Entrepreneurship Policy**

The Ministry through two (2) stakeholder consultation meetings finalised the draft National Entrepreneurship Policy and submitted to Cabinet; which was subsequently approved. The policy was developed to enhance the entrepreneurial culture to increase business formation.

b) Business Support and National Business Plan Competition

The Business Support Programme under the National Entrepreneurship and Innovation Programme attracted twelve thousand (12,000) applicants who were trained by selected Hubs in the Regions. Out of the 12,000 applicants, three thousand (3,000) successful entrepreneurs who presented innovative and bankable business plans were selected for financial support ranging from Ten Thousand Ghana Cedis (GH¢ 10,000.00) to Hundred Thousand Ghana Cedis (GH¢ 100,000.00). It is expected that each of these entrepreneurs would create a minimum of 3 jobs, totalling 9,000 direct jobs and 15,000 indirect jobs that would have been created by this programme.

c) Entrepreneurship Development and Training

The Presidential Pitch season 2 was also launched to provide financial support to young entrepreneurs between the ages of fifteen (15) years to thirty-five (35) years. Out of 800 applications received, twenty (20) young entrepreneurs were selected and given financial support to develop their entrepreneurial ideas into global businesses. The support given was between Twenty-Five Thousand Ghana Cedis (GHS 25,000.00) and Sixty Thousand Ghana Cedis (GHS

60,000.00). His Excellency, the President gave a personal donation of Forty Thousand Ghana Cedis (GHS 40,000.00) to the overall winner. This was organised to promote the entrepreneurial spirit among the youth towards job creation.

d) School Entrepreneurship Initiative-(SEI)-Tertiary

His Excellency the Vice President at the University of Ghana, Legon, launched the SEI-Tertiary. In all, the Ministry set up twenty (20) entrepreneurial clubs in twenty (20) tertiary institutions nationwide. This initiative has helped to boost the entrepreneurship eco-system and deepened entrepreneurial capacity of students. Approximately twelve thousand, seven hundred and forty-one (12,741) students were registered as members at the various SEI Tertiary clubs.

e) Presidential Empowerment for Women Entrepreneurs with Disability-PEWED

Presidential Empowerment for Women Entrepreneurs with Disability-PEWED was another programme that was launched during the year under review. The programme was geared towards providing support for women entrepreneurs with disabilities to enable them start or expand their businesses and to create employment. Hundred (100) disabled women were trained and funded to scale up their businesses.

f) Launch of World Business Angels Investment Forum – WBAF

The Ministry in partnership with the World Business Angels investors opened an office in Accra, Ghana, which was the first in West Africa. This office would assist Ghanaian entrepreneurs with innovative business plans and ideas to access funds and business advice from the Angels investors worldwide.

g) Greening Business Management

The Ministry with the aim of ensuring sustainable utilization of its country's natural resources has established the Greenhouse project to protect the environment and ensure sustainable utilization of its country's natural resources, boost the economy of the country in terms of job creation, Modernization of Agriculture, import substitution and food security. The Greenhouse Estate has Hotel facility attached to it. The facility has the blocks and concrete works on the first floor completed with final plastering, fixtures and fittings yet to be done. As at 31st December, 2019, works on the Greenhouse Estate was sixty-five percent (65%) completed which is believed to generate money when fully completed.

3.3. Sustainable Development Goals (SDGS)

The Ministry focused on SDGs **Goal 9.3 “Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit”**. Four thousand, three hundred and ninety (4,390) start-up businesses and entrepreneurs they have supported with funding between 2018-2019 to establish themselves and provide jobs for others.

Under SDGs Goal 8.5, **“Full employment and decent work with equal pay”** six hundred (600) women entrepreneurs who are disabled were supported with funding to scale up their businesses thus creating over 1,500 decent jobs.

3.4. Financial Performance

2019 BUDGET PERFORMANCE					
Expenditure Item	2019 Approved Budget	Actual 2019	Variance	% Variance	% Received
Compensation of Employees	148,532.00	284,320.20	135,788.20	(91.42%)	191.42%
Goods and Services	47,278,700.00	35,318,165.82	11,960,534.13	25.30%	74.70%
Capital Expenditure	1,500,000.00	1,709,779.40	209,779.40	(13.99%)	113.99%

3.5. Challenges

a) Inadequate Office Space

The Ministry currently has its staff located at MOTI’s annex block, which also accommodates other Ministries. The Ministry was expected to be fully functional with full complement of staff from 2019, which means more offices is needed to accommodate the additional staff.

b) Delay in Financial releases

The Ministry experienced many delays in the release of funds for its Goods and Services causing a delay in its delivery of service and performance of the Ministry.

c) Human Resource

Inadequate experienced staff especially for budget and Audit in the Ministry to ensure stability and provide strategic support has greatly affected the Ministry.

3.6. Forward Look for 2020**a) Window three (3) presidential business Support Programme**

One of the activities the Ministry will undertake in 2020 is the Window 3 of Presidential Business Support, which will go down to all the Metropolis, Municipal and District Assemblies in Ghana. This is aimed at bridging the gap between the urban and rural Ghana in terms of Business Support.

b) Community Business Initiative

Ministry of Business Development in the year 2020 will develop and implement policies and programmes to improve the entrepreneurial capacity of Ghanaians, particularly the youth in rural communities in order to create jobs and wealth.

c) Young Entrepreneurs Excellency Award

Ministry of Business Development in partnership with its implementation agency, the National Entrepreneurship and Innovation Programme will organize the young Entrepreneurs Excellency Award to boost the morale of the young entrepreneurs

d) Presidential Empowerment for Women Entrepreneurs with Disabilities (PEWED)

The Ministry will be supporting five (500) hundred women in 2020 through the launch of the season four (4) and five (5) of the Presidential Empowerment for Women Entrepreneurs with Disabilities.

e) Dissemination of National Entrepreneurship Policy

The Ministry will initiate the dissemination process across the country. With a directive from Cabinet, the Ministry will factor into the design a policy strategic sector of ICT innovation and technology and through its Ministers, give a clear linkage between the National Board for Small Scale Industries and the National Entrepreneurship and Innovation Programme.

4.0. MINISTRY OF CHIEFTAINCY AND RELIGIOUS AFFAIRS

The Ministry of Chieftaincy and Religious Affairs exists to serve as an interface between Government and Civil Societies on matters relating to Chieftaincy and Religious Affairs for the promotion of peace and good governance. Its vision is to preserve, sustain and integrate the regal and traditional values and practices to accelerate wealth creation and harmony for total national development.

The Political and Bureaucratic Heads of the Ministry were:

- Sector Minister - Hon. Hon. Kofi Dzamesi
- Deputy Minister - Hon. Hon. Paul Essien
- Chief Director - Mr. Benjamin Afful

4.1. Agencies

- National House of Chiefs
- 10 Regional House of Chiefs: Ashanti, Brong-Ahafo, Central, Eastern, Greater Accra, Northern, Upper East, Upper West, Volta and Western Regions.

4.2. Sector Ministry Achievements

A. Policies, Regulations and Legislations

- **Draft National Policy on Religion**

The Ministry completed the draft National Policy on Religion by organizing stakeholder consultations and subsequently forwarded it to Cabinet for consideration and approval.

- **Revised Legislative Instrument on Membership of Regional Houses of Chiefs**

The Ministry is revising the existing legislative instrument on membership of the Regional Houses of Chiefs to make provision for the six (6) new Regions, which are: Oti, Bono East, Ahafo, Savannah, North East and Western North.

B. National House of Chiefs, Queen Mothers and Traditional Authorities involved in the preservation of natural resources.

The Inter- Ministerial Committee on Illegal Mining and the Ministry of Chieftaincy and Religious Affairs held workshop for Paramount Chiefs and Paramount Queen Mothers in Wassa Fiasa, Wassa Amenfi and Obuasi in the Western and Ashanti Regions respectively. The team further visited the mining communities in these regions.

C. Chieftaincy Institution Strengthened

In efforts to strengthen the Chieftaincy sector, the Ministry revised the handbook on Chieftaincy and incorporated a collection of legal instruments on Chieftaincy.

The Ministry has also completed a draft book of reference material which entails instruments on the creation of the six regions; notes on aspects of Chieftaincy; stool property, Chieftaincy regulation and position of Chiefs in some Akan areas and paramountcy's and Traditional Areas of the Regions.

One priority of the Ministry was to rehabilitate existing structures for smooth administrative duties in the Regions. However, due to outstanding payments of contractors for work done, construction work was stalled. The Minister used his good office to push for the payment of some of the outstanding debts in 2019 with the hope that constructors will resume work.

D. Inter-faith co-existence strengthened

The Ministry as part of its activities of strengthening various religions for national development facilitated Christian pilgrimage to the State of Israel. About two hundred and twenty (220) pilgrims in total embarked on the trip during the period under review.

The Ministry also completed draft guidelines for Christian Pilgrimage, which set out the protocols for organizing Christian Pilgrimage in jurisdictions outside the country, and outlines the processes to organize local Christian pilgrimage.

E. Adjudication of Chieftaincy Disputes

Sixty-Six (66) chieftaincy cases representing 14.04% were disposed of in the National House of Chiefs; Ashanti, Brong-Ahafo, Central, Eastern, Greater Accra, Northern, Upper West and Volta Regional Houses of Chiefs. The National House of Chiefs recommended and approved eight hundred and twenty-two (822) representing 96.14% Chieftaincy Declaration (CD) Forms for entry into the National Register of Chiefs as at 31st December, 2019.

F. Printing of the Chieftaincy Bulletin

The Ministry published and printed the new volume of the Chieftaincy Bulletin for distribution. This is in fulfilment of section 60 of the Chieftaincy Act, 2008 (Act 759).

4.3. Financial Performance

	APPROVED BUDGET FOR 2019 GH¢	AMOUNT RELEASED GH¢	ACTUAL EXPENDITURE GH¢	VARIANCE
COMPENSATION OF EMPLOYEES	38,921,130.00	24,744,290.30	24,744,290.30	14,176,839.70
GOODS AND SERVICES	2,630,936.00	1,924,241.00	1,266,507	706,695.00
CAPITAL EXPENDITURE	950,000.00	1,464,352.08	1,464,352.08	
TOTAL EXP.	42,502,065.08	28,132,883.4	27,475,149.4	14,883,534.7

4.4. Challenges

- **Inadequate funds for the adjudication of disputes.**

The Judicial Committee members mostly come from distant traditional areas to sit on chieftaincy disputes at the Regional Houses of Chiefs. However, the Ministry is constrained to fund both transportation cost and sitting allowances due to inadequate funds, making it very challenging to perform their assigned task frequently.

- **Inadequate grants to the National and Regional Houses of Chiefs.**

Grants given to National House of Chiefs, Regional House of Chiefs and Traditional Councils are inadequate to support the administration of these institutions.

- **Low staff strength.**

Most of the houses of chiefs and traditional councils were still understaff and this situation affects the administration of these institutions.

- **Inadequate Logistics**

The Ministry did not have adequate logistics for the running of the Ministry and its Regional House of Chiefs.

- **Challenges of the legal regime**

L.I 798 and C.I 27 specify the procedures for adjudication of disputes by Judicial Committees of Traditional Councils and various Houses of Chiefs. The provisions contained in these

instruments are outmoded and not in tune with current legal provisions for adjudication of disputes.

- **Composition of Judicial committee**

The composition of the members of the Judicial Committee is five (5) panel members for the National House of Chiefs and three (3) for the Regional Houses of Chiefs. In the event of one (1) member not present during proceedings, there is adjournment of case, which leads to delays in settling disputes.

4.5. Forward Look

The Ministry intends to;

- Strengthen the mechanism for the adjudication of chieftaincy matters;
- Building capacity, publish and distribute materials on chieftaincy.
- Implement its directive on Christian Pilgrimage, strengthen the structures and make facilitation easier.
- Adopt and implement the national policy on religion if approved by Cabinet.
- Finalize and complete the Handbook on Chieftaincy.
- Digitize the National Register of Chiefs.
- Encourage the application of the Alternative Dispute Resolution (ADR) mechanism in the resolution of chieftaincy matters.
- Engage the judicial committees and the judicial service to build the capacity of the judicial committee members.
- Strengthen inter-faith dialogues, deepen collaboration to foster national cohesion, values inculcation, and in the context of religion and cultural diversity enhanced through citizen participation for national development.
- Continue to prepare and compile customary laws and lines of succession applicable to stools and skins.
- Engage religious bodies on activities that infringe on the rights of believers or adherents and on acts that are contrary to the laws of the Republic of Ghana
- Continue the construction of office building for the Ministry and renovation works on the Houses of Chiefs buildings.
- Organize training and capacity building for traditional authorities and staff of the Ministry.
- Organize workshops and seminars for traditional authorities
- Strengthen monitoring and evaluation systems to track progress of work.

5.0. MINISTRY OF COMMUNICATION

The Ministry of Communication (MoC) is responsible for initiating policies, plans and programmes to ensure the establishment of an accessible, reliable and cost-effective world-class communications infrastructure and services to promote growth of the ICT landscape and foster economic development.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Ursula Owusu-Ekuful (MP)
- Deputy Minister - Hon. George Andah (MP) and Hon. Vincent Sowah-Odotei
- Chief Director - Magdalene Apenteng (Mrs.)

5.1. List of Agencies and Departments

Sub-vented Agencies

- Ghana Meteorological Agency (GMet)
- National Information Technology Agency (NITA)
- Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE)
- Postal and Courier Service Regulatory Commission (PCSRC)
- Accra Digital Centre (ADC)
- National Cyber Security Centre (NCSC)
- Ghana Domain Name Registry

Statutory Bodies

- National Communications Authority (NCA)
- Ghana Postal Company Ltd. (GPCL)
- Ghana Investment Fund for Electronic Communications (GIFEC)
- Data Protection Commission (DPC)

5.2. Sector Achievements

A. Policies, Legislations and Regulations

- **Amendment of GMet Act**

Pursuant to a directive by the Cabinet Committee on Governance, Legal and Security that parties meet and deliberate on matters related to the proposed amendment to sections of the GMet Act, Act 682(2004). A meeting chaired by the Vice President of the Republic of Ghana, His Excellency Dr. Mahamudu Bawumia was organized where a Cabinet memo was prepared and received approval. Subsequently, the Ministry in collaboration with the Ministry of Justice and Attorney General's Department finalized the document, which was forwarded to Parliament and approved.

B. Migration from Analogue to Digital Terrestrial Television (DTT) Project

The Ministry signed a contract with Northern Electricity Development Company (NEDCo) to provide dedicated power transformers and materials to nineteen (19) DTT sites in the Northern Sector. Professional staff responsible for monitoring and ensuring that work was successfully completed was also assigned to the project.

C. Girls in ICT Day (GIICT)

The Ministry organized two sessions of its annual major flagship programme “Girls in ICT Day” during the period under review. The first one was held in 9 Districts in the Western Region in May 2019 and the second, 14 Districts in the Central Region in November 2019.

With assistance from GIFEC and KACE, one hundred and thirty (130) ICT teachers and NABCO personnel were trained in basic computer skills, Java Script, scratch, HTML and Cascading Style Sheet (CSS) through the ‘Trainer of Trainers’ workshops organized. This prepared them adequately to also train a total number of One Thousand, Five Hundred and Twenty-Nine (1, 529) girls; (Five Hundred and Forty-Nine (549) from the Western region and Nine Hundred and Eighty (980) from the Central Region).

The Ministry in addition to the above successfully organized a mentorship workshop in these two Regions where successful female achievers in the ICT field were invited to inspire the girls. A total number of Two Hundred and Eighty-Six (286) laptops were presented as awards to One Hundred and Twenty (120) girls, Ninety-Eight (98) ICT teachers and Twenty-Eight (28) Girl Education Officers by the Ministry.

An ‘Open Day’ programme was organized after the GIICT programme for the top seventy (70) girls from the Western Region who excelled in a competition following training sessions. They were brought to Accra for one week to visit some ICT companies to give them a practical appreciation of ICT and expose them to career opportunities existing in the field.

D. Miss Geek, Ghana

Miss Geek, Ghana is an international competition that requires women between the ages 13 and 25 to submit ICT Applications (App) that solve societal challenges.

The Ministry with support from its sponsors organized the maiden competition in Ghana, which was held on 5th December, 2019. Ten (10) girls out of over two hundred (200) applicants were chosen to present their ICT solutions, which was voted and judged by selected judges and participants. All ten (10) candidates who were present received laptops, while the top three (3) received cash prizes in addition and will undergo training by a selected innovation hub at the Accra Digital Centre to assist them develop their prototypes. The overall winner received an extra financial support to commercialize her App. She will also represent Ghana at Miss Geek Africa in February, 2020 in Conakry, Guinea.

E. Satellite TV Project

Following the completion of the China-Aided Satellite TV Project, the Ministry constituted a team to conduct a monitoring and evaluation exercise to ascertain whether the required specifications as indicated in the agreement for the project was met. The monitoring team randomly selected and visited nineteen (19) beneficiaries, four (4) households and fifteen (15) public areas.

The project provided beneficiaries with a total of four (4) integrated 32-inch digital TV sets, ten (10) projectors, ten (10) projector screens, fourteen (14) inverters, four (4) decoders, fourteen (14) solar panels, fourteen (14) bulbs, eighteen (18) satellite dishes and ten (10) speakers. The team with its report successfully completed the monitoring exercise.

5.3. Financial Performance

S/N	SOURCE	APPROVED BUDGET (GH ¢)	ACTUAL RECEIPTS (GH ¢)	ACTUAL EXPENDITURE (GH ¢)	VARIANCE
1	GoG				
	Compensation of Employees	23,201,176.00	16,191,222.07	16,170,014.55	7,031,161.45
	Use of Goods and Services	2,986,336.00	2,518,625.00	2,437,891.75	548,444.25
	CAPEX	6,270,000.00	779,229.41	779,229.41	5,490,770.59
2	IGF	10,933,065.38	8,444,159.69	5,990,791.65	4,942,273.73
3	DEV'T PARTNERS e.g.				
	DANIDA				
	JICA				
	WORLD BANK	104,878,030.00	76,142,625.20	61,955,043.00	42,922,987.00
	TOTAL	148,268,607.38	104,075,861.37	87,332,970.36	60,935,637.02

5.4. Challenges

During the period under review, the following challenges limited the progress of the work of the Ministry.

- There was inadequate number of professional staff across the sector to fully undertake planned programmes and activities. This could be attributed to the current conditions of service for the IT Class, which makes it difficult to attract and retain high calibre of ICT professionals in the sector.
- The high cost of providing ICT infrastructure and services in the face of dwindling GoG budgetary allocations over the period made it difficult for the Ministry to build capacity in the field.

- There was inadequate institutional and regulatory framework to support ICT development.
- The Directors for Finance and Administration (F & A) as well as Research Statistics and Information Management (RSIM) who retired had not been replaced and this affected effective delivery of activities within the Directorates.
- Unavailability of vehicles hindered the movement of staff to achieve certain deliverables and deliver on Agencies' mandate.
- The Ministry, together with almost all its Agencies recorded late releases of budgetary allocation and this affected negatively on the ability of the sector to deliver fully on its planned programmes for the year under review.

5.5. Forward Look

a) ICT Infrastructure Programme

- **Expansion of the Digital Terrestrial Television Network (DTT)**

The Ministry will continue the expansion of the DTT network to include additional channel capacity, conditional access capability and the construction of a disaster recovery centre. This will enable the provision of value-added services, enhance broadcast functionality and provide interactive features for viewers. The Ministry will also work with the Ministry of Information and all stakeholders to provide public awareness on the entire migration process from Analogue to digital broadcast across the country.

- **Operationalization of Central Digital Transmission Company (CDTC)**

The Ministry will establish and operationalize CDTC for the management of the DTT platform by granting access to broadcasting operators and maintain the infrastructure.

- **Rural Telephony and Bridging the Digital Divide**

GIFEC will collaborate with ECG to utilize aerial Fibre to provide faster and affordable internet connectivity to remote and rural areas across the country. Government is currently seeking funding to expand the Rural Telephony Project to extend voice and data services to all underserved communities in 2020.

- **SIM Re-registration**

The Ministry will provide a solution for the seamless verification of IDs for registration of SIMs to be effectively conducted. From 1st January 2020, all citizens, residents and visitors will be required to re-register or register their SIM cards. Any SIM card which is not registered by June 2020 (i.e. six-month time frame for registration) will be deactivated.

- **Central Equipment Identity Registry (CEIR)**

The Ministry will also establish a Central Equipment Identity Registry (CEIR) to register all mobile devices in the country and reduce the influx of stolen, substandard and counterfeit mobile devices. Citizens will be encouraged to register their devices and SIMs at the same time.

- **ECOWAS Free Roaming Policy**

The Ministry will implement the ECOWAS free roaming initiative to enhance regional integration and economic development, which will facilitate Ghana's hosting of the Secretariat of the African Continental Free Trade Area (AfCFTA). This initiative will reduce roaming rates within the ECOWAS Sub-region, to promote Cross-Border investments and encourage competition among operators to reduce call charges. From January 1, 2020, all ECOWAS citizens traveling within the region will experience no roaming tariffs, they will be charged as local rates.

- **G-cloud Infrastructure**

There will be an implementation of G-cloud to provide Infrastructure as a Service (IaaS), Platform as a Service (PaaS) and Security as a Service (SaaS). The G-Cloud will improve service delivery and operational efficiency, centralised monitoring, on demand service provision and reduced time to market. The G-Cloud will also improve NITA's backup, recovery and incident processes of the e-Infrastructure by 60% by December, 2020.

- **Data Exchange Hub (DEH)**

In 2020, there will be an implementation of a Data Exchange Hub (DEH) to connect all databases on Government e-Services Infrastructure and ensure smooth service delivery of Government applications. It will collate information from BDR, DVLA, EPA, etc. for verification purposes. It is envisioned that corporate and businesses as well as individuals will subscribe to this service. The DEH will integrate systems and applications managed by MDAs. It will improve access to government data by 60% by December, 2020.

- **Establishment of Public Key Infrastructure (PKI)**

NITA plans to train 50 engineers for the deployment of PKI and for the sensitization drive on the use of PKI. The implementation of the PKI Infrastructure will improve NITA's revenue by about 50% by December, 2020.

- **Ultra-Modern 30-Seater Customer Service/Call Centre**

Develop and implement 30 seater ultra-modern customer service/ Call Centre to improve customer satisfaction, improve customer experience and enhance productivity and efficiency.

- **Implementation of Security Operations Centre**

NITA will set up a Security Operations Centre to ensure threat monitoring and mitigation of cyber-attacks on government networks. This will improve collaboration among public and private sectors in fighting e-crimes.

- **Solar-Powered Cell Sites**

GIFEC plans to explore the possibility of providing solar-powered ICT devices in the future.

Under Infrastructure Sharing, GIFEC intends to collaborate with ECG in the delivery of its community projects. Under the proposed partnerships, GIFEC would make use of the ECG Fibre Network, which runs on the ECG pylons. This would make it easier for GIFEC to deploy a faster and affordable internet connectivity to the remote and rural areas. GIFEC has started discussions with ECG on this collaboration.

- **Provision of Affordable Internet**

GIFEC will continue to roll out its affordable internet connectivity programme aimed at providing affordable internet to remote unserved and underserved communities across the country.

b) Capacity Building

- **Establishment of Innovation Laboratories**

The Ministry through the KACE will complete the establishment of two (2) more state-of-the-arts Software Testing and e-Learning labs with assistance of the \$1 million (1,000,000.00) Indian grant facility to equip and operationalise two more ISO certified research laboratories in collaboration with C-DAC India.

The two centres in Sunyani and Bolgatanga and pilot research work undertaken by these two research centres will also be inaugurated. The research centre will design and develop IT solutions and software applications for public and private sector organisations to enhance their operations.

- **Research and Development**

The KACE will also undertake research, develop and deploy IT and e-governance solutions for private and public centre organizations to improve ICT integration and business operations.

The KACE will collaborate with the Ministry of Communications and other MDAs such as OHCS and the NABCO secretariat in the design, development and implementation of special training programmes in ICT for the Civil Service.

- **Tele-education and Tele-medicine**

The Ministry of External Affairs (MEA), India have selected AITI-KACE as the implementing agency for Tele-Education and Tele-Medicine project in Ghana for the next four (4) years in second phase of the Pan-Africa e-Network Project (PAeNP); to be known as e-VidyaBharati and e-AarogyaBharati Network Project (e-VBAB) to enhance knowledge and skills transfer to Ghana. This will be done in collaboration with the Telecommunications Consultant India Limited (TCIL-India), the Ministry of Communications - Ghana, Ministry of Education - Ghana and Ministry of Health - Ghana.

- **Girls-in-ICT**

The Ministry will celebrate the Girls in ICT Initiative in two newly created regions, starting with Oti Region in the second quarter of 2020. Eight Hundred (800) girls will be selected from the 8 districts of the Region for this purpose, and will benefit from enhanced ICT related training.

- **Gender Equity in ICT**

GIFEC in 2020 would continue to develop digital inclusion programmes with the view of closing the gender gap. Through this digital inclusion programmes, GIFEC hopes to improve the digital skills of women and girls, make relevant content for women available at Community Information and Communication Technology Centres (CICs) under public access centres.

- **Draft Bill for National Cyber Security Centre**

The Ministry will pursue the enactment of the Cybersecurity Bill to establish the Cybersecurity Authority and through the National Cyber Security Centre (NCSC) intensify cybersecurity awareness on fake news, misinformation, as well as hate speech to foster a peaceful election 2020.

- c) **Meteorological Services Programme**

- **Installation of Weather Equipment**

GMet intends to install Automatic Weather Observatory System (AWOS) at Kumasi and Tamale Airports to comply with ICAO and WMO standards and protocols to an International Status in line with the President's vision of making Ghana an aviation hub in the sub-region. This equipment is essential for GMet to gather and disseminate weather information critical to the aviation industry to avoid disasters. In addition, the agency seeks to automate its operation through the procurement of this equipment and serve the Oilrigs as we deploy fully into the marine meteorology.

- **Upgrade of Database Management System**

The Agency intends to upgrade its Climatological Database Management System (CDMS) to enable the database upgrade automatically on daily basis. This will be achieved through

configuring the database server to receive data electronically from remote sites with reliable internet connectivity.

d) Data Management and Regulation

• Accreditation of Training institutions

The Commission intends to accredit five (5) institutions to offer training to persons interested in registering for the Data Protection Supervisor's programme. An estimated 550 personnel will be trained as Data Protection Supervisors. This will broaden the capacity of the Commission to monitor the activities of data controllers across the country.

• External Training and Awareness (Auditors)

The Commission will train at least thirty-five (35) auditors to enable them embark on Data Protection audits at various Institutions.

• External Training and Awareness (Trainers)

The Commission will train at least thirty-five (35) personnel as Trainers in 2020. These trainers will work with accredited institutions to train staff of various public and private institutions as Data Protection Supervisors.

• Compliance Reporting

The Commission plans to receive at least Five Hundred (500) compliance reports from Data Controllers in 2020. This will be submitted during the renewal of license.

• Registration of Data Controllers

The Commission will work on registering at least One Thousand (1,000) new Data controllers, and renew ninety-five percent (95%) of expired licenses of Data Controllers who registered in 2018.

e) Postal and Courier Services

The Ministry together with the Commission will establish three (3) Regional offices in Kumasi, Tamale and Takoradi as part of the expansion drive. This is necessary to provide effective regulation to courier sub-sector in all regions across the country to ensure sanity and to protect consumers.

6.0. MINISTRY OF DEFENCE

The Ministry of Defence (MoD) is mandated with formulating and managing the implementation of policies, aimed at safeguarding the sovereignty and territorial integrity of the nation as well as ensuring the protection of life and property. The Ministry aims to develop a highly professional, effective, efficient and politically neutral Ghana Armed Forces which is subject to democratic and civil control. Its ultimate task is to proactively promote National and Regional Defence interests through the effective formulation, implementation, co-ordination, monitoring and evaluation of policies and programmes and contributing to the national development agenda.

The Political and Bureaucratic Heads of the Ministry were:

- Sector Minister - Hon. Dominic B.A. Nitiwul (MP)
- Deputy Minister - Hon. Derek Oduro (Maj Rtd).
- Chief Director - Dr. Evans A. Dzikum

6.1. Agencies

- The General Headquarters
- The Ghana Army
- The Ghana Navy
- The Ghana Air Force
- Ghana Armed Forces Command and Staff College (GAF CSC)
- Military Academy and Training Schools (MATS)
- Veterans Administration, Ghana (VAG)
- Kofi Annan International Peacekeeping Training Centre (KA IPTC)
- Defence Advisors
- 37 Military Hospital

6.2. Sector Achievements

A. Housing Project for the GAF Officers/Men

The Ministry continued with the construction of the on-going housing and other infrastructural projects to improve the living conditions and standards of the troops as a way of motivation in their service delivery.

- **Barracks Regeneration Programme (BRP)**

The Ministry continued with the construction of the Phase I of the First Four (4) Units of Four (4) Storey block of sixteen (16) Flats under the Barracks Regeneration Programme (BRP). As at 31st December 2018, work done on Phase 1 of the Barracks Regeneration was progressively at 85%. The targets for the year 2019 were to undertake site-monitoring exercises, process

payments for work done and review monitoring reports. Consequently, the assessment conducted by the Project Implementation Committee revealed that, the project is currently about 95% complete and due to be commissioned in 2020. It has also embarked on an expanded version under this same programme with the construction of five hundred and forty (540) of the two (2) Bedroom accommodation, and Eleven (11) Four (4) Storey Blocks of Flats in Garrisons across the Country in 2019.

- **SSNIT Project**

Work was resumed on the stalled SSNIT Projects, which were being constructed and as at 31st December, 2019 works on all the SSNIT projects were about 80% complete.

- **Construction of Commander-In-Chief's Sports Centre at 6 Garrison, Tamale**

On 3rd May, 2019, H.E. the President and Commander-In-Chief of the Ghana Armed Forces cut the sod for the commencement of construction works on the Commander-In-Chief's Sports Centre at 6 Garrison, Tamale. This edifice upon completion by April, 2020 would boast of a standard size Football pitch and running tracks grassed with subsoil drainage system, spectator and VIP stands, a 400m Hockey pitch, tartan tracks round the field, a standard size lawn tennis court, a combined Volley ball and Basketball court, a multi-purpose hall (Gymnasium) for indoor games and other offices. This would go a long way to promote fitness and sporting activities among personnel of the Ghana Armed Forces to enhance security service delivery.

- **Construction of Military Housing Projects and the Reconstruction of the Ghana Military Academy**

H.E. the President and Commander-In-Chief of the Ghana Armed Forces cut the sod for the construction of Military Housing Projects and the Reconstruction of the Ghana Military Academy on Thursday, 4th July, 2019 at the Ghana Military Academy, Teshie. The Project consists of Multi-Purpose Conference Rooms, Hostels, Administration Blocks, a number of Bedrooms, Classroom blocks, Auditorium that will house about 1,000 personnel and a Fence Wall around the Academy which is far advanced.

B. Enhancing Effective Service Delivery

The Ministry, in its quest to enhance service delivery and reposition GAF to manage contemporary security threats in the changing phase of crimes and conflicts sought to build up its logistical strength in order to better execute its mandate. The planned Projects include the following:

- **Construction an FOB in Ezinlibo, Western Region**

As part of the national strategic programme to protect the country's oil and gas reserves and other natural resources, the Ministry is constructing an FOB in Ezinlibo in the Western Region. This Project includes the construction of some 250 Housing Units of accommodation and the procurement of equipment (ships, boats, guns and vehicles) for the Ghana Navy. In the light of this, as at December, 2018, the Ministry got approval for the Cabinet Memoranda which was reviewed and forwarded to Cabinet and subsequently signed an agreement with the contractor. Additionally, the financial agreement was also finalized. In 2019, contracts were awarded to Messrs Amandi and Vuluux for the commencement of construction works on the project. The President of the Republic, H.E Nana Addo Danquah Akuffo-Addo cut sod for the commencement of construction works on 16th December, 2019.

- **Acquisition of seven (7) aircraft and Maintenance of four (4) existing Aircraft**

In 2018, the Ministry commenced action on four (4) aircraft delivered to PAMCO, ESPACE SOFT TRADING and MESSRS DASSAULT FALCON for maintenance and overhauling. Payments to the tune of GH¢12million were issued for the overhauling of the aircraft. The Ministry has as at June, 30th 2019 overhauled three (3) Casa Aircraft for the Ghana Air Force and two (2) Helicopters, which were grounded since 2012. Also, processes are ongoing with prospective aircraft companies for the acquisition of seven (7) aircraft as at 31st December, 2019.

- **Re-Equipping the Ghana Armed Forces**

In effort to retool the Ghana Armed Forces, the MoD undertook the following during the period under review with approval secured from the Cabinet, Public Procurement Authority (PPA) and Central Tender Review Committee in 2018.

- Procured fifty (50) high occupancy buses and one hundred and thirty-eight (138) operational vehicles for the Ghana Armed Forces.
- Procured thirty-three (33) modern Otokar Armoured Personnel Carriers (APC) vehicles, forty-one (41) assorted Toyota vehicles, three (3) water tankers, one (1) self-loading recovery truck, a refrigerator van and five (5) utilities vehicles for waste disposal and management for the GAF to enhance their service delivery.
- Commissioned two (2) ambulances to the 6BN and 66 Artillery.
- Completed and commissioned a new ultra-modern kitchen and a new Oxygen Plant reconstructed for the 37 Military Hospital.
- Completed the construction of a hangar at Air Force Base Tamale.

C. Defence Health Initiative

The Defence Health Initiative policy is geared towards ensuring that all officers and men in uniform have access to good health care wherever they are posted to serve. With 37 Military Hospital remaining the main Military Hospital in Ghana, efforts are underway to complete the 500 Bed Military Hospital Project in Afari in the Ashanti Region and the commencement of the 400 bed Military Hospital in Tamale, the Northern region

- **Completion of the 500 Bed Military Hospital at Afari, Kumasi**

Work is still on going to complete the 500 Bed Military Hospital at Afari, Kumasi. Four (4) quarterly meetings were held between PIU and the contractors during the period under review to assess status of completion and resolve bottlenecks/challenges identified during the year to speed up the completion.

D. Defence Cooperation Both at Home and Abroad

The Ministry in the area of Defence Cooperation, deployed troops in the various fields and facilitated the release of funds for the troop's operations. About Operation Vanguard, aimed at stopping illegal mining and environmental degradation, a Road map was drawn for troops to end the operation.

It is worthy to mention that from January to December, 2019, the Ministry through GAF has made the following strides in curbing the illegal mining activities in the country, this includes: 1,727 illegal miners arrested, 2,779 weapons and ammo seized, 260 excavators seized, 9,178 items immobilized and 4,045 other mining equipment seized.

As part of Ghana's contribution towards International Peacekeeping, the Ghana Armed Forces deployed about 2,500 troops and equipment towards International Peacekeeping operations, which has projected the image of the country on the international scene. In this regard, Government has increased the United Nations Peacekeeping Troop allowances by Five United State Dollars (USD5.00), per soldier per day at all the operational theatres. It is also worth noting that all Contingency Owned Equipment (COEs) have been Upgraded to meet the United Nations (UN) standards for our missions in Congo, South Sudan and Lebanon.

E. Review of 2018-2021 Medium-Term Development Plan (MTDP)

The National Development Planning Commission (NDPC) tasked all Ministries, Departments and Agencies (MDAs) including this Ministry to review their respective Sector Medium-Term Development Plans (SMTDPs 2018-2021) in accordance with the Medium-Term National Development Policy Framework (MTNDPF 2018-2021) also named as Agenda for Jobs: Creating Prosperity and Equal Opportunity for all. Consequently, the Ministry undertook a review of the document in 2019 and has since submitted it to the NDPC.

F. Secure GAF Lands

The Ministry's observation on encroached lands over the years, has led to efforts to embark on drive to protect its lands. The objective of the policy is to secure and protect GAF lands to forestall further encroachment. In view of this, the target for 2019 was to develop the Teshie Shooting Range into a waterfront community. Cabinet therefore approved the Ministry's land reclamation policy to develop the Teshie Shooting Range into a Waterfront Community with an Indoor Shooting Range through a Public Private Partnership (PPP). In addition, during the year, a Memorandum of Understanding was signed between Radi Group and MoD for feasibility study and commencement of the project.

6.3. Reforms

The reform activities undertaken by the Ministry are the implementation of the National Anti-Corruption Action Plan (NACAP) and the Client Service Unit.

The National Anti-Corruption Action Plan (NACAP) reform has been in existence for 2 years and the status of implementation are;

- 2018 Annual Report submitted to CHRAJ
- 2019 Annual Report yet to be submitted

Financial constraint is the main challenge encountered in the implementation of the NACAP reform.

The "Client Service Unit (CSU)" reform has been in existence for 2 years and the status of implementation is the submission of 2018 & 2019 Quarterly Performance Report to OHCS.

6.4. Sustainable Development Goals (SDGS)

The Ministry finds itself under **SDG Target 14.2** and **SDG Target 16. 1**.

Goal 14 Target 2 requires that by 2020, marine and coastal ecosystems should be sustainably managed, protected to avoid significant adverse impacts, including by strengthening their resilience, and taking action for their restoration in order to achieve healthy and productive oceans. The indicator for measuring achievement was the proportion of national exclusive economic zones managed using ecosystem-based approaches. To achieve this target, the Ministry cut sod for the construction of FOB at Ezinlibo in the Western Region.

Goal 16 Target 1 requires the significant reduction of all forms of violence and related death rates everywhere. The indicator for measuring this were conflict-related deaths per 100,000 populations, by sex, age and cause; and proportion of people that feel safe walking alone around

the area they live. To achieve this target, the Ministry through the Ghana Armed Forces (GAF) undertook the following:

- Continued to provide surveillance for the Country's air space and its international borders and collaborated with other security agencies in OPERATIONS CALM LIFE, COWLEG, HALT, CONQUERED FIST, GONGON, CITADEL and AHODWO to maintain law and order
- Collaborated with security services of Togo, Burkina Faso and Cote d'Ivoire and engaged in the Internal Security Exercise (Ex KOUDANLGOU 2) to flush out cross border miscreants along Ghana's borders. In addition, the anti-terrorist operation (Op CONQUERED FIST) is ongoing in the Northern Ghana to thwart the occurrence of possible terrorist attacks.
- Contributed about 2,500 Troops and equipment towards International peacekeeping efforts, which has projected the image of the Country on the International scene.
- Upgraded all Contingency Owned Equipment (COEs) to meet the United Nations (UN) standards for our missions in Congo, South Sudan and Lebanon.

Logistics and financial constraints are the challenges encountered with adequate and timely release of funds as the mitigating strategy.

6.5. Financial Performance

2019 FINANCIAL PERFORMANCE (MINISTRY OF DEFENCE)					
S/N	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE(GH¢)	VARIANCE
1	GoG				
	Compensation of Employees	1,079,127,492.00	1,016,764,628.23	1,011,456,621.29	5,308,006.94
	Use of Goods & Services	56,101,942.00	47,181,456.35	38,242,926.00	8,938,530.35
	CAPEX	71,250,000.00	43,413,281.29	34,980,239.79	8,433,041.50
2	IGF	19,384,780.00	20,788,341.02	20,156,722.85	631,618.17
	TOTAL	1,225,864,214.00	1,128,147,706.89	1,104,836,509.93	23,311,196.96

6.6. Challenges

• Logistical Constraints

The inadequacy of office stationeries, vehicles and fuel for carrying out official duties slowed down the execution of staff duties, which in turn affected the delivery of service.

• Financial Constraints / Procurement inadequacies

The untimely and inadequate release of funds from the Ministry of Finance affected payments to suppliers and contractors thereby affecting procurement and other services. The challenges that hindered the smooth implementation of planned Procurement activities were the poor preparations towards seeking approval for the use of Restricted Tendering.

• Limited/Inadequate training of Staff /Inadequate Staffing

Other challenges are inadequate staffing whereby the Ministry in some categories of classes do not have the required number of staff at post and the right personnel with the needed qualification. Staff are unable to get training in the areas, which will be relevant in their duties. This is due to inadequate funds to cater for the needed training.

6.7. Forward Look

The Ministry plans to undertake the following strategic and top priority areas to achieve its objectives in 2020.

- Complete the Housing for GAF Officer/Men, which includes the Barracks Regeneration Project, SSNI/ 1T Housing Project and New Housing Project.
- Provide adequate logistics for MoD/GAF by constructing a Forward Operating Base (FOB) and procuring 7 aircraft and vehicles.
- Provide Good Health care for Personnel by completing the 500-bed hospital facility and commence the construction of the phase III of the 37 Military Hospital.
- Strengthen Defence Cooperation at home and abroad through Peace Support Operations and Internal Operations (ad hoc).
- Secure GAF Lands through the construction of Teshie waterfront community and acquisition of over 10,000 acres plot at Aburi for GAF.

7.0. MINISTRY OF EDUCATION

The Ministry of Education drives its mandate from the PNDC Law 327, 1993, which establishes the Civil Service of Ghana. The Ministry in fulfilment of its mandate is to provide relevant education to all Ghanaians. The Ministry is committed to putting in place an education system focused on promoting creativity and problem solving through the development of academics, technical and vocational programmes that will improve the acquisition of skills and assure job-market readiness.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon. Hon. Dr. Mathew Opoku Prempeh
- Minister of State - Prof. Kwesi Yankah
- Deputy Minister - Hon. Dr. Yaw Osei Adutwum and Hon. Gifty Twum Ampofo
- Chief Director - Mr. Benjamin Kofi Gyasi

7.1. Agencies and Specialized Departments

The Ministry has no Civil Service Department and subvented Agency. However, it has oversight responsibility for twenty (20) Public Service Organizations, Public Boards and Corporations as well as nine (9) Public Universities, eight (8) Technical Universities and two (2) Polytechnics managed by various Councils.

Public Service Organizations

- Ghana Education Service (GES)
- National Service Scheme (NSS)
- Non Formal Education Division (NFED)

Public Boards and Corporations

- National Council for Tertiary Education (NCTE)
- National Accreditation Board (NAB)
- National Board for Professional and Technicians Examination (NABPTEX)
- West African Examinations Council-National Office (WAEC)
- Encyclopaedia Africana Project (EA)
- Students Loan Trust Fund (SLTF)

- Ghana Academy of Arts and Sciences (GAAS)
- Ghana Education Trust Fund (GETFund)
- National Inspectorate Board (NIB)
- National Council for Curriculum and Assessment (NCCA)
- Ghana National Commission for UNESCO
- National Teaching Council (NTC)
- Ghana Book Development Council (GBDC)
- Centre for Distance Learning and Open Schooling (CENDLOS)
- Council for Technical Vocational Education and Training (COTVET)
- Ghana Library Authority (GhLA)
- Funds and Procurement Management Unit (FPMU)

Tertiary Institutions

- Nine (9) Public Universities and
- Eight (8) Technical Universities and two Polytechnics.

7.2. Sector Ministry Achievements

a) Policies, Legislations, and Regulations

- **Chartered Institute of Bankers Bill**

The Bill was passed by Parliament but yet to receive Presidential assent. The aim of the Bill is to provide stimulus for the development of competent and qualified human and ensure compliance with best practices by all the key players within the banking sector.

- **Chartered Institute of Human Resource Bill**

The Bill was laid in Parliament and the Education Select Committee have completed their review. The legislation aims to establish the Institute of Human Resource Management Practitioners, Ghana to facilitate human resource management; both public and private sector organisations in the country.

- **University of Technology and Applied Sciences Bill**

The Bill was laid in Parliament and the Education Select Committee have completed their review. The purpose of the Bill is to establish the University of Technology and Applied

Sciences to be an outstanding internationally acclaimed applied research and practical-oriented educational institution.

- **Ghana Library Services Bill**

The Bill was laid in Parliament and the Education Select Committee have completed their review. The object of the Bill is to revise the law relating to Public Libraries and to establish the Library Services to provide, equip, manage and maintain public libraries at the National, Regional and District levels and for related matters.

- **Ghana Book Development Bill**

The Bill was laid in Parliament and the Education Select Committee is yet to review. The Bill aims to provide a coordinated monitoring system to ensure standards of books are in accordance with international best practice and ensure reading is promoted in Ghana at all levels.

- **University of Business and Integrate Development Studies Bill**

The Bill was laid in Parliament and the Education Select Committee was yet to review. The objective of the Bill was to establish the University of Business and Integrated Development Studies as a public tertiary institution in Wa, Upper West region to be an outstanding internationally acclaimed applied research and practical-oriented educational institution.

- **Chartered Institute of Marketing Bill**

The Bill was laid in Parliament and has since been published to invite public comments. The Bill aims for establishment of the Chartered Institute of Marketing by an Act of Parliament.

- **Ghana Communication Technology University Bill**

The Bill was laid in Parliament and has since been published to invite public comments. The purpose of this Bill is to establish Ghana Communication Technology University as a public tertiary institution to provide education in Information Communication Technology.

- **Ghana National Research Fund Bill**

The Bill was laid in Parliament and has since been published to invite public comments. The objectives of the Bill are; to provide financial resources to support, promote and publicise research, technology generation and innovation in tertiary and specific research institutions, evaluate the status and needs of research and development to tailor national and international aspirations. It is also to promote the transfer of Technology and Knowledge, the implementation of research results and findings, and protect the rights of the Researcher in respect of any discovery or invention.

- **University of Skills and Entrepreneurial Development Bill**

The Bill has been forwarded to the Attorney General (AG) for gazette. The University was being established with the aim of producing teachers who are equipped with the requisite knowledge, skills and aptitudes to train TVET students in the second-cycle level of education.

- **Complementary Education Bill**

The Bill has been forwarded to the Attorney General (AG) for gazette. The object of the Bill was to establish the Complementary Education Agency to provide for educational programmes outside the formal education system.

- **UNESCO Bill**

The Ministry of Education provided the AG with a draft Bill. The main object of the Bill was to; propose a legislative framework to establish a National Commission for UNESCO for Ghana as a corporate body; streamline its administration and functions; and outline the responsibilities of MDAs, Civil Society Organisations as well as individuals interested in the activities of UNESCO.

- **Pre-Tertiary Education Bill**

The Pre-Tertiary Education was laid in Parliament during the year under review. The Bill provides for the decentralization of the management of education service delivery to the District Assemblies and the creation of Technical Vocational Education Service, parallel to the Ghana Education Service.

- **Chartered Accountants Ghana Bill**

Comments were received from the AG on the Bill. The Bill aims to establish the Institute of Chartered Accountants to regulate the accountancy profession and practice, provide for the conduct of examinations by the Institute and other related matters.

- **Education Regulatory Bodies Bill**

The Ministry laid the Education Regulatory Bodies' Bill that provides for the establishment of Tertiary Education Commission before Parliament for passage.

- **Public Universities Bill**

The Bill was under consultation as at end of the year. The purpose of the Bill was to provide the procedure for the establishment, principles of management, the legal status, the procedure for financing and administration and supervision of the activities of Public universities and related matters.

- **National Service Scheme Bill**

The National Service Scheme was being reviewed. This is a Bill seeking the amendment of the Ghana National Service Scheme Act, 1980 (Act 426). The key objects of this Bill was to bring

the Law in alignment with the prevailing practice under the Scheme's current operations and to vest the Ghana National Service Scheme with the requisite corporate legal personality.

- **Non-Formal Education Agency Bill**

The Bill has been reviewed by the Attorney-General's Department and is currently awaiting cabinet approval and subsequently parliamentary assent. The Non-Formal Education Agency (NFEA) Bill, when passed into an Act, will change the status of the Division into an agency with a governing board.

- **Tertiary Education Policy**

The Ministry completed and launched the Tertiary Education Policy, which outlines clear guidelines for the structure, planning, development, regulation, operations, governance and accountability of the tertiary sub-sector.

- **Ghana Education Trust Fund**

There was the need to amend the GETFund Act, which was drafted 18 years ago to enable the fund to perform more efficiently, respond to evolving issues, and change in Government policies. To this end, the Ministry started the review of the Act.

b) Basic Education

- **Reform of Basic Level Curriculum (KG-Primary 6)**

The Ministry in efforts to ensure that every Ghanaian child is equipped with foundational Reading, wRiting, aRithmetic and cReativity (4Rs) skills completed the review of the Kindergarten to Primary 6 Curriculum which has received Cabinet approval for implementation. 157,000 Teacher Packs on new curriculum were printed and distributed to teachers across the country. In addition, 4,086 Master, Regional and District level trainers as well as 152,000 Teachers were trained in the new curriculum. It is expected that the curriculum will help to develop their cognitive ability to adapt to the pace of change in society from technological innovations to global interconnectedness.

- **Common National Assessment System**

The Ministry through its implementing agency, National Council for Curriculum and Assessment developed a Common National Assessment Framework, which has received Cabinet approval and implementation is scheduled to start in 2020. When implemented, pupils in primary 2, 4, 6 and JHS 2 will write a common national assessment examination to test their competence level against the standards set for that grade level; and in the case of the JHS2 pupils; before they finally write the Basic Education Certificate Examination (BECE).

- **Pre-Tertiary Regulatory and Governance Framework**

In preparation for a decentralized pre-tertiary education management, the Ministry was supported by the Education Commission to develop an education workforce design at the National, Regional, District, Circuit and School levels. This design would be used to develop tools for education workforce planning and deployment for effective management of the education workforce.

- **Library Services**

To create a literate society, the Ministry through the Ghana Library Service sought to promote the culture of reading among the youth and expand opportunities to access reading materials. To this end, the construction of 2 libraries was completed and 10 existing libraries renovated including the Accra Central, Asokore and Hohoe libraries. In addition, digital library was created to make library service accessible.

c) Secondary Education

- **Implementation of Free Senior High School Policy**

The implementation of free SHS policy has opened up secondary education opportunity. Analysis of enrolment between 2016 and 2018 shows enrolment at the Secondary level has increased by 43%.

As at end of the 2018/19 academic year, total beneficiaries for the two cohorts was 794,899 students. It is projected that when the current school placement is completed, the number of beneficiaries would increase to 1,264,071. In anticipation of increased enrolment, the Ministry commenced the construction of 804 structures in Secondary Schools across the country, which comprises Classroom blocks, Dormitories and Toilet blocks. In addition, 158 SHS structures are being built with the support of World Bank and Kuwait Fund.

The Ministry continued to supply relevant materials to schools. The items included 4,254,570 Exercise Books, 1,890,920 Note Books, 472,730 P.E. Kits, 853,009 ICT Textbooks, 853,009 Core Mathematics Revision Guide, 568,755 Past Examination Questions and 39,494 Technical Drawing Boards and Instruments.

Furthermore, smart classrooms were established in 25 public SHS under the Mathematics and Science for sub-Saharan Africa (MS4SSA) initiative. This is intended to improve the teaching of mathematics and science in beneficiary schools. Additionally, students in beneficiary schools have been introduced to Robotics and Coding.

d) Technical Vocational Education and Training (TVET)

To expand opportunities for high quality TVET training, the Ministry concluded feasibility studies and entered into discussions with financiers for the construction of 2 state-of-the-art TVET institutions in each region. In addition, the Ministry continued with the upgrading of facilities in Technical Universities and Polytechnics across the country.

The Ministry also engaged **Amatrol Co. Ltd** to supply, install and upgrade the engineering laboratories of the Accra and Sunyani Technical Universities as well as the Bolgatanga Polytechnic.

“My TVET” campaign was initiated to market and promote TVET.

e) Tertiary Education

- **Splitting of University for Development Studies into 3 Autonomous Universities**

The processes for the splitting of University for Development Studies into 3 autonomous universities was completed with S.D. Dombo University of Business and Integrated Development Studies (UBIDS) and C.K. Tedam University of Technology and Applied Sciences (UTAS) bills passed.

- **Teacher Trainee Allowance**

The Ministry continued with the payment of teacher trainee allowance following its restoration. In 2018/19 academic year, 48,071 trainees were paid allowances.

7.3. Reforms Undertaken

The Ministry established a reform secretariat to coordinate the reforms in the education sector, which includes the SHS policy, Tertiary Education Reform and TVET reform.

The goal of the reforms was to transform the education sector and make it more relevant to meet the human resource and development needs of Ghana. It is expected that these reforms will ultimately contribute to the goals of the **Education Sector Plan (ESP)** and the **Sustainable Development Goals (SDG 4)** and lead to the improvement of learning outcomes, especially at the pre-tertiary levels. Improved learning outcomes, enhanced accountability and equity at all levels of the education sector.

7.4. Sustainable Development Goals

As part of efforts to achieve SDG 4 “**quality education for all**”, the Ministry provided 14,163 schools with toilet facilities, 14,415 schools with electricity, 15,397 schools with safe drinking water and 11,877 schools with electricity to support quality education at the basic level.

7.5. Financial Performance

EXPENDITURE ITEM	2019 BUDGET ALLOCATION (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)	% ACTUAL
Compensation	9,120,000,000.00	5,644,068,539.92	3,475,931,460.08	61.89%
Goods and Services	211,245,273.70	131,239,090.00	80,006,183.70	62.13%
CAPEX	9,500,000.00	6,164,657.23	3,335,342.77	64.89%
GRAND TOTAL	9,340,745,273.70	5,781,472,287.15	3,559,272,986.55	61.90%

7.6. Challenges

a) Unreliable Internet Connectivity and Lack of Computers

The unavailability of internet connection across some districts has prevented Directorates from deploring online/offline technology to facilitate data entry process. The lack of computers at the Regional/District Education Directorates (especially the newly created 46 districts) has hindered the effective execution of the Annual Schools Census cycle.

b) Inadequate Logistics

EMIS offices within the Regional/District Education Directorate across the Country are not properly developed and are not fitted with modern gadgets and this makes EMIS data collection process very difficult. EMIS had to use innovative ways to collect data from the districts.

c) Provision of Lighting for Literacy Learning Centres

Lighting of adult learning centres to enable effective facilitation and learning is currently a big challenge as a majority of the learning centres meet at night. Provision of lanterns to facilitators served as a mitigating measure.

d) Depleting Stock of Learning Materials

The current stock of teaching and learning materials for opening new English and local language classes is inadequate for effective teaching and learning to be done because of unavailability of funds. It has, therefore, become imperative to replenish the stock of learning materials as a matter of urgency.

7.7. Forward Look

a) Education Management

- Expansion of access to Secondary Education
- Establish five (5) Regional NIB offices across the country
- Recruit 400 additional Team Inspectors and management staff to augment school inspection nationwide
- Establish 3 regional offices for National Teaching Council
- Establish Tertiary Education Management Information System (TEMIS) to enhance Monitoring and Evaluation systems
- Teacher development / training
- Infrastructural development at all levels
- Continue with the Legislative Agenda

b) Basic Education

- Review and develop Junior High School curriculum
- Engage stakeholders on the review and development of the JHS Curriculum
- Develop resource materials for the implementation of the Junior High School curriculum
- Train Master Trainers for the implementation of the Junior High School Curriculum
- Continue with the implementation of Basic STEM to improve the teaching and learning of Maths and Science at the Basic level
- Continue with the implementation of Social Intervention Programmes (i.e. Capitation Grant, Feeding Grant to Special Schools etc.)
- Supply Teaching and Learning Materials to schools
- Procure and distribute uniforms to deprived pupils
- Continue with the rehabilitation of collapsing schools

c) Secondary Education

- Review and develop Senior High School curriculum
- Develop resource materials for the implementation of the Senior High School curriculum
- Train Master Trainers for the implementation of the Senior High School Curriculum

- Establish smart classroom (installation of interactive white boards) in 25 deprived schools
- Complete all ongoing projects at the secondary levels
- Procure and distribute vehicles to public SHS

d) TVET

- Continue with TVET reforms leading to the alignment of all Public TVET Institutions under the Ministry of Education and the creation of TVET Service
- Establish 10 STEM Centre's across the country
- Operationalize TVET Regulators Bill and establish the TVET Service
- Conduct Skills Gap Analysis and Audit in Four (4) additional prioritized sectors
- Coordinate the development of additional Twenty (20) CBT learning packages up to National Certificate II.
- Facilitate the establishment of 20 New State of the Art Institutions.
- Orient and register eighty (80) potential TVET Providers and accredit sixty (60) TVET centres to rollout CBT.
- Provide Technical support to Thirty (30) accredited TVET institutions for effective implementation of CBT.
- Build capacity of 2000 TVET Facilitators.
- Coordinate the operationalization of Recognition of Prior Learning (RPL).
- Market the Ghana TVET Voucher Project across the 16 Regions.
- Issue vouchers to 8,000 beneficiaries to access training at COTVET Accredited Training Providers.
- Issue vouchers to 8,000 graduates to fund assessment of training by Awarding Body.
- Monitor the implementation of career guidance and counselling activities in 100 public schools.
- Establish TVET Clubs in Fifty (50) JHS across the country.

e) Tertiary Education

- Strengthen links with industry to make training in tertiary institutions relevant to industry

- Facilitate the completion of prioritised on-going physical infrastructure projects in public tertiary institutions and ensure all infrastructures are disability-friendly.
- Facilitate the affiliation of all 46 Colleges of Education to 5 Public Universities.
- Facilitate the implementation of the new curriculum in all 46 Colleges of Education in affiliation with 5 Universities
- Complete the establishment of the National Tertiary Education Commission

8.0. MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS

The Ministry of Employment and Labour Relations is mandated to formulate policies on employment and labour issues, develop sector plans, coordinate sector specific interventions, promote harmonious labour relations and workplace safety, promote the elimination of child labour, monitor and evaluate the implementation of policies, programmes and projects for accelerated employment creation for national development.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon. Ignatius Baffour Awuah
- Deputy Minister - Hon. Bright Wireko-Brobbey
- Chief Director - Mr. Kizito Ballans

8.1. Agencies and Departments of the Ministries

Civil Service Department

The following are the Departments of the Ministry:

- Labour Department (LD)
- Department of Co-operatives (DOC) and
- Department of Factories Inspectorate (DFI)

Sub-vented Agencies

The sub-vented Agencies under the Ministry are as follows:

- Management Development and Productivity Institute (MDPI)
- National Vocational Training Institute (NVTI)
- Integrated Community Centres for Employable Skills (ICCES)
- Opportunities Industrialization Centre, Ghana (OIC, G)
- Ghana Co-operatives College (GCCo)
- Ghana Co-operatives Council (GCC)
- National Labour Commission (NLC)
- Youth Employment Agency (YEA)
- Fair Wages and Salaries Commission (FWSC)
- National Pensions Regulatory Authority (NPRA)
- Organisation of African Trade Union Unity (OAATU)

8.2. Sector Achievements

A. Policy, Legislations and regulation

- **National Occupational Safety and Health Policy and Bill**

In view of the current accelerated industrialisation and economic transformational agenda of Government as well as the principles of Decent Work, a technical team was constituted to revise the draft Occupational Safety and Health (OSH) Bill. The purpose of review of the Bill was also to incorporate inputs by professional bodies such as the Ghana Institute of Safety and Environmental Professionals (GhISEP) and ensure alignment to international occupational safety and health standards. The revised OSH Bill and the draft National Occupational Safety and Health Policy have been submitted to Cabinet for executive approval.

The Policy and Bill are mainly intended to replace the Factories, Offices and Shops Act (FOSA), 1970 (Act 328) which has been found to be outdated and inadequate to address OSH issues in Ghana, particularly in the case of the informal economy which employs over 90% of the Labour Force (LFS, 2015). The overall goal of the National OSH Policy and the Bill is to create a comprehensive national framework that would ensure as far as reasonably practicable full protection of workers and other users of workplaces from occupational safety and health hazards.

- **National Labour Migration Policy**

Following the ban placed on the export of labour to the Gulf States by Government, the Ministry embarked on activities to sanitise the labour migration governance system. As part of these, the Ministry, in collaboration with the International Organisation on Migration (IOM) and national stakeholders developed the National Labour Migration Policy and implementation plan.

The National Labour Migration Policy is a specific sector policy intervention that has emerged out of the implementation of the overarching Migration Policy for Ghana. The Policy addresses issues pertaining to labour migration management and the harmonisation of inter-sectorial structures for decent work outcomes. The policy was developed in recognition of the increasing abuses and vulnerabilities that labour migrants face in their destination countries. It also addresses the issue of increasing irregular migration, which has been a major concern for both countries of origin and destination. The Ministry has submitted the draft National Labour Migration Policy to Cabinet for approval.

B. Negotiation of the National Daily Minimum Wage (NDMW)

In line with Section 113(1)(a) of the Labour Act, 2003 (Act 651), the National Tripartite Committee (NTC) concluded negotiations on the determination of the 2020 National Daily Minimum Wage (NDMW) on 26th August, 2019. The NTC agreed that the 2020 NDMW should

be 11% over the 2019 NDMW of GH¢ 10.65. Thus, the 2020 NDMW is 11.82 effective 1st January, 2020. This is expected to bring relief and reduce the financial challenges of the Public Worker.

C. Decent Work Country Programme

The Ministry together with Tripartite Partners and other stakeholders, with technical support from the ILO, developed the draft Decent Work Country Programme (DWCP) III (2020-2023). The DWCP III shares in the medium-term developmental agenda of the creation of sustainable jobs and the development of a resilient economy with particular focus on private sector participation. The programme highlights addressing decent work deficits in the informal economy as an avenue to improving the conditions of workers in the sector. This also requires the provision of social protection floors to guard against vulnerabilities. As a programme, the DWCP leverages on state infrastructure, policies and programmes to promote coordination and harmonization of national job creation initiatives in line with the Decent Work Agenda.

D. Ghana Labour Market Information System (GLMIS)

Following the successful development of the Ghana Labour Market Information System (GLMIS), a team was set-up to develop a roadmap for its implementation. This roadmap outlined measures to be taken to provide the GLMIS a wider coverage and ensure continuous usage and accessibility by all players. These measures included new and revised policy directions, human resource development, engagement of new personnel, infrastructural investment, integration of institutional efforts and institutional reforms. Additionally, the Ministry constituted a team of experts to review the functionality of the system and the resources required to be able to rollout the system nationally. The GLMIS was also piloted in four additional regions.

E. Data on Jobs Created

The Ministry collated and published data on jobs created and job losses during the year under review. This was part of strategies to inform continuously the public on government achievements in job creation. In line with this activity, MELR developed templates and requested the Ministries Department and Agencies (MDAs) to populate jobs created/losses in their respective sectors. During the period under review, 611,397 jobs were created in the formal sector. Out of this figure, the MDAs accounted for 343,458 jobs while the formal Private Sector also created 267,939 jobs. In addition to these new jobs in the formal sector, the Ministry of Agriculture flagship programme, planting for Food and Jobs Programme created 1,593,000 jobs from 2017 to date.

8.3. Reforms

Technical Assistance to enhance Employment Creation is a reform that has been in existence for two (2) years. The outcome of this reform initiative includes the training of 85 Labour Officers and Inspectors in vocation guidance, career counselling and labour inspections; the review of business processes at the Ministry and Labour Department; review of performance management indicators; and training of PR unit on project communication and visibility.

Another reform initiative of the Ministry is the **Ghana Labour Market Information System** which has also been in existence for 4 years with its status of implementation as; development GLMIS web portal; training of LD staff on use of the system; and procurement of ICT equipment.

The Ministry also **developed and operationalized its Clients Service Charter** was approved by the Office of the Head of the Civil Service. The Ministry's Client Service Unit was also set up and officers trained to operate the Unit.

8.4. Sustainable Development Goals (SDGs)

- **Ensure Improved skills development for industry (SDGs 4.3, 4.4, 4.7, 17.8)**

11,662 persons were trained in various vocational trades. However, the challenges encountered were the low patronage of the services provided by ICCES due to the free Senior High School (SHS) programme. The mitigating strategy is for ICCES to be part of the free SHS programme.

- **Promote the creation of decent jobs (SDGs 4.4, 8.3, 8.7, 8.8, 8.10, 16.6, 16.7)**

A total of 54 industrial hygiene and surveys were conducted, 2,509 workplaces were inspected and 12 industrial accidents reported. The challenges confronted were outmoded factories, Offices and Shops. The mitigating strategy is to enact the National Occupational Safety and Health Bill.

- **Harness the benefits of migration for socioeconomic development (SDGs 8.8, 10.4, 10.7)**

The National Labour Migration Policy & Implementation Plan was submitted to Cabinet. However, the challenges confronted are the pending of specific bilateral agreement with destination countries. The mitigating strategy is to hold consultations with Cabinet sub-committees.

- **Promote effective participation of youth in socioeconomic development (SDGs 4.4, 8.3, 8.7, 8.8)**

The Youth Employment Agency (YEA) engaged 125, 200 beneficiaries under the various YEA modules. However, the main challenge encountered was inadequate funding. The mitigating strategy is to implement Regional specific youth employment flagship programmes.

- **Improve human capital of decent jobs (SDG 8.2, 8.5, 8.8, 16.6)**

384 officers were trained in managerial and productivity enhancement Skills. However, the MDPI requires new premises to operate due to the Tourism Marine Drive Project. The mitigating strategy is that Cabinet memo has been submitted to Cabinet for approval to secure new premises. MDPI in 2020 will deliver 120 courses and train 614 persons from all sectors of the economy in managerial and productivity enhancement skills.

8.5. Financial Performance

	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
	GOG	A	B	C	D=(A-B)
1	Compensation of Employees	45,122,894.00	42,518,439.67	42,518,439.67	2,604,454.33
	Use of Goods & Services	2,717,203.00	2,017,153.00	2,014,962.77	700,050.00
	CAPEX	1,553,621.00	-	1,553,621.00	1,553,621.00
	Special Releases (Reallocations)	0	5,925,528.49	5,925,528.49	-5,925,528.49
2	IGF	84,951,546.00	47,526,929.88	46,993,380.31	37,424,616.12
3	DEV'T PARTNERS				
	EU	15,609,412.00	4,224,930.00	4,224,930.00	11,384,482.00
	KOICA	7,215,000.00	-	-	7,215,000.00
	TOTAL	157,169,676.00	102,212,981.04	103,230,862.24	54,956,694.96

8.6. Challenges

- **Low publicity of Ghana Labour Market Information System (GLMIS) web-portal.** This occurred as result of the lack of offline capability, poor data collection processes by the Labour Officers and inadequate GLMIS infrastructure at the district level. These identified shortfalls made it difficult for the Ministry to open up the system to the public.
- There are **growing decent work deficits within the informal economy**, including inadequate social protection provisions such as pension's coverage and maternity protection. The Ghanaian economy has a high level of informality, with about 90% of the economically active population working in the informal sectors. The high level of informality also presents constraints to revenue mobilisation and development planning. The Ministry has developed a draft multi-sectorial Formalisation Road Map; however, the document had not been validated as at the end of 2019.
- **Agitations by respective Unions:** Even though the Ministry had since 2017 adopted a proactive approach to dealing with labour issues in order to maintain harmonious labour front, some of the cases resolved degenerate into agitations by the respective unions before a consensus was reached.

8.7. Forward Look

In the ensuing year (2020), it is the expectation of the Ministry, its Departments and Agencies that the Ministry of Finance will release the allocated budgetary funds on time to enable it achieve its policies, programmes and projects. The Ministry's forward look for its top priority areas in 2020 are;

- **Ensuring harmonious labour environment for development** – The Ministry has prioritised ensuring a peaceful environment for labour during 2020. The proactive approach adopted in dealing with labour issues would be escalated with a view to reaching amicable settlements of all labour issues or disputes that may arise.
- **Eliminating all forms of Child Labour in the country** – Implementation of the National Plan of Action (NPA) II was fully operationalised in 2019. The Ministry, through the Child Labour Unit (CLU) of the Labour Department would continue working with relevant stakeholders in the fight against child labour and hazardous forms of labour.
- **Improving Pensions administration and coverage** – The Ministry is working with relevant institutions to review the legislative instrument regulating pensions administration in the country. The completion of the process would facilitate decentralisation efforts being undertaking to expand pensions coverage to the public. Coordination of the sector would also be enhanced through digitisation of processes.
- **Revamping Public Employment Centres in selected districts** – The Ministry has secured the necessary resources to revamp selected Public Employment Centres across the country to improve labour administration and operationalisation of the GLMIS. Other

PECs would be revamped with the commencement of the Jobs and Skills Project by second quarter 2020.

- **Operationalisation of the Labour Market Information Systems** – The Technical Team set up to review the piloting of the GLMIS developed a draft Roadmap of the operationalisation of the System. The roadmap will be validated and implemented during 2020, to bring the system fully online to provide relevant labour market information, that would inform Government decision making and policy development for the sector.
- **Revamping the Cooperatives systems in the country** – the Ministry would step up efforts to ensure the Cooperatives Bill is enacted into law to pave way for improving the operations and regulations of cooperatives in the country.

9.0. MINISTRY OF ENERGY

The Ministry of Energy exists to develop and ensure reliable and competitively priced energy for the Ghanaian economy and for export, in an environmentally friendly manner through the formulation, implementation, monitoring and evaluation of sector policies.

The Political and Bureaucratic Heads of the Ministry during the period under review were as follows:

Sector Minister	-	Hon. John-Peter Amewu
Deputy Ministers	-	Hon. William Owuraku Aidoo (Power Sector)
	-	Hon. Dr. Mohammed Amin Adam (Petroleum Sector)
	-	Hon. Joseph Cudjoe (Finance & Infrastructure)
Chief Director	-	Mr. Lawrence Asangongo Apaalse

9.1. Sector Agencies

The Ministry exercises oversight responsibility over the following Agencies:

Power Sector

- Energy Commission
- Volta River Authority (VRA)
- Bui Power Authority (BPA)
- Ghana Grid Company (GRIDCo)
- Electricity Company of Ghana (ECG)
- Northern Electricity Distribution Company (NEDCo)
- Volta Aluminium Company (VALCO)
- VRA Resettlement Trust Fund

Petroleum Sector

- Petroleum Commission (PC)
- National Petroleum Authority (NPA)
- Ghana National Petroleum Corporation
- Tema Oil Refinery (TOR)
- Bulk Oil Storage and Transportation Company (BOST)
- Ghana National Gas Company (GNGC)
- Ghana Cylinder Manufacturing Company (GCMC)
- Ghana Oil Company Limited (GOIL)

9.2. Sector Achievements

a) Policies, Regulations and Legislations

- **ECG Private Sector Participation Programme**

In 2018, Under the ECG Private Sector Participation, three agreements, i.e. Lease and Assignment Agreement, Bulk Supply Agreement and Government Support Agreement were signed between ECG, Power Distribution Systems Limited (PDS) and Government. ECG handed over the management and operations of its power distribution business to Power Distribution Services (PDS) Ghana Ltd on March 1, 2019. Government of Ghana (GoG), however, terminated the Concession Agreement with the Power Distribution Services (PDS) Limited following the findings of an enquiry into the breach of contract agreement. The Government of Ghana however, took steps to ensure that services to customers was not disrupted as PDS transfers operation and distribution of electricity in the southern part of Ghana to the Electricity Company of Ghana.

- **Review of RE Power Purchase Agreements (PPAs)**

As of 2016, a total of 2,260MW RE Power Purchase Agreements had been signed at an average price of 19 cents/kWh. In 2019, these RE PPAs were reviewed to 515MW at an average reduced price of 11 cents/kWh mainly for Solar and Wind power.

Furthermore, a moratorium was placed on the signing of new RE PPAs and the issuance of provisional RE generation license. The Renewable Energy Act is also being amended to address current challenges in the smooth deployment of RE in the energy mix.

b) Providing Adequate, Reliable and Affordable Energy to Promote Economic Growth

- **Power Generation**

The total installed capacity of power generation plants was planned to increase from 4,743MW in 2018 to 5,273MW in 2019 through the completion of various projects including Early Power Phase 1a, Amandi and CenPower projects. The 340MW Cenpower Project, which was at 97% completion in 2018, was completed and commissioned in June, 2019. Similarly, the 190MW Amandi Power Project was completed and awaiting commissioning on natural gas. In addition, works on the 400MW Early Power Project was at 85% as at the end of December, 2019. This increased the available capacity for power generation from 4,743MW to 5,273MW as planned.

In an effort to increase private sector participation in the Power Sector through Independent Power Producers, the Ministry planned to ensure the successful relocation and re-commissioning of the 450MW Karpowership at Sekondi Naval Base and begin commercial operation on natural gas. After the completion of the marine works and transmission lines, the Karpowership was

relocated from Tema to Sekondi on 13th August, 2019. His Excellency the President Nana Akufo-Addo, commissioned the facility for the use of natural gas from the country's gas fields.

- **Transmission System Improvement Projects**

In line with Government's policy to create a non-congested transmission system, GRIDCO continued with the Transmission System Reinforcement Project to improve operational reliability, security and control among others. Key among these includes:

- i) **The Aboadze-Prestea 330kV Transmission Line:**

The project was to ensure transfer of bulk power from Aboadze and Domuli to the northern parts of Ghana and reduce system losses. The Project was completed and is transmitting averagely 165MW of power.

- ii) **The Kumasi-Bolgatanga 330kV Transmission Line:**

The 330kV Kintampo-Tamale (Lot 2) and Tamale-Bolgatanga (Lot 3) lines have been completed and energized to increase power output to Burkina Faso as planned. The project includes diversion works at the Tamale II Substation.

Tower Foundations is 95% complete, erection is 90% complete and stringing of works is 18% complete under Lot 1 (Kumasi- Kintampo).

- iii) **225kV Bolgatanga-Ouagadougou Interconnection project:**

The 225kV Bolgatanga-Ouagadougou Interconnection project was completed and inaugurated by the Presidents of Ghana and Burkina Faso in 2018. This allowed Ghana to export 70MW Electricity to Burkina Faso in 2019 with GRIDCO facilitating the completion of the remaining defects and remedial works on transmission line, which included the 330kV Busbar sags, Low SF6 Gas alarm on one of the 225kV circuit breakers (82KT4) and discrepancies in power measurements between HV and LV sections of both autotransformers.

- **Power Distribution**

- i) **National Electrification Scheme**

Under the National Electrification Scheme (NES), 445 communities have been connected to the national grid as against the targeted 1,250 communities. The national electricity access rate increased from 84.32% in December 2018 to 84.98%.

- ii) **Regional Capitals Street Lighting Project**

The Ministry continued the replacement and rehabilitation of the inefficient 250W High Pressure Sodium (HPS) with LED streetlights across the country with major TURNKEY projects for selected roads in Accra and Kumasi. Works were 100% completed in Ashanti region with a 11,

372 streetlights replaced and 90% complete in Accra with a total of 5,889 streetlights replaced as compared to 85% in 2018.

c) Improving Financial Sustainability of the Energy Sector

In line with the financial restructuring under the Energy Sector Recovery Programme (ESRP), the following policies and administrative actions have been completed.

- **Review of PURC Tariff**

The Public Utilities Regulatory Commission (PURC) approved an 11.17 per cent tariff increase for recovery of total electricity revenue requirement for the regulated electricity market, effective July 1, 2019. The objective of the tariff review was to sustain the financial viability of utility service providers as well as ensure delivery of quality service to consumers.

- **Implementation of the Automatic Adjustment Formula (AAF)**

The objective of the AAF was to review quarterly electricity and water tariffs to reflect changes in factors that affected the operations of utility service providers. Factors considered under the AAF are the volatility in the spot price of light crude oil on the international market, natural gas supplies from the West Africa Gas Pipeline, thermal component in the generation mix as compared to hydro and cedi/dollar exchange rate. The AAF took effect from 1st October 2019 resulting to a tariff increase of 5.94 per cent.

- **Implementation of Cash Waterfall Mechanism(CWM)**

With the completion and approval of the ESRP by Cabinet, the CWM was reviewed and integrated into the overall policy and administrative actions under the ESRP with the objective to restore the financial health of the energy sector. In line with this, two policies were also formulated; **Least-cost fuel procurement**, which sets out the general principles that determine which other fuel supplies are nominated based on its marginal delivery cost and the **Competitive Procurement of Energy Supply and Services Contracts** which seeks to ensure that Ghana procures energy in a sustainable and least cost manner to meet demand.

- **Reduction of Weighted Average Cost of Gas (WACG):**

Gazette of the Revised Weighted Average Cost of Gas (WACG) by PURC has received legal clearance from Attorney General's Department and submitted to Ghana Press for printing hence the new delivered cost of gas is 6.08 \$/mmbtu. This will reduce the overall electricity generation cost of thermal power producers.

d) Increasing Renewable Energy in the National Energy Supply Mix

As part of Government's priority to increase renewable energy in the national mix and reduce the incidences and effects of climate change, the Ministry is implementing programmes and projects on Renewable and Nuclear Energy; some of which are as follows.

- **Solar Rooftop Programme**

The Solar Rooftop Programme was initiated to help reduce Government's expenditure on utilities. As at end of 2018, contract had been awarded for the installation of a 65kW solar rooftop system to integrate solar PV into the electricity networks of the Ministry. Works on the installation of the 65kWp solar system on the Ministry's building was completed as planned. This helped reduce the Ministry's expenditure on electricity bills by approximately twenty-seven percent (27%).

Similarly, preparatory works on the provision of 1.0MW solar at the Jubilee House has been completed and installation works have commenced.

The Ministry is also spearheading the integration of solar roof top and energy efficiency interventions in public buildings, particularly MDAs, schools, hospitals among others.

- **Mini-grid Electrification /Off-Grid Electrification**

In achieving the objective of increasing access to electricity in off-grid communities through mini-grids and standalone solar systems, feasibility studies had commenced for the installation of additional 55 mini-grids for remote, island and off-grid communities as at end of 2018.

In 2019, no Objection was obtained from SECO and the winning bidder was notified. Sensitisation was undertaken in 55 identified lakeside communities. Feasibility studies were 70% completed in the Afram Plains by US Trade and Development Agency (USTDA) although it was planned to be completed by the end of 2019.

- **Solar Lantern Promotion Program**

With the objective of providing cheaper alternatives to satisfy the lighting needs of rural indigenes, 120,000 solar lanterns had been distributed as at end of 2018 with additional 10,000 solar lanterns planned to be distributed in 2019. The Ministry however was able to sell 19,596 Solar Lanterns (with phone charging functionalities) as at December 2019 at 70% subsidy to poor off-grid rural households to replace the use of kerosene as the main lighting fuel for non-electrified communities.

- **Small and Medium Hydro Development Programme**

The objective of this programme was to promote the development of small and medium hydro power generation to contribute to Renewable Energy generation capacity. In 2018, construction of Tsatsadu phase I (30kW) commenced. STUDIO PIETRNGELI, Italy also conducted pre-

feasibility of 5 medium and 5 small hydropower sites under Ghana Energy Development and Access Project (GEDAP).

In 2019, the construction of the Tsatsadu phase I (30kW) project was completed as planned; which was the First 45kW Micro Hydropower Project to be completed as part of plans to provide electricity to small communities through the construction of micro-grids. The project will provide electricity to the people of Alavanyo-Abehenease and the surrounding villages.

- **Ghana Nuclear Power Program**

In support of Government's industrialisation agenda to integrate nuclear power as an affordable and reliable energy source into the national energy mix, various activities were undertaken in 2018, which included the establishment of the Ghana Nuclear Power Program operator and the signing of a MOU/AGREEMENT with Russia (ROSATOM) and China (CNNC).

The Ministry in 2019 planned to establish and operation an Owner/Operator, identify potential nuclear power plant sites and conduct Environmental Impact Assessments. As at the end of 2019, the first phase of the roadmap setup for the Ghana Nuclear Programme by the International Atomic Energy Agency had been successfully completed and the Owner Operator - Nuclear Power Ghana (NPG) Ltd has been set up. Three (3) potential sites had been identified with site characterization as well as Environmental Impact Assessments undertaken.

e) Petroleum Sector

- **Maiden Oil and Gas Licensing Bid Rounds**

In order to promote upstream investments through competition and maintain transparency in the award of blocks for exploration and production rights, the Ministry of Energy in 2018 made progress towards the Bid Rounds, which included the demarcation of blocks. It also, launched the 2018/2019 Licensing round and advertised for expression of interest for the Blocks and pre-qualification for three (3) blocks on tender, as well as invitation for direct negotiations for two (2) blocks.

In 2019, after various bid round processes, three bids were received and evaluated with report submitted. The Successful Bidders were also announced (ENI Ghana and First Petroleum Exploration) and negotiations had commenced.

- **Oil and Gas Production**

- i. **Greater Jubilee Field Production**

Oil production from the Greater Jubilee field in 2019 amounted to 31.92 million barrels (mmbbls); averaging 87,439 barrels of oil per day (bopd). Gas export to the GPP for the full year 2019 amounted to 20,690.05 million standard cubic feet (MMscf).

- ii. **Tweneboa-Enyenra-Ntomme (TEN) Production**

Total crude oil produced from the Tweneboa-Enyenra-Ntomme (TEN) Field was 22.32 million barrels (mmbbls) averaging 61,148 barrels of oil per day (bopd) as of December 2019. The field also accounted for a 693.92 MMscf of gas export to the GPP.

- iii. **Sankofa-Gye-Nyame (SGN) Production**

Total crude oil production at the Sankofa-Gye-Nyame was 17.2 million barrels (mmbbls); averaging 47,135 barrels of oil per day (bopd) as at end of December 2019. 32,669.85 was delivered to the ORF for onward transportation to power producers.

- **Development of A Petroleum Hub**

The strategic objective of the development of a Petroleum Hub is to make Ghana a hub for refined petroleum products and petrochemicals in the West African sub- region by 2030. As at December 2018, the Petroleum Hub Master Plan Report had been revised to include sections on Petrochemicals and the drafting of a Cabinet Memorandum.

The target for 2019 was to prepare a spatial plan, undertake pre-feasibility studies and develop a conceptual design. Plans were also made to prepare a Strategic Environmental Assessment (SEA) and initiate the process for land acquisition and the establishment of a development Authority.

As at the end of 2019, The Petroleum Hub Development Authority Bill had been drafted. The Ministry engaged the Ministry of Lands and Natural Resources to begin acquisition of 20,000 acres of land in the Jomoro District of the Western Nzema Traditional Area for the development of the hub enclave. The Ministry also engaged the Environmental Protection Agency and the Land Use and Spatial Planning Authority to collaborate in the preparation of a Spatial and local Plan incorporated with the necessary Strategic Environmental Assessment (SEA) for development of the petroleum hub enclave.

9.3. Sustainable Development Goals

The status of implementation of the Ministry's Sustainable Development Goals (SDG's) included the following:

- Access to electricity from the national grid increased from 84.32% to 84.98% in 2019 with 445 communities connected.
- 340MW Cenpower Power Project was completed and commissioned on June, 2019, the 190MW Amandi Project was also completed increasing the total installed capacity from 4,743MW to 5,273MW.
- 6.15MW was added to increase penetration of renewable energy in the national energy supply mix.
- The establishment of Nuclear power plant Owner/Operator Company was 70% complete.
- In order to reduce reliance on wood fuels, 18,500 out of 60,000 cook stoves targeted for 2019 were distributed.
- Maiden bid round was conducted.
- As part of measures to implement the National LPG Promotion Policy, a committee meeting was held and status report received from NPA. Pilot Implementation yet to begin in identified communities.
- 31.92mmbbl of oil averaging 87,439 bopd was produced from the Jubilee Field, 22.32 mmbbl of oil averaging 61,148bopd produced from TEN field and 17.2 mmbbl of oil averaging 47,135bopd produced from SGN field.

9.4. 2019 FINANCIAL PERFORMANCE

SOURCE	APPROVED BUDGET (GHC)	RELEASES (GHC)	ACTUAL EXP. (GHC)	VARIANCE (GHC)
COMPENSATION OF EMPLOYEES (GOG)	3,189,631.00	3,253,167.45	3,253,167.45	-63,536.45
GOOD AND SERVICES (GOG)	2,056,821.00	1,854,418.00	1,854,418.00	202,403.00
CAPEX (GOG)	81,169,682.00	81,488,769.00	81,488,769.00	-319,087.00
DP FUNDS	338,591,156.00	51,689,886.73	51,689,886.73	286,901,269.27
RETAINED IGF (EC)	75,957,190.00	36,561,279.11	35,003,466.77	40,953,723.23
TOTAL	500,964,480.00	174,847,520.29	173,289,707.95	327,674,772.05

9.5. Challenges

Although the Ministry of Energy chalked significant success in the year under review, these have been amidst numerous challenges and obstacles. Outlined below are some of the challenges faced in the year 2019;

a) Insufficient Budgetary Allocation

Due to the insufficient budgetary allocation, some of the planned programmes and projects could not be fully executed and completed. There have also been challenges with monitoring and supervision of projects on quarterly basis due to inadequate funds.

b) Production Loss

Gas handling and compression issues, water injection outages and issues resulting from the TEG system affected the Jubilee Field production adversely.

The TEN field also experienced lower levels of oil production due to increased water breakthrough in some wells and increased Gas Oil Ratio (GOR). The high GOR was as a result of the Ministry's inability to evacuate gas from the field. In addition, the emergency shutdown due to system failure contributed to a reduction in crude oil and gas production from the field.

Reservoir uncertainties resulting from carbonate scaling impeded the flow of oil from the Sankofa-Gye Nyame Field. However, an acid stimulation job and reservoir management strategies has been undertaken on some wells to improve production.

c) Right of Way Compensation Issues

Progress on a number of the transmission lines including the 330 kV Kumasi -Bolgatanga Transmission Line Project and the Volta - Achimota - Mallam 161kV Line Upgrade were delayed immensely due to delays in payment of compensation to affected persons and non-payment of invoices by the financiers. The action by the financier to suspend disbursement has resulted in outstanding invoices for work done to be paid, thus the contractors have suspended all activities relating to some projects.

d) Unavailability of Materials for the Effective Implementation of Projects

Delays in procurement of some key materials such as poles stay equipment complete and accessories and conductors at sites and the stores continue to remain a challenge for the Ministry. This had led to difficulty for contractors to meet their due dates of project completion and in the long term affects the overall performance of the Ministry and the total number of communities connected to the grid.

e) Administrative Challenges

The Ministry of Energy was also faced with office accommodation challenges, which led to most offices being overcrowded. Procurement of logistics and office equipment also took longer periods resulting in the delays in meeting timelines.

f) Energy Commission Revenue Capping

The initial high investment cost and revenue capping policy introduced by the Ministry of Finance also impacted the operations of the Energy Commission and continue to remain a challenge facing the energy sector renewable energy promotions environment.

g) Energy Sector Debt

The high indebtedness among Energy sector institutions (i.e. GNGC, ECG, VRA), etc. also remains a challenge for the Sector.

9.6. Forward look for 2020

The Ministry of Energy will continue with the implementation of various programmes and projects to ensure the provision of reliable and competitively priced energy for the Ghanaian economy and for export, in an environmentally friendly manner.

The Programmes and Projects earmarked for the year 2020 under the various sub-sectors include;

a) Power Generation

- i. Completion of 400MW Early Power Project Phase 1 Stage 2 (40MW)
- ii. 190MW Amandi Power Project
- iii. The 132MW T3 Repowering project.

b) Power Transmission

- i. Completion of 161kV Aboadze-Takoradi line upgrade project
- ii. Completion of 161kV Takoradi-Tarkwa-New Tarkwa-Preatea line upgrade project, and
- iii. Completion of 330kV (Pokuase) Nkawkaw-Anwomaso Line Project
- iv. 330kV Kumasi-Bolgatanga Transmission Line project.

c) Power Distribution

Under the Rural Electrification Programme, the Ministry of Energy will connect 756 communities to the national grid in 2020 and increase electricity access to 90% by end of year.

d) Renewable & Alternative Energy

As part of measures to increase renewable energy in the generation mix, 10,000 units of solar lanterns are to be procured and sold at a subsidized price for distribution to off-grid rural households.

The Ministry will also continue with processes for the installation of the 1.0MW solar at the Jubilee House and facilitate the integration of solar roof top and energy efficiency intervention on public buildings.

Government is concerned about the exposure of women and children to smoke emissions from inefficient wood fuels and kerosene as the main source of energy for cooking and lighting in remote and rural communities. To address this situation in 2020, Government will roll out the distribution 500,000 improved charcoal stoves in rural and peri-urban areas where LPG fuel for cooking is not immediately available.

About the operations of the First Nuclear Power Plant, the second phase of the roadmap involves the intensification of the development of human resources, identification of suitable nuclear technology and partnership with a vendor country.

In a bid to increase access in off-grid communities through mini-grids and standalone solar systems, fifty-five (55) lakeside and island communities have been identified for deployment in 2020.

e) Voltaian Basin Project

Plans are underway to acquire additional 600-line km of infill 2D seismic data on the basin to replace the planned 3D seismic acquisition. The Ministry will also continue with monitoring of activities on the Voltaian Basin.

f) Exploration and Appraisal Drilling

The Ghana National Petroleum Corporation will continue to work with Joint Venture (JV) partners to undertake efficient production and development operations where applicable on the three producing fields. The Operator of the Deepwater Tano Cape Three Points block, Aker will also commence with development operations.

The Corporation will also embark on aggressive exploration with Partners on planned drilling of six (6) exploration wells across five licenses.

g) Implementation of the National Fuel Quality Policy

The Ministry will also finalize the implementation of the National Fuel Quality Policy which seeks to reduce Sulphur and other contaminants in fuels used in Ghana to 10ppm by year 2030.

h) The Petroleum Products Strategic Stock Policy

In 2020, through the development of the Petroleum Products Strategic Stock Policy (PPSSP) the Ministry will ensure universal access to adequate, reliable and cost-effective supply of petroleum products in the country.

i) Downstream Infrastructure Master Plan

Plans are underway to pass the Petroleum Hub Development Authority Act as part of the efforts to make Ghana a hub for refined petroleum products and petrochemicals in the West African sub- region by 2030.

j) Rural LPG Promotion Program

In 2020, the Ministry plans to procure and distribute 60,000 LPG cook stoves to rural communities to promote LPG as a healthier, safer and cleaner fuel in peri-urban and rural areas.

k) Enforcement of Compliance to standards

In 2020, the Energy Commission will collaborate the various stakeholders in the energy sector to enforce standards and regulations within the sector to streamline ad hoc activities. Among the standards to be enforced includes:

- i. Regulations on the National Grid Code and to review, update and include Renewable Energy Code to ensure the provision of fair transparent, non - discriminatory, safe, reliable and cost effective delivery of electrical energy in the country
- ii. The Commission will enforce the developed guidelines to provide guiding principles for installation, operation and regulation of embedded generation in Ghana and ensure that excessive generation is not injected back into the national Interconnected Transmission System.
- iii. Enforced regulations to facilitate the handling of Liquefied Natural Gas through stakeholder's consultations.
- iv. Enforce compliance to regulations to ensure that electrical wiring professionals and materials such as conductors and accessories meet minimum standard in the Ghanaian market for the safety of persons, property and livestock.

l) Local Content and Local Participation in the Power Sector

The Energy Commission will also collaborate with the government through the Ministry of Energy to ensure that Ghanaian citizens, Ghanaian companies and indigenous Ghanaian companies play an active role in the renewable energy sector with the view of achieving the following:

- i. Provide an enabling environment to ensure the maximum use of financial capital, expertise, goods and services locally.
- ii. Create employment for Ghanaians.
- iii. Promote businesses in the electricity supply industry.
- iv. Develop and promote local content and local participation in electricity supply industry through education, skills and expertise development, transfer of technology and expertise and develop active research and development portfolio.
- v. To promote local capacity in the manufacturing of electrical equipment, electrical appliances and renewable energy equipment.

- vi. Increase competitiveness among local manufacturers of electrical equipment, electrical appliances and renewable energy equipment.

m) National LPG Promotion Policy

In partnership with LPG Marketing Companies (LPGMCs), the National Petroleum Authority and the Ministry will pilot the Cylinder Recirculation Model (CRM) in the Obuasi Municipality and Kwaebibrem District. NPA is facilitating the procurement of about 55,000 cylinders on behalf of LPG Marketing Companies from the Ghana Cylinder Manufacturing Company for the pilot.

10.0. MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY AND INNOVATION

The Ministry of Environment, Science, Technology and Innovation (MESTI) exists to promote sustainable environmental management and the adoption and application of science and technological innovations through the formulation of policies, monitoring and evaluation of the implementation of sector plans, programmes, and projects for national development.

The political and bureaucratic heads of the Ministry were as follows;

- Sector Minister - Hon. Prof. Kwabena Frimpong-Boateng
- Deputy Minister - Hon. Patricia Appiagyei
- Chief Director - Mrs. Levina Owusu

10.1. Sub vented Agencies

- The Council for Scientific and Industrial Research (CSIR)
- Ghana Atomic Energy Commission (GAEC)
- Environmental Protection Agency (EPA)

Authorities

- Land Use and Spatial Planning Authority (LUSPA)
- The National Biosafety Authority (NBA)
- The Nuclear Regulatory Authority (NRA)

10.2. Sector Achievements

A. Policies, Legislations and Regulations

- **National Plastics Management Policy**

The National Plastics Management Policy was submitted to Cabinet. The policy is aimed at supporting the existing work being carried out by the Government of Ghana, as well as successful initiatives being led by entrepreneurs and civil society actors at the local level, to accelerate the reduction of plastic waste and pollution in Ghana.

B. Construction of Training Centre, a Health Post and Football Pitch

The Ministry commissioned a training centre, a health post and football pitch at Old Fadama (Agbogbloshie) to enhance sound dismantling of Waste of Electrical and Electronic Equipment (WEEE). This is expected to minimize their adverse impacts on human health and the

environment from the unsound management of e-waste. Implementation of the National Integrated E-waste Management Programme is also on going.

C. Sustainable Land and Water Management Project (SLWMP)

The Ministry under the Sustainable Land and Water Management Project (SLWMP) supported 12,421 farmers with farm inputs to implement various Sustainable Land and Water Management (SLWM) technologies within the 12 project Districts (Mamprugu Moaduri, West Mamprusi, West Gonja, Sawla Tuna-Kalba, Talensi, Bawku West, Builsa South, Kassena Nankana West, Wa East, Daffiama-Bussie Issa, Sissala East and Sissala West). Eight (8) dugouts were also constructed at Mole National Park, Fringe communities of the Gbele Resource Reserve (GRR) and some within agricultural landscapes under this Project.

D. Adaptation Fund Project

The Ministry continued with the implementation of the Adaptation Fund Project to address the risks associated with climate change in the five Northern Regions. These included:

- 100 boreholes constructed and installed with hand pumps.
- Over 50 acres of buffer zones created (62,500 tree seedlings were planted in 50 communities) to protect dams, dugouts, and rivers.
- 10 Dams rehabilitated in 10 communities out of which four are near completion.
- 46 local NGOs based in the Northern, Upper East, Upper West, and Savannah Regions were funded with a total sum of Four Million, One Hundred and Sixty Thousand, Five Hundred Ghana Cedis GHC (GH¢4,160,500) (USD785,000 equivalents in GH¢) in three tranches to date to implement Alternative livelihood activities in the Project communities.

E. Renovation Works on the CSIR-INSTI Block

The Ministry completed renovation works on the CSIR-INSTI block for the establishment of a High-Performance Computing (HPC) Centre with HPC Server and monitoring rooms. The Centre will provide opportunity for both academic and private institutions to analyse, model and simulate big data to help address both research and industrial challenges in areas such as health, environment, security, agriculture and natural resource management.

F. Ghana Atomic Energy Commission (GAEC)

The Ghana Atomic Energy Commission (GAEC) and in collaboration with the University of Cape Coast produced the yellow flesh cassava which contains high levels of β -carotene, which is a precursor to Vitamin A and helps to prevent blindness.

GAEC also monitored 762 telecommunication masts and assessed 302 base stations for compliance as well as 450 occupationally exposed workers involved in ionizing radiation. Two

(2) Laboratory facilities at the Radiological and Medical Sciences Research Institute (RAMSRI-GAEC) including the Radon Monitoring were commissioned.

G. Council for Scientific and Industrial Research (CSIR)

The CSIR developed and released two (2) colourful varieties of sweet potatoes. Seven (7) improved stress-tolerant cowpea lines and two (2) high yielding and stress-tolerant groundnut lines also received approval for release and cultivation. One (1) improved soya bean variety christened “Favour” which has just been released has a yield potential of 3.5 tonnes/hectare, matures within 118 days, and is expected to increase yield of farmers.

The on-going research on Schistosomiasis in some communities in the Atwima Nwabiagya District of the Ashanti Region and Ajumako- Eyan-Esiam in the Central Region showed about 20% reduction. CSIR installed overhead water storage systems in affected communities to reduce the prevalence of the disease. This intervention seeks to end epidemics and combat water-borne diseases and other communicable diseases.

H. Environmental Protection Agency (EPA)

The EPA issued 3,656 environmental assessment permits and 26,068 chemical licenses. Out of 5,643 undertakings monitored by the EPA in line with L.I 1652, only 1,888 were compliant while 3,755 were non-compliant. Enforcement letters were issued to the non-compliant undertakings for cessation of activities. Imposition of administrative charges was also applied to such companies.

I. Land Use and Spatial Planning Authority (LUSPA)

The Land Use and Spatial Planning Authority (LUSPA) trained all the 260 MMDAs on the Geographic Information System (GIS). The Regional Spatial Committees of the Greater Accra and Eastern Regions were inaugurated and fully functional.

10.3. Sustainable Development Goals

The Ministry **Goal 12 Target 4** commissioned a training centre, a health post and football pitch at Old Fadama (Agbogbloshie) to enhance sound dismantling of Waste of Electrical and Electronic Equipment (WEEE).

Under **Goal 2 Target 4**, the Ministry supported 12,421 farmers with farm inputs to implement various SLWM technologies within the 12 project Districts and constructed eight (8) dugouts at Mole National Park, Fringe communities of the Gbele Resource Reserve (GRR) and within some agricultural landscapes.

In support of **Goal 15 Target 3**, the Ministry constructed and installed 100 boreholes with hand pumps. It also, created over 50 acres of buffer zones (62,500 tree seedlings were planted in 50 communities). It rehabilitated 10 dams in 10 communities out of which 4 are near completion and funded 46 local NGOs based in the Northern, Upper East, Upper West, and Savannah Regions. Four Million, One Hundred and Sixty Thousand, Five Hundred Ghana Cedis GHC (GH¢4,160,500) (USD785,000 equivalents in GH¢) in three tranches were used to implement Alternative livelihood activities in the Project communities.

In line with **Goal 2 Target 1**, the following was undertaken; produced the Yellow flesh cassava; developed and released two (2) colourful varieties of sweet potatoes; received approval for release and cultivation of seven (7) improved stress-tolerant cowpea lines and two (2) high yielding and stress-tolerant groundnut lines; and released one (1) improved soya bean variety christened “Favour” which has a yield potential of 3.5 tonnes/hectare and matures within 118 days and is expected to increase yield of farmers.

In line with **Goal 3 Target 3**, on-going research on Schistosomiasis in some communities in the Atwima Nwabiagya District of the Ashanti Region and Ajumako- Eyan-Esiam in the Central Region showed about 20% reduction.

In support of **Goal 12 Target 6**, which seeks to encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability into their reporting, air quality at 14 sites was monitored. All the 260 MMDAs were trained on the Geographic Information System (GIS). The Regional Spatial Committees of the Greater Accra and Eastern Regions were also inaugurated and fully functional.

10.4. Financial Performance

SOURCE	APPROVED BUDGET (GHC)	2019 REVISED BUDGET	ACTUAL RECEIPTS	ACTUAL EXPENDITURE	VARIANCE
1	GOG				
	Compensation (GOG)	233,933,250	190,812,717	168,678,520	22,134,197
	Goods & Services (GOG)	2,989,880	2,989,880	4,421,795	1,431,915
	CAPEX (GOG)	3,800,000	3,800,000	1,018,934	2,781,066
	TOTAL (GOG)	240,723,130	197,602,597	174,119,249	23,483,348
2	IGF	147,119,650	147,119,650	85,319,181	61,800,469
3	DEV'T PARTNERS	30,111,562	30,111,562	50,461,592	20,350,030
4	GRAND TOTAL	417,954,342	374,833,809	309,900,022	64,933,787

10.5. Challenges

The irregular and inadequate flow of funds presented as a major challenge for the sector and this resulted in delayed or non-implementation of planned activities.

The Ministry's Research Agencies (GAEC and CSIR) are facing the problem of **inadequate and obsolete equipment**. This has led to some critical laboratories being closed down. As a science and technology Ministry, the outputs and outcomes of the Ministry's programmes cannot be realised under this circumstance and needs to be addressed.

Encroachment and litigation on institutional lands continues to be a major challenge. The Council for Scientific and Industrial Research (CSIR) and the Ghana Atomic Energy Commission (GAEC) are the hardest hit in the constant encroachments of their lands. In order to

deal with the perennial problem of land encroachment, the Ministry is in constant talks with relevant State Agencies as well as State Security Agencies in order to curb the growing sprawl of squatters on institutional lands.

Most of the Agencies (CSIR, GAEC, LUSPA) operating under the Ministry are understaff, with most of the technical staff aging and retiring. Despite the financial clearance granted to recruit 158 new staff by sector agencies, the number remains woefully inadequate. The NRA and NBA, the newest Agencies, are currently operating with staff seconded from GAEC. The CEO of NBA is the only permanent staff at post. The NBA and NRA, the newest Agencies budgeted for the recruitment of thirty (30) and Fifty (50) new staff respectively in their 2020 budget to address the staffing issues.

10.6. Forward Look

The Ministry will:

- Commence the establishment of foundries and Computer Numerical Control (CNC) machine tooling centres to kick-start the promotion and production of machine parts across the Country.
- Finalize and implement the National Plastics Management Policy alongside other interventions such as the National Plastic Action Partnership (NPAP) and the Project on Micro-plastics and Marine Litter to help solve the plastics menace in the Country.
- Support the operationalization of the High-Performance Computing (HPC) and the Ghana Innovation and Research Commercialization (GIRC) Centres.
- Continue the implementation of the Sustainable Land Water Management Project (SLWMP) and Adaptation Fund Project in the five (5) Northern Regions to address climate change adaptation issues. In addition, the construction of a Hand-over Centre (HOC) at the premises of the Ghana Atomic Energy Commission (GAEC) will commence under the German financed E-waste project.

The activities of the CSIR in 2020 will be geared towards seven (7) thematic areas namely; Food Security and Poverty Reduction; Climate Change, Environmental Management and Green Technology; Biomedical and Public Health; Material Science and Manufacturing; Energy and Petroleum; Electronics and ICT; Science and People; and Commercialization and Transfer of Research Results.

GAEC will continue to monitor occupational exposures for the mine, industrial, medical, and educational research institution workers. The Commission will engage in Environmental Radiation Protection Research and Development (R&D), and provide technical services in areas such as; food, water, & environmental sample assessment for radioactivity contamination.

The EPA will continue to ensure environmental compliance and enforcement in 2020 through environmental quality monitoring. The Agency expects to upscale source waste segregation, regulate plastic waste, and implement the Hazardous and Electronic Waste Control and Management Act, 2016 (Act 917) in 2020. This is geared towards substantially reducing waste generation through prevention, reduction, recycling and reuse.



11.0. MINISTRY OF FINANCE

The Ministry of Finance is responsible for the formulation and implementation of sound fiscal and financial policies of the Government and managing the economy for the development of Ghana.

The Political and Bureaucratic Heads during the period were:

- Sector Minister - Hon. Ken Ofori Atta
- Deputy Ministers - Hon. Kwaku Kwarteng
Hon. Abena Osei-Asare (MP)
Hon. Charles Adu Boahen
- Chief Director - Mr. Patrick Nomo

11.1. Departments and Public Sector Organizations

Civil Service Department

- Controller and Accountant Generals Department

Public Sector Organizations

- Ghana Revenue Authority
- Ghana Statistical Service
- Security and Exchange Commission
- Public Procurement Authority
- Financial Intelligence Centre
- National Lottery Authority
- Institute of Accountancy Training
- Ghana Infrastructural Investment Fund (GIIF)

11.2. Sector Achievements

A. Policies, Legislations and Bills

- **The passage of the Fiscal Responsibility Act 2018, (Act 982)**

The Ministry facilitated the passage of the Fiscal Responsibility Act 2018, (Act 982) by Parliament. The rationale for this Act is to provide for fiscal responsibility rules to ensure macroeconomic stability and debt sustainability and to provide for related matters. Additionally, the 2019 half-year report on the implementation of the Fiscal Responsibility Law (FRL) has been prepared and submitted to Cabinet in line with the FRL.

- **Energy Sector Levies (Amendment) Act, 2019 (Act 997) amended the Energy Sector Levies Act, 2015 (Act 899)**

The amended act seeks to provide for an increase in the rates for the power generation and infrastructure support components of the Energy Debt Recovery Levy and the rates for the road Fund Levy and the Price Stabilization and Recovery Levy on petroleum products. In accordance with Section 6 of the Energy Sector Levies Act, 2015 (Act 899), as amended (Act 946), the Ministry also completed and submitted the 2018 Annual Report on the Energy Sector Levies and Accounts to Parliament.

B. Fiscal Deficit as a percentage GDP

Fiscal Deficit as a percentage of GDP was projected at 4.2 percent for the 2019 fiscal year. The target was revised upwards to 4.5 percent during the 2019 Mid-Year Fiscal Policy Review. As at end of September 2019, provisional data indicated that fiscal deficit as a percentage of GDP stood at 4.5 percent and is expected to be within the Fiscal Responsibility Act threshold of not more than 5 percent of GDP by end-year (4.7 percent of GDP). As a result, fiscal deficit as a percentage of GDP has been contained below 5 percent of GDP over the past three years.

The higher-than-programmed fiscal deficit resulted mainly from revenue underperformance which, in the year-to-end September 2019, achieved an execution rate of 86.4 percent. Although expenditures were also below target, the expenditure execution rate of 92.5 percent outstripped the revenue execution rate by a significant 6.1 percentage points.

C. Completion of the IMF ECF Programme

Fiscal policy measures and key reforms implemented during the period facilitated Ghana's successful completion of the International Monetary Fund's Extended Credit Facility Programme in April, 2019. This immediately made available to Ghana an amount of US\$185.2 million, bringing the cumulative disbursement under the programme to US\$925.9 million. Notwithstanding the completion of the IMF programme, the Ministry continued to collaborate with the IMF under the Annual Article 4 Consultations. Policy measures implemented continued to sustain the gains made on macroeconomic stabilisation and maintain the growth momentum. Also, since late March 2019, the cedi has remained relatively stable, supported by improved foreign inflows and strong economic fundamentals.

D. Sustainable Debt

Public debt management for the 2019 fiscal year was successfully executed despite challenges from global and the domestic economy. The main public debt objectives were to meet government's funding needs on a timely basis and at a relatively lower cost but subjected to a

prudent level of risk, while promoting the development of efficient primary and secondary markets in accordance with the Public Financial Management Act, 2016 (Act 921).

The Ministry was dedicated to maintaining the public debt at sustainable levels below the established threshold of 65 percent of GDP in line with Ghana's ranking as a moderate performer under the new Debt Sustainability Framework. Despite this international benchmark, the Ministry committed to maintaining the public debt stock at 60 percent of GDP or below for 2019. Considerable progress was achieved, including lengthening the average time to maturity of the public debt portfolio and reducing refinancing risks.

Ghana successfully issued a total of US\$3,000.0 million in three tranches, 7-year, 12-year and 31-year Eurobonds of US\$750.0 million, US\$1,250.00 million and US\$1,000.00 million, respectively in March 2019. The 2019 Eurobond was a landmark issuance, not only in Ghana, but across Sub-Saharan Africa with Ghana's Eurobond issuance in 2019 being the largest deal size outside of Nigeria and South Africa. The issuance was also the first triple-tranche Eurobond offering by Ghana. In line with the proceeds utilisation plan, an amount of US\$2,000.0 million was earmarked for budget support and critical infrastructure and the remaining US\$1,000.0 million for liability management operations. By end September 2019, a buyback of US\$303.10 million of the 2023 Eurobond had been carried out. Similarly, a total of GH¢309.67 million of the outstanding July 2022 5-year bond was repurchased from the domestic market.

E. Development of a 10-year Capital Market Master Plan

Government initiated the development of a Capital Market Master Plan to shape the future of the industry and aid economic growth and development. The Draft Capital Market Master Plan has been prepared and consultations with key industry stakeholders have been completed. Government in collaboration with Securities and Exchange Commission (SEC) expects to launch the Capital Market Plan as a blueprint and the regulator, SEC, will champion its implementation.

The Master Plan is built along five pillars namely: Increase understanding of the market and boost market confidence; Create flow, quality and range of investment products; Increase the investor and issuer base; Strengthen infrastructure and improve market services; and Regulation and Enforcement.

11.3. Reforms Undertaken

The reforms undertaken by the Ministry included the following:

- Establishment of Ghana Commodity Exchange (GCX) which was operationalized in November, 2018 and is trading in five (5) commodities through spot contracts.
- Establishment of a Domestic Credit Rating Agency (DCRA) and Financial Data Centre which has currently gained response from Interested parties who have been evaluated and

yet to engage one (a Consultant) to develop a business plan for the DCRA's establishment.

- Ghana Incentive-based Risk Sharing System for Agricultural Lending (GIRSAL) is currently in operation and working with five (5) selected banks for funding.
- The Ministry has ensured full operationalization of the Ghana Export-Import Bank (Ghana EXIM Bank) during the year under review.
- Linking Village Saving and Loans Association to formal financial system (VSLAs) was another reform by the Ministry. Currently, expression of interest has been published to engage a Consultant to lead the process.
- The Banks and Specialized Deposit Taking Institutions Act 2016 (Act 930) and Deposit Protection (Amendment) Act 2018 have been passed and being enforced currently.
- The Payment Systems and Services Bill 2019 has been enacted and being implemented while the Borrowers and Lenders Bill 2019 is currently at Cabinet for approval.
- The Ministry under the Credit Reporting Regulation has engaged the Parliamentary Subsidiary Committee on Legislation to review the draft Regulations which has been currently prepared to be laid in Parliament for approval.
- The National Mortgage and Housing Finance Scheme (NMHFS) has been established and funds have currently been released to three (3) participating banks who are granting construction loans and underwriting mortgages.

11.4. Sustainable Development Goals

There are four (4) key objectives of the Ministry adopted from the National Medium Term Policy Framework (2018-2021) which are linked to four Sustainable Development Goals. These include the following:

Under **Goal 10.5** “Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulation”, the Banking sector reforms which commenced in August 2017 were successfully completed and currently, Banks have begun refocusing on their basic mandate of financial intermediation. Also, a Presidential Financial Stability Advisory Council was successfully established and operationalized to get the system working smoothly.

The Ministry under **Goal 16.5** “Substantially reduce corruption and bribery in all forms” continued to allocate budgetary resources to Anti-corruption agencies and the Ministry also sensitized its members on the National Anti-Corruption Action Plan (NACAP 2015-2024).

In fulfilment of **Goal 17.1** “Strengthen domestic resource mobilization, through international support to developing countries, to improve domestic capacity for tax and other revenue collection”, the following revenue measures have been introduced as at end September 2019.

Retooling of the Ghana Revenue Authority, Prosecution policy, Integrated Tax Application and Preparation Systems Apps (iTAPs), Reduction in Bench Mark values for Custom Classification and Valuation, and Repeal of the Luxury Vehicle Levy (Repeal) Act, 2019 (Act 996). These amongst others have improved the revenue that were generated during the year under review.

Finally, under **Goal 17.13** “Enhance global macroeconomic stability through policy coordination and policy coherence”, the reforms being implemented by the Financial Sector are currently aimed at making Ghana an International Financial Services Hub since the country has been admitted as a member of the African Trade Insurance. This has caused the development of a road map for the country to achieve its aim. The first phase of the Remittances Grant Facility project ended in August, 2019 with three Fintech companies awarded for developing innovative remittance products.

11.5. Financial Performance

NO	SOURCE	APPROVED BUDGET GH¢	ACTUAL RECEIPTS GH¢	ACTUAL EXPENDITURE GH¢	VARIANCE GH¢
1	GOG				
	Compensation of Employees	283,634,424.00	169,568,763.24	168,536,676.32	95,108,749.76
	Use of Goods & Services	17,851,199.00	12,859,924.00	11,911,085.12	4,991,275.00
	CAPEX	34,917,459.00	6,989,440.08	6,989,440.08	16,628,018.92
2	IGF	24,944,309.00	21,653,444.96	21,653,444.96	3,290,864.04
3	DEV'T PARTNERS (as at October 2019)	199,482,972.00	87,239,277.62	87,239,277.62	112,243,694.38
	TOTAL	560,830,363.00	298,310,849.90	296,329,924.10	232,262,602.10

11.6. Challenges

- Unstable internet connectivity hindering the the smooth processing of transaction on the GIFMIS system.
- Ensuring that the various MDAs stay within the approved budget limits.
- Non-compliance with custom procedures by agents, thus posing a challenge to our revenue mobilisation efforts.
- Difficulty in linking the Ghana Electronic Payment System (GEPS) to GIFMIS thus affecting budget implementation and management.

11.7. Forward Look

The Ministry will;

- Submit the Ghana Asset Management Corporation (GAMCORP) Bill to Parliament for consideration and passage into law. The Bill when passed is expected to put in place the necessary framework to enhance the State's capacity in the management and utilization of its assets.
- Consolidate progress made towards enhancement of the legal and institutional framework as well as technical capacity for effective public investment management. Enactment and implementation of regulations for public investment management and the PPP bill and operationalise the Integrated Bank of Projects System (IBPS). The rationale for the operationalization of IBPS is to improve the linkage between development plans, projects and the annual budget.
- Amend the Petroleum Revenue Management Act (PRMA) Act 2015. The amendment is to facilitate the receipt of higher returns on petroleum funds and it is expected to support the diversification of investment instruments for the Ghana Petroleum funds to include equities and other high yielding assets.
- Undertake vigorous sensitisation programme on the Statistics Act 2019 (Act 1003). The sensitisation will be undertaken to ensure that the producing, coordinating and consuming stakeholders are well positioned to effectively play their roles in accordance with relevant provisions of the Act.
- Develop a framework for the establishment of a domestic Credit Rating Agency.
- Conduct Financial Services Survey.
- Develop and roll out an agency banking network under the ARB Apex Bank.
- Deepen financial education and consumer protection.
- Implement the 10-year Capital Market Master Plan led by Securities and Exchange Commission (SEC).
- Develop capabilities of the various regulators for the sector.

- Conduct a holistic review of the existing system and the entire taxation infrastructure. In a bid to address the challenges of domestic revenue mobilisation, Government will leverage the resultant review to develop a medium term revenue policy and strategy. The ensuing reforms will place a premium on partnerships with the private sector in providing solutions to our revenue mobilization efforts.
- Prepare and publish the 2021-2024 Medium Term Debt Strategy (MTDS); in line with the macro-fiscal framework and in accordance with the Public Financial Management Act, 2016 (Act 921).
- Prepare and present the 2019 Public Debt Report to Parliament.
- Improve transparency and accountability of debt management operations.
- Undertake periodic domestic road shows.
- Strengthen the investor base and allow local investors to build their domestic market presence. In addition, all notices and data related to Government securities will be made available on the Ministry's website and updated regularly to improve communication with market players and ensure ease of access to vital information.

12.0. MINISTRY OF FISHERIES AND AQUACULTURE

The Ministry of Fisheries and Aquaculture, established by E.I.28, Civil Service (Ministries) Instrument, 2017, is responsible for the Transformation, Coordination and Regulation of the Fisheries and Aquaculture Sector into a viable economic segment. The goal of the Ministry is to increase domestic fish production to offset import of fish and fishery products, with the view to transforming the fisheries and aquaculture sector into a viable economic segment that contributes significantly to national development.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon. Hon. Elizabeth Afoley Quaye (MP)
- Deputy Minister - Hon. Francis Kingsley Ato Cudjoe
- Chief Director - Prof. Francis K. E. Nunoo (January – June, 2019)
Mr. Frank Sofo (August – December, 2019)

12.1. Agencies of the Ministry

- Fisheries Commission
- National Premix-Fuel Secretariat

12.2. Sector Achievements

A. Management and Administration

Preparatory works for the construction of the *One-Stop Aquaculture Training Centre* at Dawhenya was completed. The Centre will provide skills training youth to take up aquaculture as a viable economic enterprise. The Ministry has also acquired and cleared the site for the construction of the Jamestown Fishing Harbour Complex, which will commence full operation in January 2020.

The Fisheries College at Anomabo, which is still under construction, had 82.5 % of phase I completed and Phase II has already commenced. A major part of the rehabilitation works at Sankana Public Fish Hatchery was also completed.

B. Aquaculture Development

Under the Aquaculture for Food and Jobs Initiative, 321 people were trained during the first phase of the Project. The Beneficiaries included 300 in James Camp Prison and 21 in Pentecost Youth Association-Adansi Akyerebuana. The beneficiaries were provided with 1,700 fingerlings and 500mt fish feed.

Extension Service was provided to 1,850 small and medium scale fish farms and production of Aquaculture stood at **52,120 mt** as against an annual target of **129,302 mt**.

C. Fisheries Resource Management

The Ministry announced the “Closed Season” to be observed by all fleet in the country’s marine waters. There was an implementation of one-month “Closed Season” for artisanal fleet (May 15- June 15) and two months for industrial trawlers (Aug 1- Sept 30). This to some extent addressed the dwindling stock of fisheries in the nation’s marine waters. Artisanal Fishers were supported with 56,808,000 litres of Premix Fuel to enhance operations as well as their wellbeing.

The Ministry also launched the Ghana National Canoe Identification System for easy identification of all operational canoes in the fisheries sector. This ensured regulating access to the country’s fishery resource and improving management of the sector.

Total marine fish production as at the end of the year fish production stood at **235,276.06mt** while the inland sub-sector recorded **62,266.53mt** of fish during the same period.

D. Fisheries Monitoring, Control and Surveillance

To enable MoFAD and its Agencies enforce the Fisheries Laws and Regulations in all fishery waters within Ghana’s Exclusive Economic Zone (EEZ), the Ministry collaborated with stakeholders including Ghana Navy, Marine Police, Ghana Air Force, as well as the Ministry of Justice and Attorney General’s Department and intensified sea and land patrols. This action recorded fifty-two (52) infractions and prosecutions are on-going. Eighty (80) fishing communities were sensitized on Fisheries Laws and Regulations as against a target of forty-five (45). A 24/7 Electronic Monitoring Systems (VMS & AIS) was operated on all industrial fishing vessels and 100% observer coverage (i.e. every vessel had an observer on board). In total, 550 observer missions were conducted as against a target of 760.

E. Aquatic Animal Health and Post-Harvest Management

The Ministry conducted twelve (12) fish health monitoring and surveillance exercises. However, 35 public and private fish hatcheries were certified as 75% biosecurity compliant.

An emerging fish disease (Infectious Spleen and Kidney Virus Disease – ISKVD) was identified on the Volta Lake in March 2019 and all the disease-affected farms were quarantined. There was also a banned movement of live fish from affected farms to other parts of the country and the importation of exotic aquatic organisms.

The Ministry organized a Training programme for members of National Association of Fish Processors and Traders (NAFPTA) on the fish disease detection, prevention and control.

12.3. Financial Performance

Fund Source	Approved Budget (Gh¢million)	Actual Release (Gh¢)	Actual Expenditure (Gh¢million)	Variance
Compensation of Employees	10,980,188.00	5,102,718.24	5,102,718.24	5,877,469.76
o/w GoG	10,099,588.00	4,511,283.00	4,511,283.00	5,588,305.00
o/w IGF	880,600.00	591,435.24	591,435.24	289,164.76
Goods & Services	9,932,162.00	8,689,031.17	7,286,651.74	1,243,130.83
o/w GoG	1,530,243.00	1,165,042.62	562,375.59	365,202.38
o/w IGF	8,401,917.00	7,523,988.55	6,724,726.15	877,928.45
Capital Expenditure	38,680,098.00	7,303,440.73	2,222,973.62	31,376,657.27
o/w ABFA	8,042,691.00	1,894,818.85	926,383.37	6,147,872.15
o/w IGF	6,587,407.00	5,408,621.88	1,296,590.25	1,178,785.12
o/w DP	24,050,000.00	-	-	24,050,000.00
TOTAL	59,592,448.00	21,095,190.14	14,612,323.00	38,497,257.86

12.4. Challenges

- Limited office space.
- Weak technical capacity of Ministry staff.
- Inadequate budget support for VMS & AIS operations.
- Delayed release of Under Recoveries to the BDCs.
- Unexpected emergence of fish disease in the Aquaculture Sub-sector.
- Recalcitrant behaviour of industry players to abide by fisheries laws and regulation, particularly in the reduction of illegal fishing.

- Challenges with BDCs importing crude oil for the blending of premix.
- Hoarding of Premix Fuel resulting into artificial shortages.
- Misuse of premix fuel (e.g. power generators in light fishing).

12.5. Forward Look

- Enhance programme operational efficiency and effectiveness for better developmental results.
- Roll out AfJ Flagship Initiative to realize the intended results.
- Intensify dialogue with industry players to build consensus on effective strategies to end IUU Fishing.
- Improved premix fuel distribution system.
- Establish Landing Beach Committee (LBCs) management system.
- Improved staff knowledge on effective premix fuel management and distribution system.

13.0. MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION

The Ministry of Foreign Affairs and Regional Integration (MoFARI) is the lead organ of State responsible for the initiation, formulation, coordination and the implementation of programmes and projects necessary to achieve Ghana's broad foreign policy objectives. It undertakes data collection and analysis, selection of policy options and the submission of recommendations on all matters relating to Ghana and its bilateral and multilateral engagements with its international partners, for the consideration of government.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon. Shirley Ayorkor Botwey (MP)
- Deputy Ministers - Hon. Mohammed Habib Tijani (MP)
- Hon. Charles Owiredue
- Chief Director - Ambassador. Albert F. Yankey.

13.1. Foreign Missions and Sub-Vented Organizations

The MoFARI executes its functions through nineteen (19) Bureaux at Headquarters including Passport Office and Accra International Conference Centre (AICC), fifty-seven (57) Missions and nine (9) Consulates-General abroad. The fifty-seven (57) Missions consist of fifty-five (55) High Commissions and Embassies and two (2) Permanent Missions to the United Nations in Geneva and New York. The geographical breakdown of the missions is as follows:

- ✓ Twenty-seven (27) in Africa;
- ✓ Seventeen (17) in Europe;
- ✓ Eight (8) in the Middle East;
- ✓ Seven (7) in Asia and Pacific; and
- ✓ Seven (7) in the Americas and the Caribbean.

The Sub-vented organizations under the Ministry include All Africa Students Union (AASU), Legon Centre for International Affairs and Diplomacy (LECIAD) and National African Peer Review Mechanism Governing Council (NAPRM-GC).

13.2. Sector Achievements

A. Promotion of Globally Competitive Foreign Service

- **Improved Service Delivery**

In efforts to improve upon service delivery at the Passports Office, the Ministry undertook the following initiatives: the online passport application; the downloadable Portable Document

Format (PDF) Passport Application Form. Also, the extension of Passport Applications Centres (PACs) to eight (8) Regional capitals; the establishment of the Premium Passport Application Centre; overhauling of passport processing equipment; the extension of validity of passports from five (5) years to ten (10) years; and the introduction of 48-page passport booklets to satisfy the needs of frequent travellers. These initiatives lead to reducing the turnaround time for processing passports from one (1) month to ten (10) days for express and three (3) months to one (1) month for ordinary passports.

The Tema and Koforidua Passport Application Centres (PACs) were commissioned by the sector Minister, Hon. Shirley Ayorkor Botchwey on 22nd May, 2019 and have since been operational and provide online services.

Following the Ministry's commitment to provide all compatriots with biometric passports and face out the machine-readable passports, an additional Biometric Passport Centre was established at the Ghana Embassy in Tokyo, Japan. This brought the total number of Ghana Missions abroad providing biometric passport services to seven (7).

- **Implementation of the Foreign Service Regulations**

In pursuant of Regulations 93 of the Civil Service Law 1993 (PNDCL 327) the Ministry started the implementation of its Foreign Service Regulations, which updated the conditions of service of Foreign Service Officers, modernized human resource practices and brought the Foreign Service Regulations in line with international best practices.

B. Enhancement of Ghana's International Image and Influence

The Government of Ghana opened two Consulates General in Guangzhou, China and Port Louis, Mauritius with the view to better provide our compatriots with timely consular services as well as enhance the economic cooperation between Ghana and Mauritius on one hand and Ghana and the City of Guangzhou on the other. The total number of Ghana Missions abroad therefore increased to sixty-six (66).

The Ministry also facilitated the establishment of three (3) new Diplomatic Missions in Ghana; namely, the High Commissions of Suriname, Kenya and Rwanda, thus bringing the number of resident Diplomatic Missions in Ghana to sixty-six (66) and thirty-eight (38) Honorary Consulates.

In a bid to give a facelift and maintain the value of landed properties in Ghana's Missions abroad, the Ministry renovated the Chancery and the residence of the Head of Chancery at the Ghana Embassy in Lusaka, Zambia. The Ministry also completed the construction of the Chancery of the Ghana Embassy in Bamako and purchased the Residencies for the Ghana Embassy in Oslo, Norway and the Ghana Embassy in Cotonou, Benin.

C. Promotion of Ghana's Political and Economic Interests abroad.**• Hosting of the Secretariat of the Africa Continental Free Trade Area**

The Ministry in conjunction with the Office of the President and the Ministry of Trade and Industry spearheaded the campaign for Ghana's candidature to host the Secretariat of the Africa Continental Free Trade Area. Ghana mounted a vigorous bid campaign, including visits by the President's Special Envoys to several African countries. Consequently, the African Union Heads of State and Governments on 7th July 2019 in Niamey, Niger approved the candidature of Ghana to host the secretariat of the AfCFTA, which is the first African Union Institution.

• High level visits

Ghana continues to enjoy international goodwill due to its enviable political, democratic and rule of law credentials. To this end, the country in 2019 played host to a number of high profile visits. H.E. Nana Addo Dankwa Akufo-Addo, President of the Republic and other high profile personalities from Ghana also visited several countries. The total number of high-level visits for 2019 was thirty-nine (39) as against the estimated target of ten (10). The increase was mainly due to the Ministry's vigorous campaign for Ghana's bid to host the secretariat of the African Continental Free Trade Agreement (AfCFTA). This was achieved by strategically selecting Ghanaian statesmen, Ministers of State and former Ambassadors who led various delegations to visit Heads of States of selected countries to make Ghana's case for hosting the Secretariat. Some outcomes of the high-level visits were as follows:

- ✓ H.E. the President took the opportunity to encourage people of African descent to participate in activities planned for the "Year of Return" marking the 400th anniversary of the arrival of the first enslaved Africans to the Americas in 1619.
- ✓ A request for the supply of over three hundred and seventy –five (375) Ghanaian nurses to make up the shortage of nurses in the hospitals and healthcare centres in Barbados, as well as the signing of Air Services Agreement with Guyana and St. Vincent and the Grenadines and Barbados.
- ✓ Ghana also signed a number of MOUs with car manufacturing giants such as Toyota, Nissan, Sino Truck and Volkswagen as well as a host of multinational companies building factories in Ghana.
- ✓ Visa waiver agreements for Service and Diplomatic passports were signed with Malta, Jamaica, Angola, Guyana and Suriname during the visits.

- **Economic Diplomacy**

The Ministry organized its 2nd made-in-Ghana Bazar Extravaganza from 26th to 28th July, 2019 which brought together two hundred and thirty-one (231) Ghanaian small-to-medium businesses to exhibit their products. The aim of the Bazaar was to use the network of Diplomatic Missions accredited to Ghana to promote Ghanaian products and services. The expected outcome was for increased exports, job creation, and to secure the needed foreign exchange for the economic growth of our country.

Ghana Embassies abroad facilitated inward investment into Ghana, promoted Ghana's export, trade and marketed Ghana's tourism potentials. A number of friendly governments were also engaged for several official cooperation arrangements including concessionary financing.

The Ministry in collaboration with partner MDAs organised trade and investment activities to aggressively promote "Made-in-Ghana" goods and services, as well as attract the needed FDIs for Ghana's industrialization agenda. Among these were:

- ✓ Facilitation of the Ghanaian private sector in the Offshore Technology Conference (OTC) in Texas, USA, 6-9 May, 2019. The Economic and Trade Investment Bureau is currently assisting private sector operatives to actualize the contacts they made at the Conference;
- ✓ Facilitation of the participation of the Ghanaian private sector in the United Arab Emirates Annual Investment Meeting held in Dubai from 8th - 10th April, 2019. Business contacts have been established towards joint ventures;
- ✓ The fact-finding mission to Ghana by Thai officials who paid working visits to GIPC, GFZA, GPHA, MOTI, NIB, AGI etc. from 5-14 April, 2019. The delegation showed keen interest in investing in the Government's flagship programmes such One-District-One-Factory;
- ✓ Organization of inter-sectoral preparatory meetings, which was the result of the official visit of President Akufo-Addo to Malta in June 2019. The outcome of the meetings included Malta becoming an EU-gateway logistics hub for Made-in-Ghana products and the recruitment of regularized labour from Ghana for the Maltese market.
- ✓ Five (5) Ghanaian companies were able to break into the Nigerian market and appointed distributors in key commercial cities in Nigeria. Examples were CEVAG Ltd, makers of PowerZone bleach, Kovi Tigernut Powder, Kpoo keke etc.
- ✓ Facilitation of the participation of thirty-seven (37) Ghanaian companies at the 2019 Lagos International Fair, from 1st – 10th November, 2019 in Lagos.
- ✓ Facilitation of the participation of twenty-three (23) Ghanaian exhibitors in the Annual International Trade Fair in Seri Leone from 20th March to 22nd April, 2019. The Ghanaian exhibitors were the largest foreign participants in the month long fair.

D. Integration of Ghanaian Diaspora in National Development

The Ministry in collaboration with its Missions abroad, the Office of the President and the Ministry of Tourism organised “The Year of Return, Ghana 2019” which is an initiative that was intended to encourage African diaspora to come to Ghana to settle and invest. Over forty (40) African diasporans participated in the "The Full Circle Festival", which attracted about 1.5 million tourists, including celebrities, politicians and world leaders to the country.

A total of one hundred and twenty-six (126) African Americans and Afro-Caribbeans were granted Ghanaian citizenship. The tourism sector has also recorded a tremendous growth of 18% in international arrivals from the Americas, Britain, Caribbean and other key countries while total airport arrivals increased by 45% for the year.

13.3. Reforms:

The Ministry undertook five (5) main reform projects namely: Peer-to-peer, Signing of Performance Agreement by Heads of Missions and A1 Officers at post, organizing and streamlining activities of the Ministry on an annual calendar as a guide. It also improved service delivery at the passport offices by creating an online platform, which are all still on going, with the exception of Development of Foreign Service Regulations, which has been completed.

13.4. Sustainable Development Goals:

The Ministry focused on different Sustainable Development Goals (SDGs) but grouped them into three (3) categories;

- **SDG 4, 6, 8, 10, 12 and 13**

In pursuant of these goals, the Ministry ensured the organization of twenty- three (23) instead of the targeted fifteen (15) meetings/seminars to enhance foreign policy; worked tirelessly to ensure that eight (8) International treaties/protocols/conventions were ratified as against the target of twelve (12). Seven (7) candidates were elected and positioned in international organizations and two (2) new Diplomatic Missions as projected for the year under review were established. It facilitated thirty-nine (39) high level visits as part of measures to strengthen bilateral cooperation.

- **SDG 16 and 17**

The Ministry projected to create five (5) Passport Application Centres but was only able to create two (2) at the end of 2019. Although the Ministry projected to ensure six (6) Missions were provided biometric passports services, it exceeded its target and ensured seven (7) Mission instead.

Five (5) Passport Application Centres provided on-line services as planned during the year under

review. The Processing time for biometric passports was also reduced from one (1) month to ten (10) days for express and 3 months to 21days for ordinary. The Ministry ensured an average time for processing ID cards was 12 hours.

- **SDG 2, 9 and 17**

The Ministry focused on trade missions and made in Ghana exhibitions in abroad. During the year 2019, it ensured fifty-five (55) trade missions and made in Ghana exhibitions were held abroad as against the target of forty (40).

13.5. Financial Performance

SOURCE	APPROVED BUDGET	ACTUAL RECEIPTS	ACTUAL EXPENDITURE	VARIANCE
GoG				
Compensation of Employees	364,460,122.00	355,284,072.99	355,284,072.99	9,176,049.01
Use of Goods& Services	13,830,115.00	10,246,833.60	10,246,833.60	3,583,281.40
CAPEX	2,758,867.00			2,758,867.00
IGF	50,136,268.00	28,226,973.24	28,226,973.24	21,909,294.76
OTHERS		57,540,425.35	57,540,425.35	(57,540,425.35)
JICA				
WORLD BANK				
TOTAL	431,185,372	451,298,305.18	451298305.2	(20,112,933.18)

13.6. Challenges:

- **Huge rental and utility charges**

Currently, the Ministry and its Missions abroad spend over Five Million Dollars (GHc25,700,000.00) annually on rent. Unfortunately, in most jurisdictions, banks are not willing to extend loans or mortgage facilities to Diplomatic Missions due to concerns related to the diplomatic communities and associated challenges. The only way to circumvent this challenge is for Government of Ghana/ Ministry of Finance to agree to offer Sovereign guarantees to support

Missions to secure mortgages to acquire properties. In that case, the Ministry/Missions can use the rent payable to service the mortgage.

- **Lack for Consular Funds to assist Ghanaians in distress situations abroad**

The Ministry and its Missions abroad are often saddled with situations where Ghanaians abroad find themselves in situations that require urgent financial assistance from the Mission. The Ministry at its appearance at the Public Accounts Committee of Parliament brought the issue to the attention of the Committee. The Committee then recommended that the Ministry create a Consular Fund for Ghanaians in distress abroad. Although the Ministry budgeted for the funds in its 2019 budget, the Ministry of Finance did not release funds to that effect.

- **Poor physical infrastructure in some Ghana Missions abroad**

The Ministry through the \$50Million Societe Generale loan is improving the physical infrastructure of some Missions by way of renovation, construction and purchases. The amount however is inadequate to address all the physical infrastructure challenges of the Ministry's Missions abroad.

- **Lack of Trade Promotional Items/Materials**

In instances where Ghanaian companies invited to participate in trade fairs/exhibitions abroad failed to turn up, Ghana Missions abroad by their own initiatives, acquired some made-in-Ghana goods to show case at these events to promote the locally manufactured. Most Missions are, however, not adequately stored with items for exhibitions. Additionally, the quality of promotional material from Ghana needs improvement in order to remain competitive.

13.7. Programmes and Projects 2020

The Ministry plans to undertake the following in 2020:

- Modernization of the new Passports Office.
- All Ghana Missions abroad will migrate from machine-readable passports to biometric passports.
- Establish PACs in all six additional Regions created.
- Hold about six (6) PJCCs and Political Consultations with other countries.
- Establish biometric PACs in the remaining fifty-nine (59) Missions.
- Commence the construction of the Ministry's annex building.
- Complete the Foreign Service Institute.
- Upgrade of Niamey and Tripoli Consulates to Embassies.

- Open a Diplomatic Mission in Vienna and Mexico.
- Create a Consular Fund.
- Participate in all statutory meetings of the United Nations, African Union, ECOWAS, Commonwealth and other international organisations with the view to enhancing Ghana's international image and influence.
- Commence the issuance of 48 page booklets for frequent travellers.
- Introduce an of chip-embedded passports through a PPP arrangement.
- Extend the online passport application to all the 16 Regional Passport Application Centres (PACs).

14.0. MINISTRY OF GENDER, CHILDREN & SOCIAL PROTECTION

The Ministry of Gender, Children and Social Protection (MOGCSP) exist to contribute to the development of the nation by ensuring gender equality, facilitating the enforcement of the rights of children, and promoting the integration and protection of the vulnerable, excluded and persons with disabilities in the development process through appropriate policies and strategies with adequate resources. The Ministry is committed to working with integrity, excellence and social justice.

The political and bureaucratic heads of the Ministry were as follows;

- The Sector Minister - Hon. Cynthia Mamle Morrison
- Deputy Minister - Hon. Freda Prempeh
- Chief Director - Dr. Afisah Zakariah

14.1. List of Departments and Agencies

Civil Service Department

- Department of Gender
- Department of Children
- Department of Social Welfare

Sub-vented Agencies

- National Council on Persons with Disability
- Domestic Violence Secretariat
- Human Trafficking Secretariat

14.2. 1.2. Sector Achievements

a) Social Protection and Development

The Livelihood Empowerment Against Poverty (LEAP) households were expanded to exceed the target of 350,000 to cover 407,620 households. The Ghana National Household Registry was developed in two regions through effective collaboration between major stakeholders and effective Public Information Campaign, Community mobilization and effective and efficient data collection.

b) Child Rights Promotion and Development

In efforts to implement the child rights promotion, protection and development programme, the Ministry launched and started the implementation of Operation Get-Off-the-Street for a better life in 2017. For the year 2019, four (4) children were rescued and undergoing skills training with master- craftsmen as compared to twenty 20 children in 2018 receiving normal and complementary education respectively. Three (3) vocational institutions were identified and inspected for skills development on the 'Streetism' Project.

In 2018, the Ministry with support from UNICEF procured a consultant for the development of the Inter-Sectoral Standard Operating Procedure (ISSOP) and held its first consultation with stakeholders. Through several consultations with stakeholders across the regions, the ISSOP was developed and validated for piloting in some selected districts.

The Ministry through its Department of Children inaugurated the Ghana National Children's Parliament made up of 102 children representatives from all the 16 regions. In all, 2,000 people participated in the various calendar day events. This was done at the celebration of 30 years of ratification of the UNCRC and 40 years of Government machinery on child rights implementation to promote child participation in decision making and making the voices of children heard.

c) Gender Equality and Women's Development

The five-year strategic plan to end Adolescent Pregnancy was launched and 1,000 copies printed in 2018. In 2019, an Institutional Framework for Monitoring Adolescent Pregnancy Strategic Plan Implementation in Ghana was developed with an inter-ministerial/agencies and development partners' coordination meeting held to disseminate the strategic plan, sensitize key stakeholders on its implementation plan and highlight the roles of Partners/Sector Ministries in carrying out required actions listed in the plan.

d) Human Trafficking

On 1st February, 2019, the first ever government adult victim shelter was operationalized with fully recruited staff ranging from psychologist, cooks, social workers, security guard and a cleaner to ensure quality service delivery to victims and support their rehabilitation. As at December, 2019, the adult shelter has been able to give care to 63 adult human trafficking victims rescued from Ghana, Nigeria, Vietnam, Senegal and Congo. These victims were provided with shelter, feeding, clothing, medical screening, counselling, training in life skills and vocational training in beads making. They were also given clinical psychological support to enable them cope with the various trauma they encountered. This also helped in securing

convictions in the court of law, as the victims were able to support the investigations and prosecution processes by serving as witnesses.

These initiatives enabled Ghana to be maintained on a tier two global ranking on issues of human trafficking by the United States Department of labour tier ranking of countries. The *tier two* ranking is a demonstration of government's significant efforts to combat human trafficking in Ghana. This also allowed Ghana to access US funding up to a tune of 650 Million cedis tied to the millennium challenge account and other bilateral agreement funds and some other new funds from the United States of America.

e) Securing Inclusion for Persons with Disability

Training workshops on the Ghana Accessibility Standards on the Built Environment were organized for MMDAs officials. Revision of the Persons with Disability Act to comply with the United Nations Convention on the Rights of Persons with Disability was done and the general public sensitized on various Radio / FM stations on Act 715 and Ghana Accessibility Standards on the Built Environment.

f) School Feeding Programme improved (GSFP)

The GSFP has benefitted over 8,000 public primary and KG schools in 264 MMDAs. In all, over 2,600,000 pupils have benefited from the Programme as at December 2018.

GSFP provided training to its Caterers in Upper East, Upper West, North East, Northern, Savannah, Volta and Oti Regions in innovative cooking and fortifying of school meals. District Desk Officers, Nutrition and SHEP in Upper East, Upper West, North East, Northern Savannah, Volta and Oti Regions were also trained in the use of the Meal Planner to develop ecological menus for caterers in their specific districts. The Cost Benefit Analysis (CBA) 2018 Report was disseminated to stakeholders in all Regions. The monitoring and evaluation tools were reviewed with Regional and District staff trained on its usage. The first, second and third term caterer payments have also been made.

14.3. Reforms undertaken by the Ministry

The major reforms undertaken by the Ministry are the implementation of the Human Trafficking National Standard Operating Procedures to improve victim care and support for proper rehabilitation and reintegration and practical innovative training for GSFP caterers to enhance practical cooking using the developed ecological menus of their districts. The Human Trafficking National Standard Operating Procedures was successfully launched in 2018 and training manuals have been developed for established state shelters to follow standards and procedures for victim care and interviews.

A national data collection tool, trafficking in Persons Information System (TIPIS) has been developed to collect information and data from stakeholders to report for the country.

14.4. 1.4 Sustainable Development Goals (SDGs)

The status of implementation of the Ministry's Sustainable Development Goals' (SDG) included the following;

- In terms of Job creation, the GSFP contracted caterers and hired cooks from beneficiary community only.
- To reduce the menace of street children, the Ministry has managed to withdraw children from the street and given some skills training and others enrolled in school. This includes Sixty (60) children rescued and reintegrated, four (4) children undergoing skills training with master-craftsmen and three (3) vocational institutions identified & inspected for skills development.
- Caterers are mandated and monitored to provide meals every weekday to ensure children are being fed throughout the academic term. The school SHEP engaged pupils on the benefits of good nutrition, to help reduce the number of reported cases on malnourished school children.
- Three hundred and sixty (360) children were provided with care and protection in residential homes for children.
- Data base on street children are being regularly updated. A Monitoring and Evaluation Tool for alternative care with disaggregated data was developed for an ongoing training. Data are regularly compiled on Persons with Disability (PWD) registration to provide an effective database for PWDs in the country.
- An Affirmative Action Bill has been developed to aid the process of increasing the number of women in decision making positions to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. The Bill has been submitted to Cabinet for approval this year, and will then go to Parliament to be passed into Law. The proportion of women in Parliament stands at 13.8% whilst proportion of women in the District level is 1.2%.
- Four hundred and twenty-six (426) youth out of school are receiving vocational training in various designated centres to reduce the number of youth school dropout in the country.
- A one-day training workshop was organized on 6th June for 30 pregnant adolescent girls/mothers on CM/ASRH/SGBV using the UNFPA CM Tool kits to promote access to ASRH Services and prevent further pregnancy and child marriage in Cape Coast, Assin South, and KEEA district.
- A one-day sensitization seminar was organized for 1,000 stakeholders on child marriage, teenage pregnancy and gender equality in Azinye in Upper West Region where no girl has enrolled into the Senior High School for the past 5 year.

- About 7,000 people were sensitized on the effects of harmful practices on children through the celebration of calendar day events. Another 8,800 people including children were sensitized through communities and schools on child protection issues to help eliminate all harmful practices such as child early and forced marriages, female genital mutilation, etc.
- Established 6 Community Parent Network Advocacy Groups (CoPNAG) and trained 68 (41 males, 27 females) members as advocates for parental responsibility to reduce Teenage Pregnancy, Child Marriage & SGBV in KEEA, Assin South, Cape Coast, Ekumfi in the Central Region.
- One high level capacity building workshop was organized for 20 women and girls centered CSOs/FBOs and 30 government agencies/MMDAs on Sexual and Gender Based Violence prevention and provision of gender sensitive Adolescent Sexual and Reproductive Health Services to promote access for girls.
- The Ministry has taken immediate and effective measures to eradicate forced labour, end modern slavery, human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers. By 2025, the Ministry aim to end child labour in all forms progressively being achieved through the Four Ps Approach; Prevention, Protection, Prosecution and partnership.
- To facilitate orderly, safe, regular and responsible migration and mobility of people, the Ministry intercepted almost 317 women and men migrating through unapproved roots and supported their return. Supported girls and women rescued from the Gulf States back into the country.

14.5. Financial Performance

SOURCE	APPROVED BUDGET	AMOUNT RELEASED	ACTUALS	VARIANCE
COMPENSATION	31,008,637.00	27,706,388.35	27,706,388.35	3,302,248.65
GOODS AND SERVICES	3,224,224.00	2,541,732.90	2,541,732.90	682,491.10
CAPEX	4,750,000.00	4,750,000.00	4,750,000.00	
TOTALS GOG	38,982,861.00	34,998,121.25	34,998,121.25	3,984,739.75
PD	25,098,580.00	4,478,047.00	4,478,047.00	20,620,533.00
IGF	21,530.00	18,743.00	18,743.00	2,787.00
GRAND TOTALS	64,102,971.00	39,494,911.25	39,494,911.25	24,608,059.75
LEAP				
SOURCE	APPROVED BUDGET	AMOUNT RELEASED	ACTUALS	VARIANCE
GOODS AND SERVICES	168,000,000.00	167,098,431.44	167,098,431.44	901,568.56
DP				
GRAND TOTALS	168,000,000.00	167,098,431.44	167,098,431.44	901,568.56
SCHOOL FEEDING				
SOURCE	APPROVED BUDGET	AMOUNT RELEASED	ACTUALS	VARIANCE
GOODS AND SERVICES	362,016,517.00	362,016,517.00	362,016,517.00	
NON ROAD ARREAS		123,700,000.00	123,700,000.00	(123,700,000.00)
DACF		5,000,000.00	5,000,000.00	(5,000,000.00)
GRAND TOTALS	362,016,517.00	490,716,517.00	490,716,517.00	(128,700,000.00)

14.6. Challenges

The Ministry faced a number of challenges that hampered the effective and efficient delivery of its programmes over the period. These includes;

a) Limited office accommodation: The increase in staff because of the expanded mandate of the Ministry has resulted in inadequate office space resulting in Directorates and parts of Departments being moved to different locations. The Ministry, in addressing its challenges in the short term is using workstations, which allow more staff to occupy a small workplace and construction of a Five-Storey Office Complex in the medium term.

b) Inadequate logistics to carry out the mandate of the Ministry.

This challenge is more prevalent at the Departmental level and it is hindering the ability of these Departments to execute their duties effectively. The number of computers and its peripherals juxtapose the number of staff in the departments are woefully inadequate. In addition, there are not enough vehicles to effectively run the operations of the office. The Ministry has made efforts to make available requisite logistics through sourcing for assistance from development partners.

c) Inadequate and delay in release of funds

Budgetary allocations are usually not released on time to meet the demands of work. This year, the Ministry and its Departments had a peculiar problem with the Ministry's Accounts being garnished. Though funds were released early for the first and second quarters, the Ministry could not have access to the funds until the third quarter. This slowed down the implementation of the Ministry's activities. An appeal was made to Parliament for increase in some of the Department of Social Welfare's fees for some services and for retention of part of their Internally Generated Funds.

d) Low support from Development Partners for Social Protection Intervention

Social Protection interventions require a lot of technical and financial support; however, due to the 'Ghana Beyond Aid' Agenda, many of the Development Partners are steadily reducing the support they provide to the Ministry for Social Protection interventions. The Ministry has made efforts by constituting the Sector Working Group Meeting with the Development Partners of the Ministry where Management share with them the activities being carried out and the areas in which support is needed.

e) Absence of legal framework to determine Programme operations and funding sources.

Programmes being run by the Ministry are still not backed by any legal framework, which has a negative effect on the success of these programmes especially in the area of securing funds. The Ministry has made efforts by working expeditiously to get the Affirmative Action, Social Protection, and the Ghana School Feeding Bills to Cabinet. These Bills, when passed would see an enormous improvement in the operation of these Programmes.

14.7. Forward look

The Ministry would continue to implement the following planned programmes and projects in line with its sector policy objectives in order to achieve outcomes in the National Medium-Term Development Framework:

a) Gender Equality and Mainstreaming

- Commemorate International Women's Day, Fistula Day, Mothers and Father's Day, Day of the Rural Women.
- Participate in all International conferences on gender equality including the 63rd UN Commission on the Status of Women.
- Hold Mentoring programs for boys and girls.
- Hold meetings with Political Parties, Women Commissioners and Security Persons to advocate for the passage of the Affirmative Action Bill.
- Re-Submit the Affirmative Action Bill to cabinet and onward submission to Parliament.
- Undertake Obstetric Fistula repairs for 30 women and girls.
- Award Scholarships of Excellence to 20 brilliants but needy girls.
- Hold sensitization programmes on women's reproductive health rights, and harmful cultural practices- Female Genital Mutilation (FGM), Fistula, Early Marriage, and Teenage Pregnancy.
- Implement the 5-year Adolescent Pregnancy Strategy.
- Organize a 1-day sensitization programme on breast cancer for 200 participants in each Region to commemorate breast cancer month.
- Train 50 women in basic business and financial management per region.
- Undertake data collection exercises on Status of Witches camps and women in public service.

b) Department of Children

- Provide quarterly administrative support (Office consumables, car & motor allowance, overtime allowance, utility, water, electricity, telecommunication bills, running cost, maintenance, and repair of office vehicles and equipment), fuel & Lubricants.

- Hold one national and 4 zonal consultations to draft instructions for amendment of child related laws.
- Develop a comprehensive M&E plan for both CFWP and J4CP.
- Conduct a Producer and User needs assessment for the development of the Child Protection Information Management System.
- Operationalize the Child Protection Information Management System in all 50 Districts.
- Disseminate the situational analysis study findings.
- Train 300 Child Protection Committee members on the use of CFWP and JFCP implementation and monitoring software.
- Monitor the implementation of the Child and Family Welfare Policy, Justice for Children and ECCD Policies in 43 districts.
- Celebrate the AU day of the Child, National Children's Day and the President End of Year Party for Children.
- Conduct an assessment of the ECCD policy implementation in Ghana
- Purchase of 30 Desktops, 20 Laptops, 30 ups, 10 small printers, 3 heavy duty printer, 13 photocopiers, 13 projectors and 13 projector screens, 50 chairs and 15 workstations for the national and ten regional offices.

c) Department of Social Welfare

- Provide 600-orphaned children in 3 Government Children's home and 2 sub-vented Orphanages with counselling, education and skill training.
- Provide 350 PWDs with employable skills.
- Provide family welfare services to 4,250 disintegrated families.
- Monitor and evaluate DSD operations, residential homes for children, NGOs and day care centres in all 10 regions.
- Prepare regulations for the operations of the Central Authority for Adoption.
- Support the operations of International Social Service.
- Create database on 4,000 kayayei and street children nationwide.
- Undertake needs assessment of children in difficult situation in all regions.
- Undertake M&E activities.
- Build capacity of 100 staff for effective service delivery.

d) National Council on Persons with Disability

- Printing and distribution of copies of the Ghana Standards on Accessibility Designs in the Built Environment.
- Registration of all PWDs nationwide.
- Develop database on PWDs and Service Providers.

- Develop guidelines on the use of accessible formats.
- Train selected MDA Officials in Sign Language Interpretation.
- Monitor the disbursement of the three percent (3%) DACF for PWDs.
- Monitor the implementation of the Affirmative Action for the Inclusion and participation of persons with disability at MMDAs level.
- Development of Information, Education and Communication (IEC) materials on the Disability Act, 2006, 715 and the United Nations Convention on the Rights of Persons with Disability (UNCRPD).
- Review of the Disability Act.

e) Social Protection

- Submit Social Protection Bill to Cabinet for approval.
- Establish Social Protection Committees in four (4) Regions and thirty (30) Districts.
- Undertake 6-bimonthly monitoring of regular LEAP payments.
- Train Social Protection teams in 4 Regions and 30 Districts.
- Undertake quarterly Inter-sectoral SP Technical Committees meetings to facilitate SP implementation and update effective information sharing.
- Develop and implement strategies to strengthen the capacity of frontline institutions and referral systems for social protection programmes.
- Build capacity of fifteen (15) staff in Safety Net Programme, Monitoring and Evaluation (M&E) and Financial Management and other SP related courses to effectively implement and coordinate social protection in Ghana.
- Implement costed communication and advocacy strategy (to include Television and radio).
- Review and validate M&E framework.
- Establish and operationalize Management Information System (MIS) for Social Protection M&E framework.
- Establish a coordination mechanism to operationalize Productive and Financial Intervention (PF&I) for LEAP and other social protection beneficiaries.
- Organize consultations with Parliament on draft bill and Legislative Instrument (LI) on ageing.
- Prepare LI for the ageing Law.
- Case Management – field investigations.
- Mobilization of LEAP beneficiaries.
- Monitoring of grants payment-by-payment service provider.
- Communication activities during payment of grants.
- Audit of expenditure at Regional and District offices by internal auditors.
- Re-assessment of LEAP beneficiaries to ascertain number for graduating households.

- Regional and district expenditure verification and technical backstopping by Accountants.
- Undertake an independent Financial Audit of LEAP.
- Provide operational and administrative support to the programme.

f) Ghana School Feeding Programme (GSFP)

- Provide one-hot nutritious meal daily for a million pupils in the existing beneficiary schools.
- Organize steering and technical committee meetings.
- Training of stakeholders at all levels on nutrition, handy measures and use of menu charts.
- Provide gender sensitive sanitary, hand washing facilities and deworming of children.
- Provide kitchen facilities and portable water.
- Register beneficiary children for the NHIS.
- Link GSFP to local farmers/ roll out the GSFP Agricultural Model.
- Training of programme actors on the use of Code of Practice of food safety and hygiene.
- Generate anthropometric data on beneficiary children.
- Undertake monitoring of the programme at all levels.
- Organize district level orientation for the District Implementation Committee (DIC), on their roles and responsibilities in the implementation of the Programme.
- Provide operational and administrative support to the programme.

g) Domestic Violence (DV)

- Organize quarterly Inter-Agency Partnership meetings on Gender Based Violence.
- Identify and rescue survivors of child marriage.
- Operationalize Domestic Violence /Gender Based Violence Response Centres in Mallam Atta and Agbobjoshie markets.
- Capacity building training for selected clergy and heads of schools.
- Organize 16 Days of Activism on violence against women.
- Organize activities to End Sexual and Gender Based Violence.
- Support and give skills training to widows and alleged witches (enrol them on LEAP).
- Organize and intensify campaign on Ending Early Child Marriage.
- Celebrate the International day of Zero Tolerance for Female Genital Mutilation (FGM) (Community Sensitization).
- Printing of DV Legislative Instrument.
- Establish DV centres in selected communities.

15.0. MINISTRY OF HEALTH

The Ministry of Health (MoH) is mandated to develop and co-ordinate relevant health policies towards effective health service delivery, monitor and evaluate their implementation for national development. Its vision is to have a healthy population for national development with the ultimate goal to ensure a healthy and productive population that reproduces itself safely.

The Political and Bureaucratic Heads of the Ministry were as follows;

- Sector Minister - Hon. Kwaku Agyeman Manu
- Deputy Ministers - Hon Tina Mensah and
Hon. Alexander K.K.K Aban
- Chief Director - Nana Kwabena Adjei- Mensah

15.1. Agencies and Public Service Organizations

Sub-vented Agencies

- CHAG
- Ahmadiyya Moslem Mission
- St. Johns Ambulance Brigade

Public Service Organization

- Ghana Health Service
- Korle-Bu Teaching Hospital
- Komfo Anokye Teaching Hospital
- National Blood Service
- National Ambulance Service
- Tamale Teaching Hospital
- Cape Coast Teaching Hospital
- Mortuaries and Funeral Homes Regulatory Board
- Ho Teaching Hospital

Public Boards and Councils

- Medical and Dental Council



- Nursing and Midwifery Council
- Pharmacy Council
- Traditional & Alternative Medicine Council
- Allied Health Council
- Food and Drugs Authority
- Health Facilities Regulatory Agency
- College of Pharmacy
- Psychology Council
- National Health Insurance Authority

Other Institutions

- Centre for Plant Medicine Research
- Ghana College of Physicians and Surgeons
- College of Nursing and Midwives

15.2. Sector Achievements**A. Policies, Legislations and Regulations**

- **Food Safety Policy**

The Food Safety Policy has been reviewed; the revised policy defines roles and responsibilities for various stakeholders that have roles to play in improving food safety. The Ministries of Finance, Food and Agriculture, Environment Science and Technology have major roles to play.

- **National Health Policy**

The National Health Policy has been approved by Cabinet and was awaiting printing and dissemination.

- **Legislative Instrument for the Mental**

The Legislative Instrument for the Mental was passed by Parliament during the year.

- **Non- communicable Disease and Employee HIV/AIDS Policies**

The Non-Communicable Disease and Employee HIV/AIDS Policies are at a stakeholder validation stage.

- **Health Promotion Policy**

The Health Promotion Policy has been developed and a Cabinet Memorandum prepared for submission to Cabinet.

- **National Wellness Policy**

A draft National Wellness Policy has been developed and awaiting stakeholder consultations.

- **WASH Strategy for Healthcare facilities**

WASH Strategy for Healthcare facilities was developed and currently undergoing proofreading for printing.

B. Management and Administration

- **Governance and Leadership**

In efforts to strengthen leadership and improve governance and accountability in the health sector, a parallel session was devoted to discuss leadership and governance issues at the 2019 health summit. It was agreed that to achieve the above goal, there was the need to improve the competency of key staff through management trainings and bringing together heads of agencies to discuss contemporary issues in the health sector and give direction for remedial actions where necessary.

Actions undertaken to in fulfillment of the above include; organization of quarterly Inter-Agency Leadership Committee (IALC) meetings; training of staff; review of the Common Management Arrangement (CMA) which was adopted and approved by all stakeholders; organization of weekly Directors meetings; and participation in international meetings which forms part of Ghana's contribution to global health.

- **Application of ICT in the Health Sector**

As part of efforts to strengthen data management, monitoring and evaluation, the Ministry developed an E-health strategy. The finalised document will enhance data generation; improve planning and reporting; and support the sharing of relevant data with stakeholders. The E-health strategy will provide guidance in interfacing existing DHIMS II platform with the electronic medical records system. The Electronic Medical Records System, which started in the Central Region, has been scaled up to the Korle-Bu and Komfo Anokye Teaching Hospitals.

- **Strengthen Capital Investment Planning**

A five-year Capital Investment Plan has been developed and currently being implemented.

As part of efforts to increase access to medical and specialist healthcare services, the Ministry introduced new health facility projects and continued with old projects. The status of some of the projects includes;

- Phase 1 of the University of Ghana Medical Centre (UGMC) and Ridge Hospital has been completed and operationalized.
- Rehabilitation and upgrading of TTH phase II has been completed and commissioned.
- Eight (8) No. hospital projects under Euroget De-Invest were progressing with overall progress of about 60%.
- The Upper West Regional Hospital has been completed.
- Rehabilitation of Bolgatanga Regional Hospital was about 98% completed.
- Pipeline Projects include Urology centre at KBTH, refurbishment of KBTH maternity block, construction and equipping of KATH maternity block and reconstruction of Central Medical Stores.

- **Resource Mobilization**

A scoping of eleven (11) facilities was conducted to assess the potentials and basic requirements for the development of medical tourism in Ghana. A landscape analysis was carried out and currently an outline of the medical tourism policy has been developed.

- **Traditional Medicine Practice**

The demand for herbal medicine in Ghana has seen tremendous rise over the years. Efforts were made during the year to strengthen and further integrate traditional medicine into the health system. Fourteen (14) facilities were assessed to determine their capacity to incorporate herbal medicine into the orthodox delivery system. Currently about thirty-six (36) health facilities are practicing both orthodox and traditional medicine.

Efforts are also being made to enlist herbal medicines unto the NHIA essential medicines list as part of strategies to increase utilisation of herbal medicine products. In addition, twenty (20) Chinese trained medical officers with herbal medicine experience were registered with the Medical and Dental, Traditional and Alternate Medicine Practice and Allied Health Councils. These doctors will provide both orthodox and herbal medicine service to their clients.

C. Health Service Delivery

To ensure healthy population especially for children, immunisation coverage using penta 3 as proxy increased from 95.5% in June 2018 to 95.7% in June 2019. In addition, post-natal care coverage within 48hours increased from 91% in June 2018 to 91.4% in June 2019. However, skilled deliveries decreased from 60.7% in June 2018 to 60.3% in June 2019. The percentage of

ANC registrants making fourth visit increased from 76.9% in half year of 2018 to 77.6% in half year of 2019.

- **Emergency Preparedness Plans**

The National Preparedness and Response Plan for public health emergency was developed. All Regions have in place emergency preparedness plans; with 10 Regional hospitals having functional emergency units and teams in place. There are also functional RRT at all the Regions with about 60 Districts trained on RRT by ICD and PHD with financial support from WHO and CDC.

- **Fly Zipline Technology**

The Government of Ghana, through the Ministry of Health (MoH), launched the world's largest medical drone delivery network. The project has four distribution centres. Two distribution centres, out of the four centres have been launched at Omenako in the Eastern Region, and Mpanya in the Ashanti Region. The remaining two centres, which are located at Vobsi in the North East Region and Sefwi Wiawso in the Western North Region, are under construction. The project has delivered more than 8,000 critical and emergency medicines to patients in need and helped to save both money and lives.

- **National Ambulance Service**

National Ambulance service was engaging with the various MMDAs for the establishment of 145 ambulance stations. The delivery of the newly procured ambulances will ensure that all 275 constituencies have functional ambulance service. 490 technicians were trained in Emergency Medical at NAS training school at Nkenkansu.

D. Human Resource for Health Development

The College of Pharmacy had graduated sixteen (16) pioneer Pharmacist Specialists as at the third quarter of 2019. The Ghana College of Physicians and Surgeons had also built institutional capacity of sixty-three (63) resident practitioners.

All Principals, Administrators, IT Managers and Academic Heads of Health Training Institutions were trained on the online application and admission portal as well as HR management skills.

In fulfilment of Government's commitment to restore the Nurses Training Allowance in 2017, each trainee nurse received a monthly Allowance of GH¢ 400.00 for 10 months (49,950 Trainee Nurses). The final part of the Nurses Trainee Allowance for the 2018/2019 Academic Year was also paid. A total of GH¢ 198,200,000.00 was released to pay all trainee nurses in public schools from September 2018 to June 2019.

E. Other Activities

• National Health Insurance

NHIS membership mobile renewal is an innovation introduced by the NHIS in January 2019 to simplify membership renewal. Since its introduction, the proportion of mobile renewals to total renewals increased from 35.5% in January 2019 to 73.8% in September 2019. Active Membership as at June 30, 2019 increased to 11.40 million, representing 38% of the population compared to 36.6% of the population in 2018.

15.3. Sustainable Development Goals (SDGS)

The Ministry is working towards the achievement of four (4) indicators namely; Institutional Maternal Mortality Ratio per 100,000 Live Births; Proportion of deliveries attended by trained health workers; Malaria under-five mortality rate and Neonatal mortality rate.

The Institutional Maternal Mortality Ratio per 100,000 Live Births was 129.4/100,000lb and the mitigation strategy identified was the need for resources to improve provider skill and competence and response.

The proportion of deliveries attended by trained health workers was 60.1%. The challenge identified was non-reporting due to lack of registers leading to data loss. The mitigating strategy intended to be used is to supply of Maternal and Child Health Record Booklet (MCHRB).

Malaria under-five mortality rate was 16/10,000. The mitigating strategy identified is improved funding commitment.

Neonatal mortality rate was 7.6/1000LB. The mitigating strategy identified is the need to scale Essential New-born Care services.

15.4. Financial Performance

Budget Program	Approved Budget	Actual Expenditure					%
		GoG	IGF	Donor	ABFA	Total	
Management And Administration	1,152.52	34.19	-	3.51	26.83	64.53	5.6
Health Service Delivery	4,464.75	2,012.09	552.01	346.42	5.95	2,916.47	65.3
Human Resource For Development	296.54	55.21	107.07	-	-	162.28	54.7
Health Regulation	123.71	19.46	59.07	-	-	78.53	63.5
TOTAL	6,037.51	2,120.96	718.15	349.93	32.77	3,221.81	53.4

15.5. Challenges

- Inadequate funding for goods and services & capital investments. This has resulted in accumulated unpaid bills from previous years, numerous uncompleted projects across the country and limited resources to support monitoring.
- Delays in NHIS reimbursement to Providers. This occurred as a result of inadequate of data collection Tools- Registers and reporting forms and inadequate and slow deployment of ICT
- Inequitable distribution of facilities and critical health professionals.
- Rapid urbanization leading to limited health facilities, particularly in the urban and peri-urban areas.
- Inadequate transportation system at the district and sub-district levels (Overage vehicles).
- Inadequate/lack of office accommodation for some Agencies.
- Inadequate staff especially for new Facilities /Agencies.

15.6. Forward Look

a) Funding and Financial Sustainability

The Ministry will implement key activities in the health financing strategy; some of which are as follows:

- Restructure the National Health Insurance Scheme and make it sustainable.
- Address co-financing challenges - GAVI-immunisation, Global Fund, (HIV/AIDS, malaria, TB) programmes and the sustainability of public health commodities (Donor Transition Plan).
- Advocate for increase in government budget to the health sector.
- Explore innovative financing from domestic sources and increase the proportion of total health expenditure from domestic sources through Resource Mapping, Investment Case and Expenditure Tracking.

b) Infrastructure

- Construction of Nationwide CHIPS compounds
- Construction of District Hospitals
- Construction/expansion & rehabilitation of Health facilities

c) Enhance efficiency in governance and management of the health system

- Implement the recommended strategies in the HR policy to improve distribution of critical health personnel (Develop a Comprehensive Action Plan)
- Complete the UHC Roadmap
- Expand the E-health program to the Teaching Hospitals, Regional Hospitals, District Hospitals, Psychiatric Hospitals and Polyclinic)
- Scale up telemedicine
- Strengthen health sector regulation (passage of the Health Bills & LIs.)
- Explore possible options of giving financial autonomy to some Agencies - (Weaning off)
- Implement the Supply Management Master Plan
- Procure health commodities and improve distribution
- Establish a national database for medical equipment
- Medical Tourism (complete the Policy and action plan)
- Health Promotion
- Decentralization of the health sector

d) Reduce morbidity, disability, mortality and intensify prevention and control of non-communicable diseases

- Continue implementation of the National Quality Health Strategy
- Increase access to quality emergency healthcare services (pre-hospital and hospital procure & distribute ambulances)
- Continue implementation of the New-born Care Strategy to reduce high neonatal deaths
- Continue implementation of the maternal and child health strategy
- Continue implementation of the Health Nutrition Action Plan
- Continue Malaria elimination effort
- Promote healthy environment, food safety and personal hygiene
- Implement the Health Antimicrobial Action Plan
- Set up Ghana CDC

16.0. MINISTRY OF INFORMATION

The Ministry of Information is responsible for the dissemination of timely and reliable information and receiving feedback on major Government programmes, policies and plans to and from the public. It also collaborates with other relevant government organizations to develop and operationalize a “Development Communication Policy” in order to co-ordinate, monitor and evaluate the implementation of programs and activities of sector agencies.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon. Kojo Oppong Nkrumah (January, 2019 – Date).
- Deputy Ministers - Hon. Nana Ama Dokua Assiamah (January, 2019 – Date)
- Hon. Pius Enam Hadzide (January, 2019 – Date)
- Chief Director - Alexander Yaw Arphul (Acting.) (January to June, 2019)
- Mrs. Mamle Andrews (July, 2019 – Date)

16.1. Agencies and Departments

Civil Service Department

- Information Services Department

Agencies/Corporations

- Ghana News Agency (GNA)
- Ghana Broadcasting Corporation

Non-sub vented Agencies

- Ghana Publishing Corporation (GPC)
- Graphic Communications Group Ltd
- The New Times Corporation

16.2. Sector Achievements:

- a) **Improve Participation of Civil Society**
 - **Meet-the-Press**

The Ministry successfully organized twenty-five (25) out of thirty-two (32) Meet-the-Press series scheduled for the year. The meetings created an avenue for structured communication between the Honourable Ministers and stakeholders on current developments and useful information on future developments within their Sectors. It also served as an effective tool for the nation’s participatory democracy.

- **Minister of Information's Press Briefings**

The Hon. Minister for Information held fifty-seven (57) out of the targeted seventy (70) Press Briefings during the year to consistently keep the public abreast with Government works. The platform ensured that all stakeholders were informed regularly about Government's actions and position on issues in order to engender confidence in the democratic governance. It also ensured that issues on key national programmes and policies were addressed; and clarified Government's take on policies to the public.

- b) Marketing Ghana abroad**

The Information Services Department created missions in other countries to market the activities of the President, MMDA's and MDAs to the public. This initiative enabled Ghanaians abroad as well as foreigners to be abreast with the state of the nation and enable them make suggestions on issues. Three (3) officers were posted to the missions during the period under review to facilitate this agenda.

- c) Collaboration and cooperation with other MDAs and MMDAs**

The ministry participated in key programmes of various MDAs and MMDAs. These included;

- The Lunch of the Fifty (50) Million Women Speak Platform (MWSP) Project which was aimed at creating a virtual platform for networking and information sharing to improve access to financial and non-financial information for women in entrepreneurship.
- The Ghana Voluntary National Review Programme, which gave an important platform for countries to share knowledge and best practices across the globe.

- d) Media Monitoring and Research**

The Ministry gathered information from both traditional and non-traditional media sources including but not limited to Print Media, Electronic Media (Online Media Portals and Social Media Platforms), Radio and Television and gave accurate feedback by outlining the key issues affecting the larger populace, giving analyses of those issues and providing commensurate recommendations.

The Ministry worked on eight (8) major issues namely; Africa watch corruption allegation, Chinese 'rosewood' woman, NDC accusing EC of colluding with Government to rig the 2020 elections, Attack on journalist by National Security, July Republic day, GUTA vs Nigerian traders, Assets and vehicle dealers threaten to demonstrate and 'Drop that chamber' during the year and responded to them appropriately.

e) Deepening Transparency and Public Accountability

Pursuant to the passing of the Right to Information (RTI) law into an Act in March, 2019, the Ministry collaborated with key stakeholders to draw-up a roadmap to execute all preparatory works before the commencement of RTI actual implementation in January, 2020. Although the road map was not fully executed due to funding challenges, the Ministry designed an interim measure to enable public institutions respond effectively to requests for information under the law.

16.3. Financial Performance

Expenditure by Economic Classification (GoG/IGF)	2019	2019	Actual	Actual	Actual
	Approved Budget	Revised Budget	Receipts	Expenditure	In amount
	GH¢	GH¢	GH¢	GH¢	GH¢
Compensation	75,249,486.00	68,278,101.00	68,278.101.00	68,278.101.00	0.00
Use of Goods and Services	9,204,391.00	19,204,391.00	6,427,669.75	6,427,669.75	12,776,721.25
O/W Implementation of RTI		10,000,000.00	10,000,000.00	10,000,000.00	
Capital Expenditure	2,059,952.00	1,409,441.00	1,409,441.00	1,409,441.00	0.00
Donor					0.00
Total (GoG)	86,513,829.00	88,891,933.00	77,115,211.75	77,115,211.75	11,775,721.25
IGF	31,400,501.00	31,400,501.00	15,138,809.31	15,138,809.31	16,261,691.69
GRAND TOTAL	117,914,330.00	120,292,434.00	92,254,021.06	92,254,021.06	28,038,412.94

16.4. Challenges:

- a) **Inadequate Resources:** The Ministry lacked adequate resources such as funds, human resource and equipment's (vehicles, camera, computers, video cameras), which hampered the execution of planned programmes. Provisions have however been made to procure office equipment and other logistics in the medium term to facilitate work.
- b) **Lack of effective Monitoring and Evaluation:** The Ministry was also handicapped in the monitoring and evaluation of public education and sensitization campaigns across the

country. This was because there were no vehicles at the headquarters that could be used for such purposes.

- c) **Insufficient Training Programmes:** Training programmes needed to bridge the skills gap and equip staff with the necessary skills to improve the quality of news produced were not undertaken because of lack of funds. This was detrimental to the quality of work at the Ghana News Agency and its affiliated institutions.
- d) **Request by Government to cover programmes not budgeted for:** This issue also affected greatly the operations of GBC as it affects the calendar of the corporation. GBC is putting in effort to operate according to planned schedules.

16.5. Forward Look

In 2020, the Ministry of Information and its Department and Agencies will undergo the following activities to intensify the execution of programmes and projects that will enhance the free flow and timely dissemination of information to the public. The activities include:

- a) Organizing and sustaining the National Policy Summits on key subject areas.
- b) Adequate covering of state events including Parliamentary public hearings.
- c) Sustaining and enhancing the organization of the weekly Meet-the-Press series and Town Hall meetings for MDAs and MMDAs respectively.
- d) The continuous implementation of the five (5) year strategic plan by GBC.
- e) Embark on other capacity building projects such as acquiring Ultra-Modern Public Address Systems and outdoor display screens to enhance its capacity to support national events.

17.0. MINISTRY OF INNER-CITY AND ZONGO DEVELOPMENT

The Ministry of Inner-City and Zongo Development is mandated to formulate and oversee implementation of policies, programmes and projects to alleviate poverty and ensure that Inner City and Zongo communities become inclusively developed and prosperous.

The political and bureaucratic heads of the Ministry were as follows

- The Sector Minister - Hon Dr. Mustapha Abdul-Hamid (September 2018 – Date)
- Chief Director - Mrs. Gifty Mahama Biyira

17.1. Agency of the Ministry

Zongo Development Fund Secretariat

17.2. Sector Ministry Achievements**17.2.1. Policies, Legislations and Regulations**

- **Drafting of Zongo Development Fund Regulations**

The Office of the Attorney General has completed its review of the draft LI and presented it to Parliament to include its business for the year 2020.

15.2.2 Inner-City and Zongo Communities Infrastructure Development

The following basic social infrastructure projects were carried out as part of measures to improve the quality of life in slums, Zongos and Inner-Cities.

- **Construction of in-house toilets in selected Inner-City communities**

The Ministry in partnership with the Ga Mashie Development Agency targeted to build two hundred and fifty-two (252) in-house toilets; out of this number, one hundred and fifty (150) have been constructed in 22 communities located within Ngleshie, Korle Wokon, Chorkor, Agboghloshie, Sempe, Akumanjen, Adabraka and the Ga Mashie area. At a facility threshold population of 25, 6,300 people are expected to benefit from this project.

- **Construction of Mechanised Boreholes**

During the year under review, 15 mechanised boreholes were constructed, bringing the total number of such facilities to 24, since 2017. At a user threshold of 300 per facility, about 7,200 people are expected to have access to portable water. This has also reduced the average turnaround time for accessing potable water from 30 minutes to 9 minutes in the beneficiary communities.

- **Sports and recreational infrastructure constructed**

Works on three astro-turf park projects saw tremendous progress at different levels of completion; which include Madina Park (100%), Walewale Park (80%) and Kyebi Park (85%). This brought the total number of recreational parks constructed to nine (9) which comprises five (5) Astro Turfs and four (4) Green Parks across nine (9) Zongo communities in six (6) Regions. The objective of this project is to give opportunity for Zongo youth to recreate, improve their health, provide decent space for social events and foster talents in soccer and other games.

17.2.2. Inner-City and Zongo Communities Economic Development

The Ministry implemented a number of projects aimed at economically empowering Zongo youth, these include:

- **Zongo Cuisine Promotion Project**

Approximately, Six Hundred and Thirty-Two (632) Zongo Food vendors were trained in modules such as Food Safety, Packaging, Quality Assurance and Standardization, Business Registration and Formalization, Financial Literacy and Food Marketing and Promotion.

A rapid evaluation of the impact of this programmes revealed the following about the beneficiaries; 3.1% went to register their business; 70% acquired Health Certificates or Business Operating Permit from the MMDAs; 60% have evidence of contribution to tax revenue through the District Assembly or Ghana Revenue Authority; and 40% reported increased sales.

A Zongo cuisine magazine was also produced to help in promoting Zongo culinary culture. The magazine contains information about the origin, ingredients and methods of preparing selected Zongo foods and catalogues 11 beverages, 9 snacks, 11 soups and sauces, 6 accompaniments and 5 one-pot-dishes.

- **Software Development Training**

The Ministry trained Two Hundred (200) youth in Zongo Communities in Accra and Kumasi in Web Application Development; Mobile Application Development; Cloud and Server Management; Financial and Business Solutions Integrations; and Entrepreneurial, business management and financial literacy training. The objective of this project was to create opportunity for Zongo youth to gain employable and entrepreneurial skills in ICT.

- **Validation of Projects**

Assessments for 64 projects involving schools, water systems, public toilets, roads, drains, streetlights, health facilities and community libraries to be implemented in 54 Zongo communities across the country was completed.

17.3. Sustainable Development Goals

The status of implementation of the Ministry's Sustainable Development Goals' (SDG) included the following:

- 200 youth have been trained in Software Development in the Ashanti and Greater Accra Regions.
- 24 Mechanised water facilities have been provided in 24 Zongo communities.
- About 252 In-house toilets have been constructed in 22 Inner-City communities within the Greater Accra Metropolitan Area in partnership with Ga Mashie Development Agency (GAMADA).
- 200 youth have been trained in Software Development in the Ashanti and Greater Accra Regions.
- About 9 green recreational parks constructed across the country in various Zongo communities.

17.4. Financial Performance

No	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPT (GH¢)	EXPENDI TURE (GH¢)	VARIANCE (GH¢)	%
1	GoG					
	Compensation for Employees	4,940,000.00	465,522.96	465,522.96	4,474,477.04	
	Uses of Goods & Services	59,972,000.00	54,785,655.51	50,806,488.66	9,165,511.34	
	CAPEX	45,030,000.00	7,479,569.62	7,479,569.62	37,550,430.38	
	TOTAL					
	Development Partners	0.00	0.00	0.00	0.00	
	GRAND TOTAL	109,942,000.00	62,730,748.09	58,751,581.24		

17.5. Challenges

a) Inadequate office space

The Ministry has inadequate office space and this affects work efficiency of staff.

b) Limited resources

The Ministry has very limited financial resources, considering the mandate imposed on it with the establishment of the Zongo Development Fund as a flagship initiative. As at the end of 2019, the seed fund for the Zongo Development Fund had not been released, and this has made it difficult to effectively deliver on its mandate.

17.6. Forward Look

- The Ministry will continue to provide basic community infrastructure such as roads, alleyways, drains, bailey bridges, recreational parks, household and institutional toilets as well as wastewater management systems among others. Comprehensive community upgrading programmes will also be promoted to improve shelter and basic amenities and services.
- The Economic aspect will seek to provide vulnerable individuals and households with vocational skills training in relevant trades that have high economic value and job creation capacity. This will be achieved through collaboration and coordination with existing national programmes that offer apprenticeship and business incubation opportunities. This will involve provision of basic start-up tools and microfinance support to beneficiaries of the vocational skills training programme; as far as practicable business services support centres will be established.
- The Social Development aspect will also include the provision of adult education to improve literacy and numeracy, provision of teaching and learning aids in the form of library facilities. It also involves rehabilitation of schools, institution of results-based award scheme and scholarships as an incentive for improving student performance, especially at the basic level. Various competitions in football and athletics will be organised to put a spotlight on local talent and to serve as a means of regenerative health and wellbeing.
- By way of cultural promotion, the Ministry will look at promoting cuisines, music, festivals, built heritage, literary works, language, art works etc. in the Inner-Cities and Zongos.
- The Ministry in collaboration with the Ghana Investment Fund for Electronic Communications (GIFEC) will continue with interventions aimed at enhancing the capacity of the youth in Inner-City and Zongo communities with the knowledge of Information and Communication Technology (ICT) by establishing 37 ICT centers in selected schools across the country.

18.0. MINISTRY OF THE INTERIOR

The Ministry of the Interior (MINTER) is mandated to ensure internal security, maintenance of law and order in the country. It exists to ensure security, a stable and peaceful environment for sustainable national development through the initiation, formulation, monitoring and evaluation of policies, regulations and programmes relating to the protection of life and property; disaster prevention and palliation, immigration, crime control, prevention and detection, safe custody, reformation and rehabilitation of prisoners.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon. Ambrose Dery (MP)
- Deputy Minister - Hon. Henry Quartey (MP)
- Chief Director - Mrs. Adelaide Anno Kumi

18.1. Agencies and Departments

The Ministry has no Civil Service Department but has Public Service Organizations, Sector Agencies and Boards namely:

Public Service Organizations

- Ghana Police Service
- Ghana Prisons Service
- Ghana National Fire Service
- Ghana Immigration Service

Agencies and Boards

- Gaming Commission
- Ghana Police Council
- Ghana Prisons Council
- National Peace Council
- Ghana National Fire Service Council
- National Disaster Management Organization
- Ghana National Commission on Small Arms & Light Weapons
- Ghana Refugee Board

- Narcotics Control Board
- Ghana Immigration Service Board
- Ghana National Commission on Small Arms Board
- Ghana Auctioneers' Registration Board
- Ghana Gaming Commission Board

18.2. Sector Achievements

a) Policies, Legislations and Bills

- **Public Order (Amendment) Bill**

The Public Order Bill was submitted to Cabinet.

- **Prison Service Bill**

The Prisons Service Bill was reviewed by the Attorney General Department. The comments from the AG's Department had been incorporated into the Bill. Further consultations would be carried out on the Bill in 2020.

- **Public Holidays Amendment Bill**

The Public Holidays Amendment Bill was passed by Parliament.

- **NACOB Bill-**

The NACOB Bill has been laid in Parliament for passage.

- **The Narcotics Control Commission Bill**

The Narcotics Control Commission Bill had gone through the first reading on the floor of Parliament and has been referred to the Parliamentary Select Committee on Defence and Interior for review.

- **Cyber Crime and Cyber Security Policy**

A comprehensive policy on cyber-crime and cyber security was developed and approval granted by Cabinet. The policy is yet to be laid before Parliament.

b) Services rendered by the Ministry of the interior to the Public in 2019

As part of measures to secure the borders of Ghana by enforcing regulations and effective monitoring of the entry, stay and exit of non-Ghanaians and the travelling public, the Ministry:

- Received 19 applications for Confirmation of Citizenship out of which 15 were signed while four (4) remained outstanding.
- Processed all the 69 Minor Registration applications received in 2019 in addition to the 36 outstanding applications from 2018.
- Received 61 applications for Naturalization in 2019. In all, His Excellency the President approved 126 applications in 2019; this was due to pending applications brought forward from 2018.
- Received 2,572 applications for Dual Nationality in 2019; however, 2,754 applications were approved due to the 182 outstanding applications from 2018.
- Received 689 renunciation applications of which 679 were processed while 10 remained outstanding.

- **Small Arms and Light Weapons Management**

The National Commission on Small Arms and Light weapons in collaboration with relevant MDAs in the Western Region trained twenty-five (25) officers including personnel from the Ghana Police Service on the marking and record keeping of small arms and light weapons. Subsequently, all Police weapons in the Volta, Oti and Ashanti Regions were marked to ensure accountability and easy identification.

Furthermore, forty (40) Officers from the Security Agencies and relevant state institutions were trained on the ECOWAS Exemption Procedure for Small Arms and Light Weapons transfer to facilitate the procurement of arms by the Security Agencies.

Thirty (30) Security Personnel were trained in National Baseline Assessment on Weapons and Ammunition Management and Framework.

c) Narcotic & Psychotropic Substances Management

The Narcotic Control Board educated 299 public institutions made up of 67,115 participants and counselled 1,040 inmates at the various rehabilitation Centres throughout the country on the harmful effects of drug abuse.

Surveillance and intelligence gathering activities were intensified throughout the country; therefore, 8 cases were recorded, 12 drug traffickers were arrested and 6 were convicted. The Board also seized various narcotic drugs totaling 47,254,731.09g at the various entry and exit points of the country.

d) Maintaining Law, Order and Crime Prevention Sub-Programme

The Ghana Police Service took delivery of 122 motor bikes most of which were used to enhance the work of the new Motor Bike Patrol Unit aimed at reducing robbery, kidnappings, and other high profile crimes.

A personnel software information management system for the Ghana Police Service was developed solely by the IT Unit and has already been rolled out in 11 Police Regions. The objective is to enhance the day-to-day operations of the Service, in the area of personnel deployment, reporting on deletions of names of personnel from official records, resulting mainly from deaths, retirements, resignations, dismissals, and removals. This information is passed on to some critical Units like the Payroll section of the Finance Department for action, which have helped by reducing considerably, the incidence of unearned salary.

A case tracking system has also been developed to monitor cases under investigation; and already operational in the following six [6] regions, Upper East, Volta, Eastern, Central, Accra and Tema. The system would soon be implemented in the remaining Regions.

e) Conflict Management

In efforts to curb vigilantism in the country, the National Peace Council (NPC) held meetings with the National Democratic Congress and New Patriotic Party on the disbandment of vigilantism. Consequently, the two political parties made significant inputs into the development a Vigilantism Bill.

The capacities of 130 newly constituted Regional Peace Council members were strengthened in conflict mediation and peace building. Additionally, capacity of Political Parties, Youth Groups, CSOs, Traditional and Religious Leaders were strengthened to enhance effective dialogue, mediation and negotiation skills.

Conflict interventions were also undertaken by the Peace Council and its Regional Offices and key among them were the Cheriponi and Saboba Conflict, Alavanyo Nkonya, Yendi, etc.

18.3. Financial Performance

SOURCE	APPROVED BUDGET GH¢	ACTUAL RECEIPT GH¢	ACTUAL EXPENDITURE GH¢	VARIANCE
GoG				
Compensation of Employees	2,231,591,314.00	1,962,868,248.77	1,962,868,248.77	268,723,065.23
Use of Goods & Services	66,935,635.00	55,422,383.02	55,422,383.02	11,513,251.98
CAPEX	66,500,000.00	36,014,544.03	36,014,544.03	30,485,455.97
IGF				
	195,057,289.70	141,468,659.05		53,588,630.65
DEV'T PARTNERS e.g				
DANIDA	0.00	0.00	0.00	0.00
JICA	0.00	0.00	0.00	0.00
World Bank	0.00	0.00	0.00	0.00
TOTAL	2,560,084,238.70	2,195,773,834.87	2,054,305,175.82	364,310,403.83

18.4. Challenges

The key challenges that were encountered during the year under reporting have been categorized as a cross cutting limitations to the performance of the Ministry and its Agencies. These challenges were:

- Inadequate budgetary allocation coupled with late release and non-release of funds.
- Inadequate office and residential accommodation, operational vehicles and other logistics and human resources.
- Non-retention of part of IGF for the Ministry and its Agencies.

- d) Unavailability or inadequate Water Hydrants/Water Sources for firefighting operations and non-existence of Fire Stations in newly developed communities.
- e) Accumulation of prisoners' ration arrears. Proliferation of small arms and trafficking of illicit weapons. Absence of Informant and Intelligence Gathering System for intelligence on Illicit Arms.
- f) Trafficking or Gunrunning and lack of National Database on Small Arms and Light Weapon and Arms related incidence to guide policy decisions.

18.5. Forward Look

a) Main Ministry

- Focus on human security and public safety; and law and order.
- Ensure effective, accountable, transparent and responsive institutions that provide protection at all levels.

b) National Commission on Small Arms and Light Weapons

- Mark weapons of the Ghana Police Service, take stock of arms, collect and destroy seized illicit small arms from Police armouries and exhibit stores.
- Continue to intensify public education and awareness on the dangers of armed violence and illicit small arms to promote peaceful general elections.
- Pursue the review of "Consolidating the Gains for Growth, Jobs & Prosperity for all" 195 Legislation on Arms and Ammunition and establish offices in the Northern, North East, Upper East, Western and Ashanti Regions.

c) Ghana National Fire Service

- Source for funding to acquire rescue ambulances, extrication and other operational equipment and accessories as well as develop infrastructure to improve service delivery.
- Embark on effective public sensitization programmes on Fire Prevention and Safety Education to ensure drastic reduction in fire outbreaks.

d) National Peace Council

- Continue to engage with stakeholders for peaceful elections before, during and after the 2020 general elections.
- Organize capacity building and sensitization programmes for Peace Actors to play effective role towards the 2020 elections.

e) National Disaster Management Organization

- Undertake a nationwide pre-flood cleaning and dredging exercise in collaboration with relevant stakeholders to prevent and mitigate the effects of floods.

- Sensitize institutions and communities on natural and manmade disasters.
- Equipping the populace with strategies on disaster risk reduction.
- Strengthen early warning and response mechanisms for disasters.
- Conduct vulnerability/risk analyses for effective disaster risk reduction.

f) Ghana Prisons Service

- Continue with the construction of Nsawam Prison Remand Project and other Prison Constructional Projects.
- Modernize the prison farms of the Service to increase farm produce to supplement government budgetary provisions.
- Build capacity of Officers to ensure efficient running of the Service as well as provide skills training for inmates.

g) Ghana Police Service

- Commence the construction of 70 prefabricated operational centres to improve community policing.
- Provide additional accommodation, operational vehicles, equipment and other logistics/facilities to ensure efficient service delivery.
- Complete Phase 1 of the Regional Police Headquarters building at Upper West Region.
- Continue to minimize incidents of crime particularly, violent crimes, through an increase in frontline Police and intelligence gathering.
- Improve road, marine safety and traffic management control.
- Increase day and night patrols on major highways, commercial and residential suburbs of cities across the country.
- Intensify public awareness and education on crime prevention through the usage of flyers, radio and television programmes, seminars/conferences.
- Review policy on current visibility concept by training more community police assistants.
- Revamp the neighbourhood watchdog initiative as part of the community policing to increase public confidence.

h) Narcotics Control Board

- Facilitate the passage of the Narcotics Control Commission Bill.
- Conduct export profiling, airports and seaports interdiction and precursor field monitoring.
- Enhance the institutional capacity for the control of narcotics and psychotropic substances.
- Conduct professional and intelligence training programmes locally and internationally. Migration and Refugee Management Programme.

i) Ghana Immigration Service

- Continue to process and issue visas and permits to legitimate applicants.
- Investigate breaches of Immigration laws and regulations; prosecute persons who breach immigration laws.
- Educate the public on the legal ways of migrations.
- Roll out the implementation of the immigration project.
- Patrol the country's borders to ensure border security and integrity.
- Procure weapons and ammunition, specialized tools and other security equipment to improve the work of the Service.

j) Ghana Refugee Board

- Assist in the general wellbeing, maintenance and management of refugees and asylum seekers in the country.
- Grant interviews and carry out refugee status determination for asylum seekers.
- Organize sensitization as well as undertake verification exercises for refugee and asylum seekers.

k) Gaming Commission

- Seek approval for the amendment of the Gaming Act, 2006 (Act 721) and develop an L.I to give effect to the Act.
- Undertake monitoring activities to curb illegal gaming to ensure responsible gaming.
- Continue with the process of the review of the gaming landscape in the country.
- Continue with the process of developing Policy Guidelines on anti-money laundering regulations and terrorist financing for the Gaming Industry.
- Build capacity of staff through local and international training.
- Monitor and secure implementation of laws on casinos and any other games of chance.
- Undertake sensitization on gaming regulations.

19.0. MINISTRY OF LANDS AND NATURAL RESOURCES

The Ministry of Lands and Natural Resources (MLNR) is established under Section 11 of the Civil Service Law 1993 (PNDCL 327) and the Civil Service (Ministries) Instrument, 2013 (E.I.1) made on 18th January, 2013. It is mandated to ensure the sustainable management and utilization of the nation's lands, forests and wildlife resources as well as the efficient management of the mineral resources for socio-economic growth and development. The Ministry's vision is to excel in the management of land, forest, wildlife and mineral resources by well-trained, disciplined and motivated staff through the delivery of client-oriented services.

The political and bureaucratic heads of the Ministry were as follows;

- Sector Minister - Hon. Kwaku Asomah Cheremeh
- Deputy Ministers - Hon Benito Owusu-Bio and Hon Naana Eyiah Quansah
- Chief Director - Prof. Patrick Agbesinyale

19.1. Departments, Agencies and Public Boards Corporation

The Departments and Agencies operating under the Ministry are as follows:

Civil Service Departments

- Office of Administrator of Stool Lands.

Sub-vented Agencies

- Lands Commission
- Forestry Commission
- Minerals Commission
- Ghana Geological Survey Authority

Public Boards and Corporations

- Forestry Commission (FC) Board
- Lands Commission (LC) Board
- Minerals Commission (MC) Board
- Ghana Geological Survey Authority (GGSA) Board
- Plantation Fund Board
- Ghana Boundary Commission (GBC) Board
- Minerals Development Fund (MDF) Board

- Precious Minerals Marketing Company (PMMC)

19.2. Sector Achievements

A. Policy, Legislations and regulation

- **Geospatial Policy**

The Geospatial Policy to guide survey and mapping activities in the country has been submitted to Cabinet for consideration and approval.

B. Forestry Sub-Sector

- **Implementation of the National Plantation Development Strategy (NPDS)**

The NPDS is aimed at achieving sustainable supply of planted forest goods and services to deliver a range of economic, social and environmental benefits. An estimated number of 22.23 million Seedlings have been procured and supplied under the Ghana Forest Plantation Strategy from an annual target of 33 million seedlings. In total, about 48 million seedlings have been procured and supplied from 2018 to December 2019. An estimated area of 35,468ha of plantation has been established by government to support the government plantation programme which has generated employment for 83,247 people.

- **Production of Natural Forest Timber and Disbursement of Royalties to Stakeholders**

Since 2018, a total volume of 2.1 million m³ of timber has been harvested which includes 1.7 million m³ representing 81% from the forest reserves and 400,000 m³ representing 19% coming from the off-forest reserve areas. The Ministry through the OASL and MDF Board disbursed a total of GH¢16.31 million to Stool Land Owners, District Assemblies and Traditional Authorities to pay royalties accruing from natural forest timber stumpage and rent to key stakeholders.

- **Timber Utilization Contracts**

Under the Timber Resource Management and Legality Licensing Regulations, 2017 (LI 2254), holders of leases are expected to apply to the Forestry Commission to convert their lease-holdings to Timber Utilization Contracts within six months of the promulgation of the law. The Commission has received 165 applications. Fifty-two (52) of the applications which comprised 32 leases and 20 permits have been validated and awaiting the Timber Rights Evaluation Committee (TREC) evaluation as required by law.

- **Ghana Cocoa Forest REDD+ Programme (GCFRP)**

The Ministry has successfully implemented the Forest Carbon Partnership Fund (FCPF) REDD+ Readiness Project. The Ghana Cocoa Forest REDD+ programme (GCFRP) is the premier Emission Reductions(ER) programme amongst the five Emission Reduction (ER) programmes in

Ghana's REDD+ Strategy. The GCFRP aims to significantly reduce carbon emissions resulting from cocoa expansion into new forests frontiers through the promotion and adoption of appropriate climate-smart cocoa practices, which would increase cocoa yield.

- **Mole National Park as a World Heritage Site**

From 2016 to 2018, the total number of visitors to ecotourism sites and zoological gardens (zoos) recorded 611,998 and generated revenue of GH¢8.9 million. In terms of visitation to ecotourism sites, Mole National Park recorded 51,432 over the period. The Forestry Commission through the European Union Delegation in Ghana undertook a wildlife census to update the number of species of animals in the park at a cost of Euros 130,376.00 to get the park listed as a World Heritage Site.

- **Combating Illegal Activities**

The Forestry Commission's law enforcement deployed fourteen (14) Rapid Response Teams to forest reserves and wildlife protected areas where illegal activities have been reported. From 2016 to 2018, about 177,801 assorted lumber, 487 chainsaws, 355 dredging machines, 68 logs and 279 vehicles were seized. In addition, an estimated Area of 3,277 hectares of illegal farms was destroyed and 774 suspects arrested for forest & wildlife offences out of which 293 were successfully prosecuted.

C. Mining Sub-Sector

- **Contribution of Mining to Ghana's Economy**

The sector has so far generated GH¢ 1.3 billion as government revenue, representing 17% of total government revenue gathered for the year 2019, as collected by the Ghana Revenue Authority. This reflects an increase of 39% in the sector's contribution to government revenue relative to the GH¢ 980 million contributed in 2018.

- **Merchandise Export**

An amount of US\$ 3.3 billion was generated in 2019 as export earnings as compared to US\$ 3 billion generated over the same period in 2018, making mining a major forex earner for Ghana.

- **Job Creation in Mining**

The mining sector continues to generate employment for the people of Ghana, providing livelihood for thousands across the country. As at June 2019, a total of 26,425 persons were employed directly and indirectly by the mining sector. This is an improvement over last year's full year employment figure of 23,894.

- **Local Content in Mining**

Ghanaians participation in the mining sector has been on the rise. In 2018, local procurement of goods accounted for 87.3% (USD 1.4 billion) of total procurement in the mining sector. As at June 2019, a total of twenty (25) local companies have been registered by the Commission.

- **Alternative Livelihood Programme**

The Government, through the mining sector agencies is undertaking alternative livelihood programmes within 25 mining communities in Eastern, Central and Western Regions. The aim of the programme is to provide Alternative Livelihood for people involved in illegal mining. 600,587 oil palm seedlings have been procured, nursed & distributed to beneficiaries of the project for planting. From 2017 to date, about 1.5 million oil palm seedlings have been procured and supplied under the Alternative Livelihood Programme covering an area of 25,085ha of oil palm. A total of 3,515 jobs were created as a result of the Alternative Livelihood programme. This comprises of 2,420 Males and 1,095 Females. As at December 2019, a total of over 5,301 jobs (formal and informal) have been created in mining communities which is made up of 3,860 males and 1,441 females.

- **Mineral Production**

2.1 million ounces of gold have been produced by the country as at June 2019 achieving the production of gold target and, 470,517 tons of bauxite also produced from the Awaso Mines.

- **Development of the Aluminium Industry**

To develop the aluminium industry through the Nation's bauxite deposit, Government through Act, 2018 (Act 976) established the Ghana Integrated Aluminium Development Corporation (GIADEC) and set up a Board in March, 2019 to see to the management of the aluminium resource. GIADEC launched a 3 Round Investor Engagement process earlier in the year and received Expression of Interest (EOI) from 20 companies seeking to invest across the bauxite – aluminium value chain.

- **Stakeholder Engagement**

The Corporation has engaged various stakeholders in the Bauxite – Aluminium value chain and visited host communities of the bauxite mining areas and their traditional rulers. It has also interacted with Civil Society Organizations (CSO) who have interest in bauxite operation and associated environmental impacts, Ministries, Departments & Agencies including EPA, Minerals Commission, and Water Resources & Forestry Commission.

- **Adding Value to the Precious Minerals**

The Precious Minerals Marketing Company (PMMC) for the past two (2) years is undertaking assaying to determine the right weight of minerals exported and is in the process of establishing a gold refinery to compliment the only one in the country managed by a private company.

- **Health and Safety in the Mining Sector**

905 routine mine inspections were conducted as against 956 conducted over the same period in 2018 and about 1,205 industry personnel passed various industry competency certificate examinations in 2019, as against 799 recorded in 2018. This was to ensure that; mine workforce has adequate knowledge in their fields of expertise as required by law.

- **Implementation of an online Mining Cadastre System**

The Ministry was implementing a paperless and online mineral right application system. Phase 1 (that is an online data repository) has been completed and piloted in two (2) Minerals Commission District offices (Bolgatanga and Tarkwa).

- **Management of Small-Scale Mining**

As part of the Ministry's small –scale mining management systems, it has embarked on the following strategies:

- **Stiffer Punishment for Illegal Mining** - The amendment increases the minimum fine to 10,000 penalty units and a maximum fine to 15,000 penalty units or a term of Imprisonment ranging from 15 years up to 25 years or both a fine and imprisonment.
- **Community Mining Programme** - The Ministry is collaborating with other Ministries to successfully implement the Community Mining Programme. The programme is aimed at giving locals the opportunity to participate in mining in a well-structured way.
- **Improved Geology for Small Scale Mining** - The Government through Ghana Geological Survey Authority and Minerals Commission has delineated a number of areas to be geologically investigated to identify zones of high mineral potential for small scale mining. This is to enable small scale miners to mine only at areas with rich mineralized zones and reasonable probability of success.

- **Clay Resource Development**

Clay resource in the Country is inadequately utilized for development. As part of the government's agenda of poverty eradication and the one district one factory initiative and industrialization, the Ghana Geological Survey Authority for the last two years (2017-2019) has identified and evaluated six (6) million metric tonnes of Clay resources at Kwahu-Fodoa in the Kwahu West Municipality of Eastern Region. It is suitable for the production of high quality bricks, tiles and electrical porcelain.

- **Intensification in Limestone Exploration Activities**

The upsurge of cement factories in recent times, has led to the high demand for limestone in the Country to produce clinker to make production and supply of cement affordable to Ghanaians. In view of this, the Government through GGSA continues to intensify limestone exploration in the

Mamprusi West District in order to feed the cement industry. Geological pitting by Ghana Geological Survey Authority in the Mamprusi West district has identified large limestone deposits in an area of about 15,000 acres suitable for clinker production.

- **Increase Exploration Efficiency and Effectiveness**

In order to promote efficiency in mineral exploration in the country and attract more investors into the mining sub-sector, the Government through Ghana Geological Survey Authority has completed regional soil geochemical sampling covering an area of about 180,000 acres in Tumu to aid and enhance mineral exploration activities in the Upper West Region.

- **Mitigation of Earthquakes**

To ensure the Country is adequately prepared to reduce the risk of any future earthquake /earth tremor, an amount of GHS 2.8 million was released in May 2019 by the Government to address the challenges with the Ghana Digital Seismic Network. This includes; Cost of Service Level Agreement, cost of spare parts, cost of satellite renewal, cost of establishing solar power systems.

To ensure effective land use planning and decision-making, Geo-hazard Mapping and Risk Assessment in Accra and around the Akwapim mountain range has been conducted.

D. Lands Sub-Sector

- **Improving Land Administration - Urban Renewal Projects**

The Ministry facilitated the surveying and acquisition of appropriate legal interest in various land areas earmarked for these transformational projects. These include the Marine Drive Tourism Project; the Energy City Project; the Greater Accra Site for Industrial Enclave and Urban Renewal Project; the National Cathedral Project; the Redevelopment of Kumasi Sector 18; the Redevelopment of Sekondi-Takoradi Beach Road; and other Urban Redevelopment projects.

The Ministry with the involvement of the Lands Commission is also facilitating the Ghana-Togo Boundary Commission; and the verification and validation of the boundaries of the six newly created Regions for final boundary survey works.

- **Turnaround Time**

Government's overall objective is to deliver land title certificate within 30 working days and Deeds registration within 14 working days, the average turnaround time for Deeds registration is currently within the targeted 14 days.

- **Stool Land Revenue Mobilization and Disbursement –**

In the year 2018, the OASL mobilized a total amount of nearly GHS 58 Million. As at June 2019, a total amount of about GHS 50.0 Million representing over 40% of revenue target of GHS110 Million was mobilized and disbursed. This shows a marked improvement over that of the previous year.

- **Monitoring of Projects by MMDAS Undertaken with Stool Land Revenue**

The Ministry through the OASL monitored projects undertaken by MMDAs with their portion of Stool Lands Revenue they receive. Some of the projects include residential accommodation for health workers, Community Centre and Surgical Ward at Buipe, District Hospital at Asutifi-North and construction of schools in Damongo, Abidjan, Asawase, and to mention but a few.

- **Improving Customary Land Administration**

In order to improve efficiency in customary land administration, three Customary Land Secretariats (CLSs) were established to bring the total CLSs established across the country to 94. These are at Anyaa Charbokwei, Bamvim and Yendi.

- **Development of Draft Handbook On Customary Land Administration**

The Ministry through the OASL in collaboration with COLANDEF, a Non-Governmental Organisation has developed a draft handbook for Documenting Customary Land Rights in Ghana to compliment Government's efforts in improving customary land administration. It is estimated that about 80% of all lands in the country fall under customary ownership.

19.3. Reforms undertaken by the Ministry

The major reform undertaken by the Ministry was the development of the Iron and Steel industry along the value chain, digitization of land title registration and improvement in the Job creation for the youth.

Government through Act, 2018 (Act 976) established the Ghana Integrated Aluminium Development Corporation (GIADEC) and set up a Board in March, 2019 to see to the management of the aluminium resource.

The Leadership and Skills Training Institute (YLSTI) have also been established to empower the young trainees to start their own businesses as App Developers in that industry.

Introduction of Ghana Enterprise Land Information System (GELIS): Land title registration process in Greater Accra and other Regions are being done digitally instead of manual. As a result, turn-around time for title and deeds registration has been reduced to two months in the Regions.

A total of about 81,000ha of forest plantation was established under both government and private planting models across the country. This has created over 83,000 employments as at December 2019.

3,515 jobs were created because of the Alternative Livelihood programme comprising 2,420 Males and 1,095 Females.

19.4. Sustainable Development Goals (SDGS)

The status of implementation of the Ministry's Sustainable Development Goals' (SDG) included the following:

- **Goal 1 - No Poverty:** Development of a compatible database. The Lands Commission is developing the data set attributes, which will be incorporated into the existing database.
- **Goal 15 - Life on Land:** Data is captured based on ecological zones at the National level. There is a Marginal decrease in forest loss from 38% in 2015 to 37.37% in 2018. 79.35 % of protected areas covers important sites for terrestrial and freshwater biodiversity and there has been some progress towards sustainable forest management. Data available covers two of the five sub-indicators that measures the progress on forest management.

Planned programmes and activities being implemented under the SDGs are progressing as planned. However, the tracking and data collection on the indicators remained a challenge due to inadequate resources and weak institutional structures. Ghana Statistical Service was assisting the Agencies implementing the SDGs in addressing the data collection issue.

19.5. Financial Performance

SOURCES	APPROVED BUDGET(GH¢)	ACTUAL RECEIPTS	ACTUAL EXPENDITURE	VARIANCE
GOG				
Compensation of Employees	150,174,842.00	98,132,645.00	98,132,645.00	52,042,197.00
Use of Goods and Service	92,261,626.00	80,723,553.47	79,833,553.47	11,538,072.53
CAPEX	11,400,000.00	7,294,547.87	7,294,547.87	4,105,452.13
DEVT.PARTNERS				
DANIDA	-	-	-	-
JICA	-	-	-	-
WORLD BANK	59,403,500.00	38,557,887.74	38,557,887.74	(20,845,612.26)
TOTAL	313,239,968.00	224,708,634.00	143,985,081.00	88,531,333.92

19.6. Challenges

- A major challenge that militates against improvement in Land Administration is the delay in the passage of the Land Bill by Parliament to enable the Ministry improve legal regime within the Land Administration. This Bill has been forwarded to Parliament on several occasions over the years without results.
- Despite a target of 120 days turn-around time for Title in 2019, the Lands Commission could only achieve 270 days for Title registration across Greater Accra Region and some parts of Kumasi. The public continue to complain about the time they take to secure Land Title.
- Non-payment of Allowances of Youth in Afforestation Programme and Delay in the Release of Funds for Direct Plantation Activities. Only GH¢6 million has been provided since September 2017 out of an amount of GH¢72 million.
- The main challenge within the mining sub-sector was the issue of illegal mining. There is also a short fall in the implementation of alternative livelihood programmes especially with the oil palm seedlings for mining communities. Most of the farmers who are

registered for the programme were first-timers and have little knowledge of farm practices and also lack some of the simple farm implements such as cutlasses, boots and raincoats.

19.7. Forward look

- The Ministry will continue to pursue policies and strategies within the context of the Sustainable Development Goals, African Union Agenda 2063, the Government's vision to provide equal opportunity for all Ghanaians, and the creation of employment for the youth as spelt out within the Medium-Term Plans of this sector and the Ghana beyond Aid Agenda.
- The Ministry through the Forestry Commission will intensify forest plantation establishment, reclamation of degraded landscape and implement the national afforestation programme.
- In addition, the Forest Law Enforcement, Governance and Trade (FLEGT) licensing system will be implemented fully to assure international markets that timber produced from Ghana are legally compliant under the Ghana Legality Assurance Scheme. It will also deploy rapid response teams and engage in conservation education to reduce illegal activities in forest and wildlife reserves.
- The Ministry through the Minerals Commission will create 5 additional offices and provide the necessary resources to enhance its visibility and effectiveness.
- The Minerals Commission will facilitate the passage of the draft L.I aimed at tracking the movement of Earth Moving and Mining equipment
- The Ministry will continue to expand the Alternative Livelihood Programme coverage to the Eastern Region to cover 10,000 acres generating about 2,500 jobs in 2020.
- The Ghana Integrated Aluminium Development Corporation, by the end of the first quarter of 2020 will select investors to collaborate in the Integrated Aluminium Industry and initiate processes for the establishment of up to three new mines, two refineries and a new shelter. GIADEC through these partnerships will ensure that our bauxite reserves are exploited and drive full integration across the entire bauxite and aluminium value chain, and further ensure value creation with downstream industries that will power industrial growth and deliver jobs and prosperity to Ghanaians.

20.0. MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

The Ministry of Local Government and Rural Development exists to deepen decentralised governance at the sub-national level through the formulation of policies on local governance, rural and urban development; the design and delivery of systems to monitor and evaluate the performance of Metropolitan, Municipal and District Assemblies for national development.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Hajia Alima Mahama (February 2017 – Date)
- Deputy Minister - Hon. Osei Bonsu Amoah (April 2017 – Date)
- Hon. Kwasi Boateng Adjei (April 2017 – Date)
- Hon. Collins Ntim (April 2017 – Date)
- Chief Director - Mr. Charles K. Dondieu (July 2014 – Date)

20.1. Departments and Agencies

The Ministry has oversight responsibility for the following Agencies and Departments:

Civil Service Departments

- Births and Deaths Registry
- Department of Parks and Gardens
- Department of Community Development

Allied Agencies

- Local Government Service Secretariat (LGSS)
- Institute of Local Government Studies (ILGS)
- District Assemblies Common Fund (DACF)
- Social Investment Fund (SIF)

Councils

- Institute of Local Government Studies Council
- Local Government Service Council

20.2. Sector Achievements

20.2.1. Policies Legislations and Regulations

- **Review of Article 55 (3) and Article 243(1) of the 1992 Constitution**

The Bill to amend Article 55 (3) of the 1992 Constitution (an entrenched provision) to pave way for the introduction of multi-party local government system in Ghana was approved by Cabinet.

The Bill satisfied all the legal provisions for the amendment of an entrenched Article, including publication in the Gazette. The Bill was further referred to the Electoral Commission for a referendum. The Bill for amendment of Article 243(1) to allow for elections of MMDCEs also reached approval stage in Parliament House. However, following lack of broad national consensus, His Excellency, the President directed that the amendment processes for both Bills be aborted to allow for further engagements on the subject; which was adhered to.

- **Revision of the Births and Deaths Bill,**

The Ministry completed consultations on the Revised Births and Deaths Bill for passage into Act. The new Act when passed will be an amendment to the Registration of Births and Deaths Act, 1965 (Act 301) and provide for the decentralisation of the Births and Deaths Registry in line with the decentralisation programme of the country.

- **Review of National Urban Development Policy**

The National Urban Development Policy, which was formulated in 2012, was under review to incorporate the Sustainable Development Goals, the strategies under the New Urban Agenda and the African Union Agenda 56, together with government priorities.

20.2.2. Decentralisation and Local Governance

The Ministry facilitated the District Level elections, which were held on 17th December 2019 through sensitisation and organisation of community fora throughout the country.

During the period under review, Performance Assessment of 216 MMDAs and 254 MMDAs for the fiscal years 2017 and 2018 were conducted using the District Assembly Performance Assessment Tool (DPAT).

Through the District Assemblies Common Fund, that is the Responsiveness Factor Grant (DACF-RFG) and the District Development Facility (DDF), a total of Two Hundred and Five Million, One Hundred and Six Thousand, Two Hundred and Sixty-Six Ghana Cedis (GHS205, 106,266.00) was mobilised and transferred to MMDAs.

The Internally Generated Fund (IGF) of MMDAs also increased by 18 per cent through the reviewed Fee-Fixing Guidelines to guide rates and fee fixing at the MMDAs. There was development of IGF Strategy and Reference Guide for MMDAs in their revenue mobilisation and management; and development of an Information Technology (IT) based District revenue management system to automate the revenue mobilisation process of MMDAs to reduce leakages and improve management and growth.

The transfers of funds from DACF, DDF, DPAT, UDG and IGF resulted in the provision of over One Thousand, Five Hundred (1,500) sub-projects including educational infrastructure, health, water and sanitation facilities at the local level across the country.

To further strengthen the decentralised institutions and operationalise the six (6) newly established RCCs, the OHLGS recruited Two Thousand, Two Hundred and Ninety 2,290 critical staff to fill vacancies in engineering, HR, IT, Development Planning, Works, Social Welfare and Community Development, in the RCCs and MMDAs.

20.2.3. Local Level Development and Management

- **Rural Development and Management**

A Rural Development Coordinating Unit was established; and it is working with MDAs and MMDAs to review and incorporate programmes of the Rural Development Policy into their work plans and budget. In line with the implementation of the Policy, Government secured US\$60 million facilities from the World Bank to implement the Ghana Productive Safety Net Project.

Consequently, the Ministry has identified, assessed and designed 107 sub-projects for delivery, which includes 53No. Feeder roads and 54No. Small earth-dams and dugouts. The implementation of these projects will create Thirteen Thousand, Three and Twenty-Six (13,326) jobs and transfer a total of Twenty-Four Million, Six Hundred and Forty-Six Thousand, Seven Hundred and Thirty-One Ghana Cedis (GHS 24,646,731.00) for poor households across the country.

Under the Inter-Ministerial Committee on Illegal Mining, the MLGRD formulated and implemented the Alternative Livelihood Programme in eighteen (18) severely affected “galamsey” Districts. Five Hundred (500) youth from the illegal mining districts whose main occupation was illegal mining have undergone training and graduated from various Community Development Vocational and Technical Institutions with skills in auto mechanic, plumbing, welding, general electrical, building and construction, catering, hairdressing, beadworks and dressmaking. These individuals have been established with start-up tools and equipment. An additional Three Hundred and Sixty-Seven (367) beneficiaries are currently undergoing training through an apprenticeship at the community level.

- **Urban Development and Management**

The Ghana Secondary Cities Programme was formulated and implemented in twenty-five (25) selected Municipal Assemblies (MA) in ten (10) Regions to increase investment in urban infrastructure. It was also to ensure effective urban management and service delivery. One Million, Two Hundred and Twenty-Two Thousand, Two Hundred and Thirteen Ghana Cedis (GHS1, 222,213.00) was transferred to the twenty-five (25) MAs to initiate the delivery of socio-economic infrastructure.

The Ministry in collaboration with Ministry of Communications worked together to harmonise the Ghana Post GPS with the Street Naming and Property Addressing System. To this end,

Ninety-Six Thousand, Four Hundred and Sixty-Seven (96,467) streets in Ninety-Six (96) MMDAs were digitised. Of this, Twenty-Six Thousand, Five Hundred and Twenty-Two (26,522) streets in eighty-six (86) MMDAs were named and the data was linked to the Ghana Post GPS.

20.2.4. Parks and Gardens

The Ministry, through the Department of Parks and Gardens, maintained the Jubilee House, the Peduase Lodge, State House and all RCCs' grounds and gardens. The landscaped areas of roundabouts, road medians and road shoulders in the cities and towns, as well as recreational parks, were maintained. About 991,764.40m² of landscape sites in major cities and towns were maintained and beautified.

The Department in collaboration with Ablekuma West Municipal Assembly landscaped the Exhibition and Liberty (Dansoman) roundabouts in line with His Excellency, Nana Akufo-Addo's aim of making Accra one of the cleanest cities on the continent. The project aimed at beautifying the road reservation, contributing to the wellbeing of the Ghanaian citizenry and greenhouse gas reduction in the fight against climate change.

20.3. Financial Performance

SOURCE	2019 APPROVED BUDGET (GHC)	2019 REVISED MID-YEAR BUDGET (GHC)	RELEASE AS AT 30 SEPT. (GHC)	% VARIANCE (GHC)
Compensation of employees	644,939,202.00	732,607,951.00	524,214,149.27	71.55
Goods & services	33,930,094.00	33,930,094.00	15,840,671.62	46.69
Capex	3,800,000.00	2,600,000.00	2,266,645.15	87.18
Total	1,201,170,507.00	1,287,639,256.00	885,015,266.51	68.73

20.4. Challenges

- **Lack of Financial Resources**

The Ministry and its sub-vented organisations notably the Institute of Local Government Studies (ILGS) faced severe financial challenges that made it difficult to procure essential goods and services, which affected the operations of the Ministry. It is important to note that, although

Section 15 of the establishment Act 2003 (Act 647) of the Institute of Local Government Studies (ILGS) provides that Parliament make annual budgetary allocations for the Institute, no budgetary allocation has ever been made for the Institute in its 19 years of existence.

- **Inadequate/Non-Release in Sector Allocation**

The sector allocation was not only reduced but there was also no release of funds for the fourth quarter. This made procurement of essential goods and services rather difficult. Fuel coupons for vehicles to undertake important assignments could not be procured thus affected the day -to-day operation of the Ministry.

- **Inadequate Logistics**

Inadequate and overused logistics such as vehicles, photocopiers, printers, fax machines, and scanners made the work of the Ministry rather difficult. It resulted in needless delays in despatching correspondences as the available equipment broke down too often because of pressure on their use. The tipper truck and water tanker of the Department of Parks and Gardens were procured as far back in 1989 which has become dysfunctional causing inefficiencies and delays in the its services and deliveries.

- **Paucity of Data**

The paucity of data to guide effective policy formulation, implementation, monitoring and evaluation persisted within the year. Access to timely, complete and comprehensive data from the District Assemblies remained a challenge for decision-making throughout the year.

- **Poor Structural Conditions of the Ministerial Block**

The Ministerial Block kept deteriorating; however, in the short term, an Annex to the Main Ministerial Block was being constructed. Efforts are being made to start a New Block on the excess land at the Parks and Gardens as a long-term measure. The Ministry of Finance refused to release funds for Capex which was budgeted to complete the project.

- **Non retention of IGF**

The Registry of Births and Deaths and the Department of Parks and Gardens both generate revenue which is paid directly into the Consolidated Fund. Sadly, the same departments are deprived of funds and equipment to implement programmes that could generate more revenue. This is because they are not allowed to retain some percentage of their earnings. This challenge was discussed with the Parliamentary Select Committee on Local Government and it is hoped that approval would be granted for the Ministry to retain their IGF next year.

- **Inadequate staff at the Births and Deaths Registry**

The Births and Deaths Registry is a bird laying golden eggs for Central Government Revenue. In the year under review, the Registry generated an amount of GH¢6,637,149.00, 100 per cent of which was paid into the Consolidated Fund. However, the department is grossly understaffed.

There has been a slow process towards the issuance of financial clearance for the recruitment of staff for the Registry. The current staff strength of the Registry is 328 as against about 5,000 which it needs for optimal performance.

20.5. Forward Look

a) Deepen Decentralisation

- Following a successful District Level election, the Ministry has scheduled 23rd January 2020 for the inauguration of Assemblies and the Institute of Local Government Studies will be tasked to organise orientation programmes to enable the new Assembly members to appreciate their roles and responsibilities better.
- The ministry will also conduct a performance assessment using the DPAT for all the 260 District Assemblies based on FY2019.
- Additionally, the Ministry will submit Local Government Finances Bill to Parliament; publish and sensitise stakeholders on the new Decentralisation Policy and Strategy (2020-2024).
- To enhance effective and efficient service delivery and further deepen Local Governance and Decentralization in Ghana, the LGS would implement the following key activities;
 - ✓ Review current schemes and conditions of service and develop new conditions of service for LGS staff;
 - ✓ Roll out the new HRMIS to all levels of the LGS; and
 - ✓ Review Protocols: Conditions of Service, Code of Conduct and Human Resource Management Operational Manual.

b) Human Settlement Development and Service Delivery

- The Ministry will continue to lead and coordinate the implementation of the Rural Development Policy. In this regard, through the Labour-Intensive Public Works Programme (LIPW), 160 Small Earth Dams and Dugouts (SEDD) and feeder roads with a total length of approximately 280km will be constructed.
- The Ministry will finalise the review of the Urban Development Policy and continue the implementation of the Ghana Secondary Cities Support Project (GSCSP).
- A total sum of GH¢196,877,626.00 will be transferred to 10 Regional Coordinating Councils participating in the programme and 25 Municipal Assemblies to support the implementation of their Annual Action Plan and Budgets.
- The Ministry, in collaboration with the Kumasi Metropolitan Assembly (KMA), will also continue to implement the redevelopment of the Kumasi Central Market.

c) Retool 2No. CDVTIs:

The Department of Community Development will retool and upgrade at least 2No. CDVTIs nationwide. It will continue to provide Alternative Livelihood Skills training for about 1,250 persons to address the challenges of illegal mining activities.

d) Maintenance of Landscape Sites:

The Department of Parks and Gardens will maintain about 1,500,000m² of landscape sites in major cities and towns. Out of which, 132,480m² of road reservation, spanning from National Theatre to Ayi-Mensah will be developed. The ‘Kawukudi’ open-space will also be developed into a recreational park.

e) Births and Deaths Registration

The Births and Deaths Registry will register an estimated 710,145 new births out of an expected 887,681 to increase birth registration coverage to about 80% nationwide. In addition, the Registry will register an estimated 94,696 deaths out of an expected 315,654 deaths to increase death registration coverage to about 40%.

The Birth and Deaths Registration Bill been passed, will enable the Registry to establish 300 Community Registries in 47 District Assemblies in the six (6) newly created Regions.

f) Human Resource

The Ministry will pursue the following programmes to both equip and motivate staff:

- ✓ Continue to conduct skill needs assessment and identify training opportunities both locally and abroad for officials to bridge their capacity gaps.
- ✓ Sponsor Scheme of Service training for officers eligible for promotion to their higher grade.
- ✓ Organise induction courses for new staff.
- ✓ Promote and protect the welfare of staff.

21.0. MINISTRY OF MONITORING AND EVALUATION

Executive Instrument 28 (E.I. 28, 2017) established the Ministry of Monitoring and Evaluation. The Ministry exists to facilitate, coordinate, monitor and evaluate programmes and projects that addresses Ghana's developmental needs through the deployment of skilled human resource and modern technology.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon Dr. Anthony Akoto Osei
- Deputy Minister - Hon. William K. Sabi
- Ag. Chief Director - Mr. Kwabena Agyei Boakye

21.1. Agencies and Specialized Agencies

The Ministry has oversight responsibility over the National Identification Authority.

21.2. Sector Achievements

a) Capacity Building:

The ministry organized a tailor-made Monitoring and Evaluation (M&E) training in data collection, analysis and reporting for 34 focal persons from 34 MDAs. The training sought to improve the knowledge and skills of the M&E focal persons in fundamental concepts and tools for monitoring and evaluating their policies and programs. In addition, the Ministry provided tailor-made training for staff in Report Writing, Evidence Gathering/ Evaluation, Data Collection, Analysis and Reporting, Evidence Gap Mapping, Tools for institutional analysis (Traditional net mapping and process net mapping).

b) Development of a Draft National Monitoring and Evaluation Policy (NMEP)

The Ministry in collaboration with the National Development Planning Commission (NDPC), Ghana Institute of Management and Public Administration (GIMPA), Ghana M&E Forum (GMEF) and other stakeholders with funding from UNICEF, have developed a draft NMEP to provide a broad framework for M&E across the public sector.

The policy will bring focus and consistency in the conduct, use and dissemination of M&E data and information in the country. The draft policy was validated through zonal workshops held in Accra, Kumasi and Tamale to incorporate inputs and suggestions from the Regional Coordinating Councils (RCCs), Metropolitan, Municipal and District Assemblies (MMDAs) and Civil Society Organizations (CSOs). The next stage of the process is to submit the NMEP for Cabinet's approval, after which it will be launched and the action plan operationalized.

c) Co-organized the first ever “Evidence to Action” Conference in Ghana

The Ministry in collaboration with International Centre for Evaluation and Development (ICED) and ISSER organized an international Evidence to Action Conference at ISSER, University of Ghana. The conference brought together participants from over 15 countries in Africa and abroad as well as renowned researchers, evaluation professionals and development practitioners. The keynote speaker was His Excellency the Vice President of the Republic of Ghana, Dr. Mahamudu Bawumia. Ministers and Chief Directors graced the event.

d) Evaluation of One District One Factory (1D1F) and One Village and One Dam (1V1D) Programme

The Ministry in collaboration with IDinsight and Ministry of Trade and Industry, initiated the process of carrying out rapid evaluation of the One District One Factory (1D1F) programme. The aim of the rapid evaluation was to assess the progress of implementation, emerging outcomes and potential impacts of the 1D1F intervention. The Ministry also collaborated with IDinsight, Twende Mbele and the Ministry of Special Development Initiatives to conduct a rapid evaluation of the One Village One Dam (1V1D) project in the five regions in northern Ghana. The aim of the evaluation was to assess the progress of implementation, emerging outcomes and potential impacts of the 1V1D intervention. It also sought to document emerging issues and challenges that require immediate attention of Cabinet, Ministry for Special Development Initiatives (MSDI) and other stakeholders.

e) Conducted field monitoring of flagship programmes

The Ministry in collaboration with the Ministry of Railways Development undertook field monitoring of railway development projects in the Greater Accra, Eastern and Western regions. In the Greater Accra region, the team inspected the railway project under implementation from Tema to Mpakadan, and the railway line from the Accra central terminal to Nsawan. Similarly, in the Western region, the team inspected the rehabilitated Sekondi railway training school as well as the railway line from Takoradi to Tarkwa.

21.3. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GoG				
	Compensation of Employees	390,250.00	475,196.56	475,196.56	0
	Use of Goods & Services	1,809,100.00	957,059.36	1,405,330.07	(448,270.71)
	CAPEX	962,000.00	0	0	0
2	IGF	-	0	0	0
3	DEV'T PARTNERS e.g.				
	UNICEF		394,664.32	394,664.32	0
	AGRA		US\$55,134.00	US\$27,567	US\$27,567
	TOTAL	3,161,350			

21.4. Challenges

a) Delay in release funds

The Ministry observed a minimum of two months' time lag between request and release of funds and inadequate funding since it was not able to receive its entire budgetary allocations. The Ministry has therefore taken some steps to work closely with the Ministry of Finance to ensure timely release of funds.

b) Inadequate office space

The Ministry has limited office space in its current location at the Osu castle to sit its staff. This has become especially critical since it has received many more postings this year, without a commensurate increase in office space. The Ministry has been working closely with the Estate Division of the Office of Government Machinery to secure additional office space, especially with the increased number of staff.

c) Inadequate M&E skills in the MDAs

The inadequate technical M&E skills in several MDAs has resulted in the churning out of low-quality M&E reports. To address this problem, the Ministry collaborated with GIMPA to design a tailor-made M&E training and conducted training for all M&E focal persons in the MDAs. The Ministry through continuous training and coaching of M&E staff in MDAs would be able to contribute towards an increase in capacity and skills.

21.5. Forward Look

The Ministry plans to undertake the following activities in 2020;

- Conduct Citizens' Assessment Survey (listening to Ghana)
- Organize Results Fair
- Develop Ghana Performance Portal for frontline services
- Support the monitoring and reporting of frontline service delivery under PSRRP
- Conduct Rapid Evaluation of Government Flagship Programmes
- Conduct physical monitoring and implementation audit of Government High Priority Programmes
- Strengthen capacity of M&E Focal Persons and Staff
- Strengthen linkages and collaborations between PPMEDs and RSIMs in the Ministries
- Conduct Performance evaluation (pilot) of MMDA Development Plans

22.0. MINISTRY OF PARLIAMENTARY AFFAIRS

The Ministry of Parliamentary Affairs (MoPA) was re-established in 2017 by Executive Instrument (EI.28) to facilitate, coordinate, monitor and evaluate strategies for the execution of Government's business in Parliament and guarantee good governance through dialogue and consensus building with the deployment of skilled human resource and modern technology for the sustainable national development.

The Political and Bureaucratic Heads of the Ministry during the period under review were:

- Sector Minister - Hon. Osei Kyei-Mensah-Bonsu
- Chief Director - Dr. Evans Aggrey-Darkoh

22.1. Sector Achievements

a) Engagement with the Independent Governance Institutions

With the objective of deepening Transparency and Public Accountability, the Ministry set out to organise two (2) meetings with Independent Governance Institutions.

The Ministry engaged the Electoral Commission of Ghana to further consolidate Ghana's democratic development. The Commission was briefed about the Ministry's activities for the year, especially in the areas of monetization of elections and the focus on Independent Governance Institutions and called for support.

The National Commission on Civic Education (NCCE) was strategically positioned to participate in four (4) major programmes of the Ministry considering its critical role in the governance of the state especially in relation to the nature of democratic citizenship in Ghana.

The Commission on Human Rights and Administrative Justice participated in a programme that sought to build capacity of Parliament on fiscal impact analysis of legislative proposals.

b) Engagement with the Civil Society Organisations

Under the objective of improving the participation of Civil Society (Media, Traditional Authorities, Religious bodies) in national development, the Ministry set out to organize two (2) meetings. One was held in 2018 and in 2019; a dialogue with senior media practitioners on the menace of political vigilantism in the country was organized.

The Ministry also held another meeting with Civil Society Organization in April to discuss the implementation of the Right to Information Law. The programme succeeded in examining the institutional mechanisms for the implementation of the RTI law, the challenges, prospects and the contributions CSOs can make towards the successful implementation of the RTI Law. Additionally, recommendations to support the establishment of RTI Commission were offered as well as a framework suggested to build a coalition to support its implementation.

c) Meeting with the Executive and the Legislature on Corruption

In line with the objective of deepening Transparency and Public Accountability, the Ministry organized a Stakeholders' dialogue to interrogate the phenomenon of monetization of politics. This was to ensure the implementation of mutually agreed strategies to curtail the increasing corruption, influence and capture in the multi-layered intra party elections in Ghana. Four political parties who have consistently performed well in presidential and general elections since the inception of the Fourth Republic in 1993 participated in the dialogue session.

d) Engagement with the Core Leadership of Parliament

Under the objective of deepening Democratic Governance, the Ministry organised two (2) meetings with the Core Leadership of Parliament to evaluate/review the performance of Parliament.

e) Need-Based Technical Workshops

In efforts of deepening Democratic Governance in the country, the Ministry organised two (2) need-based technical workshops in November 2019. The meeting engaged the Committees on Finance and Legal, Constitutional and Parliamentary Affairs under the theme “*Interrogating Parliaments Legislative Power: A Review of Employment Creation and Fiscal Impact Analysis of Legislation*”. The meeting sought to interrogate Parliament’s Legislation Power and focused on employment creation and fiscal impact analysis of Legislations.

- **Sustainable Development Goals (SDGs)**

The Ministry in fulfilment of Goal 13 of the SDGs “*Climate Action*” organised one meeting on Climate Policy Mainstreaming.

Under Goal 16 “*Peace, Justice and Strong Institutions*” the Ministry organised two (2) meetings with CSOs and Media on Political Vigilantism.

Finally, under Goal 17 “*Partnership to Achieve Goal*” the Ministry undertook the following activities:

- Held one (1) meeting in collaboration with the National Media Commission on Parliamentary Reporting.
- Organized one (1) meeting with the Electoral Commission on Institutional Development.
- Held one (1) meeting in collaboration with Political Parties, NCCE, CHRAJ and Security Agencies on Monetisation of Politics.

22.2. Financial Performance

SOURCE	APPROVED BUDGET	ACTUAL RECEIPT	ACTUAL EXPENDITURE	VARIANCE
GOG				
Compensation of Employees	618,307.00	376,080.00	376,080.00	242,227.00
Use of Goods & Services	1,508,596.00	1,185,649.00	1,185,649.00	322,947.00
CAPEX	0	380,202.00	380,202.00	-380,202.00
Total	2,126,903.00	1,863,515.70	1,863,515.70	

22.3. Challenges

- **Inadequate office space** continues to undermine the ability of the Ministry to ask for the full complement of staff to build the capacity of the various units.
- **Inadequate budgetary allocation** hampers the effective execution of the core mandate of the Ministry. Particularly disturbing is the inability of the Ministry to undertake monitoring and evaluation of its programmes from 2017 to inform future decisions.
- **The non-release of the fourth quarter budgetary allocation** seriously limits the ability of the Ministry to have a full spread of its activities and effectively engage its staff throughout the year. Programmes earmarked for the fourth quarter have had to be shelved because of non-release of allocated resources.

22.4. Forward look for 2020

The Ministry has set the following Strategic Policy Objectives and Priority areas for implementation in 2020 in line with Goal 16 & 17 of the SDGs.

- Deepen democratic governance by strengthening the capacity of Parliament to exercise oversight of government finances and implementation of policies and programmes. The Ministry will also focus on strengthening the independent governance institutions to perform their functions effectively. Again, the Ministry will focus on deepening political party participation in national development.

- b. Promote the fight against corruption and will focus on strengthening the Judiciary, Parliament, Security Services and other anti-corruption institutions to perform their functions effectively.

Improve participation of civil society in national development with a focus on strengthening the media to play a watchdog role and strengthening the engagement with traditional authorities in development and governance processes.

23.0. MINISTRY OF PLANNING

The Ministry of Planning (MOP) is mandated to formulate, coordinate, monitor and evaluate the implementation of the policies and plans of the various Sectors for national development. The Ministry is committed to ensuring a robust and efficient planning system, which focuses on promoting innovation, creativity and problem-solving interventions.

The political and bureaucratic heads of the Ministry were as follows:

- The Sector Minister - Hon. Prof. George Gyan-Baffour
- Chief Director - Ms. Marian W. A. Kpakpa (April 2019 – Date)

23.1. Civil Service Department, Agencies, Boards and Councils

The Ministry has no Civil Service Department but has two (2) Public Service Agencies that it closely collaborates with, namely:

- National Development Planning Commission ((NDPC)
- National Population Council (NPC)

23.2. Sector Ministry Achievements

A. Coordination of the Implementation of the Sustainable Development Goals (SDGs)

- **Ghana's participation at the 2019 High Level Political Forum (HLPF) on Sustainable Development**

The Ministry coordinated Ghana's participation at the 2019 High Level Political Forum (HLPF) on Sustainable Development at the United Nations Headquarters, New York. The Forum, which included a three-day Ministerial meeting was convened under the auspices of the Economic and Social Council (ECOSOC) with the theme "Empowering people and ensuring inclusiveness and equality".

Voluntary National Reviews (VNRs) were presented by 47 countries including Ghana during the Ministerial Segment of the HPLF. The reviews were state-led, involving Ministerial and other relevant high-level participants, and provided a platform for partnerships. The Minister for Planning presented Ghana's VNR with support from Ministers for Education and Employment and Labour Relations, as well as the Deputy Ministers for Finance, Environment, Science, Technology and Innovation and Works and Housing. Ghana's presentation was well received and generated comments and questions from four (4) United Nations members' states (Norway, Germany, Cameroon and Denmark), and two (2) major groups (Women and Youth).

For the first time since the 2030 agenda was adopted in 2015, the following SDGs were reviewed; Goal 4 - quality education, Goal 8 - decent work and economic growth, Goal 10 - reducing inequalities, Goal 13 - climate action, Goal 16 - peace, justice and strong institutions

and Goal 17 - global partnership; with the aim to strengthen the interlinkages with the other goals and emphasise their implementation.

- **Pipeline of SDG Bankable Projects**

Since the adoption of the Sustainable Development Goals (SDGs), the Government of Ghana has been pursuing actions to ensure inclusive economic growth and sustained development for all Ghanaians. To better prepare the government to participate in the SDGs Investment Fair scheduled for April 2020, the Government of Ghana with support from the UN DESA and the UN Country Team, organised a country-level Workshop on “**Closing the Investment Gap for the SDGs**”. The workshop aimed to package into formidable proposals, a pipeline of bankable projects that can be used to access funding.

B. Implementation of the West Africa Growth Ring Corridor (WAGRIC) Master Plan Project

The West Africa Growth Ring Corridor (WAGRIC) Master Plan is a joint initiative of the Ghanaian and Japanese Governments. The Plan was prepared by the Government of Ghana through the National Development Planning Commission (NDPC), Ministry of Planning (MOP), Ministry of Roads and Highways (MRH) and Ministry of Finance (MoF) and the Japanese International Development Cooperation (JICA). The Plan, which was developed in 2017, complements national development plans of Ghana and adjoining West African countries to aid the realization of the President’s vision of spatial and economic integration of West Africa. The master plan recommended strategies that promote investment and regional integration while ensuring a balanced economic development between coastal and inland areas of Ghana and adjoining three countries.

During the year under review, the Ministry held a number of Technical and Steering Committee meetings. In addition, a meeting of private sector organisations was convened to solicit private sector interest in undertaking infrastructure projects under the WAGRIC project.

23.3. Reforms Undertaken

The major reform undertaken by the Ministry is development and roll out of the GOG Smart Workplace. This involves the use of tools that will help to automate processes, enhance operations, and improve workflows and efficiency.

23.4. Sustainable Development Goals

The Ministry does not have a direct role in implementing specific SDGs but rather ensures synergies and harmonisation across the SDGs and monitors their implementation.

Following the adoption of the SDGs in 2015, Government put in place the relevant institutional arrangements for implementing the SDGs; informed largely by the recommendations of the assessment of the implementation of the Millennium Development Goals (MDGs). As such, a three-tier coordination structure, headed at the apex by a High-Level Ministerial Committee (HLMC) has been established to provide strategic direction and guidance for the implementation of the SDGs and guarantee effective collaboration between state and non-state actors through its coordinating role. The Minister of Planning with the Ministry serving as a Secretariat for the HLMC chairs the HLMC, made up of fifteen (15) key Ministries.

23.5. Financial Performance

SOURCE	2019 BUDGET	RELEASED	ACTUALS	VARIANCE	VARIANCE (Percentage)
	A (GH¢)	B (GH¢)	C (GH¢)	D=A-C (GH¢)	E=A-C%
Compensation	390,250.00	434,326.56	443,901.42	-53,651.42	113.75
Goods and Services	1,375,250.00	1,375,237.00	1,360,328.09	14,921.42	98.91
CAPEX	902,500.00	868,480.82	229,300.00	673,200.00	25.41
TOTAL	2,668,000.00	2,678,044.38	2,033,529.51	634,470.49	

23.6. Challenges

- **Staffing**

The Ministry lacks key mid-senior level staff to provide the needed guidance and direction. These include, Directors, Internal Audit Officers and Budget Analysts among others.

- **Inadequate office space**

The Ministry only has eleven 11 rooms shared between the Hon. Minister, Chief Director and all Directorates of the Ministry which is woefully inadequate.

23.7. Forward Look

The Ministry will pursue implementation of policies and programmes that focuses on addressing critical human development issues and challenges, especially of planning officers at the sub-

national level as well as the coordination of the implementation of the Sustainable Development Goals (SDGs) in Ghana. These include:

- Establishment of SDG Resource Centre and facilitating SDG interventions and cases at the District level and reporting on inclusive growth.
- Creating of a pipeline of bankable SDG related projects and costing of the SDGs
- Facilitate a strong linkage between MDAs MTDPF and Annual Action Plans, Annual Budgets and Implementation in response to the National Vision.
- Ensure Value for Money (VFM) for Public projects at the MDA level through effective Project Appraisal and Monitoring with Summer School for Planning Officers.
- Facilitate a research on Informal Sector, under the IMAT.
- Continue engagement with key stakeholders and interest groups on the dissemination and implementation of the CP.

24.0. MINISTRY OF RAILWAYS DEVELOPMENT

The Ministry of Railways Development (MoRD) exists to build a modern railway network with associated infrastructure to address the imbalance between transport modes for long distance transit and domestic freight movements; through the formulation of policies, plans and programmes to guide the development of the rail transport sector for movement of passengers, goods, facilitate trade, industrial development and stimulate economic growth.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon. Joe Ghartey
- Deputy Minister - Hon. Kwaku Agyenim Boateng and Hon. Andy Appiah-Kubi
- Ag. Chief Director - Mr. Siisi Essuman-Ocran

24.1. Agencies and Public Service Organizations

Sub-vented Agency

- Ghana Railway Development Authority (GRDA)

Public Service Organization

- Ghana Railway Company Limited (GRCL)

24.2. Sector Achievements

A. Rehabilitation of the Accra – Nsawam and Accra – Tema Sections of the Eastern Railway Line (Narrow Gauge)

The Ministry, through the Ghana Railway Company Limited, completed the rehabilitation of the 30km narrow gauge railway line from Accra to Tema. This has enabled the restoration of passenger rail services on the corridor since January, 2019.

The section of the line from Achimota to Nsawam (40km) has also been rehabilitated and test runs have commenced in anticipation for the relaunch of the sub-urban commuter rail services from Accra to Nsawam to ease traffic congestion on the corridor. The project is about 98% complete.

B. Rehabilitation of Kojokrom - Tarkwa Section of the Western Line (Narrow Gauge)

The rehabilitation of the existing 56km narrow gauge line from Kojokrom to Tarkwa through Nsuta is progressing steadily and is about 75% complete. The project involves track works as well as renovation of existing railway station buildings. The rehabilitation works is being

undertaken by workers of the Ghana Railway Company Ltd. and a total of about 300 jobs have so far been created as a result of the works.

The rehabilitation works has improved the haulage of manganese ore from Nsuta mines to the Takoradi Port tremendously from 630,000 tonnes in 2017 to 700,000 tonnes in 2018. About 566.18 thousand tonnes of manganese ore was hauled by rail in 2019 to the Port of Takoradi for export.

Passenger train test runs have begun to ensure a safe and secured sub-urban train services. The project when completed, would lead to the restoration of passenger rail services from Tarkwa to Takoradi for the first time since 2007.

C. Development of Tema – Mpakadan New Standard Gauge Railway Line

The overall completion of construction works on the Tema – Mpakadan standard gauge railway line project is about 55% and this includes the construction of a 300m major viaduct (Railway Bridge) across the Volta River.

Site preparation works on the development of a new Inland Port is ongoing at Mpakadan, where the rail line terminates. The development of the Inland Port is to facilitate the transfer of cargo from the rail head to barges on the Volta Lake for onward transport to the northern parts of the country. The project was being undertaken in collaboration with the Ministry of Transport and a private sector developer.

D. Development of the Ghana – Burkina Faso Railway Interconnectivity Project

A Transaction Advisor has been procured to undertake feasibility studies, including financial, economic, environmental and legal assessment and survey and map-out the right-of-way, as well as undertake the engineering design for the corridor. An Inception Report for the assignment was submitted and has been reviewed and validated by stakeholders from both Ghana and Burkina Faso.

The second phase of the assignment, which is the procurement phase, is ongoing concurrently. The procurement process was at the Request for Proposal (RfP) stage, having already completed the Expression of Interest (EoI) and Request for Qualification (RfQ) stages.

E. Development of the New Standard Gauge Western Railway Line

About the Takoradi to Kumasi (Western Line), construction of a new standard gauge line has already commenced. The construction of the section of the line from Kojokrom to Eshiem, a distance of 5km was progressing steadily.

The Government of Ghana is funding the project, which was about 68.43% complete. Currently one of the longest viaducts (Rail Bridge) in West Africa, over 360 meters was being constructed in Eshiem on the Western Line. All the materials and equipment required to complete the project are on-site to enable the full completion of the project before the end of 2020.

F. Refurbishment of Locomotives and Coaches

The Ministry, through the Ghana Railway Company Limited, is undertaking the refurbishment of old railway locomotives and coaches in Tema and Sekondi-Takoradi. The Ghana Railway Company Limited is undertaking the renovation works in-house.

Narrow gauge rolling stock of various types is being renovated to enhance operations and improve comfort. Some of the completed train sets have commenced traffic duties on the Accra-Tema sub-urban rail services, which was relaunched in January 2019. The remaining coaches will be used to provide commuter services on the Accra-Nsawam and Takoradi-Tarkwa sub-urban railway line when the rehabilitation works on the tracks are completed.

G. Procurement of Standard Gauge Coaches and Locomotives

Cognizant of the massive construction of rail lines envisaged in the coming years, the Ministry has commenced the procurement process for the acquisition of a number of Rolling Stock for the various lines being constructed. This will enable delivery of new standard gauge rolling stock in time for testing and commissioning of the works.

The Ministry received a Supplier's Credit offer for the supply and financing of Rolling Stock from Messrs Dongfang Electric International Corporation, which has been reviewed and approved by the Ministry of Finance. A Due Diligence mission was undertaken from 27th April - 1st May 2019 to inspect the manufacturing plants and offices, as well as hold technical meetings with the rolling stock suppliers and its partners.

H. Development of the Aflao – Elubo Railway Line (Trans-ECOWAS Line)

Feasibility studies have commenced for the development of the Trans-ECOWAS line from Aflao through Cape Coast to Elubo. The feasibility studies involved economic, financial, social, environmental assessments, as well as the survey/mapping out the right-of-way of the corridor in order to develop a business case to attract private sector interest in the development of the line.

Key stakeholders reviewed the Inception Report submitted by the Consultants in May, 2019. The Data Analysis Report, which was also submitted by the Consultant in May, 2019 has been subjected to stakeholder review/consultations.

I. Development of the Kotoku – Huni Valley Railway Line (Central Line)

Feasibility studies have commenced for the re-development of the Central railway line from Kotoku to Huni Valley. The objective of this assignment was to assess or determine the financial, socio-economic and environmental viability of the line to justify its re-development or otherwise. An Inception Report has been submitted by the Consultant and has been reviewed by key stakeholders.

J. Development of Metro/Light Rail Transit Systems in Accra and Kumasi

The Ministry pursued a program, which promotes the development of a rail-based mass transit system on priority corridors in Accra and Kumasi through strategic partnership arrangements with the private sector to complement road transport services.

Feasibility study is ongoing with the objective to identify and map-out the right-of-way for the development of Metro / Light Rail Transit Systems in Accra and Kumasi. Inception Reports were submitted by the two respective Transaction Advisors for the assignments and these were reviewed by stakeholders.

K. Review of Railway Master Plan (2013)

The Ministry was reviewing the Railway Master Plan, which was developed in 2013, to meet present demands and to expand the rail network to create an efficient rail transportation link to important mineral potentials and centres of economic development such as free zone enclaves, as well as industrial parks. In addition, as a policy direction, all capital towns in the country are to be linked by rail.

The draft Final Report of the 2020 Master Plan has been submitted to the Ministry and has been subjected to stakeholder review. The revised Master Plan envisages that the over 4000km of railway will be constructed in 15years from 2020 to 2035; however, the 2013 Master Plan envisaged that the same over 4000km of rail to be constructed would take 33 years from 2014 to 2047.

L. Rehabilitation of Railway Training School

The Railway Training School located at Essikadu, has received major refurbishments and facelifts to enhance capacity building and skills development for the Railway Sector. The projects have been completed awaiting the official handing over to the Ghana Railway Company Limited. Additional works, involving drainage systems within the surrounding environs of the training school have also commenced.

The Ghana Railway Company Limited is developing curricula in collaboration with the George Grant University for Mines and Technology (UMaT), at Tarkwa, to transform the Training School into an accredited tertiary institution. The School will run railway related courses such as railways engineering, signalling, telecommunication, and infrastructural development to build a core of Ghanaian professionals in the railway sector as well as other related sectors. The facility is expected start running its programmes in 2020.

n) Rehabilitation of Location Workshop Complex

Two (2) workshops, located at the Location Workshop Complex, Essikadu have also received major upgrades. The project was completed in March 2019. The refurbishment of the Senior Mechanical Engineers' Office Block, which houses a Chemical Laboratory, has also commenced in July, 2019.

o) Associated Infrastructure Development (from Stations-to-Cities)

As part of Government policy to develop every town through which the rail line passes, the Ministry, under its “stations-to-cities” programme, has initiated steps to develop associated infrastructure along all the major cities through which the rail line passes.

To this end, a Consultant has been engaged to undertake architectural engineering designs for the development of major railway stations like the Accra and Achimota Stations. Currently, the Consultant has submitted a Concept Design, which has been reviewed by stakeholders.

24.3. Financial Performance

	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARAINCE
1	GOG				
	Compensation of Employees	24,161,263.00	3,101,828.25	3,101,828.25	21,059,434.75
	Goods & Services	15,430,000.00	6,726,675.00	6,726,675.00	8,703,325.00
	Capex	372,791,588.00	82,262,119.22	82,262,119.22	290,529,468.78
2	IGF	0	0	0	0
3	DEV'T PARTNERS				
	Exim Bank Loan(India)	106,043,284.00	347,303,927.00	347,303,927.00	- 241,260,643.00
	TOTAL	518,426,135.00	439,394,549.47	439,394,549.47	79,031,585.53

24.4. Challenges

- Institutional and Human Resource Capacity Challenges**

The Ministry has limited office space to accommodate additional technical officers to augment its limited staff strength.

There still remain huge gaps to be filled in order to get the full complement of staff to enable the Ghana Railway Development Authority (GRDA), to perform its functions efficiently and effectively.

The ageing situation faced by the Ghana Railway Company Limited still persists. Currently, over 60% are aged and between the ages of 51 and 60 years and over 25% between the ages of 41 years and 50 years with less than 10% falling below the age of 41 years.

- **Ineffective Regulatory Regime within the Railway Sector**

The operationalization of the Railways Act of 2008, Act 779 mandates the Ghana Railway Development Authority to be the Regulator and Infrastructure/Asset Manager. The establishment of the Authority was to create a conducive environment to attract local and foreign investors to support the development of the railway sector. It has however been realized that this arrangement compromises the independence of the GRDA and is a disincentive to private investment.

- **Other Developmental Challenges**

The absence of Regulations is affecting the safety and security of railway operations and management. Due to lack of titles, land acquisition and encroachment on landed railway properties is affecting the development of railways and its associated infrastructure and services.

24.5. Forward look

- The Ministry will facilitate the on-going feasibility studies to ensure their timely completion to guide future development of the following rail lines:
 - ✓ Trans-ECOWAS Railway Line from Aflao to Elubo
 - ✓ Central Railway Line from Kotoku to Huni Valley
 - ✓ Metro/Light Rail Transit Systems in Accra and Kumasi
- The Full Engineering Design of the Western Line will be completed from Kojokrom to Kumasi, including the branch line from Dunkwa to Awaso. This will facilitate the early completion of the construction works and according to desired standards.
- The Ministry will intensify its supervision through its enhanced monitoring activities to ensure the timely completion of all on-going rail construction works.
- The rehabilitation works being undertaken by GRCL on the Accra-Nsawam sub-urban railway line will be completed in the third quarter to enable the resumption of train passenger shuttle services along the corridor.
- The necessary approvals will be secured for the completion of all outstanding works, including drainage works, around the Railway Location Workshops and the Railway Training School.
- The Ministry will continue with the Staff capacity development process through the participation in both local and international training programmes, workshops, seminars, and conferences.

25.0. MINISTRY OF REGIONAL REORGANIZATION AND DEVELOPMENT

The Ministry of Regional Reorganization and Development (MoRRD) was established by Executive Instrument (E.I. 28, 2017). The Ministry is mandated to oversee the creation of additional administrative regions, coordinate the implementation of special policies, programmes and projects to bring equitable economic growth and poverty reduction across the regions.

The political and bureaucratic heads of the Ministry were as follows:

- | | | |
|-------------------|---|---------------------------------|
| • Sector Minister | - | Hon. Daniel Botwe (MP) |
| • Deputy Minister | - | Hon. Martin Adjei-Mensah Korsah |
| • Chief Director | - | Mr. Dawarnoba Baeka |

25.1. Sector Achievements

A. Creation of New Regions

Pursuant to Article 5(8) of the 1992 Constitution, the President of the Republic, Nana Addo Dankwa Akufo-Addo issued Constitutional Instruments (C.Is) giving effect to the results of the referendum for the creation of the six (6) new regions. The C.Is were presented to delegations of chiefs and people from the newly created regions during induction ceremonies organized at the Jubilee House.

To ensure that the six (6) new regions take off efficiently, the Ministry in collaboration with the Office of the Head of Local Government Service (OHLGS) organized sensitization workshops for the Chiefs, Hon. Municipal and District Chief Executives (M/DCEs) and Heads of Departments from Municipal/ District Assemblies (MDAs) in each of the six (6) new regions.

B. Inauguration of Regional Coordinating Councils (RCCs)

His Excellency Addo Dankwa Akufo-Addo undertook tours to the new Regions to inaugurate the new RCCs. As part of activities, the President handed over Eight (8) Vehicles (i.e 3 No. 4×4 Cross Country Station Wagon, 5 No. Pick-Up Vehicles) and 5 No. Motorcycles to each of the six (6) newly established RCCs to ensure their smooth take off.

C. Improving Service Delivery

The Ministry presented Six (6) additional Hardbody Pick-Up Vehicles to the new regions to enable them deliver on their mandate. These interventions were aimed at realizing the objectives of creating new regions espoused by the petitioners, namely;

- Bringing governance closer to the citizenry
- Accelerated socio-economic development

D. Monitoring Activities

The Ministry further undertook about 18 No. monitoring activities to engage the staff and Heads of Departments of the new RCCs to discuss issues relating to their performance, additional logistical requirements and construction of office and residential accommodation to ensure efficient service delivery. These activities have helped in resolving a number of emerging issues in the new Regions.

E. Under-Construction Projects and Job Creation

The Ministry facilitated the award of contracts for projects, which provided job opportunities to indigenous skilled and unskilled labours in the new Regions resulting in local economic development and poverty reduction. By end of the year, five hundred and thirty-one (531) people had been engaged at the various projects. The projects are:

- Erection of 6 No. 3-Storey Regional Coordinating Councils Administration Blocks in the Regional capitals.
- Erection of 18 No. Senior Staff Bungalows in the Regional capitals.
- Erection of 24 No. 2-Story Administration Blocks for Decentralized Departments in selected Municipalities or Districts in the new Regions and
- Erection of 48 No. 3-residential accommodations for Regional Directors of Decentralized Departments (i.e. Ghana Health Service, Ghana Education Service, Department of Agriculture and Department of Feeder Roads) and their Deputies.

25.2. Financial Performance

Source	Approved Budget	Actual Receipts	Actual Expenditure	Variance %
GOG				
Compensation of Employees	390,250.00	286,582.61	286,582.61	73.44%
Goods and Services	1,447,213.00	2,476,597.00	2,444,571.47	(168.92%)
CAPEX	120,950,000.00	16,379,299.77	16,300,992.02	13.48%
TOTAL	122,787,463.00	19,142,479.38	19,032,146.10	(15.50%)

25.3. Challenges

- Weak inter-sectoral collaboration.
- Delay in posting of staff by some Departments and Agencies to the new Regions by their respective supervising Ministries.
- Inadequate office accommodation in the Ministry's Headquarters and the newly established RCCs.
- Inadequate residential accommodation for the staff posted to the new RCCs.
- Inadequate funding for operations in the Ministry's Headquarters and the new Regions, resulting in reprioritisation of activities by the Ministry, etc.

25.4. Forward Look

In 2020, the Ministry will continue to facilitate the completion of the under-mentioned projects:

- Completion of 6No. 3-Storey Regional Coordinating Council Administration Blocks in the regional capitals.
- Completion 18No. Senior Staff Bungalows in the regional capitals.
- Completion 24No. 2-Storey Administration Blocks for Decentralised Departments in selected municipalities or districts in the new Regions.
- Completion of 48No. residential accommodation for Regional Directors of Decentralised Departments (i.e. Ghana Health Service (GHS), Ghana Education Service (GES), Department of Agriculture (DoA) and Department of Feeder Roads (DFR) and their deputies.

As part of efforts to ensure effective performance of the new Regions, the Ministry will collaborate with relevant Ministries, Departments and Agencies to facilitate the execution of the following additional projects:

- Construction of 18 No. Senior Staff Bungalows in the Regional Capitals.
- Construction of additional 12 No. Admin. Blocks for Decentralised Departments.
- Construction of additional 6 No. 4-Storey 16Unit 3-Bedroom Senior Staff Flats in the Regional Capitals.
- Construction of 12 No. 4-Storey 16-Unit 2-Bedroom Junior Staff Flats in the Regional Capitals.
- Construction of 6 No. 4-Storey 12-Unit 3-Bedroom Senior Staff Flats for staff of Decentralised Departments in selected municipalities and districts.
- Construction of 24 No. 4-Storey 16-Unit 2-Bedroom Junior Staff Flats for staff of Decentralised Departments in selected municipalities and districts.
- Construction of 6 No. Regional Ministers Residencies in the New Regions.
- Construction of 6 No. Deputy Regional Ministers Residencies in the New Regions.
- Facilitate the construction of 6No. Regional Hospitals.

- Facilitate the construction of 6 No. administration blocks and 12No. Duty Post Bungalows for Regional Police Command.
- It will also undertake Information, Education and Communication (AE&C) activities, coordinate and manage programmes and projects in the new Regions.

26.0. MINISTRY OF ROADS AND HIGHWAYS

The Ministry of Roads and Highways (MRH) is responsible for the development and maintenance of road infrastructure and other related services to meet national requirements and international standards on a sustainable basis. The Ministry plays a vital role in providing integrated, efficient, cost-effective and sustainable transportation system responsive to the needs of society, supporting growth and poverty reduction and capable of establishing and maintaining Ghana as a transportation hub of West Africa.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon. Hon. Kwasi Amoako Attah
- Deputy Minister - Hon. Kwabena Owusu-Aduomi
Hon. Anthony N-yoh Abayifa Karbo
- Ag. Chief Director - Ing. Edmund Offei-Annor

26.1. Agencies and Departments of the Ministry

Civil Service Departments

- Department of Urban Roads (DUR)
- Department of Feeder Roads (DFR)

Sub-vented Agencies

- Ghana Road Fund Secretariat (GRFS)
- Koforidua Training Centre (KTC)
- Ghana Highway Authority (GHA)

26.2. Sector Achievements

A. Road Rehabilitation & Maintenance Programme

The Ministry continued routine and periodic maintenance activities to protect the huge investment made by Government in the provision of the road infrastructure. As at end of September, 2019, a total of 9,041 km of routine maintenance were undertaken on trunk roads, 18,151km on feeder roads and 7,628 km on urban roads.

Periodic maintenance activities, which cover; re P gravelling/spot improvement and resealing works were, carried out on 29km, 1,185km and 276km of trunk, feeder and urban road networks respectively. About 206km of asphalt overlay were also completed in various cities and towns.

Some of the cities included Accra, Kumasi, Takoradi, Tema, Cape Coast, Kyebi, Juaben, Koforidua and Tamale.

Also, minor rehabilitation works covering upgrading and the construction of culverts and drainage structures were carried on 24km of trunk roads, 205km of feeder roads and 191km of urban road networks respectively.

B. Road & Bridge Construction Programme

The Ministry implemented projects to create a sustainable, accessible, affordable, reliable, effective and efficient transport system that meets user needs. The development activities undertaken include rehabilitation, reconstruction, and upgrading of roads. Consequently, the following projects were undertaken:

- **Pokuase Interchange**

This project under the Accra Urban Transport Project progressed steadily with the construction of 4-tier interchange, construction of 10km of selected roads, segregated walkways, footbridges and underpasses and drainage structures.

- **Tema Motorway Roundabout**

Works on this project was progressing steadily to improve the traffic capacity at the Tema Motorway Roundabout by constructing a 3-tier interchange. The underpass was almost completed and 4no. Pedestrian Bridges were about 90% completed.

- **Kasoa and Nungua Terminals**

Development works were also completed on the Kasoa and Nungua terminals. The works consist of improvement of existing parking and holding area, the construction of a terminal building, walkways, paved roadways, toilets and its associated facilities.

- **Kumasi Facelift Projects**

As part of measures to improve roads within the Greater Kumasi Metropolis including newly created districts (Ejisu Juaben, Sekyere East, Bekwai and Mampong), the following Kumasi facelift projects were initiated and ongoing:

- Reconstruction and Rehabilitation of 50km of selected Roads;
- Dualization of Lake Road and Construction of Sissai River Storm Drain;
- Construction of Transport Terminal at Atonsu; and
- Rehabilitation of 100km of selected roads in Kumasi.

C. Road Safety & Environment Programme

Through the implementation of the Law on Axle Load Limit as stipulated in the Road Traffic Regulation LI 2180, the Ministry has recorded a significant decrease in the incidence of overloading and it currently stands at less than 3%. The Ministry also carried out maintenance of 310No. traffic signals as part of its Road Safety and Environment Programme.

D. Road Financing

Four projects under the Ministry's Public Private Partnerships (PPP) programme for the financing, construction and management of road infrastructure were at different stages of preparation:

- **Accra – Takoradi PPP Project (208km):** The Transaction Advisor has submitted a Route Report for the project and recommended a greenfield alignment for a section of the corridor.
- **Accra – Tema Motorway PPP Project (31.7km):** Request for Proposals were issued to four Pre-Qualified Bidders. Submission was scheduled for January 2020, which will be followed by bid evaluation and contract award.
- **Accra – Kumasi Expressway Project (245km):** Feasibility study was underway and expected to be submitted by the end of December 2019.
- **Tema Arterial Roads Dualization:** Feasibility study of the project was expected to be completed by end year. The first phase of the Meridian Road/Beach road junction was commissioned and opened to traffic since July 2019.
- **Monitoring and Evaluation:** Regional monitoring had been undertaken in ten (10) regions with over 215 projects inspected. Two (2) joint monitoring meetings were held with the Agencies in October and December respectively to discuss findings of Monitoring Reports. Also the average processing times for Interim Payment Certificates (IPCs) reduced from the previous duration of four (4) days to a maximum of 48 hours.

26.3. 2019 Financial Performance

N O.	SOURCE	2019 PLANNED BUDGET	2019 APPROVED BUDGET	ACTUAL RECEIPTS AS SEPT. 2019 (GH¢)	ACTUAL EXPENDITURE AS SEPT. 2019 (GH¢)	VARIANCE (GH¢)
1.	Consolidated Fund (GOG)	3,574,978.31	426,565.37	257,357.89	257,357.89	169,207.48
	Compensation of Employees	50,005.42	45,089.23	37,007.32	37,007.32	8,081.91
	Use of Goods and Services	15,000.00	1,476.14	501.12	501.12	975.02
	CAPEX (ASSETS)	3,509,972.89	380,000.00	219,849.45	219,849.45	160,150.55
2.	DONOR	876,550.00	854,080.18	249,986.46	249,986.46	604,093.72
3.	IGF	20,000.00	10,020.38	9,031.27	9,031.27	989.10
	TOTAL	4,471,528.31	1,290,665.93	516,375.62	516,375.62	774,290.30
4.	ROAD FUND*	2,921,065.91	912,666.67	685,699.24	685,699.24	226,967.43
	GRAND TOTAL (Total + RoadFund)	7,392,594.22	2,203,332.59	1,202,074.86	1,202,074.86	1,001,257.73
5.	ARREARS (Fidelity Facility)		-	681,691.82	681,691.82	(681,691.82)

26.4. Challenges

- **Inadequate Financing**

Road construction and maintenance are capital-intensive ventures. The Ministry's continuous over reliance on the three (3) primary traditional sources of financing road infrastructure namely; - the Consolidated Fund, Ghana Road Fund and funds from Development Partners remains a big concern. This has partly accounted for a critical setback to achieving substantial landmark besides the creation of a huge road infrastructure gap.

- **Inadequate Funding**

The quantum of funds that is made available for execution of the ever-increasing road infrastructure programs and projects annually is not adequate. This situation largely accounts for not meeting the set targets, delay in paying contractors for work done leading to piling up of huge debts and general public outcry.

- **Delay and Inadequate Funds releases for Goods and Services from the Consolidated Fund**

The delays and inadequacy of release of funds from the consolidated fund for Goods and Services is one major challenge accounting for a huge backlog of unpaid bills for administrative activities such as maintenance of vehicles, utility services, monitoring and evaluation of projects, local training and capacity building programs for effective and efficient service delivery among others.

Measures employed to mitigate the issues of inadequate funding and financing as well as quantum of releases include getting releases from the Liquefied Petroleum Gas levy (LPG) and entering into the Public-Private Partnership arrangement for key flagship projects initiation and execution.

- **Slow Processing of Payment**

The delays and long chain in the processing of documents from the Regions, Departments/Agencies Head Offices for payment of contractors slow down the progress of work and in some cases culminate in payment of high avoidable interest for delayed payments. Measures put in place to curb this situation include making the Agencies and Departments to be responsible for the processing of payments as means of cutting down on the long chain and expedite the processing of documents towards making prompt payments to avert delays.

- **Reckless Use of Road Infrastructure**

Some road users' activities put undue pressure on the road infrastructure maintenance, which account for rapid deterioration of road networks. The unauthorized cutting by utility service providers also pose as a challenge to road maintenance.

- **Human Resource Inadequacy**

Getting the requisite human resources for carrying out supervision to ensure quality of works is a challenge in terms of **Numbers** and **Skills**. The Koforidua Training Centre is being supported as a measure to provide the requisite training for staff needed for carrying out various jobs and services including monitoring and supervision. A sector-wide monitoring team has also been constituted to monitor road projects to verify and ensure compliance of works to specifications.

26.5. Forward look for 2020

- In 2020, the Ministry will continue the maintenance of road asset to protect the huge investment made in the provision of the road infrastructure, improve road maintenance financing by implementing electronic tolling of roads to improve revenue generation into the road fund for the maintenance of the road network and Axle Load Control to reduce the overall maintenance budget for the road infrastructure.
- The Ministry will undertake 12,500km, 15,000km and 3,500km of routine maintenance activities (grading, pothole patching, shoulder maintenance, vegetation control) on trunk, feeder and urban road networks respectively. Additionally, periodic maintenance activities (spot improvement, re-gravelling, resealing, asphaltic overlay, partial reconstruction, maintenance of bridges and culverts) will be undertaken on 23km, 200km and 300km of trunk, feeder and urban roads respectively.
- About 50km of trunk roads and 25km of urban roads will be constructed. There will also be the construction of 7No. bridge on the trunk road, 5No. on feeder roads and 3No. on urban road networks as well as undertake 17 No. engineering studies, comprising 5 on trunk roads, 2 on feeder roads and 10 on urban roads.
- For Road Safety and Environmental activities, the Ministry will install 20No. traffic signals and maintain 310 No. of installed signals. 50 No. road safety hazard sites are expected to be treated. 20No. junction locations are expected to be improved, 5km of walkway are expected to be constructed and overloading is also expected to be kept below 5%. Additionally, the Phase 2 of the Accra Intelligence Traffic Management Project (AITMP) which has commenced will see physical progress in 2020.

27.0. MINISTRY OF SANITATION AND WATER RESOURCES

The Ministry of Sanitation and Water Resources (MSWR) exists to act and play a major role in the National, Regional and Global effort to provide the needed support to environmental sanitation and water sub-sectors to enhance efficiency and productive use of resources.

The political and bureaucratic heads of the Ministry were as follows:

- The Sector Minister - Hon. Cecilia Abena Dapaah
- Deputy Minister - Hon. Patrick Yaw Boamah
- Hon. Michael Gyato
- Chief Director - Mr. Joseph Obeng-Poku (Acting) - Feb, 2017 – July, 2019
- Mr. Noah Tumfo - August 2019 – Date

27.1. Agencies and Corporations

Sub-vented Agencies

- Community Water and Sanitation Agency (CWSA)
- Water Resources Commission (WRC)
- Schools of Hygiene: Tamale, Ho and Accra

Corporations

- Ghana Water Company Limited (GWCL)

27.2. Sector Ministry Achievements

A. Improve Access to Safe and Reliable Water Supply Services for all

• Upper East Region Water Supply Project

During the year under review, the following pipelines were laid: 98% of 200mm HDPE pipeline laid from Navrongo to Paga (approximately 8.8km of 8.9km); 91% of 315mm HDPE pipelines laid from Old-Gridco to DA reservoir (approximately 2.02km of 2.22km); 14% of 250mm HDPE pipelines laid from Old-Gridco to Catholic reservoir (approximately 400m of 2.8km); 97% of 250mm HDPE pipelines laid from Vea Intake to existing WTP (approximately 2.9km of 3km); approximately 87% of distribution extension at Navrongo is laid (approximately 3.6km of 4.1km); 17% of 315mm HDPE pipelines laid from Tindonmolgo to Bolga, (approximately 612m out of 3.5km); and repair works commenced on Bolga and DA reservoir. The project which is expected to end by 31st August, 2021 was at 32% completion as at end of 2019. The project is aimed at improving on the reliability and sustainability of water supply to Navrongo, Bolgatanga, Paga, Bongo and its surrounding communities in the Upper East Region.

- **Greater Accra Metropolitan Area Sanitation and Water Project**

A total of 150km of pipeline was laid with 3,500 New Service Connections to households. This improved access to water supply to a population of 198,000 (equivalent to 370,000 Households) in low-income communities. The overall target of the project was to achieve 95% of the total works in 2019 but exceeded by 3%, bringing the progress of work done to 98%.

The Ghana Water Company Limited (GWCL) established a Low Income Consumer Support Unit (LICSU) and updated the water supply master plan for the GAMA area. This was done in order to promote and sustain water supply delivery to Urban Poor communities.

- **1,000 China Aid Borehole Project**

The project was fully sponsored by the Chinese Government at a cost of Twenty Million United States Dollars (\$20 million) to address the rural water supply demand shortfalls; which is in tandem with the Government of Ghana vision of drilling 20,000 boreholes nationwide. As at end of the year, all the 1,000 boreholes had been completed across all the sixteen regions of the country. Out of the 1,000 boreholes that were constructed, 947 were fitted with hand pumps while the remaining 53 were fitted with submersible (electric) pumps.

B. Promote Sustainable Water Resources Development and Management

- **Basin Management**

In the year under review, the Water Resources Commission initiated the buffer zone schemes in the Black Volta and Densu Basins to protect the water bodies by supporting the establishment of over 5,000 nurseries and planting of trees along the Black Volta Basin. It continued the management of the 10.3km of existing buffer created in 5 communities (Pwalugu, Djentiga 1 and 2, Kubore/Teogo and Yarigungu) in the White Volta Basin.

The Commission also deployed Developed Flood Early Warning System (FEWS) for more accurate operational flood forecasting and early warning in the White Volta and Oti basins and distributed flood risk maps to flood prone districts (White Volta) for better decision making.

To ensure water quality index, the Commission carried out major compliance monitoring in hotspots and nationwide water quality monitoring and assessment. It also initiated the Blue Deal program (Dutch Water Authorities) to support partnerships in the Volta Basin for sufficient water; clean water and sanitation; water governance and safe water.

27.3. Financial Performance

	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GoG				
	Compensation of Employees	12,177,432	7,359,895	7,359,895	4,817,537
	Use of Goods and Services	1,869,923	1,724,242	193,637	1,676,286
	CAPEX	57,000,000	5,307,908	3,895,545	53,104,455
2	IGF	2,394,867	1,067,771	1,067,771	1,327,096
3	DONOR	173,523,849	128,300,166	128,300,166	45,223,683
	Danida				
	JICA				
	World Bank				
	TOTAL	246,966,071	143,759,982	140,817,014	106,149,057

27.4. Challenges

The challenges of the Ministry and its sector Agencies over the period are as below:

a) Human Resources

Notwithstanding the inadequacy of the human resources required by the Ministry to effectively and efficiently deliver on its mandate, there was also the challenge of lack of office space to accommodate the existing and newly posted officers. Another challenge was the skills required by staff to execute official assignments. To address these challenges, the Ministry approached a couple of International Organisations for support and also made budgetary allocation for the extension of the existing office block; used alternative capacity development approaches like the use of informal training through free online training programmes; and adopted the optimal use of the National Service Personnel and interns.

b) Cooperation and Collaboration

The absence of effective of cooperation and collaboration with other state institutions working in the sanitation and water sector have been the drawback of the Ministry in making giant strides in the sanitation sector. To overcome these challenges, the Ministry revived the monthly Sector Working Group meetings which brings together key actors in the sector to discuss water and sanitation issues. Furthermore, the Ministry adopted the strategy of paying working visits to the MMDAs to discuss especially the prevailing sanitation situation.

c) Financial

Although the total budget allotted to the sector was inadequate for the implementation of its programmes and projects, funds were either not released on time or were not released at all. One key strategy adopted by the Ministry and its Sector Agencies was to partner the private sector in undertaken projects were feasible. Another adopted strategy was to engage the assistance of International Organisations working in the areas of water and sanitation.

d) Attitudinal Behaviour of citizens on improving sanitation

Though, the sector developed and implemented a number of interventions to address the sanitation situation, the attitude and behaviour of the citizenry to sanitation was a critical challenge. The strategies adopted by the Ministry to deal with the challenges included the frequent visit by the Hon. Minister to public places to pursue vigorous awareness raising for behavioural change; and the deployment of street litter bins along major streets in selected MMDAs in Ashanti Central, Greater Accra, Northern, Oti, Volta and Western Regions to control public littering.

27.5. Forward Outlook for 2020

The Ministry and its Agencies will continue to initiate policies and implement planned programmes and projects to achieve the “Sanitation and Water for All” vision.

a) Water Resources Management

In 2020, to continue to ensure the sustainable management and development of water resources of the country, the Ministry and its Agencies in collaboration with key stakeholders will continue to initiate and implement the following programmes and projects:

- expand the Nationwide Water Quality Monitoring network from the existing 41 stations to 80;
- increase the water quality parameters to cover trace metals (such as arsenic, mercury, lead, copper, and zinc) and other toxins and sediments.

- undertake awareness campaign on results of the assessment and undertake remedial actions
- undertake groundwater monitoring and management network to ensure the sustainable management and utilization of ground water resources.
- implement governance, ecosystem restoration, and conservation interventions under the Volta Basin Authority's programme of Reversing Ecosystems and Water Degradation in the country to reverse trends in ecosystem and water degradation and improve livelihoods in the Volta Basin.

b) Urban Water Delivery

In 2020, to accelerate the provision of adequate, safe and affordable urban water facilities and delivery, the Ministry and its Agencies in collaboration with key stakeholders will continue to initiate and implement the following programmes and projects:

- continue with the construction of the Upper East, Yendi, Tamale and Damongo, Sogakope-Lome Transboundary Water Supply Projects
- complete the implementation of the Greater Accra Metropolitan Area Sanitation and Water Project.
- initiate the process to ensure the implementation of the following water projects; Kpong Phase 2, Ho and Hohoe, Sekondi – Takoradi, Sunyani, Essiama, Keta, Techiman, Wenchi, Fanteakwa and Begoro and Tarkwa.

c) Rural Water Delivery

In 2020, to accelerate the provision of adequate, safe and affordable rural water and sanitation facilities and delivery, the Ministry and its Agencies in collaboration with key stakeholders will continue to initiate and implement the following programmes and projects:

- continue with the construction of the GoG- ABFA funded 621 Handpumps and 33 Mechanized Water Schemes programme and the
- continue with the implementation of the Rural Communities and Small Towns Water Supply Project (RCSTWSP) by Aqua Africa.
- continue with the implementation of the CWSA Reforms
- continue with the implementation of GoG boreholes
- initiate the process to implement the STABAG (Phase 3) project in the Volta Region.

d) Environmental Sanitation

In 2020, to accelerate the provision of adequate, safe and affordable environmental sanitation facilities and delivery, the Ministry and its Agencies in collaboration with key stakeholders will continue to initiate and implement the following programmes and projects to improve sanitation in the country:

- continue implementation of the Street Litter Bin campaign throughout the country.
- continue to undertake the re-engineering of landfill sites at Kpone and Oti
- initiate the construction of a transfer station and additional landfill cells to improve solid waste collection and disposal under the Greater Accra Sustainable Sanitation and Livelihoods Improvement Project (GASSLIP).
- initiate the process to construct an Integrated Material Recovery Facility and Solid Waste Treatment Facility to enhance solid waste disposal within the Greater Accra Region under the Greater Accra Resilient and Integrated Development (GARID) Project,
- continue the construction of 2,000 household toilets in deprived communities nationwide as well as the 35 institutional toilets under the GoG – ABFA budgetary allocation. It will also
- continue the construction of 5,000 household toilets in deprived communities within the Greater Accra Metropolitan Area under GASSLIP Project.
- initiate the construction of Septage and Sewer Lines under the GASSLIP Project.
- initiate the construction of a modernized Faecal Sludge Treatment Plant at Ashiaman and Bankuman Sewerage Network under the GAMA Sanitation and Water Project.

28.0. MINISTRY OF SPECIAL DEVELOPMENT INITIATIVES

The Ministry of Special Development Initiatives exists to initiate, formulate, coordinate and translate Government's prioritised policies and programmes into strategies and projects to facilitate socio-economic development, support poverty eradication and reduce inequality for national development.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Mavis Hawa Koomson
- Chief Director - Mr. Kwesi Armo Himbson

28.1. Agencies and Public Institutions under the Ministry

- Northern Development Authority
- Middle Belt Development Authority
- Coastal Belt Development Authority

28.2. Sector Achievements**a) Development of Management, Operations and Maintenance Manuals for Infrastructure for Poverty Eradication Programme (IPEP)**

To ensure sustainability of the IPEP and similar projects, which cuts across various sectors, the Ministry brought experts from governmental and non-governmental organizations to develop a standardised Management, Operation and Maintenance Manual (MO&MM) for all IPEP projects.

Seven (7) manuals covering Water system, Toilet system, Ambulances, Small Dams, Warehouses, Markets and Clinics were developed and validated nationally to ensure sustainability and effective utilisation of the projects.

b) Development of Project Tracking Device

As a way of promoting Management Information Systems for the Ministry, a Terms of References was prepared to guide the service of a consultant to develop Management Information System (MIS) for the Ministry, which will enable the Ministry to track and monitor IPEP projects through a software approach.

c) Delivery of Projects under the Infrastructure for Poverty Eradication Programme (IPEP)

The Ministry through the Development Authorities continued the implementation of IPEP projects, with funding from the allocated cedi equivalent of USD\$1million per constituency. The following projects were initiated in 2018 but saw its implementation across all 275 constituencies in 2019.

- Community-based Mechanised Water Systems: The project seeks to increase communities' access to potable water. Four hundred and forty-eight (448) community-based mechanized water systems were completed. Each water system has two stand-pipes, water storage tank, fence and solar-powered submersible pumps.
- 10-Seater Water Closet Institutional Toilets: The project aims at increasing access to toilet facilities in institutions such as schools, hospitals and some communities that do not have toilet facilities. One Hundred and four (104) of these institutional toilets were completed. Each facility comprised two disability friendly units, solar powered mechanized borehole, a 5,000 litres water storage tank and a bio-digester waste storage and disposal avenue.
- Small Earth Dams: The Ministry collaborated with Ministry of Food and Agriculture, specifically the Ghana Irrigation Development Authority and other key stakeholders to construct and rehabilitate five hundred and sixty (560) Small Earth Dams within communities across all constituencies in the Northern Development Zones of the country. Over three hundred (300) out of the five hundred and sixty (560) small earth dams are close to completion. Each constituency has been allocated 10 small earth dams.
- Rural Markets: The Ministry has completed two (2) of the rural markets out of the targeted fifty (50). The market structures constructed had three sheds, one (1) lockable storage facility and a mechanised borehole.
- Community Clinics: This intervention forms part of the health component of IPEP. Currently, twenty-six (26) clinics are being constructed at various stages of completion in selected communities across the country. Two (2) of the projects were fully completed with each facility having a delivery unit, 4-bedroom residence for doctors and nurses, storage facility, incinerator and mechanized borehole and a laboratory.
- Fully equipped Ambulances: The Ministry in collaboration with the National Ambulance Service and Ministry of Health procured three hundred and seven (307) ambulances under the One Constituency One Ambulance Initiative. Each of the two hundred and seventy-five (275) constituencies were allocated an ambulance with the remaining going to the National Ambulance Service. The Ambulances are fully equipped with lifesaving equipment for adults and children. Additionally, each ambulance had been fitted with communication and tracking devices for effective monitoring. The Ambulances are comprehensively insured and service centres decentralized nationwide.

d) Field monitoring of IPEP Across the Three Development Zones

The Ministry undertook series of scheduled monitoring visits to IPEP project sites in all the 275 constituencies. These monitoring visits afforded the Ministry the opportunity to physically observe and assess progress of work and identify unresolved issues, which required immediate intervention in order for the projects to be completed on time and within specification. It was also an avenue to create awareness and undertake public education on the projects within beneficiary communities.

e) Implementation of National Property Address Tagging Project.

The Ministry facilitated the organization of ten (10) stakeholder consultation meetings across ten (10) Regions. Technical staff from Nation Builders Corps, Regional Coordinating Council, Land Use and Spatial Planning Department and Metropolitan, Municipal and District Assembly were engaged since they would play a role in the implementation of the project when it kicks off.

28.3. Sustainable Development Goals (SDGs)

The activities of the Ministry were captured under Goal 6 & 12 of the SDGs. Under indicator 6.1.1: “*Proportion of population using safely managed drinking water services*”, the Ministry provided two hundred (200) communities in urban areas and one thousand, two hundred and twenty-seven (1,227) rural communities with access to safe and reliable water supply services. The Ministry under indicator 6.2.1: “*Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water*” ensured that they provided one thousand, four hundred (1,400) communities with access to reliable environmental sanitation services in two hundred and seventy-five (275) constituencies.

The Ministry increased storage facilities for farm produce to fifty-two thousand, eight hundred and twenty (52,820) during the year under review by working toward indicator 12.3.1: “***Global food loss index***”. There was an increase of six hundred and fifty-five (655) irrigation facilities in the three Northern Regions which was in line of working to achieve indicator 2.4.1: ***Proportion of agricultural area under productive and sustainable agriculture***.

28.4. Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
<i>GoG</i>				
Compensation of Employees	1,543,926.00	334,271.77	334,271.77	1,209,654.23
Use of Goods & Services		6,088,843.99	6,088,843.99	(6,088,843.99)
CAPEX	1,333,502,750.00	435,456,977.00	435,456,977.00	898,045,773.00
TOTAL	1,335,046,676.00	441,880,092.76	441,880,092.76	893,166,583.24

28.5. Challenges**a) Inadequate Office Accommodation**

A major challenge of the Ministry was inadequate office accommodation for some staff of the Ministry. This challenge has resulted in overcrowding in the limited offices available.

Also, the reception area is not spacious enough to hold quiet a number of visitors at the Ministry and this has resulted in some visitors standing or waiting in some offices to be attended to.

b) Lack of full complement of Staff

The Ministry lacks key professional staff with the technical know-how of the dealings in the Service. A request was consequently made to the OHCS for some senior staff to be posted to the Ministry; however out of the four (4) officers posted, three (3) were new entrants. This resulted in work overload. The posting of the junior officers limits the ability to take on more staff as there were no office space.

c) Delay in Implementation of Projects

Delay in the payment of certificates raised by the contractors of the IPEP projects has resulted in late completion of projects.

28.6. Forward Look

In 2020, the Ministry and its Agencies will continue to provide basic infrastructure which are much needed in the deprived rural and urban communities. Some of the notable projects will include;

- The reshaping of roads and construction of small bridges to enable farmers convey their farm produce easily to markets.
- Rehabilitation of some basic schools in deplorable conditions including constructing of new schools to accommodate many more pupils.
- Redevelopment of some major markets in the country such as Mankesim, Ejura, Salaga, Akroso, Dome, Agbobloshie among others into modern market complexes.

To ensure sustainability and effective utilisation of projects under IPEP and other similar projects, the Ministry will disseminate Management, Operation and Maintenance Manuals for the IPEP projects to all its beneficiary institutions and communities after approval has been given by Cabinet.

29.0. MINISTRY OF TOURISM, ARTS AND CULTURE

The Ministry of Tourism, Arts and Culture exists to provide a firm, stable policy environment for effective mainstreaming of Ghanaian arts and culture into all aspects of national life and to ensure a strong emergence of a vibrant creative economy to improve and advance the Tourism, Arts and Culture industry. Its vision is to develop sustainable tourism pivoted on Ghanaian culture and creative arts as a key driver to accelerated national development.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon. Barbara Oteng-Gyasi (Mrs)
- Deputy Minister - Hon. Ziblim Bari Iddi (Dr.)
- Chief Director - Alhaji Abudulai Yakubu

29.1. List of Agencies

The Ministry has oversight responsibility over eleven (11) Sub vented agencies:

- Ghana Tourism Authority (GTA)
- Hotel Catering and Tourism Training Centre (HOTCATT)
- National Commission on Culture and ten (10) Regional Centers for National Culture
- Bureau of Ghana Languages
- Ghana Museums and Monuments Board
- National Theatre of Ghana and its three (3) resident groups
 - ✓ The National Dance Company
 - ✓ The National Drama Company
 - ✓ The National Symphony Orchestra
- Kwame Nkrumah Memorial Park
- W.E.B. Dubois Memorial Centre
- National Folklore Board
- Pan African Writers Association
- Ghana Tourist Development Company (GTDC)

29.2. Sector Achievements

Policies, Legislations and regulation

- **Creative Arts Industry Bill**

The Creative Arts Bill was being finalized by the Attorney-General's Department pursuant to a Cabinet review. The Act will amongst others establish the Creative Arts Fund and an Agency to promote the Industry.

- **National Tourism and Hospitality Training Policy**

The National Tourism and Hospitality Training Policy was developed and submitted to Cabinet for approval. The policy was developed to holistically address the human resource development needs within the tourism and hospitality industry.

A. Management & Administration Programme

The Ministry secured from the World Bank an amount of Forty Million US Dollars (US\$40million) for the implementation of the Ghana Tourism Development Project (GTDP) over a period of five (5) years to support the Sector to improve the performance of leisure tourism in targeted destinations. Three (3) stakeholder meetings were held with the private sector for deliberations that would lead to making informed decisions during the project implementation.

The National Tourism and Hospitality Training Policy was developed under Component 1 "*Strengthening Tourism Enabling Environment*" of the GTDP. Under Component II "*Developing Tourism Sites and Destinations*", four (4) most promising tourism sites were earmarked for the development of iconic products namely: Lake Bosomtwe, Paga Crocodile Pond, Kwame Nkrumah Mausoleum and Centre of the World Project, Cape Coast and Elmina Castles.

Following the rehabilitation works in HOTCATT and the development of a strategic plan and service delivery standards to guide training within the lower and middle-level personnel in the sector, recruitment of instructors, as well as admission of students commenced in 2019 for the institute to reopen in January, 2020 after six (6) years of closure.

The Ministry also signed Memoranda of Understanding (MOUs) with the Forestry Commission and a Private Investor to develop Kakum National Park in Central Region, Ankasa Forest Reserve in Western Region, Bomfobiri Wildlife Sanctuary in the Ashanti and Shai Hills Resource Reserve in the Greater Accra Region as ecotourism sites of international standards.

B. Tourism Product Development Programme

• Marine Drive Investment Project

The Ministry continued to facilitate the implementation of the Marine Drive Investment Project as one of Government's Flagship State of the Art projects. In the year under review, the Marine Drive Master Plan Design, Architectural Design and Site Design were finalized. Thirty-Six (36) out of a total of Fifty-Three (53) Ministries, Departments and Agencies, and Business Owners operating within the Marine Drive Tourism Investment Project Enclave were relocated to Ghana House whilst clearance of the site was 70% complete. Institutions with special challenges such as MUSIGA, the Army Barracks, Navy Transit Quarters and Births & Deaths Registry etc., were being engaged to address their respective challenges. A contract has been awarded for the construction of an Art and Craft Village at Kawukudi in the Greater Accra Region for the relocation of the Arts Centre.

A Memorandum of Understanding (MOU) was signed between the Ministries with foreign investors to invest in the Marine Drive Tourism Investment Project.

• See Ghana, Eat Ghana Wear Ghana, Feel Ghana

The Ministry declared the month of March as a WEAR GHANA month. This event was embraced by most Ghanaians, showcasing their Ghana made apparel and clothes. The Ministry will continue to promote this activity to provide jobs and income for Ghanaians.

• National Chocolate Day

The Ministry also organized the National Chocolate Day celebration under the theme “**My Chocolate Experience**” at the National Theatre of Ghana. It continued with its strategy of free distribution of chocolates at the arrival hall of the Kotoka International Airport on the 14th February, 2019. The regional offices celebrated the chocolate day visiting hospitals and orphanages to donate chocolate and other cocoa products to the children.

C. Tourism Research and Marketing Programme

• Women in Tourism Empowerment Programme (WITEP)

Ghana in collaboration with the United Nations World Tourism Organization (UNWTO) successfully hosted the first-ever Africa Women in Tourism Empowerment Programme (WITEP) from 25th to 27th November 2019 under the theme: “Building the Future Together”. Over 800 delegates attended the Conference across Africa including the United Nations World

Tourism Organization (UNWTO) Secretary-General, Mr. Zurab Pololikashvili, the First lady of Spain, Maria Begona Gomez Fernandez and the First Lady of Zimbabwe, Auxillia Mnangagwa. This was in effort to promote Ghana as a destination of Meetings, Incentives, Conferences and Exhibitions (MICE).

- **Construction of Regional Theatres**

To promote the Ghanaian culture in the form of music, drama and dance, the Ministry facilitated the completion of the Regional Theatre in Koforidua. Renovation works which commenced at the Kumasi Cultural Centre was halted to facilitate the redesign of the project to meet expectations of the industry.

- **Ghana-Spain (Casa Africa) vis-à-vis festival**

The Ministry facilitated participation in the Ghana-Spain (Casa Africa) vis-à-vis festival auditions in Spain and engaged GHAMRO and some private sector organizations for the logging technology.

- **International Mother Tongue Day**

To encourage the speaking, writing, publishing and use of Ghanaian languages, the Bureau of Ghana Languages (BGL) celebrated the International Mother Tongue Day on 21st February 2019. It also established a Business Development Unit to promote its products; reviewed prices of its products for increased competitiveness. Published and supplied seventeen (17) selected Books as textbooks for SHS Local Language students for the West African Examinations Council (WAEC); organized work ethics and corporate culture workshops for staff to improve productivity and organized the Ghana Reading Festival to improve the use of Ghanaian Languages.

- **National Festival of Arts and Culture (NAFAC 2019)**

The Ministry through the National Commission on Culture celebrated the National Festival of Arts and Culture (NAFAC 2019) after a long break. NAFAC 2019 brought together people from across the country to interact and share ideas on the economic and socio-cultural potentials in the cultural and creative industries.

The Ministry also participated in the following: Back 2 Africa, Otumfuor's 20th Anniversary, Aboakyire, Bakatue, Afahye, Agona Asafo Akwambo, Kundum, Borbor Mfantse, Homowo, Bugum and Adomi International River Festival.

- **Year of Return Ghana 2019**

The Ghana Tourism Authority in collaboration with the Ministry effectively implemented planned activities for the "2019 YEAR OF RETURN" which was declared in September 2018 by His Excellency, the President, Nana Addo Dankwa Akufo-Addo in the United States of America (USA) to commemorate the 400 years of slavery. Over eighty (80) YOR events comprising

stakeholder meetings, investment forums, musical concerts, Arts exhibitions, carnivals, and cultural festivals, among others took place. The activities attracted the following celebrities and dignitaries among others who positively endorsed Ghana:

- ❖ Mia Mottley, Prime Minister of Barbados
- ❖ Nancy Pelosi, Speaker of the US House of Representatives,
- ❖ Samuel L. Jackson, American Actor and Film Producer and
- ❖ Michael J. White, American Actor, Director, and Martial Artist who positively endorsed Ghana

There was an increase in the number of travellers in Ghana which positively impacted private sector industries such as airlines, hotels, tour operators, restaurants, and art and crafts dealers to name a few. The Year of Return initiative revolutionized Ghana's tourism sector and projected the country significantly. The Cable News Network (CNN) travel news report for 2019 placed Ghana as the 4th best destination to visit out of 19 countries. The event was covered domestically and internationally over 1,000 times by television, print, radio, and online media sources. Key international outlets that have featured Ghana include CNN, BBC, AL-JAZEERA, SABC, Essence Magazine, Ebony Magazine, etc.

- **Other projects undertaken**

To promote Sustainable and Responsible Tourism to preserve historical, cultural and national heritage, the GTA conducted tourism resource audit to determine attractions to be developed and establish offices and develop guidelines for the development of tourist's sites. Some activities done included the Ada Coastal Project, the development of a blueprint for holistic tourism development in the Ada enclave and its adjoining territories.

The GTA in efforts to upgrade its tourism sites to meet international standards for increased visitation and create jobs and income for the people completed the Kintampo Waterfall Canopy Walkway, which was commissioned by His Excellency the President of the Republic of Ghana on 15th April 2019. The construction of a Zipline, which is the second phase of the Kintampo project commenced. The pavement of the National Paragliding site, ground drawings of the VIP Food court and entrance Canopy were also completed.

The 1st phase of the Heritage Bay Project at Elmina, which consists of the pavement of the Durbar Ground, construction of toilet facility, Craft Centre and Landscape of the forecourt of Elmina Castle were continued during the period of review.

The Authority supervised the renovation and completion of Jamestown Tourist Information facility and finally commissioned the project in December 2019. Architectural drawings and Bills of Quantities of Zenga Crocodile Pond at Paga was completed and the project for the construction of the pond has begun.

The second (2nd) Phase of the Industry Call Centre and the Industry Single Window project, the Harmonization and Automation process of the inspection (quality assurance and compliance certification) has been completed and currently in use by the Ghana Tourism Authority. The portal can be accessed through www.visitghana.com for in-depth tourism experience.

D. Tourism Quality Assurance Programme

In efforts to enhance tourism services/standards through inspection, licensing and classification of formal/ informal tourism plants, the GTA ensured that all accommodation, food and beverage establishments in both formal and informal sectors are licensed in accordance with legislative instruments 2239 and 2238. The Authority inspected and licensed four hundred and fifty-eight (458) new enterprises out of Four Thousand Seven Hundred and Ninety-One (4,791) tourism enterprises as follows:

- Formal Accommodation = 3,593 (New 294)
- Informal Accommodation = 218 (New 26)
- Formal Catering = 458 (New-45)
- Informal Catering = 1 (New 1)
- Entertainment Establishment = 50 (New 6)
- Travel Trade Operators = 471 (New 86)

E. Culture, Creative Arts and Heritage Management Programme

• National Commission on Culture

The Commission's Culture Troupe participated in Surajkund International Festival to display our rich culture and exhibited Ghanaian crafts and arts.

The Deputy Minister for Foreign Affairs to develop the film industry in Ghana signed memorandum of Understanding between the National Commission on Culture and Namibia Film Commission on behalf of the National Commission on Culture.

The 7th Drama & Poetry Festival for Senior High Schools was held successfully under the theme "The Role of Culture in the Government Policy of Grow Ghana, Eat Ghana and Wear Ghana" with fifteen (15) Senior High Schools participating in the programme.

The 7th edition of Cultural Festival and Art Exhibition was organized with support from St. Francis Press, All Needs Limited and Unifa Brothers Limited under the theme "Discovering and



Polishing the Arts of Public Speaking”. It was well attended with twelve (12) schools participating in the event.

- **The Ghana Museums and Monuments Board**

Work on the rehabilitation of the National Museum, which was closed down in 2015 was near completion. The Museum in Ho in the Volta Region is being rehabilitated with the assistance of the German Government and land has been acquired in Wa, Upper West Region to build a new Museum.

In addition to the above, Christiansburg Castle, Osu; formerly the seat of government has been opened to the Public as a Tourist destination site and is due for transformation into a Leadership, and Governance Centre. UNESCO has also released funding for the rehabilitation of the Usher Fort Slave Museum but work is yet to commence.

- **The W.E.B. Du Bois Memorial Centre for Pan-African Culture**

The Ministry through the William Edward Burghardt Du Bois Memorial Center in collaboration with the African American Association of Ghana (AAAG) observed the celebration of the Black History Month from 2nd - 8th February 2019. The Centre also organized an Art Exhibition to commemorate the “Year of Return -2019”, celebrated Emancipation Day on 24th July 2019 and Hosted United States of America Speaker of Parliament; Nancy Pelosi and Black Congressional delegation on 31st July 2019.

As part of the Centre’s mandate to promote Pan-Africanism in schools, the Centre reached out to Five (5) selected Senior High Schools in the Greater Accra Region to educate them on the ideals and ideas of Pan-Africanism.

- **Bureau of Ghana Languages**

The Bureau of Ghana Languages organized the International Mother Tongue Day on the 21st of February, 2019 to promote functional literacy and the development of Ghanaian Languages.

The Bureau also organized the Ghana Reading Festival as part of its contribution to the UNESCO declaration of 2019 as the International Year of Indigenous Languages.

For the first time in the history of the Bureau, its effort in the development of Ghana Languages received a commendation from the Hon. Minister of Finance making the 2019 Budget statement at the Parliament House.

- **National Theatre of Ghana**

The National Theatre of Ghana (NTG) completed a Strategic Plan aimed at positioning performing arts on a new pedestal to be appreciated by persons from all occupations and commenced Concert Party in the Eastern and Central Regions. The National Theatre also promoted and organized the following activities in 2019: Fun World Kiddafest for schoolchildren; Hip lifetime dubbed “Traditional Music Night as part of the Ghana theatre festival; and outreach performance held at Ho in December by the Youth Orchestra Performance National Symphony.

- **Kwame Nkrumah Memorial Park**

The following programmes were organized at the Kwame Nkrumah Memorial Park: Pre-enactment of the declaration of independence on the 15th February - 5th March 2019 and there was a Wreath Laying and Emancipation Day on the 28th of July 2019. Other events that were organized include the DuBois- Padmore- Nkrumah Memorial lectures as well as distilling of gutters.

- **National Folklore Board**

The Ministry through the Ghana National Folklore Board (NFB) launched the Ghana Folklore Clubs to expose young children to the beauty of Ghana’s folklore and encouraged them to identify with the various aspects.

29.3. Financial Performance

	2019 Allocation	2019 Releases	Variance %	ACTUAL EXPENDITURE
COMPENSATION	34,362,994.00	24,366,528.00	29.09	27,412,344.00
Good & Service	7,100,268.00	5,713,246.00	19.53	3,174,810.05
CAPEX	6,500,000.00	4,188,727.76	35.56	3,200,592.12
IGF	14,658,114.00	-	100	
Donors	7,215,000.00	7,215,000.00	-	2,094,647.56
ABFA		-	-	-
TOTAL	69,836,376.00	41,483,501.76	40.6	35,882,393.73

29.4. Challenges

The challenges of the Sector over the period were as follows:

- Lack of qualified professional staff especially in the areas of budgeting, procurement and Information Technology for the effective and efficient functioning of the Sector.
- Inadequate budget allocation and untimely release of funds with respect to Goods and Services and Capital Expenditure (CAPEX).
- Inadequate office Space and lack of vehicles to undertake monitoring and evaluation of programmes and projects within Regions and Districts.
- Improper record-keeping, poor handling of confidential documents is a major problem hindering the effective and efficient discharge of administrative duties in the Ministry.

29.5. Forward Look

• Management and Administration Programme

The management of the Ministry will continue to create a conducive work environment to improve work output at the Ministry and Agency levels.

The Ministry will continue with the implementation of the Ghana Tourism Development Project (GTDP). Some of the sites to benefit from the upgrade include Mole Game Reserve, Paga Crocodile Pond, Wli waterfalls, Shai Hills, Aburi Gardens, Jamestown Lighthouse, Victoria Park, Elmina Castle, Ankasa Forest, Kakum National Park, Bonwire Kente Village, Kumasi Zoo, Ashanti Traditional Buildings, etc.

A reorganization of the Project Management Unit (PMU) is underway to accelerate the implementation of the Marine Drive Tourism Investment Project. The Ministry will strengthen its efforts to acquire the needed certification and documentation required by developers to commence construction.

The GUMA Group of Companies from South Africa would develop and operate a Safari Park in Ghana and provide Drifter Trucks (Tour Trucks) to facilitate heritage tours in Ghana.

• Tourism Product Development Programme

To help promote heritage tourism in 2020 and beyond, the Ministry will brand the Year 2020 and the subsequent years as “BEYOND THE RETURN”. The “See Ghana, Eat Ghana, Wear Ghana, Feel Ghana” campaign will be continued to promote jobs and income for Ghanaians.

The Ministry will finalise plans for implementation to increase visitation to the Kakum National Park in the Central Region and thereby create jobs and income for the community and the people of Ghana.

- **Tourism Research and Marketing**

The Ministry will continue to embark on its marketing strategy of participating in international fairs and exhibitions to attract the needed investment to the sector and promote Ghana as a preferred tourism destination in Africa and subsequently, the world.

MOTCA will continue its efforts in the development of the Ghanaian languages to encourage the youth and the public to pride themselves as Ghanaians using their mother tongue in their everyday activities. BGL will observe the celebration of the International Mother Language Day in February, review and print some selected books for WAEC in March, organize a roadshow to encourage the reading of local literature and celebrate the Language Week in September and the Ghana Reading Week.

- **Tourism Quality Assurance Programme**

The Ministry will continue to inspect and license about 10,000 tourism enterprises through the Ghana Tourism Authority (GTA) to ensure quality services delivery within the sector.

- **Culture, Creative Arts and Heritage Management Programme**

The Attorney-General's Department pursuant to a Cabinet review is currently reviewing the Creative Arts Industry Bill. The Act will among others, establish the Creative Arts Fund and an Agency to promote the Industry.

The Ministry will also pursue its efforts to ensure the construction of an ultra-modern Film Production Studio to attract the international film community. In addition, NAFTI will be transformed into an ultra-modern state-of-the-arts film production-training institute.

The Ministry through the Ghana Museums and Monuments Board (GMMB) will facilitate the completion of the National Museum renovations.

A Heritage and Cultural Development Fund would be established to facilitate the preservation and protection of cultural properties.

The Ministry will emphasize on resourcing the Creative Arts Sector to harness the talents of the young, up and coming Artistes and Craftsmen to enhance their skill set and potentials.

30.0. MINISTRY OF TRADE AND INDUSTRY

The Ministry of Trade and Industry has the mandate of formulating and developing trade and industry policies, supervising its implementation, monitoring and evaluation in Ghana. Its vision is to establish Ghana as a major value added manufacturing, industrial and commercial hub in West Africa by the year 2025.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon. Alan Kwadwo Kyerematen
- Deputy Ministers - Hon. Carlos Kingsley Ahenkorah
Hon. Robert Ahomka-Lindsey
- Ag. Chief Director - Mr. Patrick Yaw Nimo

34.1 Agencies and Departments of the Ministry

The Ministry has oversight responsibility over the following Public Boards, Agencies and State-Owned Enterprises (SOEs)

Sub Vented Agencies

- Ghana Export Promotion Authority
- Ghana Standards Authority

Public Boards and Commission

- National Board for Small Scale Industry
- Ghana Free Zones Board
- Central Regional Development Commission
- GRATIS Foundation

State-Owned Enterprises

- Ghana Heavy Equipment Limited
- Ghana Trade Fair Company Limited
- GNPA Limited
- GIHOC Distilleries Company Limited
- Volta Star Company Ltd
- Rural Enterprises Programme
- Northern Star Tomato Factory

34.2. Sector Achievements

A. Policies, Regulations and Legislations

- **Antidumping and Customs Valuation (Dispute Settlement) Regulations**

The Antidumping and Customs Valuation (Dispute Settlement) Regulations were completed, Gazetted in June, 2019 and published.

- **Safeguard Measures and Subsidy & Countervailing Measures Regulations**

The Safeguard Measures and Subsidy & Countervailing Measures Regulations have gone through the Office of Attorney-General's drafting stages and is ready to be subjected to stakeholder validations and parliamentary pre-laying.

B. Management and Administration (Cross-Cutting Business Regulatory Reforms)

Following the improvement in Ghana's Doing Business rankings by six (6) places to 114th in Doing Business (DB) 2019, the institutional mechanisms for further progress were strengthened under the Business Regulatory Reform (BRR) Programme:

- Nine (9) Technical Working Groups (TWGs) covering nine (9) Doing Business Indicators commenced work on priority reforms to improve Ghana's performance in the DB Survey in 2020 (DB 2021 Report). Key areas of reforms underway targeted at improving trade facilitation at the Ports and improving processes for resolving insolvency, starting a business, obtaining construction permits, land title transfer and connecting electricity for industrial purposes.
- The following IT-enabled tools for transparency and inclusiveness in regulatory governance were developed:
 - i. A new Business Regulation Consultation Portal was developed as an interactive platform for MDAs to seek extensive feedback on business related policy, legislative and regulatory reforms from the private sector and the public at large.
 - ii. Preparatory work was completed for the establishment of an Electronic Registry for Business Regulations, which will provide free public access to business laws, legislations, regulatory notices, administrative directives, forms and fees.
 - iii. Forty (40) public officials were trained and equipped with skills in Regulatory Impact Assessment (RIA) intended to build capacity of Ministries to establish Regulatory Reform Units and undertake comprehensive impact analysis of new and existing regulations/policies that affect private sector competitiveness in their respective sectors.

C. Trade Development

- **Multilateral and Regional Trade**

- **African Continental Free Trade Area (AfCFTA)**

Ghana was selected in July 2019 by the AU Heads of State and Government to host the Headquarters of the African Continental Free Trade Area (AfCFTA) in Accra, after a successful bid process. A 3-Day National Conference on harnessing the benefits of the AfCFTA in Ghana was successfully organized for over a 1,000 delegates consisting of Senior Policy Makers, Parliamentarians, the Business Community, Academia, Civil Society Organizations, Development Partners, Private Sector Operatives and the Media.

His Excellency the President of Ghana, constituted an Inter-Ministerial Facilitation Committee to provide strategic direction and coordinate support for the implementation of the AfCFTA in Ghana. A National AfCFTA Coordinating Office is being established at MOTI to serve as a one-stop facilitation centre and information hub.

- **Economic Partnership Agreement (EPA)**

The Ministry is in the process of finalizing the tariff-dismantling calendar on the Economic Partnership Agreement (EPA). The first phase of implementation is expected to begin in 2020.

- **Export Diversification**

To facilitate the diversification of products and markets for Ghanaian exports, the Ministry supported over 70 exporters to participate in various international fairs and expositions.

- **Ghana Export Promotion Authority (GEPA)**

The Authority supported ten (10) Ghanaian tertiary institutions to participate in Student Recruitment Drive in Lagos, Abuja and Port Harcourt. Ten (10) companies and four (4) export products associations were also supported to participate in Fruit Logistica Fair in Germany where coconut value chain was emphasized by Ghana, hence, there were several enquiries on coconut and its derivatives.

Additional ten (10) companies were supported to participate in special exhibition in Ethiopia to mark the Ghana @ 62 celebrations in Ethiopia, through collaborative effort between GEPA & Ministry of Foreign Affairs and Regional Integration and the Ghana Mission in Addis Ababa.

Finally, ten (10) companies were supported to participate in Apparel and Textiles Sourcing event in Miami, USA, which received over \$750,000 worth of unconfirmed orders.

- **Ghana International Trade Commission (GITC)**

- **Adjudication (resolution) of Trade Petitions:**

Five trade petitions were received from Aluworks, Coca Cola Bottling (GH) Company, Ghana Cement Manufacturers Association, Steel Manufacturers Association of Ghana and Biscuit Manufacturers Association of Ghana. These petitions were at various stages of the adjudication process with most of them being at the vetting and investigations stages.

- **Formulation of Operations Guidelines:**

The Commission developed a guide (form) for petitioners and operational manual for commissioners to facilitate the work of the Commission. It also commenced the development of a web-based knowledge management portal with an online discussion tool and an electronic library. The inception phase was successfully completed.

- **Recruitments and operations of the commission**

The commission began the process to recruit staff for the Secretariat. In line with this, a Scheme of Service document for the Commission was developed in consultation with the Public Services Commission and the Management Services Division. Additionally, the Fair Wages and Salaries Commission completed work on the grades/compensations determinations. A request was therefore submitted to the Ministry of Finance for financial clearance to enable it recruit staff.

D. Business Development and Promotion

- **Technology Transfer, Research and Product Development**

The GRATIS Foundation trained 305 apprentices towards NVTI certification, 172 apprentices towards TEU/NABTEX certification and 1,116 students from engineering institutions and master crafts persons. Additionally, the Foundation also repaired and maintained 5,071 spare parts; manufactured and repaired 216 equipment.

- **Micro and Small Business Development**

During the year under review, 2,583 new businesses were established and 4,685 new businesses were created across the country. 2,801 Business Development Programmes were organized for 38,577 MSMEs to improve their capacity during the period. The NBSSI also assisted 638 MSMEs to formalize their businesses through registration with the Registrar General's Department.

The Board collaborated with GIZ and trained 3,825 youth in Ashanti, Brong-Ahafo and Greater Accra Regions. The objective of the collaboration was to provide 4,800 Migrants and Potential

Migrants with the needed skills to start or improve their existing businesses under the NBSSI – Youth Employment and Entrepreneurship programme and GIZ’s “Entrepreneurship and Skills Development Training for Migrants and Potential Migrants Programme”.

Again, the Board collaborated with the Ministry of Inner City and Zongo Development to implement one of its socio-economic and livelihood initiatives dubbed the “Zongo Cuisine Programme”. The Program sought to empower small and medium scale businesses in the food industry towards sustainable development. Its main objective was to provide entrepreneurship, management, technical and productivity improvement training support to informal sector food vendors for improved competitiveness and market access leading to increased job creation and household incomes. Under this arrangement, 765 participants were trained.

- **Central Region Development**

CEDECOM identified 1,200 acres of land at various districts in the Central Region for Light Industrial Zones. An International Investment Conference was successfully organized to woo private sector investment into the Region.

The Commission also identified Seven (7) resource potentials in the Region for the Ministry’s flagship 1D1F Initiative and consequently prepared five (5) resource plans for twenty-two (22) MMDAs.

- **Rural Enterprise Programme (REP)**

The REP trained 11,528 persons in business development skills. 5,942 persons were trained and supported as master crafts persons and apprentices. The Programme disbursed USD \$146,566 to 182 clients as matching grants. Additionally, USD \$ 1,609,890 Rural Enterprise Development Facility (REDF) was disbursed to 2,223 Micro and Small enterprises (MSEs).

These interventions of the REP resulted in 3,833 new rural businesses being established (60% of them female-owned); 4,727 direct jobs were created; and 990 existing businesses were formalized (46% of them female-owned).

E. Trade and Industry Promotion

The Ministry continued to maintain trade and investment offices in selected countries, namely: USA, UK, Switzerland, Belgium, Japan, China, Turkey, South Africa and Nigeria. In addition to representing Ghana’s trade and economic interests in the Missions abroad, the Ministry successfully represented Ghana in various international fora organized by WTO, UNCTAD, UNIDO, ITC, ACP-EU, AU and ECOWAS.

Regional Offices of the Ministry continued to play an important liaison and coordination role with Regional administrations and MMDAs especially with regard to the District Industrialization Programme implemented by the Ministry through the 1D1F initiative.

34.3. 2019 FINANCIAL PERFORMANCE

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢) AS AT OCT	ACTUAL EXPENDITURE (GH¢) AS AT OCT
1	GoG			
	Compensation of Employees	59,358,546.00	34,968,665.02	34,968,665.02
	Use of Goods & Services	13,707,484.00	10,408,808.55	10,408,808.55
	CAPEX	85,500,000.00	84,213,780.23	84,213,780.23
2	IGF	61,495,843.00	48,953,082.57	48,953,082.57
3	DEV'T PARTNERS	86,580,000.00	124,746,658.20	124,746,658.20
	TOTAL	306,641,873.00	303,290,994.57	303,290,994.57

34.4. Challenges

a) Inadequate Financial Resources

Inadequate funding for programme and project implementation was a major challenge encountered by the Ministry and its Agencies. This impacted on the Ministry's ability to attain all the development objectives it set out to achieve at the beginning of 2019.

b) Inadequate Monitoring and Evaluation of Programmes and Projects

The inability of the Ministry to undertake routine monitoring and evaluation of its programmes and project it was implementing affected the ability of the Ministry to benchmark progress against set targets. The major challenge impeding monitoring was the lack of staff strength and capacity. Additionally, logistical constraints and pecuniary deficits contributed to limiting factors for effective performance of the PPME Directorate.

c) Inadequate Trade and Industry Data

Inadequate and sometimes outdated data is a major challenge confronting the Ministry in the execution of its mandate. This is worsened by the fact that data gathering is an expensive venture and sometimes difficult to collect.

34.5. Programmes and Projects for 2020

a) One District One Factory Initiative

112 ongoing 1D1F projects of business promoters in 112 Districts will be supported with Capex/Interest subsidy while 150 additional 1D1F Projects in the Districts without 1D1F projects/promoters will be supported with Equity Contribution and Interest Payment Subsidy to leverage additional capital investment required through PFIs.

Additionally, the Ministry will select ten (10) strategically placed companies from across the country for Government support through quasi-equity to recapitalize their operations.

b) Strategic Anchor Industries and Special Projects

The three new anchor industry projects to be implemented in collaboration with the private sector investors in 2020. Firstly, the Ministry will commence implementation of the Textiles Reform Programme. The Programme will seek to improve the performance of the Textiles industry through capacity of firms operating in the sector. In line with this training and capacity building workshops will be organized for these firms.

Secondly, the Ghana Automotive Development Programme (GADP) will be implemented by the Ministry to help develop the local automotive industry. The GADP is a long-term programme designed to attract initial investment in the form of SKD and progress those investments toward CKD assembly and component production, to open opportunities local content development and supplier development in the local automotive industry.

Thirdly, the Ministry will implement the Integrated Sugar Development Programme. The Programme seeks to establish in Ghana the institutional and regulatory support systems required to grow a globally competitive sugar industry.

c) Industrial Parks and SEZs

The three priority projects to be implemented in collaboration with private sector investors in 2020 are:

- Greater Kumasi Industrial City and SEZ (textile and garments, pharma, auto, agro-processing)
- Builsa Agro-Processing
- Petroleum Industrial Hub in Shama

d) Business Regulatory Reforms and Public Private Dialogue

The Business Regulations Consultation Portal and the E-Registry will be fully operational in 2020, and the capacity of Regulatory Units in MDAs responsible for reforms will be strengthened to undertake Regulatory Impact Assessments of proposed policies, regulations and legislations.

A permanent mechanism for Public-Private Dialogue (PPD) will be institutionalized for regular consultations and structured dialogue between the Private Sector and Government leading to a Business Compact (with the Private Sector) and Presidential Business Summit.

e) African Continental Free Trade Area (AfCFTA)

Ghana is hosting the Headquarters of the AfCFTA in Accra. This requires the provision of a fully furnished/equipped Headquarters and Official Residence of the Director General. A National Coordinating Office will be established to facilitate the implementation of the AfCFTA in Ghana and harness its benefits. This will require a facelift of the MoTI office building.

A National Steering Committee and 7 Technical Working Groups (TWG) would design and oversee the implementation and alignment of a comprehensive Programme of Action to Boost Intra-African Trade (BIAT) in Ghana to the AfCFTA. The BIAT will cover interventions in the following area:

- Trade Policy
- Trade Facilitation
- Enhancing Productive Capacity
- Trade-Related Infrastructure
- Trade Finance
- Trade Information
- Factor Market Integration

31.0. MINISTRY OF TRANSPORT

The Ministry of Transport has oversight responsibility for Road Transport Services, the Maritime and Inland Water Transport Services sub-sectors. It exists to provide leadership and guidance for the development of the transport sector through effective policy formulation, market regulation, asset management and service provision.

The Political and Bureaucratic Heads of the Ministry during the period under review were:

- Sector Minister - Hon. Kwaku Ofori Asiamah
- Deputy Minister - Hon. Daniel Nii Kwartei Titus-Glover
- Chief Director - Mrs. Mabel Sagoe

31.1. Agencies and Specialized Agencies

The Ministry has oversight responsibility over eleven (11) Agencies (three sub vented and eight non-sub vented)

Sub vented Agencies

- National Road Safety Authority
- Government Technical Training Centre
- Driver and Vehicle Licensing Authority

Public Service Organisation

- Regional Maritime University

Public Boards and Organisation

- Metro Mass Transit Company Limited
- Intercity STC Coaches Limited
- Volta Lake Transport Company Limited
- Ghana Ports and Harbours Authority
- Ghana Maritime Authority
- Ghana Shippers' Authority
- Tema Shipyard and Drydock

31.2. Sector Achievements

a) Policies, Legislations and Regulations

- **Passage of Road Safety Authority Bill**

In a bid to ensure compliance to road safety measures, policies and procedures, Parliament passed the National Road Safety Authority Bill into law in June, 2019 and assented to by His

Excellency the President of the Republic (NRSA Act 2019, Act 993). The Authority has commenced the development of necessary regulations to operationalize the Act.

- **Review of Road Traffic Regulations 2012 LI 2180**

The Road Traffic Regulations was passed by Parliament in July 2012 to give effect the enforcement of the Road Traffic Act 2004, Act 683. Significant provisions of the L.I 2180 had been implemented whilst some are yet to be implemented due to identified technical and legal deficiencies. The Ministry commenced the review of the Road Traffic Regulations in 2019. A nationwide consultative exercise to elicit perspectives of stakeholders from the then ten (10) regional capitals on the use of motorcycles and tricycles for fare-paying passenger services have started with consultations held with interest groups including the Ghana Journalist Association.

In addition to the regional consultations, the project team visited four major hospitals; one in Tamale in the Northern Region, one in Kumasi representing the middle belt and the two others in Accra in the Greater Accra Region. The purpose of the visits was to gain first-hand information on the toll of motorcycle related injuries on the administration and operations of the emergency care units. A Policy Paper was subsequently prepared for approval by Cabinet, which would enable the Ministry proceed with consultations on proposed amendments to the Regulations.

- b) Construction of Accident Response Centres**

In efforts to enhance capacity for road crash response, including accelerated establishment of Trauma Centres near identified sections of major roads and highways, the construction of eight (8) Accident Response Centres on major highways have been completed and handed over to the Ghana Red Cross. The sites were Asuboi, Bunso Junction, Asankare Police Barrier, Juaso, Tojeh, and Nogokpo.

- c) Construction of Bus Terminals on the Adenta – Accra Station BRT Route**

The Ministry as part of efforts to promote road-based mass transportation system, including extending Bus Rapid Transit (BRT) corridors, commenced the construction of Bus Terminal at Tudu in Accra. The construction work was completed and handed over to the Ministry. In order to ensure the repayment of the loan facility used for the project, procurement process had commenced for the engagement of a firm to manage the facility.

d) Maritime & Inland Waterways Sub-Sector**• Construction of Dedicated Container Terminal**

In order to create space, increase container handling capacity at the Port, reduce waiting time at anchorage and provide access out of the Tema Port, the Ministry through the GPHA continued with the development of four (4)-container berth including access road from the Port to the motorway. The first two (2) berths with 16 metres draft was completed and operational in June, 2019. Access roads to Tema Community 3 Roundabout has also been completed.

• Upgrade of Tema Shipyard and Drydock

The Ministry continued to pursue the engagement of a Strategic Investor to partner Government to upgrade facilities at the Tema Shipyard and Drydock for ship repairs and refitting, shipbuilding, aluminum and steel fabrication, as well as metal and general engineering services. Negotiations with shortlisted firms was completed awaiting approval to proceed to the next stage of the procurement process.

In order to maintain operational efficiency, the following equipment were supplied to the Yard:

- Airless spraying machines
- Ultra-high pressure hydro blasting machine
- HP electric hydraulic pumps and jacks, Rubber expansion joint
- Dewatering pump and accessories
- Hydraulic cylinder pump and jacks

• Development of a Multipurpose Container Terminal at Takoradi

As part of Government strategy to continue expanding ports infrastructure to minimize congestion and turnaround time, a Concession Agreement was signed between Ibistek, a wholly owned Ghanaian Company and the GPHA for the development and operations of an on-dock container Multi-purpose terminal at the Takoradi Port at a cost of US\$450.00 million. The Contractor mobilised to site and work is ongoing with access road from the Port to Paa Grant Junction in Takoradi completed. The terminal will have a container quay of 16-metres draft, which would be capable of accommodating bigger vessels.

• Construction of Dry Bulk Jetty at Takoradi Port

In a bid to continue expanding port infrastructure to minimize congestion, reduce double handling and turnaround time, work commenced on the construction of a Dry Bulk terminal. The civil works is 100% complete. The operating infrastructure is set to be procured through PPP and negotiation was ongoing with prospective PPP operator.

- **Takoradi Oil Jetty**

In order to meet the demands of the Oil and Gas Sector, an Oil Jetty is being developed at the Takoradi Port. The civil works has been completed and installation of equipment is ongoing.

- **Construction of Ferry landing sites**

As part of efforts to develop landing sites and reception facilities along the Volta Lake to improve transportation services, the Ministry received budgetary allocation for the construction of ferry landing sites. Contract was subsequently awarded for Lot 1 (Dambai and Dambai Overbank) and Lot 2 (Agordeke, Yeji and Makango) and works are about 68% and 46% complete respectively.

- **Removal of Tree Stumps**

To ensure safety navigation and to reduce accidents on the Volta Lake, the Ministry through the Ghana Maritime Authority completed the removal of tree stumps at the Dambai section of the Volta Lake. Tree stumps at other sections of the Volta Lake were also removed. The details are as follows:

- Dambai - Dambai Overbank, 2.5km
- Yeji - Makango, 8.0km
- Yeji - Aworjekope 11km

- **Construction of ten (10) Coastal Fish Landing Sites**

To improve artisanal fishing and livelihood of fishing communities, the Ministry with funding from the Chinese Development Bank (CDB), commenced the development of Fish Landing sites project at Axim, Dixcove, Elmina, Moree, Mumford, Winneba, Senya Beraku, Fete, Teshie, and Keta. The project will support safe launching and landing of artisanal fishing canoes as well as create and maintain hygienic environments at the identified locations. Sod-cutting ceremony was performed by His Excellency the President on 24th and 26th at Axim and Moree respectively for the commencement of the works. Actual works have since commenced at Six (6) locations namely, Axim, Dixcove, Senya Beraku, Gomoa Fete, Mumford and Moree.

- **Procurement of 7 No. Rescue/ High Speed Patrol Boats**

To improve monitoring and ensure strict enforcement of laws, regulations and standards of operations on the maritime domain and inland waterways, seven (7) No. Rescue/ High speed patrol boats were procured and operational.

- **Development of the Boankra Inland Port**

In line with Government's policy to develop critically needed infrastructure and services through Public Private Partnerships (PPPs), Transaction Advisory services are ongoing to assist in the selection of private sector partner for the development of the Boankra Inland Port. Negotiations with qualifying firms have been completed awaiting approval of the Public Investment Division of the Ministry of Finance to proceed.

31.3. 2019 Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GoG				
	Compensation of Employees	5,834,084.00	2,856,335.46	2,856,335.46	2,977,748.54
	Use of Goods & Services	1,557,542.00	1,016,966.92	431,925.32	540,575.08
	CAPEX	14,250,000.00	7,399,280.88	5,416,282.21	6,850,719.12
2	IGF	80,492,683.00	67,098,754.52	67,098,754.52	13,393,928.48
	TOTAL	94,742,683.00	74,498,035.40	72,515,036.73	20,244,647.60

NB: the above shows approved budget, YTD actual receipts, expenditure and variance up to third quarter of 2019.

31.4. Challenges

Though major milestones were achieved during the period under review, some challenges still confront the sector.

a) Inadequate funds to manage Metro Mass Transit Service

With respect to the Road Transport Service sub-sector, the operations of the Metro Mass Transit Service continue to decline due to aging buses, frequent breakdowns and costly repairs. About seventy percent (70%) of the fleet have been grounded making it impossible for the Company to meet its obligations to customers. There is therefore an urgent need to acquire new buses to enable the Company to continue providing reliable and affordable transport services.

b) Inadequate funds and human resource to enhance Road Safety

With respect to road safety, it continues to remain one of the critical public health issues affecting the sector, which requires holistic and concerted effort from all stakeholders to reduce the carnage. With the Passage of the National Road Safety Authority Act, 2019, Act 993, adequate funds and human resource are currently not available to support the operationalisation of the Act.

c) Poor safety and inadequate infrastructure for the Inland Waterways Transport

For the Inland Waterways Transport, the Volta Lake remains a critical component of the Multimodal Transport System being developed by the Ministry. It has the potential to transport bulk cargo at a cheaper cost and in more environmentally friendly manner. However, safety issues and inadequate infrastructure militate against its effectiveness. Tree stumps, overloading, inadequate lifejackets, inadequate aids to navigation like buoys and weather information, charts and non-compliance to safety regulations by most boat operators hinders the full efficiency of the Volta lake as a major means of transport in the communities along the lake. There is the need for strategic interventions to unlock the true potential of the lake transport system as part of a multi-modal transport network.

d) Non-performance and inadequate release for the completion of Regional Maritime University Auditorium Complex

At the Regional Maritime University, the construction of Auditorium Complex continues to experience delays mainly due to non-performance by the Contractor as well as budget release from the Ministry of Finance. Unfortunately, no allocations were made in the 2020 Budget to cater for the project.

31.5. Forward look

Some of the key areas to be pursued can be categorised under four (4) main themes namely; infrastructure Developments, Regulatory Reforms, Service Improvements and Training & Education.

a) Infrastructure Development

The Ministry will continue to pursue the following:

- The Tema and Takoradi Ports Expansion
- Construction of landing sites and reception facilities along the Volta Lake
- Development of the Volta Lake as part of a Regional Project

- Revamping of Tema Shipyard and Drydock
- Development of the Boankra Inland Port

- **Development of Coastal Fish Landing Sites**

These developments would not only improve the transport sector as the main driver of the economy but also ensure that the country's seaports are able to safely take in modern, bigger and deep-drafted vessels, reduce ship turnaround time and provide service and logistics base for the maritime industry as well as create opportunities for private sector investment in the development of other important commercial facilities both at the ports and inland waterways. It will further ensure that the livelihood of the fisher folks is improved and sustained.

- **Development of the Volta Lake System**

The development of the Volta Lake System is critical as it will draw from the synergies of road and rail infrastructure being developed to provide an efficient and effective intermodal transport system for the country and the sub-region. The Lake will be developed to benefit from the expected exponential traffic volumes from the ongoing development of Tema – Akosombo (Mpakadan) Railway Line which will be completed and operational in 2020.

b) Regulatory reforms

In terms of the regulatory reforms, the Ministry will continue with the review of the Road Traffic Regulations, 2012, L.I.2180 to address identified technical and legal deficiencies associated with implementation. With the Passage of the NRSA Act 993, the necessary regulations would be developed to operationalise the Act. The Ministry will also pursue the passage of the Cabotage law and Shipper Service Providers Regulations to create employment and give trade to Ghanaian registered vessels.

c) Training and Education

In respect of training and education, the Ministry through the National Road Safety Authority will continue to scale-up public education and sensitisation on road safety as part of effort to reduce road traffic crashes. Refresher driver training for all commercial vehicles will also be organised.

d) Improvement in Service Delivery

In terms of urban transport services, the DVLA will continue with its Service Automation and improvement drive. Similarly, the Ministry will support Metro Mass Transport Ltd and Intercity STC as well as other private sector operators to renew their fleet and bring about service improvement. To address road carnage, the National Road Safety Authority in collaboration with the DVLA, the GTTC and with support from the Motor traffic and Transport Department of the Ghana Police Service will commence the enforcement of Mandatory Refresher Training for all Commercial Drivers, installation of Speed Governors and Limiters on long distance commercial vehicles. The Authority will also enforce the use of a passenger manifest by commercial vehicle operators as contained in the Road Traffic Regulations L.I.2180.

32.0. MINISTRY OF WORKS AND HOUSING

The Ministry of Works and Housing (MWH) exists to formulate, monitor and evaluate the implementation of policies, plans and programmes for the sustainable management of public landed properties, drainage and coastal protection works, operational hydrology as well as secured, safe, decent and affordable housing for all people living in the country.

The political and bureaucratic heads of the Ministry were as follows

- Sector Minister - Hon. Samuel Atta Akyea
- Deputy Ministers - Hon. Eugene Boakye Antwi and Hon. Barbara Asher Ayisi
- Chief Director - Mr. Solomon Asoalla

32.1. List of Agencies and Specialized Agencies

The Ministry exercises oversight responsibility over the following Departments, Agencies and Public Service Organizations;

a) Civil Service Departments

- Department of Rural Housing (DRH)
- Public Works Department (PWD)
- Rent Control Department (RCD)
- Hydrological Services Department (HSD)
- Public Servants' Housing Loans Scheme Board (PSHLSB)

b) Sub-vented Agencies

- Engineering Council (EC)
- Architects Registration Council (ARC)

c) Public Service Organizations

- State Housing Company Limited (SHC)
- Architectural and Engineering Services Limited (AESL)
- Tema Development Company Limited (TDCL)

32.2. Sector Ministry Achievements

a) Policies, Legislations and Regulations

- **Condominium Bill, 2019**

In view of the increasing demand for the development of high-rise properties and its implications for shared ownership of common areas and to maximize limited land space, the Ministry is

committed to getting the Condominium Bill in place. The Bill seeks to, among other things, provide for the establishment, ownership and management of condominiums and unit titles. Currently, the Bill has been completed and submitted to Cabinet for approval.

b) Adjoa Sea Defence Project

The Adjoa coastal protection works, which is located in Adjoa in the Western Region entails the construction of two breakwater systems measuring about 940m each. Actual construction works commenced in 2014 and was scheduled to be completed in 2016. The contract was however extended because of changes in the type of coastal protective structure. Currently, the project is about 97% complete and is expected to be completed in the first quarter of 2020.

c) Blekusu Coastal Protection Project

The coastal protection works at Blekusu in the Volta Region, which was awarded in 2015, entails the construction of 22 armour rock groynes over a stretch of 4.2km covering Blekusu, Hove and their environs within the Ketu South Municipality. The project, which was at 62% completion in 2018, was completed in 2019, even though the Ministry targeted for 80% completion. Due to the technology adopted, land space measuring approximately 2.5km of length and 90 meters of depth have been reclaimed along the coastline.

d) Axim Coastal Protection Works

The beach along the Axim coastal stretch was eroding at an alarming rate due to strong waves and this necessitated the Axim coastal protection project. The project is aimed at protecting the land, life and property and preventing further erosion. The project, which was awarded in September 2018 is expected to be completed in September, 2020. The project was about 52% as against the target of 30%.

e) Completion of the Asokore-Mampong Affordable Housing Project

The Asokore Mampong project comprising 1,030 Housing Units was handed over to SSNIT for completion. Currently, all blocks of flats have been completed and all external works are nearing completion. A showroom has been prepared for exhibition and marketing at the project site. Overall, the project was about 98% completed.

f) Completion of Construction of 64 No. 3-bedroom apartments at Site 3, Community 1 under the Community 1 Infilling Project.

As at 31st December, 2018, the project was about 65% complete and was expected to be completed by December, 2019. Currently, all 4 blocks of 64No. apartments have been roofed; with the external and internal finishes almost completed. Overall, the project is about 99% complete and ready for habitation.

32.3. Reforms

The key reform that has been implemented in the Sector over the past five (5) years includes:

- **Ministerial Realignment Exercise**

The “Ministerial Realignment” reform has been in existence for the past three (3) years. The mandate of the Ministry was realigned to give focus to Works and Housing under Executive Instrument (EI. 28, 2017). Staff of the Ministry were redeployed following the decentralisation of Departments under the Ministry and the decoupling of the Local Government Service in 2010. A report on the realignment and redeployment of staff has been prepared and forwarded to MSD for advice.

- **Public Service Integrity Programme (PSIP)**

The “Public Service Integrity Programme (PSIP) under the National Anti-Corruption Action Plan” reform has been in existence for two years. Two (2) trainings and sensitization programmes have been organised for the Sector in collaboration with the Commission for Human Rights and Administrative Justice as a means to **promote integrity and professionalism** among the staff while combating corruption across the Sector.

32.4. Sustainable Development Goals (SDGS)

The Ministry falls under Goal 11 of the SDGs “*Make cities and human settlements inclusive, safe, resilient and sustainable*”. The indicators for measuring the above goal and the challenges encountered are as follows;

- **Proportion of investments in financing control structures, construction and technological improvements.** The values indicated for 2017, 2018 and 2019 was GH¢128,721,051, GH¢317,035,497 and GH¢279,243,138 respectively to serve as a measure for the status of implementation. GoG being the funding source for financing the control structures has been posed as a major challenge. The mitigating strategy adopted was for the MWH and Ministry of Finance (MoF) to continue to solicit and identify alternative sources of funding to finance the construction of control structures.

- **Number of Drainage Master Plans prepared (Regional, District).** The challenge encountered was lack of funds to finance the preparation of the plans. The mitigating strategy adopted is to integrate district drainage master plans as a component of major channel improvement programmes that are implemented in the Ministry.
- **Kilometres of drains constructed (Primary, Secondary)** had 0km in 2017, 2.12km in 2018, 11.10km in 2019, and 4.37km (2019) for primary drains and 6.73km (2019) for secondary drains. Limited funding for the drainage construction programme and unpredictable rain patterns affected the implementation of the drainage construction works. The mitigating strategy adopted was the Ministry's collaboration with the Ministry of Finance (MoF) to continue to solicit and identify alternative sources of funding to finance the construction of drains across the country.
- **Number of household units provided nationally (thousands).**
 1. Urban Households
 2. Rural Households

The Ministry achieved a coverage of 4,586,217 household units. The lack of funds to undertake housing survey for the period between the census years was a challenge. The mitigating strategy identified was to capture this indicator in the 2020 National Population and Housing Census and develop a module to estimate realistic annual increment in housing across the country between the census years. This should capture data from the District level to be collated at the Regional and National level. Some of the variables to be considered may include residential building permits issued, mortgage applications among others, and finally institutionalize a Housing Indicator Programme.
- **Proportion of people living in slum areas.** The Ministry had estimated 7,869,561 people. Limited access to affordable housing options across major towns and cities in the country posed as a challenge. The mitigating strategy adopted is to increase access to public sector led affordable housing for the various home ownership options.
- **Number of slums/zongo communities upgraded.** Lack of funding to implement the programme and high resistance from slum dwellers serves as the challenge to meeting the indicator. The mitigating strategy identified are to solicit private sector partnership to implement the programme under a PPP Module and to undertake extensive stakeholder consultations in collaboration with the Ministry of Zongo and Inner City Development.

32.5. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GoG				
	Compensation of Employees	16,126,733	14,347,062	14,347,062	1,779,671
	Use of Goods & Services	1,340,912	993,047	830,826	347,865
	CAPEX	171,177,451	199,679,419	196,793,447	-28,501,968
2	IGF	111,796	38,616	38,616	73,180
3	DEV'T PARTNERS e.g.				
	World Bank - Goods & Services	50,024,000	2,977,579	2,977,579	47,046,421
	World Bank - CAPEX	20,202,000	-	-	20,202,000
	Others	9,620,000	-	-	9,620,000
TOTAL		268,602,892	218,035,723	214,987,530	53,615,362

32.6. Challenges

The challenges have been categorized into Financial, Human Resources, Logistics and other related issues.

a) Financial Challenges

Delay in the issuance of commencement certificates tends to disrupt the achievement of planned targets and results for the budget year. The first commencement certificate received as a Sector was on the 4th of September, 2019 and this covered approximately 20% of planned activities for the 2019 financial year. In addition to the above, the release of funds for the period under review was also not regular, impacting negatively on the delivery of services across the sector. Although the financial performance depicts a high performance rate, releases for the period under review covered outstanding/deferred payment rather than the planned activities for the 2019 financial year.

b) Human Resources

• Organisational Manuals and Schemes of Service for Sector Departments

Now, not all the Sector Departments have approved organisational manuals and Schemes of Service in place for their organisation to drive their human resource management and

development efforts. This has adversely affected the key human resource functions such as recruitment, replacement and promotions among others.

- **Substantive Director for Works Directorate**

The Works Directorate is one of the two (2) core Directorates of the Ministry and is responsible for the implementation of critical policies, programmes and projects for the works sub-sector of the economy. However, the immediate past Director was on secondment and has exited the Service on voluntary retirement. Now, the Directorate does not have a substantive Director to oversee and spearhead the management of the Directorate.

- c) **Logistics**

During the period under review, the Ministry and some of its Departments and Agencies had inadequate logistics because of lack of funds. The absence of stationery had a negative impact on service delivery. Officers were forced to purchase some items from their own income.

- d) **Land Litigation**

Land litigation issues continue to limit the efforts at housing construction in the housing sector. To date, a number of projects being implemented by the State Housing Company Limited and the TDC Development Company Limited continue to remain stalled due to litigation issues that have been pending at the Law courts for several years. This posed as a threat to the mandate of the Ministry in increasing access to safe, secure and affordable housing units nationwide.

32.7. Forward Look

The Ministry in 2020 will;

- a) Pursue the completion of affordable housing units at Koforidua, Tamale and Wa and resume work on the construction of 1,502 housing units under the Saglemi Housing Project.
- b) Continue the Security Services Housing Programme (Phase III) that has commenced and progressing steadily. Similarly, the 6 № ongoing housing units under the Redevelopment Programme at Roman Ridge will be completed and duly allocated to public servants for occupancy while additional redevelopment programme that comprises the construction of 440 housing units will commence at Roman Ridge and its environs.
- c) Continue the coastal protection projects at Dansoman, Anomabu, Elmina, Cape Coast, Komenda, Adjoa, Amanful Kumah, Dixcove, Axim and Blekusu in the Greater Accra, Central, Western and Volta Regions of Ghana. Construction works at Aboadze and Ningo-Prampram in the Western and Greater Accra Regions of the country will be commenced. In the same vein, the construction of critical drainage channels under the

2018 National Flood Control Programme coupled with other drainage project nationwide will be continued.

- d) Further, persuade the Ministry of Finance (MoF) for the issuance of Bank Guarantees to support and facilitate the construction of 200,000 affordable housing units nationwide. Similarly, the Ministry, acting through its Agencies such as SHCL and TDCL will continue to pursue the appropriate engagements and collaboration with other stakeholders towards resolving the pending litigation issues to facilitate government efforts at increasing access to affordable housing supply.
- e) Expand its quest for funding support and scholarships for training and capacity development initiatives from other state institutions and development partners to support the Ministry.

33.0. MINISTRY OF YOUTH AND SPORTS

The Ministry of Youth and Sports is responsible for providing effective leadership in the formulation, implementation, monitoring and evaluation of Youth and Sports development policies and foster greater public-private sector participation. The Ministry's vision is to provide and harness potential of the Youth and the values of Sports for National Development.

The political and bureaucratic heads of the Ministry were as follows:

- Sector Minister - Hon. Isaac Kwame Asiamah
- Deputy Minister - Hon. Curtis Perry Kwabla Okudzeto
- Chief Director - Mr. Frank Quist

1.1. Agencies and Specialized Agencies

Agencies:

- The National Sports Authority
- The National Youth Authority
- The National Sports College, Winneba

Specialized Agencies:

- The Ghana Football Association (GFA)
- The Ghana Olympic Committee (GOC)

1.2. Sector Achievements

h) Policy, Legislations and regulation

National Sports Fund

To promote sustainable sports development in the country and address the financial challenges in the sports sector, the Ministry set up a Committee to facilitate works towards the establishment of a Sports Fund. The Fund was intended to bridge the funding gap associated with sports development and promotion. A Cabinet Memo on the establishment of the Fund is yet to be submitted to Cabinet for consideration and approval.

i) Formation of Youth Model Parliament

As part of efforts to promote youth involvement in matters of governance, accountability and transparency, the National Youth Authority (NYA) organized an orientation and training of trainers' workshop for the sixteen (16) regions. The establishment of the Youth Model

Parliament Project has started in ten (10) out of the sixteen (16) regions notably in, 9 Districts in the Ashanti Region, 8 in the former Brong Ahafo Region, 7 in the Central Region, 8 in the Eastern Region, 10 in the former Northern Region, 12 in the Upper East Region, 11 in the Upper West Region and 4 in the former Western Region. This is intended to create a platform for youth participation in decision-making and promote accountability within the districts for nation building.

j) Construction of Youth Resource Centres

Construction works on the Youth Resource Centres have begun in the following areas; Dormaa Ahenkro in the Bono Region, Dunkwa Offin in the Central Region, Koforidua in the Eastern Region, Yendi in the Northern Region, Navrongo in the Upper East Region, Wa in the Upper West Region, Nyinahun in the Ashanti Region, Ho in the Volta Region, Axim in the Western Region and Kaneshie in the Greater Accra Region. The Centres are on the average 65% complete.

Each Centre when completed will have a seating capacity of Five Thousand (5000) and comprise a FIFA standard football pitch; 8-lane Athletic track; Tennis, Basketball, Handball and Volleyball Courts; a Gymnasium; a Counselling Centre; a Conference Centre; an ICT Centre; an Entrepreneurship Centre and a Restaurant. The purpose of the Centres was to provide space for youth engagement, recreation, centre of learning and sports promotion.

k) Activities of the National Football Teams

In order to promote regional and social integration worldwide through sports, the Ministry through competitions organized by the Federation of International Football Association (FIFA) and the Confederation of African Football (CAF), facilitated the following activities of the National Football Teams:

- The U-20 National Male Football Team, the Black Satellites participated in the 15th Edition of the U-20 African Cup of Nations Tournament that was held in Niger from 2nd to 17th February, 2019. Unfortunately, Ghana's participation ended at the group stage. The Black Stars also participated in the CAF African Cup of Nations (AFCON) Tournament in Egypt from 21st June – 19th July, 2019. The team was eliminated unfortunately in the round of 16 stage. The Black Queens placed third in the 2019 WAFU Zone B Women's Championship hosted by Cote D'Ivoire. Ghana's Local Black Stars participated and placed second in the West African Football Union (WAFU) Tournament hosted by Senegal. The Senior National team was leading Group C with six

(6) points after wins over South Africa and Sao Tome and Principe and has also began its campaign to the 2021 African Cup of Nations to be held in Cameroon.

l) Hosting of 2023 Africa Games

Ghana in 2018 was awarded the right to host the 2023 African Games. Hosting the 13th African Games provides the nation with an international prestige, serves as an opportunity to expand sports infrastructure and provide the framework for developing all sport disciplines.

The Ministry inaugurated the nine (9) member Ghana 2023 Project Team. The Team has engaged the African Union Sports Council to finalize the Games Protocol Agreement. The Ministry has also submitted a Cabinet Memo on the organization of the Africa Games to Cabinet for consideration.

m) Youth Skills and Entrepreneurship Development

The National Youth Authority (NYA) in partnership with MTN Ghana Foundation has provided skills training for 330 Youth, including Persons with Disabilities in the age brackets of 16-24 in various regions in June this year. Modules rolled out in the training programmes were Beads making and Cosmetology, Basic Book-keeping, Customer Care and Mentorship.

A Mobile Apps Development Training Programme aimed at promoting digital occupations for young people was also organized for three hundred (300) young people at the Afienu Youth Leadership and Skills Training Institute (YLSTI) to empower the young trainees to start their own businesses as App Developers in that industry.

1.3. Reforms undertaken by the Ministry

The major reform undertaken by the Ministry was improvement in the management and operations of Ghana Football.

Government together with FIFA formed the Normalization Committee to manage football in the country in 2018 after the old structures were disbanded due to misconduct of some high level executives in the game. The Committee this year has completed its mandate with the election of the new GFA President, Executive Council Members and Regional Football Association (RFA) Executives.

1.4. Sustainable Development Goals

The status of implementation of the Ministry's Sustainable Development Goals' (SDG) included the following:

- 7 Youth Leadership and Skills Training Institutes (YLSTI) were renovated and these include the construction of a four (4) two-unit dormitory projects in the following institutes; Sandema in the Upper East Region, Takorase in the Eastern Region, Abura in the Western Region, and Ajumako-Afransi in the Central Region. In addition, mechanized boreholes were provided to Fawohoyeden Institute in the Ahafo Region, Abura in the Western Region and Nalerigu in the North East Region as well as the Kumasi Youth Centre.
- 1,597 deprived and out of school, the National Youth Authority at the YLSTI provided youth with training.
- A total of 2,026,000 were sensitized on various programmes organized by the National Youth Authority and some prominent youth groups on social and health related issues.
- 10 Youth and Sports Recreational Centres are currently being constructed in the following areas; Dormaa Ahenkro in the Bono Region, Dunkwa Offin in the Central Region, Koforidua in the Eastern Region, Yendi in the Northern Region, Navrongo in the Upper East Region, Wa in the Upper West Region, Nyinahin in the Ashanti Region, Ho in the Volta Region, Axim in the Western Region and Kaneshie in the Greater Accra Region. The Centres are on the average 65% complete.
- The National Sports Associations organized 92 competitions to promote various sports disciplines and to encourage grassroots participation in sports.
- The National Sports Authority supported National Athletes to participate in 54 International competitions.
- Various sports related courses including coaching were organized for 155 sports experts.

1.5. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GoG				
	Compensation of Employees	18,797,432.00	16,802,984.03	16,802,984.03	1,994,447.97
	Use of Goods & Services	16,574,487.00	12,981,629.00	12,073,968.35	3,592,858.00
	CAPEX	2,635,699.00	456,792.59	456,792.59	2,178,906.41
2	IGF	977,428.00	826,237.10	826,237.10	151,190.90
3	DEV'T PARTNERS e.g.				
	CHINA	4,810,000.00	0	0	4,810,000.00
	TOTAL	43,795,046.00	31,067,642.72	30,159,982.07	12,727,403.28

1.6. Challenges

Most of the challenges of the sector centred on inadequate personnel, lack of vehicles and insufficient youth and sports infrastructure.

a) Inadequate Personnel

The sector has inadequate staff at the Agency level. For instance, the National Sports College has a shortage of both technical and administrative staff. This can be attributed to the College having a staff strength of forty-four (44) instead of the approved establishment of One Hundred and Seven (107). The National Sports Authority and the National Youth Authority are also experiencing similar staff shortages.

The approval of recruitment for additional staff by the Ministry of Finance especially for the Agencies will ensure that they effectively deliver upon their mandate nationwide.

b) Inadequate Youth and Sports Infrastructure / Facilities

The absence of standardized youth and sports infrastructure such as youth training and recreational centres, multi-purpose sports halls, boxing gymnasiums, standard athletics ovals in the regions and districts are affecting the development of youth and sports activities in the country. This has invariably affected the nation's ability to perform competitively at international and regional competitions. Currently, only five (5) out of the sixteen (16) regions has standardized sports stadium.

c) Lack of Vehicles

The inadequate vehicles and logistics for monitoring activities and programmes across the country greatly affects the Ministry in undertaking its oversight responsibilities at the regional and district offices.

1.7. Forward look**a) Policy Documents and Legislations**

In 2020, the Ministry plans to finalize the legislative Instruments on the Youth and Sports Acts as well as complete the revision of the National Sports Policy. Preparatory activities towards the hosting of the 2023 All Africa Games will continue in 2020.

b) Activities of the National Football Teams

The Ministry will continue to facilitate the qualification and participation of all the National Football Teams in various international tournaments. These includes;

- The Black Stars participation in the 2021 African Cup of Nations Tournament in Cameroon and the 2022 World Cup Tournament in Qatar.
- The Black Stars Team "B" participation in the 2020 CHAN Cup of Nations Tournament in Cameroun.
- The U20 Football Team, the Black Satellites participation in the 2021 U-20 AFCON in Mauritania.
- The Black Starlets participation in the 2021 U-17 AFCON in Morocco.
- The Senior Women Football Team, the Black Queens participation the 2020 Olympic Games.
- The qualification and participation of the Black Princesses and the Black Maidens in their respective 2020 Women's World Cup Qualifying Tournaments.

c) Infrastructure Projects

The sector will continue to monitor the construction of the multi-purpose Youth Resource Centres across the various Regions of the country.

d) Activities of the National Youth Authority

The Ministry will commence dissemination and implementation of the reviewed National Youth Policy and its Action Plan. It will also focus on providing informal apprenticeship training to out of school Youth in exclusive and vulnerable circumstances.

The National Youth Authority will continue with the Steps towards Employment and Productivity (STEP) Project and facilitate the formation of the Ghana Youth Federation to strengthen the institutional arrangements for the organization and development of youth programmes across the country.

The Authority will expand its presence in the Districts and intensify its campaign to encourage more Youth Groups to register on its platform.

It will retool and refurbish its offices to be more effective and organize tailored programmes to empower the youth across the country.

e) Sports Development

The National Sports Authority (NSA) will organize Biannual Congress to review Sports Development and map out strategies for the development of sports. It will also support its Regional and District Sports Offices for better work output.

The NSA will organize Inter-District Sports Competitions and the Ghana National Games to discover new talents for the various National Teams. It will also facilitate the qualification and participation of the National Teams in the 2020 Olympic Games in Tokyo.

Capacity building workshops and seminars for sports officials will also be organized and equipment and logistics will be provided to the National Sports Associations.

The National Sports College, Winneba will continue to nurture and provide Formal Education and Skills Training to the soccer and tennis academy players and prepare them for the National Teams and organize technical training courses for the workforce in the sports industry.

34.0. OFFICE OF THE ATTORNEY-GENERAL AND MINISTRY OF JUSTICE

The Office of the Attorney-General and Ministry of Justice (OAGMOJ) is responsible for the formulation of policies, supervision, monitoring and evaluation of the programmes and activities of the Departments and Agencies under the Ministry and evaluation of their performance. The Attorney-General is also responsible for the initiation and conduct of all prosecution of all criminal offences, the institution and conduct of all civil litigations for and on behalf of the State.

The Political and Bureaucratic Heads of the Ministry were:

- Sector Minister - Hon. Gloria Afua Akuffo
- Deputy Minister - Hon. Godfred Yeboah Dame
- Hon. Joseph Dindiok Kpemka
- Chief Director - Mr. Suleiman Ahmed

34.1. Departments and Agencies

The Ministry has oversight responsibility on the following:

Civil Service Departments and Agencies

- Registrar-General's Department

Sub vented Agencies

- Legal Aid Commission
- Council for Law Reporting
- Law Reform Commission
- General Legal Council (Ghana School of Law)
- Economic and Organised Crime Office
- Copyright Office

Public Service Organization

Legal Service (Office of the Attorney-General)

34.2. Sector Achievements

A. Strengthening the Rule of Law and the Fight against Corruption

The OAGMOJ continued to support various justice sector institutions to enable them respond adequately to the public and the fight against corruption. The Office of the Special Prosecutor (OSP) remained operational and functional; however, there are on-going efforts to strengthen the OSP in the delivery of its mandate.

Per the Afro-barometer survey report of 2018, 60% of Ghanaians indicated that the current government has performed well in fighting corruption. A large majority (82%) of Ghanaians

agree citizens should always rely solely on the Police in dealing with criminals. The results show broadly that the Attorney-General and for that matter, the government has shown, for the most part, an increased respect for the rule of law and the government's commitment to promoting the fight against corruption in the country.

B. Enhancing Transparency and Responsiveness of the Justice System

The Office of the Attorney-General re-submitted the Right to Information Bill and successfully obtained Cabinet approval for the Bill to be laid in Parliament. The Office of the Attorney-General worked closely with Parliament to ensure the enactment of the Bill. In 2019, the Right to Information Bill was passed into law as Right to Information Act, 2019 (Act 989). The Act, which takes effect in 2020, is expected to make it easier for persons to request and receive information from public institutions in Ghana. This will enhance transparency, openness, effective participation of the citizenry in the processes of governance and accountability in the country.

The Ministry also worked with Parliament to ensure the passage of the Companies Bill as Companies Act, 2019 (Act 992) which replaces the Companies Act, 1963 (Act 179). The Companies Act seeks to introduce improved corporate governance standards for companies operating in Ghana and establishes the Office of the Registrar of Companies. The new Act introduces reforms to company registration and regulation with the overall aim of simplifying the regulatory framework surrounding the incorporation and operation of companies while improving existing corporate governance standards that exist in the country.

C. Promoting Public Accountability in the Public Sector

In order to promote public accountability in the public sector to ensure that the sector is not a barrier to doing business in Ghana and generally facilitate the growth of the economy; the Ministry drafted the Conduct of Public Officers Bill. Cabinet gave policy approval for the Bill to be laid in Parliament. The Bill is therefore in Parliament waiting to be passed into law. The Bill gives effect to Chapter 24 of the 1992 Constitution, domesticates the United Nations Convention against Corruption and the African Union convention on Preventing and Combating Corruption in regulating the conduct of public officers, on the performance of their functions. It also details what disqualifies a person from holding public office whiles providing for a declaration of assets and liabilities by public officers.

D. Defending all legal claims against the State and reversing the trend where huge monetary awards are made against the State

In accordance with its constitutional mandate, the Office of the Attorney-General and Ministry of Justice represented the State in cases against the State at the various courts, also vigorously defended the State in civil suits, and successfully reversed instances where huge monetary awards are made against the State. The Civil Division of the Office of the Attorney-General, for instance successfully represented the State in Two Hundred and Fifty-Two (252) civil cases at the various courts thus saving the country from paying huge sums of money to the plaintiffs as judgement debts. Some of the notable civil cases in which the Attorney-General successfully represented the State are:

- **The Republic Versus the High Court, (Commercial Division), Accra:** Ex parte Attorney-General, Interested Party: Zenith Bank. A Garnishee Nisi was made Absolute on 13th October, 2017, ordering the Government of Ghana to pay Zenith Bank Ghana Limited the arbitral sum of USD 13,000,000.00 owed Balkan Energy Limited with whatever interest may have accrued but not exceeding USD 44,155,258.39. After a successful appeal, the court discharged the garnishee.
- **Martin Alamisi Amidu Versus the Attorney-General and 2 others:** On 27th June, 2019, the Supreme Court ordered the sale of the properties of Mr. Alfred Agbesi Woyome, Anator Holdings and other related companies. A request for valuation of the properties has been made for an application for reserved prices of the properties. However, Mr. Woyome made an application to the Supreme Court to pay the GH¢ 46 million judgment debt in installment which was dismissed by the Five (5) member Supreme Court panel. The Attorney-General is currently pursuing the enforcement of this judgment.
- **NDK Financial Services Ltd Versus Ahaman Enterprise Ltd and 2 others:** The Attorney-General filed an application at the Supreme Court for a declaration that the sum of GH¢79,510,855.06 so far paid to the Respondent is in full satisfaction of the judgment debt of over GH¢1,352,510,855.00. The Court ordered for the exact amount paid and payable by Government to be ascertained by Price Waterhouse Coopers.

The Civil Division reviewed and advised government on Fifty-Four (54) agreements, contracts and Memorandum of Understanding for MDAs and MMDAs. Additionally, the Division received One Hundred and Six (106) petitions from MDAs and the public, and acted on 85% of the petitions received. It also provided Sixty-Three (63) legal opinions and advice to MDAs and MMDAs.

E. Promoting the Fight against Corruption and Economic Crime

In keeping with government's commitment to fighting corruption and economic crime, the Prosecutions Division of the Office of the Attorney-General and the Economic and Organized Crime Office (EOCO) prosecuted a number of cases involving corruption and economic crime. For instance, the Prosecutions Division received one thousand, three hundred and sixty-one (1,361) dockets and initiated prosecutions in the various courts across the country and dealt with eight hundred and forty-eight (848). The Division discharged or dealt with one thousand and fifty-eight (1,058) motions and one hundred and forty-five (145) appeals and made six (6) extraditions requests to various countries. It further handled four hundred and seven (407) petitions and one hundred and twenty-nine (129) mutual legal assistance requests.

Some of the notable dockets involving corruption and economic crime, which the Prosecutions Division of the Office of the Attorney-General has successfully prosecuted are as follows:

- **The Republic Versus Dr. Stephen Opuni and 2 others:** The accused persons were charged with defrauding by false pretence, causing financial loss, contravention of the Public Procurement Act, Corruption of Public Officer, money laundering, manufacturing fertiliser without registration, selling misbranded fertiliser and selling adulterated fertilizer. A loss of \$ 65,200,000 (GH¢217,345,289.20) was incurred by the State through the actions and inactions of the accused persons.
- **The Republic Versus Eugene Baffoe Bonnie and 4 others:** The 5 accused persons were charged with causing financial loss, stealing, using public office for profit, contravention of the Public Procurement Act, money laundering and intentionally misapplying public property. The Prosecution has closed its case, all accused persons made a submission of no case, which the trial High Court Judge overruled. The accused persons caused a loss of \$4 million to the State.
- **The Republic Versus Ernest Thompson and 4 others:** The accused persons are facing charges of causing financial loss, defrauding by false pretence, contravention of the Public Procurement Act, Possession of forged documents and altering forged documents. A loss of \$66,783,148.08 has been caused to the State through the actions and inaction of the accused persons.
- **The Republic Versus Sedinam Christine Tamakloe Attionu and Another:** The accused persons charged with 78 offences have been arraigned before the High Court. A loss of GH¢ 24,543,118.00 has been caused to the State through the actions and inactions of the accused persons.
- **The Republic Versus William Ato Essien and 3 others:** The accused persons charged with 26 offences including conspiracy to steal, money laundering, abetment to steal among others. The accused persons who pleaded not guilty have been granted bail in the sum of GH¢ 675,000,000.00.

The Economic and Organised Crime Office (EOCO) as of September, 2019 recovered an amount of GH¢3,288,920.07 from proceeds of crime and secured one confiscation. These recoveries come from tax related offences, money laundering, procurement fraud, forgery of documents, stealing and wilfully causing financial loss to the State. Out of 317 cases investigated, 31 cases are under prosecution at various courts with one conviction secured as of the end of the third quarter of 2019.

In addition, to ensure continued implementation of the Ministry's activities and roles under the National Anti-Corruption Action Plan (NACAP), the Ministry sensitised 120 various interest groups. This comprised staff of the sector, other government officials and civil society groups on the Whistle blower's Act, 2006 (Act 720) and the Procurement Standard Clause as part of efforts to strengthen the fight against corruption in the country.

F. Promoting Access and Efficiency in Delivery of Justice, Legal Education, and Justice Administration

In efforts to promote access to and efficiency in justice delivery as well as the promotion of legal education and speedy administration of justice, the Legislative Drafting Division of the Office of the Attorney-General and Ministry of Justice drafted 275 pieces of legislation (17 Substantive legislations and 258 Subsidiary Legislation) which has been enacted by Parliament. Notable among them are Right to Information Act, 2019 (Act 989); State Interests and Governance Authority Act, 2019 (Act 990); Chartered Institute of Bankers Act, 2019 (Act 991); Companies Act, 2019 (Act 992); and the National Road Safety Authority Act, 2019 (Act 993). The 258 Subsidiary legislation comprised nine (9) Legislative Instruments, 50 Constitutional Instruments and 199 Executive Instruments.

- **Registrar General's Department (RGD)**

The Registrar General's Department (RGD) improved upon business registration processes with the introduction of a One Stop Shop (OSS) by integrating data requirements for the generation of a Tax Identification Number (TIN), Business Operating Permit (BOP), Registration of a Business and Social Security and National Insurance Trust (SSNIT) into a single document and submitted at a single point at the Registrar-General's Department. This innovation led to a remarkable improvement in the operations of the Registrar-General's Department. The Department's decision to make the Digital Address system a mandatory requirement for business registration has enhanced site inspection for Company Inspectors and revenue mobilisation for the Department and MMDAs. The Registrar General's Department proposed to generate GHC 100,150,005.00; and as of December, 2019 the Department had generated GHC 136,599,947.72 from its operations. The Department as of December, 2019 registered 1,865 marriages, filed

1,306 trademarks and registered 1,283 trademarks. In addition, the Department registered 88,101 businesses as of December, 2019. The breakdown of the businesses is as follows: 556 Subsidiary Business Names; 6,700 Companies Limited by Guarantee; 216 Partnerships; 17,301 Companies Limited by Shares; 63,238 Sole Proprietors and 90 External Companies.

- **The Council for Law Reporting (CLR)**

The Council for Law Reporting (CLR) as of November, 2019 had sold 839 copies of various editions of the Ghana Law Reports and Review of Ghana Law amounting to GH¢ 232,721.23. The Council has awarded the 2016-2017 volume 1 of Ghana Law Report for printing. It is expected that copies of the publication would be available for sale by 15th December, 2019. Preparation of manuscripts for the publication of the 2016-2017 volume 2 is 60% complete and that of the 2016-2017 Review of Ghana Law is 60% complete. These books are used as reference materials for judges, academia and lawyers.

- **The Legal Aid Commission (LAC)**

The legal Aid Commission (LAC) in 2019 received 1,451 court cases and resolved 637 cases on behalf of the poor in various courts. The Commission received 6,569 cases and resolved 3,240 cases through Alternative Dispute Resolution (ADR) throughout the country. The ADR services have helped to resolve conflicts on behalf of the poor and vulnerable at a minimal cost. Again, in order to enhance access to legal aid for the indigent and vulnerable at the district level, the Commission opened five new District Offices in Juaso, Weija-Gbawe, Mpraeso, Asuogyaman and Suhum; and thus, further improved access of the disadvantaged to justice. Additionally, the Commission carried out twenty-six (26) radio and one (1) television public education programmes on how the public can access its legal services.

- **The General Legal Council (Ghana School of Law)**

The General Legal Council (Ghana School of Law) trained and called to the Bar six (6) lawyers (5 in April and 1 in May, 2019) and Three Hundred and Five (305) for the main call in October, 2019. The General Legal Council disposed of 78 disciplinary cases out of which 118 Complaints were received. The Ghana School of Law conducted entrance examination for 1,826 applicants out of which 128 law students have been admitted for the 2019/2020 academic year. In order to have credible lawyers, law firms and chambers in delivery of justice, the Council issued licenses to 3,126 lawyers, 847 law firms and registered 37 chambers.

34.3. Reforms Undertaken

The Ministry introduced an Electronic Case Management Systems (ECMS) with Defined Operational Procedures Developed and Implemented. This project is currently rolling under the funding of USAID.

Communication and Coordination Framework with Information Sharing Mechanism had also been developed by the Ministry and currently, is expected to be implemented under the 2nd phase of the project implementation stage

The Ministry ensured that Staff and Institutions were trained and sensitized on the following to enable them adopt Reforms that were been made by the Ministry:

- Change Management and its strategy that had been developed.
- Standard Operating Procedures (SOPs). Currently, the individual components of the Training Plans are yet to be comprehensively implemented across the Institutions.

The Ministry has ensured that Institutional Standards to Support New Systems and Procedures has been Formulated and Implemented.

34.4. Sustainable Development Goal

The Ministry and its sector Departments and Agencies focused on Goals 16 and 17.

Under Goal 16 *“access to justice for all and build effective, accountable and inclusive institutions at all levels”* the Ministry undertook the following activities:

- The Special Prosecutor’s Office was established and operationalized, of which thirteen (13) corruption cases were received and 15% of those cases initiated.
- The Office of the Attorney-General received ten (10) corrupt cases and 30% of those cases had been initiated.
- The Right to Information Bill was passed into law and gazette as Right to Information Act, 2019 (Act 989).
- Three Hundred and Eleven (311) lawyers were called to the Bar during the period under review and Three Thousand, Two Hundred and Forty (3,240) cases were resolved out of Six Thousand, Five Hundred and Sixty- Nine (6,569) cases that were received.
- The Conduct of Public Officer’s Bill underwent first reading in Parliament in June 2019 and has since been referred to parliamentary select committee on constitutional legal and parliamentary affairs for consideration

The Ministry is expected to meet **Goal 17** *“To strengthen the means of implementation and revitalize the Global Partnership for sustainable development”* by the year 2030. Meanwhile, the Companies Act has passed into law and gazette as Companies Act, 2019 (Act 992) under this goal.

34.5. Financial Performance

SOURCE	APPROVED BUDGET (GHC)	ACTUAL RECEIPTS (GHC)	ACTUAL EXPENDITURE (GHC)	VARIANCE (GHC)
GoG				
Compensation of Employees	79,328,095	73,440,430.04	73,177,416.12	5,887,664.97
Use of Goods & Services	5,802,133.00		4,956,488.66	824,025.61
CAPEX	5,328,011.00		2,416,184.21	2,911,826.79
IGF	31,327,918.00	21,365,319.44	27,129,386.69	9,962,598.56
TOTAL	121,786,157	102,200,041.08	107,679,475.68	19,586,115.93

34.6. Challenges

• Inadequate Budget Provision

The inadequate budget allocation is at the pinnacle of the challenges the Ministry and its sector agencies encountered in implementing its programmes and activities in 2019. More so, even when budget allocation was approved, it sometimes is cut by the Ministry of Finance in the course of the year. These issues, notwithstanding, a simple request for release of funds to undertake budgeted programmes is often associated with delays and bureaucratic bottlenecks. This slows down the implementation of action plans in the sector.

• Inadequate Staffing

The limited number of legal and administrative staff in the sector is dire. The non-replacement of staff who exits the Ministry because of deaths, resignations, retirement and postings has greatly affected the Ministry in the delivery of its mandate especially in the Regional offices. This has increased the workload on staff, particularly Attorneys.

However, the Ministry has not been able to get financial clearance to recruit more Attorneys and administrative staff especially for the offices in the newly created Regions.

• Inadequate Training on the Job

Inadequate training for Attorneys and other staff denied the sector of the human capacity needed to increase the efficiency and effectiveness of the sector. The budget of the sector cannot support

regular training of staff leading to dependence on other public agencies. However, there is the need for continuous professional development; training and in-house legal education for all lawyers within the legal sector in areas that are germane to the work of the Ministry such as oil and gas, human rights, etc. cannot be overemphasized.

- **Limited Office Space**

The sector has varying degrees of office accommodation challenges countrywide. The sector is struggling with limited office space, which has resulted in overcrowding of both administrative and legal staff in some of the offices and congestion in the registries. The building, which should be accommodating the Ministry and other legal sector institutions (Legal Aid Commission, Law Reform Commission) in Accra, the Law House, has been under construction since the year 2000. The situation is not different from the Regional offices. The Office of the Attorney-General (OAG) for instance, does not have its own buildings in the regions except in the Northern and Central regions. The staff members of the OAG in the remaining Regions operate from offices allocated by the Regional Co-Coordinating Council. The Ministry has no offices in the newly created regions. Like the residential accommodation, some of the offices are in a deplorable state due to lack of renovation over the years.

- **Inadequate Office Equipment and Logistics**

There is also inadequate provision of basic IT infrastructure, equipment and logistics such as computers, printers, scanners, photocopy machines and vehicles; the few available are old and inefficient which made it difficult to carry out assignments expeditiously. Not all the Regional offices of the Attorney-General and Ministry of Justice have adequate basic office equipment such as office furniture, computers, scanners, air-conditioners, printers among others to work with. In terms of technology, lack of IT support services results in delays in resolving technology hiccups and this adversely affects work delivery. There is irregular update of the antivirus software on the desktop computers, resulting in occasional data loss, freezing of computers and slow performance of the computers to execute commands. In addition, there is the need to improve internet connectivity.

- **Lack of Legal Resource Materials**

Although wide-ranging structural reforms have led to some improvement, the Law School is unable to increase intake of students for the professional law course due to inadequate facilities. The Ministry is also unable to keep electronic versions of existing laws. The situation delays the dissemination of information to the public and limits the ability of the Ministry to conduct research quickly. The manual filing system currently in use in the Registries makes retrieval of files very difficult. Lack of a well-stocked library facility for research also poses a serious challenge to the Ministry and its agencies. There are very few copies of the Ghana Law Reports (GLR) and the Supreme Court of Ghana Law Reports (SCGLR) in the library even though these are essential working tools of Attorneys.

- **Lack of Residential Accommodation**

The sector also has the major challenge of lack of residential accommodation for staff. The few available residential buildings have not been renovated in several years and are in a deplorable state. The situation is worse in the regions as a limited number of staff; particularly Attorneys have official residential accommodation. The staff accommodation provided for the sector is woefully inadequate; in Greater Accra, majority of staff are compelled to live in self-rented apartments, and this makes posting to the regions unattractive. This problem is now compounded with the creation of the new regions.

34.7. Forward Look

- **Office of the Attorney-General**

The Office of the Attorney General will;

- Continue to work diligently for the promotion of the rule of law to deepen democratic culture in the country.
- Continue to provide legal advice to the government, represent the State in court, prosecute all criminal offences and provide access to legal service for the indigent.
- Review 120 agreements and contracts of MDAs and MMDAs, as well as resolve and respond to about 200 petitions that will be received.
- Provide at least 120 legal opinions/advice referred to the Office.
- Recruit 50 Attorneys with effect from May, 2020 to augment the existing staff strength at the Office of the Attorney-General.
- Draft at least 20 pieces of substantive legislation and 200 pieces of subsidiary legislation in 2020.

- **Management and Administration**

The Ministry plans to;

- Continue with the construction of the Law House project to ease the problem of acute office accommodation in Accra.
- Conduct and publish a research on the “Implications of the Current Policy in Accessing Professional Legal Education” and hold a stakeholder workshop on the research findings and its recommendations of the previous research conducted.
- Implement its Sexual Harassment Policy (SHP) in 2020.

- Strengthen its monitoring and evaluation exercises to ensure an effective and efficient implementation of programmes and activities.
- **The Council for Law Reporting** intends to publish 700 copies of 2016-2017 volume 2 Ghana Law Reports and publish 700 copies of [2018-2019] volume 1 Ghana Law Reports.
- **The Legal Aid Commission** anticipates representing at least 900 clients in litigation. In addition, the Commission intends to successfully resolve 6,570 ADR cases. The Office will also open at least six (6) District offices across the country to enhance legal aid delivery to the indigent and vulnerable. The Commission will organise sensitization programmes on radio and televisions to create awareness on how to access its services and encourage the public to seek redress using alternative dispute resolution.
- **Law Reform Commission** intends to work on unfair contract. The Commission sought financial clearance from the Ministry of Finance to recruit five (5) lawyers; effective mid-year 2020 to augment the existing staff strength at the Commission to significantly address the issue of inadequate staffing in the head office as well as the regions.
- **Copyright Office** expects to organize fifteen (15) public education programmes on copyright and related rights in the print and electronic media. The Office also plans undertaking thirteen (13) copyright education programmes in educational institutions and also hopes to conduct five (5) Anti-piracy exercises nationwide. The Office intends to register 1,000 copies of copyright works.
- **Registrar-General's Department (RGD)** intends to register 95,000 businesses, 2,800 marriages, 1,700 trademarks and generate GH¢ 111,994,789.36. The Department also looks forward to have offices in the Eastern and Bono Regions. The Department will also complete the Kumasi office-building project which is about 95% complete. The Department will undertake several sensitization programmes on radio, television and the in the dailies to educate the public on the ease way to register business than to use a third party to register a business.
- **Economic and Organised Crime Office (EOCO)** anticipates investigating about 400 cases and prosecuting 45 out of that; and securing 10 convictions. Given adequate funding, it is expected that the EOCO forensic laboratory will be equipped. The Office intends to set-up an asset-tracking unit and equip it with asset tracking devices. The Office will embark on educational programmes in second cycle institutions to educate the youth to desist from money laundering and gaming activities.
- **The General Legal Council (Ghana School of Law)** in 2020 is expected to call 416 lawyers to the Bar. The council also anticipates that 85 cases will be disposed of in 2020 through disciplinary measures against lawyers and conduct entrance exams for 2,000 law students.

35.0. OFFICE OF THE HEAD OF THE CIVIL SERVICE

The Office of the Head of the Civil Service (OHCS) exists to ensure Ministries, Departments and Agencies (MDAs) are optimally structured, adequately staffed with the right skills mix and technical expertise to provide policy advice to Ghana's political leadership to facilitate good governance and accelerated national development. Its vision is to be a modernised client-sensitive public organization, providing world-class services and policy advice to government and the entire citizenry.

Head of Civil Service - Nana Kwasi Agyekum-Dwamena

Chief Director - G. J. Brocke

35.1. Departments and Training Institutions

Departments

- Public Records and Archives Administration Department (PRAAD)
- Management Services Department (MSD)
- Procurement and Supply Chain Management Department of Departments (PSCMD)

Training Institutions

- Civil Service Training Centre (CSTC)
- Government Secretarial School (GSS)
- Institute of Technical Supervision (ITS)

35.2. Sector Achievements

A. Implementation of OHCS Component of Public Sector Reform for Results Project

The OHCS facilitated the development and review of the Terms of Reference (TOR) and Proposals for nine (9) activities and submitted it to the Office of the Senior Minister (OSM). OHCS received approval for the activities however; the following three (3) were implemented:

- Monitor performance of Ministries and Departments
- Review and update performance agreement guidelines and templates and staff performance appraisal instruments
- Award for Best Performing Chief Director/HOD, Directors and Staff of the Civil Service. Establish criteria for semi-annual Performance Awards

B. Conduct of Staffing Gap analysis for 36 Ministries and its Departments

The Office conducted a staffing gap analysis to examine and evaluate the staffing requirements of Ministries and Departments. The objective of the exercise was to engage Human Resource



Managers for their inputs towards the development of a comprehensive short-term recruitment plan for the Civil Service. Subsequent to the above, the Office invited Human Resource (HR) Directors of Ministries and Departments for their inputs towards the aforementioned plan from 25th February to 1st March, 2019.

Out of the gap analysis conducted for thirty (30) Ministries and their Departments, four (4) individual Departments and six (6) extra ministerial organizations, the total staffing requirements needed for the Civil Service was Five Hundred and Ninety-Six (596) in various professions. The final report has been submitted to management and a request made to the Ministry of Finance for Financial Clearance to recruit officers to fill the staffing deficit.

C. Production of the 2018 Annual Performance Report on the Civil Service

It is mandatory by the Civil Service Act, 1993, (Act 327) for the Head of the Civil Service to report on the Administrative Performance of the Civil Service. This has necessitated the publication of the 2018 Civil Service Annual Performance Report. Seventy (70) copies of the 2018 Report was published with copies distributed to the Presidency and other key stakeholders. Soft Copy of the Report was uploaded unto the OHCS Website.

D. Deployment of the OHCS HR Database in some selected Ministries and Departments

The objective for embarking on this exercise is to deploy a centralized Human Resource Database for MDs to update their personnel records from the various Institutions.

The first step OHCS took in its quest to achieve this target was to test the internet protocols (IP) of all the thirteen (13) MDs being piloted. The training of twenty-six (26) officers nominated by the thirteen (13) MDs followed this. A training assessment was then carried out again for the trained officers to enable the office get feedback on the impact of the training carried out. Piloted institutions were reminded to update the personal information of their staff as prescribed by OHCS onto the OHCS HR Database. It is the hope that the success of the exercise would serve as a basis for yearly rollout to MDs until the system is fully deployed to all M&Ds.

E. Digitization of Graduate Entry Exams into the Ghana Civil Service

In a bid to make recruitments into the Civil Service more systematic and scientific and order select the most suitable applicants for consideration to fill existing vacancies, the OHCS procured services of firms to develop e-application system for some phases of the recruitment process. This e-application system was in two parts; one for applicants applying for jobs in the Ghana Civil Service and the other specifically designed to register applicants for the Graduate Entry Exams.



Two hundred and eighty (280) candidates successfully submitted applications through the on-line portal and were sent short message notifications to verify their data on the platform.

As part of the operationalization of the on-line recruitment exercise, Seven Thousand, One Hundred and Ninety-Six (7,196) were messaged through the e-application system to verify their data and to confirm participation in the Graduate Entry Examinations. Four Thousand, Eight Hundred and Ninety (4,890) applicants verified and confirmed their participation. The Online Graduate Entrance Examinations were held from 13th to 16th August, 2019.

F. Facilitate the Strengthening of the OHCS/Civil Service Bureaucracy Lab

The OHCS in partnership with academic researchers from University of Oxford, University College London and the World Bank's Development Economics Research Group have been conducting baseline surveys since 2015 as part of on-going efforts to support evidence-based approach to management and reforms in the Ghana Civil Service. To support the development of research and analysis capacity within OHCS, there was the proposal for the establishment of a Bureaucracy Lab.

The Bureaucracy Lab Ghana seeks to support OHCS to;

- Build a more sustainable platform for data collection and mining on all aspects of the Civil Service and a data management system that integrates this into Personnel Management Systems.
- Increase internal capacity for data analysis and problem-driven research within OHCS.
- Maximize access to learning and capacity building initiatives, strengthening OHCS's capacity to track personnel practices such as the quality of management at the division level.

During the year under review, the OHCS collaborated with researchers from University of Oxford, World Bank and International Growth Centre to organise a bureaucracy lab workshop with key stakeholders on the 16th October, 2019 at CSTC. The meeting discussed possible ways of establishing the Bureaucracy Lab at the Office of the Head of Civil Service out of which a committee was constituted and a concept paper developed outlining the next steps for the Lab.

35.3. Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GoG				
	Compensation of Employees	11,597,445	13,004,880.20	13,004,880.20	
	Use of Goods & Services	5,024,000	5,023,999.92	5,023,999.92	
	CAPEX	950,000	725,000	725, 000	225,000
2	IGF	2,469,387	1,778,605.69	1,778,605.69	690,781.31
3	DEV'T PARTNERS				
	DANIDA				
	JICA				
	World Bank				
	TOTAL	20,040,832	20,532,486	14,783,485.89	915,781

35.4. Challenges

➤ Training

The training schools of the OHCS are faced with some challenges, which hamper their delivery of effective and efficient training. These include:

- **Unmet training target**

It was the view of OHCS that the Scheme of Service (SoS training was to be funded solely by the Government of Ghana for which reason CSTC was requested to refrain from inviting Ministries and Departments to sponsor officers on SoS courses. Consequently, invitations were sent out for training in Competency-Based Courses; much as twenty-nine (29) of these courses were organized, the total number of participants was very low as compared to attendance for SoS. This development slowed down training activities, which ultimately affected the delivery of achievement of set targets in the year under review. In view of this, the Centre had to review its targets downwards from 2,500 to 1,500 during the Mid-year review.

- **Missing middle level trainers**

During the year, two Senior Training Officers exited. Per the establishment levels, nine (9) Senior Training Officers must be assigned to the Centre; conversely, the Institution is currently functioning with two (2). There is need for Middle Level Training Officers (Senior/Principal Training Officers) to be recruited for operational excellence.

- **Delayed commencement of training programmes**

The late start of the Pre-Promotion Assessment Exercises resulted in the participants' inability to carry out their Action Plans before attending their promotion interview. On some occasions, officers had to attend the promotion interview while on the course. Additionally, quite a number of officers who did not access the pre-promotion course were invited to attend the promotion exercise. Such practice has the potential of devaluing the gains been made through this strategic intervention by OHCS and the Government of Ghana.

- **Unstructured staff development in the Service**

Trends analysis of training for Civil Servants captured in the data of CSTC, reveals the absence of strategy and coordination in employee development. The haphazard nature of training accessed by personnel in the Service has resulted in lack of professionalism and inefficiencies in service delivery.

➤ **Transport**

Currently, the OHCS has (20) twenty vehicles. The unit has secured approval for the servicing of some of the official vehicles that were not functional, but lack of funds made it impossible to fix these vehicles. The Government Secretariat lacks Official Vehicle for the Principal, Accra, and five (5) Vehicles for the Assistant Principals in the Regions including buses to convey students during field/educational trips.

➤ **Finance**

The insufficient/late release of budgetary allocation led to the inability of the OHCS to carry out key programmed activities.

➤ **Inadequate Office Supplies and Space**

Following the Directive by Management that all trainings should be held at the Civil Service Training Centre (CSTC), it has become necessary the OHCS procures laptops/ computers for the schools. The training schools, especially CSTC lacks a fully equipped computer laboratory for trainings as most of their Personal Computers are faulty. Desktop computers of most of the participating officers had to be moved to the OHCS Conference room for the training because of the limited number of computers available for training at the CSTC. This situation caused many inconveniences to the participants and the IT /IM Officers who had to move the computers.

The office occasionally run short of stationery, which sometimes affected officers' ability to function and this delayed the achievement of assignments.

The environment in which some staff of the Directorate works is very poor. Though in the course of the year, office furniture for some Officers were changed, quite a number of officers continued to use poor furniture since they were not affected by the change. The RSIMD needs two (2) additional fully furnished Offices to resolve the issue of overcrowding.

➤ **Information Technology Challenges**

The issue of limited internet and intranet access affected the proper functioning/ operation of the E-Workspace platform. The challenge of accessing the GIFMIS platform was also due to unreliable internet connectivity. Throughout the year, the Office faced challenges with the E-Workspace and internet services provided by the National Information Technology Agency (NITA). The RSIMDs attention was drawn to the fact that NITA had stopped using the E-Workspace and was currently deploying the Office 365.

➤ **Administrative Challenges**

Due to the unavailability of vacancies in the MDs, new entrants were posted to the Management Unit of the Procurement and Supply Chain Management Department. This would need to be rectified going forward.

Delays in submission of reports such as Training Reports, Chief Directors' Self-Assessment Reports, Directors' Performance Agreement signing and evaluation reports, Staff Performance Appraisal Reports among others from the Sector Ministries caused delays and the inability of the various Directorates to produce composite reports on time for management to make informed decisions.

There was also shortage of some Schemes of Service handbooks at the OHCS Client Service Unit since some of the documents were still under review.

➤ **Regulatory and Legal Framework**

Since the enactment of the Act 535, the Public Records and Archives Administration Department has not been able to develop Regulations for the implementation of the Act. The Development of the Regulation will help to attain the national development objectives of promoting Transparent, Responsive and Accountable Governance.

➤ **Automation of Records Office Procedures**

The situational analysis of Public Records and Archives Administration Department of Ghana is losing the collective memory of its past because of the gradual decay of the existing archival holdings. Even though the Department is currently undertaking a digitization project, so far out of the estimated figure of 52,468,002 of Archival Holdings, only 1,500,000 sheets of Archival Holdings have been digitized. The project is however ongoing.

➤ **Estate Challenges**

CSTC does not have an establishment level for artisans. Considering the nature and extent of facility usage, the absence of an artisanal maintenance team to execute minor but urgent remedial works is not only creating lack of standardization and uniformity in delivery of works but also resulting in delays in executing minor but urgent works.

The Block A, (CSTC) which happens to be the first facility of the Centre, has undergone several maintenance works at a high cost but will need to embark on a major renovation. Currently, the Centre is not in the position to bear that cost.

The Government Secretarial School is in dire need of Hostels in Kumasi and Tamale, and renovation of hostels and dining halls in GSS Sekondi and GSS Koforidua. The school also need Land Titles for GSS Sekondi, GSS Ho, GSS Koforidua to enable them deal with trespassers on the school lands, especially in Kumasi.

35.5. Forward Look

• **Human Resource Management**

The OHCS under this broad programme, will continue to process the requests from civil servants in relation to the various human resource facilities such as recruitments, postings, promotions, discipline and exiting of staff from the Service as well as the under listed:

- Digitize promotion interviews in the Civil Service
- Develop a proposal on the digitization of promotion interviews in the Civil Service
- Develop online Pre-Promotion Examination
- Develop and operationalize succession planning regime in the Civil Service
- Organize sensitisation forum for managers officers on HR issues
- Review of Programme /Planning classes
- Timely payment of pensions for retiring staff in the Civil Service
- Develop administrative steps and processes to assist potential retirees.

The office will again develop and maintain a comprehensive Data system on the Training profile of Civil Servants and the on-going review of training programmes that ensures effectiveness and efficiency will be sustained for the conduct of systematic training and skills acquisition consistent with the needs of the Service.

OHCS in collaboration with CSTC, ITS, GSS and other relevant institutions will continue to pursue the agenda leading to the merger of the three (3) schools.

The OHCS will continue to operationalize the Performance Management System for the Civil Service to enhance organizational productivity and achievement of sector targets through effective goal setting and performance measurements. To achieve this, the office will:

- Evaluate of 2019 Chief Directors' (CD) Performance Agreement
- Facilitate the implementation of 2020 Chief Directors' Performance Agreements
- Roll out the implementation of 2020 Performance Agreements for Heads of Department/Directors
- Monitor the implementation of OHCS 2018-2021 (SMTDP)
- Ensure compliance with the OHCS Budget Performance Management

The Office in collaboration with the RSIMD would hold a stakeholders meeting with the Kofi Annan ICT Training Centre (KAITC) to streamline training needs of the IT/IM Officers in the Civil Service.

• **Records Management**

The Public Records and Archives Administrative Department will preserve Ghana's collective memory, by facilitating and overseeing the efficient management of records of all public institutions using competent staff and modern technology. This will help improve transparency and public access to public. Specifically, PRAAD will in 2020:

- Monitor and & evaluate records management system in public institutions to ensure that public offices follow good record practices.
- Dispose of scheduled records in the National Records Centre and public institutions to effectively manage the Semi-Current Records.
- Facilitate the retrieval of Government of Ghana (GoG) contracts.
- Organise two public archives exhibitions.
- Continue with the digitization of public records.

- **Management Services**

The MSD which offers management consultancy services to public sector organisations with the view of ensuring that they are well structured with reviewed work processes for improved service delivery hopes to undertake the following activities and projects in 2020;

- Develop, review and finalize Schemes of Service.
- Review Service Charters.
- Conduct Job Inspections, Management Reviews and develop Establishment Schedules for public sector organizations.
- Publicize the role of MSD in Public Sector improvement and expansion.

- **Procurement Management**

The PSCMD will continue the roll out of actions to develop systems, design plans and programmes towards harmonising the process of procurement and supply chain management in the Civil Service. In 2020, the Department hopes to undertake the following activities and projects:

- Monitor procurement activities in thirty-one Departments and Ministries
- Organise 8th Annual Procurement and Supply Chain Summit
- Train all two hundred and twenty-six (226) Procurement Class Officers in the Civil Service.

- **Reforms Coordination**

In the area of Reforms Coordination, the OHCS, in 2020 will undertake the following:

- Complete the implementation of the activities for the Review of the Civil Service Act, 1993 (PNDCL 327) and Interim Regulations of 1960, LI 47;
- Coordinate the implementation of NACAP Activities in OHCS
- Review the Civil Service Code of Conduct
- Prepare and submit the 2019 Civil Service Annual Performance Report to the Presidency by 1st quarter of 2020.
- Facilitate the implementation of the 2020 component of the PSRRP project for OHCS.
- Facilitate the relocation of the remaining institutions affected by the Marine Drive Project to Ghana House.
- Facilitate the 2020 Annual Civil Service Week and Awards Night by 3rd quarter of 2020.
- Facilitate the appointment, inauguration and meetings of the Civil Service Reform Committee.
- Commence the operationalization of the Ghana Civil Service Bureaucracy lab.

36.0. OFFICE OF GOVERNMENT MACHINERY

The Office of the President exists to provide accountable, transparent and quality technical and administrative services to the Presidency and stakeholders, for the attainment of Government's development agenda of improving the quality of life of Ghanaians through rigorous policy formulation and effective programme implementation.

The Political and Bureaucratic Heads of the Office were:

- | | | |
|-------------------------|---|------------------------------|
| • Chief of Staff | - | Hon. Akosua Frema Opare Osei |
| • Deputy Chief of Staff | - | Hon. John Abu Jinapo |
| | | Hon. Francis Assenso-Boakye |
| • Ag. Chief Director | - | Mr. H. M Wood |

36.1. Departments and Agencies

Civil Service Departments

- Office of the President (OoP)
- Scholarships Secretariat (SS)
- Council of State (CoS)
- State Protocol Department (SPD)
- Office of the Administrator-General (OAG)

Sub-vented Agencies

- State Interests & Governance Authority (SIGA)
- Ghana Investment Promotion Centre (GIPC)
- Internal Audit Agency (IAA)
- National Population Council (NPC)
- Ghana AIDS Commission (GAC)
- Microfinance and Small Loans Centre (MASLOC)
- Millennium Development Authority (MiDA)

36.2. Sector Achievements

A. Cabinet Secretariat

The Cabinet Secretariat organized twenty-five (25) Cabinet meetings, with two hundred and seventy-four (274) decisions prepared and conveyed to the MDAs. The Secretariat received one hundred and forty-two (142) Cabinet Memo from Ministries out of which one hundred and thirty-five (135) were reviewed for Cabinet's consideration. The Secretariat organized forty-one (41) committee meetings and four (4) National Security meetings. Three (3) cycles monitoring visits were conducted to all MDAs.

B. Update of Fixed Assets Register

A new and comprehensive Fixed Asset Register was compiled for the Office of the President. Ninety percent (90%) of assets were embossed and the Asset Register was updated as and when new assets were procured. Besides, inventory of office furniture, equipment and other interior accessories at the Jubilee House, Vice President Annex and Kanda No. 1 was completed.

C. Renovate and Maintain State/Presidential Facilities

As part of efforts to coordinate maintenance of facilities of the Presidency and maximize the use of available resources, a draft Maintenance Manual was prepared and submitted to Management for review and adoption. Renovation of the Peduase Lodge (Phase II) was about 95% completed.

D. Monitoring and Evaluation of Sector Projects and Programmes

The Office undertook monthly and quarterly tracking of Chief Director's deliverables and planned activities; and collection and collation of inputs from Cost Centres and Agencies. It also embarked on two monitoring visits to all Agencies to monitor and evaluate the progress of implementation of the respective Programmes and Projects. This was done to ensure the Chief of Staff and Chief Director was updated on the performance of the various Cost Centres/Agencies.

E. 2019 OGM Budget Implementation

The implementation of the 2019 OGM budget, which includes cash allotment and dissemination to Agencies and Cost Centres was closely monitored. The Budget Unit facilitated the quarterly processing and releases of compensation of employees and goods and services by the Ministry of Finance. The Unit also delivered presentation on behalf of OGM Agencies and Cost Centre's at the 2020 Budget Hearings and defended the 2020 OGM Budget.

F. State Protocol Department (SPD)

The State Protocol Department assisted in the hosting of fourteen (14) Heads of States and Governments from Jordan, Suriname, Norway, Niger, Nigeria, Rwanda, the ECOWAS Summit (Togo, Benin, Burkina Faso and Ivory Coast), Prime Minister of Barbados, Chinese Vice Premier, Prime Minister of Italy and the President of South Africa.

The State Protocol Department facilitated five (5) sessions for the presentation of letters of credence to H.E the President by Ambassadors and High Commissioners from Egypt, USA, Turkey, Vietnam, Saudi Arabia, Malta, Bulgaria, Burundi, Switzerland, Botswana, New Zealand, Pakistan, Morocco, Finland, Belarus, Surinam, Gambia, Kuwait, Poland, Belgium, Trinidad & Tobago.

36.3. Reforms

- **Restructuring of the IAA and Internal Audit Function**

The Internal Audit Agency is pursuing the restructuring of the IAA and public sector internal audit function. The objective of the restructuring is to strengthen the Internal Audit Agency and IAUs, and align the internal audit function to support national financial priorities and strategies set by the Ministry of Finance. The restructuring follows the statement made by the Hon. Minister for Finance to Parliament during the 2018 Mid-Year Budget Review. The restructuring will require an amendment of the Internal Audit Agency Act.

- **Development of Integrated Internal Control Framework**

The Internal Audit Agency completed the development of an Integrated Internal Control Framework (IICF). The IICF ensures that goals and objectives are aligned with, and supporting the mission of the covered entity. The IICF also aims at ensuring effective and efficient operations, reliable, complete and timely financial and management information and compliance with laws and regulations. This framework provides a baseline for internal controls against which Internal Auditors will conduct assessments.

36.4. Financial Performance

	SOURCE	APPROVED BUDGET (GHC)	ACTUAL RECEIPT (GHC)	ACTUAL EXPENDITURE (GHC)	VARIANCE
1.	GoG				
	Compensation of Employees	70,817,815.00	70,708,823.00	70,708,823.00	108,992.00
	Goods & Services	227,785,273.00	276,704,249.35	276,704,249.35	1,081,023.65
	CAPEX	50,275,000.00	49,361,888.67	49,361,888.67	913,111.33
2.	IGF	1,265,377.00	371,500.00	371,500.00	893,877.00
	DEVELOPMENT PARTNERS				
	DANIDA				
3.	JICA				
	World Bank	4,810,000.00			
	TOTAL	400,143,465.00	397,146,461.02	397,146,461.02	2,997,003.98

36.5. Challenges

- **Poor Quality of Cabinet Memoranda submitted**

Some Cabinet Memoranda fell short of the requirements prescribed in the Cabinet Manual. This delayed the presentation of such Memoranda to Cabinet.

- **Delay in signing of the CD's Performance Agreement**

There was delay in the signing of Chief Director's Performance Agreement, which affected the timely submission of inputs by Costs Centres/Directorates/Units for the preparation of the sector AAP and budget reviews.

- **Security**

Security of valuable equipment at the Council of State Secretariat has been a major issue of concern. During the period under review, Management interacted with the security officers at the State house in attempt to enhance security at the Secretariat. Following the discussion, it became necessary to request for support from the Inspector General of Police (IGP). Steps have been duly initiated in that regard.

- **Under-Staffing**

The current staff strength of the State Protocol Department stands at Seven-Six (76). Although the under-staffing situation of the Department has improved, there is still the need for more staff, in particular the ceremonial and transport sections considering the roles these sections play in the entire discharge of Ghana's protocol duties.

- **Inadequate Office Accommodation**

Even though the Office has not yet attained the full compliments of staff, as much as eight (8) officers are put in an office meant for two persons. Currently, the Works Unit of the State Protocol Department has no Office for staff or storage, leaving the personnel and equipment at the mercy of the weather. The issue of understaffing and office space has to be addressed concurrently.

Due to the architectural structure of the Office of the President (Jubilee House) it was difficult locating an office space for the CSU. Management is however, in discussions with AESL to find a suitable location.

Materials for maintenance works were not delivered on time to the Office and sometimes the items delivered did not meet specifications, e.g. plumbing items, painting items, electrical items, carpentry items, masonry items, thus causing delays in rectifying defects. Unstable water supply at the Osu Castle compelled the Office to sometimes call on the Ghana National Fire Service and the Military to provide water for use at the facility.

- **Financial Constraints and Inadequate Logistics**

The late release of funds to the Office of the President, and especially the State Protocol Department affected the smooth running of activities. This problem has over the years impacted negatively on proper planning of events and programmes.

The State Protocol Department relies on the Office of the President to cater for its Capital Expenditure. Again, there had not been proper retooling of the Department leading to serious challenges for personnel who are on the field performing protocol duties. The office needs pool vehicles, SPD vehicles, Presidential Dais, indoor flagpoles and many others to ensure the smooth running of activities.

The Office of the Administrator General also faced Financial and Logistical Constraints; erratic releases of GoG budgetary allocation and Inadequate Technical Staff Mix. These challenges contributed to the slow rate of implementation of some planned activities.

A complete inventory of the assets and properties of the Government does not exist. The size, location, condition and value of these assets and properties are not known. The lack of comprehensive, accurate inventory of the assets and properties of the Government leading to frequent misuse, losses, thefts and other malpractices is reflected in the Auditor-General's annual reports.

- **Regulatory Challenges**

Low compliance with section 52 of the Public Financial Management (PFM) Act, 2016, which mandates Principal Spending Officers to maintain registers of parcels of lands, buildings, Government quarters and offices, furniture, plant and equipment.

The absence of a Legal Framework to establish the Council of State Secretariat affected the staff establishment, and by extension requisite skill mix for effective performance. The Secretariat relies on the Office of the Head of the Civil Service for the recruitment of its staff. There should therefore be an Act to establish the Secretariat.

- **Suspension of Funding**

Pending a decision by the Government of Ghana on the future of the Concession Agreement with PDS, during the 10 weeks following July 30, 2019 when it was suspended, there was no new commitment of Funds for Project Activities with the exception of few cases where MCC gave authorization. This held up progress of work, with the risk that there would be inadequate time to implement some major Investments that are on the Critical Path.

Over the years, huge disparities in salaries (remunerations) have existed between qualified accountants who work in the Internal Audit Class of the Public Service and their counterparts in Controller and Accountant-General's Department (CAGD); the Ghana Revenue Authority (GRA), and the Ghana Audit Service (GAS). Internal Auditors have become demotivated; lack

the confidence and enthusiasm to effectively carry on their professional job of internal auditing. This challenge calls for urgent address.

Insufficient and unpredictable releases of budget allocation usually compelled some of the OGM Agencies to postpone or restrict the implementation of annual planned programmes and activities. Budget releases during the year were far below the appropriation passed by Parliament.

36.6. Forward Look

a) The Scholarships Secretariat will undertake the following:

- Implement two (2) categories of awards, (i.e. the District Level Scholarships Scheme (DLSS) and the Bursary and Thesis Grants) under the local tertiary scholarship awards; to postgraduate students in the Public Tertiary Institutions.
- Intensify the implementation of the District Level Scholarship Scheme.
- Introduce a digital platform for online scholarships application, sensitise MMDCEs and train staff on the newly introduced digital platform.
- A total number of 867 (continuing and new students) in Russia, Algeria, Turkey, Hungary, Morocco, China, Cuba and Germany will continue to benefit under the Bilateral awards.
- The Non-Bilateral awards will cover 636 students.
- The Year Abroad Language Proficiency Programme will support a total of 443 students from the Public Universities and the Ghana Institute of Languages (GIL), as well as 153 from the Colleges of Education institutions.
- Intensify “work-oriented short access courses” to help improve the capacity of workers for nation building.
- Ensure MASLOC projects meet all targets for its key products lines (i.e. Micro Loans; Small Loan; Tricycles; and Vehicles allocations).

b) The Office of the Administrator-General will:

- Carry out with monitoring, verification and updating of Fixed Assets Registers of all Metropolitan, Municipal and District Assemblies in all the Regions.
- Collaborate with the Controller and Accountant General's Department (CAGD) to ensure that all MDAs & MMDAs are brought under the GIFMIS platform.
- Acquire data management software for OAG’s internal use.
- Repair, restore and digitize existing data of State Assets and properties, as well as facilitate the processes to properly document land titles of some selected State vested lands, to mitigate encroachment.
- Organize stakeholder engagements/consultations on the activities of the Office.

c) The IAA will:

- Continue with the restructuring of its Internal Audit Function.
- Train and rollout the Developed Integrated Internal Control Framework (DIICF) to all MDAs and MMDAs.
- Continue with the implementation of the Integrated Control Framework programme supported by GIZ.
- Continue with its monitoring and evaluation of the IAUs by reviewing submitted internal audit reports, follow-up on audit recommendations and its implementation.
- Sensitise Management of 10 MDAs and MMDAs in Enterprise Risk Management (ERM).
- Train 30 selected staff of MDAs and MMDAs on ERM.
- Offer Performance and IT Audit training and On-sight support of 10 MMDAs and 5 MDAs.
- Review 350 Annual Internal Audit Work plans.
- Review 35 Charters expected in 2020.
- Review 400 reports of 184 MDAs and 216 MMDAs.
- Inaugurate 20 Audit Committees.
- Monitor and review the activities of 420 Audit Committees.
- Organize 2 meetings with Heads of IAUs.
- Train 50 Audit Committee members.
- Rollout of the EU Supported programme.

d) The SPD projects to:

- Host fifteen (15) State visits.
- Facilitate the organization of State and State assisted funerals as and when they occur.
- Facilitate thirty (30) external visits and one hundred and fifty (150) internal visits by H. E. the President.
- Coordinate meetings between H. E. the President and visiting dignitaries during the period.
- Organize six (6) Credential sessions for Ambassadors and High Commissioners.
- Assist in the organization of State anniversaries and commemoration of National events such as Independence Anniversary and others.
- Expects to arrange about Seven (7) farewell calls for outgoing Ambassadors and High Commissioners.
- Organize capacity building workshops and training for Twenty-Five (25) staff of State Protocol Department to enhance their performance.
- Assist various MDAs and MMDAs to organize about 100 events.

37.0. OFFICE OF THE SENIOR MINISTER

The Office of the Senior Minister (OSM) was integrated into the Public Sector Reform Secretariat (PSRS), to provide among other things, policy guidelines on public sector reforms and also facilitate the implementation of agreed reform initiatives in the entire public service with the view to ensuring public sector responsiveness in service delivery.

The Political and Bureaucratic Heads of the Ministry were:

- Sector Minister - Hon. Yaw Osafo Maafo
- Minister of State - Hon. Catherine Abelema Afeku
- CEO - Mr. Thomas Kusi Boafo
- Ag. Chief Director - Mr. Samuel Abu-Bonsrah

37.1. Achievements

A. Management and Administration

The Office in attempts to strengthen its operational capacity as well as improve efficiency, productivity and output of staff, undertook some restructuring and improved the workspace of some offices. Cubicles were created in the long room office to provide enough space for new recruits with the view ensuring job satisfaction for staff. The logistics capacity of the Records Units was also strengthened with the provision of ultra-modern cabinets and decongestion and reclassification of files. In addition, some offices were renovated and a kitchenette provided with the view to reducing the inconvenience to staff.

B. Public Sector Reforms

To reverse the decline in institutional quality and management effectiveness of Ghana's public sector, the OSM developed the National Public Sector Reform Strategy (NPSRS), 2018-2023, which was launched for implementation by H.E. the President. The NPSRS, 2018-2023 hinges on six (6) strategic pillars. These are: Citizens and Private Sector-Focused Public Sector; Capable and Disciplined Work Force; Strengthened Public Sector Regulatory Framework; Modernized and Improved Work Conditions; Strengthened Local Governance Structures; and Digitized Public Sector Services and Systems.

The Office initiated actions to implement the National Public Sector Reform Strategy (NPSRS), 2018-2023. Among various activities towards implementing the Strategy was to develop the Public Sector Reform for Results Project (PSRRP) in conjunction with the World Bank to support a partial implementation of the NPSRS, 2018-2023.

C. Public Sector Reform for Result Project (PSRRP), 2019-2024

The OSM fulfilled all the Conditions Precedent to the Effectiveness of the Financing Agreement in respect of an International Development Association (IDA) Credit of US\$35 million approved by the World Bank to the Republic of Ghana for the implementation of the Public Sector Reform for Results Project (PSRRP). Consequently, on May 8, 2019, the PSRRP was declared effective.

The PSRRP is aimed at improving efficiency and accountability in the service delivery of selected services by selected entities through the strengthening of the service culture among the employees of these public sector service delivery entities. It is also to reform the current structures, systems, processes, and internal management functions of the entities to provide modernized and timely services, and to enhance access to these services by leveraging available ICT infrastructure. The PSRRP also intends to re-engineer business processes of the entities to reduce processing and waiting times, enhance service delivery standards, and communicate with citizens and the private sector.

The selected entities refer to the sixteen (16) organizations participating in the project. Participating agencies include the Driver and Vehicle Licensing Authority (DVLA), Passports Office (PO), Ghana Immigration Service (GIS), Environmental Protection Agency (EPA), and Births and Death Registry (BDR).

A proposal for funding the implementation of an E-records & Archives Management Programme under the NPSRS, 2018-2023, has been developed by the Public Records and Archives Administration Department (PRAAD) in collaboration with OSM and forwarded to the Ministry of Finance for their necessary action.

D. Ghana Beyond Aid

The Ghana Beyond Aid Committee organized workshops and meetings to discuss and complete the Ghana Beyond Aid Charter and Strategy document. The Committee continued to receive input/ position papers from academia, civil society and professional bodies towards the drafting of the strategy document in the first quarter of 2019.

The Committee completed the first draft of the Ghana Beyond Aid Charter and Strategy Document in April, 2019. On 1st May, 2019, at the Workers' Day Parade, the President of the Republic, H.E. Nana Addo Dankwah Akufo-Addo out-doored the Draft Ghana Beyond Aid Charter and Strategy Document.

37.2. Reforms

The OSM in fulfilment of its mandate initiated action to facilitate, coordinate and monitor the implementation of the NPSRS. The actual implementation of the reforms objectives is being done by 16 selected agencies with support by the World Bank.

37.3. Sustainable Development Goals

The operation of the Office of the Senior Minister contributes to the realization of SDG 16 which is aimed at promoting peaceful and inclusive societies for sustainable development and building effective, accountable and inclusive institutions at all levels. The indicator to monitor this will be the proportion of population satisfied with their last experience of Public Services.

37.4. Financial Performance

	SOURCE	APPROVED BUDGET (GHS)	ACTUAL RECEIPTS (GHS)	ACTUAL EXPENDITURE (GHS)	VARIANCE (GHS)
1	GOG				
	Compensation of Employees	1,184,957.00	974,267.75	974,267.75	210,689.25
	Use of Goods and Services	1,968,060.00	964,651.00	964,651.00	1,003,409.00
	CAPEX	200,000.00	200,000.00	197,419.28	2,580.72
	Sub Total GOG	3,353,017.00	2,138,918.75	2,136,338.03	1,216,678.97
2	DONOR				
3	Development Partner's				
	DANIDA				
	AFDB				
	World Bank	4,350,000.00	4,350,000.00	180,928.41	4,169,071.59

37.5. Challenges

- **Permanent office accommodation for the OSM:** The Office is housed and operates in two separate buildings, one on the first floor of the Public Services Commission building and the other at the Office of the President Annex. This arrangement adversely affects the smooth running of the Office.
- Inadequate office space for newly posted staff to the office.
- The inadequacy of office equipment such as computers is affecting productivity in the office.

37.6. Forward look

The Office of the Senior Minister will:

- Continue to pursue action towards the implementation of the NPSRS, 2018-2023 through some scheduled activities. The first being to carry out a country-wide education and sensitization campaign on the NPSRS, 2018-2023 and the PSRRP, 2019-2024 targeting MDAs, MMDAs and other state organizations, the private sector; religious organizations; traditional authorities; professional bodies, labour unions, and the general public using workshops and seminars, town hall meetings, panel discussions, educational institutions, durbars, electronic and print media.
- Initiate the implementation of “quick-win” projects and activities under the NPSRS, 2018-2023 and organize a World Bank-led Donors Conference to mobilize resources for the implementation of the Strategy.
- Embark on the organization of a stakeholders’ conference for the preparation of implementation guidelines to mainstream the NPSRS, 2018-2023, into the functional activities of Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs); initiate the implementation of the e-Records Management Project; and organize local and international “Road Shows” to mobilize resources in support of the implementation of the NPSRS, 2018-2023.

The **Ghana Beyond Aid Committee** plans to publicize the Ghana Beyond Aid Agenda further through a series of media campaigns, workshops and quiz competitions. The outlined activities for the year are;

- Consultations in the Central/Western parts of the country (Western, Western North and Central Regions).
- Consultations in the Middle Belt of the country (Bono, Ahafo, Bono East).

- National Level Youth - Focused Consultations to be held in Kumasi.
- Engagement with Media Practitioners (Journalists, Editors, etc.).
- National Launch of the Ghana Beyond Aid Charter and Strategy Document.
- The Ghana Beyond Aid Agenda is expected to be accepted as a binding National document. To achieve this objective, the Charter and Strategy Document will be laid before Parliament to be discussed, reviewed and accepted as a collective national document.

There will be a sensitisation and public education for all beneficiaries of the agenda to have full understanding and this will be done through the printing and distribution of 150,000 copies of the Ghana Beyond Aid strategy document; including printing of copies in various selected local languages, abridged versions. Plans have also been made to organize National Quizzes, Debates and Competitions among Basic, Second Cycle and Tertiary Institutions on Ghana Beyond Aid.

Publicity plans are being made for TV, Radio, Online and Print commercials for one year and the production of 100,000 branded Polo Shirts and other Paraphernalia-Banners, posters, billboards, drama and other forms of creative art tools.

APPENDIX 2: MINISTRIES' STAFF DISTRIBUTION BY SEX

NO.	MINISTRIES	MALE	FEMALE	TOTAL
1	Ministry of Chieftaincy and Religious Affairs	313	257	570
2	Ministry of Communications	47	53	100
3	Ministry of Defence	39	34	73
4	Ministry of Education	76	67	143
5	Ministry of Employment and Labour Relations	56	55	111
6	Ministry of Environment, Science, Technology and Innovation	54	38	92
7	Ministry of Finance	361	229	590
8	Ministry of Fisheries and Aquaculture Development	29	19	48
9	Ministry of Agriculture	610	2101	2711
10	Ministry of Foreign Affairs and Regional Integration	312	359	671
11	Ministry of Health	221	163	384
12	Ministry of Information	18	25	43
13	Ministry of the Interior	34	46	80
14	Office of the Attorney-General and Ministry of Justice	101	79	180
15	Ministry of Aviation	22	21	43
16	Ministry of Lands and Natural Resources	57	57	114
17	Ministry of Local Government and Rural Development	62	68	130
18	Ministry of Energy	92	51	143
19	Ministry of Roads and Highways	37	38	75
20	Ministry of Tourism and Creative Arts	32	46	78
21	Ministry of Trade and Industry	103	104	207
22	Ministry of Transport	37	38	75
23	Ministry of Gender, Children and Social Protection	56	63	119
24	Ministry of Works and Housing	47	49	96
25	Ministry of Youth and Sports	40	43	83
26	Ministry of Business Development	10	3	13
27	Ministry of Sanitation and Water Resources	32	27	59
28	Ministry of Monitoring and Evaluation	11	6	17
29	Ministry of National Security			0
30	Ministry of Parliamentary Affairs	9	4	13
31	Ministry of Planning	13	16	29
32	Ministry of Railways Development	27	16	43
33	Ministry of Regional Reorganization and Development	8	4	12
34	Ministry of Special Development Initiatives	17	13	30
35	Ministry of Inner-City and Zongo Development	14	12	26
	TOTAL	2997	4204	7201

APPENDIX 3: DEPARTMENTS' STAFF DISTRIBUTION BY SEX

NO.	DEPARTMENTS	MALE	FEMALE	TOTAL
1	Department of Birth and Death	173	139	312
2	Department of Community Development	105	76	181
3	Department of Parks and Gardens	100	65	165
4	Controller and Accountant Generals Department	1720	952	2672
5	Department of Chieftaincy	293	231	524
6	Department of Children	34	29	63
7	Department of Social Welfare	370	498	868
8	Department of Women	18	30	48
9	Department of Housing Loan Scheme	4	9	13
10	Rent Control Department	84	59	143
11	Department of Rural Housing	12	6	18
12	Public Works Department	162	36	198
13	Labour Department	212	81	293
14	Department of Factories Inspectorate	52	26	78
15	Department of Cooperatives	141	114	255
16	Department of Feeder Roads	66	26	92
17	Department of Urban Roads	146	53	199
18	Management Services Department	29	23	52
19	Public Records and Archives Administration Department	96	62	158
20	Procurement and Supply Chain Department	5	8	13
21	Information Services Department	600	373	973
22	Registrar Generals Department	83	110	193
23	Bureau of Ghana Languages	18	20	38
24	Office of the Administrator of Stool Lands	171	76	247
25	Department of Town and Country Planning	135	45	180
26	Department of Copyright Office	15	5	20
27	Geological Survey Department	121	37	158
	TOTAL	4965	3189	8154

APPENDIX 4: EXTRA-MINISTERIAL ORGANISATIONS' DISTRIBUTION BY SEX

NO.	EXTRA-MINISTERIAL ORGANISATIONS	MALE	FEMALE	TOTAL
1	Office of Government Machinery	329	216	545
2	Office of Senior Minister	86	84	170
3	Office of the Head of the Civil Service	26	21	47
	TOTAL	441	321	762

APPENDIX 5: STAFF DISTRIBUTION BY SENIOR AND JUNIOR IN MINISTRIES

NO.	MINISTRIES	SENIOR	JUNIOR	TOTAL
1	Ministry of Chieftaincy and Religious Affairs	32	14	46
2	Ministry of Communications	68	32	100
3	Ministry of Defence	60	13	73
4	Ministry of Education	64	53	117
5	Ministry of Employment and Labour Relations	419	318	737
6	Ministry of Environment, Science, Technology and Innovation	72	20	92
7	Ministry of Finance	428	162	590
8	Ministry of Fisheries and Aquaculture Development	29	19	48
9	Ministry of Agriculture	1345	1366	2711
10	Ministry of Foreign Affairs and Regional Integration	524	147	671
11	Ministry of Health	274	110	384
12	Ministry of Information	503	470	973
13	Ministry of the Interior	56	24	80
14	Office of the Attorney-General and Ministry of Justice	81	99	180
15	Ministry of Aviation	36	7	43
16	Ministry of Lands and Natural Resources	96	20	116
17	Ministry of Local Government and Rural Development	93	37	130
18	Ministry of Energy	95	48	143
19	Ministry of Roads and Highways	68	10	78
20	Ministry of Tourism and Creative Arts	63	15	78
21	Ministry of Trade and Industry	155	42	197
22	Ministry of Transport	67	10	77
23	Ministry of Gender, Children and Social Protection	93	26	119
24	Ministry of Works and Housing	67	29	96
25	Ministry of Youth and Sports	58	25	83
26	Ministry of Business Development	4	1	5
27	Ministry of Sanitation and Water Resources	55	4	59
28	Ministry of Monitoring and Evaluation	14	3	17
29	Ministry of National Security			0
30	Ministry of Parliamentary Affairs	11	2	13
31	Ministry of Planning	24	5	29
32	Ministry of Railways Development	31	12	43
33	Ministry of Regional Reorganization and Development	10	2	12
34	Ministry of Special Development Initiatives	15	6	21
35	Ministry of Inner-City and Zongo Development	26	0	26
	TOTAL	5036	3151	8187



APPENDIX 6: STAFF DISTRIBUTION BY SENIOR AND JUNIOR IN DEPARTMENTS

NO.	DEPARTMENTS	SENIOR	JUNIOR	TOTAL
1	Department of Birth and Death	208	104	104
2	Department of Community Development	135	46	46
3	Department of Parks and Gardens	40	125	125
4	Controller and Accountant Generals Department	1947	725	725
5	Department of Chieftaincy	182	341	341
6	Department of Children	39	24	24
7	Department of Social Welfare	456	412	412
8	Department of Women	27	19	19
9	Department of Housing Loan Scheme	6	7	7
10	Rent Control Department	84	59	59
11	Department of Rural Housing	14	4	4
12	Public Works Department	98	100	100
13	Labour Department	122	171	171
14	Department of Factories Inspectorate	61	17	17
15	Department of Cooperatives	111	144	144
16	Department of Feeder Roads	76	16	16
17	Department of Urban Roads	185	94	94
18	Management Services Department	39	13	13
19	Public Records and Archives Administration Department	111	47	47
20	Procurement and Supply Chain Department	13	0	0
21	Information Services Department	503	470	470
22	Registrar Generals Department	147	46	46
23	Bureau of Ghana Languages	23	15	15
24	Office of the Administrator of Stool Lands	119	128	128
25	Department of Town and Country Planning	78	80	80
26	Department of Copyright Office	13	7	7
27	Geological Survey Department	78	80	80
	TOTAL	4915	3294	3294

APPENDIX 7: STAFF DISTRIBUTION BY SENIOR AND JUNIOR IN EXTRA-MINISTERIAL ORGANISATION

NO.	EXTRA-MINISTERIAL ORGANISATIONS	SENIOR	JUNIOR	TOTAL
1	Office of Government Machinery	228	317	545
2	Office of Senior Minister	36	11	47
3	Office of the Head of the Civil Service	322	241	563
	TOTAL	586	569	1155



APPENDIX 8: STAFF DISTRIBUTION BY AGE IN MINISTRIES

NO.	MINISTRIES	20-29	30-39	40-49	50-59	60+	TOTAL
1	Ministry of Chieftaincy and Religious Affairs	3	24	7	12	0	46
2	Ministry of Communications	6	33	30	29	2	100
3	Ministry of Defence	11	26	15	21	0	73
4	Ministry of Education	23	58	30	26	0	137
5	Ministry of Employment and Labour Relations	18	47	25	21	0	111
6	Ministry of Environment, Science, Technology and Innovation	14	36	22	19	1	92
7	Ministry of Finance	52	244	168	124	2	590
8	Ministry of Fisheries and Aquaculture Development	4	16	14	11	1	46
9	Ministry of Agriculture	764	1014	405	520	8	2711
10	Ministry of Foreign Affairs and Regional Integration	140	240	203	88	0	671
11	Ministry of Health	29	148	108	96	0	381
12	Ministry of Information	11	15	11	6	0	43
13	Ministry of the Interior	5	31	25	18	1	80
14	Office of the Attorney-General and Ministry of Justice	18	67	44	50	1	180
15	Ministry of Aviation	12	11	15	5	0	43
16	Ministry of Lands and Natural Resources	9	44	31	30	0	114
17	Ministry of Local Government and Rural Development	9	46	41	35	0	131
18	Ministry of Energy	22	42	40	37	2	143
19	Ministry of Roads and Highways	11	25	21	18	0	75
20	Ministry of Tourism and Creative Arts	13	26	23	15	1	78
21	Ministry of Trade and Industry	29	109	68	63	1	270
22	Ministry of Transport	11	25	21	18	0	75
23	Ministry of Gender, Children and Social Protection	7	35	21	16	0	79
24	Ministry of Works and Housing	16	36	24	18	2	96
25	Ministry of Youth and Sports	16	27	20	19	1	83
26	Ministry of Business Development	6	3	3	1	0	13
27	Ministry of Sanitation and Water Resources	8	26	11	14	0	59
28	Ministry of Monitoring and Evaluation	3	8	6	0	0	17
29	Ministry of National Security						0

NO.	MINISTRIES	20-29	30-39	40-49	50-59	60+	TOTAL
30	Ministry of Parliamentary Affairs	1	4	3	5	0	13
31	Ministry of Planning	4	9	12	4	0	29
32	Ministry of Railways Development	14	16	34	20	1	85
33	Ministry of Regional Reorganization and Development	0	5	5	1	1	12
34	Ministry of Special Development Initiatives	5	14	7	4	0	30
35	Ministry of Inner-City and Zongo Development	8	8	6	3	1	26
	TOTAL	1302	2518	1519	1367	26	6732

APPENDIX 9: STAFF DISTRIBUTION BY AGE IN DEPARTMENTS

NO.	DEPARTMENTS	20-29	30-39	40-49	50-59	60+	TOTAL
1	Department of Birth and Death	19	135	89	51	18	312
2	Department of Community Development	29	83	36	26	7	181
3	Department of Parks and Gardens	3	45	63	50	4	165
4	Controller and Accountant Generals Department	2	503	877	1158	132	2672
5	Department of Chieftaincy	66	183	106	166	6	527
6	Department of Children	5	24	22	12	0	63
7	Department of Social Welfare	77	337	266	184	869	1733
8	Department of Women	6	15	13	13	1	48
9	Department of Housing Loan Scheme	4	2	7	0	0	13
10	Rent Control Department	39	49	43	12	0	143
11	Department of Rural Housing	1	6	3	7	0	17
12	Public Works Department	10	70	71	47	0	198
13	Labour Department	16	81	83	94	3	277
14	Department of Factories Inspectorate	6	10	7	4	0	27
15	Department of Cooperatives	33	106	38	78	0	255
16	Department of Feeder Roads	5	23	23	22	3	76
17	Department of Urban Roads	23	61	62	39	2	187
18	Management Services Department	2	24	16	10	0	52
19	Public Records and Archives Administration Department	32	63	34	29	0	158
20	Procurement and Supply Chain Department	4	9	0	0	0	13
21	Information Services Department	49	406	349	169	0	973
22	Registrar Generals Department	22	95	49	27	0	193
23	Bureau of Ghana Languages	2	11	12	13	0	38
24	Office of the Administrator of Stool	6	80	106	49	6	247



NO.	DEPARTMENTS	20-29	30-39	40-49	50-59	60+	TOTAL
	Lands						
25	Department of Town and Country Planning	6	70	61	38	5	180
26	Department of Copyright Office	2	5	10	0	0	17
27	Geological Survey Department	7	51	43	51	6	158
	TOTAL	476	2547	2489	2349	1062	8923

APPENDIX 10: STAFF DISTRIBUTION BY AGE OF EXTRA-MINISTERIAL ORGANISATIONS

NO.	EXTRA-MINISTERIAL ORGANISATIONS	20-29	30-39	40-49	50-59	60+	TOTAL
1	Office of Government Machinery	29	144	181	188	3	545
2	Office of Senior Minister	10	18	8	11	0	47
3	Office of the Head of the Civil Service	35	78	33	23	1	170
	TOTAL	74	240	222	222	4	762

APPENDIX 11: LIST OF SCHEME OF SERVICE / COMPETENCY BASED TRAINING

No	Scheme of Service / Competency Based Training
1	Accelerated Scheme of Service Training
2	Administrative Management Skills
3	Administrative Instruction for Category 2& 3 allowance in the Public Service
4	Advanced Writing Skills for Executives
5	Appraisal Performance
6	Aquaculture and Technical Extension
7	Aquaculture for African English Speaking Countries
8	Asphalt Material & Pavement
9	Assessing the Impact of Capacity Development Intervention
10	Auditing Human Resource Activities
11	Auditing Payroll

No	Scheme of Service / Competency Based Training
12	Procurement and Supply Chain Management
13	Basic Customer Care Course for Public Servants
14	Basic Monitoring and Evaluation Skills Training
15	Beidou Satellite Navigation System for Maritime Application for Developing Countries
16	Best Practices in File Management
17	Capacity Building in Child Labour Data Analysis
18	Certificate in Practical Treasury Management
19	Certificate in Public Administration.
20	China's Development Experience & Cases
21	Civil Service Training Centre
22	Contract with Labour Clauses: Integrating the Social Dimension into Public Procurement Policies and Practices
23	Data Management & Analysis
24	Defence Management Course
25	Development of Extension Materials
26	Digital Records keeping
27	Digital Records Management Training
28	Digital TV Broadcasting Techniques for developing countries
29	Diploma in Public Administration
30	Education and Technology Education and Fisheries Policy
31	Effective Cleaning Course
32	Effective Driving Techniques
33	Effective Security Techniques
34	Effective Stores Management
35	E-Government Development for Developing Countries
36	Electronic Records Management
37	Empowering Secretaries for Effective Productivity for National Development



No	Scheme of Service / Competency Based Training
38	Evidence- Informed Policy Making
39	Executive Management
40	Fault Detection & Personal Branding
41	FIDIC Contract Training
42	Fish Culture Development
43	Fish Seed Production and Feed Development
44	Fishery Planning and Policies for Developing Countries
45	GAPAM Workshop
46	Gender Responsive Economic Policy Management
47	Geotechnical Engineering
48	Human Resource in the Public Sector
49	Human Resource Management Information System End User Training
50	Human Rights and Security Workshop
51	Hyperon Training
52	Identification of Blackspots
53	Improving the Effectiveness in the Civil Service
54	Induction Training
55	Information Security
56	Innovative/Unique Intersection
57	Institute of Diplomatic Practice and Development Policies
58	Integrity Compliance Tools For the Public Service.
59	Intelligent Transport (ITS) Systems
60	International Documentary Talent for developing countries
61	Introduction of Human Resource Management
62	Investigative & Forensic Audit for internal control
63	IPPD Training
64	IT Audit



No	Scheme of Service / Competency Based Training
65	JICA Counterpart Training for the Development of the West Africa Growth Ring Masterplan
66	Justice Sector Reforms Workshop
67	Leadership and Management
68	Leadership Engagement & Development Programme
69	Lean Fundamentals
70	Linacac Cleaning Services
71	Management of Agriculture Exports and processing
72	Management Paper Records
73	Managing Defence in a Wider Security Context.
74	Mariculture Technology
75	Marine Bio-Acoustic Technology
76	Maritime Security
77	Mastering Project Management
78	Master's in Public Administration
79	MDA Excel Training
80	Mgt. of Public Private Partnerships
81	Migration Data Management
82	Monitoring & Evaluation Results
83	MS Excel Foundation and Intermediate Training
84	Navigating the Ambush Social Media
85	NDPC-M & E Presentation Workshop
86	Organizational Development & Resource Planning
87	Performance Management System
88	Performance Measurement, work ethics, Monitoring and Evaluation
89	Planning for Retirement
90	Policy Analysis Workshop



No	Scheme of Service / Competency Based Training
91	Pre- Retirement Plan
92	Preparedness for new Trends in the Construction Industry
93	Presentation Skills
94	Prince2 /Agile Project Management
95	Processing and Trade of Aquatic Products
96	Procurement Management In Practice
97	Procurement of good& services
98	Professional Client Service Delivery
99	Professional Office Management for Secretaries
100	Project Management
101	Project Management Monitoring and control
102	Project Preparation & Supervision
103	Public Relations Training
104	Qualifying course in English & Mathematics for promotion of typist grades in the Secretarial Class
105	Qualitative Research Methods
106	Radio Broadcasting Techniques for developing countries
107	Records Management & Aspects of Office Admin
108	Refresher Tr. For Security & Estate Officers
109	Regional Consultation on Air Quality, Clean Vehicles &Sustainability Mobility roadmap
110	Regulatory Quality of Service: Planning, Compliance, Monitoring & Enforcement
111	Report Writing and Presentation Skills
112	Revenue Projection Workshop
113	Seminar on Economic and Social Development for Presidential Advisors of African Countries
114	Seminar on Gender and Development for Female Officials from developing countries
115	Seminar on South-South Cooperation and Economic Development



No	Scheme of Service / Competency Based Training
116	Sensitization on Inter-Service/Sectorial Collaboration & Cooperation System(ISCCS)
117	Sensitization Workshop on Preparation of Hand-Over Notes by MDA's & MMDA's
118	Social Protection and Vulnerability
119	State of the Nation Address (SONA)
120	South-South Cooperation and Green Low Carbon Development for Developing Countries
121	Strategic Planning Workshop
122	Strategic Management
123	Supervisory and Office Management
124	Technical Consultation on Preparation of Long Term National Development Plan
125	The Labour Market Information System
126	Theories of National Security for developing countries.
127	Traffic flow& Control
128	Trainer of Trainees Performance Audit
129	Training and International Programme for Development Evaluation Training
130	Training of Trainers
131	Training on Microsoft office applications
132	Transport Modelling and Forecasting
133	Transportation Planning& Development and Management
134	Validation
135	Value -Added Fishery Product Development and Market System Construction
136	WAIFEM
137	Women in ICT

APPENDIX 12: LIST OF ACADEMIC TRAINING PROGRAMMES ATTENDED

No	ACADEMIC TRAINING
1	PhD Theoretical Economics
2	B.A. (Communication Studies)
3	Master's Degree in Urban Development Policy
4	Masters in Gender Equality and Leadership
5	Master of Science Degree in Construction Management and Economics
6	MSc. Harbour, Coastal & Offshore engineering
7	Master's in Industrial Engineering
8	MSc. Water Resources management
9	Master's in Finance and Tax Policy
10	MBA Total Quality Management
11	Master of Research Programme in Public Policy
12	MSC Development Finance
13	Master's in Industry and Trade Policy
14	MA. Investment and Wealth Management
15	MA. Policy Economics
16	Masters in Corporate and Financial Law
17	Master's Degree in Infrastructure Management
18	Master's Degree in International law
19	Master's Degree in Public Policy
20	Master's Degree in Regulation Management for Economic Development
21	PhD Water Resources Management
22	Master's in Agriculture production Chain
23	Master's Degree in Public Management and Public Sector Reforms
24	Master's Degree in Agriculture Economics
25	Master's Degree in Governance, Development and Public Policy
26	Master's Degree in Information Studies



No	ACADEMIC TRAINING
27	Master's Degree in International Relations
28	Master's Degree in Project Management
29	Master's Degree in Project Management Finance and Risk
30	BSc. Information Technology
31	Master's in Public Administration
32	MPhil in Animal Science
33	MPhil in Chieftaincy & Traditional Leadership
34	PHD Business Administration
35	PhD in Development Studies
36	PHD Management Science

APPENDIX 13: LIST OF WORKSHOPS, CONFERENCES AND SEMINARS ATTENDED

No	Workshop, Conferences, Seminars
1	Workshop on the first 10-year implementation plan of the African Union Agenda 2063
2	40th AAPAM Round table Conference (conference)
3	Continues Professional Development on Internal Public Sector Accounting Standards (IPSAS)
4	10th Annual Conference Chairpersons of governing Boards/Council/Chief Director and Chief Executive of the Ghana Public Service
5	3rd Ad hoc Committee Meeting for the Recruitment of the Cashew International Consultative Council (CICC) Executive Secretary
6	2nd Technical Ad hoc Committee Meeting for the Recruitment of the Cashew International Consultative Council (CICC) Executive Secretary
7	UEMOA Round Table Conference
8	UNIDO General Conference – 18th Session
9	ECOWAS Forum for National Trade Facilitation Committees
10	2nd Consultative Workshop on the Development of the Pan-African Quality Policy Holding
11	2nd Strategic Steering Committee – West Africa Competitiveness Programme (WACOMP)
12	Tripartite consultations on the potential for skills partnerships on Migration in West Africa
13	Regional Workshop on Promoting Climate Resilience to Climate Change Finance for Agriculture in West & Central Africa.
14	Academy for International Business Officials (AIBO), Beijing, China
15	Investment and Financial Management of Railway Infrastructure Construction
16	First Inaugural Meeting Of African Continental Free Trade Area (AfCFTA) Council Of Ministers Of Trade
17	African Training Institution International Monetary Fund/Ebene, Mauritius.
18	Macro-Economic Management in Resource Rich Countries.
19	Course on Rainwater Collection & Utilization
20	2019 Annual National Internal Audit and Governance Conference
21	Africa Geospatial Data and Internet Conference
22	2019 International Auditors Conference

No	Workshop, Conferences, Seminars
23	AVIC International Aero Development co-operation, Beijing
24	BILATERAL TRAINING PROGRAM (2019 SEMINAR ON GHANA REGIONAL AVIATION MANAGEMENT)
25	Seminar on Economic Globalization and made in China for Developing Countries
26	Beijing Chinese Language and Culture
27	Chinese Language for Government Officials from Developing Countries
28	2019 Ministerial Workshop for Developing Countries on Policies of Attracting International Investments
29	Course on Treatment & Mgt of Solid Waste
30	PPP Solutions in Infrastructure Construction
31	Seminar for Developing Countries on Policies of attracting International Investment (I)
32	Seminar for Officials on Building Free Trade Zone Under Belt and Road Initiative
33	Seminar on 3D Printing Technology and Development
34	Seminar on Cultural Trade Development
35	Seminar on Manufacture Cooperation for China-Africa and Brics Countries
36	67th WAEC Annual Council Meeting
37	Seminar On Rural New Energies For Developing Countries
38	WTO Workshop on Agriculture for Government Officials from English – Speaking African Countries
39	Joint EU-Ghana EPA Technical Committee Meeting
40	African Association for Public Administration and Management 40th Annual Roundtable Conference
41	Signalling Conference under the AFCFTA Negotiations on Trade in Services
42	Bilateral Training Programme on Public Private Partnership (PPP) Solutions In Infrastructure Construction
43	Early warning against climatic disasters
44	Ethnic Policies and Practices for B&R Countries
45	Ethnic Policies and Practices for Developing Countries

No	Workshop, Conferences, Seminars
46	Flood control and disaster relief techniques and management
47	Seminar on Connectivity and Cooperation of Infrastructure
48	Seminar on Port Logistics Development and cooperation for developing countries
49	Seminar on Seminar on Sports facility Mgt & Maintenance
50	Seminar Comprehensive Rail Transit Planning , Construction and Management
51	Chinese Academy of Tropical and Agricultural Sciences
52	Training Course on Production and Processing Technology of Tropical Fruits And Processing
53	2019 Seminar on Bank and Monetary Management for Developing Countries.
54	2019 Seminar on Construction Planning & Financing Management for Developing Countries.
55	2020 Seminar on Bank and Monetary Management for Developing Countries.
56	2020 Seminar on Construction Planning & Financing Management for Developing Countries.
57	2021 Seminar on Bank and Monetary Management for Developing Countries.
58	2021 Seminar on Construction Planning & Financing Management for Developing Countries.
59	2022 Seminar on Bank and Monetary Management for Developing Countries.
60	2022 Seminar on Construction Planning & Financing Management for Developing Countries.
61	Report on Financial Services for China's Development Assistance Project for B&R Countries
62	"Pan African Commonwealth Heads of Public
63	WAMZ Statutory Meetings
64	International Aid Transparency Initiative's Technical Vision for the Future
65	Competence Development Master Class for Administrator
66	18th United States-Sub-Saharan Trade and Economic Cooperation Forum (AGOA Forum)
67	Cyber Security and Investigation Bureau
68	Cyber Security for Finance Professionals
69	Meeting of the Consultative Competition Committee of the ECOWAS Regional Competition Authority (ERCA)
70	Debt Sustainability Framework In Low Income Countries and IMF Policies (CT 19.01)
71	Stakeholders' Workshop within the Construction, Agriculture and Tourism Sectors

No	Workshop, Conferences, Seminars
72	Study Tour on Sector Skills
73	Technical Meeting of the Dubai Expo 2020 ahead of IPM 2019
74	International Participants Technical Meeting for Thematic District Pavilions - Dubai EXPO 2020
75	2019 International Participants Meeting (IPM) for Expo 2020
76	Durban, South Africa Cooperation Programme
77	Sub-Saharan African Automotive Sector Orientation Workshop and NAACAM Show
78	Monetary Policy
79	African Association for Public Administration & Management- 40th Annual Roundtable Conference
80	World Radio communication Conference
81	Egyptian Agency of Partnership for Development, Egypt
82	Technical Training on Renewable Energy Technologies, Egypt
83	Freshwater Fisheries Research Centre / Chinese Academy of Fishery sciences
84	Fish Seed Production and Feed Development
85	Monitoring and Evaluation
86	Gansu Natural Energy Research Institute/ China
87	36th Session of the Intergovernmental Working Group of Experts on International Standards of Accounting And Reporting (ISAR)
88	Trade Facilitation Workshop
89	WTO Workshop on Import Licensing
90	Hangzhou, China
91	3rd China International Tea Expo
92	Infrastructure in a Market Economy
93	Hunan International Business Vocational College, China
94	Seminar on Highway and Housing Construction for Developing Countries
95	Illinois State University, USA
96	"Economic Intelligence" Professional Training Seminar

No	Workshop, Conferences, Seminars
97	Advanced Methods In Monitoring and Evaluating Training
98	IP3/ Washington
99	Project Management and Implementation
100	88th iZMiR International Fair and iZMiR Business Days
101	Seminar on Quality Safety and Supervision for Developing Countries
102	Seminar on Standardization and Certification & Accreditation for Developing Countries
103	Seminar On Development And Management Of Oil And Gas For Ghana
104	Improving HIV Planning and Resource Tracking
105	WTO Workshop on Fisheries Subsidies for English – Speaking African Countries
106	Knowledge Tree International Institute
107	MS-Excel Foundation and Intermediate Essentials
108	Seminar on Youth Movement Operation & Youth worker Enhancement
109	Korea Trade Investment Promotion Agency
110	Multi-Lateral Development Bank (MDB) Project Plaza 2019
111	Essential Management Skills
112	Finance in the Board Room
113	71st IPAC Annual Conference on Public Transformation and Meaningful Change
114	1st Africa Regional Preparatory meeting for World Standardization Assembly
115	5th Session of the Africa Regional Forum on Sustainable Development
116	7th Annual Humanitarian Symposium on gender dimension of forced displacement in Africa
117	National Academy of Governance, China
118	Seminar on Public Administration for African Countries and African Union
119	National Institute of Solar Energy (NICE), India
120	Technical and Economic Co-operation Training of Master Trainer (ITEC)
121	National Research Fund, South Africa
122	Workshop on the OR Tambo Africa Research Chairs Initiative
123	African Association for Public Administration and Management (AAPAM) Roundtable cover



No	Workshop, Conferences, Seminars
124	ITEC Manpower Information System
125	Ogun State, Nigeria
126	"7-Day International Conference for
127	International Conference for Internal Auditors in all Industrial Sectors in Africa
128	2019 Extractive Industries Transparency Initiative Global Conference
129	French African Economic Summit- Ambition Africa 2019
130	Seminar on Public-Private Partnership (PPP) Solutions in Infrastructure Construction for Ghana
131	Advanced Diplomacy, Protocol and Etiquette Certificate Workshop
132	First UNW to ICAO Ministerial Conference of Tourism and Air Transport In Africa
133	Seminar on Chinese Language and culture for Tourism Officials From Developing Countries
134	"Building Partnership for Strengthening Accountability in the Civil Service in Ghana
135	Seminar on Basic Software Application for African English Speaking Countries
136	Aircraft Accidents Investigation Management
137	International Conference for Applied Meteorology & Climatology
138	2019 Advanced Energy-Saving Technology
139	Environmental Engineering Technology
140	Environmental Technology and Equipment
141	Swiss School of Public Governance in Zurich
142	Certificate of Advanced studies in Pub Governance and Admin
143	United Nations Statistics Division/Department of Statistics - South Africa/European Union
144	Regional training Workshop on the SEEA Experimental Ecosystem Accounting for African Countries
145	Aircraft Accidents Investigation and Response
146	UNWTO General Assembly
147	UNWTO Global Summit on Urban Tourism
148	Assessing and Managing Credit Risk from Contingent Liabilities: A Focus on Government Guarantees



No	Workshop, Conferences, Seminars
149	Debt Sustainability Framework and Medium- Term Debt Management Strategy.
150	West African Health Organization
151	Participation in the ECOWAS Regional Technical One Health Meeting
152	West African Science Service Centre on Climate Change and Adapted Land Use (WASCAL), Accra
153	Water Evaluation and Planning system (WEAP) and Long-range Energy Alternatives Planning system (LEAP)
154	Yokohama, Japan
155	Japan-Africa Business Expo-Tokyo International Conference on African Development (TICAD 7)
156	YPAN Consult
157	Pre-Auditing, Quality Audit Reviews and Value for money audit
158	Zhejiang Nornal University, China
159	Seminar On News Media For African Countries And African Union
160	Aviation Cooperation and Safety Management for Multi-Countries Programme
161	Seminar on Trade and Investment Facilitation and Anti-Monopoly Law Enforcement for Senior Officials of Developing Countries
162	National Forum for validating the VNR report
163	Capacity Development Workshop on the Ghana Macroeconomic Model
164	UNDP, Promotion of Resource Efficiency& Cleaner Production Initiative in Ghana



GHANA CIVIL SERVICE