



**ANNUAL PERFORMANCE REPORT OF THE
CIVIL SERVICE**

THEME: *“Strengthening the Performance
Management Culture in the Civil Service”.*



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FOREWORD

This Annual Performance Report is the 5th official report since the current Civil Service Council was inaugurated in September, 2009. It is in fulfilment of the mandate of the Office of the Head of Civil Service, and in accordance with the Civil Service Act 1993, PNDC LAW 327. This report provides the medium through which the performance of all Civil Service Institutions are critically and holistically assessed to draw useful conclusions towards policy directives; and justification where applicable for improved productivity, as well as the avenue for transparent and accountable governance to the public.

The Civil Service Council being mindful of this enormous responsibility imposed on the Government by the citizenry and in recognition of the strategic role the Civil Service institutions play towards effective and efficient service delivery is committed to ensuring that the Civil Service is always alive and responsive to these core functions, and continues to facilitate the processes for achieving results, which enable citizen's access their needs and their rights.

It is in realization of these deliverables among others that the Civil Service Council proudly identifies itself with this year's theme "**Strengthening the Performance Management Culture in the Civil Service**" which in no uncertain terms drove the spirit and the focus for performance in service delivery during the year under review.

Indeed over the years and through the collective effort of successive Council members, the entire civil service policy focus has been to Strengthen Performance through Capacity and Institutional renewal effort of the Civil Service. The re-introduction and determination in Strengthening the Performance Management Systems and Performance Culture in the Service is therefore well placed and having found expression in the theme; the Council has been working tirelessly in collaboration with relevant stakeholders to actualize its realization through:

- Building and developing the requisite capacity and skills to implement successfully the decentralization and the decoupling processes of the Civil and the Local Government Services and Ministerial re alignments.
- Ensuring a consistent and efficient development of the human capital for a rather compact and complex service vital for effective service delivery, and
- Providing the needed guidance for a continuous and purposeful renewal of the Civil Service to enable it to deliver on its mandate.

Consequently, the reinstatement of the Chief Director's Performance Agreement with the improved mechanisms for monitoring and evaluating performance at the higher level is another

indication of the decision for the Civil Service to rise up to their responsibility. Hopefully this Performance Management Culture would be expanded in the ensuing year; 2014, to include Directors and Heads of Department so that performance in the entire Civil Service would be given the necessary boost. While recognizing the achievements of the Civil Service; the Council is also mindful of the numerous challenges and constraints under which many of the organizations have had to perform during the year.

The effects of the global economic crises, coupled with our internal political and administrative struggles have had a heavy toll on the overall performance of many Civil Service Institutions and Organizations. The challenges of having to deal with protracted presidential election petition in a new political administration had its own effects on the transition period, within which the Civil Servant had to operate. In the face of all these huge financial and administrative challenges, many Civil Service organisations have recorded some modest achievements. To enhance performance further and strengthen institutional capacities within the Service all the necessary steps have been started to regularize and confirm many of the Ag. Chief Directors and appointed new ones to head the various Ministries and also prepare for the appointment of a new head of the Civil Service to continue the good works of the immediate past.

It is important to note that in the face of the many labour agitations that the country witnessed during the year under review, Council is grateful to the Civil and Local Government Staff Association of Ghana (CLOGSAG), for using at all times the most appropriate and acceptable means in seeking interventions and thereby helping to record relatively peaceful labour front in the Civil Service. This in no small way contributed to the successes that the sectors had recorded; and Council is very grateful. It is hopeful that the gains recorded both in performance and interventions for 2013 would be improved in the coming year to accelerate national development and the better Ghana agenda.

I trust that the Civil Service will continue to be serviced by professional civil servants who would remain politically neutral at all times, dedicate, selfless and committed to duty solely to serve mother Ghana.

God bless all of us

DR ROBERT DODOO
CHAIRMAN (CIVIL SERVICE COUNCIL)

MESSAGE FROM THE Ag.HEAD OF CIVIL SERVICE

This Annual Performance Report on the Ghana Civil Service represents the first report to be produced since I took over the administration of the Civil Service in January 2014. The progress being reported on for the year 2013 is, therefore, on the activities undertaken during the period of the administration of my predecessor, Mr W. K. Kemevor, the immediate past Head of the Civil Service. I wish to take this opportunity to acknowledge him for his immense contribution and invaluable service to the Ghana Civil Service.

We are very much aware that 2013 came with several momentous events. Some of these included the swearing in of a new administration of Government, the appointment of Ministers, the creation and realignment of Ministries, H.E. the President's introduction and signing of performance contracts with his Ministers, the long test case of the election petition and the fiscal pressures that saw most MDAs not receiving a significant percentage of their approved budget. I must say that the funding situation, in particular, posed a huge challenge in delivering agreed programmes. That notwithstanding, some successes were recorded by the MDAs and all these have been reported accordingly.

The preparation of this Report has been a collaborative effort, and I take the opportunity to express my appreciation to all the players who contributed to its production; especially to the MDAs who met the deadline for submission of their reports. I wish to encourage all Sector Ministries to consider the writing of the annual reports as a very serious exercise, which, also present the opportunity to enable the organisations tell the public what they have done during the year. The report reflects succinctly the strides that the Service has made in the year under review in exercising its core mandate and oversight responsibilities. It is a decision-making tool for Government towards national development and a reliable reference material for the general public in measuring and assessing government performance.

As the Ag.Head of the Civil Service, I wish to state that I fully share and believe in the relevance of the theme selected for the 2013 Annual Performance Report i.e. “*Strengthening Performance Management Culture in the Civil Service*”. It indeed constitutes one of the key priority areas that I intend paying a great deal of attention to during my term of administration. The theme is also very appropriate, especially in this era of rising expectations from the citizens for better and faster service delivery, and the increasing demand for accountability from public officials. Adhering to the tenants of the theme requires the creation of an environment of deep-seated attitudinal changes on the part of Civil Servants in the performance of their duties. This calls for a reflection on our inner self as we pause to ask ourselves, “what work culture have we adopted in our various MDAs and how much are we doing to reinforce performance in the Service to facilitate holistic national development?” It is in this vein that I reach out to all Chief Directors to

explore pragmatic and innovative measures to further improve service delivery and to project positively the image of the Civil Service.

I look forward to an exciting 2014. I am very confident that with a well-defined mandate and dedication to duty, performance and productivity in the Service would be significantly improved and when we have to account for our stewardship at the end of the year we shall have every reason to rejoice as a Nation.

NANA AGYEKUM DWAMENA
Ag. HEAD OF THE CIVIL SERVICE

EXECUTIVE SUMMARY

Effective performance management is critical for creating a high performance culture which has a focus on service delivery to Stakeholders

The preparation of the Civil Service Annual Performance Report is a statutory requirement which the Head of the Civil Service under the Civil Service Law 1993 PNDCL 327 must comply. It is provided in Section 85 (1) that “within three months after 31st December of each year, the Head of the Civil Service shall prepare an Annual Report giving details of the administration of the Service during the preceding twelve months”.

The objective of the requirement is to provide the Head of the Civil Service the opportunity to provide a comprehensive report on the overall performance of all the Civil Service institutions under its mandate, to His Excellency the President of the Republic of Ghana and other key stakeholders for the purpose of effective and efficient decision making, planning and policy development for accelerated national development.

This 2013 Annual Performance Report, like the previous ones is carefully designed and compiled to meet the mandatory requirement of the Civil Service law, in addition to providing very important information on the overall performance of all the Twenty-Four (24) Ministries and the four (4) extra-Ministerial organisations under the Office of Government Machinery. The report details out issues relating to the sectors Policies; Programmes and Project performance; and Administrative and Manpower Development initiatives. It also captures the various performance targets set by each sector for the year 2013, their achievements and the challenges faced by the sectors while working towards the realization of their goals.

The overall focus for the year 2013 is reflected in the chosen theme for the Report: **“Strengthening Performance Management Culture in the Civil Service”**. Indeed the emerging trend in governance systems; that is the demand for accountability, transparency and the impact of globalization, coupled with technology and information use and management calls for a dynamic Civil Service that has the capacity to meet effectively the changing needs of the modern society and its demands. The constantly rising public expectations for better and speedy service delivery, backed by vibrant and liberalized media environment in no uncertain terms collectively pose unique challenge to the operational capacities that the Civil Service must meet. These problems are also compounded by the declining economic difficulties as a result of the global financial crunch placing serious limitations on programme execution due to limited funds and delays in release of budget allocations.

To address these emerging difficulties and the associated agitations calls for effective and efficient use of limited resources, guided with value for money policy. This means that if the

Civil Service is to meet these complex demands and challenges of the times, it is imperative to adopt performance management and positive work cultural attitude; a system that allows for monitoring and evaluation of performance and a more focused approach to service delivery. Accordingly, the selection of the theme has been informed by the need for the Civil Service to commit itself to modern management strategies that focus on outcomes and performance measurement, innovative human resource styles, prudent financial management and professionalism to hold itself to higher productivity.

The Report is organised in *Six Chapters* as follows: Profile of the Civil Service; Policy Guidelines that informed the Priority Areas of work; Undertakings and Accomplishments of various MDAs; Analysis of the Human Capacity Base that drove operations; Challenges encountered in the course of the work; and the Outlook of the Service for the ensuing year.

Chapter One presents the profile of the Civil Service which includes an overview of the organization and management systems of the Civil Service and the environment within which government business is conducted. The Civil Service currently comprises of Ministries, Departments and Agencies, through which the national development agenda is translated into implementable policies and programmes for the achievement of national goals. It is the major administrative organ of the Executive charged with the formulation of policy options for the consideration of government, monitoring, co-ordination, evaluation and the periodic review of government policies and programmes. The critical role played by the Civil Service in the areas of putting in place effective and strong public administrative machinery and the platform for promoting good governance in the country cannot be downplayed. It also touches on significant number of events in the service witnessed during the course of the year. These include the ushering in of a new government and the initiation of the current ministerial re-alignment and re-designation programmes.

Chapter Two throws light on the National Policy Framework from which all MDAs drew their policies and programmes for implementation. The key policy documents that guided all Civil Service institutions included the Ghana Shared Growth and Development Agenda (GSGDA), the 2013 President's State of the Nation Address, the 2013 Government Economic Policy and Budget Statement and the Sector Medium Term Development Plans (SMTDP). It is important to note that in 2013 the GSGDA, which over the years served as the National Medium-Term Development Policy Framework for the socio-economic development of the country, entered its final year of implementation.

Chapter Three provides a synopsis of the activities undertaken by MDAs for the implementation of their planned programmes and projects. In order to improve the organizational and administrative framework at the Presidency, a memorable event was organized by the Office of the President on 8th July, 2013 when 'The Ministers' Handbook' which the Office had updated

into the 'Code of Ethics for Ministers and Political Appointees', was launched by H.E. the President. The Cabinet Secretariat also facilitated the organization of 13 regular Cabinet Meetings, one Special Cabinet Meeting on the Economy and six Cabinet Committee Meetings. A total of 90 Cabinet Memoranda were considered, out of which 96 Cabinet directives were issued to the respective Ministries.

The Chapter also covers the re-introduction of the Chief Directors' Performance Agreement by the OHCS. Earlier in the year, the OHCS had reviewed the existing templates and guidelines on the document. Thereafter, financial support was obtained from the French Embassy to enable it roll-out the 2013 Performance Agreement for Chief Directors. The process was completed with the successful signing of the Performance Agreements for 2013 with 20 Chief Directors.

In *Chapter Four*, statistics on the Human Capital base of the Service, a very vital component of the Report is presented. The Chapter shows that the staff strength for the entire Civil Service stood at 14,163. This is composed of 8,547 males and 5,616 females. The statistics reveals that, 980 officers attended various training courses and programmes during the year. Out of the figure, 67.6% were males while 32.4% were females. 545 officers also, took part in various capacity building workshops, seminars and conferences and 376 in scheme of service and competency-based training programs. In addition 59 officers pursued various academic training programs in certificate and Masters Degrees.

Chapter Five presents the analysis of key challenges MDAs had to grapple with during the year. These challenges have been classified into issues bordering on Finance, Logistics, Human Resource, Office Accommodation, Legal, Research, Monitoring and Evaluation and Procurement. The principal financial constraints reported were the irregular, late and/or non-release of budgetary allocations which hindered the implementation of most projects and programmes as well as the inadequate provision of logistics (equipment, computers and vehicles) to facilitate operations. In the area of Human Resource, the fundamental challenges include inadequate staff, staff without requisite skills, and delays in staff promotions largely due to the non-availability of funds. Most MDAs also identified a dearth of harmonized research, monitoring and evaluation systems for the effective tracking of the implementation and performance of programmes and projects. Complex procurement processes were identified as a major hindrance in the smooth implementation of MDAs programmes and activities.

Finally, the *Chapter Six* outlines the service-wide outlook for MDAs in the ensuing year. Activities to be undertaken in 2014 include the pursuance of the Performance Agreement System implementation with Chief Directors and the inclusion of Heads of Departments and Line Directors in Ministries, introduction of an Institutional Performance Assessment Tool (IPAT) and the rolling out of the new Staff Performance Appraisal Instrument (SPAI)

The focus of work in 2014 will also include the continuation of the Ministerial Realignment programme to assist the sector Ministries and the Head Offices of the Decentralized Departments

to assign functions, define relationships, communication responsibilities, staffing, logistics/assets and budgets between national, regional and district levels of administration. MDAs will be encouraged to build their staff capacity by deploying the requisite training programmes including Scheme of Service Training Courses to equip Civil Servants with the requisite technical, administrative and managerial skills for effective and efficient service delivery.

In collaboration with its key stakeholders, action would be taken to improve on the work environment within the Ministerial enclave. This will include fencing and gating the enclave to secure and check the entry of unauthorized persons and vehicles. Fumigation of the Ministerial enclave against rodents, reptiles and other pests and insects would be undertaken. The need to relocate petty traders, food vendors, and hawkers among others to improve on the work ambience would be pursued.

In Conclusion, it is important to indicate that in spite of the many challenges, that the various sectors encountered due to limited financial resources and the delay in release of approved funds, on the average a good number of the Services pursued successfully a significant number of their policies and programmes. These successes have gone a long way to assist the Government achieve some of its development objectives. It is therefore, important that moving forward, more resources would be made available to the Service to enable it effectively carry out mandates and core policies and programmes towards the overall national development agenda.

CHAPTER ONE

1.0 INTRODUCTION

This is the Annual Report on the Ghana Civil Service. It covers the period 1st January to 31st December, 2013 and is prepared in compliance with the Civil Service Act, 1993 (PNDC L327) Section 85 (1). The Report provides a snapshot of the Service in 2013 and also focuses on work undertaken by Civil Service organisations during the period under review.

1.1.1 THE GHANA CIVIL SERVICE IN BRIEF

The Ghana Civil Service comprises service in a civil office of government at the national, regional and the district levels (but only in the case of non-decentralised Departments). The Service is the core administrative machinery that helps to translate government development agenda and manifesto into implementable policies and programmes for the achievement of desired national development goals. Through sector Ministries, the Civil Service, exercises oversight responsibilities for the MDAs and other Public Service agencies. In effect, the Civil Service is the nerve centre of the Central Government. It is the key administrative machinery and plays an indispensable role in the public administration processes and nation building. Since its establishment, the Civil Service has over the years played a significant role in the economic growth and stability of Ghana through the formulation and implementation of local and foreign policies for successive governments. It continues to facilitate the promotion of the private sector as the major partner and engine of growth through the creation of enabling environment for its development. The Civil Service is the custodian of government records, properties and stores and as such the nation's source of history and legacy. In this way, the Service provides the institutional memory on the life, actions and inactions of the society. For the period of reporting, the Ghana Civil Service comprises of a total of 24 Sector Ministries; 4 Extra Ministerial Organizations; and 27 Departments (**The list of organizations is presented in Annex.1**)

1.1.2 Mandate of the Service

The Civil Service as a body corporate, is the creation of both the 1992 Constitution of the Republic of Ghana and the Civil Service Act, 1993 (PNDCL 327). The mandate of the Civil Service as derived from these two sources is to assist the Government in the formulation and implementation of policies and programmes for the development of the country.

1.1.3 Vision of the Civil Service

A modernised customer-sensitive public organisation providing world-class public services and policy advice

1.1.4 Core Values of the Service

The values that define and form the basis of work ethic in the Civil Service have remained and will continue to transcend time. Indeed the strength of the Civil Service lies in the constant

observation of these guiding principles of professionalism, integrity, accountability, openness/transparency, non-partisanship/neutrality and impartiality, loyalty and commitment, anonymity, customer-sensitivity, and fairness and justice as spelt out in the Civil Service Code of Conduct. These principles and values tend to serve as the stabilising factor in the political life of the country.

1.1.5 Functions of the Civil Service

The following are the functions of the Service as spelt out in the Act:

- a) Initiate and formulate policy options for the consideration of the government,
- b) Initiate and advise on government plans,
- c) Undertake the necessary research for the effective implementation of government policies,
- d) Implement government policies,
- e) Review government policies and plans,
- f) Monitor, co-ordinate and evaluate government policies and plans,
- g) Perform functions that are incidental or conducive to the achievement of the object specified in section 2, and
- h) Perform such other functions that the Civil Service Council may direct.

In the performance of the functions listed above, the Service confers, consults and seeks advice and full co-operation of such other government agencies and authorities as may be necessary.

1.1.6 Membership of the Civil Service

Section 4 of the Civil Service Act defines the membership of the Civil Service as:

- a) a person serving in a civil capacity in a post designated as a Civil Service post by or under the Act in:
 - the Office of the President,
 - a Ministry,
 - a government department at the national level
 - any other Civil Service department established by or under the authority of this Act the emoluments attached to which are paid directly from the Consolidated Fund or other source approved by the Government
- b) a person holding a post designated as Civil Service post created by or under the authority of any other enactment, the emoluments attached to which are paid directly from the Consolidated Fund or other source approved by Government.

1.2 THE CIVIL SERVICE COUNCIL

1.2.1.1 Functions of the Council

The Civil Service Council is the governing body of the Civil Service. It is established under Section 35(1) of the Civil Act and its functions are to:

- 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;
- Periodically review the objectives of the Civil Service in relation to political, economic, social and cultural changes; and
- Make proposals for enhancing the relationship between Government as employer and members of the Civil Service.

1.2.1.2 Members of the Civil Service Council

In 2013, the members of the Civil Service Council were:

- | | | |
|---------------------------------------|---|----------|
| • Dr. Robert Dodoo | - | Chairman |
| • Mr. W. K. Kemevor (Head Of Service) | - | Member |
| • Mr. Justice E. D. K. Adjabeng | - | Member |
| • Mrs. Margaret Dela Kutsoati | - | Member |
| • *Mrs. Rosetta Annan* | - | Member* |
| • Mrs. Milly Quansah | - | Member |
| • Mr. Isaac Asiamah | - | Member |
| • Mr. Isaac Bampoe Addo | - | Member |

*It is sad to report that one of the Members of the Civil Service Council, Mrs. Rosetta Annan, passed away during the course of the year. We pray that her soul will rest in peace.

1.3 THE CIVIL SERVICE IN 2013

1.3.1. Civil Service Organizations

At the time of reporting, the Civil Service was made up of the following:

- 24 Sector Ministries;
- 4 Extra Ministerial Organizations; and
- 27 Departments

The list of organizations is presented in Annex.1

1.3.2 Operating Environment

The following events significantly influenced the operational landscape of the Service, during the period under review. These include the:

- Ushering in of a new Government, leading to the appointment of Ministers and Deputy Ministers and the re-designation of some Ministries as per Civil Service (Ministries) Instrument, 2013 (E.I. 1);
- Continuation of Ministerial realignment exercises following the decoupling of the Local Government Service;
- Introduction of the Ghana Integrated Financial Management Information System (GIFMIS); and
- A protracted Election Petition

These events required the repositioning of the Civil Service, to enable it operate effectively and efficiently within the complex milieu of policy formulation, coordination, monitoring and evaluation and more importantly, to deliver on its responsibilities promptly and professionally in order to address the pressing needs and expectations of stakeholders.

1.4 **THEME FOR THE REPORTING PERIOD**

The world has advanced rapidly and so must we as a Service. New developments that continue to affect public service delivery in this direction include: the increased public expectations for better and faster service delivery; the emergence of strong advocacy groups in communities and organizations demanding recognition, human and political rights with increasing militancy; a very liberal media environment with the proliferation of print and electronic media; the advancement in ICT, the powers of the social media; and the new development agenda with focus on private sector development, partnerships and application of local content policy in major government programmes and projects.

The need for improving the efficiency and effectiveness of service delivery through progressive strengthening of a performance culture, positive work attitude and value for money is the way forward for the entire Civil Service. Following from this, the Office of the Head of Civil Service (OHCS) re-introduced the Performance Management system which embeds modern work methods and management practices into the operations of the Service. This informed the choice of the theme for the 2013 reporting year, which is: ***“Strengthening the Performance Management Culture in the Civil Service.”***

In pursuance of this strategy, the OHCS introduced two key initiatives during the 2013 year. They were the Performance Agreement System for Chief Directors and the concept of Institutional Performance Assessment Mechanism which has been developed as a service-wide

tool for use by all MDAs. Both management tools were intended to re-enforce Performance Management culture at the top management levels of the Civil Service.

In the coming years, the OHCS intends to deepen the Performance Management system through the continuous and active involvement of top management of the Civil Service in particular, and the entire work force of the Service in general the its strategic goal. In the pursuance of this objective, some of the interventions that the OHCS will roll out the following:

- an in-depth evaluation of the 2013 Chief Directors' Performance Agreements;
- extension of the Performance Agreement System to Directors and Heads of Departments;
- operationalization of the use of new Staff Performance Appraisal Instrument;
- development of job descriptions and Organisational Manuals for MDAs;
- facilitation of the update and publishing of service delivery standards;
- operationalization of a robust monitoring and evaluation system in the Service;
- review and update of the Civil Service Code of Conduct.

CHAPTER TWO

2.0 THE 2013 POLICY FRAMEWORK

For the year 2013, the major policy documents that provided Sector Ministries, Departments and Agencies with the direction and context within which work strategic objectives and programmes were developed and implemented included the Ghana Shared Growth and Development Agenda (GSGDA), the 2013 President’s State of the Nation Address, the 2013 Budget Statement and Sectors’ Medium Term Development Plans (SMTDP). The highlights of these policy documents as applied for the 2013 reporting year is provided below.

2.1 THE GHANA SHARED GROWTH AND DEVELOPMENT AGENDA (2010 – 2013)

The GSGDA, which was the Medium-Term Development Policy Framework that continued to provide the national strategic policy direction for the socio-economic development of the country, entered its fourth and final year of implementation. The overarching goal of the development agenda was to accelerate employment creation and income generation for poverty reduction and shared growth. The GSGDA is anchored on the seven themes listed below:

- i. Ensuring and Sustaining Macroeconomic Stability
- ii. Enhancing Competitiveness of Ghana’s Private Sector
- iii. Accelerated Agricultural Modernization and Sustainable Natural Resource Management
- iv. Oil and Gas Development
- v. Infrastructure and Human Settlements
- vi. Human Development, Productivity and Employment
- vii. Transparent and Accountable Governance

It is important to note that the timeframe for the implementation of the GSGDA, the medium term development framework lapsed on 31st December, 2013 and a new policy document, spearheaded by the National Development Planning Commission, is currently being fashioned out.

2.2 H.E. THE PRESIDENT’S 2013 STATE OF THE NATION ADDRESS

The 2013 Sessional Address presented to Parliament by H.E. the President focused on delivering on the Government’s development agenda for the Country. This agenda hinges on four central pillars as stated below:

- Putting the People First
- A Strong and Resilient Economy
- Expanding Infrastructure
- Transparent and Accountable Governance

HIGHLIGHTS OF SECTOR PROGRAMS IN THE 2013 STATE OF NATION ADDRESS

PILLAR 1: PUTTING THE PEOPLE FIRST

SECTOR	PROGRAM IMPLEMENTATION
EDUCATION	<ul style="list-style-type: none"> • Expansion of training of kindergarten teachers • Elimination of the remaining schools under trees. • Enforcement of compulsory basic school attendance • Deepening pro-poor interventions like the distribution of free school uniforms, free exercise books and free computers. • Expansion of School Feeding Program in public basic schools in rural communities • Construction of 200 new community day Senior High schools. • Roll out a special sandwich teacher educational training program targeted at our unemployed graduates. • Modernize and increase the number of colleges of education. • Design and implement a distance education program for teachers within ten decentralized satellite campuses across the country. • Initiation of a Bill for Parliamentary consideration towards the establishment of a new University in the Eastern Region. • Initiation of road map for converting our existing 10 public polytechnics into fully fledged technical universities
HEALTH	<ul style="list-style-type: none"> • Construct an ultra-modern, new Teaching Hospital for the University of Ghana, Medical School. • Establish Regional hospitals in the Eastern and Upper East Regions. • Continue work on the Regional hospital project in Wa in the Upper West Region. • Upgrade the Central and Volta regional hospitals into teaching hospitals. • Commence work on 12 new District Hospitals at Dodowa, Abetifi, Fomena, Garu, Kumawu, Sekondi, Salaga, Tepa, Wenchi, Madina • Refurbish the Takoradi European hospital • Commence work on a new hospital in Kumasi to decongest the Komfo Anokye Teaching Hospital (KATH). • Initiate work on phase one of the Specialist Emergency Centre at Korle Bu Teaching hospital. • Establish an additional 1,600 Community Health Planning Services (CHPS) compounds across the country by the end of 2016.

SECTOR	PROGRAM IMPLEMENTATION
	HIV/AIDS
	<ul style="list-style-type: none"> • 220,000 Persons Living with HIV/AIDS will be enrolled onto the National Health Insurance Scheme Free of Charge. • 15,000 Persons Living with HIV/AIDS will be put on Anti-Retroviral Therapy. • 625,000 expectant mothers will be tested for HIV.
YOUTH & SPORTS	<ul style="list-style-type: none"> • Provide incentives for MMDAs to establish at least one well-resourced sports and athletic infrastructure • Reinvigorate the traditional inter-school and colleges sports competition programs • Complete the construction of Cape Coast Stadium. • Restructure and reorient the National Sports Authority to enhance its efficiency and effectiveness in the discharge of its mandate. • Develop lesser known sporting disciplines • Launch a GH¢10 million Youth Jobs and Enterprise Development Fund to encourage and support young people to become successful entrepreneurs and create sustainable job opportunities • Establish Job and Enterprise Centres (JEC) in all regions to help unemployed youth and those about to enter or prepare for the world of work • Develop Youth Centres in Districts to facilitate youth meetings, interactions, cultural Programs and conferences • Continue with the National Youth Achievers Awards. • Revamp all the Youth Leadership Training Institutes

PILLAR 2: A STRONG AND RESILIENT ECONOMY

SECTOR	PROGRAM IMPLEMENTATION
ECONOMY	<ul style="list-style-type: none"> • Introduction of measures to curtail Government’s expenditure on fuel. • Rationalization of the use of government vehicles and fuel. • A scheme to enable Senior Public servants to buy on hire purchase their own vehicles will be introduced. • Measures to curtail MDAs spending beyond their budgetary allocations and new mechanisms of strict monitoring will be introduced. • Government agencies (Ghana Revenue Authority and other agencies) will be encouraged to raise tax and non-tax revenues to levels that benefit the country. • Revenue to GDP ratio will be increased from 16% to above 20%.

SECTOR	PROGRAM IMPLEMENTATION
ACCELERATING AGRICULTURAL MODERNISATION FOR JOB CREATION	<ul style="list-style-type: none"> • Intensify agriculture mechanization by providing additional 2,000 tractors • Supply improved seed and fertilizer subsidies, especially to the poorest farmers • Total land under irrigation will be expanded by putting additional 8,000 hectares of land under irrigation by initiating the Sissilli-Kulpawn project and the Pwalugu Multi-purpose dam in the Upper East region. • Establish Fisheries College at Anomabo as a department of the University of Cape Coast.
	COCOA
	<ul style="list-style-type: none"> • 70% of the world market price of cocoa to be paid to farmers. • 20 million hybrid cocoa seedlings will be distributed free of charge to farmers.
MANUFACTURING	<ul style="list-style-type: none"> • Review the tax structure to reduce taxes paid by Ghanaian manufacturers to increase their competitiveness in the national and world market. • Facilitate the establishment of an industrial development fund to provide a ready resource envelope for ailing and struggling manufacturing industries in Ghana. • Provide service plots within dedicated industrial zones to be developed in Sekondi, Takoradi, Tema, Kumasi and Tamale to support the local manufacturing companies to add value to local products for a strong and viable domestic manufacturing sector. • US\$1.2 billion ammonia urea based fertilizer processing plant with an annual capacity of one million tons will be established at Nyankrom in the Shama District of the Western Region.

PILLAR 3: EXPANDING INFRASTRUCTURE

SECTOR	PROGRAM IMPLEMENTATION
PROVISION OF ICT INFRASTRUCTURE	<ul style="list-style-type: none"> • Work on the Eastern Corridor Rural Fibre Optic backbone network project will be accelerated to add 584 kilometres of optic fibre stretching from Ho to Bawku and linking 70 towns enroute to improve the quality of communications services • Strategies will be developed to counter the growing threats of cyber-attacks and other online security concerns. • Preparations towards migrating from Analogue to Digital Television Transmission will be accelerated. • Four Hundred Thousand (400,000) laptop computers will be distributed to schools and students under the Better Ghana ICT Project.

SECTOR	PROGRAM IMPLEMENTATION
ROADS	<ul style="list-style-type: none"> • Work to commence on the Northern segment of the Eastern Corridor road, stretching from Oti-Damanko to Nakpanduri. • The following roads will be completed this year we expect to bring to a significant point of completion many of the ongoing road projects including the Kpando, Worawora, Dambai, Asankragwa, Enchi, Navrongo, Tumu and the Achimota, Ofankor, Madina, Pantang, Nsawam, Suhum, Apedwa, La Teshie, Dansoman and the Apaaso Kintampo roads. Others are the Sefwi Bekwai, Eshiem, Asankragwa, Bomfa Junction Asiwa Bekwai, Tetteh Quarshie-Madina and the Berekum Sampa roads • We will embark on a regional roads improvement program that will see significant upgrades in critical road infrastructure in the major agricultural regions especially in the Western Region • COCOBOD will fund the reshaping, spot improvements and upgrading of gravel roads to bituminous surfaces in cocoa, coffee and sheanut producing areas. • Feasibility studies will commence on the dualization of the Accra, Cape Coast, Takoradi road, and the rehabilitation and expansion of the Accra-Tema motorway. • New interchanges are to be constructed on the Tema end of the motorway and the Kasoa Bawjiase intersection. • Work will commence this year on a new interchange at the Kwame Nkrumah Circle. • The PPP arrangement in respect of the multi-carriage Accra-Kumasi Highway will be approved by Parliament for work to commence this year.
RAILWAY	<ul style="list-style-type: none"> • Railway sector will be revamp and modernize especially, the Accra- Tema, Kumasi-Ejisu, the Accra- Nsawam and Takoradi-Kojokrom rail networks
AVIATION	<ul style="list-style-type: none"> • Government will initiate action to construct a new international airport in Accra, and also expand the Kumasi, Tamale, Sunyani and Takoradi airports. • Feasibility studies for the construction of Aerodromes in Ho, Cape Coast, Koforidua, Bolgatanga, would be undertaken this year. • Feasibility study on the establishment of a new national airline in collaboration with the private sector under a PPP arrangement will commence this year.
SEA TRANSPORT	<ul style="list-style-type: none"> • Expansion of the infrastructure at the Tema and Takoradi ports. • A modern deep seaport in Takoradi will start this year.

SECTOR	PROGRAM IMPLEMENTATION
HOUSING & URBAN RENEWAL	<ul style="list-style-type: none"> • National Housing Policy document finalised and approved by both Cabinet and Parliament. • Pilot *scheme to combine social housing with improved sanitation and water supply will be initiated. • Low cost housing units for lower income groups, rural and social housing for the very poor and mortgage facilities will be initiated this year. • Flood control and solid and liquid waste management in the capital city will be improved through the implementation of the US EXIM Bank financed Conti Project.
MINING	<ul style="list-style-type: none"> • Rigid enforcement of laws addressing the illegal invasion of foreigners in the small scale mining sector
ENERGY AND PETROLEUM	<ul style="list-style-type: none"> • 500 MW of generation capacity will be installed this year. • This includes: <ul style="list-style-type: none"> • 132 MW from the Takoradi, 3 Thermal Plant by end of February, • MW from the Bui Hydroelectric Power Project by end of April and increased to 400MW by end of September, 2 MW from a Solar Park at Navrongo by end of February. • Work will started on a 161 kV Tumu, Han, Wa transmission line in the Upper West Region and the Kpando-Kadjebi Transmission line, a new 330KV transmission line from Aboadze, Prestea, Kumasi, Tamale, Bolgatanga among others will start this year. • Work on the Gas Infrastructure Project at Atuabo in the Elemabelle district of the Western Region will be completed by the end of this year. • Remote Public Institutions and off grid communities will be provided with Solar systems. • Pilot mini-grid electrification for lakeside and island communities' implements. • Twenty thousand solar lanterns to replace kerosene lanterns and reduce indoor air pollution will be distributed in remote rural homes. • TOR will be restructured. • The Navy, Air force and Army will continue to provide security for both onshore and offshore oil and gas infrastructure against disruptive threats and theft.

PILLAR 4: TRANSPARENT AND ACCOUNTABLE GOVERNANCE

SECTOR	PROGRAM IMPLEMENTATION
ELECTORAL COMMISSION	<ul style="list-style-type: none"> • Electoral Commission will
JUDICIARY	<ul style="list-style-type: none"> • Modern court rooms will be provided to facilitate the work of the judges.
LEGISLATURE	<ul style="list-style-type: none"> • Democracy Fund proposed by the Constitution Review Commission will be established to provide sustainable funding for Parliament, Independent Governance Institutions and other prodemocracy governance bodies. • Commence a feasibility study for the construction of a new Parliamentary Chamber block on the premises of the state house. • Appropriate housing for MPs will explore in order to guarantee their safety and security.
DECENTRALIZATION AND LOCAL GOVERNANCE	<ul style="list-style-type: none"> • The remaining seven decentralized Departments of the District Assemblies will be established. • Administrative, economic and social infrastructure will be provided to all the 106 new districts created in 2003, 2007 and 2012. • Composite budget system will be extended to cover the 46 new District Assemblies established in 2012.
THE MEDIA	<ul style="list-style-type: none"> • Media Development Fund will be operationalized this year. • Access to the establishment of Community radio will be improved to allow millions more to benefit from the unique attributes of this medium.
CONSTITUTIONAL AMENDMENTS, JUSTICE AND THE RULE OF LAW	<ul style="list-style-type: none"> • The Legal Aid Board will be transformed into an independent constitutional body. • Weekend and small claims courts to be introduced.

2.3 THE 2013 BUDGET STATEMENT

The theme for the 2013 budget statement was “Sustaining Confidence in the Future of the Ghanaian Economy”. The priority spending by Government over the Medium-Term focused on the following:

2.3.1 MACRO-ECONOMIC FRAMEWORK FOR THE MEDIUM-TERM

The Ghana Shared Growth and Development Agenda (GSGDA) the Medium Term Framework underpinning Ghana's Development agenda is expected to end in December 2013 and, it is expected to have been replaced by a successor Plan to be ready by the end of July 2013.

The vital strength underpinning the new National Development Program focuses on four pillars, namely, Putting the People First; a Strong and Resilient Economy; Expanding infrastructure; and Transparent and Accountable Governance.

Government's macro-economic policy is to maintain single digit rate of inflation; ensure exchange rate stability; reduce deficits significantly; and maintain high annual economic growth rates. The overall average GDP growth would be supported by strong infrastructure development, particularly in the oil and gas sector.

The specific macroeconomic targets to be pursued for the medium-term include:

- An average GDP growth rate of at least 8% per annum;
- A single digit rate of inflation;
- An overall average budget deficit equivalent to [5% of GDP]; and
- Gross International Reserves that will cover not less than four months of import of goods and services.

2.3.2 MACROECONOMIC TARGETS FOR 2013

The details of macroeconomic targets for 2013 are outlined below:

- Real non-oil GDP growth of 6.5%;
- Real overall GDP growth including oil of 8.0%;
- Average inflation of 8.9%;
- End period inflation of 9.0%;
- Overall budget deficit equivalent to 9.0% of GDP; and
- Gross International Reserves of not less than three months of import cover for goods and services.

CHAPTER THREE

3.0 MDA PROGRAMMES & ACHIEVEMENTS FOR 2013

This chapter focuses on the gains made by the Sector Ministries Departments and Agencies. It also highlights the key challenges encountered as well as their outlook for 2014. As indicated in section 2.0, the work of the MDAs was largely informed by the national development agenda outlined in the GSGDA, Sector Medium Term Development Plans, H.E. the President's 2013 State of the Nation Address, and the 2013 Government Economic Policy and Budget Statement.

Sections 3.1 to 3.26 below provide a synopsis of key activities undertaken by Sector Ministries in the course of the year on the based on their approved work plans for the year.

3.1 OFFICE OF GOVERNMENT MACHINERY

3.1.1 Introduction

The Office of Government Machinery (OGM) as the Executive head of the Government exists to provide administrative, managerial, technical and strategic services to the Presidency of Ghana leading to improvements in social, economic and political needs of the nation and in the best interest of all Ghanaians.

3.1.2 Sector Departments and Agencies

The following are the sector institutions under the Office of Government Machinery. These have been categorised into Civil Service Departments and Sub-vented agencies as indicated below:

(a) Civil Service Departments

- Office of the President
- Council of State
- Scholarships Secretariat
- State Protocol Department
- Public Sector Reform Secretariat

(b) Sub-vented Agencies

- National Identification Authority
- State Enterprises Commission
- Ghana Investment Promotion Centre
- Internal Audit Agency
- National Population Council
- Ghana AIDS Commission

- Microfinance and Small Loans Centre
- Public Utilities Regulatory Commission
- Divestiture Implementation Committee
- Millennium Development Authority
- National Pensions Regulatory Authority
- African Fund for Bio-Fuels Development
- Savannah Accelerated Development Authority

3.1.3 Key Activities Undertaken

The key activities undertaken under the Office of Government Machinery for the year 2013 are outlined in the following sub-sections.

a) Office of the President

The Office of the President pursued a number of activities in order to provide institutional capacity and enabling environment for an effective, efficient and sustainable service delivery. Some of these included:

- **Enhancing the Implementation of the Presidential Act**

The Office of the President requested the Attorney General's Office to draft Regulations to enhance the implementation of the Presidential Office Act, 1993 (Act 463). The regulations would allow for the development of special conditions of service for Staff of the Presidency.

- **Improvement in the Organisational and Administrative Framework**

The Office updated the Minister's Handbook which was launched as the Code of Ethics for Ministers and Political Appointees by H.E. the President on 8th July, 2013. In addition, administrative framework documents such as the Organogram, Scheme of Service for the Presidential Household, Organisational Manual and Service Charter were reviewed. Staff were equally sensitised on the administrative framework documents.

- **Organisation of Cabinet Meetings**

The Cabinet Secretariat facilitated 13 regular Cabinet meetings and one Special Cabinet meeting which focused on the economy. In addition to the Cabinet meetings, six Cabinet Committee meetings were organized. 96 Cabinet directives were made, out of which about 34% were implemented while about 60% were on-going. The Secretariat received a total of 90 Cabinet Memoranda. 16 Information Papers were also submitted by 19 Ministries. (The details are provided in Table 1 below)

Table 1: CABINET MEMOS AND INFORMATION PAPERS SUBMITTED

No.	Name of Ministries/ Minister of State	Number of Sole- Sponsored Memoranda Submitted	Number of Joint- Sponsored Memoranda Submitted	Number of Sole Sponsored- Information Papers	Number of Joint- Sponsored- Information Papers
1.	Finance	20	8	1	2
2.	Foreign Affairs And Regional Integration	2	0	4	1
3.	Local Government And Rural Development	3	1	0	1
4.	Food And Agriculture	3	0	1	0
5.	Education	2	0	0	0
6.	Lands And Natural Resources	2	1	0	0
7.	Roads And Highways	0	0	0	0
8.	Water Resources, Works And Housing	1	0	0	0
9.	Communications	4	3	0	0
10.	Information And Media Relations	1	0	1	0
11.	Environment, Science, Technology And Innovation	8	0	0	0
12.	Gender, Children And Social Protection	0	1	1	0
13.	Justice And Attorney- General's Department	13	2	1	1
14.	Energy And Petroleum	4	0	0	0
15.	Transport	1	1	0	1
16.	Employment And Labour Relations	6	2	2	0
17.	Health	0	0	0	0
18.	Youth And Sports	0	0	0	0
19.	Chieftaincy And Traditional Affairs	2	0	0	0
20.	The Interior	1	0	0	0
21.	Defence	0	0	0	0

22.	Trade And Industry	5	4	0	0
23.	Tourism, Culture And Creative Arts	0	0	0	0
24.	Fisheries And Aquaculture	0	0	1	0
25.	Minister - Government Business In Parliament	0	0	0	0
26.	Minister Of State - Public Sector Reforms	1	0	0	1
27.	Minister Of State - Development Authorities	0	0	0	0
28.	Minister Of State - Financial And Allied Institutions	0	0	0	0
29.	Minister Of State - Private Sector Development And Public Private Partnership	0	0	1	0
30.	Minister Of State - Social And Allied Institutions	0	0	0	0
	Total	79	11	13	3

• Capacity Building of Staff

Staff training and development was given a high priority during the year. 143 staff benefited from the Scheme of Service and competency-courses. Six members of staff including one female were granted leave to pursue first and second degrees. The Office also promoted 34 officers who were due for promotion to various positions.

b) Scholarship Secretariat

Key activities and achievements of the Secretariat during the period under review included:

- Adoption of measures to ensure that the majority of scholarships awarded were in tandem with national human resource development priorities.
- A progressive increase in the number of scholarships awards, especially at second cycle level.
- Payment of WAEC examination fees for 55,222 students and Technical examination fees for 4,318 students

- Payment of feeding grants for 110,773 students in the North and South Government Approved Assisted Senior High Schools.
- Payment of grants to 4,112 beneficiary students.
- Release of funds to 13,055 postgraduate students as payment of thesis and project allowances.
- Payment of all allowances for 918 students studying abroad at the postgraduate and undergraduate level.
- Paid fees and allowances to 417 students.
- Awarded scholarships to 500 medical students.
- Adopted more stringent internal control measures to minimize abuses in the award of scholarships.
- Supported 500 physically challenged students financially
- Introduced electronic data management system as a means of enhancing the Secretariat's internal operations and its capacity to meet the information needs and expectations of stakeholders.
- Work on three storey office complex progressed steadily. Currently, the second floor is under construction.

c) State Protocol Department

The Department was able to achieve some key performances during the period. They include:

- Successful hosting of four Heads of State.
- Arranging for and supporting 26 Ambassadors and High Commissioners to present their Credentials.
- Organisation of 20 internal/external visits for H.E. the President.
- Facilitating discussions between H.E. the President and visiting dignitaries at the Presidency.

d) Council of State

The Council in 2013 carried out most of its intended activities and these include the following:

- Held two quarterly meetings with H.E. the President.
- Organised 42 monthly plenary/committee meetings with Ministers and Stakeholders on Government policies and other interventions.
- Organised one orientation and capacity building workshop on ICT for Council members.
- Upgraded ICT software applications to enhance effective and efficient application of ICT system.

e) **Sub-vented Agencies**

• **Ghana Investment Promotion Centre (GIPC)**

The GIPC had a gradual increase in Foreign Direct Investments (FDI) inflow into the country. Of the 145 projects registered, the total FDI component was GH¢ 982.97 million.

• **National Pensions Regulatory Authority**

The Authority published a total of 13 guidelines for the licensing of trustees, registration of Schemes, Pension Fund Managers and Pension Fund Custodians.

• **Ghana Aids Commission**

The Commission’s key achievements include:

- Increase in the HIV Testing and Counselling uptake through the “Know Your Status” campaign.
- Increase in the uptake of Prevention from Mother to-Child Transmission.
- Increase in the number of Persons Living with HIV on Antiretroviral Therapy.

• **National Population Council**

The Council collaborated with the Ghana Statistical Service and partners to produce the final reports of the 2010 Population and Housing census.

• **Internal Audit Agency**

The Agency trained over 500 Internal Audit staff on GIFMIS as well as on Risk Management and Internal Controls.

3.1.4 Financial Performance

Table 2: FINANCIAL PERFORMANCE OF OFFICE OF GOVERNMENT MACHINERY

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	135,572,334.00	135,572,334.00	368,552,531.00
Use of Goods & Services	98,113,522.00	73,255,827.00	70,985,680.00
Non-Financial Assets	41,923,685.00	39,889,600.00	36,722,500.00
IGF	15,769,330.00	-	-
ABFA	20,000,000.00	20,000,000.00	20,000,000.00
Donor Pool	966,650.00	-	-
TOTAL	312,345,521.00	268,717,761.00	496,260,711.00

3.1.5 Challenges

The following constituted the key sector challenges faced by the Office of Government Machinery for the year 2013:

- Multiplicity of bodies handling scholarships without collaborating with the Scholarships Secretariat.
- Lack of clarity and common ground between Government of Ghana and GETFund, i.e. the major funding sources for scholarships awards.
- Perennial problems of inadequate and late receipt of funds for payment of scholarship claims and accumulated indebtedness to scholarship holders at all levels.
- Inadequate funding for staff training.
- Limited infrastructure.

3.1.6 Outlook For 2014

The following strategies will be pursued in 2014:

- With support from the Ministry of Communications an e-Cabinet system will be implemented.
- Undertake training in Cabinet Memo Writing, Policy Analysis, Minutes and Report Writing for 20 key staff of the Office of the President.
- Procure, install and implement a Document Management System at the Office of the President.
- Continue the construction of the Council of State office complex in order to provide a suitable and enabling work environment.
- Prioritise and rationalise scholarships to make them consistent with national manpower development needs and aspirations will be pursued vigorously.
- The process of reviewing existing awards at the various levels, with the view of making them sustainable will be pursued.
- Intensify and monitor the award of scholarships at all levels to ensure that the expected benefits are derived from the huge investments made by Government.

3.2 OFFICE OF THE HEAD OF CIVIL SERVICE

3.2.1 Introduction

The Office of the Head of the Civil Service (OHCS) is a Central Management Agency (CMA) operating within the Government Machinery. It is the Secretariat of the Head of the Civil Service and tasked to ensure that Civil Service organizations are optimally structured and adequately staffed with the right skills mix. It provides the appropriate policy advice to the political leadership and to transform sector policies into implementable and monitor-able plans, programs and projects to accelerate national development.

The OHCS is essentially a Human Resource Management organization tasked with the responsibility of formulating human resource policies for recruitment, appointments, promotions, posting, training, development, discipline, and exiting of staff from the Service.

The Vision of the OHCS is: to become a modernized customer-sensitized public organization providing world-class services and policy advice.

3.2.2 Sector Departments And Agencies

The following are the main sector departments and agencies that fall directly under the Office of the Head of the Civil Service:

(a) Public Records and Archives Administration Department (PRAAD)

The Public Records and Archives Administration Department (PRAAD) is mandated to preserve and conserve public archives and facilitate effective records management systems in the entire Public Service.

(b) Management Services Department (MSD)

The MSD exists to undertake consultancy assignments, management reviews, operational audit and systems and operational studies of Ministries, Departments, Public Boards and Corporations either at the request of the Public Sector Organisations or a superior authority.

(c) OHCS Training Institutions

The OHCS has three training institutions which train and improve the capacity of staff of the Public and Civil Services. These institutions are:

- Civil Service Training Centre (CSTC)
- Six Government Secretarial Schools (GSS) - (Accra, Koforidua, Sekondi, Kumasi, Ho, Tamale)

- Institute of Technical Supervision (ITS)

Whereas the CSTC and the ITS are situated only in Accra, the GSS is headquartered in Accra with Regional Schools located in Ho, Kumasi, Tamale, Koforidua and Sekondi.

3.2.3 Key Activities Undertaken

The major activities during the year 2013 undertaken by the OHCS and its Sector Agencies and Departments in respect of its core mandates are indicated below.

a) Activities of the Secretariat of the Civil Service Council

The highlight of activities carried throughout the year included;

- Coordinated and organised meetings and all other activities of the Council. This consisted of two Ordinary and four Emergency Council meetings. It also organised two workshops and a joint meeting of the Council with the Public Services Commission
- Completed the processing of promotion documents of 189 Deputy Directors of Administration and analogous grades to the grade of Director
- Processed the Records of Decisions of promotion interviews for 23 Ministries and Departments
- Conveyed approval for the promotion of a total of 2,405 officers to various grades in the Service
- Conveyed Council decisions to various MDAs
- Processed four petitions for the consideration of the Civil Service Council
- Processed 65 Contract Appointment applications

As part of the activities for the year, the Council also facilitated the early resolution of the nationwide strike action embarked on by the Civil and Local Government Staff Association and also ensured peace at the labour front. The Secretariat also acted on complaints from various officers and liaised with the appropriate MDAs for resolution

b) Activities of the Office of the Head of Civil Service

- **Development of the 2012 Annual Performance Report on the Civil Service**

The process for the preparation of the 2012 Annual Performance Report (APR) began with the review of the existing guidelines and templates, as well as the analysis and collation of MDA sector annual reports. The 2012 Annual Performance Report was completed, with 250 copies printed and distributed to MDAs and stakeholder organizations.

The guidelines and templates for the preparation of the 2013 Annual Performance Report were developed and circulated to all 26 MDAs and a sensitisation workshop was organised to facilitate work on the 2013 APR.

- **Re-institutionalisation of the Chief Directors' Performance Agreement**

In 2013, the existing templates and guidelines for the Chief Directors' Performance Agreement were reviewed. Following this, the OHCS obtained financial support from the French Embassy for the roll-out of the 2013 Performance Agreement for Chief Directors.

The signing of the Performance Agreements for 2013 was successfully organized with 20 Chief Directors completing the process.

- **HIV/AIDS Workplace Policy for the Civil Service**

A draft workplace HIV/AIDS policy for the Civil Service was developed for the year and is awaiting validation and approval.

- **HR Capacity Development in the Civil Service**

To develop and retain Human Resource capacity at the National and Regional levels, the following were achieved during the reporting year;

- Facilitated the organization of 45 service-wide training on (CPA and DPA)
- 40 newly recruited staff were inducted
- 232 staff were replaced into the Civil Service by staff who left the service
- Organized 4 ordinary Central Governing board meetings
- Organized 1 regular monitoring of activities of OHCS Training Institutions

- **HR Database Management in The Civil Service**

The OHCS updated the database of its Human Resource for the entire Civil Service. The office was able to achieve the following:

- Data on 14,163 civil servants updated.
- Trained 45 Officers and Authorizers on proper completion of Integrated Personnel Payroll Database (IPPD) input forms.
- Organized a validation workshop for Information Technology/Information Management (IT/IM) scheme of service training.
- Processed about 5,007 categories of inputs forms.

- **Updating of Civil Service/HR Policy Documents**

The following activities were undertaken in the year in respect of the above.

- Scheme of Service
 - Validated and revised some schemes of service.
 - 1,000 copies of validated and revised schemes of service were printed.

- Posting Policy
 - 1,000 copies of the Civil Service Posting Policy were printed and distributed.

• **Streamlining Occupational Groups in The Civil Service**

Work is on-going with regards to the streamlining of occupational groups in the Civil Service.

- The Fair Wages and Salaries Commission (FWSC) and MSD are collaborating to undertake a reclassification of occupational groups in the Civil Service following the decoupling of the Local Government Service. There has been an in-house team at the FWSC to collate field reports.

• **Policy Fair**

The OHCS effectively participated in the Annual Policy Fair.

• **Processing of HR Facilities in The Civil Service**

To promote effective management of staff in MDAs, a number of MDAs submitted various HR facilities for Officers. The table indicates the request and approval of the HR facilities;

Table 3: HR FACILITIES PROCESSED

No.	HR Facilities	Total Applications Received	Approvals granted	Requests for additional doc.	Applications Declined
1.	Study Leave	50	30	4	16
2.	Leave of absence	4	1		3
3.	Conversion/ Upgrading	245	110	63	72
4.	Promotion	47	36		
5.	Transfers / secondments	20	20		
6.	Condonation	12	4	5	3
7.	Change of date of birth	54	4	31	3
8.	Petition	30	11	6	13
9.	Posting	103			

c) Activities of The Management Services Department (MSD)

The activities of the Management Services Department for the year were as follows:

- Conducted job inspection exercises to review establishment schedules, provide a basis for recruiting categories of staff and to provide backing for manpower hearing, for 10 MDAs.
- Conducted seven Management Reviews and Reports ready.
- Three Organizational Manuals were developed for the Ministry of Transport, Ministry of Gender, Children and Social Protection (MoGCSP), and Ministry of Local Government and Rural Development.
- Conducted two quality assurance and impact surveys at the Civil Service Training Centre.
- Developed organizational arrangement on Human Resources Audit for MMDAs in Ghana.

d) Activities of The Public Records & Archives Administration Department (PRAAD)

Below are activities undertaken by PRAAD for both the private and public sector organizations during the year under review.

- Trained staff of Records Class from MDAs and MMDAs in standard records management system manual and electronic records management.
- Fumigated the various repositories to halt deterioration of documents.
- Conducted decongestion exercises for ten organizations in the public and private sectors.
- Restored documents left after the fire outbreak at the Lands Commission.
- The Records Centre recorded high retrievals and returns of records. It also recorded a high intake of semi-current Records.
- Organized orientation in Records Management practices for 27 newly recruited staff of PRAAD.
- Undertook Enterprise Correspondence Management System with National Information Technology Agency (NITA).
- The Editorial section undertook listing and editing of records in Repository.
- Preservation, Search Room and other Photographic Laboratory activities were carried out.

e) Civil Service Training Institutions

The Civil Service Training institutions (CSTC) with the support of its Development Partners undertook the under-listed major activities and projects throughout the year;

- Organized competency-based training programs and institutional capacity development programs in relation to its key results and performance objects.
- Conducted quality assurance and post training evaluations for Liberia and Sierra Leone.
- Continued strengthening of the institutional capacity of the Civil Service Training Centre in cooperation with JICA into a Centre of Excellence for the sub-region
- Construction of an ultra-modern three-storey classroom block for the CSTC which started in 2011 was completed in 2013.
- Work on the construction of a seven-storey administrative block and hostel project at ITS has started.
- The ITS embarked on industrial visits to Accra Brewery limited, VRA, and Pambros Salt Industries with the participants of Special Junior Technical Supervisory Management Course
- Under the Capacity Development Project, a server was installed at the Administrative Office of ITS for easy access to Internet connectivity

3.2.4 Financial Performance

Table 4: FINANCIAL PERFORMANCE OF OFFICE OF THE HEAD OF CIVIL SERVICE

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	1,188,540.00	1,717,547.77	1,717,547.77
Use of Goods & Services	1,266,520.00	528,995.00	528,995.00
Non-financial Assets	500,000.00	0	0
IGF	2,951,000.00	811,040.98	811,040.98
TOTAL	5,906,060.00	3,057,583.75	3,057,583.75

3.3.1 Challenges

The key challenges are described below;

- Inadequate data on training and additional skills acquired by Civil Servants from the MDAs.
- Inadequate and late release of funds to train all Preparing Officers and Authorizers on completion of IPPD input forms.

- Untimely submission of sector annual reports to the OHCS by MDAs.
- Lack of academic/office staff for OHCS Training Institutions
- Encroachment by developers on OHCS Lands
- No staff bungalow in Accra/Kumasi and hostel facilities in Kumasi/Tamale.
- Uncompleted storey-buildings in Ho, Kumasi and Sekondi for some of the Training Institutions
- No generator set to help run the Training Schools during power outages
- Over-aged Official vehicles
- Low patronage of some training programmes due to inadequate budgetary allocation to sponsoring organizations.
- Sub-standard training rooms and administrative office for the ITS

3.2.1 Outlook Look for 2014

The OHCS's planned activities, projects and strategic management plans for the upcoming year are enlisted as the following:

The OHCS's planned activities, projects and strategic management plans for the upcoming year are enlisted as the following:

- Organize Induction Program for 150 new entrants (Admin Officers and Other Classes)
- Recruit 50 Training Managers in specific areas for the Civil Service Training Institutions by December, 2014.
- Validate the draft Training Plan for the Civil Service.
- Facilitate Scheme of Service Training at GIMPA for Administrative Officers (CPA/DPA/Senior Management Course)
- Monitor the performance of the Training Institutions
- Organize an in-house training for Principals of the Civil Service Training Institutions
- Organize leadership training for 600 Directors/Deputy Directors and Analogous Grades
- Organize Scheme of Service Training for Middle and Lower Level Civil Servants
- Update Civil Service HR database
- Undertake research on emerging issues in the Civil Service.
- Organize workshop on Data protection and knowledge sharing for Staff of OHCS
- Procure software for the computerization of OHCS Personnel Registry Records system
- Establish a Client Service Unit.
- Operationalize an Institutional Performance Assessment System.
- Conduct periodic monitoring and evaluation exercises to assess the performance of Ministries & Departments.

- Develop a strategic plan for the OHCS
- Complete the production of a 30 minute documentary on OHCS
- Restructure at least 7 records offices of MMDA's/MDA's and install new classification system.
- Re-list the archival holdings to conform to current international standards.(ongoing)
- Restructure the three repositories in Accra (Survey, Assessment, Cleaning, Re-boxing and Re-labelling)
- Celebrate the International Archives Week in July 2014
- Visit schools to educate children on the work of the national archives.
- Digitize maps, plans and selected original documents for preservation purposes.
- Upgrade facilities at MSD library and records office
- Complete MSD office building (construction of Second floor)
- Process MDA requests for HR facilities.
- Procure office equipment such as swivel chairs, workstations and computers and distribute them fairly among staff.
- Revise/Update the Code of Conduct for the Ghana Civil Service.

3.3.0 MINISTRY OF CHIEFTAINCY AND TRADITIONAL AFFAIRS

3.3.1 Introduction

The Ministry of Chieftaincy and Traditional Affairs (MoCTA) was established as the Ministry of Chieftaincy and Culture (MoCC) in May 2006, in accordance with Section 11(1) of the Civil Service Law 1993 (PNDC LAW 327) and the recommendation of the African Peer Review Mechanism (APRM) Report.

The Ministry was re-designated as the Ministry of Chieftaincy and Traditional Affairs in February 2013, by His Excellency President John Dramani Mahama per an Executive Instrument E.I.1.2013. This development mandates the Ministry to focus more on issues relating to Chieftaincy and the Cultural Heritage of Ghana. Thus the sector plays a great role in national development, especially among the traditional communities.

The realigned Ministry exists for “the promotion of an effective interface between Government and Civil Society on matters relating to Chieftaincy and Traditional Affairs for the enhancement of peace, good governance and international partnership for the overall development of Ghana”.

3.3.2 Sector Departments, Agencies

The MoCTA, with the re-designation, ceded the Culture Sector to the Ministry of Tourism, Culture and Creative Arts (MoTCCA). The Ministry however has retained oversight responsibility over the National House of Chiefs; the ten Regional Houses of Chiefs, 216 Traditional Councils and eight Divisional Councils.

3.3.3 Key Activities Undertaken

As a result of the realignment, the Ministry lost its main source of Internally Generated Funds (IGF). Consequently, it was a challenge to deliver on many of its planned programmes for the 2013 period. Notwithstanding the situation which was compounded with challenges of understaffing, the Ministry of Chieftaincy and Traditional Affairs took initiative in carrying out was some of its programs and activities. These were in the areas of:

a) Codification of Chieftaincy Succession Lines

Thirty Lines of Chieftaincy Succession were earmarked for codification in 2013. The aim was to ensure that new Chiefs are officially recognised by both the Regional House and the National House of Chiefs as stipulated by the Chieftaincy Act. However, as at the close of the year 2013, 13 Legislative Instruments (LI) were submitted to the AG’s Department for review and onward submission to Parliament.

b) Organization of validation workshop on LI for the membership of Regional Houses of Chiefs

The Ministry in collaboration with the Parliamentary Sub-Committee on Subsidiary Legislation organised a workshop to validate the draft LI on Membership of Regional Houses of Chiefs. The LI was validated and submitted to the Attorney Generals Department for onward submission to Parliament.

c) Launch of Royal Code of Ethics for Chiefs

A Royal Code of Ethics for Chiefs was prepared and launched with the support of Konrad-Adenauer-Stiftung (KAS).

d) Organization of National Festival of Arts and Culture (NAFAC)

A series of preparatory meetings were held with MoTCCA in 2013 to plan the celebration of the NAFAC Festival for 2014. The Ministry also organised cultural exchange program for delegates from Sudan, Zambia and Colombia.

e) Settlement of Disputes

Regional Houses of Chiefs were able to deliver judgements on cases pending before the Judicial Committees.

f) Renovation of Office Accommodation

To provide a modern office accommodation to house the Traditional and Customary Centre for Chiefs and Queen mothers within the Ministry, some old offices were renovated.

g) Recruitment and Training

During the review period, the Ministry planned to recruit 40 senior/junior staff out of which 38 were recruited. Training was organized for 46 junior/senior staff in adjudication and administrative processes in Chieftaincy Administration. This was aimed at equipping staff to be more productive in their service delivery.

h) Procurement

- Vehicles

The Ministry planned to procure two station wagons, two salon cars and two double cabin pick-ups. However, due to lack of funds the Ministry was only able to procure two station wagons and two salon cars.

- ICT equipment

To upgrade the ICT Infrastructure of the Ministry and provide staff with essential working tools, the Ministry received 20 desktops and 10 scanners from the Ministry of Communications under the e-Government Program.

i) Auditing of National and Regional Houses of Chiefs

To ensure the financial integrity of the Ministry’s operations, four Regional Houses of Chiefs were programed to be audited. However, the internal audit unit of the Ministry visited only two Houses, thus the National House of Chiefs and the Ashanti Regional House of Chiefs. The auditors submitted their reports to the Ministry for further action.

3.3.4 Activities undertaken by the Regional Houses of Chiefs

The following were activities undertaken by the Regional Houses of Chiefs.

a) Volta Regional House of Chiefs

• Passage of Legislative Instrument (LI) for 103 Traditional Areas

- An LI to give recognition to all the 103 Traditional areas which have no traditional councils is in Parliament awaiting passage. This would give backing to these areas by allowing for the establishment of Traditional Councils for them, and raise them to paramount status and to be members of the Volta Regional House of Chiefs.
- In addition, one bungalow out of three was renovated but is yet to be officially handed over to the House of Chiefs.

b) Western Regional House of Chiefs

• Workshop for Queen Mothers

Separate training workshops were organized for Queen mothers and eight Traditional members and their Judicial Committees. An action plan to increase the current level of 5.5% female representation in Government was drawn.

• Sensitisation on Anti-Corruption

A workshop was successfully organised to educate traditional authorities on corrupt practices and on the right to information bill. Nananom expressed appreciation for the issues discussed.

c) Ashanti Regional House of Chiefs

• Chieftaincy Declaration Forms

The House during the reporting period received 191 Chieftaincy Declaration (CD) Forms from Traditional Councils in the region. All the forms received were duly approved and subsequently forwarded to the National House of Chiefs for entry into the National Register of Chiefs.

• Traditional Authority Management

Two General Meetings were held in June and December 2013 to help improve the management of Traditional Authorities. 13 Traditional Councils were visited namely; Domeabra, Ofoase,

Gyadam, Adankragya, Amofo, Essumeja, Kwamang, Beposo, Nsuta, Mabang, Mpasaso No.1, Kokofu, Agona. Unfortunately, most of them were poorly resourced.

d) Central Regional House of Chiefs

• **Efficient use of Alternative Dispute Resolution (ADR)**

In collaboration with the NGO-Conservation Foundation, a two day capacity training workshop was organized to educate the paramount chiefs and queen mothers in the use of Alternative Dispute Resolution (ADR) in settling disputes.

• **Settling of Chieftaincy Related Cases and General Meetings**

- A Judicial committee meeting was held to settle 12 out of 35 Chieftaincy related cases brought before the House.
- A Research committee meeting was held to research into Chieftaincy related cases and to ensure all Chiefs in the Region were gazetted. As a result, 53 out of 88 Chieftaincy Declaration (CD) forms forwarded to the National House of Chiefs were approved.

• **Dissemination of government policies on poverty alleviation, education and health**

Two general meetings were organized to deliberate on government policies and make suggestions to help bring development to the Region. Some Ministers were invited to interact with Nananom, as well as other stakeholders.

e) Brong Ahafo Regional House of Chiefs

The Brong Ahafo Regional House of Chiefs developed a proposal for the design and construction of a two-storey hostel, as well as a commercial shop facility near Sunyani Polytechnic. This project was aimed at generating income for the House.

f) Northern Regional House of Chiefs

- The NHRC in its bid to promote political tolerance, stability, security & peace in the Region, organised three General and three Committee Meetings. A judicial mediation committee is currently in Mamprugu to attend to chieftaincy matters.
- Two workshops were also organised for Chiefs to build their capacity to provide an enabling environment for effective, efficient & sustainable service delivery.

g) Eastern Regional House of Chiefs

• **Determining Chieftaincy Cases**

Forty-four Judicial Committee sittings were held to deliberate on 10 chieftaincy cases pending before the Judicial Committee of the House. At the end of the year, seven judgments were delivered on the cases.

- **Update of Database for Chiefs and Queens**

The data update of Chiefs and Queen mothers in the Region is on-going in fulfilment of a Constitutional requirement.

h) Upper West Regional House of Chiefs

- **Meetings of the Regional House of Chiefs**

A full House Meeting was held to discuss matters relating to Chieftaincy and national development and to consider about 63 Chieftaincy Disputes from various Traditional areas.

- **Celebration of Festivals and Events**

The ministry supported the celebration of festivals to preserve and showcase the cultural heritage of the Upper West Region for eco-tourism development and to ensure democratic governance and peaceful co-existence for national development. Specifically, the Traditional authorities and their equivalent Pogname/Hala Kuore and other chiefs organized for the celebration of festivals in the Nandom, Lawra, Tumu, Lambussie, Kaleo, Wa Traditional Areas in the region. These included the Tumu-Paragbiele, Nandom- Kakube; Lawra-Kobine; Lambussie-Mifile-gbero; Wala-Damba and Kaleo- Zumberti festivals.

- A celebration was also organised in November, 2013 to mark the occasion of the sod-cutting by H. E. the President for the commencement of Wa Urban Water Expansion Project. The occasion was graced by Durbar of Chiefs and Pogname/Hala Kuore and their people.

- **Organization of World AIDS Day Celebration**

A durbar of Chiefs and their people was also organised in December, 2013 to mark the occasion of World AIDS Day Celebration. It was attended by the Paramount Chiefs, Divisional and other Chiefs.

- **Organization of Sensitization Workshops for Traditional Councils**

Two Sensitization workshops were organized to create awareness on the establishment of Customary Land Secretariats (CLSs) and Customary Land Boundary Demarcation (CLBD) by the Presidents of the various Traditional Councils. This was aimed at helping the Traditional Authorities to solve land disputes in the Region.

3.3.5 Financial Performance

Table 5: FINANCIAL PERFORMANCE OF MINISTRY OF CHIEFTAINCY AND CULTURE

SOURCE	APPOVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GOG			
COMPENSATION	14,215,173.00	7,577,328.70	7,577,328.70
Use of Goods & Services	1,758,450.00	439,954.25	439,954.25
Non –Financial Assets	3,275,730.00	667,486.00	667,486.00
TOTAL	19,249,353.00	8,684,768.95	8,684,768.95

3.3.6 Challenges

- Release of funds: late and none release of budgetary allocations
- Staff strength: inadequate number of officers
- Staff capacity: inadequate requisite skills

3.3.7 Outlook For 2014

- The Ministry plans to continue with the Ascertainment and Codification of Customary Law Project relating to Family and Land in Ghana.
- Resource the National and Regional Houses of Chiefs with Counsels to aid in adjudication proceedings.
- Research and codification of lines of succession in 20 Traditional Areas and pass LI to mitigate chieftaincy disputes and conflicts.
- Augment and develop the human resource of the sector by recruiting more staff and training both new and existing staff.
- Undertake M&E exercise to the National and Regional Houses of Chiefs.
- Train chieftaincy staff in ADR to accelerate the resolution of chieftaincy disputes.
- Develop a functional and interactive website, and improve the ICT infrastructure of the Ministry and selected Regional Houses of Chiefs.
- Procure a station wagon and 2 double cabin pickups.

3.4.0 MINISTRY OF COMMUNICATIONS

3.4.1 Introduction

Ministry of Communications exists to facilitate the development of a reliable and cost effective world-class communications infrastructure and services, driven by appropriate technological innovations to enhance the promotion of economic competitiveness in a knowledge-based environment. The Ministry's vision is to manage the convergence of Communication and Technology to promote a viable integrated national development process within a global setting. In pursuit of this, the Ministry oversees the development of policies related to the operational and regulatory frameworks and systems covering 10 organizations in addition to its numerous stakeholders in the private sector.

3.4.2 Sector Departments and Agencies

The Ministry has no Civil Service Departments but it exercises oversight responsibility over 7 subvented Agencies, as well as 4 Statutory Bodies. These are:

a) Sub-vented Agencies

- Ghana Meteorological Agency (GMA)
- National Information Technology Agency (NITA)
- Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE)
- Postal and Courier Service Regulatory Commission (PCSRC)
- IT Enabled Services Secretariat (ITES)
- Ghana Multimedia Incubator Centre (GMIC)

b) Statutory Bodies

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

3.4.3 Key Activities Undertaken

a) Policies and Regulations

• ICT Policy for Accelerated Development (ICT4AD) Policy

The Ministry has finalized the comprehensive review of the ICT Policy for Accelerated Development (ICT4AD) to respond to global technological requirements. In addition to ICT

development, the new policy also embodies broadband, cyber security, ICT, environment and climate change, and geo-information system.

- In consultation with the Attorney Generals Department and other stakeholders, the Ministry of Communications initiated and promulgated Bills to foster competition and investment promotion in the area of ICT.
- **Kofi Annan Centre of Excellence (KACE) Legal Mandate**
The Ministry monitored and facilitated the development of the legislations for the ICT sector which include the Kofi Annan Centre of Excellence (KACE) Legal Mandate which is currently with the Cabinet.
- **Review of Ghana Meteorological Agency Act**
The Ministry continued to consult with the Attorney General's Department to review Act 682 to empower Ghana Meteorological Agency (GMet) to charge fees for commercial services rendered to the aviation industry to make the GMet financially self-sustaining.
- **Development of an Incubation Policy**
The Ministry continued with the promotion of the development of an Incubation Policy to help in the design, development, support and monitoring of business incubators in Ghana around private sector incubation projects in the ITES sector.
- **The Postal and Courier Services Regulations**
The Postal and Courier Services Regulations, 2013 was laid in Parliament and is awaiting the 21 mandatory sitting days of Parliament in order to come into force as required by Article 11 (7) of the Constitution of Ghana.

b) Mobile Broadband

Under the e-Government platform project, 30 existing World Wide Interoperability Microwave Access (WIMAX) sites were upgraded to Long Term Evolution (LTE) technology.

c) Eastern Corridor Fibre Optic Backbone Network

- The official commencement of the construction of the Eastern Corridor fibre optic network was launched on 29th May 2013 in Wamale near Tamale. So far, 107km of fibre out of the 780km stretch has been laid, covering sections of Bawku to Gushiegu, as well as Gushiegu to Yendi. Additionally seven of the nine Points of Presence (PoP) for the entire project has been completed.

- The 120 beneficiary towns also include: Garu, Seshie, Kugurago, Nakpanduri, Gbintri, Katani, Zanteli, Gushiegu, Nawuni, Sakpeigu, Yendi, Makayili, Nakpachei, Bokpaba, Bimbila, Damanko, Kpasa, Menuso-Nkwanta, Dodi-Pepesu, Kadjebi, Jasikan, Hohoe, Golokwati-Biakpa, etc.

d) Construction of Data Centre

Work on the construction of the National Data Centre continued during the year. As at the close of the year the project was 90% complete, and the design for the installation of the equipment and the facilities for the centre completed.

e) Digital Terrestrial Television (DTT) Network

As part of the sensitization programme for the DTT project, the Ministry toured all the TV broadcasting stations in October 2013 to address their concerns and also inform them of the status of the implementation.

f) ICT Skills and Human Resource Development

The Ministry continued to provide the needed support to make every citizen ICT literate. In line with this policy, during the period under review the Ghana-Indian Kofi Annan Centre of Excellence (KACE) in ICT trained a total of 1245 students in software, security and networking courses.

Fifty former members of parliament were trained in Basic ICT skills and End user Social Media, while 465 people from the private sector were also trained in SPSS Research and Social Media.

g) Postal and Courier Services

- The Commission intensified its search for unlicensed operators, culminating in a total of **46** operating licenses being issued from January to December 2013. These comprised of **42** renewed licenses and **four** newly-licensed operators. The number of licensed operators in the Commission's register is 65. Two are postal operators and 63 private courier operators.
- The Commission through its inspection and monitoring exercises, and regulatory oversight, assisted Ghana Post to improve quality of universal service. Ghana Post was able to achieve an average performance mark of 68% for the third quarter of 2013.

h) Broadband Development

The Africa Coast to Europe (ACE) submarine cable system was inaugurated in Accra, as the fifth (5th) submarine cable by Expresso which contributes 5.1 terabits to the National submarine cable capacity. This brings its total to 12.3 terabits. The addition of ACE to the existing submarine cables that is WACS, Glo-1, MainOne and SAT-3 has introduced competition into the industry

and driven down bandwidth cost in Ghana. This has opened the shores of Ghana for attracting Business Process Outsourcing (BPO) businesses into Ghana to offer employment to our people.

i) Meteorological Services

The Ghana Meteorological Agency hosted the World Meteorological Organization (WMO) Training course on the use of satellite products for agro-meteorological applications from 10th-14th June 2013 on behalf of the WMO.

j) Telephone Subscription

The telecommunications sector continued to register impressive growth rate in subscription. The total telephone subscription for both cellular and fixed lines as at December, 2013 stood at 28,296,904 compared to 25,903,408 for December, 2012. Mobile telephony accounted for about 99% of total access lines with a total of 28,026,482 access lines, while fixed access lines accounted for 1% with a total subscription of 277,422.

k) National Communications Authority (NCA)

- A total of 43 licenses and authorizations were granted by the NCA to various communications service providers for the provision of communications services throughout the country. These comprised 28 Type Approval Certificates, 1 VSAT Authorisations and 10 UHF/VHF Frequency Authorisations, 2 FM Radio Frequency Authorisations and 2 Studio-to-Transmitters Link (STL) Frequency Authorisations.
- During the period, a new QoS equipment was successfully installed tested and acceptance certificate subsequently signed between NCA and ASCOM. The equipment was deployed to monitor the quality of telecommunications services delivered by the Operators on a pilot basis, to extensively test the equipment to verify if any further calibrations will be needed and the results discussed with stakeholders.
- The Authority also monitored the airwaves and the spectrum bands to ensure that Frequency Authorisation Holders did not cause interference to other Users. It continued the implementation of its on-going projects such as Mobile Number Portability, Analogue to Digital Migration as well as the construction of office buildings at Airport City in Accra, Kumasi, Tamale and Takoradi and also continued with Phase II of its Decentralization plan by opening temporary offices in Koforidua, Ho, Sunyani and Bolgatanga.

l) Universal Access to ICT

The Ministry through the Ghana Investment Fund for Electronic Communications undertook universal access projects and programmes. During the year under review the following was achieved;

- Internet connectivity was provided to 200 Institutions,
- Rural Telephony for 20 communities was successfully completed.
- Two ICT centres were setup at Ghana Fire Service Training School and at the Headquarters.

- Capacity building activities were facilitated for; 42 Nursing Training Schools, ICT lecturers, 32 Prison Instructors, 2 Fire Officers, 20 CIC managers, 10 Library ICT Coordinators and 37 ICT teachers in Mamprusi West,
- 4000 Computers and 2000 laptops procured by GIFEC to be distributed.

m) Deployment of Tertiary Institutions Access Network Programme

The Ministry during the year under review undertook a comprehensive study to assess the infrastructure, connectivity and applications requirement of some tertiary institutions. Also advertisements were placed in the national dailies to select vendors for the establishment of the network in 8 selected tertiary institutions.

These are Sunyani Polytechnic; St. Theresa's Training College, Hohoe; University for Development Studies; Kwame Nkrumah University of Science and Technology; University of Ghana; University of Cape Coast; University College of Education, Winneba; and OLA College of Education, Cape Coast.

n) Cyber Security

The Ministry commenced the re-delegation of Ghana's Internet Domain namespace i.e. “.gh”. The Ministry currently has one Internet Exchange Point (IXP), and took delivery of a switch for an additional IXP. The framework to establish a Computer Emergency Response System Team (CERT) with the International Telecommunication Union (ITU) to strengthen the nation's ability to manage cyber security threats was concluded.

o) Automation of Ghana Revenue Authority and Registrar General's Department

In order to enhance revenue mobilization and ensure efficient tax collection systems, the Ministry initiated the implementation of an integrated Tax Administration and Business Registration System under the e-Ghana Project to improve the operations of the Ghana Revenue Authority and Registrar Generals Department. The project which is at the Operational Acceptance Stage is being implemented under Public Private Partnership arrangement.

p) Integrated e-Health System

The Ministry through NITA installed Server equipment at Korle Bu Teaching Hospital, Zebilla District Hospital and Wa Regional Hospital. Additionally, 220 Computers and 46 scanners were distributed to the three Hospitals. Blueprint on the e-Health system for the three hospitals were developed for implementation.

q) Business Process Outsourcing Centre (BPO)

The Ministry secured additional US\$3.8million funding from the Rockefeller Foundation to top up the World Bank funding of US\$5million to refurbish the old PWD warehouses near Kwame Nkrumah Circle-Accra, into a Grade A facility.

3.4.4 Financial Performance

Table 6: FINANCIAL PERFORMANCE OF THE MINISTRY OF COMMUNICATIONS

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
Compensation of Employees	5,240,896.00	10,322,723.00	10,322,723.00
Use of Goods & Services	776,413.00	289,697.00	289,697.00
Non-financial Assets	3,983,585.00	14,025.00	14,025.00
IGF	292,855.00	1,704,846.00	868,902.00
World Bank	46,070,539.00	39,867,306.00	37,632,988.00
TOTAL	56,364,288.00	52,198,597.00	49,128,335.00

3.4.5 Challenges

The Ministry during the year under review faced the following challenges:

- Lack of IT Professionals in the Civil Service
- Absence of Information Technology Enabled Services (ITES) in MDAs
- Inadequate office space
- High Bandwidth cost
- Absence of appropriate ICT indicators

3.4.6 Outlook For 2014

The Sector Ministry will pursue the following programs in 2014:

- **ICT for Accelerated Development (ICT4AD)**

The Ministry will continue to monitor the implementation process to foster proper evaluation and impact on the socio-economic development of the country.

- **Mobile Broadband**

In 2014, 90 more sites will be constructed to enable the deployment of advanced ICT Applications in Education, Health, Commerce, Open Government and other business opportunities.

- **Eastern Corridor Fibre Optic Backbone Network Project**

The Ministry will continue to monitor the construction of the project for its completion by July 2014. In this regard, the Ministry will pursue the completion of the remaining 673km of

the Eastern Corridor fibre optic network. In addition, the two outstanding Points of Presence will also be completed within the same period.

- **Construction of Data Centre**

The Ministry will ensure the completion of the above project in 2014 and work towards the construction of a secondary data centre built in conformity with international standards outside the national capital as a strategic back-up to the primary data centre.

- **Development of Technology Park**

The development of the Technology Park under the Micro, Small and Medium Enterprise (MSME) project will be pursued to complement the major effort to create the environment for real job creation in the area of ICT/ITES business initiatives.

- **ICT Skills and Human Resource Development**

In 2014, the Ministry through its agencies will support the development and maintenance of an educational portal where teachers, students, parents and researchers can have access to good practice lesson plans, curricula content, teaching and learning aids, on-line advice and research. The project will further provide connectivity to the least developed 200 secondary schools in the country.

- **Postal and Courier Services**

In 2014, the Commission will embark on regular inspections, monitoring exercises and end-to-end measurement of mail transmission times to attain an average national mail delivery target of 72 hours.

- The Commission will intensify its operations in the three (3) Regions (i.e. Northern, Ashanti and Western) where it has liaison offices to increase the internally-generated revenue from licensing fees by 20% over 2013 figures.

Four (4) sensitization workshops will be held in 2014 to create awareness about the Postal Sector Regulations, 2013 and its impact on the sector.

The Commission will enhance its human resource capacity for the delivery of efficient regulatory services in Ghana by increasing the staff strength from 8 to 17 by 31st December, 2014.

- **Broadband Development**

The Ministry will collaborate with the Service Providers in 2014 to achieve lower bandwidth costs to enhance the usage of ICT applications.

- **Meteorological Services**

In 2014, Ghana Meteorological Agency will pursue the installation of 100 Automatic Weather Systems to improve its meteorological instrument by 40 per cent.

- **National Communication Authority**

In 2014, the National Telecom Policy will be reviewed to reflect the current global trends to improve the performance of the sector.

- **Automation of Ghana Revenue Authority and Registrar General's Department**

The Ministry, in 2014, will under the Ghana e-Government Project roll out the Total Revenue Integrated Processing System to 10 Ghana Revenue Authority (GRA) offices in Accra and also launch the GRA Portal. Further, the Government e-Registration System will be rolled out to 3 regional sites namely: Kumasi, Sekondi-Takoradi and Tamale.

- **Digitization of Records**

In 2014, 11million records at Births and Deaths will be extracted and archived. 20million records at the Registrar General's Department will also be digitized. The digitization programme offers unique employment opportunities for the youth to scan, index, and electronically manage paper records, and set up searchable and easy-to-use electronic databases.

3.5.0 MINISTRY OF DEFENCE

3.5.1 Introduction

The vision of the Ministry of Defence (MoD) is to develop a highly professional, effective, efficient and politically neutral Armed Forces that is subject to democratic or civil control. The MoD is charged with formulating and managing the implementation of policies aimed at safeguarding the sovereignty and territorial integrity of the nation.

The Ministry exercises oversight responsibility for the Tri-Service of the Military (Army, Navy and Air Force), the General Headquarters of the Ghana Armed Forces which includes the Military Academy and Training Schools (MATS), Kofi Annan International Peacekeeping Training Centre (KA IPTC) and the 37 Military Hospital. It also oversees the management of the Veterans Administration, Ghana (VAG).

3.5.2 Organizations and Agencies of the Ministry

The following organisations operate under the Ministry:

- 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)
- Office of the Defence Advisors
- 37 Military Hospital

3.5.3 Key Activities Undertaken

The Ministry of Defence developed its programs and activities based on policy objectives adopted from the National Policy document, the Ghana Shared Growth Development Agenda (GSGDA), 2010-2013. These programs and activities were geared towards achieving the goal of the Ministry, as well as the Nation.

a) Policies, Regulations, Conventions, Treaties

- **Ratify International Agreements**

The Industrial Cooperation Agreement between Government of Ghana and the Republic of Turkey was reviewed during the year. The Agreement was signed

• **The Convention on Cluster Munitions**

Convention on Cluster Munitions (CCM) was reviewed with MOD’s comments incorporated. The Document has been submitted to the Ministry of Interior for further action. The Convention on Cluster Munitions (CCM) is an international treaty that addresses the humanitarian consequences and unacceptable harm to civilians caused by cluster munitions, through a categorical prohibition and a framework for action. The Convention prohibits all use, production, transfer and stockpiling of cluster munitions. In addition, it establishes a framework for cooperation and assistance to ensure adequate care and rehabilitation to survivors and their communities, clearance of contaminated areas, risk reduction education and destruction of stockpiles.

b) Cabinet Memos

Cabinet Memos were developed to procure equipment for the Ghana Air force. These include:

- The Acquisition Of Four (4) C-27j Spartan Transport Aircraft – March 2013. The need to adequately equip the GAF is critical because of the growing incidence of piracy in the gulf of Benin. These threats are a challenge to the political stability. Acquisition of this aircraft will enhance easy access to remote areas within the country during emergencies and improve domestic and international operations of the GAF.
- Proposal for the acquisition of one (1) c-295 aircraft between udoman spv 1 ltd and the government of Ghana with manufacturer’s serial no. 103 for un peacekeeping operations – September 2013
- This acquisition is to facilitate Ghana’s UN logistics support operations which is in consonance with the current strategic concept of the UN under the auspices of the Department of Field Support of the UN.

c) Internal Security Operations

During the period under review the Armed Forces continued to deploy men in support of internal security and peace support operations. Some of the operations included:

- Help sustain peace in conflict areas- The location of an Army Detachment in Bawku (Bazuah Camp) has contributed greatly to sustaining peace in Bawku and its environs.
- The civil-military relations were also enhanced with open days on March 7 in 2013 in all Garrisons. These open days allow the general public to have free access to military installations and familiarise themselves with the Military and its activities.

Other Internal Peace Keeping Missions include:

OPERATION GONGONG to restore and maintain peace in Dagbon, Nanumba, Konkomba areas of the Northern Region.

OPERATION CALM LIFE to combat armed robbery in the urban areas and highways

OPERATION HALT to check illegal mining and illegal lumbering

OPERATION HUNTER to check cocoa smuggling along the Eastern and Western Borders

OPERATION SIT DOWN LOOK to monitor movement of goods and persons along the Borders

OPERATION MERCURY to provide Security for GBC

OPERATION STOCK CONTROL to check illegal fishing and pair trawling in a Joint Naval/Air Force operation

OPERATION CITADEL to provide security for the Presidency

OPERATION BOAFO to support disaster management efforts by NADMO

OPERATION JUBILEE to provide security for Oil and Gas facilities

OPERATION SAFE to provide security for bullion vans and banks

OPERATION SEARCH AND RESCUE to retrieve and evacuate victims to medical centres in case of air and sea/river disasters

OPERATION COWLEG to control activities of foreign nomadic herdsmen

OPERATION AHODWO to help Police restore and maintain law and order in urban areas after crowd disturbances

These operations were carried out all year round but there were other operations that were undertaken to meet specific needs e.g. Peace trail was undertaken during the election year and Operation Fly Over was held within the period of repairs of the Adomi Bridge to prevent overweight vehicles from using the bridge.

d) Peace Support Operations

Ghana continues to contribute troops for UN Peace Support Operations in various countries such as UN Interim Force in Lebanon (UNIFIL); UN Organization Stabilization Mission in the Democratic Republic of Congo (MONUSCO); UN Mission in Liberia (UNMIL); UN Operations in La Cote d'Ivoire (UNOCI) – Ghanbatt, GhanMed & Ghav. Ghana in 2013 started sending troops to Mali, which is The United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) which commenced in February 2013.

e) Procurement of Logistics

MoD procured various types of Ammunitions and weapons and resourced all units within the GAF with reasonable levels of vehicles for operational and administrative duties. Four (4) MI 171 Helicopters for troop transport was procured and delivered in 2013.

f) Kofi Annan International Peacekeeping Training Centre (KA IPTC)

KA IPTC undertook the following activities during the year;

- The Kofi Annan/Dag Hammarskjold lectures were instituted to kick-start the celebration of the 10th anniversary of the Centre. The first lecture took place at the Centre on 20

February 2013. The Guest Lecturer was H.E. Ellen Margarethe Loj, onetime Special Representative of the Secretary General at the United Nations Mission in Liberia (UNMIL) with H.E. Dr. Mohammed Ibn Chambas as the Chairman.

- A total of 72 students successfully completed their Master of Arts degrees in Conflict, Peace and Security and Master of Arts in Gender, Peace and Security on 5th July 2013. Apart from Ghana, the graduates came from other countries such as Afghanistan, Cameroon, Liberia, Cote d'Ivoire, Nigeria, Ethiopia and the Gambia. This graduation marked the climax of the 10th anniversary of the Centre.
- The Centre also hosted EXERCISE WESTERN ACCORD in 2013, a Command Post Exercise sponsored by the US Africa Command (AFRICOM) and countries of the West African sub-region on deployment of troops to Mali from 17th to 28th June 2013
- The ECOWAS Committee of the Chiefs of Defence Staff held their 13th Ordinary Session at the Centre from 26th – 27th June 2013.
- To improve security, a Centre-wide Closed-Circuit Television (CCTV) system was installed with support from the government of the USA.
- The Centre also acquired 50 pieces of Translation Equipment to improve its capacity to deliver training programs in English and French.

g) Ghana Armed Forces Command and Staff College (GAFSC)

GAFSC during the year run Junior and Senior Command & Staff Courses for officers in the Ghana Armed Forces and other sister African countries. Masters programs, Post-graduate Diploma and Certificate programs were also offered by the college in collaboration with the University of Ghana, Ghana Institute of Management and Public Administration (GIMPA) and other foreign institutions to develop the human resource base of GAF officers.

h) Military Academy and Training Schools (MATS)

MATS held a graduation ceremony on 30th August 2013 for 86 Officer Cadets belonging to a Special Medical Intake 2 and Regular Career Course 53. The special guest of honour at the ceremony was the Commander-in-Chief of the Ghana Armed Forces and President of Ghana, H.E. John Dramani Mahama

The Special Medical Intake underwent three months training while the Regulars underwent 15 months of training.

3.5.4 Financial Performance

Table 7: FINANCIAL PERFORMANCE OF MINISTRY OF DEFENCE

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	453,200,000.00	497,083,280.40	497,107,128.80
Use of Goods & Services	33,357,570.76	55,923,685.63	56,960,926.72
Non-financial Assets	5,973,910.00	7,277,236.79	6,883,403.78
TOTAL	492,531,480.76	560,284,202.85	560,951,459.34

3.5.5 Challenges

The Challenges that the Ministry faced in the year are indicated below;

- Financial Constraints
- Logistical Constraints
- Inadequate vehicles
- Inadequate technical staff mix
- Isolated incidence of military and civilian clashes
- Limited training facilities

3.5.6 Outlook For 2014

The Ministry will carry out the following activities in 2014:

- Develop a reliable database
- Provide logistic and administrative support to VAG national headquarters and all regional offices
- Train various categories of health personnel to improve quality healthcare delivery at Military Health Centres
- Train various categories of military personnel to enhance their Military skills
- Train various categories of Officers and Men to enhance their operational effectiveness
- Train personnel in peacekeeping operations
- Organise Oil and Gas technical security seminar/conferences
- Establish Forward Operating Bases (FOBs)
- Expand and equip NAVDOCK to enhance operational capabilities of Ships

- Recruit/enlist and train Military personnel
- Improve logistics base for Land, Naval and Air operations
- Procure strategic equipment and logistics for Peacekeeping operations
- Improve infrastructure development to include buildings, communication and land space
- Rehabilitate existing health facility
- Construct a new 500 bed capacity hospital facility in Kumasi
- Organise seminars, conference and exercises on cross border crimes and piracy with neighbouring countries
- Organise seminars and conference on gender mainstreaming
- Engage consultant to develop manpower development plan and review career development plan
- Undertake monitoring exercises in all the Garrisons
- Conduct regular patrol of the (Economic Exclusive Zone)
- Procure Navigational Aids and Equipment
- Establish command and control centre
- Refurbish existing Hangers
- Procure equipment for maritime operations

3.6.0 MINISTRY OF EDUCATION

3.6.1 Introduction

The Ministry of Education is mandated to provide relevant and quality education at all levels to all Ghanaians for human and national development and to create a dynamic education sector that prepares and equips all Ghanaians with relevant education and skills to promote socio-economic development.

Their vision is to provide relevant education to all Ghanaians at all levels with relevant education and skills to promote socio-economic development. The mission of the Ministry is to formulate and implement policies that would provide quality, equitable and accessible education to all citizens, with emphasis on Science, Information, Communication and Technology for self-actualization and peaceful coexistence, as well as requisite skills for the labour market and national development.

The strategic thrust of the sector during the period under review included:

- Increasing access with equity
- Improving quality of education
- Enhancing the management of education service delivery

3.6.2 Sector Departments and Agencies

The Sector's policies and programs from preschool to tertiary level were implemented by the twenty under listed Agencies, Divisions and Statutory Bodies:

- The Ghana Education Service (GES)
- The National Council for Tertiary Education (NCTE)
- The National Accreditation Board (NAB)
- The National Board for Professional and Technicians Examination (NABPTEX)
- The West African Examinations Council-National Office (WAEC)
- Ghana Education Trust Fund (GETFund)
- The Encyclopaedia Africana Project (EA)
- The Students Loan Trust Fund (SLTF)
- Ghana Academy of Arts and Sciences (GAAS)
- The National Inspectorate Board (NIB)
- National Council for Curriculum and Assessment (NCCA)
- National Commission for UNESCO
- National Teaching Council (NTC)
- Ghana Book Development Council (GBDC)

- National Service Scheme (NSS)
- Centre for Distance Learning and Opening Schooling (CENDLOS)
- Council for Technical Vocational Education and Training (COTVET)
- Ghana Library Authority (GhLA)
- Funds and Procurement Management Unit (FPMU)
- The Non Formal Education Division (NFED)

3.6.3 Key Activities Undertaken

The planned projects, programs, activities and achievements of the Ministry and its Agencies are categorized under the strategic focus for 2013 which included; improving education management, increase access with equity and improving quality of education.

In order to improve the delivery of educational services, the Ministry introduced a number of policies, interventions and undertook a series of monitoring exercises.

Some of the activities undertaken under this theme included:

a) Replacement of Allowances to Trainees of Colleges of Education with Students' Loan

The introduction of this policy led to an increase in enrolment from 9,000 to 15, 000 in the 2013/14 academic year.

b) Rationalization of Teacher Deployment and Payroll Management

This initiative resulted in the deletion of 2,913 personnel from the Payroll. Again it led to the redeployment of teachers from overstaffed schools to schools that had teacher shortage.

c) Rationalization and Standardization of fees

The Ministry/GES reviewed the existing structure of fees and charges/levies and issued circulars standardizing approved fees to be charged by public Second Cycle Institutions with effect from the 2013/14 academic year. Approval was supposed to be sought for charging PTA levies.

d) Launching of Policies and Interventions such as the Complementary Basic Education

Some Policies and Interventions included; procurement and distribution of free textbooks for all public basic schools in Cape-Coast, Complementary Basic Education (CBE) Program in Kintampo, Pre-tertiary Teacher Professional Development and Management Policy in Accra, and Skills Development Fund (SDF).

e) Signing of Performance Agreement

Ninety five key deliverables were agreed upon between the Chief Director and the Head of Civil Service. Out of that figure quoted, 25 of the deliverables were fully achieved and 54 have been rated on track as programed.

f) Monitoring and Supervision

During the year under review, the Hon. Minister led a team to visit all the ten regions and some selected districts and educational institutions. This was to provide them the opportunity to familiarize with activities across the regions and districts. In all 40 schools made up of; pre-tertiary level, polytechnics, colleges of Education and Universities were visited.

g) Teacher Supervision

To improve monitoring and supervision of teachers, all heads of Basic Schools were sensitized on the use of the Quality Indicators, Schools Report Card (SRC) and collation of data on teachers. Enrolment and performance template software was rolled out in 57 deprived Districts. The Division was able to monitor and supervise 35 schools at 3 Districts.

h) National Policy Fair

The Ministry participated in the 4th National Policy Fairs. All its Agencies and Departments showcased the sector's programs and projects. The Ministry also engaged the public and all attendants to the fair in discussing issues related to education.

i) The National Education Sector Annual Review

During the year, the Ministry organized a one day review session for major stakeholders at the national level. This was to present to stakeholders, research that had been conducted and to come out with decisions to be taken in order to improve quality education delivery in Ghana.

j) Increase Access and Equity at All Levels

In view of this theme, various key activities undertaken included:

• **Pre-tertiary**

- Completed 6-Unit Classroom Blocks and 3-Unit Teacher Accommodation.
- Completed and handed over to the beneficiary Districts, 37 No. Classroom Blocks and 74No. 3-seater KVIP Toilet Block.
- A total of 95 No. schools under trees Projects were completed
- 75% completion of the National Assessment Centre for identification and treatment of children with Special Needs for proper placement in the Sector.
- Initiated construction of a Regional Assessment Centre in the Western Region
- Awarded contracts for the rehabilitation of 28 Basic Schools and 62 SHS structures
- Completed 10 No. two Storey Emergency Dormitory Blocks for SHSs
- 5 No. GAF projects completed.

- **Tertiary**

At the Tertiary level, specific strategies were adopted to complete a number of on-going facilities with emphasis on admission of the two cohorts from Senior High Schools. The following were some of the achievements in the year under review:

- Completed the construction of a Lecture Hall at University of Health and Allied Sciences (UHAS) and currently in use
 - Completed a 5-storey classroom block for School of Engineering at Ho Polytechnic
 - Completed the construction of a 2-Storey Hostel Block at Tumu College of Education
 - Rehabilitation work on Girls Dormitory at Jasikan College of Education was 95% complete
 - Construction work on lecturers' Bungalows at St. Francis College of Education was 95% complete
 - Construction work on Lecturers Bungalows at Dambai College of Education was 90% complete
 - Rehabilitation work on a 2-storey 12-Unit Classroom Block at Bolgatanga Polytechnic was 90% completed
 - 90% completion of 'N' Block Lecture Hall at University of Professional Studies, Accra (UPSA)
 - 60% completion of 2 No. Classroom Blocks at University of Cape Coast (UCC)
 - Preparatory works initiated on the construction of the 10 No. New Colleges of Education
 - Preparatory works on the establishment of an additional university in the Eastern Region was completed and Somanya has been identified as the site for the Project.
- **Social Intervention Programs were also instituted to improve enrolment and retention at the Basic level especially. It involved:**
 - Payment of capitation grants, free school uniforms, free exercise books, scholarships to encourage girl participation in education, Take Home rations provided to girls in the 3 northern regions, etc.
 - An amount of 15,097,369 was spent on the 57 deprived districts in the provision of sanitary facilities, furniture, rehabilitation, teaching and learning materials.
 - To improve girls' participation in education, scholarship packages were given to 10,000 JHS girls in 21 pilot districts under the Girls Participatory Approach to Student's Success.
 - Nine (9) partners were resourced to provide 25,000 out-of-school children complementary Basic Education to address the issue of out-of-school and over aged children in 2013.

- My First Day at School Program which allowed the Minister, her deputies and other officials to visit and monitor school activities on the first day.

k) Improve Quality of Teaching and Learning at All Levels

The tasks under this theme by the sector Ministry involved a number of activities including:

- In-service training provided for 3,086 KG teachers, 13,264 Primary school teachers and 6,534 Junior High School (JHS) teachers at the basic level.
- Enrolled 5,000 untrained teachers to participate in the 3 year Untrained Teacher Diploma in Basic Education (UTDBE) program.
- 54,000 national service persons and national volunteers were deployed to the Sector. To bridge teacher supply gaps, many of these personnel were deployed to deprived areas.
- 43,280 Basic Schools and 1,200 Basic School teachers were provided with laptops under the Basic School Computerization Program. 20,000 JHS teachers also received training in ICT.
- The Ministry procured and distributed 12.5million English, Mathematics and Science textbooks to basic schools, 8,452 folders for English, Mathematics and Science lessons as well as 8,425 pieces of braille and instructional material supplied to Special Schools.
- To improve teaching and learning of science, the Ministry upgraded Science Resource Centres in two hundred (200) selected Senior High Schools (SHS). Specifically they received:
 - ❖ Science equipment (biology, chemistry, physics, and audio-visual equipment) and chemicals.
 - ❖ Technical services.
 - ❖ Training for project preparation.
 - ❖ Training manuals and teaching resources.
 - ❖ Training and development for science teachers, science technicians and staff of the science education unit.
- In order to address the issues of inadequate equipment and hands-on training in the Technical Vocational Education and Training (TVET) sector, the Ministry provided:
 - ❖ 10 Technical Institutes with equipment such as electrical arc, welding machines, Mig and Tig welding machines, universal milling machines, heavy duty rolling machines, and cutting machines, in the Volta, Ashanti, Upper East, Upper West, Brong Ahafo, Central and Western Regions.
 - ❖ Polytechnics (Koforidua, Ho, Cape Coast and Tamale), with AC/DC welding machines, Universal milling machines, heavy duty rolling machines, shaping machines, heavy duty plasma, and cutting machines.

l) Skills Development Fund (SDF)

The SDF was designed to provide funding for skills and technology development through the allocation of funds to firms and institutions to respond to two of the most critical challenges encountered by the productive sectors in Ghana. These included; ICT, horticulture, livestock, construction and housing, hospitality and tourism, oil and gas. The SDF resulted in the delivery of training and new technology to over 5,127 beneficiaries (of which 30 percent were female).

m) Best Teacher Awards Ceremony

To motivate teachers and other educational workers to improve productivity, 39 teachers received awards in thirteen categories at the 2013 Best Teacher Awards Ceremony. Awards were given to 10 national service volunteers and 2 foreign volunteers. Three schools received the HIV/AIDS alert Model Best School Award.

n) Promotion of Science and Technical Education

- 83 schools were equipped with Science equipment;
- 250 SHS Science teachers and 60 laboratory technicians received training under Phase II of the Upgrading of Science facilities;
- Science, Technology and Mathematics Education (STME) clinics were organized for 300 girls in 20 Junior High Schools.

o) Promotion of Library Services to Improve Education Delivery

- Ho and Sunyani library projects were 73% and 62% completed respectively;
- Sekondi and Gt. Accra Regional Libraries were 63% and 66% completed respectively.

p) Production and Distribution of Educational Lessons

- 4,200 folders of English and Mathematics lessons were distributed to 70 Junior High Schools across the country;
- 4,252 folders of English, Mathematics and Science lessons were distributed to 535 SHS from 8 regions;
- Procurement process was completed for the production of additional lessons.

q) Conduction of Examinations

- 391,082 JHS 3 candidates were presented for the Basic Education Certificate Examination (BECE);
- 409,759 candidates were presented from the SHS across the country for West African Senior Secondary Certificate Examination (WASSCE);
- 146,522 private candidates sat for the WASSCE examinations.

3.6.4 Financial Performance

Table 8: FINANCIAL PERFORMANCE OF MINISTRY OF EDUCATION

FUNDING SOURCES	APPROVED BUDGET (GH¢)	EXPENDITURE (GH¢)	EXP. AS % OF BUDGET
Central GoG	2,955,854,502.00	3,150,494,242.00	107
Donor	84,427,211.00	48,547,469.00	58
IGF	680,956,470.00	662,980,000.00	97
GETFund	691,475,200.00	88,000,000.00	13
TOTAL	4,412,713,383.00	3,950,021,711.00	88.00

3.6.5 Challenges

Some of the major challenges faced by the Ministry and its Agencies included the following:

- Irregular/untimely releases funds and inadequate funding;
- Some of the Legal Acts backing the operations are in conflict with each other which made it extremely difficult for smooth implementation of programs and projects. Two cases in point are the TVET Acts on one hand and the GES Act 506 vis-a-vis the Education Act, Act 778. Others included LIs that have not been passed yet;
- The Ministry was saddled with inadequate and requisite staff;
- Lack of adequate logistics for smooth running of the Ministry.

3.6.6 Outlook For 2014

The following will continue to reflect government's policy priorities in education which are consistent with the National Medium Term Development Plan (MTDP).

- Improve equitable access to Education;
- Improve quality of teaching and learning outcomes, especially math and science;
- Promote Life skills training;
- Improve Management Efficiency;
- Improve time on task and ensure value for money;
- Phase out system of automatic recruitment of teachers and replace it with a system where teachers will apply and be interviewed for vacancies declared in specific schools;
- Address the issue of inequitable deployment of teachers and improve the quality of teaching and learning outcome;
- Improve payroll management;
- The best teacher award scheme will be reviewed to include school performance awards based on pupil/student learning outcomes;

- Collaborate with all stakeholders to finalize proposals towards adoption of a sustainable funding policy for tertiary education and seek approval for its implementation;
- The Ministry will fully implement the policy to replace allowances paid to trainees of colleges of Education with student's loan;
- Increase local participation in the provision of all school supplies, logistics and projects;
- Complete the construction of 180 boreholes for Basic Schools and Senior High Schools to improve access to water;
- Complete rehabilitation of 100 dilapidated structures in SHSs;
- Provide furniture for completed classrooms and dormitories;
- Improve quality of the functional literacy program and further review instructional materials;
- Address issues in Education Management such as monitoring and supervision of schools, registration and licensing of Teachers, conducting school report and exercise, etc.;
- Complete about 400 on-going structures under "schools Under Trees Project";
- Complete 60 No. 6-Unit classroom block, 10 No. 2-storey dormitory block under "quick Fix Projects";
- Complete the Phase II of the on-going Upgrade of the Science Resource Centre Project and initiate Phase II in 100 SHSs;
- The Non Formal Education Division will enrol 30,500 learners in English as well as in 15 Ghanaian languages under the national functional literacy program;
- Scholarships will be provided to 15,700 girls from 21 deprived districts under the Girls Participatory Approach to Student Success (PASS) Program;
- Complete the construction and furnishing of the National Assessment Centre in Accra and start the construction of the Western Regional Assessment Centre in 2014;
- Supply 30,526 pieces of dual desks, 8,575 pieces of teachers' tables and chairs and 42,426 pieces of KG tables and chairs in 2014;
- Provide capitation Grant for 5.7 million Basic School Pupils estimated at GH¢ 25,431,039.00 in 2014 and provide BECE subsidy for 403,000 final year JHS pupils at a cost of GH¢ 14,105,000.00;
- 10 million free exercise books will be supplied to all Basic School Pupils at an estimated cost of GH¢ 10,000,000.00;
- Free School Uniforms will be supplied to 500,000 pupils from deprived communities estimated at GH¢ 10,000,000.00;
- At the second cycle level, the government shall provide subsidies for 786,344 SHS and 33,490 TVET students for the 2013/2014 academic year;
- Continue with the provision of Complementary Basic Education (CBE) for 25,000 out-of-school children enrolled in October 2013 and enrolled an additional 40,000 children in the second phase of the program;

- Continue with early childhood development program and organize training for 13,305 KG teachers to augment the current strength of qualified teachers at the preschool level;
- The UTDBE program will continue with the training of 5000 untrained teachers and a further 8000 untrained teachers;
- The ministry will improve the quality of education by providing teaching and learning materials. In this regard, 1.2 million and 1.6 million workbooks will be provided to KG and Lower Primary respectively in English and Mathematics;
- The textbook replacement policy will be enforced to ensure that the expected pupil text book ratio of 1:1 is maintained;
- The Ministry will continue with the implementation of the Basic School Computerization Program. In 2014, emphasis will also be placed on the provision of content;
- The Ministry will undertake a review of Science and Mathematics Education at the pre-tertiary level and develop a short to long term Action Plan to address issues relating to Curriculum, pedagogy, training of teachers, teaching and learning materials, institutional arrangement and private sector participation;
- Rebrand Technical and Vocational Education and Training (TVET) to ensure quality delivery and training of competitive workforce with the requisite skills to meet the demands of industry;
- The ministry will provide training for 1400 facilitators to enhance the quality of learning outcomes under the functional literacy program and review instructional materials in occupational English literacy for hair dressers and dress maker;
- As part of efforts to improve school performance, the Ministry through the National Inspectorate Board (NIB) will undertake school inspection in 500 Basic schools and 50 second Cycle Schools to ensure that standards relating to teaching and learning are enforced;
- The ministry through the National Teaching Council will commence registration and licensing of teachers in the pre-tertiary institutions;
- In order to continue to promote equitable enrolment in the tertiary institutions, the Ministry through the National Council for Tertiary Education (NCTE) will harmonize guidelines on affirmative action for admission of candidates from disadvantaged groups;
- The Ministry of Education and National Council for Tertiary Education will undertake Study tour to Germany to understudy two universities. Reorient staff of the polytechnics; finalize proposals on legal institutional and regulatory changes and finalize the development of modalities for conversion.

3.7.0 MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS

3.7.1 Introduction

The Ministry of Employment and Labour Relations (MELR) was established through an Executive Instrument (EI. I) issued in January 2013 by H.E. President John Mahama to re-align the erstwhile Ministry of Employment and Social Welfare. It is pertinent to note that, despite various changes in the name, mandate and functions of the Ministry over the past few years, employment has remained the common denominator and is the pivot and foundation of the Ministry. The objective of the present re-alignment, therefore, is to enable the Ministry re-focus solely on its core traditional responsibility of “work force” (employment and labour) policy management, which is currently considered a major national challenge.

MELR is mandated to formulate, plan, coordinate, monitor and evaluate policies, programmes and the performance of the employment and labour relations sector towards accelerated employment generation, harmonious labour relations and the creation of an enabling policy environment and opportunities for profitable job creation, career and personal development.

3.7.2 Civil Service Departments and Agencies

Civil Service Departments

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

Sub-vented Agencies

- Management Development and Productivity Institute (MDPI)
- National Vocational Training Institute (NVTI)
- Integrated Community Centres for Employable Skills (ICCES)
- Opportunities Industrialization Centre - Ghana (OIC-Ghana)
- Ghana Co-operatives College (GCCo)
- Ghana Co-operatives Council (GCC)
- National Labour Commission (NLC)
- Fair Wages and Salaries Commission (FWSC)
- National Tripartite Committee (NTC)

3.7.3 Key Activities Undertaken

During the year under review, the Ministry and its Departments and Agencies produced the following outputs in relation to their policies and planned programmes:

a) Policies, Rules and Regulations

In pursuance of its policy formulation and performance coordination functions, the Ministry carried out the following activities:

- The draft National Employment Policy was aligned to respond to current national employment trends and Government objectives.
- The Labour-intensive Public Works Policy was also developed.

b) Other Activities undertaken by the Ministry

The Ministry undertook the following activities:

- Collaborated with social partners, Office of the President and the Ministry of Finance, a 3-day National Consultative Forum was organized at Ho, to discuss and find solutions to issues affecting the sustainable implementation of the Single Spine Pay Policy (SSPP).
- Formed a Post-Forum Implementation Advisory Committee to facilitate the implementation of recommendations contained in the Communiqué issued at the Ho SSPP Forum.
- Organized a number of consultative meetings with various groups that had threatened to embark on a strike action – e.g. Ghana Medical Association (GMA), Civil and Local Government Staff Association of Ghana (CLOGSAG) in a bid to avert those strikes.

c) Labour Administration

i. Labour Department

The Department facilitated the following, among others:

- Registered six new Labour Unions
- Issued 40 Collective Bargaining Certificates
- Recorded 95 labour complaints; settled 90, with five cases pending
- Facilitated the payment of terminal benefits to 3,825 workers affected by redundancies in 55 different Companies.
- Ratified the Maritime Labour Convention, 2006.
- Conducted 160 establishment inspections which resulted in the improvement of employment conditions of 2,274 workers.

ii. The Department of labour under its National Employment Service undertook the following:

- Registered 37,577 applicants, of whom 32,565 were males and 5,012 females, out of which 7,062 (5,877 males and 1,185 females) were placed in employment. This represented almost 19% of registered job applicants.

- Licensed a total of 138 Private Employment Agencies (PEAs); however, one Agency's license was revoked for non-compliance. The PEAs generated 3,058 jobs, of which 2,860 were local jobs and 198 were foreign jobs.

d) Workmen's Compensation

- The Department handled 88 cases in the public sector; this resulted in an amount of GH¢1,462,249.40 being earmarked to be paid by Government as monetary compensation to injured workers and/or their dependents.
- In the private sector, 166 cases were finalized; and a total amount GH¢2,778,273.86 was paid to their respective beneficiaries/claimants.

e) Child Labour

The elimination and prevention of all forms of child labour has been on-going through implementation of the Ghana Child Labour Monitoring System (GCLMS) and the Time-Bound Programmes (TBP). The following activities were undertaken during the year under review:

- Celebrated the World Day against Child Labour on 12th June, with the theme: "**Ghana, Take Action Now! No to Child Labour in Domestic Work**".
- Organized a sensitization programme titled "**The Concepts of Child Labour and the Role of the Media in its Elimination**" for media practitioners as a way of fostering understanding and thereby deepening the advocacy role in reducing the menace.
- Developed a website (www.labourdepartment.gov.gh) to educate the general public on issues pertaining to child labour.
- Disseminated child labour laws to over 280 personnel of law enforcement agencies and focal persons.
- Disseminated guidelines and information on the Hazardous Activity Framework and Standard Operation Procedures (SOP) to District Child Protection Committees (DCPCs).
- Provided financial and logistical support to over 3,000 children withdrawn from child labour, and their parents.
- Established the Child Labour Resource Centre in the Labour Department equipped with resource materials and logistics.

f) Department of Factories Inspectorate

In accordance with the Factories, Offices and Shops Act, 1979 [Act 328] and in line with Government policy, the Department of Factories Inspectorate:

- Inspected 2,610 workplaces to ensure that reasonable standards of safety and health of workers are maintained.
- Investigated occupational accidents and dangerous occurrences that were reported.
- Registered 270 new factories and renewed Certificates of registration for factories.

- Supervised the statutory examination and testing of potentially hazardous plant and equipment to ensure that they are safe to operate.
- Organized 80 Occupational Health and Safety educational programmes in the form of talks, lectures, discussions and conducted 30 Industrial hygiene surveys.

g) National Tripartite Committee

The National Tripartite Committee undertook the following activities during the period under review:

- Negotiated the National Daily Minimum Wage, which culminated in an increase from GH¢4.48 to GH¢5.24, indicating an increase of 17% over the previous year's minimum wage.
- Negotiated 10% increase in the Single Spine Salary Structure (SSSS) base pay across board with relevant stakeholders.
- Signed a Memorandum of Understanding which persuaded CLOGSAG to call off its strike while negotiations with the Fair Wages and Salaries Commission [FWSC] continued.
- Negotiated the reduction of utility tariffs by 25%.
- Organized, in collaboration with the Labour Department, an orientation on 28th May for the government delegation to the 102nd International Labour Organization (ILO) conference in Geneva.

h) Cooperative Development

The Department of Cooperatives exists to create a conducive environment for sustainable cooperative action that would generate employment, reduce poverty, and develop community and human resources.

The Department produced the following specific outputs:

- Formed effective and cohesive cooperatives in a number of Regions which are available for credit and input supply and also for extension services and the marketing of farmers' produce.
- Empowered farmers and small-scale operators in the informal sector to bargain effectively.
- Built the capacity of cooperative operators in business management.

i) Co-Operative Credit Unions

During the period under review the Co-Operative Credit Unions:

- Registered 504 Cooperative Societies operating in Agriculture, Finance, Manufacturing and Services. Agriculture accounted for 89% of the total number of Societies registered.

- Registered 460 societies with a membership of 53,000 in the Youth in Agriculture Programme [Young Farmers League].
- Registered 102 groups into cooperatives under the Cadbury Cocoa Partnership project.

j) Ghana Cooperatives Council

The Ghana Cooperatives Council, the apex body of all cooperatives in the country, promotes the formation and development of cooperative societies to ensure job creation. The Council achieved the following in 2013:

- Created four Savings and Credit Units. These units are in Kasapin (85 members) and Mim (120 members), both in the Brong Ahafo Region; Ada (95 members) and Odorkor Presbyterian Church (125 members), both in the Greater Accra Region.
- Created three artisans' cooperatives for masons, plumbers, painters, tile layers, welders, etc. in the Sunyani and Kumasi metropolis; and Saltpond in the Mfantseman municipality.
- Connected the established artisans' cooperative societies to MMDAs to ensure access to construction jobs.

k) Skills Development

i. Management Development and Productivity Institute (MDPI)

In 2013, MDPI

- carried out four consultancy assignments for some large public institutions in Ghana;
- organized training programmes for 566 participants from both public and private firms in Ghana and for 117 officials from institutions in the West African Sub-Region

ii. National Vocational Training Institute [NVTI]

The NVTI carried out the following activities and achieved the following:

- **School-based Apprenticeship** – The total enrolment in all the 34 NVTI institutes as at end-December 2013 is 15,690
- **Informal Apprenticeship** - Government supported NVTI to train 90 master crafts persons to improve their skills to offer placement access to NVTI trainees for on-the-job training and for better performance.
- **Upgrading Courses** – A total of 389 employees from various industries participated in various tailor-made upgrading courses during the year.
- **Registration of Master Crafts Persons and Apprentices** - Registered 5,648 master crafts persons to upscale their competencies and 6,401 apprentices to regulate their training.
- **International Training** - Trained 200 Nigerians from the Delta State in welding and fabrication, motor vehicle mechanic, general electrical and pipefitting.

- **Testing of Vocational, Secretarial and ICT Candidates** – 45,738 candidates were tested.
- **New Syllabi Developed** - Bead-making was introduced up to the Certificate II level; as well as Music at the Proficiency level.
- **Improving Access of NVTI Qualification Holders to Pursue HND Courses** - NVTI has signed a Memorandum of Understanding (MOU) with National Board for Professional and Technician Examinations (NABPTEX), under which the two bodies will collaborate to provide opportunities for NVTI graduates to access Higher National Diploma education.
- **Improving the Department of Community Development Institutes** - Conducted a Gender Responsive Skills Training for the Department of Community Development Vocational Institutes, sponsored by the African Development Bank (AfDB). Under the project, NVTI conducted a study to determine the six most highly ranked skills in the economy and developed syllabi for these skills. The skills are Dressmaking, Cookery, Hairdressing, Electrical Installation, Motor Vehicle Mechanic and Masonry. A Training of Trainers' course was organized for the Institutes' staff.

iii. Opportunities Industrialization Centre – Ghana (OIC-G)

In 2013, the OIC-G centres produced the following outputs:

- Trained a total of one thousand people (500 in Accra, 200 in Kumasi, and 300 in Sekondi-Takoradi).
- Collaborated with the German Government on the Protestant Development Service Improved Apprenticeship project, to train 296 Street Food Vendors to operate in a culturally authentic and hygienic Ghanaian street food.

iv. Integrated Community Centres for Employable Skills (ICCES)

The following achievements were made by ICCES during the year:

2,000 unemployed youth in carpentry and joinery, building construction, general electrical, dressmaking, catering, hair dressing, batik tie-and-dye; and soap making were trained. Currently, more than 2,500 youth are undergoing training in the ICCES locations across the country.

1) Job Creation

a) Graduate Business Support Scheme (GEBSS)

The Secretariat of GEBSS achieved the following in 2013:

- Registered over 3,000 unemployed graduates in the 10 regions for training.
- Conducted orientation on entrepreneurship and opportunities available to 3,503 beneficiaries all over the country.
- 26 business clinics have been run for 325 beneficiaries to develop business plans for financial support.

- 50 business plans have been submitted to Financial Institutions for possible funding.
- GEBSS is collaborating with the Export Development and Agricultural Investment Fund to make funds available to 2,000 unemployed graduates backed by an insurance premium of GH¢400,000 in order to access a loan amount of GH¢20 million from financial institutions to start their own businesses.

m) Public Service Wage and Salary Administration

Fair Wages and Salaries Commission (FWSC)

The Commission made the following achievements in 2013:

Successfully migrated the remaining 10,436 public service workers onto the SSSS. The total number of public service workers to be migrated was originally estimated as 480,000. However, this figure increased to 490,436 in 2013.

In order to facilitate effective implementation of a public service Performance Management System (PMS), the following were done:

- Developed a Draft Working Document and Blue-print on PMS.
- Prepared a Draft Performance Management Instrument.
- Developed a Draft Sensitization/Awareness (Communication) Plan.

3.7.4 Financial Performance

Table 9: FINANCIAL PERFORMANCE OF MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS

SOURCE	APPROVED BUDGET(GH¢)	ACTUAL RECEIPTS(GH¢)	ACTUAL EXPENDITURE(GH¢)
GOG			
Compensation of Employees	21,877,488.00	22,591,249.06	22591249.06
Use of Goods and Service	32,094,410.00	855,926.67	855926.67
Non-Financial Assets	997,071.00	0.00	0
IGF	5,260,910.00	3,475,810.00	3,275,000.00
MDF/Cocoa/SIP/Others	1,000,000.00	0.00	0
TOTAL	61,229,879.00	26,922,985.93	26,722,175.73

3.7.5 Challenges

In the course of implementing its policies and planned programmes, the Ministry and its Departments and Agencies were faced with some key challenges which impeded program implementation. These include the following:

- Obsolete training tools and equipment
- Frequent labour agitations.
- Lack of timely and relevant labour market information.
- General misconception about objectives of Single Spine Pay Policy.
- Lack of labour market data to determine skills in scarce supply.
- Inadequate staff with requisite skills for effective and efficient service delivery.
- Inadequate equipment and logistics.
- Late release of funds.

3.7.6 Outlook For 2014

In pursuance of its core functions, mandate, mission, vision and the national development objectives and targets of Government, the Ministry has developed four Programs and 12 Sub-programs for implementation in the medium term. The programs were designed to contribute to the achievement of the following national outcomes:

- Reduce unemployment rate
- Increase youth employment
- Create conducive workplace environment
- Reduce incidence of industrial accidents
- Enhance industrial harmony
- Reduce incidence of child labour
- Pilot functional Labour Market Information System (LMIS) in two (2) Regions.
- Finalize National Employment Policy
- Finalize National Occupational Safety and Health Policy
- Draft a National Productivity Policy.
- Draft a National Human Resource Development Policy.
- Enhance Staff Capacity for service delivery.
- Train and assist 2,500 unemployed graduates to establish their own business.
- Form 650 Cooperative Societies.
- Train 800 Executives of Cooperative Societies
- Engage 700,000 youth by GYEEDA
- Provide 15,749 youth with employable skills.
- Test 49,000 candidates in various trades.
- Train 8,900 workers in management skills
- Train 2,500 youth in Oil and Gas
- Produce National Productivity index survey report.
- Monitor 80 Private Employment Agencies
- Place 8,000 job applicants in various establishments
- Inspect 4,500 workplaces.

- Register 500 new workplaces.
- Investigate 60% of reported accidents.
- Establish Public Service Productivity Management System
- Produce SSPP Impact Evaluation report
- Negotiate 2015 Base Pay and Pay Point Relativity
- Negotiate Categories 2&3 allowances

3.8.0 MINISTRY OF ENERGY AND PETROLEUM

3.8.1 Introduction

The Ministry of Energy and Petroleum was created by Executive Instrument (EI. I) issued in January 2013. The EI.1 gave prominence to the Petroleum Sector as a major sector of the erstwhile Ministry of Energy. The Ministry of Energy and Petroleum is responsible for the formulation, monitoring and evaluation of energy sector policies as well as supervision of agencies in the energy sector. It is also responsible for implementing the National Electrification Scheme program.

The Mission of the Ministry is to develop and sustain an efficient and financially viable Energy Sector that provides secure, safe and reliable supply of energy to meet Ghana's developmental needs in a competitive manner.

3.8.2 Sector Agencies

The Ministry has oversight responsibilities over the various energy sector institutions that implement the policies of the sector. These are:

The Power Sub sector institutions are;

Energy Commission (EC), Volta River Authority (VRA), Bui Power Authority (BPA), Ghana Grid Company Limited (GRIDCo), Electricity Company of Ghana (ECG), the Volta Aluminium Company (VALCO) Ltd. and VRA Resettlement Trust Fund.

The Petroleum subsector comprises;

Petroleum Commission (PC), National Petroleum Authority (NPA), Ghana National Petroleum Corporation (GNPC), Tema Oil Refinery (TOR), Bulk Oil Storage and Transportation (BOST), Ghana Gas Company Limited (GNGC), Ghana Cylinder Manufacturing Company, and Ghana Oil Marketing Company Limited (GOIL) which is listed on the Ghana Stock Exchange (GSE).

3.8.3 Key Activities Undertaken

The Ministry recorded significant achievements in the implementation of its planned programs and projects in the power, renewable and petroleum subsectors in 2013.

a) Policies & Regulations

• Petroleum (Exploration & Production) Bill, 2013

To strengthen institutional and regulatory framework for the oil and gas industry, a draft Exploration & Production Bill, 2013 which seeks to regulate the upstream sector of the industry has been finalized and approved by cabinet and is currently before parliament for ratification.

- **L.I. on Local Content**

A Legislative Instrument (L.I) on Local Content and Local Participation in Petroleum activities was passed by Parliament in November 2013. This was aimed at developing local capacities in all aspects of the oil and gas value chain and also to ensure maximum participation of Ghanaians in the petroleum industry.

- **Natural Gas Pricing Policy**

A natural gas pricing policy to provide a marketing framework was developed and approved by Cabinet.

- **Petroleum Agreements**

Two petroleum agreements (AGM/GNPC & COLA NATURAL RESOURCES) were ratified by Parliament in 2013.

b) Renewable Energy

To facilitate the sector's objective of increasing the proportion of renewable energy in the national energy mix from the current 0.01% to 10% by 2020 a number of projects were undertaken in 2013. These include;

- **Off-Grid Electrification**

176 Solar systems were installed during the year, thus bringing the total number of installed systems to 752 nationwide. This represented 100% of the target earmarked under GEDAP phase 2.

- **Solar Home Systems**

The ARB Apex -Solar PV Electrification Project (Dealer Sales/Consumer Credit Model) supplied and installed about 14,000 solar PV systems and lanterns in remote rural communities.

- **Kerosene Lantern Replacement Program**

A total of 12,105 solar lanterns were sold at a subsidized rate to remote off-grid communities in 44 districts under the Kerosene Lantern Replacement Program.

- **Net-metering - RE Power Generation:**

A 315kWp of Solar PV was installed at the Noguchi Memorial Institute with grant support from the Government of Japan. Procurement process is underway for an additional 400kWp facility.

- **Mini Hydro Power Projects**

Technical Feasibility Studies for the Pwalugu and Hemang hydro project commenced in 2013. Also a joint coordinating project team between Ghana and Togo was set-up to coordinate the development Juale hydro Project.

- **Planning for cheaper Alternate Energy options such as Nuclear**

A draft Agreement between Ghana Government and the State Atomic Energy Corporation of Russia (ROSATOM) on nuclear cooperation for power generation in Ghana was finalized. A draft Nuclear power plant technology assessment and siting guidelines were developed under the Nuclear Energy Planning Implementation Organization (NEPIO).

- **Rural LPG Promotion Program**

To eliminate the use of wood fuel for cooking, a pilot LPG Promotion Program was launched in the Garu Tempane District in the Upper East Region. A total of 1,500 pieces of 6kg LPG and cook stoves were distributed.

c) Establishment of an Enterprise Development Centre (EDC)

An enterprise development centre to train and equip SMEs with the requisite skills to be competitive in the oil and gas industry was established in Takoradi. 186 SMEs were registered at the centre in 2013 out of which 160 received training in various aspects of the oil and gas industry.

d) Ensuring Universal Access to Electricity

In line with the policy objective of Ensuring Universal Access to Electricity by 2016 the implementation of projects under the National Electrification scheme was stepped up in 2013. A total of 749 new communities were connected to the National grid in the following interventions:

Table 10: ELECTRIFICATION PROJECTS

TYPE OF PROJECT	NO. OF COMMUNITIES CONNECTED
Self-help electrification project	162 communities in all regions were connected
Upper west electrification project	294 new communities were connected to the grid.
Northern Regional Electrification project	57 communities were connected.
Extension of Upper West ELECTRIFICATION PROJECT by China International	40 communities were connected.
Electrification project by Weldy Lamont	A total of 196 communities were connected to the national grid under this project.
TOTAL	749

In the Stringing of High Tension (HT) and Low Tension (LT) networks under the phase one of the Upper East Regional Electrification project, 500 communities were programmed to be

connected. On-going works for 123 communities in 10 Districts as at the reporting period was about 90% completed.

a) Power Sub Sector

• **Expansion in Generation Capacity**

In line with government's objective towards achieving 5,000MW power generation capacity by 2015 an additional 532.5MW was generated and fed into the national grid in 2013. This includes 132MW from the T3 Plant at Aboadze, 400MW Bui Hydro Project, and VRA 2.5MWp Solar system at Navrongo. The commissioning of these projects, to a large extent, has reduced the degree of curtailment of power in the country and stabilizing the voltage supply.

• **Takoradi 2 Expansion (T2X)**

Construction works for the 110MW T2 Expansion commenced with a ground breaking ceremony at Aboadze on April 8, 2013. The project is expected to be completed in 2014.

• **Kpone Terminal Power Plant (KTPP)**

VRA also entered into a Field Advisory Services Contract with ALSTOM to assist in the supervision of the construction and commissioning of the plant project which is expected to come online in the fourth quarter 2014.

• **Transmission Improvement Projects**

To develop a non-congested transmission by 2015, a 161 KV Bui- Sawla; Bui-Techiman, Bui-Kintampo power transmission lines were completed. Construction of the Bui- Sunyani transmission line is 80% complete. The construction works on the Tumu - Han - Wa Transmission System was commenced in May 2013, with works expected to be completed by 2014.

b) Petroleum Sub Sector

• **Jubilee Production**

The Jubilee Field produce 32,680,044 barrels of crude oil from 1st January to 30th November, 2013.

• **TEN Field**

The TEN field Plan of Development (PoD) received ministerial approval and paved the way for the exploitation of reserves of about 245million barrels of oil and 367billion cubic feet of gas.

• **Sankofa -Gye Nyame**

The Sankofa -Gye Nyame appraisal activities was completed. Both oil and non-associated gas discoveries have been declared commercial with proven reserves of 116million barrels of oil and 1,110billion cubic feet of gas.

c) Ghana National Gas Company

The Gas Infrastructure project at Atuabo in the Western Region progressed as follows:

- Construction of Offshore pipeline was 98% completed
- Onshore pipeline was 100% completed.
- Construction of the Gas Processing Plant was 65% completed.

3.8.4 Financial Performance

Table 11: FINANCIAL PERFORMANCE OF MINISTRY OF ENERGY AND PETROLEUM

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECIEPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GOG			
Compensation of Employees	2,724,358.00	4,330,160.00	4,330,160.00
Use of Goods & Services	1,839,165.00	858,160.00	858,160.00
GoG Investment	4,909,000.00	2,420,524.00	2,420,524.00
ABFA SHEP	30,000,000.00	27,000,000.00	27,000,000.00
ABFA CDB Facility	100,000,000.00	100,000,000.00	100,000,000.00
Loan Projects (Donor)	552,995,997.00	146,609,472.00	146,609,472.00
Transfer to GNPC	369,899,288.00	171,030,209.00	171,030,209.00
TOTAL	1,062,367,808.00	491,248,525.00	452,248,525.00

3.8.5 Challenges

- Delay in the completion of the Gas Infrastructure Project
- Inadequate funding of Rural Electrification Projects
- Poor financial Health of Utilities
- Inadequate power supply to meet growing demand
- Increasing demand for electricity for household and industry
- Inadequate office accommodation for staff

3.8.6 Outlook For 2014

The Ministry will pursue the following key activities in 2014:

- Develop a subsidiary Legislations on Petroleum Activities.
- Finalize subsidiary Legislations on Fiscal Metering, Data Management, Reservoir Management, Health, Safety and Environment for submission to Parliament.
- Develop Local Content Policy for the Power Sub-Sector for submission to Cabinet.
- Develop a framework for Health and Safety Policy for the Petroleum Sector.
- Expand the on-going rebate scheme and intensify Public education and sensitization on the scheme, energy efficiency standards and labels. Refrigerator test facility would be installed to enhance the implementation of the scheme.
- An additional generation capacity of 342MW would be added to the 2013 installed capacity of 2,845. 5MW in 2014 from the following sources;
 - Completion of the first phase of 220MW Kpone Thermal Power Plant (KTPP)
 - Completion of 110MW T2x and
 - VRA 12MW PV Solar project
- The following transmission enhancement Projects will be completed;
 - 161kV Tumu - Wa -Han Transmission Project.
 - 330kV transmission lines from Prestea-Kumasi-Tamale-Bolga.
 - 161kV Kpando-Kadjebi Transmission Project.
- The following projects will be undertaken to enhance the distribution system;
- Construction of two (2) ECG 33/11kV primary substations at Fawode and Achiasse
- Construction of the New Dansoman 33/11kV primary sub-station
- Construction of a new 33/11kV ECG primary at Anyinam in the Ashanti Region
- Construction of a new Bulk Supply Point at Tema (Smelter II)
- Installation of 70,000 split-prepaid meters to replace credit meters within ECG's system
- 1,285 communities would be connected to the national grid in 2014 from ongoing interventions under the Energy for all program.
- Jubilee production will be stepped up towards attaining its peak production in 2014.
- The Gas Infrastructure Project will be completed and commissioned in the first half of 2014
- A framework to provide a basis for construction, operation and maintenance of Liquefied Natural Gas (LNG) facility in Ghana will be developed.
- 3,000 cylinders and cook stoves will be distributed to rural communities under the second phase of the rural Liquefied Petroleum Gas (LPG) Promotion Project.
- Solar stand-alone power systems for off-grid basic schools to facilitate learning of ICT will be installed in 98 districts with support from the World Bank.

- Undertake a human resource development for the sustainable operation and management of facilities for 200 schools in remote off-grid communities with support from the Government of.
- Solar systems for 25 energy service centres and 65 Solar street lights for remote rural communities will be installed with support from the World Bank.
- The ongoing solar lantern promotion program will be continued with the distribution of 50,000 Solar Lantern nationwide.
- Feasibility Studies on the Pwalugu multi - purpose hydro project which has commenced will be continued.
- Feasibility studies on 10 small-medium hydropower potential site would be undertaken.
- A pilot project for the design, supply, installation, operation and management of mini-grids on 4 selected islands communities at Ayigagome, Peditokope, Bomigo and Kudokope in Sene, Dangbe, Keta and Krachi East Districts respectively will commence.
- Distribution of at least 100,000 improved firewood and charcoal stoves would be undertaken nationwide through the Ghana Alliance for Clean Cook stoves.

3.9.1 MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY AND INNOVATION

3.9.2 Introduction

The Ministry of Environment, Science, Technology and Innovation was also created by Executive Instrument (EI. I) issued in January 2013. The MESTI seeks to attain sustainable development through the utilization of science, technology and innovation for wealth creation and sound environmental governance in modern and competitive economy.

The Ministry exists to promote sustainable development by deepening and strengthening market driven research & development for sound Environmental Governance, Science, Technology and Innovation through intensive awareness creation, collaboration and partnership.

3.9.3 Sector Departments & Agencies

The policies and programs of the Ministry are carried out through the following Agencies:

- The Council for Scientific and Industrial Research (CSIR);
- The Ghana Atomic Energy Commission (GAEC);
- The Environmental Protection Agency (EPA);
- The Town and Country Planning Department (TCPD)

3.9.4 Key Activities Undertaken

a) Activities of the Ministry

• The Better Ghana ICT Project

To promote ICT education and use, 40,000 laptops were distributed to upgraded ICT labs of about 800 Senior High, Technical and Vocational Schools accredited by the Ghana Education Service. This is expected to increase the application of ICT in teaching and learning especially at the second cycle level.

• Ghana Skills and Technology Development Project

This project is aimed at promoting the application of Science, Technology and Innovation in all sectors of the economy. Towards this end, 5 Research Institutions during the year under review were selected and provided with a grant of US\$ 500,000 to implement market-oriented research and technology transfer programs.

• Promote the use of Local Building Materials

To operationalize the policy on the use of local building materials in the construction industry, the National Local Material Resource Training Centre at Building Roads Research Institute (BRRI) was constructed. The Ministry also trained 50 masons in the use of clay bricks and tiles as well as other related local materials and sensitized about 100 Architects and professionals on the use of local building materials. This was aimed at increasing the use of local building materials in the construction industry.

- **The 6th Agricultural Science Week and FARA General Assembly**

The Ministry successfully organized the 6th Agricultural Science Week, FARA General Assembly and the Ghana Day celebrations during the year. These activities were aimed at showcasing Ghana's Agricultural Research outputs.

- **2013 African Leadership Conference (ALC)**

To strengthen the appropriate institutional framework to promote the development of science and technology research, the Ministry attended 2 International Organizing Committee meetings in Vienna and hosted ALC 2013 from December 3-5, 2013 to publicize the activities of ALC.

- **National Environmental Policy**

In an effort to mitigate the impacts of climate variability and change, the Ministry created awareness on environmental issues confronting the nation and celebrated the various international Environmental Days (Arbor Day, day to combat desertification and biosafety day).

The Ministry also prepared and validated Green Economy scoping study report to promote Green Economy in Ghana.

Finally, the Ministry undertook monitoring of the coastal zone sanitation program in all four coastal regions to reduce pollution and poor sanitation in the coastal areas.

b) Activities of the Council for Scientific And Industrial Research (CSIR)

- Created new products and expanded market for R&T crops, for use as feed resources to increase livestock production.
- Developed and released four early maturing and drought-tolerant maize variety for Africa. The varieties are in commercial quantities.
- Established yam, cocoyam and potato cultures using nodal cuttings as explants for field establishment of clean planting materials with 100% success rate.
- The council conducted the following studies:
 - Study on the effect of direct-fed microbial on the reproductive and growth performance of rabbits.
 - Study on the impact of drivers' personal characteristics on their understanding of road signs. The study revealed among others that drivers' were more knowledgeable in the road signs than they understand its applications.
 - Conducted study on the socio-economic impact of sand mining in Kwabre East District. The study assessed the environmental losses due to sand mining, as well as identified the perceptions of all stakeholders on the social, economic and environmental impacts of sand mining. It also examined the regulations and policies governing such land use.
 - Undertook studies to ascertain the effects of climate change on forest dependent livelihoods and sustainable development.
 - Conducted studies on the utilization of bamboo species in Ghana.

- **Cassava Adding Value for Africa (CASA) Project-Ghana**

This project aimed at boosting incomes of small-scale African farmers by linking them to new markets. As at the end of the year the project had created jobs for 1,619 paid employees at processing sites, and 6,245 paid workers on farms.

- **West Africa Agricultural Productivity Project**

The aim of this project was to enhance the technical capacity of 60 bakers in six communities in the Central, Western and Greater Accra Regions in the use of alternative flours in bread and selected pastry products. The project developed the capacity of matrons in 35 SHS and 5 Teacher Training Colleges in the above mentioned regions in the use of alternative flours in students' bread, as well as developed the capacity of 15 local cassava processors to produce alternative flours for bakers.

- **Coordination and Advancement of Sub-Saharan Africa-EU Science and Technology Network (CAAST-NET) Project.**

The network has the objective of increasing the quality and quantity of bi-regional cooperation in science and technology between Europe and Africa. As at the close of the year, a draft report on result funding has been prepared and is being finalised for submission to CAAST and a workshop held in Portugal and Senegal in which the country (Director, Mr Masahudu Fuseini) participated.

- **Promoting of enabling soil health policy environment in Ghana under Alliance for a Green Revolution in Africa – Soil Health Programme (AGRA-SHP)**

The council developed a national fertilizer policy document and regulations for the implementation of the plants and fertilizer Act 803 to support the development and implementation of improved soil health policies to enhance soil and crop productivity.

- The council also undertook the following:

- Organized an outreach program in two farming communities in the Ga Adangbe District.
- Trained 74 farmers on basic unit operations for versatility in domestic cooking of sweet potato and other improved varieties for improved nutrition.
- Developed an improved technique for virgin coconut oil extraction.
- Completed the restoration of degraded areas within Afram Headwaters Forest Reserve with indigenous tree species for biodiversity conservation.
- Established parasite infectivity levels of Blackflies in some parts of Densu basin.
- Expanded the database on forest Onchocerciasis to the River Birim and Pra basins.

c) Activities of the Ghana Atomic Energy Commission

The Ghana Atomic Energy Commission during the year under review undertook the following activities:

- **Capacity Development Initiatives**

The commission trained 20 radiation protection professionals from African countries including Ghana.

- **Integrating Nuclear Power into the Country’s Energy Mix:**

In pursuance of government’s plan to develop nuclear power plant, the commission drafted and submitted a Nuclear Regulatory Authority Bill and 3 other conventions to Cabinet for approval and onward submission to Parliament for approval. In addition, a MoU between Ghana and Russia has been signed for the construction of a nuclear power plant in Ghana and exploration of other peaceful uses of nuclear energy.

- **Hazard Assessment of Electromagnetic Radiation from Mobile Phones and Radio Stations.**

To ensure that the communication industry operate within international standards, the commission monitored 487 base stations, undertook safety assessment of 60 new installations and finally conducted training on Non Ionising Radiation (NIR) safety for stakeholders every year.

- **Control of the Fruit Fly Menace on Producebeing Exported**

To produce baits to control the fruit fly menace in the country, the commission has secured funding from SDF (COTVET) to procure equipment to produce on large scale protein bait locally for mango and citrus farmers.

- **Measurement of Radioactivity and Radionuclide Contamination**

To ensure food safety to the general public and environmental protection, 1,696 food samples were analysed for radionuclide contamination. Also, one environmental radioactivity measurement was undertaken.

- **Screening for HPV Infection**

The commission organized community education to sensitize the people on HPV infection, cervical lesions and cervical cancer. This exercise was aimed at reducing the rate of death caused by cervical cancer.

- **Nuclear Safety and Security**

The commission in collaboration with CEPS have put in measures to ensure the safe transportation of radiation devices/radioactive materials in and out of the country’s ports, and also monitored 1,500 workers against over-exposure to radioactive materials.

- **The commission during the year undertook the following tests:**
 - Assessed the quality of welding during Bui dam construction and the construction of the West Africa Gas Pipeline.
 - Undertook crack and corrosion assessment on aircrafts of the Ghana Air force

d) Activities of the Environmental Protection Agency

- **Ghana Environmental Management Program (GEMP)**

The GEMP, which has the objective to reverse loss of soil fertility, land degradation and erosion, as well as loss of vegetative land-cover, implemented 74 sub-projects in the 3 northern regions of Ghana during the course of the year.

- **Sustainable Land and Water Management Project (SLWMP)**

The Project seeks to promote and up-scale improved SLM practices in selected communities in the Upper East and Upper West regions towards enhancing agricultural productivity and restoring ecosystem integrity.

During the year under review 14 community watershed management plans were finalized and a Geographic Information System (GIS) based monitoring and evaluation system developed.

- **Environmental Performance Rating and Disclosure (Akoben Program)**

The AKOBEN program was implemented to complement the Environmental Impact Assessment (EIA) process and serves as a monitoring and verification program to ensure compliance to environmental regulations on a continual basis. In 2013, environmental performance of 100 manufacturing companies and large scale mining companies were rated and disclosed publicly.

- **Environmental Quality**

Under the Bus Rapid Transit (BRT) project, EPA has developed indicators for measuring PM₁₀ at all the five monitoring stations located along the 30km BRT route. The stations include: Graphic road, Kaneshie First Light, Mallam Junction, Weija and Kasoa.

- **National Cleaner Production Centre**

The Agency during the year organized a workshop for UNEP delegates and some companies on implementation of resource use efficiency, cleaner production program to reduce manufacturing costs, lower pollution output, improve health and safety performance in SMEs.

- **First Switch Africa Green Project**

The First Switch Africa Green Project consultative meeting with stakeholders in hospitality industry and manufacturing sector was held and proposal communicated to UNEP.

The Switch Africa Green project is to assist African countries such as Ghana to achieve sustainable development by engaging in an inclusive green economy with the potential to generate growth, create jobs and reduce poverty.

- **SEA for Bio Energy Policy**

To advance the sustainability agenda in the energy sector, a baseline study and the training of 15 key officers of the Energy Commission in the use and application of Strategic Environmental Assessment (SEA) tools such as the compound and compatibility matrices, the opportunities and risk matrix, and the sustainability test were organized to allow them to fully participate and contribute significantly to the SEA process.

- **Decentralisation**

To increase EPA's presence in various parts of the country, the EPA opened zonal offices in Nkwanta, Wulensi and Damongo.

- **Development of Internal Communication Plan**

To ensure effective and efficient internal communication, decision-making procedures and knowledge management, an internal communication plan was developed and internet connectivity improved in 7 out of the 10 regional offices.

- **Development of Regulations**

The Environmental Protection Agency developed the following standards and regulations during the year under review:

- A draft vehicular emission standard.
- A draft Hazardous wastes bill including; Health care, Thermal, chemical and E-waste.

e) Town and Country Planning Department

Land use Planning and Management Project.

The Department undertook the following activities;

- Trained 40 officers in Geographical Information System (GIS) applications for property tax administration, street addressing and building permitting.
- Prepared 2No. Planning Schemes for the 80MW Power Plant enclave in Anochie, Ellembele district.
- Identified sites for land use planning scheme to cover the proposed 400MW solar energy facility at Bodi, Kakease-Bole.
- Implemented Street Addressing Projects in 4 MMDAs; namely, Prestea Huni Valley, Tarkwa Nsuaem, Bibiani/Ahwiaso/Bekwai and Sefwi-Wiawso.
- Prepared and submitted the Land Use and Spatial Planning Bill to the AG for Comments.
- Undertook 2No.monitoring visits to collect baseline data on land use plans and building permits. This information will be used to streamline the permitting process and reduce the turn-around time for building permitting from an average of seven months to one month.

- Finally the Department issued 21,000 permits and generated about GH¢53 million for the MMDAs country-wide.
- Procured four Wheel Drive pickups (4 No.) for the Western and Northern Regional Offices and the Head Office under the LAP 2.

3.9.5 Financial Performance

Table 12: FINANCIAL PERFORMANCE OF MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY AND INNOVATION

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
Compensation of Employees	63,226,169.00	135,016,327.00	170,568,785.30
Goods & Services	4,750,370.00	1,204,192.53	1,014,192.53
Goods & Services (CDP)	16,252,399.00	17,087,577.00	20,017,400.00
SIP	13,000,000.00	13,000,000.00	13,000,000.00
IGF	23,885,850.00	12,804,837.00	21,888,850.00
DONOR	13,363,942.00	6,422,030.00	6,912,030.00
NREG	6,905,078.00	5,905,078.00	2,256,405.47
TOTAL	141,383,808.00	191,440,041.53	235,657,663.34

3.9.6 Challenges

This section of the report provides a summary of the major challenges encountered by the Ministry and its sector Agencies and Department in implementing its work plans during the period under review (2013).

- Non release of funds for capital investments.
- Inadequate funds for:
 - Recruitment of technical staff.
 - Office space.
 - Implementation of projects and programs.
 - Monitoring of budgeted projects and programs.
 - Logistics (equipment, computers and vehicles) to facilitate smooth operational work.

3.9.7 Outlook For 2014

This section provides a list of the strategic and top priority areas that have been programed for 2014 for the entire sector.

a) Sector Ministry

- Implement Phase II of the action plan for the utilization of local building materials in the construction industry.
- Procure and distribute 50,000 laptops to ICT laboratories of 2nd cycle schools and individual first year students in public tertiary institutions.
- Select and disburse bursaries to 7,000 MASTESS beneficiaries in 2014/2015 academic year.
- Organize the 2nd Ghana Science Congress.
- Finalize the emission standards for testing of motor vehicles.
- Mainstream Green Economy into National Planning and budgeting processes.
- Mainstream climate change issues into the development agenda of all sector economies and activities of MDAs/MMDAs.

b) Council for Scientific and Industrial Research (CSIR)

• Rice Production

- Promote the cultivation of local high yielding rice e.g. “Sika Mo” and “Gbewaa” aromatic/ perfumed rice through provision of breeder, foundation and certified seeds.
- Produce guidelines for commercial rice farmers
- Promote water management structures e.g. SAWAH technology.

• Mango Production

- Provide grafted mango seedlings to farmers
- Train commercial farmers, extension agents and NGOs in good agricultural practices for increased productivity in mango production.

• Vegetable Production

- Develop high yielding, disease and pest tolerant varieties of pepper and eggplant for local and export markets.
- Produce breeder, foundation and certified seeds for farmers.
- Produce certified planting materials for vegetables and other fruits.

• Poultry and Livestock

- Develop technologies for increasing meat and egg production to sustain food and nutrition for domestic consumption.

• Fisheries & Aquaculture

- Produce and supply improved breeds of tilapia and catfish fingerlings to farmers.
- Produce high quality fish feed
- Train fishermen in good fishery management practices to abate dwindling fish stock.

- **Water and Sanitation**

- Introduce rain water harvesting technology to schools and small communities
- Drill boreholes for rural communities.
- Provide Bio-sanitation toilets for schools and communities
- Undertake Biological control of mosquitoes against malaria.

- **Rural Electrification**

- Introduce the Use of lesser known wood species for electric poles
- Introduce Bio-fuels (from agricultural waste) for generators

- **Roads and Housing**

- Develop expertise in the identification and analysis of all accident prone locations (black spot) on the highways to the five major cities in Ghana (Accra, Kumasi, Sekondi-Takoradi and Tamale)
- Promote the use of wooden bridges, using lesser known tree species
- Promote the use of local building materials (e.g. clay and pozzolana) and fast track construction techniques (e.g. precast lintels) for affordable housing delivery.

c) Ghana Atomic Energy Commission

- Continue public education to allay fears on nuclear power utilization.
- Undertake the cost benefit assessment and determine appropriate financing schemes for the nuclear power project
- Monitor 1000 base stations and undertake safety assessment of at least 400 new installations
- Construct a Medical Imaging Centre for research to improve service delivery in cancer treatment using radiotherapy by December 2016.
- Continue the public sensitization on using the Gamma Irradiation Facility (GIF) to reduce postharvest losses and quality packaging for export.
- Convert the 32m satellite dish at Kuntunse into a radio telescope for research and economic use by 2016.

d) Environmental Protection Agency (EPA)

- Monitor and analyse air quality indicators namely PM10, NO2, SO2 and Ozone as well as effluent from industries/hotels in the Accra-Tema Metropolis.
- Decentralise operations of the Agency in the districts.
- Develop pesticides, industrial and consumer chemicals register to enhance monitoring and prevention of imports of unregistered and banned chemicals into the country.
- Undertake vigorous environmental compliance and monitoring in accordance with environmental legislation.
- Complete office complex for EPA Accra East Regional Office in Tema.
- Commence the construction of a new head office complex (Green City Project).

- Commence the construction of new district offices at Tarkwa (Western Region), Damongo, Wulensi (Northern Region) and at Nkwanta (Volta Region) to decentralize EPA into the Districts.

e) Town and Country Planning Department

- Prepare National Spatial Development Plan.
- Review the building permitting process manuals.
- Facilitate passage of the Land Use and Spatial Planning Law.
- Recruit 100No. Planning Officers, 100No. Technical Staff and 25No. Administrative and support staff.
- Prepare Planning Schemes for selected oil and gas project enclaves.
- Rehabilitate 2No. Regional Office buildings.
- Procure 2No. 4WD Double Cabin vehicles.
- Undertake public awareness and educational programs on urban planning and permitting.

3.10.0 MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT

3.10.1 Introduction

The Ministry of Fisheries and Aquaculture Development was established through an Executive Instrument (E.I.) issued in January 2013 by H.E. President John Mahama to re-align the erstwhile Ministry of Food and Agriculture. The vision of the Ministry of Fisheries and Aquaculture Development is to contribute significantly to socio-economic development through food and nutritional security, as well as poverty reduction, in a sustainable and economically efficient manner, within the natural limit of capture fisheries resources and environmental protection requirements, and with strongly established bases for accelerating growth in aquaculture production.

The Ministry has a mission of promoting sustainable fisheries and aquaculture. This is achieved through research, technical support services, regulations, institutional building for co-management and stakeholders' participation, provision of statistical and economic intelligence information, monitoring, control and surveillance services, regional co-operation and the active promotion of livelihood improvement in fishing communities.

3.10.2 Sector Department and Agencies

The Ministry has oversight responsibility of the Fisheries Commission. This Commission was set up to strengthen the regulatory function, which include; Fisheries Enforcement, Fish and Health, and Sanitation Units.

3.10.3 Key Activities Undertaken

The Ministry undertook several activities during the year. The following are some achievements of the Ministry:

(a) Setting up Structures of the Ministry of Fisheries and Aquaculture Development and the Fisheries Commission

The Ministry focused on building the requisite institutional and human resource capacities (in numbers and skills mix) both at the level of the Ministry and the Fisheries Commission. To this end the Ministry is working in collaboration with the Public Services Commission and the Management Services Division of the Office of the Head of the Civil Service to strengthen the Fisheries Commission to enable it perform effectively as a fully-fledged Commission as envisaged by the Fisheries Act 2002, Act 625 and the Fisheries Regulations (L.I. 1968).

(b) Improving Fisheries Law Enforcement to Combat Illegal Unreported and Unregulated (IUU) Fishing

The West African sub-region, particularly the Gulf of Guinea, has been identified as an endemic illegal, unreported and unregulated (IUU) fishing area. This resulted in the blockade, in February 2013, at various European Union (EU) border posts of consignments of processed and raw tuna from the sub region including Ghana. The prevalence of IUU fishing in the sub-region also poses

a great challenge for international trade and fisheries management in the sub-region. In response to the blockade of consignments of processed tuna worth over €20 million or US\$30million from Ghana, the Ministry, in March, 2013, set up a Committee to investigate the alleged IUU fishing by some Ghanaian flagged vessels. The Ministry has since then put in place measures to prevent further occurrences of IUU fishing. It engaged and collaborated with the European Union (EU) and produced a road map for improving processes for industrial fisheries operations in the short to medium term. These include Ghana's ability to monitor, control and survey the fisheries waters effectively to prevent IUU fishing.

(c) Establishment of the Fisheries Enforcement Unit (FEU)

The FEU was inaugurated on 21st October, 2013, in accordance with section 94 of the Fisheries Act, 2002, Act 625. It has staff strength of 55 personnel drawn from the Ghana Navy, Marine Police of the Ghana Police Service, and officials of MOFAD, Ghana Air Force and the National Security. The Unit was strengthened with the provision of requisite logistics and operational manuals to efficiently and effectively carry out its duties in respect of combating illegal fishing through land, sea and air surveillance.

(d) International Cooperation to Combat IUU Fishing.

- A Ministerial delegation led by the Minister visited Benin, Gabon, Liberia and Sierra Leone for bilateral talks to forge a common strategy to address the problem of IUU fishing in the sub-region. The visits were aimed at initiating discussions with the countries on the process for bilateral cooperation within the context of the various international and regional instruments on combating IUU fishing. Specifically, the bilateral cooperation agreements are expected to include fishing access arrangements which will make it easier for fishing companies in their respective countries to mutually obtain genuine fishing licenses from one another. These bilateral agreements will also ensure that countries benefit optimally from their fisheries and aquaculture resources. This will effectively address the problem of Illegal, Unreported and Unregulated (IUU) fishing which is seriously threatening Ghana's tuna industry.

- The Ministry with the approval of the Public Procurement Authority (PPA) initiated the process to implement Fishermen Life Insurance Scheme (FLIS) with an Insurance Company, to transfer the liability of damaged working tools and payment of compensations in the event of accidents from the public sector. The scheme is also expected to provide an avenue for capital accumulation in the event that no disaster occurs, and will be paid to fishermen in the course of their lives. A pilot scheme is planned to be rolled out by the first quarter of 2014. Fishermen will receive compensation and/or benefits in the event of incapacitation, death and/or destruction of working tools in case of disasters.

(e) Initiated processes for the implementation of the Ghana National Aquaculture Development Plan

The Ministry on 3rd July launched the Ghana National Aquaculture Development Plan. The goal of the Plan is to improve the practice, management and development of aquaculture as a viable business with the medium term objective. This is to increase the production of cultured fish from 27,000mt in 2012 to 100,000mt by 2016. The implementation Plan, estimated to cost US\$ 85m, was produced in collaboration with the Food and Agriculture Organization of the UN (FAO).

(f) Priorities for Aquaculture Development

- Zoning of the Volta Lake. This activity being undertaken by the Water Resources Commission (WRC) is expected to be completed within one year;
- Support the establishment of modern hatcheries and feed mills by the private sector. In this regard Government has supported a private investor, in the form of technical advice and tax waivers, to establish a 100mt a day capacity feed mill at Prampram in the Greater Accra Region;
- Support the fish breeding research program being implemented by the Water Research Institute (WRI). As at October, 2013, a total of 84 million fingerlings had been produced out of an estimated 100 million fingerlings targeted for 2013
- Establish a Central laboratory at Tema for diagnosis of diseases and testing quality of food fish.

(g) Fisheries College at Anomabo

To facilitate the production of technicians and improve the skills and knowledge of the major stakeholders in fisheries and aquaculture, the government initiated the process of establishing a fisheries college at Anomabo, affiliated to the University of Cape Coast. Land has been acquired and contracts have been awarded for construction of the first phase covering the administrative block, hostel, lecture halls and laboratories. Physical construction work has begun.

(h) Developing Infrastructure for Modernising Fisheries Sector

A Turnkey Fish Processing Factory at Elmina in the Central Region was commissioned by the President, to reduce post-harvest losses and add value to fish landed. The project when completed will have facilities for descaling, gutting, filleting and packaging of fish. In addition, the plant will provide the following:

- 40 chilled cubicles with fish display unit for the fishmongers.
- Cold store with a capacity of 100 metric tons.
- Blast freezers with a capacity of freezing 2 metric tons of fish in 4 hours.
- 2 ice making plants of 15 tons per day.
- Waste processing component for producing fish and animal feed.
- Changing rooms, Administrative office, Clinic, Canteen, and a crèche.

➤ Refrigeration Network for the Artisanal Fishing Sector in Ghana- Cold Stores Project.

Under the project for the provision of refrigeration networks for the artisanal fishing sector, MOFAD completed five out of six cold stores at Prampram, Half Assini, Shama, Komantse and Nyanyano. The sixth facility designated for New Takoradi is yet to be constructed. Additionally, six cold vans were allocated to the facilities. In total, the six cold stores will provide an estimated 3,150m³ of cold store space and the production of 35mt of ice per day for the fishing communities.

(i) Improving Coordination and Interaction

Immediately after assumption of office in 2013, the Minister undertook familiarization tours with a ministerial team to interact with MOFAD’s stakeholders in the Greater Accra, Western, Central and Volta Regions with the view to initiating dialogue for the growth of the fisheries and aquaculture sector. The tour afforded him and his team first-hand information on operations and challenges of the stakeholders, among others, that will inform the Ministry’s policies and programs to promote the growth of the sector. It was also a platform to listen at first-hand to the views of the stakeholders which will inform a policy direction for the Ministry. The Minister also used the opportunity to inaugurate projects of the Landing Beach Committees at Dzemeni and Kpando-Torkor.

(j) Re-Organization of the Supply and Distribution of Pre-Mix Fuel

Premix fuel is a highly subsidized petroleum product for fishers, designed to reduce the cost of operations of fishermen and increase the volume of fish supply. The heavy subsidy makes it profitable to divert to the disadvantage of the targeted fishers. To ensure that the commodity is not diverted, MOFAD has put in place strict measures. An example is the creation of Landing Beach Committees (LBC), headed by Chief Fishermen at various landing sites to sell premix fuel to fishers. Numbers of LBCs increased from 197 in 2009 to 320 in 2013 with most LBCs being formed in areas along the Volta Lake. The distribution by regions is in Table 13 as follows:

Table 13: DISTRIBUTION OF LANDING BEACH COMMITTEES

Region	Number of LBC
Western	40
Central	35
Greater Accra	39
Volta	28
Lake Area	178
Total	320

In 2013, the weekly supply during the peak season (June-October) was 2,430,000lt as compared to 2,025,000lt in 2012. In the lean season (Nov.-May), the weekly supply was 1, 620,000lt for 2012 and 2013. Overall, the number of premix fuel lifting's increased from 58.7million litres in 2011 to 80.7m litres in 2013.

Small margins/mark-ups have been built in the price and are to be used for development projects in the communities.

Over 300 projects were undertaken nation-wide by the LBCs. These include Community sheds, culverts, classroom blocks, fixing of street lights, financial supports, construction and renovation of fuel stations, and information centres. Presently, the Ministry has set up a team to conduct audit inspections into the existence and operations of LBCs along the Volta Lake with the view to enhancing the administration of premix fuel.

3.10.4 Financial Performance

Table 14: FINANCIAL PERFORMANCE OF MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GOG			
COMPENSATION OF EMPLOYEES	2,187,801.00	983,321.04	983,321.04
USE OF GOODS & SERVICES	1,486,680.00	266,887.88	181,264.00
IGF	9,446,620.00	6,997,489.38	5,012,086.45
TOTAL	13,121,101.00	8,247,698.30	6,176,671.49

3.10.5 Challenges

During the year under review, the Ministry faced the under listed challenges;

- Over-exploitation of resources.
- Open access for artisanal fishermen.
- Proliferation of illegal fishing methods in recent times (light fishing, bamboo fishing, dynamites and chemicals).
- High post-harvest losses.
- Diversion of premix and other fishing inputs.
- High cost of aquaculture inputs (feed, construction materials).
- Limited species for culture.
- Weak extension delivery.
- Inadequate staff.

3.10.6 Forward For 2014

The Ministry will implement the following activities in 2014:

- Develop governance structures and processes such as creation of a computerized and modern registry for artisanal fleet in both inland and marine fisheries,
- Establish a modern registration and licensing management system for all fishing vessels,
- Acquire a research vessel for the research unit in Tema to conduct regular stock assessment of all fish species of commercial value for the preparation of management plans to align stock levels with vessel number.
- Review the Fisheries Act of 2002 and the Fisheries Regulations (L.I. 1968) to support the legal and functional reforms expected in the fisheries sector.
- Collaborate with International and Regional Bodies for the effective management of shared stocks.
- Develop the capacity of small and medium-scale aquaculture operators to access the US\$5m credit facility.
- Introduce Fishermen Life insurance scheme.
- Complete the 1st phase of the Anomabo Fisheries College.
- Establish and operationalize the four fisheries enforcement unit offices at Elmina, Yeji, Kpando-Torkor and Buipe.
- Strengthen the institutional and human resource capacities of the Ministry, the Fisheries Commission and the sector/industry in general.

3.11.0 MINISTRY OF FOOD & AGRICULTURE

3.11.1 Introduction

The Ministry of Food and Agriculture (MOFA) is the lead agency and focal point of the Government of Ghana responsible for developing and executing policies and strategies for the development of the agriculture sector within the context of a coordinated national socio-economic growth and development agenda.

MOFA's Mission is to promote sustainable agriculture and thriving agribusiness through research and technology development, effective extension and other support services to farmers, processors and traders for improved livelihood.

3.11.2 Sector Departments and Agencies

The Ministry exercises oversight responsibility for a number of Directorates and sub-vented Agencies. These Directorates are:

- All National Directorates
- The Regional Directorates
- District Directorates
- Agricultural Livestock Stations
- Agricultural Colleges

The sub-vented agencies under MOFA include;

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

3.11.3 Key Activities Undertaken

During the year under review, the Ministry

(a) Agricultural Engineering Service Directorate (AESD)

- Finalized and validated a list of agricultural machinery to be supplied under the first tranche of Brazilian facility worth US\$ 35.97million. A Memorandum of Understanding (MOU) was signed with the Brazilian Government for the supply of agricultural machinery in order to ensure food security in the country.

- Procured equipment worth US\$ 3.5 million for distribution to rice farmers, under 2KR-2012 project. The equipment included; 70 tractors & implements, 43 power tillers & accessories, 35 rice threshers, 20 rice reapers and 5 rice mills. This gave 42,000 farmers in the Northern, Upper West, Upper East, Greater Accra and the Volta Regions timely access to machinery and accessories for rice production. An average of 98% Recovery performance has been recorded over the years and this has led to the continuous qualification for the 2KR facility.
- Re-trained 500 machinery operators on proper handling and maintenance of agricultural machinery; (tractors/combine harvesters). Three hundred mechanics and machine operators benefited in the Northern, Upper East, Upper West, Eastern, Volta and the Greater Accra Regions. The beneficiaries were trained on effective use and maintenance of agricultural machinery, as well as maintenance of New Holland and Cabrio tractors.
- Organized training for farmers and technicians on post-harvest management. As a result of the training, Post-harvest losses for the major staple crops along the value chain was reduced in 150 Agricultural Extension Areas (AEAs).

(b) Directorate of Crop Service (DCS)

- Developed the National Seed and Fertilizer policies to facilitate the development of a National Seed Plan and improve collaboration between both public and private seed stakeholders. As part of the process, a committee has been setup and an action plan developed to facilitate a National Seed Plan.
- Organized technical committee meetings and inspected breeder seed fields to release two national varieties. Three meetings were held and breeder seed fields were inspected. At the end of these meetings, one maize and rice variety each was released.
- Introduced various technologies and Good Agricultural Practices (GAPs) to farmers in order to facilitate and increase productivity in the production of cereals, legumes, roots, tuber crops etc. Also, 162,000 tons of fertilizer and 5,000 MT of seeds were distributed under the 2013 subsidy program.
- Sensitized 794 MOFA staff 120 lead farmers on Agricultural Insurance.
- Carried out a performance evaluation on seven heat tolerant and non-heat tolerant tomato varieties for commercial production in the greenhouse of yield performance.
- Established nine demonstration plots on nutrient management, demonstrations on citrus GAPs, pest and disease protection and crop husbandry modules.
- Built the capacity of Citrus Producers in GAPs and IPM through Trilateral Cooperation for Citrus of 100 producers including AEAs trained in GAPS for citrus in the Western, Central, Brong Ahafo and Ashanti Regions. Also, farmers, farmer associations, auditors (from GSA), AFRICERT and MOFA staff were trained on Green Label Standards in order to build farmers' export standards.

- Selected and trained 848 farmers from Wenchi, Jaman South and Bole districts in order to increase the adoption of GAPs.
- Produced and distributed 100,000 cashew grafted seedlings in order to increase production of improved cashew seedlings and also facilitate the production and expansion of cashew activities. Nineteen grafters were trained in the identification and harvesting of scions.
- Developed a Climate Change and Natural Resource Management action plan and sensitized 110 officers, including Environmental Desk Officers, Research Scientists and Policy Makers. This was to create awareness of the climate change adaptation strategy.
- Established 60 ha of new cassava multiplication fields in the five agricultural stations and selected Regions and Districts.

(c) Plant Protection and Regulatory Services Directorate (PPRSD)

- Implemented plant protection and regulatory policies, and issued 500 phytosanitary import permits and 21 phytosanitary certificates. Inspected 29 Citrus farms in the Ashanti Region to ensure the export and import of pest free plant commodities.
- Conducted pre-export inspection and monitoring of 45 mango growers in the Greater Accra, Brong Ahafo and Eastern Regions.

(d) Domestic Food Supply and Demand Position

Statistics indicate that the country is food secure in all of its major food staples with the exception of rice. The table below indicates the domestic food demand and supply situation.

Table 15: DOMESTIC FOOD SUPPLY AND DEMAND POSITION

Crop	Total Domestic Food Supply and Demand Position (MT)					Production Available for Human Consumption (MT)					Estimated National Consumption (MT)					Deficit/Surplus (MT)					
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013	2008	2009	2010	2011	2012	2013
MAIZE	1,619,590	1,871,695	1,683,984	1,949,897	1,816,507	1,133,713	1,310,187	1,178,789	1,364,928	1,271,555	1,043,864	1,066,085	1,086,450	1,112,525	1,161,751	4,884	89,849	244,102	92,339	252,403	109,804
RICE (Milled)	234,864	294,962	278,385	288,606	410,918	204,331	256,617	242,195	251,087	357,499	571,980	584,156	595,315	609,603	689,624	-403,585	-367,649	-327,539	-353,120	-358,516	-332,125
MILLET	245,550	218,952	183,922	179,684	178,754	213,629	190,488	160,012	156,325	155,516	119,163	121,699	124,024	127,001	132,620	51,722	94,466	68,789	35,988	29,325	22,896
SORGHUM	350,550	324,422	287,069	279,983	277,442	304,979	282,247	249,750	243,586	241,375	119,163	121,699	124,024	127,001	132,620	171,012	185,816	160,548	125,726	116,585	108,755
CASSAVA	12,260,630	13,504,086	14,240,867	14,547,279	16,115,600	8,582,441	9,452,860	9,968,607	10,183,095	11,280,920	3,643,989	3,721,562	3,792,653	3,883,677	4,055,520	4,370,529	4,938,452	5,731,299	6,175,954	6,299,418	7,225,400
YAM	5,777,850	5,960,486	5,855,138	6,638,867	7,260,455	4,622,280	4,768,389	4,684,110	5,311,094	5,808,364	2,922,856	3,042,480	3,100,599	3,175,014	3,315,500	993,022	1,699,424	1,725,909	1,583,511	2,136,080	2,492,864
COCOYAM	1,503,960	1,354,799	1,299,645	1,270,266	1,268,074	1,428,762	1,287,059	1,234,663	1,206,753	1,204,670	935,314	973,594	992,192	1,016,004	1,060,960	668,603	493,448	313,465	242,471	190,748	143,710
PLANTAIN	3,562,500	3,537,734	3,619,834	3,556,524	3,564,513	3,028,125	3,007,074	3,076,859	3,023,045	3,029,836	1,982,866	2,064,018	2,103,446	2,153,929	2,249,235	854,171	1,045,259	943,056	973,412	869,116	780,601
G'NUTS	526,040	530,887	465,103	475,056	474,929	473,436	477,799	418,592	427,551	427,436	280,594	292,078	297,658	304,801	318,288	142,495	192,842	185,720	120,935	122,749	109,148
COWPEA	204,830	219,257	236,679	223,253	206,143	174,106	186,369	201,177	189,765	175,222	116,914	121,699	124,024	127,001	132,620	35,815	57,191	64,670	77,153	62,764	42,602
SOYABEAN	112,610	145,935	164,511	151,709	153,090	95,719	124,045	139,834	128,953	130,127	46,766	48,680	49,610	50,800	53,048	16,809	48,953	75,365	90,225	78,153	77,079

(e) Crop Development

- One of the key means of sustaining food production is to make available pure, clean and viable seeds which improves harvest and hence output. During the year, 28 hectares and 20 hectares of maize and legumes respectively were harvested and processed for distribution to seed growers. Forty thousand cassava cuttings are also expected to be produced. Processing of certified seed and food grains is on-going.
- To step up the rate of fertilizer consumption in the country and hence improve productivity of the soils, fertilizer subsidy program was introduced. During the year under review, the Government distributed 142,000 MT (1,800,000 bags) of fertilizer and about 3,000 bags of certified seed nationwide.
- To ensure the effectiveness of the subsidy programs, MoFA in collaboration with International Fertilizer Development Centre (IFDC) have developed a web-based software to manage the fertilizer subsidy program. MoFA also developed and received approval from cabinet for the implementation of a Fertilizer Policy in the country.

(f) Livestock Production

As part of government's effort to boost the local poultry industry and improve the income levels of farmers in the country, 450 farmers were supported with 8,000 cockerels, while 490 farmers were supplied with 920 breeding stock of various livestock species at a subsidized rate.

(g) Guinea Fowl Production

To address technology and knowledge gaps for increased productivity in Guinea Fowl production in the three northern regions, the Ministry in collaboration with the West Africa Agricultural Productivity Project commenced the implementation of a Guinea Fowl project to support 40 farmers with 1000 egg capacity incubators each. The project trained 43 MoFA staff and 80 farmers selected from the three northern regions in guinea fowl husbandry and hatchery management. Also, a total of 40 incubators and 40 standby generator sets were distributed to the farmers for the hatching of guinea fowl eggs. Finally, a guinea fowl production guide was developed and 4,000 copies printed and distributed to livestock specialists in the Districts, AEAs and farmers.

(h) Promotion of Pig Production

The Ministry during the year embarked on a Breeding Program to ensure sustained supply of breeding pigs of high genetic quality for the industry. To this end, the Ministry imported 100 (85 female and 15 male) grandparent pigs of high genetic metric from Paris Cedex in France to support the Breeding Program.

(i) Vaccinations

To reduce the number of outbreaks of scheduled diseases, a nationwide vaccination campaign was carried out. A total of 9,917,538 poultry were vaccinated against New Castle Disease (NCD), 174,974 sheep and goats against Peste des Petits Ruminants (PPR) and 39,342 cattle against Contagious Bovine Pleuropneumonia (CBPP).

(j) Irrigation Development

The following irrigation schemes were rehabilitated during the year:

- The Akumadan irrigation scheme was rehabilitated, bringing an additional 60 ha to the existing 60 ha. To date, all sprinklers and drip sets have been installed, tested and the site has been handed over to MoFA/GIDA.
- The rehabilitation of the 60 ha Dawa dam is 95% completed. All minor and main structures including dam, main canal and secondary canals are completed and farmers are being organized to cultivate crops in the 2013/2014 dry season.
- Work on the second Phase of the rehabilitation of the Tono irrigation scheme is 98% completed. Once completed, 320 ha will be added to the existing area. Outstanding work is the laying of pipes which have been ordered and will be made available by January 10, 2014 to complete work on the scheme. The rehabilitated area will be dedicated to tomato cultivation to feed the Pwalugu Tomato factory.
- The construction work on three dams located at Koori, Zuedem and Tankase which will bring a total of 70 Ha of land under cultivation, are at different levels of completion. The 30 Ha Koori dam was 80% completed, 30 ha Zuedem dam was also 80% completed while the 10 Ha Tankase dam was 100% completed.
- Dawhenya irrigation scheme which has an area of 200 ha is being expanded to include an additional 450 Ha of land, thus bringing the total area under irrigation to 650 ha.

(k) Agricultural Mechanization

- During the year under review, 100 units of Cabrio agricultural tractors (49Hp) were imported from Czech Republic, assembled and distributed to farmers with fragile soil under MOFA's Subsidized Agricultural Machinery Hire Purchase Scheme to cultivate over 18,000 ha of farm lands.
- The Root and Tuber Improvement and Marketing Project (RTIMP) acquired and distributed 10 mechanical harvesters to some selected Agricultural Mechanization Service Centres (AMSEC) for further trials at different ecological zones. To support the transfer of relevant processing technologies to farmers, RTIMP supported the fabrication of High Quality Cassava Flour (HQCF) prototype dryer to enhance HQCF production.
- To reduce post-harvest losses of the major staple crops along the value chain, 150 AEAs farmers and technicians were trained.

(l) Farmer Based Organization Development

- Between April and May, 2013, 289 Regional and District Agricultural Extension Officers underwent the Farmer Based Organization (FBO) Development Modular 1 training on Contemporary Extension Methods and Approaches, and Farm Management and Agribusiness. This was to fulfil a larger objective of all FBOs at all levels having increased access to services relevant to their businesses, as well as increased capacity to provide services to their members.
- Sixty five Regional and District Agricultural Extension Officers in the Western and Central Regions also received Modular 2 training on Post-harvest Management and Value Chain Management.

3.11.4 Financial Performance

Table 16: FINANCIAL PERFORMANCE OF MINISTRY OF FOOD & AGRICULTURE

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	80,338,583.00	77,670,164.81	77,670,164.81
Use of Goods & Services	2,565,997.00	452,529.71	-
Non-financial Assets	70,828,750.00	-	3,078,551.34
IGF	2,263,856.00	3,985,402.51	3,133,509.81
OTHER (SPECIFY)	136,482,536.00	54,057,209.96	67,881,398.31
TOTAL	292,479,722.00	136,165,306.99	151,763,624.27

3.11.5 Challenges

- Lack of vehicles to facilitate the movement and gathering of information and the execution of official duties.
- Inadequate staff affected technical Backstopping, extension delivery and data collection for effective management and decision making.
- Inadequate vehicles for field activities.
- Inadequate skills of AEAs, especially newly recruited ones, on new emerging issues and approaches to deliver extension services.
- Lack of accommodation for AEAs in their operational areas.
- Insufficient key middle-level staff for efficient and effective field work.
- Delay in staff promotion.

3.11.6 Outlook For 2014

a) Veterinary Services Directorate

- Organize nationwide vaccination campaign to carryout mass vaccination of chicken, guinea fowl and ruminants against NCD, PPR and CBPP
- Conduct active surveillance of avian influenza (H5NI) and swine flu (H1NI) in domestic animals and wildlife
- Produce relevant vaccines for livestock – 400,000 doses anthrax spore vaccine 10,000,000 HS: and poultry – 10,000,000 1-2 vaccine
- Carry out monthly monitoring and disease surveillance activities in the regions.
- Screen 1,000 dairy cattle in peri-urban milk collection areas for TB & Brucellosis.
- Produce and disseminate 25 VSD reports to end-users annually
- Organize bimonthly meeting with national stakeholders association (feed millers, hatchery operators, poultry/pig farmers’ association etc.

b) Statistic Research Information Directorate

- Build capacity of staff in Data Collection, Effective monitoring, Data Analysis and Report writing.
- Provide technical backstopping to the Agricultural Extension Agents in the Districts.
- Analyse and generate Crop Production Statistics i.e. Area cropped, crop yield and Production by the end of January 2015.

c) Animal Production Directorate

• Cockerel Production

As part of government’s effort to boost local production of poultry, 1,500 farmers in 10 regions would be supported with 30,000 brooded cockerels to enhance their capacity to produce more meat to reduce the nation’s meat deficit and also to increase income of the farmers.

• Livestock Production Manuals

To enhance livestock extension delivery, 20,000 copies of livestock production and Dry season feeding manuals will be printed for distribution to farmers.

• Demonstration Centres

To modernize livestock production and to reduce the free range system of rearing of livestock, 10 Livestock Demonstration Centres will be established in 10 livestock dominant districts. This will enhance the adoption of good husbandry practices among over 10,000 livestock farmers annually.

- **Guinea Fowl Production**

80 selected guinea fowl farmers in 40 districts across the three northern regions will be supported with production inputs (eggs, feed and vaccines). This intervention is to enhance increased guinea fowl production.

d) Plant Protection And Regulatory Services Directorate

- The directorate will undertake the following activities in the 2014:
- Plant pest and disease Surveillance.
- Mass rearing and release of biological control agents.
- Control of calamity pests.
- Update of existing crop protection technologies.
- Phytosanitary inspections and certification of plant commodities.
- Review draft International Standards for phytosanitary measures.
- Conformity inspections and certification of fruits and vegetables for exports.
- Strengthen surveillance of agricultural inputs industry.
- Ensure safe use of agricultural pesticides and fertilizers.
- Register fertilizer companies, products and dealers.
- Facilitate removal of obsolete pesticides nationwide for appropriate disposal.
- Implement Plant Protection Regulation 2012 (L.I. 2193) and Fertilizer Regulations 2012 (L.I. 2194).
- Facilitate the promulgation of the seeds Certification and Standards Regulations.
- Implement fertilizer inspection and analytical manuals.

3.12.0 MINISTRY OF HEALTH

3.12.1 Introduction

The Ministry of health exists to contribute to the socio-economic development and the development of a local industry by promoting health and vitality through access to quality health for all people living in Ghana. The vision of the health sector is to have a healthy population for national development. The goal of the health sector within its medium term development plan (2010-2013) is to ensure a healthy and productive population that continues to reproduce itself safely.

3.12.2 Sector Departments & Agencies

The ministry oversees the following departments and agencies:

Public Service Organizations

- Ghana Health Service
- Korle-Bu Teaching Hospital
- Komfo Anokye Teaching Hospital
- Tamale Teaching Hospital
- Medical and Dental Council
- Nurse and Midwives Council
- Pharmacy Council
- Traditional and Alternative Medicine Council
- Allied Health Council
- Food and Drugs Authority
- Health Facilities and Regulatory Authority
- Centre for Scientific Research into Plant Medicine
- National Health Insurance Authority
- Ghana College of Physician and Surgeons
- National Blood Service
- National Ambulance Service

Sub-vented organizations

- St Johns Ambulance Brigade
- Christian Health Association of Ghana

3.12.3 Key Activities Undertaken

The ministry undertook the following activities in the year under review:

a) Policies and Regulations

Draft legislative Instruments for the Health Institutions and Facilities Act, Act 829 and Specialized Health Training and Plant Medicine Research Act, Act 833 were developed and submitted to the AG's Department for further Action.

b) Establishment of M&E Units

Monitoring and Evaluation Units were established at Korle-Bu, Komfo Anokye and Tamale Teaching Hospitals to help improve performance reporting in the health sector.

c) Performance Contract

A Performance Agreement was introduced by the Ministry to assess the performance of all the agencies under it.

d) National Health Financing Strategy

The First draft of the National Health Financing Strategy has been completed and circulated to stakeholders. A stakeholder meeting was held on 25th November, 2013 to validate the strategy.

e) Construction of National and Area Blood Centres

To improve access to safe blood for expectant mothers and newborn, the Ministry started work on the Construction of the Headquarters and the Southern Area Blood Centre. Work on the project is 99% completed. The design of the Central and Northern Area Blood Centres were completed and funding is being mobilized for work to start.

3.12.4 Activities of the Sector Agencies

a) Allied Health Council

To regulate the practice standards of allied health practitioners, the council registered 1,075 allied health practitioners out of 2,267 applications and issued certificates and PIN cards to all qualified members. Guidelines and standards for accrediting allied health training programs and the conduct of licensure examinations were also developed and disseminated.

b) Food and Drugs Authority

• Post Market Surveillance

- The Food and Drug Authority conducted post market surveillance to ensure safe disposal of medicines and prevent undesirable adverts from being broadcast on air and investigated consumer complaints in medicine adverse reactions.
- In all a total of 4,284 post market activities were undertaken, 327 applications for adverts were vetted, and 207 complaints vetted and safely disposed of 99 expired medicines.

- **Public Education on Food and Medicine Safety**

The Authority conducted public education at lorry stations, markets, basic schools and distributed posters and banners. Officials visited 21 lorry stations and markets. Had 87 educational sessions with 171,167 pupils in basic schools and distributed 874 posters and banners.

c) Ghana College of Physicians and Surgeons (GCPS)

The GCPS during the year under review conducted needs assessment on training needs for various categories of medical professionals and organize a workshop to revise training facility accreditation guidelines. The college also conducted membership examinations for 105 students (82 students passed).

d) Komfo Anokye Teaching Hospital (KATH)

To sustain activities aimed at reducing mortality and improve general care outcomes, KATH conducted weekly maternal mortality audit meetings, held monthly maternal meetings with Regional and Metro Health Directorates and organized workshops for directorates QA committees. The end result was that maternal mortality reduced from 152 to 126. Maternal mortality rate also reduced from 126/100,000 live births to 113/100,000 live births.

KATH also improved access to specialist clinical care by operationalizing MRI centre, replaced worn out equipment at the theatres, expanded space for paediatrics services and introduced minor emergency procedures at the polyclinic.

e) Korle-Bu Teaching Hospital (KBTH)

KBTH instituted measures to improve patient outcomes. These included:

- The completion of the six bed ICU facility
- The expansion of the children emergency unit
- The completion of the stroke ward

f) Mental Health Authority

To improve efficiency and reduce cost in the management of mental health cases, the Mental Health Authority, provided counselling on the need for community rehabilitation and decongested the psychiatric clinics by sending patients to their relatives. This exercise reduced inpatient population down from 860 to 480.

The Authority also drilled one borehole for the psychiatric hospital to improve access to potable water supply and also refurbished four wards and procured 300 new beds.

g) National Ambulance Service

The Ambulance Service opened new ambulance stations across the country. The number of NAS stations increased from 72 in 2012 to 122 in 2013. NAS also started the construction of a new training school at Nkenkaasu to train more paramedics.

h) Nursing and Midwifery Council

The year saw the Council starting work on the construction of a new office complex. This is aimed at improving work environment and increasing productivity of staff.

The Council again conducted 2 licensing examination for all nursing and mid-wife disciplines. A total of 10,269 nurses and midwives of all categories were examined.

They also conducted research into the low performance of students in Nursing and midwifery training schools. The findings were disseminated to all stakeholders, these included: the Board of the Council, the Parliamentary Select Committee on Health (PSCH) and Conference of Heads of Health Training Institutions (COHHETI).

Finally, Nursing and Midwifery Council conducted an inspection and support supervisory visits to 18 training institutions and 36 hospitals.

i) Ghana Health Service

The Ghana Health Service during the year under review undertook the following activities;

- Reviewed Community Health Planning Services (CHPS) operational policy and implementation guidelines and disseminated the policy in the Volta and the Central Regions.
- Established an effective supervision, monitoring and evaluation system and instituted Performance Management at all levels in the service. The Service also developed a league table to award performing institutions.
- Developed leadership and management capacities at all levels by training District Health Management Team (DHMT) and Regional Health Management Team RHMT members. Leadership Development Programme (LDP) training was organized in the UER, UWR, NR, CR, WR, GAR, ER and Ghana Health Service (GHS) Headquarters.
- Implemented Millennium Development Goals Acceleration Framework (MAF) country action plan to improve maternal and new-born health.
- Implemented child health policy and strategy
- Implemented adolescent health policy and strategy, and achieved penta 3 coverage of 88.5% and measles coverage of 83.0%.

j) Pharmacy Council

The Pharmacy Council during the year trained a number of service providers and interns to assure quality of pharmacy practice in Ghana. The number included:

- 186 interns successfully completed their training.
- 189 interns are still undergoing internship training
- 1,360 pharmacists undertook continuous education to improve their performance.
- 5,143 LCS were trained to gain NHIA accreditation.
- 9,051 LCS were trained on improve Family Planning practices.
- 214 pharmacists sat for the General Pharmacy Practice Qualifying Exams (GPPQE) examinations. Out of this number 184 pharmacists passed.

3.12.5 Financial Performance

Table 17: FINANCIAL PERFORMANCE OF MINISTRY OF HEALTH

SOURCE OF FUND	APPROVED BUDGET	BUDGET OUTTURN	EXECUTION (%)
GOG	508.98	1,264.99	248.5
IGF	1832.4	921.64	50.3
DONOR	194.46	195.55	100.6
ABFA	29.9	0	0
SIP	46.84	12.14	25.9
TOTAL(DISCRETIONARY)	2,611.59	2,394.32	91.7
NHIF	917.86	721.49	78.6
OVERALL TOTAL	3,529.45	3,115.81	88.30

3.12.6 Challenges

- Inadequate number of critical staff.
- Skewed distribution of critical technical staff at all levels.
- Weak coordination of Monitoring and Evaluation (M&E) activities in the sector.
- Untimely release of funds for planned programmes and activities.

3.12.7 Outlook for 2014

The forward look for the Ministry of Health for the year 2014 is to:

- Build leadership capacity, improve performance management and to strengthen support services through performance contracts, advanced leadership courses, etc.
- Build capacity in health research, statistics and information management and to scale up M-health pilot programme
- Revise relevant Acts in line with the National Decentralization programme and to develop health sector framework for decentralization
- Scale up implementation of enhanced NHIS membership authentication and the claim system and also expand NHIS coverage of the poor and vulnerable
- Finalize and implement the supply chain management strategy and to implement the public financial management action plan
- Strengthen policy analysis, micro- and strategic planning, information systems, monitoring and evaluation for effective health service delivery
- Coordinate implementation of maternal, neonatal, child health and nutrition plans
- Increase CHPS coverage and quality of community-based services and also scale-up community new born and child and adolescent health interventions
- Develop and implement the national health promotion strategy
- Scale up public health interventions and programs
- Implement recommendations of Framework Convention for Tobacco Control(FCTC)
- Strengthen accident and emergency services including referral
- Strengthen family planning, maternal (MAF), new born and child health services
- Establish additional specialized hospitals and expand maternal health
- Improve capacity for clinical , operational research and herbal product development
- Ensure consumer safetythrough regulation of pharmaceuticals, foods andmedicinal products and also strengthen Pharmacovigilance system
- Strengthen monitoring and inspection of manufacturing industries in the regulation of food and non-medical products
- Improve quality and safetyof foodandnon-medicinalproducts

3.13.0 MINISTRY OF INFORMATION AND MEDIA RELATIONS

3.13.1 Introduction

The Ministry of Information and Media Relations was established through an Executive Instrument (EI. I) issued in January 2013 by H.E. President John Mahama. The Ministry which was formally called the Ministry of Information plays a vital role in facilitating a two way flow of information on government business. This involves information dissemination and gathering of feedback on government programs, projects and activities to help co-ordinate and refine the policy making process. This also enables the people to get involved and have a sense of ownership of government development agenda with focus on accelerated growth and development.

The Ministry's vision is to pursue the above to attain a free, united, informed, patriotic, dedicated and prosperous society with good governance through Development Communication (Dev-com).

3.13.2 Sector Departments and Agencies

The Ministry exercises oversight responsibilities over the following sub-vented and non-sub-vented departments and agencies:

Department

- Information Services Department

Sub-vented Departments and Agencies

- Ghana News Agency (GNA)
- Ghana Broadcasting Corporation
- National Film and Television Institute (NAFTI)

Non-Sub-vented Agencies

- Graphic Communications Group Limited
- New Times Corporation
- Ghana Publishing Corporation (GPC)

3.13.3 Key Activities Undertaken

During the period under review the Ministry and its Department and Agencies planned and delivered on the following programs:

a) Policy Fairs

The Ministry from 16th to 18th October, 2013, organized a National policy Fair in Accra. The idea of the Policy Fair was to improve transparency and public access to information.

b) Regional Tours

Regional tours were organized to increase access to government information on Policies, Programs and Activities. In this vain, it had;

- Regional Tours in Ashanti, Brong Ahafo, Upper East, Upper West and Northern Regions
- 40 Town Hall Meetings where government policies and programs were thoroughly explained to the people at the grassroots level and gathered feedback for government.
- 952 laptops distributed to media personnel and Associations (Ghana Journalists Association, Private Newspapers Association of Ghana, Ghana News Agency, Information Services Department, National Media Commission, Institute of Public Relations).

c) Meet the press sessions

Twenty-one meet-the-press sessions were successfully organized to better explain the various MDA projects and programs to the general public. It also facilitated closer interaction of government and the media and brought about better appreciation of government policies and activities through the mass media.

d) Broadcasting Bill

The Ministry completed and submitted to Cabinet for approval, the Draft Broadcasting Bill. The Bill is aimed at strengthening and sanitizing the broadcasting industry.

e) Right to Information Bill

The Right to Information Bill was completed and submitted to Cabinet. The Bill is currently before parliament for passage into law.

f) Film Bill

- Completed the Development and Classification of Film Bill which seeks to revise the Cinematograph Act 1961 (Act 76).
- The Bill was submitted to cabinet for consideration and is currently with the Ministry of Tourism and Creative Arts for their inputs
- Trained 45 Public Relations Officers, 10 Regional Information Officers (RIO) and 150 District Information Officers (DIO) in IT and leadership in governance.

g) National Film and Television Institute (NAFTI)

In order to provide adequate human resource for development of the film and television industry NAFTI:

- Trained and turned out 30 students in Bachelor of Fine Arts (BFA) degree program.
- Held the 2013 NAFTI Film Lecture which celebrated Rev. Dr. Chris Hesse, a renowned Ghanaian film maker.
- Continued the process of converting the Institute into a full-fledged University of Media

and Creative Arts (UMACA) by submitting a bill to Cabinet for consideration.

- Improved the number of student in-take by 40%.
- Increased its Internally Generated Funds (IGF) by 10% despite constraints.
- Improved its centralized database of Films.
- Organized a certificate course for 30 students in Video Production.
- Assisted 11 staff to pursue various degrees and undergraduate programs.

(d) Ghana News Agency

- The Ghana News Agency (GNA) improved its foreign presence by appointing a correspondent in London.
- Organized a Management-focused training program for its Management staff.
- Developed a Journalism and Multimedia Training Centre for its staff.
- Processed more than 60 Local and 30 foreign stories on daily basis as a result of improvement in news gathering.
- The Agency started the development process for an all-news content

3.13.4 Financial Performance

Table 18: FINANCIAL PERFORMANCE OF MINISTRY OF INFORMATION AND MEDIA RELATIONS

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
COMPENSATION OF EMPLOYEES	15,778,904.00	6,013,030.00	6,013,030.00
USE OF GOODS & SERVICES	2,394,423.00	984,126.00	984,126.00
NON-FINANCIAL ASSETS	1,857,630.00	-	-
USE OF GOODS & SERVICES	10,765,204.00	118,000.00	118,000.00
NON-FINANCIAL ASSETS	8,874,666.00	153,604.00	153,604.00
TOTAL	39,670,827.00	7,268,760.00	7,268,760.00

3.13.5 Challenges

Though the Ministry and its Departments and Agencies achieved so much during the year, there were few challenges it was saddled with. Among them are;

- Inadequate vehicles to undertake Regional Policy Fairs, Regional and District tours, and also monitoring to gather feedback as well as relevant data and information.
- Provision and Rehabilitation of office accommodation to ensure conducive working environment.
- Effective and efficient coverage of all National events especially live coverage of Parliamentary sittings by GBC.
- Development of documentaries on various government policies, programs, projects and activities.
- Inadequate Training/Capacity building for staff of the Ministry and its Departments/Agencies.
- Planned retooling and strengthening of the capacity of government Public Relations Machinery at the Ministries, Departments and Agencies (MDAs) in the Regions, Metropolitan, Municipalities and District Assemblies (MMDAs) were not fully met.
- Extremely low number of monitoring tours and activities
- Unable to establish information Services Department's offices in all the newly created Districts.
- Inadequate equipment (digital cameras, editing suites, high end computers) for training programs.
- Inability to develop the capacity of the private media for effective development communication as against sensationalism

3.13.6 Outlook for 2014

In the ensuing year, the Ministry looks forward to embark on the under listed programs and projects;

- Hold National Policy Fair in Accra and four Regional Policy Fairs
- Hold 10 Regional /District Tours.
- Conduct 300 Town Hall Meetings.
- Organize 80 Meet-the-Press Series/Press Briefings.
- Hold weekly media appearance by key Government Officials.
- Organize 26 Ghana Development Dialogue Series.
- Organize Africa Media Summit.
- Put together 100 Publications about Ghana in major journals.
- Continue the Live Coverage of National Events.
- Rehabilitate Radio One and Two Transmitter Sites.

- Establish 20 District FM Stations across the country in collaboration with MMDAs.
- Establish information offices in 17 Foreign Missions
- Review TV Licensing (Amendment) Law, 1991 PNDC 257
- Increase student's intake for the degree programs at NATFI
- Transform NAFTI into a first class Media Arts University and migrate it from Ministry of Information and Media Relations to the Ministry of Education.

3.14.0 MINISTRY OF THE INTERIOR

3.14.1 Introduction

The Ministry of the Interior has over-all responsibility for the maintenance and enforcement of internal law and order. It exists to ensure maintenance of law and order, protection of persons and properties, safe custody and rehabilitation of prison inmates, immigration management and border control, control of narcotic drugs, control of illicit arms and ammunitions, emergency management and relief, and refugee management.

The Ministry exists to ensure the maintenance of internal security within the law in Ghana in order to promote peaceful development. The Sector does this by reviewing, formulating, implementing and evaluating polices relating to the protection of life and property, preventing and mitigating effects of disasters, immigration control, preventing and detecting crime, ensuring safe custody and facilitating the reformation and rehabilitation of offenders and reaching out to the general public by employing and establishing good public relations with them, being guided by our belief in integrity, transparency, efficiency and prompt responsiveness to our clients. The latter comprises all persons in Ghana and especially the vulnerable in society.

3.14.2 Sector Departments and Agencies

The ministry has oversight responsibility for 4 Public Services as well as other agencies. These include:

- Ghana Police Service
- Ghana Prisons Service
- Ghana National Fire Service
- Ghana Immigration Service
- Narcotics Control Board
- National Disaster Management Organization.
- Ghana National Commission on Small Arms
- National Peace Council
- Ghana Refugee Board and
- Gaming Commission

3.14.3 Key Activities Undertaken

a) Policies and Regulations

The Ministry forwarded the following Bills to Cabinet for consideration and approval:

- National Disaster Management Organization (NADMO) Bill
- Narcotics Control Board (NACOB) Bill

The Ministry, along with the Attorney-General's Department are considering the following Bills and Regulations. These Bills and Regulations seek to promote accountable governance and improve the institutional capacity of the Agencies.

- Prisons Service Bill
- Extradition Bill
- BNI Regulations
- Joint Memorandum on the Provision of Integrated Airport Security

b) Preparation of Sector Medium-Term Development Plan (SMTDP - 2014 to 2017)

Two workshops were held from 24th to 27th September and 24th to 27th October, 2013, to prepare and develop a draft Sector Medium-Term Development Plan (SMTDP- 2014 to 2017) for the Ministry. The draft Sector Medium-Term Development Plan was developed and is awaiting finalization and validation. The preparation of this document is in line with the NDPC Guidelines.

c) Regulating the Activities of the Private Sector

To regulate the activities of the private sector involvement in the provision of internal security to promote peace and order in the country, records of Private Security Organizations (PSOs) were updated and published with the list of those which are of good standing in the media (Daily Graphic and Ghanaian Times on 23rd Dec. 2013).The ministry carried out sensitization programs on the defined regulations and operations for 145 PSOs in Greater Accra Region.

d) Capacity Building

To improve the capacity of staff to enable the Ministry deliver on its mandate, the Ministry organized the following capacity building training programs for its staff:

- Three Officers and two officers participated in Diploma in Public Administration (DPA) and Certificate in Public Administration (CPA) respectively at GIMPA.
- A 2-day in-service training for 50 secretaries / executive officers.
- A 2-day training program for Accounts and Budget Staff including those in the agencies.

- A 2-day Monitoring & Evaluation Training Program for 32 officers of the Ministry and its Agencies.

e) Improving Infrastructure

The ministry Procured a complex Diesel Electric Generator with 200 KVA; 10 2.5 H.P Air-Conditioners (ACs) units; 20 pieces of UPS with AVR in built 1200 VA and the Ghana Investment Fund for Electronic Communications (GIFEC) also handed over 95 computer units and 45 Scanners to the Ministry and some of its Agencies. This was done to improve infrastructure for the efficient service delivery and effective running of the ministry.

f) Ghana Police Service

- Introduced Visibility & Accessibility Patrols alongside Community Policing, Tent City Systems and Street Policing Strategies. The Formed Police Unit was intended to deal with public order management.
- Embarked on regular swoops leading to the arrest of some hardened criminals and drug pushers in their hideouts in the major cities.
- Facilitated the establishment of a Police Command and Staff College in Winneba and recruited 3,000 personnel with 1,900 of them in training at the various Police Training Schools across the country. This has led to the improvement in Police-Population Ratio (PPR) from 1:824 in 2012 to 1:747 in 2013. Currently, the strength of the Service has increased from 29,117 in 2012 to 32,117.
- Organized refresher courses and in-service training for 3,500 personnel of various ranks.
- Acquired 2 mobile clinic vans and some communication equipment to aid the operations of the Police. The Service also took delivery of 6 marine speed boats, 14 “Maverick” armoured vehicles and established a Marine Police Unit in the Western Region.
- Resumed construction on the police hospital expansion project by the International Hospital Group (IHG).

g) Narcotics Control Board

- Stepped up its operations to fight against the abuse of, and trafficking in illicit narcotic drugs, precursors and psychotropic substances.
- Arrested and seized several kilograms of various narcotic drugs and psychotropic substances with the sum bust being 414kg of cocaine of an approximate street value of \$50million.
- Undertook the maintenance and expansion of its offices and opened 8 additional regional offices.
- Recruited and trained 250 personnel.

- Introduced a system to take fingerprint impressions of all exporters, and increased the number of operatives, as well as a 24 hour shift at the Kotoka International Airport (KIA) and the Cargo Village.
- Established Sea Communication Project (SEACOP) in collaboration with the EU at the Takoradi Harbour, which is a replica of Joint Port Control Unit at the Tema Harbour.
- Joined the Airport Communication Project (AIRCOP) which aims at combating drug trafficking at international airports by establishing Inter-Agency Airport Interdiction Task Forces and connecting them to secure real-time communication networks. The establishment of real-time operational communication networks between selected airports in West Africa is being implemented by the United Nations Office on Drugs and Crime (UNODC) in partnership with the EU, Canada, International Criminal Police Organization (INTERPOL) and the World Customs Organization (WCO).

h) Ghana Prisons Service

- Prepared and presented 62 inmates for NVTI examination, 45 inmates for the 2013 Basic Education Certificate Examination (B.E.C.E), as well as 10 candidates for 2013 November and December WASSCE in an effort to facilitate the reformation and rehabilitation of prisoners.
- Continued work on the second phase of the Ankaful Prison, which comprises educational complex, Officers' Mess, hospital, workshops and external fence wall extension.
- Established a diagnostic centre at Nsawam Medium Security Prison for inmates' risks and needs assessment to enhance appropriate prisoner treatment.
- Continued with the "Justice for All and Access to Justice Program" to further address the issue of overcrowding and recidivism.

i) National Peace Council

The NPC together with the University of Cape Coast undertook a study to map out conflict zones in Ghana. Northern Ghana was selected as the case study for the first phase. The study sought to:

- Analyse the spatio-temporal dynamics of conflicts.
- Examine the underlying causes of conflicts.
- Examine the current status of various conflicts.
- Appraise the management strategies in place.
- Explore policy response interventions to conflicts.

j) Ghana National Fire Service (GNFS)

The GNFS during the review year:

- Carried out public education in over 300 establishments and trained 542 civilians to augment the Anti-Bush Fire Volunteers nationwide.
- Undertook inspection and issued 7,499 fire certificates.
- Trained and deployed 300 personnel as well as 1,198 Fire Volunteers nationwide.
- Attended to 3,211 fire outbreaks from January to July 2013 and responded to 187 road Traffic Collation Accidents.

b) National Commission on Small Arms (NACSA)

NACSA continued with public education and sensitization on the dangers and impact of illicit arms and gun violence. The Commission facilitated the marking of about 10% of arms in the custody of Ghana Army in the Greater Accra Region.

c) National Disaster Management Organisation (NADMO)

NADMO embarked on education on disaster risk reduction and climate change adaptation; desilted and widened main river channels like the Kpeshie, Mokuse, Gbeemi, Lafa, Odaw in Accra and Tema. The organisation also completed the first phase of Wasakuse Dredging Project in Big Ada with farmers and fisher folks benefiting immensely from it.

d) Ghana Immigration Service (GIS)

The GIS continued to ensure greater enforcement of Immigration laws in the entry points of the country's borders by undertaking the following activities in the year under review;

- A total of 661 foreigners had been arrested as at June 2013 for various immigration offenses.
- Enhancement of the Border Patrol Unit (BPU) of GIS operations through the installation of border Surveillance Systems (CCTV and WIFI Systems) at 15 out of 17 strategically selected Border Control Points throughout the country.
- During the period under review, 735 people of various nationalities were refused entry into the country for failing to meet arrival conditions whilst 445 cases of fraudulent nature were intercepted at the Kotoka International Airport.
- The GIS with the support of the Danish Government and under the Danish Project is expanding its training facilities at the Training School and Academy at Assin-Fosu. This will lead to the addition of female hostels at both the Academy and the Training School.
- The Service has recently signed a contract to implement a real-time, on-line information exchange between the Headquarters and selected borders under the

- integrated e-Immigration project. This project, when completed would harmonize most of our operational activities
- To prevent identity theft, document fraud and to fight against irregular migration, including human smuggling and trafficking, biometric equipment have been installed for screening prospective travellers. This has contributed to the stability of the country as the confidence of the international community has improved, and also boosted the image of our international Airport to compete internationally.
 - The GIS, in collaboration with the European Union, is presently implementing the Thematic Program on Migration and Asylum. Among the main objectives of this program is to reduce the incidence of irregular migration while at the same time seeking to promote regular migration, and also the training of our human resource to deal with the twin-crimes of human trafficking and smuggling, and other related crimes.
 - The Service procured five Station Wagons, 20 Pick-up Trucks, six salon cars and 13 Motorbikes.
 - The Service Charter was revised and officers have been trained in order to bring an Improvement in time spent in processing work/resident permits.

e) Ghana Refugee Board

The Board organised meetings to approve Liberian Refugees Exemptions cases; to determine cut-off prima facie for Ivorian Refugees; invocation of cessation clause for Rwandan Refugees and verification of Togolese Refugees in Volta Region. The Ghana Refugee Board, with assistance from the United Nations High Commissioner for Refugees (UNHCR) has produced and is currently issuing Refugee Travel Documents. This increased the number of refugees relocated/re-integrated.

f) Gaming Regulation Program

The Gaming Commission has been able to monitor the operations of casinos and gaming centres and ensured the proper licensing of betting houses. The Commission has been contributing in the generation of resource to the state.

3.14.4 Financial Performance

Table 19 : FINANCIAL PERFORMANCE OF MINISTRY OF THE INTERIOR

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	825,817,169.00	949,235,533.92	949,235,533.92
Use of Goods & Services	71,921,786.00	81,234,974.05	81,234,974.05
Non-financial Assets	26,390,422.00	20,392,723.37	20,392,723.37
IGF	6,420,758.00	6,420,758.00	6,420,758.00
OTHER (SPECIFY)	58,965,850.00		
TOTAL	989,515,985.00	1,057,283,989.34	2,046,799,974.34

3.14.5 Challenges

- Inadequate budgetary allocation, late releases and non-releases of funds.
- Lack of office accommodation for the National Commission on Small Arms, National Peace Council, Gaming Commission and Ghana Refugee Board.
- Inadequate residential accommodation.
- Inadequate operational vehicles and other logistics.
- Inadequate Human Resource.
- Low Percentage Retention and Non-Retention of Internally Generated Funds (IGF) for some Agencies
- Outmoded Laws and regulations governing of some of the agencies.

3.14.6 Outlook for 2014

- Rehabilitate existing infrastructure and facilitate the acquisition of logistics for the Security Services and other Agencies under the Ministry to improve upon their operational effectiveness and efficiency.
- Logistics to be procured include heavy transport vehicles, operational vehicles, and communication and surveillance equipment for the Agencies with particular emphasis on Ghana National Fire Service, Ghana Police Service, Ghana Immigration Service, Ghana Prisons Service, Narcotics Control Board and NADMO.

- Establish common automotive maintenance workshops in the four zones of the Country: Northern sector, Middle sector, Southern sector and Greater Accra to reduce cost of maintenance and promote standardization.
- Establish service standards to promote quality service delivery.
- Continue with the revision of out-dated Acts and Regulations governing the operations of Agencies and conduct monitoring and evaluation of the projects and programs carried out by the Departments and Agencies.
- Undertake approved recruitment of 2,000 personnel to augment the current force to combat crime.
- Intensify the visibility project, day and night patrols on the highways, commercial and residential suburbs of the major cities across the country.
- Expand the intelligence-led policing through the reward to informant system and ultimately reduce crime levels by 15%.
- Continue to provide operational logistics and other facilities to aid personnel in the conduct of their duties.
- Implement road safety management and enforcement activities.
- Improve inter agency collaboration to apprehend and prosecute law breakers.
- Continue with the Police Hospital Expansion Project to provide quality health service.
- Increase the number of its frontline operatives and number of prosecuted cases in 2014.
- Procure agriculture machinery to embark on mechanized agriculture to improve output as part of measures to cut down prisoners' ratio and to train the inmate in modern agricultural practices.
- Mediate potential conflicts as well as create awareness on non-violent responses to conflicts.
- Equip District Disaster Volunteer Groups and Support Disaster Victims with relief items.
- Carry out anti-bush fire campaign and train fire volunteers' squads in the rural and urban communities.
- Undertake approved recruitment, train and deploy 1,000 personnel as well as train officers overseas in fire investigation and auditing reporting.
- Collect, sensitize and destroy confiscated weapons from all regions.
- Initiate the process to formalize the manufacture of small arms hitherto the unknown, unrecorded and unregistered manufacturers.
- Intensify the inspection of factories, hotels, churches, dwelling places and mining sites to weed out illegal immigrants
- Create special rapid response unit to undertake rigorous enforcement of immigration laws (Intensified Border surveillance and on-the-spot-checks).
- Intensify its monitoring operations to increase mobilization of non-tax revenue through licensing of companies that want to operate Casinos and other games of chance.

3.15.0 MINISTRY OF JUSTICE AND ATTORNEY-GENERAL'S DEPARTMENT

3.15.1 Introduction

The vision of the Ministry is to create an efficient and accessible system of justice exhibiting highest standards of professionalism and engendering a high degree of public trust and confidence.

The Ministry's mandate is to achieve the following:

- Entrench, at the core of the body politic, an abiding respect for the rule of law and a constant observance of human rights.
- Ensure equality of access to justice and equality of treatment before the law for all citizens.
- Promote by law social justice,
- Facilitate the operation of a fair, efficient, and transparent legal system,
- Propagate a culture of due process and legality
- Strengthen investment prospects of the national economy

3.15.2 Sector Departments and Agencies

The Ministry is made up of the following Departments, Agencies and Services.

- Registrar-General's Department
- Legal Aid Scheme
- Council for Law Reporting
- Law Reform Commission
- General Legal Council (Ghana School of Law)
- Economic and Organized Crime Office
- Copyright Office
- Legal Service (Attorney-General's Department)

3.15.3 Key Activities Undertaken

During the year under review, the Ministry undertook the following activities;

(a) Drafting of Substantive and Subsidiary Legislations

Several Legislative Instruments were drafted by the Drafting Division of the Legal Service resulting in the passage of the following Acts:

- **Substantive Laws**
 - Appropriation Act, 2013 (Act 856)
 - Health Professions Regulatory Bodies Act, 2013 (Act 857)
 - Airport Tax Act, 2013 (Act 858)

- Internal Revenue (Amendment) Act, 2013 (Act 859)
- Value Added Tax (Amendment) Act, 2013 (Act 860)
- Special Import Levy Act, 2013 (Act 861)
- National Fiscal Stabilization Levy Act, 2013 (Act 862)
- Customs and Excise (Duties and Other Taxes)(Amendment) Act, 2013 (Act 863)
- Communications Service Tax Act, 2013 (Act 864)
- Ghana Investment Promotion Centre Act, 2013 (Act 865)

• **Subsidiary Legislation**

- Ferrous Scrap Metal (Prohibition of Export) Regulations, 2013 (L. I 2201)
- Internal Revenue (Amendment) Regulations, 2013 (L. I 2203)
- Petroleum (Local Content and Local Participation) Regulations, 2013 (L. I 2204)
- Postal and Courier Services Regulations, 2013 (L. I 2205)
- Fees and Charges (Amendment) Regulations (L .I 2206)

(b) Prosecutions

The Prosecution Division dealt with 2,104 dockets forwarded to the division out of which 84 resulted in convictions, 10 in acquittals, 453 pending determination by the Courts, 1,191 advised on, among others. On the matter of petitions, 319 Criminal petitions were handled.

(c) Civil Suits

The Civil Division, on the issue of Judgment Debts, chalked the following successes:

- The state has avoided payment of 28.9 million dollars in the case of Sweater and Socks Factory Limited versus The Attorney-General.
- The state succeeded in staying the execution of judgment for the payment of GH¢ 3.5 million to Rona Construction in the “Rona Construction vs. Ehwia Sawmill Ltd” and the Attorney-General case in the High Court.
- The State avoided payment of GH¢ 99 million to Mr. Joseph Angmorte.
- In the case of Rebecca Van Dyck (substituted by Charles Van Dyck) vs. the IGP and the Attorney-General, the Attorney-General managed to beat down an amount in the region of GH¢3million which was computed on compound interest to be revised and now based on simple interest.
- The state struck out a case brought out against it by Nigerian traders in the ECOWAS Court on the issue of foreigners engaging in retail trading in Ghana.
- Ghana successfully and peacefully settled international arbitration with Argentina over the seized Argentine warship, ARA Libertad, and avoided a major diplomatic brawl. No compensation or judgment debt was paid.

(d) Registration of Companies

In the year under review, the Registrar-General’s Department registered a total of 53,309 companies. The breakdown is as follows:

- Sole Proprietorship - 30,313
- Partnership - 279
- Company Limited by Shares - 18,105
- Company Limited by Guarantees - 4,138
- External Companies - 146
- External Business Name - 328

Table 20: DIFFERENCES IN NUMBER OF REGISTERED COMPANIES WITH IN THE YEARS 2012 AND 2013

NUMBER OF COMPANIES	2012	2013	DIFFERENCE
Sole Proprietorship	21,389	30,313	8,924
Partnership	112	279	167
Companies Limited by Shares	10,482	18,105	7,623
Companies Limited by Guarantees	2,631	4,138	1,507
External Companies	83	146	63
External Business Name	38	328	290

Under the e-Government project, the release of the new software (GeReg) has been deployed and is currently in use. Businesses can now be registered in a day or two if all requirements are in place.

(e) Copyright Office

The Copyright Office also registered 1,495 works of art, undertook 9 public education programs on copyright and intellectual property rights and conducted 25 anti-piracy exercises to reduce high incidence of pirated works.

(f) Legal Aid Scheme

The Legal Aid Scheme provided legal services to the needy. To ensure speedy resolution of cases brought before the scheme, it adopted Alternative Dispute Resolution (ADR) mechanism to resolve many of the issues brought before it. Through this mechanism, the scheme handled 8,000 cases in 2013.

(g) Council for Law Reporting

To improve the training and practice of the legal profession, the Council for Law Reporting printed and disseminated 2,000 copies of the 2008-2009 Vol. I & II of Ghana Law Reports (GLR).

(h) General Legal Council (Ghana School of Law)

The General Legal Council called 222 lawyers to the bar. The Council also licensed 1,016 and 251 Lawyers and Law firms respectively. The General Legal Council is training 496 Law students and 30 Career Magistrates in professional Law and Career Magistrate course to improve upon justice delivery in the country.

Table 21: DIFFERENCE IN NUMBER OF REGISTERED LAWYERS AND PROSECUTIONS DEALT WITH IN THE YEARS 2012 AND 2013

NUMBER OF:	2012	2013	DIFFERENCE
Lawyers called to the Bar	203	222	19
Licensed Lawyers		1,016	1,016
Licensed Law Firms	28	251	223
Prosecutions	363	2,104	1,741
Career Magistrates	31	30	-1

(i) Development Projects and Programs

A couple of projects were completed during the year under review. These are:

- The completion of the rehabilitation of a bungalow in Roman Ridge, Accra in order to increase capacity to ensure safety of life and property.
- Orientation of newly recruited senior staff in order to enhance their assimilation in the system.
- The preparation of a Sector Medium Term Development Plan to produce a comprehensive Medium Term Development plan for the sector.
- The preparation of 2014 Budget and Procurement Plan to plan 2014 expenditure.

3.15.4 Financial Performance

Table 22: FINANCIAL PERFORMANCE OF MINISTRY OF JUSTICE AND ATTORNEY-GENERAL'S DEPARTMENT

SOURCE	APPROVED BUDGET(GH¢)	ACTUAL RECEIPTS(GH¢)	ACTUAL EXPENDITURE(GH¢)
GOG	26,898,412.00	1,783,303.02	1,689,358.22
TOTAL	26,898,412.00	1,783,303.02	1,689,358.22

3.15.5 Challenges

- Non release of budgeted funds affected the implementation of activities by the Ministry.
- Inadequacy of office accommodation for the staff of the Ministry.
- Staffs of the ministry did not undergo some critical capacity building programs due to inadequate funds.
- There was low commitment on the part of private legal practitioners to offer pro-bono legal services for the promotion of Legal Aid as their contribution to strengthening the Legal System.

3.15.6 Outlook for 2014

- For 2014, in addition to a number of petitions, it is anticipated that 1,500 cases will be handled.
- With the appointment of 2 officers by the Office of the President, the Ministry will pursue the Legal Sector Reform intended to bring about an effective and efficient Legal Service.
- The Legal Aid Scheme will collaborate with the Judiciary to strengthen the implementation of the “Justice for all Program” by setting-up weekend Courts and small claims Court in order to break the physical, economic and social barriers in accessing justice
- In 2014, the Council for Law Reporting will continue to deepen the rule of Law by printing the following documents:
 - 4,000 copies out of stock Ghana Law Reports and Review of Ghana Law
 - 2,000 copies of 2003-2005 / 2006-2007 volumes 1 & 2v GLR.
 - 2,000 copies of 2010-2012 volume 1 & 2 of GLR
 - 2,000 copies of Review of Ghana Law (2006-2007) volume 1 & 2
 - 65,000 businesses have been projected to be registered in 2014.
- Time taken to register a business (sole proprietorship) will be reduced from the current three days to one day and Limited Liability Companies from the current three days to two days. It is anticipated that 1,650 copyright works will be registered.
- The Copyright Office will develop a policy framework and enforce existing legal and regulatory frameworks for the development of the Creative Arts Industry.
- In line with the proposal of new Laws, the Law Reform Commission will produce reports concerning the amendments of existing Legislation and also review the Minerals and Mining Law and the Law of Contract.
- A new Law on Torts will be put in place to promote effective and efficient anti-corruption systems, transparency and accountability.
- The Economic and Organized Crime Office will continue with its awareness creation on economic and organized crime through public education and will facilitate the prosecution of offenders and recover proceeds from crimes committed.

- To enhance the quality of justice delivery in the Country, the Board for Legal Education of the General Legal Council anticipates calling 270 Lawyers to the bar. This will add to the existing number of Legal Practitioners in the country to help improve on the entrenchment of the Rule of Law. In addition to the above, 40 trained career magistrates will be called to the bench.
- The General Legal Council will investigate 30 complaints bordering on professional misconduct to improve on the professional conduct of lawyers and uphold ethical standards within and among the legal fraternity. The Council will also license 1,750 Lawyers and 300 law firms to aid proper regulation of private legal practice in Ghana. The Ghana School of Law will train 40 lawyers in specialized Commonwealth Legislative Drafting to aid the enactment of good law

3.16.0 MINISTRY OF LANDS AND NATURAL RESOURCES

3.16.1 Introduction

The Ministry of Lands and Natural Resources is mandated to ensure the sustainable management and utilization of the nation's lands, forests, wildlife resources as well as the efficient management of the mineral resources for socio-economic growth and development.

The broad aim of the Ministry is to provide leadership and guidance in the management of our natural resources through effective policy formulation, market regulation, asset management and some level of service provision.

3.16.2 Sector Departments and Agencies

The Ministry has oversight responsibility for three sub-sectors, namely, Lands, Forestry and Mines. The following are the sector institutions under the Ministry ranging from civil service departments and agencies, sub-vented agencies, public service organizations as well as public boards and corporations. They are;

- Lands Commission
- Forestry Commission
- Minerals Commission
- Office of the Administrator of Stool Lands (OASL)
- Geological Survey Department
- Precious Minerals Marketing Company Ltd

3.16.3 Key Activities Undertaken

The following sub-sections describe the overall sector activities in relation to policies, program and projects undertaken for the year 2013 by the Ministry.

(a) Mining Sub-Sector

- The operations of the recently established Inter-Ministerial Task Force to combat illegal mining under the directive of H. E. the President yielded significant results. A total of 1,568 foreigners and 51 Ghanaians were arrested and several mining equipment seized during the year.
- To protect the nation's land and maritime resources and ensure good neighbourliness between Ghana and her neighbours (Togo, Nigeria, Benin and Cote d'Ivoire), maritime boundary negotiations continued during the year. Seven meetings were held on Ghana's western maritime boundary with Cote d'Ivoire and three meetings with Nigeria at the Eastern Maritime Boundary. Ghana and Cote d'Ivoire have drawn a road map to reach agreement on delimitation of their maritime boundary by June, 2014. The joint re-survey of the Land Terminus Point (BP55) in Newtown at the western border with Cote d'Ivoire took place in November, 2013, to kick start the road map.

- A draft Cabinet Memo on the Minerals Development Fund Bill has been submitted to Cabinet for consideration. The Bill seeks to establish a Mining Community Development Scheme to ensure socio-economic development of communities affected by mining operations.
- In order to increase value to minerals produced in Ghana, the Precious Minerals Marketing Company (PMMC) initiated the establishment of a state-of-the-art gold refinery under a joint venture between the PMMC and Geo Professional Services Limited.
- As part of the Mineral Commission's strategies to improve the mining sub-sector, various programs and activities were carried out which included:
 - Supporting small scale miners and reducing social conflict issues.
 - Conduction of revenue collection, management and transparent auditing of 2 mines (Perseus and Owere)
 - Developing Zero draft of Ghana's mining and environmental guidelines, to enhance policy and regulatory framework.
 - Formation of five zones and registration of participants to create non-mine jobs to curb illegal mining
 - The establishment of 300,000 oil palm seedlings nursery at Dunkwa-on-Offin and 3,000 acres of oil palm plantation at Prestea to reduce the menace of illegal mining in the communities.
 - The approval of Localization Plans for three mines in order to employ more skilled Ghanaians in the sector
 - Finalizing the local procurement list containing 11 products for publication in order to increase procurement of local goods and services.
 - The conducting of inspections on 1,966 mines, quarries and other industrial as well as explosive and prospecting companies in order to effectively monitor their operations.

(b) Forestry Sub-Sector

- Following Cabinet approval for the review of the 1994 Forest and Wildlife Policy, the Ministry reviewed and organized a National launch of the New Forest and Wildlife Policy.
- To convert the Achimota Forest Reserve into a world class tourist destination called Accra Eco-Park, the Ministry secured Cabinet approval for the Eco-Park, established the Accra Eco-Park Development Committee and completed the Business Plan for the development of the Eco-Park.
- National Wood Procurement Policy was developed and validated and ready for submission to Cabinet for adoption in order to ensure supply of legal wood to the domestic market and to reduce illegal chainsaw operations.
- In addition, a Wildlife Bill was drafted to strengthen the Wildlife Division of the Forestry Commission to carry out its mandate more efficiently. A Legislative Instrument for Kyabobo National Park was finalized to ensure sustainable protection of wildlife resources.

Additionally, a Legislative Instrument to grant timber rights in off-reserve areas was drafted to provide legal backing for the harvesting of reserve timber resources.

- To enforce forest and wildlife laws, the Commission in 2013, resourced eight Forestry Rapid Response Teams to combat illegal activities within forest and wildlife protected areas.
- Continued with the implementation of management prescriptions for the approved 20 forest reserve plans and 30 Globally Significant Biodiversity Areas (GSBAs) as part of the Sustainable Forest and Wildlife Management program.
- To enhance community participation in environmental and natural resource management, one National and 10 Regional Forest fora were established by the Commission.

(c) Land Sub-Sector

- To strengthen legislative and institutional Frameworks for land administration in Ghana, the Ministry facilitated the development of two key legal instruments. These are Lands Act which is at the drafting stage and the Land Use and Spatial Planning Act which is being considered by Cabinet.
- A draft Survey and Mapping Policy and a National Spatial Development Infrastructure (NSDI) was developed and awaiting cabinet approval.
- To improve Land Administration in the country, the Lands Commission developed a Blueprint to streamline business processes within its agencies.
- Completed the co-location of Land Sector Agencies into one building in Sunyani.
- To clear the backlog of land registration applications, the Commission:
 - Carried out a special mop up exercise of all outstanding applications.
 - Improved base maps of the country through aerial photography and supported the implementation of land use planning, cadastral planning, street addressing and valuation.
 - Installed intelligent scanning systems (the Zeuschel Scanners) to facilitate easy access to information on land records and scanned a total of 14,906 documents across all Regional Offices.
 - Continued the implementation of the Customary Land Boundary Demarcation (CLBD) scheme to improve Customary Land Administration in Ghana.
 - Established 10 new Customary Lands Secretariats (CLS) in 2013, thus bringing the total CLS to 47 nationwide.

(d) Geological Survey Department

- To make the Geological Survey Department efficient, self-financing and semi-autonomous, a Bill was prepared and referred to the Attorney-General for legal advice.
- As part of the strategies to improve the mining sub-sector and to promote the sustainable extraction and use of mineral resources, various programs and activities were carried out which include; geological mapping, geochemical soil sampling, airborne geophysical ground

follow-ups on anomalies in the Voltarian and Keta Basins, monitoring of earthquakes in the southern sector of the country and Kaolin evaluation at Bodada and Dawa.

3.16.4 Financial Performance

Table 23: FINANCIAL PERFORMANCE OF MINISTRY OF LAND AND NATURAL RESOURCES

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	12,551,808.00	34,953,171.96	34,953,171.96
Use of Goods & Services	42,117,595.25	689,542.73	9,851,392.93
Non-Financial Assets	3,448,871.25		4,673,633.66
IGF			
Compensation of Employees	13,164,685.00		12,105,645.35
Use of Goods & Services	11,019,612.00		11,832,273.24
Non-Financial Assets	1,285,000.00		979,717.18
MDF			
Use of Goods & Services	3,141,811.00	574,915.04	574,915.04
Non-Financial Assets	24,860,177.00	781,579.40	781,579.40
DEVELOPMENT PARTNERS			
NREG	22,000,000	4,500,000	6,551,562
World Bank	17,395,700.00	12,635,546.00	12,635,546.00
DFID	15,528,000.00	6,200,000.00	4,322,768.75
WORLD BANK-FCPF-REDD+	1,600,000.00	825,756.59	825,756.59
TOTAL	168,113,259.50	61,160,511.72	100,087,962.10

3.16.5 Challenges

The key challenges encountered for the year are outlined below:

- The engagement of foreigners in illegal mining
- Ghana's maritime boundary issues with its neighbours still remain unresolved.
- Development of the requisite linkages between the mining sector and the rest of the economy.

- Focus on only a few minerals, notably gold, bauxite, manganese and diamonds but especially gold coupled with falling gold price.
- Continuous dwindling of both natural and plantation timber.

3.16.6 Outlook for 2014

To ensure that the Ministry contributes fully to the achievement of its goals and objectives, it would continue to:

- Provide the necessary platform for transparent engagement of all stakeholders in order to promote harmony in the Sector.
- Facilitate the passage of all drafted bills and legislations to ensure the effective implementation of its policies, programs and projects.
- Ensure that opportunities for increasing local content in the mining industry through capacity building of local entrepreneurs and job creation in mining areas are pursued.
- Ensure that small scale mining remains the preserve of Ghanaians in accordance with the Minerals and Mining Act, 2006 (Act 703).
- Generate public interest and revenue from biodiversity,
- Improve existing infrastructure and implement Concession Agreements for Ecotourism development in Shai Hills Biological Reserve, Kakum National Park and Ankasa Game Reserve.
- Scale up Customary Boundary Demarcation exercise in order to speed up Deed and Title registration and thus encourage investment within communities and the nation at large.

3.17.0 MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

3.17.1 Introduction

The vision of the Ministry of Local Government and Rural Development is to achieve a sustainable and equitable economic growth. This is carried out through citizen participation and accelerated service delivery at the local level within a decentralized environment.

Its mission is to ensure good governance and a balanced development of Metropolitan/Municipal /District Areas.

3.17.2 Sector Department and Agencies

The following Institutions and Departments operate in the Local Government Sector:

- Local Government Services Secretariat
- Department of Community Development
- Department of Parks and Gardens
- Births and Deaths Registry
- The Institute of Local Government Studies (ILGS)
- The Office of the Administrator, District Assemblies Common Fund (DACF)
- 10 Regional Co-ordinating Councils (RCCs)
- 216 Metropolitan/Municipal/District Assemblies (MMDAs)

3.17.3 Key Activities Undertaken

In pursuance of its mandate, the Ministry achieved the following in 2013.

a) Urban Development

- Cabinet approved the Policy Guidelines and Operational Manual for Street Naming and Property Addressing for MMDAs.
- Terms of Reference for Procurement of Consultants for Street Naming, Spatial and Local Plan Development and Revenue Mobilization Software were developed.
- Fashioned out a “How to do Manual on Street Naming” as hands on guide for the MMDAs.
- Procured a Consultant to conduct study and submit Report on Urban Review for Ghana.
- Completed work on a Draft Slum Upgrading Strategy document.

b) District Development Facility (DDF)

- Transferred a total amount of GH¢156,750,600 to MMDAs as follows: - For the first quarter of 2013, a balance of GH¢73,000,000 and GH¢17,806,650 for the 2010 Functional Organizational Assessment Tool (FOAT) was transferred to the MMDAs and the 30 MMAs under the DDF and Urban Development Grant (UDG) respectively.

- Mobilized and transferred a total amount of GH¢119,923,440 under the DDF and a further GH¢47,040,000 under the UDG to the MMDAs and MMAs based on the 2011 FOAT results in the second half of 2013.
- Carried out and collated the 2012 FOAT assessment.
- Facilitated Monitoring and Evaluation of the MMDAs by the Regional Coordinating Councils (RCCs).
- Procured and distributed three number (3No.) Cross-Country Vehicles to the Volta, Central and Western RCCs.

c) Ghana School Feeding Program

- Initiated a National School Feeding Policy to build coherence and sustainability in the delivery of the School Feeding Program.
- Engaged an Agriculture consultant to strengthen the linkage of the program to agriculture.
- Collaborated with National Food Buffer Stock Company (NAFCO) to supply local rice to feed all beneficiary schools.
- Contracted a Monitoring and Evaluation (M&E) Consultant to strengthen the M&E of the program at all levels. The program currently covers 1,582,402 pupils in 4,545 beneficiary schools.
- Trained Service Providers (Caterers) in food safety, nutritional best practices nationwide, and developed menu charts for all MMDAs to reflect districts food baskets.

d) Department of Community Development

- Trained 2,853 youth consisting 682 males and 2,171 females in employable and sustainable skills, while 1,000 passed out with vocational, technical and entrepreneurial skills.
- The Gender Responsive Skills and Community Development Project (GRSCDP) offered scholarship packages for 3 additional females from poor households in the 59 beneficiary Districts of the GRSCDP.
- Trained 534 groups on various income generating and entrepreneurial skills which impacted on a total membership of 16,643 women.
- Trained 120 Community Educators (change agents) on Community Education out of which 56 graduated.
- Organized 625 mass meetings with an estimated audience of 71,945 and held 424 study group meetings with 18,073 participants consisting of 6,338 males and 11,735 females.

e) Births and Deaths Registry

- Registered 425,532 fresh births representing 65.3% coverage nationwide.
- Registered a total of 69,221 deaths by December, 2013, representing 29% coverage nationwide.

- Extended operations of Mobile Registration Teams into the Volta region. The aim was to reach out with services to communities in areas in the region where registration facilities were virtually non-existent. Districts Covered in the region were: Nkwanta North; Nkwanta South; Krachi east; Krachi West; Jasikan and Kpando, where a total of 2,697 births were registered. A similar exercise was conducted in the Afram Plains in Kwahu North District. The Mobile Registration exercise was undertaken in a total of 26 communities registering a total of 837 births.
- Rolled out the Community Population Registration exercise in Communities in the Central, Eastern, Northern, Upper West and Upper East Regions of the Country. Registers have been placed in some 150 communities so far with support from Plan Ghana and United Nations Children's Fund (UNICEF).
- Digitized 17,000 records with assistance from United Nations Population Fund (UNFPA).

f) Department of Parks and Gardens

During the year under review the Department achieved the following;

- Maintained all landscaped areas of all Roundabouts, Road Medians and Road Shoulders in the Cities and Towns.
- Maintained Flagstaff House, Osu Castle, Peduase Lodge, State House Gardens and all R.C.C's Gardens. All Parks in the Country including the Nationalism Park were well maintained.
- Supplied about 350,000 tree seedlings to various communities, schools and organised groups. The aim was to promote tree planting and greening of the environment.
- Collected plant species in collaboration with the Botany Department of the University of Ghana to feed the Biodiversity Information Facility (Ghana B.I.F).

g) Environmental Health and Sanitation Unit

- Scaled up the Community Led Total Sanitation in Eastern and Brong Ahafo Regions bringing the total number to 7 regions.
- Deployed a total of 3,959 Tertiary Students under the Ghana Students' Industrial Attachment Program on education campaign on Sanitation.
- Sensitized water vendors, food vendors, public toilet operators, etc. on Cholera in Eastern Region, Brong Ahafo Region, Volta Region, Greater Accra Region, Central Region, Northern Region and Upper East Region.
- Developed Basic Sanitation Information System to monitor sanitation services in small towns and rural communities.
- Launched the Greater Accra Metropolitan Area (GAMA) Sanitation and Water Project. This project is aimed at providing water and basic institutional latrines in the 11 MMAs.

h) Ghana Social Opportunities Project (GSOP)

- Completed a Draft Report on the Rationalization of National Social Protection spending.
- Completed 38 subprojects made up of 1 No. school block, 22 feeder roads, and 15 dams and dugouts.
- Employed 59,345 individuals as compared to the target of 33,800 under the Labour Intensive Public Works (LIPW) program.
- Paid 71,456 people under the Livelihood Empowerment Against Poverty (LEAP) as of June 2013.

i) Local Government Capacity Support Project

- Developed Public Financial Management (PFM) Templates with Guidelines in collaboration with MOF to improve transparency and accountability in PFM processes in the MMDAs.
- Formed 10 Regional Media Networks to increase and enhance information flow between Citizens and Local Government Authorities.

j) Ghana Urban Management Pilot Project (GUMPP)

- Procured Vehicle and Equipment for Ho, Tamale, Kumasi and Sekondi-Takoradi.
- Completed all GUMPP project preparatory documents.
- Completed the Procurement of Consultants to conduct study and submit Report on Urban Review for Ghana.

k) Local Enterprises and Skills Development Project (LESDEP)

- Trained 15,000 in various skills.

l) Food Security and Environment Facility (FSEF)

The following are some achievements under the Government of Ghana and Canada project which was aimed at a sustainable environmental and gender-sensitive innovation in the 3-Northern Regions:

- Organized a knowledge sharing platform for 75 key partners including Development Partners to share knowledge and best practices in food security.
- The “Zai” method introduced to 715 farmers improved maize production from 3 bags per acre to 8 bags per acre in Builsa, East Gonja, East Mamprusi and Garu-Tempani Districts under the Sustainable Farming Techniques Sub-Project.
- Supported 2,749 farmers with 24 Community Onion Storage Structures under the Onion Value Chain Improvement Sub-Project in 8 communities in Bawku West to increase storage capacity. 15 of these facilities are in full use. The bulb size of Onion has also been increased from 60 to 100 grams by the introduction of new variety (galmin) and improved agronomic practices under this project.

- Completed the construction of 9 chockor smokers in two fishing communities in Central Gonja Districts.
- Commenced the construction of four guinea fowl incubators in four communities in the Nadowli District and Wa Municipal.

m) Accra Sewage Improvement Project

- Completed the University of Ghana Sewerage Treatment Plant.
- Completed 42 No. twenty seater water closet public toilets.

n) Local Economic Development (LED)

During the period under review, with support from United Nations Development Program (UNDP) and International Labour Organisation(ILO), the Ministry;

- Finalized the formulation of LED Policy and Action as well as the LED Operational Manual.
- Obtained Cabinet approval for the Local Economic Development Policy Framework and Action Plan.
- Printed 1000 copies of LED Policy and 1500 copies of the LED Operational Manual.

Financial Performance

Table 24: FINANCIAL PERFORMANCE OF MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	13,186,246.00	34,211,402.00	34,211,402.00
Use of Goods & Services	116,032,090.00	100,432,955.35	100,407,581.38
Non-financial Assets	25,531,212.00	15,830,149.82	15,830,149.82
IDA	59,798,900.00	53,819,010.00	53,000,000.00
AfDB	8,854,514.00	7,969,082.60	7,897,948.00
BADEA	7,733,200.00	6,959,880.00	6,950,000.00
AfDB	9,826,480.00	8,843,832.00	8,743,800.00
CIDA	9,000,000.00	8,500,000.00	8,000,000.00
POOLED FUND	94,598,300.00	85,138,470.00	84,000,000.00
TOTAL	344,560,942.00	321,704,781.77	319,040,881.20

3.17.4 Challenges

The Ministry encountered some challenges in the year. They are;

- Procurement processes continue to be an impediment in the entire implementation process due to the complexities and delays involved.
- In some instances specific releases were utilised for activities or programs other than those in the approved budget.
- Over reliance on Government of Ghana (GoG) funds.

3.17.5 Outlook for 2014

- **Department of Community Development**

- The Department plans to organize formal training for 4,000 youth and 6,000 women in Vocational and Technical skills (income generation activities).
- 120 Community Educators will be trained at the Rural Development College.
- Secure accreditation from the National Accreditation Board for Rural Development College to award Diploma Certificates.
- Develop a Handbook on Community Development procedures based on Operating standards.

- **Births and Deaths Registry**

The Births and Deaths Registry will continue to:

- Sustain its collaborative efforts with the Ghana Statistical Service in placing population registers in remote communities.
- Participate in the Annual Child Health Promotion Week and Integrated Maternal and Child Health Campaigns organized by Ghana Health Service.
- Work with GES and parents to encourage children entering school without Birth Certificates to take advantage of the new concession for “under eighteen (18) years”, to get Birth Certificates for their children.
- Identify unregistered Children at “my first day at school” program with the help of teachers.
- Complement the public education drive through the mass media

- **Department of Parks and Gardens**

The Department in delivering on its mandate will pursue the following;

- Pursue actions to combat the effects of global warming by engaging various stakeholders to undertake tree planting.

- Collaborate with MMDA's in the promotion of landscape beautification in the built and natural environment and to develop programs for floral beautification of Cities and Towns.
- Collaborate with MMDAs in the establishment of Public Parks and to promote ecotourism so as to generate revenue for Assemblies and jobs for the people.
- Concentrate on the conservation of threatened plant species and restoration of plants diversity as well as communicating the importance of plants diversity under the Global strategy for plants conservation program.
- Continue with the collaboration with the Botany Department of the University of Ghana and other stakeholders in the documentation of our national information facility for the sharing of digital biodiversity data.

- **Environmental Health and Sanitation Unit**

- The Unit will scale up Community Led Total Sanitation to cover all Regions.
- Deploy a Result-Based M&E system for environmental sanitation, to accurately capture, process and analyse data for national statistics.
- Construct 2No. Waste to Energy Plant in Kumasi and Cape Coast under a Public Private Partnership (PPP) arrangement.
- Organize National Environmental Sanitation Conference (NESCON) and National Sanitation Week celebration.
- Provide support to MMDAs to legally acquire treatment and disposal sites.

- **Integrated Rural Development Project**

The Social Investment Fund (SIF) Outlook for 2014 largely focuses on the main implementation of the Integrated Rural Development Project (IRDP). The goal of the Project is to promote integrated rural development by increasing household incomes through enhanced farming. The Project comprises four components; these are: (I) Provision of Socio-Economic Infrastructure, (II) Outreach and Monitoring (III) Provision of Micro-Medium Term credit and Technical Support (V) Project Management and Coordination. Some of the expectations of the Social Investment Fund (SIF) for the year 2014 are as follows:

- Procurement of the Integrated Development Project Goods.
- Undertake actions to strengthen networks with other Donors and Development Agencies.
- Sensitize MDAs and Community Based Organizations (CBOs) to pay their portion of counterpart funds for the identified Sub-Projects.
- Launch the Integrated Rural Development Project (IRDP).
- Disburse the revolving loan funds to the Partner Financial Institutions (PFI's).
- Monitor the disbursement of the micro-credit by PFI's to the respective beneficiaries.

- Monitor the utilization of the credit by the beneficiaries.
 - Prepare training materials and train Sub-Project Management Committees (SPMCs), PFI's and credit beneficiaries.
 - Showcase various activities at the Zonal/ Regional level of the SIF to attract more clients and support.
 - Validate the Integrated Rural Development Projects (IRDPs) Indicators.
 - Train participating MDAs, Community Based Organizations (CBOs), and Community leaders, among others, in participatory Monitoring & Evaluation (M&E).
- **Ghana Social Opportunities Project**
 - The project will finalize the report on the Rationalization of National Social Protection.
 - Begin and complete 112 new Sub-Projects. These are 54No. Dams and dug-outs; 23No. Climate change interventions and 35No. Feeder roads.
 - Roll over 42 other Sub-Projects from 2013 to 2014. These will comprise 29 Feeder roads and 13 Dams & dugouts.
- **Local Enterprises and Skills Development Project (LESDEP)**
 - Recruit and train 35,000 beneficiaries nationwide in technical, entrepreneurial and business management skills and provide them with various business set-up equipment.
 - Undertake needs assessment of business requirements of beneficiaries in 20 communities across the three ecological zones.
- **Food Security and Environment Facility**
 - 200 farmers will benefit from the "Zai" method and other sustainable soil management practice. These farmers will be supported with inputs to increase production and 10 communities would be introduced to dry season farming in Builsa, East Gonja, East Mamprusi, Garu-Tempani Districts under the sustainable farming techniques program.
 - Beneficiary Farmers will be introduced to improved variety of onions under the Onion Farmers livelihood and Value Chain Improvement Project in Bawku West.
 - Two communities in the Wa Municipality will be introduced to Community Based Cage Fish Culture to increase fish production in the area.
- **Accra Sewage Improvement Project**

The project will include;

 - The construction of new sewer networks at Mamprobi, Korle – Gonno and Korle – Bu.

- Network rehabilitation at University of Ghana, Achimota Hospital, Achimota School Trinity College and Construction of a pumping Station.
 - The rehabilitation of sewer networks and construction of pumping stations at Dansoman Estate.
- **Local Economic Development (LED)**
 - The LED policy framework and action plan will be disseminated.
 - Organize training for staff of MMDAs in 8 Regions on the use of the LED Operational Manual.
 - MMDAs core staff will be trained in mainstreaming LED into the District Medium Term Planning process and District Medium Term Development Plans (MTDPs).

3.18.0. MINISTRY OF ROADS AND HIGHWAYS

3.18.1. Introduction

The Ministry of Roads and Highways is responsible for the provision of leadership and the creation of an enabling environment for the development and maintenance of Ghana's road transportation system through the formulation of effective roads and highways infrastructure policies and programmes, market regulation, assets management and service provision.

In line with the above, the Ministry has a vision of an 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.

3.18.2. Sector Departments and Agencies

The Ministry has oversight responsibility for two departments, one authority, one secretariat and one training school. These are:

- Ghana Highway Authority (GHA)
- Department of Urban Roads (DUR)
- Department of Feeder Roads (DFR)
- Ghana Road Fund Secretariat (GRFS)
- Koforidua Training Centre (KTC)

3.18.3. Key Activities Undertaken

(a) Policies and Regulations

The Draft Supplementary Act on the Legal Framework & Operation Guidelines for Joint Border Posts (JBP) in West Africa was finalized for approval by ECOWAS Member States. Construction of the JBP at Noepe for Ghana and Togo is 95% complete and the project would be handed over by July 2014.

(b) Transport Sector Project

The project involved feeder roads rehabilitation and spot improvement of 682km of roads.

The first year components involve feeder roads rehabilitation and spot improvement and geared towards consolidating the achievement under the RSDP. 81 out of 84 contracts awarded have been completed. Two contracts have been terminated and the remaining one is in process of being terminated.

For the second year project 18 lots totaling 136.4km have been awarded and this consists of 12.85km of spot improvement, 64.8km of rehabilitation and 58.7km of bitumen surfacing.

These included: Spot Improvement of Kumawu-Drobonso, Subinso-Boase, Wungu-Mishio, Kpari-Nawie, and Sefwi Wiawso-Mansi Aboboya. Rehabilitation of Wamaso-Aquakrom,

Frankadua-Alabo River, Kasunya-Area “A”, Tempane-Yabrago-Woriyanga, Agorve Jn-Devego feeder roads among other projects.

(c) Improving Road Maintenance Financing

Revenue generation into the Road Fund for the maintenance of the road networks was improved. Toll collection commenced at Nsutem (Accra-Kumasi) and Tsopoli (Nkawkaw- Kumasi). The total revenue generated in 2013 was about GH¢302.35million which amounted to GH¢61.8million more than the total revenue accrued in 2012. Although the funds generated were increased, the Fund was only able to cater for about 45% of the maintenance requirements.

(d) Trade and Transit Facilitation

The road sector chairs the National Road Transport and Transit Facilitation Committee (NRTTFC) which has membership of 23 from both the public and private sectors. The main aim of the Committee is to engage sector players to improve the movement of goods and services through the road corridors to facilitate trade. The Committee has held sensitization and education workshops across the country to educate policemen on the subject of trade facilitation; including the role of Customs, shippers, freight forwarders, the National Guarantor-SIC, the ECOWAS brown card insurance scheme and the ECOWAS protocols governing movement of people and services in the sub region. One other objective of these workshops was to sensitize the police MTTU to help reduce the number of roadblocks on road transit corridors.

The Committee is also involved in the development of JBP programme. This is a programme being implemented to facilitate free movement of goods and services at the borders of neighbouring countries in the sub region. The programme is assisted by the European Union in collaboration with ECOWAS and WAEMU, under the 9th European Development Fund (EDF). Under the programme, seven JBPs are to be established in the sub region to facilitate efficient cross border movements. Three of such JBPs are being established on Ghana’s borders with its neighbouring countries.

The Ministry vigorously pursued the implementation of the Law on Axle Load Limit which resulted in a decline in the trend of overloading from 16.0% in January 2012 to 15.7% at the end of December, 2013.

(e) Public Private Partnerships (PPP)

The Ministry of finance has developed the PPP policy which gives the guidelines for the country to engage the private sector to partner Government in providing the infrastructure and services for economic growth. The road sector has been working with the Public Investment Division (PID) office set up at the Finance Ministry to assist sectors to go through the PPP process. The government is however yet to pass the legislature and regulations for PPP arrangements.

The participation of the private sector in providing transport sector is being regulated under the Ghana Urban Transport Project which began in the year 2007. The project has set up the Greater

Accra Public Transport Executive (GAPTE) Unit, which is a body to regulate and license the private sector groups to provide mass transport services in the city of Accra.

During the period 2010-2013, the road sector has made efforts at engaging the private sector to finance major road projects to support the development of the sector. Although none of the projects have actually taken off, the process has been advanced considerably with the various status of completion listed below:

- **Construction of Overpass at Teshie Link**

Contract for the financing, design, construction and maintenance of an Overpass on the Motorway at Teshie Link has been awarded and detailed design of bridge is on-going.

- **Construction of Accra-Takoradi Highway**

Evaluation of Expression of Interest received from consulting firms to undertake the Pre-feasibility Studies was completed.

- **Rehabilitation and expansion of Accra-Tema motorway**

Transaction Advisor is being procured.

(f) District Capital Roads Improvement Project (DCRIP)

Sixty-nine Districts Capitals in all the 10 regions of Ghana benefitted from the programme. The projects have been broken into three phases. Under Phase One, 19 out of 28 contracts awarded have been completed whilst 11 out of the 17 contracts awarded under Phase Two have also been completed. 19 out of the 24 contracts awarded under Phase Three have also been completed.

The total length of roads under contracts is 142.55km and commitment to date is GHS38.92million. The total amount certified to date under the three phases is GHS36.03million

(g) Cocobod Funded Road Programmes

The Ghana Cocoa Board (COCOBOD) has collaborated with the Department of Feeder Roads since 1985 in the rehabilitation, upgrading and maintenance of roads critical to its operations, that is, vital to the haulage of cocoa to the ports for export. These roads are termed Cocoa Roads. This collaboration has now been expanded to deal with the full mandate of COCOBOD which covers cocoa, coffee and sheanuts.

No money was received during the quarter under review. The total amount received since the project inception to date is GH¢251,275,240.55.

Disbursement made during the period under review amounted to GH¢6,741.57 for the period. This brings the total disbursement made since the inception of the project to GH¢251,089,804.34.

(h) Poverty Focused Rural Transport Programme

The programme is funded by Kreditanstalt für Wiederaufbau (KfW) of Germany with an amount of Euro 8.2M. It forms part of MOFA’s Rural Access Programme. The programme involves the rehabilitation of 107km of feeder roads to provide access to markets in Ashanti and Brong Ahafo Regions. The status for the phase one is 100% completed.

(i) Trunk Road Development Projects

The following major roads were completed by the Ghana Highway Authority during the period: Assin Praso-Anwiankwanta, Asankragwa-Enchi, Bamboi-Tinga, Nsawam-Apedwa, Nsawam Bypass, Techiman-Kintampo, and Apaaso-Kintampo. Development projects commenced during the year are Ghana Eastern Corridor, Lot 5 and 6 and Oti-Damanko-Bimbila-Yendi-Gushiegu-Gbintiri. 59 road projects were ongoing.

Table 25: SUMMARY OF TRUNK ROAD DEVELOPMENT PROJECTS

ACTIVITY	APPROVED PROG. (KM)	PHYSICAL ACHIEVEMENT (KM)	%
CONSTRUCTION	4.6	22.94	499
RECONSTRUCTION	24.5	53.3	218
REHABILITATION	38.8	79.65	205
DUALIZATION	2.3	2.9	126
UPGRADING	4.9	14.4	294
TOTAL	75.1	173.19	1,342

(j) Feeder Road Development Projects.

The Department of Feeder Roads planned for the completion of a total of 94 bridges in 2013. 78 out of the 94 bridges have been launched. Out of that, 71 are opened to traffic with the remaining seven having their approach filling to deck level on going. 12 bridges out of the overall 94 have either both abutments under construction or completed up to launching level and the approaches of some of them being filled before assembling and launching could commence. However, works on two of the remaining four bridges have just commenced as the contracts were terminated and re-awarded to another contractor. Two of the bridges have been re-packaged to be executed under the on-going Ghana-Acrow Bridges Project. All the 16 major box culverts awarded, as part of the bridge programme, have been completed and opened to traffic. The overall progress of work is 87%.

(k) Urban Roads Development Projects

In collaboration with the Ministry of Local Government and Rural Development, the Department of Urban Roads continued with the Urban Transport Project with the objective of reducing congestion on our roads; the following road works were completed during the period under review:

- Expansion of the Odaw Bridge.
- Construction of the Flyover Bridge.
- Extension of the La-Teshie road, Gulf House to GIMPA by-pass and Dansoman main road, all in Accra.
- Reconstruction of the Oforikrom-Asokwa bypass (including an Interchange at Timber Gardens) and the Lake road in Kumasi.
- Rehabilitation of over 200No.traffic signals in the major urban centres to reduce intersection bottlenecks.

The following urban road projects were at various stages of completion:

- Awoshie-Pokuase Road and Community Development Project,
- Construction of the Bus Rapid Transit route; Sunyani Road in Kumasi (Sofoline);
- Spintex Road - Polo ground bypass; and Boundary road (American house-Madina).

Contracts were awarded and works are currently on-going on the following major urban road projects: Giffard Road (from 37 to T-Junction), Burma Camp Road (from Giffard road to Spintex road), Area-Wide traffic Control System for Accra.

(l) Maintenance of Road Assets

The Ministry maintained its focus on routine and periodic maintenance activities to protect the huge investment made by Government in the provision of road infrastructure.

TABLE 26: MAINTENANCE OF TRUNK ROADS - SUMMARY OF PERFORMANCE AS AT DECEMBER 2012

ACTIVITY	APPROVED PROGRAMME (KM)	PHYSICAL ACHIEVEMENT (KM)	%
Routine Maintenance	10,674	10,674	100
Periodic Maintenance	104	158.79	141
Minor Rehab & Upgrading	32	35.5	110

Table 27: MAINTENANCE OF FEEDER ROADS - SUMMARY OF 2012 PERFORMANCE

ACTIVITY	APPROVED PROGRAMME (KM)	PHYSICAL ACHIEVEMENT (KM)	%
Routine Maintenance	22,000	15,400	70
Periodic Maintenance	1,000	530.1	53
Minor Rehabilitation & Upgrading	1,395	360.8	26
Bridges	30no.	21no.	70

Table 28: MAINTENANCE OF URBAN ROADS - SUMMARY OF 2012 PERFORMANCE

ACTIVITY	TARGET	ACHIEVEMENT	% PHYSICAL
Routine maintenance			
Grading (km)	2,648	3,554	134
Pothole patching (m ² /km)	3,600	3,412	95
Periodic Maintenance (re-gravelling/spot improvement and resealing works)	642	480	75

3.18.4. Financial Performance

Table 29: FINANCIAL PERFORMANCE OF MINISTRY OF ROADS & HIGHWAYS

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPT (GH¢)	ACTUAL EXPENDITURE (GH¢)
GOG	186,070,000.00	543,650,000.00	510,130,000.00
IGF	470,000.00	1,200,000.00	700,000.00
DEV'T PARTNERS	313,480,000.00	303,660,000.00	432,360,000.00
OTHERS	206,700,000.00	365,190,000.00	437,390,000.00
GRAND TOTAL	706,720,000.00	848,510,000.00	1,380,580,000.00

3.18.5. Challenges

Some of the critical challenges the Ministry encountered were:

- Long valuation period for compensation/resettlement for Project Affected Persons
- Inability to raise enough revenue from other sources to support road maintenance programmes
- Low delivery capacity of the local contractors and some foreign contractors
- Long delays in honouring contractors' payment certificates
- Inadequate number of trained supervisory staff
- Inability to retain essential professional staff due to low remuneration and incentives
- Vandalising of road infrastructure and safety devices
- Delay in payment of compensation due to long valuation procedures and inadequate budgetary allocation, and
- Implementation of road projects outside budgetary allocation leading to increased financial commitment

3.18.6. Outlook For 2014

The 2014 budget is the first Programme Based Budget for implementation by the Road Sector. Under this type of budgeting the Ministry has adopted 4 main expenditure budget programmes, namely; Administration and Management, Road Construction, Rehabilitation and Maintenance and Road Safety and Environment. The following activities will be pursued under each expenditure budget programme;

- **Administration and Management**
 - Improvement in the effectiveness and efficiency of the performance delivery of the sector.
 - 79no technical staff to be recruited and 130 non-technical staff to be replaced.
 - 203 technical staff in difference disciplines will be trained. The proposed training will be in the areas of Contract/Project Management, Monitoring and Evaluation and Environmental Issues.
- **Road Construction**
 - Construct 300km of trunk roads, 90km of cocoa/sheabutter roads and 150km of urban roads
 - Construct 12No, 20No & 2No bridges on the trunk, feeder and urban road network
 - Undertake 8No engineering studies.

- **Rehabilitation and Maintenance**

- Undertake 11,600km, 16,000km and 4,200km of routine maintenance activities (grading, pothole patching, shoulder maintenance, vegetation control) on trunk, feeder and urban road networks respectively.
- Undertake 892km, 1,500km, 2,000km of periodic maintenance activities (Spot Improvement, Re-gravelling, Resealing, Asphaltic Overlay, Partial Reconstruction, Maintenance of Bridges) on trunk, feeder and urban roads respectively.
- Minor rehabilitation works on 625km of trunk roads, 1,425km of feeder roads and 200km of urban roads.

- **Road Safety and Environment**

- 60No. traffic signals installed and maintained
- 21No. road safety hazard sites treated
- 15% of overloaded vehicles identified at Permanent Axle Weigh Bridge Stations.

- The Ministry will continue to pursue its objectives to improve access through better distribution and integration of the road network system.

- There are a number of on-going projects that will be substantially completed in 2014. These projects include:

- Tetteh Quarshie – Madina
- Asankragwa-Enchi Road
- Nsawam- Apedwa Road, Kwafokrom-Apedwa
- Buipe – Tamale
- Fufulso-Sawla
- Dodi-Pepesu Nkwanta
- Tarkwa Bogos-Ayamfuri
- Agona Junction – Elubo
- Anyaa-Pokuase Road Project
- Burma Camp Roads
- Giffard Road
- Sunyani Road (in Kumasi)

- Road projects to be financed from the Chinese Government and Bank loans (CDB) have also been programmed for implementation in the 2014 budget. The following roads in the Western region oil enclave are to be developed under the loan:

- Agona Nkwanta –Dixcove road (25km),
- Busuta Junction – Busuta road (5km),
- Princes Junction – Princess Town road (18km),
- Sankor Junction – Cape Three Points road (24km),
- Mpataba Junction – Half Assini – Jewi Wharf road (50km)

- Also the following are to be included in other regions under the same loan:
 - The Area wide intelligent traffic system in Accra including some urgent road works will be undertaken with funds from the CDB loan.
 - Eastern Corridor Multi Modal Transport Project Roads

- The Ministry and its Agencies will continue the following policy initiatives to improve on operations and the overall condition of the road network during the 2014 fiscal year. These include:
 - Maintenance of Road Asset to protect the huge investment made by Government in the provision of the road infrastructure;
 - Improving Road Maintenance financing by the implementation of Electronic Tolling of Roads to improve revenue generation into the Road Fund for the maintenance of the road network;
 - Axle Load Control to reduce the overall maintenance budget for the Road Infrastructure.
 - The Ministry will also continue the Public Private Partnerships (PPP) schemes in the financing, construction and management of road infrastructure to bridge the funding gap and to complement funding from the traditional sources.

3.19.0. MINISTRY OF TOURISM, CULTURE AND CREATIVE ARTS

3.19.1. Introduction

The Ministry of Tourism, Culture and the Creative Arts was realigned through Executive Instrument(E.I.1 2013) to provide a firm, stable policy environment for effective mainstreaming of Ghanaian culture into all aspects of national life, and to ensure the strong emergence of a vibrant creative economy to improve and advance the tourism industry.

The Ministry is to facilitate the interface between government, implementing bodies in tourism, culture and the creative industries, as well as international and civil society partners.

3.19.2. Sector Departments and Agencies

The Ministry is the main policy making body and has oversight responsibility over the following agencies:

- Ghana Tourism Authority (GTA)
- Hotel Catering and Tourism Training Centre (HOTCATT)
- National Commission on Culture and Regional Centres for National Culture
- Bureau of Ghana Languages
- Ghana Museums and Monuments Board
- National Theatre of Ghana
- Kwame Nkrumah Memorial Park
- W.E.B. Dubois Memorial Centre
- National Symphony Orchestra
- Ghana Dance Ensemble
- Abibigromma Theatre Company
- National Folklore Board
- Pan African Writers Association
- Ghana Tourist Development Company

3.19.3. Key Activities Undertaken

To attain the broad policy objectives of developing the tourism industry for jobs and revenue generation and promoting national culture and the creative arts for economic development, the Ministry pursued the following:

- (a) International arrivals and receipts grew by 10% by rising from 903,300 in 2012 to 993,600 in 2013 resulting in an increase from US\$ 1.7 Billion to US\$1.9 and contributing 4.7% to GDP. In terms of employment a total of 319,000 jobs were created in both formal and informal tourism enterprises and establishments.

(b) Management & Administration Program

- Engaged Heads of all 14 Agencies and sub vented organizations, including segments of the Creative Arts on their core functions and operations. This resulted in better appreciation of the tourism, culture and creative arts sector and its contribution to national development by the Agencies.
- Organised series of consultative workshops in collaboration with Management Services Division (MSD) of the Office of The Head of Civil Service (OHCS). The outcome was the development of a new mandate vision, mission, and functions of the Ministry. This was in line with the restructuring of the Ministry to reflect its new mandate of the re-aligned Ministry of Tourism, Culture & Creative Arts.
- Engaged Ghana Tourism Authority (GTA) to revamp the collection of 1% Levy paid by patrons of tourism enterprises for the Tourism Development Fund which is needed to support tourism programs and projects.

(c) Tourism Product Development Program

- Initiated action for the United Nations World Tourism Organization (UNWTO) to help mobilize funding for the implementation of the 1ST Phase of the new 15 year National Tourism Development Plan (2013-2027).
- Continued with work on the Accra Visitor Information Centre which is to serve as a one stop shop for information, virtual tour, recreational and entertainment, business, catering, among others, for tourists. The facility is about 95 % completed.
- Organized the 2nd Accra Carnival to stimulate the local economy and tourism enterprises and created jobs for the youth.

(d) Tourism Research and Marketing Program

The Ministry continued efforts to position Ghana’s tourism in the global market while developing Ghana as the preferred tourist destination in Africa. In so doing, it showcased Ghana’s rich and diverse tourism and cultural products to policy makers, international travel trade practitioners, the media and investors, among others, at the following events:

- World Travel Market International Tourism Fair in Excel, London, UK;
- The 20th Session United Nations World Tourism Organization, General Assembly, co-hosted by Zambia and Zimbabwe.
- The UNESCO High Level International Forum in Hangzhou, China.
- Undertook an investment promotion tour in Turkey.
- The 10th Edition and 20th Anniversary Celebration of PANAFEST in Accra, Cape Coast, Elmina, Assin Manso and Assin Praso, alongside with the OAU/AU @ 50 High Level Africa Forum held at the Accra International Conference Centre.
- The World Tourism Day Celebration under the theme “Tourism and Water: Protecting our Common Future” which was marked with sensitization workshop for stakeholders in Takoradi and a National Durbar to climax Kwame Nkrumah’s Birthday Celebrations in Nkroful on 27th September.

- Participation in the 4th Ghana Policy Fair at the Accra International Conference Centre from 16th -18th October, 2013.

(e) Culture, Creative Arts and Heritage Management Program

The Ministry is poised to harness national culture for development as part of its mandate. Key activities implemented under this program were as follows:

- Initiated action to secure partnerships and funding from the private sector towards the completion of Regional Centres for National Culture for the promotion of the arts and culture, beginning with the Kumasi Centre for National Culture.
- Secured partnership with the Ministry of Chieftaincy and Traditional Affairs including funding to organize the 2013 National Festival of Arts and Culture (NAFAC) in Sunyani in the month of November, 2013.
- Constituted a 9-member committee which has commenced work to prepare a legal and regulatory framework for the sustainable development and promotion of the Creative Arts. This would support efforts to establish a Council for the Creative Arts.
- Engaged the various Creative Arts Trade Associations, as well as, the Executives of the Apex Body, the Ghana Culture Forum, on ways to develop a competitive creative industry in Ghana.

(f) Ghana Tourism Authority

In line with attaining the broad policy objectives of developing the tourism industry for jobs and revenue generation and promoting national culture and the creative arts for economic development as enshrined in the Medium Term National Development Policy Framework, the GTA undertook the following activities:

- Participated in two international tourism exhibitions and three local fairs. This made the international and domestic tourism receipts/revenue increase by 15%.
- Organized paragliding event at Kwahu in the eastern region.
- Held the 2nd edition of the African choral festival in Accra and Cape Coast.
- Collaborated with a private marketing consultancy to revive the National Tourism Awards.
- Inspected and licensed 5,535 tourism enterprises.
- Provided marketing support for the Kurubi festival of the Wangara people of Kintampo.
- Organized one national and ten regional chocolate day celebrations.

(g) Hotel Catering and Tourism Training Institute (HOTCATT)

The Institute during the year under review undertook the following:

- Organized training in quality assurance for hospitality operators in the Volta Region, 20 presidential stewards trained in Ada and 10 hospitality service providers trained in Upper East Region to improve service delivery in the hotel industry. In all 100 hospitality service providers were trained.
- Trained 100 school leavers to gain employable skills in the hospitality industry.
- Organized a number of workshops to create awareness on food borne diseases/illness for hospitality service providers. 500 food vendors were trained.

(h) National Commission on Culture (NCC)

The following activities were undertaken by NCC during the year under review:

- Reviewed the national cultural policy to ensure it takes into account the strategic role of culture in development.
- Developed ecotourism, culture and historic sites.
- Trained 100 persons in the various artistic disciplines. This is to mainstream culture in the nation's social and economic development agenda.
- Completed the development of fully functional Centres for national culture in the regions and districts.
- Organized seminars to effectively promote cultural programs. This developed the capacity of centres for national culture to effectively promote cultural activities across the country.
- Held a two-day orientation on the relevance of sacred and ritual music to national heritage and development. This was to assist less endowed authorities to document their culture and history.

(i) Ghana Museums and Monuments Board (GMMB)

The following activities were undertaken by GMMB during the year under review.

- Launched a website for the Board.
- Reviewed the GMMB scheme of service in conformity with the public service.
- Reorganized permanent exhibition and increased number of temporary exhibition. Five temporary exhibitions were organized.
- Renovated and opened a museum at Fort San Antonio, Axim and renovated three Ashanti traditional buildings.
- Increased guided tours. A total of 16,124 people visited the Gallery. A workshop for teachers of selected schools was also organized.

(j) National Folklore Board (NFB)

The following activities were undertaken by NFB during the year under review.

- Scouted for the registration of users of Ghanaian folklore material in order to increase revenue generation. In view of this, two financial institutions and one organization were registered.
- Organized a workshop for craftsmen and craft dealers association in the western region. The aim was to sensitize them on the need to create works that would compete effectively with the foreign market.
- Documented folklore materials for students, general public, researchers and for posterity.

(k) Kwame Nkrumah Memorial Park (KNMP)

Played host to several state events including, Pan African Festival (PANAFEST) and Emancipation Day celebrations, re-enactment of the Declaration of Independence, Kwame Nkrumah Memorial Lectures etc.

(l) National Symphony Orchestra (NSO)

- Organized the NSO sensitization programs for the youth in Accra as well as the public and private performances which brought different people together.
- Trained some youth who later secured jobs in the private sector to alleviate poverty among them.
- Held performances with a British conductor Steve Ellery which was a success. Markus Baisch, a German conductor also conducted the orchestra in September in a German, French, Ghanaian collaboration (promoting cultures). Also in September, the Koo Nimo and National Symphony Orchestra; re-contextualized Highlife Music.

(m) Ghana Dance Ensemble

The Ghana Dance Ensemble engaged in both government and private local performances to generate revenue.

(n) National Theatre of Ghana

The National Theatre of Ghana presented major festivals and programs in collaboration with national and international communities and institutions. These included workshops for artists, art professionals and teachers in the use of the arts in teaching classroom subjects and entertainment. A few programs and projects developed include:

- Dance Factory
- African Youth Orchestra (IndigenAfrika)
- Concert Party (Traditional Drama)
- Direct Consumer Contact (Drama)
- Fun World (Variety Program)
- Theatre Program for Schools (Drama for School Children)

- Arts Institute for Teachers
- Kiddafest (festival for Children)
- Living Legends (Achievement recognition)

(o) Pan African Writers' Association (PAWA)

PAWA undertook educational activities to educate the public and young writers and illustrators of books; Poetry day celebrations among others.

(p) W.E.B. Dubois Centre

The Centre undertook the following activities:

- Educated Ghanaians and Non-Ghanaians on history, events and people of the African Diaspora.
- Launched the 50th anniversary commemoration of the death of W.E.B Dubois.
- Opened the National Film show Heritage African.

(q) Bureau of Ghana Languages

The Bureau printed, packaged and promoted the sales and supplied books on 11 languages including: Akuapem Twi, Asante Twi, Ewe, Mfantse, Ga, Dangme, Nzema, Dagbani, Dagaare, Gonja and Kasem for Revenue generation.

(r) Abibigromma-National Drama Company

- The National Theatre Company Undertook educational tours to several second cycle institutions in the Ashanti, Brong Ahafo, Eastern, Central, Western, Volta and Greater Accra Regions with the literature set book "In the Chest of a Woman". A substantial amount of IGF was generated.
- Participated fully in the two celebrations (That Jesus Boy & Miraculous) together with other Artists groups and succeeded in producing two musical drama pieces which were showcased in the main auditorium of the National Theatre.

3.19.4. Financial Performance

Table 30: FINANCIAL PERFORMANCE OF MINISTRY OF TOURISM, CULTURE AND CREATIVE ARTS

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	2,662,235.00	22,507,984.84	22,507,984.84
Use of Goods & Services	7,893,361.00	2,696,799.94	2,696,799.94
Non-financial Assets	2,288,379.00	-	
IGF	3,774,750.00	873,635.59	-
DEV'T PARTNERS e.g.	-	-	-
CIDA	248,670.00	24,277.25	31,279.20
World Bank			
OTHER (SPECIFY)			
TOTAL	19,126,823.25	27,302,697.62	26,269,942.24

3.19.5. Challenges

- Very low budgetary allocation for effective development and promotion of the tourism, culture and creative arts products.
- Non releases of funds are a big challenge to program implementation.
- Poor standards and quality of service delivery to tourists by tourism enterprises.
- Inadequate transport infrastructure particularly, poor road network, coupled with congestion inhibit convenient and rapid movement of tourists around the country and major cities.
- Limited investment in tourism enterprise development by the private sector.
- Low appreciation and support of tourism, culture and creative arts sector by policy and decision makers including MDA's and MMDA'S.
- Unattractive and unhealthy environments due to poor sanitation especially along the beaches and in the big cities.
- Lack of research on contribution of whole Sector to national development.

3.19.6. Outlook for 2014

Under the medium-term development plan, the priority interventions in Tourism, Culture and Creative Arts will focus on increasing the sector's contribution to GDP and foreign exchange earnings, as well as sustainable employment and incomes. The domestic market and their travel

behaviour are expected to rise steadily as the economy grows and disposable incomes increase. In line with the sector plan for 2014 in particular, the following targets have been projected:

- The projected international tourist arrivals is expected to increase from its 2013 figure of 994,000 to 1,093,000 (10% change) in 2014.
- The corresponding receiptsaccruals is expected to increase from US\$ 1.88 Billion to reach US\$ 2.1 Billion (10.1% change) in 2014.
- Total employment created by the tourism sector alone is projected to increase from the 2013 figure of 319,000 to 354,000.
- The Ministry will continue the Ghana Tourism Authority (GTA) restructuring process by working closely with GTA to submit the Travel Trade and Accommodation, and Catering Enterprises regulations for approval of Parliament.
- Monitor the establishment of 10 GTA District Offices in line with tourism decentralization process.
- Review the National Commission of Culture Law and laws of other culture related agencies as part of strengthening the cultural agencies to deliver on their mandate.
- Provide Legal and Regulatory Framework for the development and promotion of Creative Arts.
- Constitute and inaugurate Council for Creative Arts to oversee its re-organization so as to develop a competitive industry.
- Collaborate with the Ministry of Chieftaincy and Traditional Affairs to organize the 2014 National Festival of Arts in Sunyani.
- Train 50 staff in ICT and Tourism related skills to build capacity for effective service delivery.
- Organize Mid-year Performance Review for the Sector.
- Undertake monitoring & evaluation of sector's programs and projects.
- Continue engaging with the United Nations World Tourism Organization (UNWTO) to help mobilize funding for the implementation of the 1ST Phase (5 yr. immediate Action Plan 2013-2017).
- The Ministry will complete work on the Accra Visitor Information Centre and complete tourist receptive facilities in Axim, Kpetoe, Salaga and Gwollu.
- Will intensify efforts to market Ghana's tourism products in target markets in Europe, Americas, Asia and Africa.
- Special documentaries on Ghana's tourism and culture will be developed for promotion in the international media and travel journals.
- The official tourism website (www.motcca.gov.gh) will be updated and made more interactive to improve global access to Ghana's tourism.

- Joint Commission for Cooperation Meetings will be held with Iran, South Africa, Turkey, Brazil, Italy, Zimbabwe etc. to secure bilateral partnerships and support for the development of Ghana's tourism, culture and creative arts.
- Key events such as the Accra Carnival, World Tourism Day and Cultural Bazaar will be organized as part of efforts to boost domestic tourism.
- Continue to secure partnerships and funding from the private sector towards the completion of Regional Centres for National Culture.
- Inaugurate the National Planning Committee to plan and organize the 2014 National Festival of Arts and Culture (NAFAC) in Sunyani.
- Engage with members of the Creative Arts Trade Associations as well as the Ghana Culture Forum (Apex Body of Creative Arts Associations) to explore ways of developing a competitive creative industry in Ghana.

3.20.0. MINISTRY OF TRADE AND INDUSTRY

3.20.1. Introduction

The Ministry of Trade and Industry is the key Government agency with the overall mandate to formulate, develop, implement and evaluate trade and industry policies in the country. Its vision is to establish Ghana as a major manufacturing, value added, financial and commercial hub in West Africa by the year 2015.

The mission of the ministry is to develop a vibrant, technology-driven, liberalized and competitive trade and industrial sector that significantly contributes to economic growth and employment creation, particularly involving mass mobilization of rural communities and other vulnerable groups including women.

3.20.2. Sector Departments and Agencies

The sector Ministry has oversight responsibility over the following:

Sub-vented Agencies

- GRATIS Foundation,
- National Board for Small Scale Industries
- Ghana Export Promotion Authority,
- Ghana Standards Authority,
- Central Region Development Commission (CEDECOM).

Public Boards and Corporations

- Export Development and Investment Fund,
- Ghana Free Zones Board,
- Ghana Trade Fair Company Limited,
- Ghana National Procurement Agency Limited,
- Ghana Heavy Equipment Limited,
- GIHOC Distilleries.

3.20.3. Key Activities Undertaken

Below are the key policies, programs and projects introduced and undertaken respectively by the sector:

a) Policies and Regulations

• Intellectual Property Rights (IPR) Policy

The Ministry in collaboration with other stakeholders completed work on the development of an Intellectual Property Rights (IPR) Policy in March, 2013, and the policy has subsequently been approved by Cabinet. The object of the Policy is to encourage innovation, creativity and

inventions particularly in the manufacturing and the creative industry sectors through the protection of the intellectual property rights of entrepreneurs.

- **Consumer Protection Policy**

A draft Consumer Protection Policy was developed and is yet to be presented to Cabinet for consideration and approval. The policy and its accompanying Law will create an environment for the establishment of a public agency that will protect consumers' economic interests and enhance their welfare through the control of unfair trade practices.

- **National Export Strategy**

The National Export Strategy and its implementation arm, the National Export Development Program (NEDP) have been developed. They were launched on 16th August, 2013. The overall objective of the Policy is to develop the potentials of the Non-Traditional Export (NTE) sector in order to achieve a strategic growth target of US\$5.0 billion within five years of its implementation as a way of diversifying the economy for sustainable revenue generation from non-traditional exports (NTEs).

- **Revised Export Development and Agricultural Investment Fund Act(EDAIF)**

The Export Development and Agricultural Investment Fund Act has been revised to expand the resource envelop for private sector development, particularly, to support growth of manufacturing and start-ups. The Ministry made a request to Cabinet for Policy approval for the revision of the Export Development and Agricultural Investment Fund Act. After discussing the Report, Cabinet endorsed the recommendation to grant approval to the Bill and Parliament has since passed the bill.

- **Revised Ghana Investment Promotion Centre (GIPC)Act**

The Ministry reviewed the Ghana Investment Promotion Centre (GIPC) Act, (Act 478) of 1994 and prepared a revised Bill which was passed by Parliament into an Act in July 2013. The objective of this new Act is to improve the legal and regulatory environment for investment, and also protect indigenous Ghanaian traders in the retail sector.

b) Development of Sector Medium Term Development Plan (SMTDP)

The Ministry in collaboration with its Agencies prepared a draft Sector Medium Term Development Plan (SMTDP) for 2014-2017 which was validated by the relevant stakeholders. The draft SMTDP has been submitted to the National Development Planning Commission (NDPC) for comments and approval.

c) Projects Monitoring

Monitoring visits were made to project sites and offices of agencies in the Northern, Upper East, Upper West, Ashanti and Brong-Ahafo Regions. Progress reports on the implementation of the sector's work plan and achievements were collated and distributed to relevant stakeholders.

d) Review of Ghana Community Network Services (GCNet) Operations

A Committee constituted by the Ministry has reviewed the operations of GCNet with the aim of addressing revenue leakages. Based on the recommendations of the Committee, a new five-year agreement has been signed between Government and GCNet.

e) Establishment of Sugar Plant at Komenda

An Indian Exim Bank facility of 35 million US dollars was secured to establish a new sugar factory at Komenda. A contract was signed with a firm to undertake the civil and engineering works, as well as the establishment of an irrigation scheme for high yielding sugar cane plantation to feed the factory. The factory is expected to create employment especially within the catchment area and also help reduce the importation of Ghana's sugar requirement, currently estimated at 375,000 tons per annum. In addition, the factory will produce value-added bi-products such as energy and alcohol to support industry.

f) Web-Based Product Gallery

A Web-Based Product Gallery was launched in April, 2013, to create a platform for Ghanaian Micro, Small and Medium Enterprises (MSMEs), to exhibit their products on the World Wide Web and thus give them the necessary exposure in both local and international markets. The Gallery was launched with 300 products on the website. As at the end of December, 2013, the website had been populated with 1,500 products and 364 manufacturers and service providers. The website address is www.ghanatrade.gov.gh

g) Establishment of Export Processing Zone in Sekondi

An amount of GHS2.5 million, being part payment for acquisition of 2512.82 acres of land earmarked for the establishment of an Export Processing Zone in Sekondi (SEPZ) in the Western Region was paid to the land owners to pave way for the development of the enclave. The Export Processing Zone aims at attracting export oriented investments to generate foreign exchange, create employment and improve livelihood.

h) Participation in WTO Negotiations and Related Fora

Ghana participated in the 9th World Trade Organizations (WTO) Ministerial Conference (MC9) held in Bali, Indonesia from 3rd-6th December, 2013. The country was represented by a ten man delegation led by the Hon. Minister of Trade and Industry and the Chairman of the Parliamentary Select Committee on Trade, Industry and Tourism together with officials from relevant institutions.

i) Implementation of Bilateral Economic Co-Operation Agreements for Trade and Investment

The Ministry, together with the Ghana Investment Promotion Centre participated in Bilateral Investment Treaty (BIT) negotiations with their Canadian counterparts. A Free Trade Area (FTA) Negotiations and Mutual Promotion and Protection Agreement between Ghana and

Canada were pursued. Ghana renewed its bilateral trade relations with South Africa. In addition to the above, the Ministry together with relevant stakeholders inched towards concluding an FTA and a BIT Agreement between Ghana and Turkey.

j) The Ghana Free Zones Board (GFZB)

The Ghana Free Zones Board (GFZB) licensed 23 companies to operate under the Free Zone program with an estimated capital investment of US\$ 789,271,323.77. The areas of operation include: cashew processing, assembling of mobile phones, laptops, electronic equipment, oilfield support services, salt refinery, development of oil and gas free port complex, and the production of wood briquettes. The companies are expected to generate 8,282 direct employment within the next three years.

k) The National Board for Small Scale Industries (NBSSI)

NBSSI through support from the Ministry of Trade and Industry trained 39 women entrepreneurs in Kumasi and surrounding areas in sound financial management practices. This is part of the efforts of NBSSI to sharpen the financial and record-keeping skills of women entrepreneurs to enhance their access to credit for improved and sustained operations. Another group of women entrepreneurs drawn from Tema and its environs was trained in Sound Financial Management Practices from October to December 2013.

A total of 21,797 entrepreneurs made up of 9,832 males and 11,965 females have been provided with Business Development Services (BDS) to enhance their operations and make them competitive. The services were provided through the Business Advisory Centres (BACs) of NBSSI.

256 clients of NBSSI were assisted to formalize their businesses with the Registrar General’s Department and the Ghana Standards Authority. This will improve the beneficiary Micro Small and Medium Enterprises (MSMEs) access to credit for growth of their businesses which will lead to the creation of employment and wealth for the entrepreneurs and their employees.

Work on a Wide Area Network for Proactive Trade Information Systems (PTIS) and Micro and Small Enterprises (MSEs) database has been completed. The PTIS is a trade portal where information on Ghana made products and MSE operators can be accessed.

l) The Central Region Development Commission (CEDECOM)

CEDECOM through its social intervention initiative has constructed 10 bore holes in the Agona West Municipality. The Commission has also constructed three Community-Based Health Planning and Services (CHPS) compounds in the Agona East and Assin South Districts. It has also constructed one ICT Centre at Gomoa Mankessim in the Gomoa West District.

m) The Ayensu Starch Company (ASCo) Limited

ASCo signed a supply contract agreement with Guinness Ghana Breweries Limited (GGBL) in June, 2013 to supply 4,000 tonnes of Food Grade Cassava Starch in the first year and 10,000 tonnes in the second year to GGBL. This arrangement has provided ASCo with the needed capital and equipment to produce on commercial basis thereby creating jobs for the out-growers and the employees of the company.

n) GRATIS Foundation

GRATIS Foundation in collaboration with Plan Ghana, Korea International Cooperation Agency (KOICA) and Hyundai has successfully completed some infrastructure at the GRATIS Centre at Koforidua in the Eastern Region at a cost of \$1,000,000. The Centre consists of a Computer Laboratory, a Library, a Science Laboratory and three fully furnished Lecture halls. The Centre will be used to offer practical training in modern automobile technology. The Centre, known as GRATIS-Hyundai-KOICA Dream Centre, was inaugurated in January. It will be used as one of the campuses of the proposed GRATIS University College of Applied Technology.

In a bid to fulfil its mandate of transferring technology to the youth, GRATIS Foundation in collaboration with the Ghana Education Service has successfully placed its centres on the Computer School Selection and Placement System (CSSPS) for BECE graduates. The pupils will therefore have the opportunity to choose any of the centres to pursue hands-on-training in engineering to provide the country with middle level technicians.

During the period under review, over 100 student/technicians from tertiary institutions and industry undertook practical attachment training programs at GRATIS Foundation's head office and its regional centres. This was to provide them with relevant practical experience to make them employable after school.

To help reduce post-harvest losses and promote food security in Ghana and the West Africa sub-region, GRATIS Foundation designed and prototyped 1.5 metric tons High Quality Cassava Flour (HQCF) Dryer. This was done in collaboration with Root and Tuber Improvement and Marketing Program (RTIMP) of MoFA with funding support from International Fund for Agricultural Development (IFAD). This initiative contributed towards the production of composite flour which is cheaper than wheat flour.

GRATIS Foundation has designed and prototyped a Dual Palm Oil Expeller equipment which uses a single electric motor. This equipment has enhanced the operations of palm oil producers, thereby reducing time and cost of production. GRATIS has also produced four different types of fufu making machines which are being patronized mostly by our traditional restaurants (Chop bars).

o) Ghana Standards Authority (GSA)

In order to improve export competitiveness, GSA:

- Issued 1,973 export certificates to exporters dealing in products other than fish and fishery products to attest to their conformity to applicable requirements of the importing countries. 494 health certificates were also issued to exporters of fish and fishery products.
- Inspected 293 non fish export consignments as well as 692 fish and fishery products, vessels and establishments towards the issuance of health certificate for export.
- Inspected 123,509 high risk goods imported into the country.
- The GSA has successfully maintained the accreditation status of the Metrology Laboratories and Testing Laboratories.
- GSA has expanded the scope of accreditation of its Management System Certification to include certification of food enterprises (Manufacturing, Restaurants and Vendors) to ISO/IEC 22000:2005 standard (Food Safety Management Systems). This will enable GSA to ensure that food enterprises comply with the minimum standards.
- As part of its decentralization program, GSA office in Sunyani in the Brong Ahafo Region has commenced operations. This is to make services of the Authority more accessible at reduced cost to stakeholders in the region.

p) The Rural Enterprises Program (REP)

REP seeks to improve livelihoods in rural communities through support to micro and small-scale enterprises (MSEs) and start-ups. The Program in collaboration with NBSSI and GRATIS Foundation carried out the under listed activities during the period under review;

- Trained 1,619 people in Community-Based Skills for start-ups and identification of employment opportunities. It has also trained 914 people in Management Development Skills mainly for owners and operators of existing businesses to improve their business performance.
- Trained 198 members of local business associations to provide improved leadership and services to their business associations.
- Provided business counselling services to 1,788 clients through the BACs to help address individual specific challenges, identify needs and assist client-owned action planning.

q) The Export Development and Agricultural Investment Fund (EDAIF)

The EDAIF disbursed GH¢46.15 million during the period under review to 36 applications whose proposals were approved. The newly introduced facility, the Agriculture and Agro-Processing was the highest beneficiary with an amount of GH¢20.89 million going to 13 applicants, followed by the Export Development & Promotion facility with an amount of GH¢14.01 million also made up of 13 applicants. The other facility, Credits and Projects received GH¢11.25 million going to 10 applicants.

r) Ghana Export Promotion Authority (GEPA)

GEPA organized a training program on Export Fundamentals for 57 exporters. It also trained 76 palm oil processors and farmers on new methods of improving their operations. The Authority responded to over 500 inquiries made by exporters and farmers. The messages were sent through email broadcast and SMS.

3.20.4. Financial Performance

Table 31: FINANCIAL PERFORMANCE OF MINISTRY OF TRADE AND INDUSTRY

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	10,009,139.00	30,354,057.75	14,945,300.26
Use of Goods & Services	2,436,409.00	722,887.00	720,029.19
Non-financial Assets	7,177,850.00		
IGF	77,876,760.00	40,969,783.39	36,200,032.03
ITALIAN FUND	32,846,300.00	32,846,300.00	
World Bank			
Swiss (SGIP)	247,430.40	247,430.40	247,430.40
OTHER (EU)	740,956.10	370,483.05	165,467.71
TOTAL	131,334,844.50	105,510,942.00	52,278,259.59

3.20.5. Challenges

- Unclear oversight responsibility and institutional arrangements for the implementation of projects under PSDS II
- Difficulty in establishing the structural relevance of some agencies in current liberalized economy, constrains their ability to raise operational funds.
- Lack of harmonized M & E system for effective tracking of implementation of programs/projects of the Ministry and its agencies.
- The Public Procurement Act sometimes constrained the timely procurement and quality of goods and services (value for money).
- The absence of a National Quality Policy to reflect current development in standards.
- Delay in the Review of Standards Authority Act, 2004 (NRCD 173).
- Inadequate staff for Standards Authority to perform the functions of GSA.
- Reluctance of beneficiary MDA's in submitting reports on projects to EDAIF.
- Lack of collateral by SMEs to access EDAIF funds from financial institutions.
- Full risk burden on designated financial institutions.

3.20.6. Outlook For 2014

- **Implementation of the National Export Development Program**

The Ministry will ensure the aggressive implementation of the National Export Strategy and the National Export Development Program to ensure a vibrant export sector especially the non-traditional export sub-sector. New export incentives would be introduced in the ensuing year in order to recognize and thereby boost the efforts of exporters of non-traditional products. Primary amongst these would be, the introduction of Export Bonus facility which would be a non-cash redeemable voucher directly related to the proportion of export revenues earned by the exporters. An Export Leaders Award Scheme would be operationalized to reward entrepreneurs successfully entering into exports with outstanding export oriented innovations.

- **Expansion of Perishable Cargo Facilities**

In anticipation of increased volumes of perishables that will pass through the exit ports, the existing perishable cargo centre at the Kotoka International Airport would be expanded to facilitate exports of fresh horticultural products and the transit storage of vaccines and pharmaceuticals, amongst others. Similar but smaller perishable cargo facilities would be constructed at the Tamale and Kumasi airports.

- **Support to Cashew Production**

The cashew export industry would be provided with a package to support the cultivation of cashew plantations as well as the expansion of cashew processing industry to facilitate value addition for export. In the coming year, 12,700 small holder cashew farmers will be supported in Bole, Jaman and Wenchi districts to cultivate cashew for processing and export. Two cashew processing factories in Jaman and Techiman would be supported to expand their capacities in order to increase the extent of value addition of cashew for export.

- **Support for Horticulture Export Products**

Support would be provided to 12 selected large commercial producers and exporters of pineapples, melons and other high value horticultural export products to expand their farms and related infrastructure to increase volumes of their production by 50% in order to regain previous market share and significantly extend Ghana's position in the international fresh produce markets.

To increase the volume and value of non-traditional exports, especially in the handicraft sector, government will establish a craft village in Kpetoe, Volta Region to improve Kente production. Government will also refurbish and retool the Aburi and Bolgatanga Craft Villages.

The Ghana Investment Promotion Centre (GIPC) in collaboration with Ghana Export Promotion Authority (GEPA) and Ghana Free Zones Board (GFZB) will develop aggressive trade and export strategies to attract FDI to Ghana. This is aimed at improving trade financing to provide anchorage for the National Export Strategy.

- **Small Scale Rural Industrialization Initiative**

The NBSSI will carry out a Small Scale Rural Industrialization Initiative on pilot basis in 30 districts with support from EDIAF. This concept will be based on adding value to available resources in the pilot districts. Consequently, this will promote development through industrialization, create jobs and improve livelihoods. It will be replicated in other districts in the medium to long term.

- **Development of Modern Industrial Zones**

Government has initiated the process of developing modern industrial parks throughout the country to facilitate industrialization. Land for 2 of such zones was acquired in the Northern and Western regions. These parks are expected to provide serviced plots with constant provision of utilities and other industry-essential infrastructure. In the ensuing year, acquisition of land for the Volta Region industrial park will be pursued.

- **Industrial Placement Schemes for Fresh Graduates.**

With the collaborative effort of industry, Government will facilitate industrial placement schemes for fresh graduates. This will, among other things, offer them a best start in their careers, promote entrepreneurship and reduce unemployment. Government will also pursue a deliberate policy of extending industrial placement and employment to people with disabilities.

- **Stimulus Package to Support Strategic Sub-sectors of Industry**

EDAIF will provide a Stimulus Package of 50 Million US Dollar to support the private sector. This package is to improve selected strategic sub-sectors of industry including pharmaceuticals, textiles and garments, poultry, wood processing and agro-processing.

- **Groundnut Processing Factory at Buipe**

As part of Government's industrialization drive to create decent jobs and increase GDP, the Ministry of Trade and Industry, through PPP arrangements will establish a groundnut processing factory at Buipe.

- **Implementation of the Trade Related Assistance and Quality Enabling (TRAQUE) Program**

Government through the TRAQUE Program will develop an effective national Quality Infrastructure. In pursuance of this objective, Government will refurbish and equip conformity assessment bodies and some research facilities, mainly, the Ghana Standards Authority, Food and Drugs Authority, Plant Protection and Regulatory Services Directorate of MoFA, Food Research Institute, Veterinary Services Directorate and the Institute of Industrial Research.

- **Support to Micro and Small-Scale Enterprises**

Under this component, Rural Enterprises Program (REP) will complete the establishment of the targeted 95 new Business Advisory Centres (BACs) and provide support to strengthen all BACs in all the 161 participating districts. In addition, 30,400 rural poor people will be provided with

skills training in community-based income generating activities, small business management and marketing; while 16,500 operators of rural micro and small enterprises will be given all year round business counselling services by the district-based Business Advisory Centres (BACs). In addition, up to 500 performing rural businesses will be supported to undertake study tours to bigger businesses outside their districts.

- **Standards**

The Ministry will finalize work on the National Quality Policy. The Ghana Standards Authority will develop new standards and disseminate trade related information to manufacturers, exporters, importers and other stakeholders. The Authority will inspect 90,000 imported high risk goods at the entry points, conduct 124 markets surveillance throughout the country, and promote public awareness on standardization, metrology and conformity assessment.

- **Komenda Sugar Factory**

The Ministry through its secured Indian Exim Facility would see to the implementation process of reviving the Komenda sugar factory. The expectation of this project is to create employment especially within the catchment area and also help reduce the volume of sugar importation into the country. Civil and engineering works as well as the establishment of irrigation scheme for high yield sugar cane plantation to feed the factory will be intensified in the coming year.

Also, a sugar complex with an irrigation facility will be constructed in Savelugu in the Northern Region.

- **Free zones**

In order to attract export oriented investments to generate foreign exchange, create employment and improve livelihoods, the Ghana Free Zones Board has initiated the process of acquiring land for the establishment of Export processing Zone in Sekondi. This is expected to continue in the year 2014.

- **Technology Transfer Dissemination of Marketable Technology**

The Ministry through GRATIS Foundation intends to train 1,268 young men and women in employable skills and set up a Minds-on, Hands-on and Hearts-on (Practical) University. Under manufacturing, 200 hygienically and environmentally friendly Agro-Processing Centres (Good Practice Centres) in all districts in Ghana in the areas of Cassava (Gari), Palm Oil, Shea-butter, Groundnut, Fruit Juice and Fufu Processing will be set up to create about 5,000 jobs, reduce post-harvest losses, rural poverty and increase exports and incomes.

- **Support for Export Production**

Small holder farmer groups producing for export and agro-processing, as well as the small scale agro-processors would be supported with concessionary finance under a zero percent interest rate credit facility from the Export Development and Agriculture Investment Fund (EDAIF) to enable them expand their capacities and production volumes to feed local agro industry and for exports.

Funding would be provided by EDAIF to support the development of irrigation infrastructure in the agriculture sector.

The trained farmers in the Torgome area as well as in selected communities in the Volta region around the Vakpo catchment area will be supported in the coming year to embark on the commercial vegetable export production. Seven other sites have been identified for the development of the irrigation infrastructure of which construction work is to commence at the Tanoso, Nasia/Ligba, Okyereko and Mprumen sites, with funding support from EDAIF.

3.21.0. MINISTRY OF TRANSPORT

3.21.1. Introduction

The vision of the Ministry of Transport is to create an integrated, modally complimentary, cost effective, safe, secure, sustainable and seamless transportation system responsive to the needs of society, supporting growth and poverty. The Ministry of Transport has oversight responsibility for all the modes of transport except road reduction and is capable of establishing Ghana as a transport hub of West Africa.

3.21.2. Agencies under the Ministry

The Ministry has oversight responsibilities over fifteen agencies. Its activities seek to provide leadership and guidance for the development of Ghana's transportation system through effective policy formulation, market regulation, asset management and service provision. The agencies are grouped into the under listed sectors;

Aviation sub-sector

- Ghana Civil Aviation Authority (GCAA)
- Ghana Airports Company Ltd. (GACL)

Marine/Inland Water

- Ghana Maritime Authority (GMA).
- Ghana Ports and Harbours Authority (GPHA)
- Regional Maritime University (RMU)
- PSC Tema Shipyard
- Volta Lake Transport Company Ltd. (VLTC)
- Ghana Shippers' Authority (GSA)

Rail sub-sector

- The Ghana Railway Development Authority (GRDA)
- The Ghana Railway Company Ltd. (GRCL)

Road Transport Services sub-sector

- The Driver and Vehicle Licensing Authority (DVLA)
- The National Road Safety Commission (NRSC)
- Government Technical Training Centre (GTTC)
- The Metro Mass Transit Ltd. (MMT)
- The Intercity STC Coaches Ltd. (ISTC)

3.21.3. Key Activities Undertaken

(a) Aviation Sub-Sector

The Ministry during the year under review embarked on a number of projects and programs to improve the aviation sub-sector. Some of the projects/programs included:

- Awarding of contract to a Brazilian construction firm to upgrade the Tamale Airport into an International Airport.
- The expansion of KIA Phase III. The project involves the construction of Above Ground Level (AGL) manholes and installation of duct, laying of AGL cables, laying of asphalt reinforcement and asphalt regulating course and installation of fuel mains. As at the close of the year, about 57.5% of work was complete.
- Commencement of work on the seven storeys Ghana Aviation Training Academy complex building. This project was aimed at improving facilities at the Ghana Civil Aviation Training School. The project is 80% complete and is being funded through the authority's IGF.
- Expanded and improved facilities at the Kumasi Airport to ensure smooth and continuous operation of domestic airlines. The works carried out included the laying of asphalt reinforcement on the runway and the regulating course. About 12.6% of total work was completed
- Signed a bilateral air services agreement between Ghana and South Africa to facilitate the provision of air services between the two countries.

(b) Marine Sub-Sector

- The Ghana Maritime Authority (GMA) constructed a Vessel Traffic Management Information System (VTMIS). This was to ensure effective management of the maritime domain and protect the maritime resources.
- The Ghana Ports and Harbours Authority (GPHA) completed the procurement of consultancy services for the Development-Design of the Port of Takoradi.
- To expand and modernize facilities in the Port of Takoradi to position it to meet the needs of the Oil and Gas Industry, work commenced on the Port of Takoradi Development. The construction and dredging works was about 20% complete as at December, 2013.
- The GPHA initiated the reconstruction of the Net-Mending Wharf at Tema Fishing Harbour to expand the facilities for local fishermen.
- Commenced the construction of the Dry Bulk Jetty in the Port of Tema.
- Initiated feasibility studies and detailed design, and land acquisition processes during the year for the Satellite Transit Truck Village project at Ashaiman/Kpone.
- To improve port performance and productivity, the authority in 2013 procured a Craft and two Mobile Cranes.
- Continued the construction of Shippers House in Accra.

- The authority organized educational programs such as taxation, Ghana Shippers Authority (GSA) Regulations, Maritime Law Seminars etc. for all the ten Shipper Communities, Judges and the Media.
- Completed the administration block of the Boankra Inland Port.

(c) Railway Sub-Sector

- The passenger movement through the running of sub-urban train services stood at 971,183 passengers as against a target of 2,156,844 passengers planned for the year under review.
- The company transported 1, 032,490 tonnes of manganese to the Takoradi port during the year under review.
- Constructed a new station building at Tema Comm. 1 with a car park, turnstiles, fencing and CCTV cameras to improve revenue collection.

(d) Road Sub-Sector

• National Road Safety Commission (NRSC)

To create road safety awareness among the general public, the NRSC through the Electronic and Print Media, participated in 70 television programs, 928 Radio Programs and organized 506 outreach programs at lorry stations, churches and mosques. The Commission also trained over 13,016 drivers and vehicle owners on road safety practices and First-Aid administration.

(e) The Government Technical Training Centre (GTTC)

The Government Technical Training Centre (GTTC) commenced the construction of a 4-Storey, 8 Classroom Block in May, 2013. This was to help improve teaching and learning conditions at the school, as well as increase the number of student intake. As at the close of the year, work on the 1st floor was completed.

(f) National Road Transport Authority

To ensure safety and sanity on our roads, the Ministry completed the study on the establishment of a National Road Transport Authority.

(g) The Metro Mass Transit (MMT)

The MMT planned and constructed 4 new depot office buildings/workshops & terminals at Ho, Bolgatanga, Cape Coast and Tarkwa.

(h) Road Safety Management Services (RSMS)

Road Safety Management Services (RSMS) Limited initiated a program to remove disabled vehicles and other hazards on the roads. In this regard, discussions were held on mandatory levies with relevant Parliamentary Select Committee and the document laid in Parliament for enactment. As a result, a significant number of disabled vehicles on the roads were removed. This resulted in the reduction of road crashes.

3.21.4. Financial Performance

Table 32: FINANCIAL PERFORMANCE OF MINISTRY OF TRANSPORT

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	5,687,717.00	5,687,717.00	9,458,516.59
Use of Goods & Services	5,840,352.00	4,485,837.32	4,485,837.32
Non-financial Assets	23,020,783.00	41,339,887.17	41,339,887.17
World Bank	800,000.00	38,284.06	33,824.77
EU	1,000,000.00	147,500.00	79,131.00
TOTAL	36,348,852.00	51,699,225.55	55,397,196.85

3.21.5. Challenges

The challenges encountered by the Ministry and its sector Agencies in implementing its programs and projects during the period under review are as follows;

Aviation Sub-Sector

- Absence of land title and encroachment at KIA, Sunyani and Kumasi airport lands
- High cost of financing Aviation Industry infrastructure
- Restoration of Ghana Civil Aviation Authority's (GCAA), Federal Aviation Administration (FAA) Category One Status
- Implementing Universal Safety Oversight Audit Programme (USOAP), Universal Security Audit Programme (USAP) & FAA Corrective Actions
- Encroachment of GCAA lands.
- Operational & Administrative challenges in co-managing the Accra Flight Information Region (FIR)
- Implementation difficulties of the KIA Phase 3 Project.

Maritime/Inland Waterways Sub-Sector

- Inadequate Financing, Berthing Capacity, Length & Draft, Wharf, Truck Parking and Tracking and Storage Capacities.
- Cargo Clearance limitations.

- Proliferation of charges.
- Unprofessional conduct by some shippers and agents
- Delay in the implementation of RMU/GoG youth employment program due to the absence of training vessel.
- Inadequate teaching and learning facilities (until completion of current major infrastructural developments)
- The Tema Shipyard is currently without substantive Board of Directors.
- Company requires recapitalization to replace / rehabilitate Vessels / Equipment to ensure continuous operations.
- Tree stumps and inadequate buoying of navigational routes.
- Poor condition of access roads to Ferry Stations.
- No hydrographic charts on the Volta Lake.

Railway Sub-Sector

- Poor track infrastructure resulting in the closure of greater part of the Western, Eastern and the entire Central line.
- High incidence of derailment leading to loss in operational hours and damage to rolling stock.
- Obsolete signal and telecommunication system.
- Aged accident relief cranes and re-railing equipment.
- Inadequate dumping site for manganese ore at the Takoradi Port.
- Encroachment on Railway Lands.
- Inability to license Ghana Railway Company Limited (GRCL) resulting from safety issues

Road Transport Services Sub-Sector

- Perennial Flooding of the Government Technical Training Centre (GTTC).
- Difficulty in getting placement for students for on-the-job training in the motor and allied firms at GTTC.
- Difficulty in placing the GTTC on the GES Computer program.
- Revenue leakage.
- Poor corporate image.
- Poor safety standards.
- High operational costs.
- High import duty.
- Total disregard for Road Traffic Regulations.
- Weak regulatory framework for road transport operations (absence of national standards and regulatory framework for operations of commercial transport services.

- Traffic enforcement agencies are challenged with limited resources to carry out effective enforcement
- Bad Roads.

3.21.6. Outlook for 2014

The Ministry and its agencies will continue to implement priority projects under the various modes of Transport as indicated below:

- With the release of 100% Airport Passenger Service charge it is expected that this will facilitate the development of aviation infrastructure including the domestic airports.
- The Ministry will take advantage of the PPP framework development to source funding under PPP arrangement to meet the funding needs of the Transport Sector.
- Arrangements will be finalized to pave way for the construction of a new international airport in the Ningo Prampram District near Accra.
- Engagement of a strategic investor to partner Government for the upgrade, modernization and management of the Tema shipyard
- The Ministry in October 2014 will host the first ever African Air Expo in Accra to attract investors to the aviation industry.
- Patrol boats will be acquired to enforce maritime safety measures at sea and on the Volta Lake.
- Government will seek a strategic investor to partner the ISTC to invest and manage the operations of the company.
- The Rehabilitation of the Regional Airports will be pursued.
- An ultra-modern Instrument landing System (ILS) will be installed at the Kumasi Airport to aid safe landing, especially when visibility is poor.
- The upgrade of the Tamale airport as an alternate to KIA will be continued and the works will include the reconstruction of the runway, apron and air ground lighting system.
- A comprehensive and integrated national airport system plan will be prepared to address the country's air transportation needs taking into consideration land use and environmental issues.
- A National Airline will be established through a Public-Private Partnership arrangement.
- The GPHA will develop 11 fish landing sites through the Chinese Development Bank (CDB) loan facility at the following places; Axim, Dixove, Moree, Mumford, Elmina, Winneba, Senya Breku, Gomoa Fete, James Town, Teshie and Keta.
- The GPHA will complete the net mending Wharf
- Reconstruction and modernization of the Western Railway line under the Chinese Development Bank (CDB) facility will commence.
- The Development of a Railway Master Plan will be completed.

- A feasibility study to assess the possibility of the introduction of Tram services in Accra and Tema metropolis will be undertaken.
- The process for the selection of an investor under a PPP arrangement for the development of the Eastern railway line and the Boankra inland port will be completed.
- The ISTC and MMT will be supported to acquire new buses to augment their existing fleet to improve upon their service deliver

3.23.0. MINISTRY OF FINANCE

3.23.1. Introduction

The Ministry, like all other Civil Service Organizations, derives its mandate from the Civil Service Law, 1993, PNDCL 327. It is responsible for the prudent management of the nation's economy. The Ministry exists to ensure macro-economic stability for the promotion of sustainable economic growth and development of Ghana. In furtherance of the above the Ministry is committed to the pursuit of excellence, transparency, probity and accountability in the management of financial resources.

3.23.2. Sector Departments and Agencies

The Ministry also has ministerial responsibility for the following Department and Agencies:

- Ghana Statistical Service
- Ghana Revenue Authority
- Securities and Exchange Commission
- Public Procurement Board
- Financial Intelligence Centre
- Institute of Accountancy Training
- Controller and Accountants General Department

3.23.3. Key Activities Undertaken

The year 2013 was quite challenging for the Ministry in the delivery of its mandate. Rising world oil prices, together with unfavourable prices for the country's major export commodities, affected our balance of trade. In spite of these, the Ministry made modest achievements in the delivery of its mandate.

(a) Macroeconomic Stability

To promote credibility and prudent economic management, the Ministry collected updated data on public investment, commenced the development of the Ghana Public Private Partnership (PPP) law and conducted series of stakeholder consultations for inputs into the law. It also monitored the financial performance of State Owned Enterprises (SOEs) and Joint Venture Companies (JVCs) and developed a public investment management system to automate the management of project cycle processes across MDAs.

(b) Ghana Statistical Service

Ghana Statistical Service produced and/or updated statistics on inflation rates, construction input costs, gross domestic product, external trade, social and demographic statistics on population, health, environmental sanitation, migration, culture, labour/employment, education and crime/judicial proceedings.

(c) National Insurance Commission

The National Insurance Commission commenced the enforcement of the law on compulsory fire insurance and carried out stakeholder consultations on the review of the Insurance Act (Act 724) to make the insurance sector compliant with international standards.

(d) Security and Exchange Commission (SEC)

The SEC reviewed the Securities Industry Law to remove all regulatory overlaps and provisions that hinder the development of the securities market and bring it into conformity with international standards.

(e) Improved Fiscal Resource Mobilisation

The Ministry facilitated the passage and/or amendment of the Tax Administration Bill, Internal Revenue Act, the Customs, Excise and Preventive Service law and Value Added Tax (VAT) Amendment Bill to strengthen, harmonize and organize the procedures and processes for effective revenue mobilization. An Environmental Fiscal Reform Action Plan for Ghana and a concept paper on the proposed Ghana Green Fund (GGF) were drafted to address environmental problems and also ensure that revenues raised from environmental taxes are used for its intended purpose.

The Ministry facilitated the establishment of the Government-Development Partner Group (G-DPG) to serve as the highest-level aid coordination body in Ghana as well as address the need for regular and structured development dialogue between Government and Development Partners.

Ghana Aid Policy and Strategy (2014-2017) was revised and submitted to Cabinet for approval. The Ghana Aid Information Management System was commenced to facilitate the aid-on-budget reform and support the management of donor funded programs and project.

(f) Improved Public Expenditure Management

- The Ghana Integrated Financial Management Information System (GIFMIS) was deployed at MDA Head Offices and regional Head Offices. A pilot decentralized payroll printing and processing of selected payroll transactions at 4 Regional Centres namely Western, Volta, Northern and Ashanti was started. The Ministry together with the World Bank and the International Monetary Fund (IMF) conducted a Debt Sustainability Analysis (DSA). Program Based Budget was commenced.
- The Ministry continued with its engagement in global fora to promote Ghana’s global recognition in matters relating to the reforms of the international aid and development architecture. Additionally, the Ministry organized the national stakeholder’s forum for solicitation and consolidation of inputs as part of efforts to evolve and implement a post-

Busan Implementation Framework to track the outcomes of the 4th High Level Forum in Busan, South Korea.

- Consultations were held with national stakeholders on the Ghana Aid Policy and Strategy (2014-2017) and submitted the final draft to cabinet for approval. To facilitate the aid-on-budget reform, the ministry commenced the procurement process for the Ghana aid information management system which will interface with GIFMIS and capture aid information as well as support the management of donor funded programs and projects.
- The Ministry prepared the 2013 budget statement and economic policy and facilitated the preparation of all MDAs annual budget estimates which were subsequently approved by parliament.
- In compliance with the Financial Administration Regulations (FAR), the Ministry reviewed and circulated the budget calendar to guide the budget development process. A budget framework paper which is also a requirement of the FAR was prepared and submitted to cabinet outlining the anticipated macro-fiscal challenges to the development of the 2014 budget.
- The 2014-2016 budget preparatory guidelines was circulated to all MDAs and MMDAs and orientation workshops were organized for Chief Directors, Directors of Policy, Planning, Budgeting, Monitoring and Evaluation Units (PBMEUs) and finance on the budget guidelines. Stakeholder consultations were also held to solicit their inputs for the preparation of the 2014-2016 budgets.
- The implementation of MDAs budget was improved by strengthening the cash management system through the institution of weekly revenue and expenditure reconciliations, as well as cash flow forecasting meetings in collaboration with the controller and Accountants-General's department and the Bank of Ghana (BoG).
- The Ministry conducted physical monitoring of Government programs and projects and issued monthly and expenditure report. The Ministry conducted extensive gender budgeting training for its staff and staff of some selected MDAs as part of mainstreaming gender budgeting in the budgeting process.
- A Business continuity plan was developed and an incident management team put in place to address any possible disruption in the department's operations. Also, a disaster recovery site was established to prevent the loss of vital data in case of disaster.
- The development of electronic payment voucher (e-PV) system was commenced to improve the management of the IPPD system, which requires heads of MDAs to review and certify payroll information online before the payment of salaries. The current payroll system was upgraded and a payroll procedure manual as well as an electronic pay slip (E-Pay Slip) system was launched to ensure effective and efficient payroll management.
- The Ministry together with the World Bank and the IMF conducted a Debt Sustainability Analysis (DSA). The analysis which took into consideration pipeline approved loans showed that Ghana's risk of debt distress remains moderate over the medium term.

- The issuance calendar for Government treasury bills and bonds was published in a bid to promote transparency and improve active participation in the domestic market by market participants.

(g) The Public Procurement Authority (PPA)

- The Public Procurement Authority (PPA) developed detailed contract management manuals for goods, works and services, and related Training Manuals. The Authority also conducted training for 359 officials from 13 Institutions in both the public service and the private sectors aimed at building procurement capacity.
- The Authority collaborated with the Public Services Commission, Office of the Head of Civil Service, the Local Government Secretariat and other key stakeholders for the implementation of the Scheme of Service for Procurement Practitioners for the establishment of the Procurement Units within the Public Sector.
- The Authority continued to update the price database for common used items which measures average prices across the country to serve as a guide for entities in their procurement activities, especially value for money analysis.

3.23.4. Financial Performance

Table 33 FINANCIAL PERFORMANCE OF MINISTRY OF FINANCE

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	28,056,740.00	22,927,780.22	5,128,959.78
Use of Goods & Services	23,721,899.00	14,289,913.90	9,431,985.10
Non-financial Assets	5,189,080.00	1,831,003.33	3,358,076.67
SUB-TOTAL GOG	56,967,719.00	39,048,697.45	17,919,021.55
IGF	-	-	-
DONOR	23,750,148.00	13,688,566.69	10,061,581.31
OTHER (ABFA)	27,350,000.00	12,113,985.00	15,236,015.00
TOTAL	165,035,586.00	103,899,946.59	61,135,639.41

3.23.5. Challenges

- Inadequate debt recovery
- Economic and operational risk associated with managing the public debt
- Challenges in the implementation of the Single Spine Pay Policy
- Inadequate Data Compilation
- Increase in World Crude Oil Prices

- Low domestic revenue generation

3.23.6. Outlook for 2014

a) Main Ministry

- In 2014, the Ministry will continue to strengthen the coordination and planning of public investment by ensuring efficient and effective management of Government investment in SOEs/ JVCs and developing a national public investment policy and regulation.
- The Ministry will undertake a comprehensive capacity building program of MDAs/SOEs/MMDAs on the development and management of PPP and Public Investment Program (PIP) as well as on the use of the Public Investment Management System (PIMS) software. In addition, mechanisms will be put in place to establish a Project Development Fund, Infrastructure Facility Fund and a Viability Gap Scheme in order to support the PPP program.
- The national financial inclusion strategy will be finalized in 2014 to facilitate reduction in the size of the adult population excluded from the financial system which currently stands at 44 percent.
- The implementation of the Financial Sector Strategic Plan II will commence to consolidate the gains made from previous financial sector reforms and facilitate the development of a financial sector that is stable and efficient in the mobilization and allocation of funds.
- The ministry will facilitate the passage of the credit unions regulations to enable Credit Unions become more efficient and provide them with an enabling legislation to regulate their members.
- The implementation of the Rural and Agricultural Finance Program will continue to support improved and sustainable livelihoods of the rural poor, particularly women and vulnerable groups.
- The Ministry will also embark on post budget stakeholder consultations to foster an effective implementation of the budget.
- The management of project loans and grants will be streamlined to ensure compliance with the requirements of the FAA and FAR for accounting and reporting.
- The Treasury Single Account (TSA) strategy will be expanded to cover all Government accounts at the Bank of Ghana and the commercial banks to further improve cash forecasting and also reduce bank charges.
- To mitigate the risk of disruption of business in the event of ICT system disaster, the Ministry will install IBM SAN routers to facilitate communication between the Department and the Disaster Recovery site in the coming year.
- The Ministry will complete the development of the Post-Busan Implementation Framework to enable the tracking of the outcomes of the 4th High Level Forum in Busan, South Korea, and also sign up to the Global Partnership Monitoring Framework in 2014.

- The Ministry will continue to conduct Debt Sustainability Analysis and review the Medium Term Debt Strategy to serve as a guide for public debt borrowing.

b) Public Procurement Authority

- The Public Procurement Authority will continue to work with public service organizations to ensure that Procurement Units are established for the management of public procurement and existing staff appropriately migrated into the Procurement Class.
- It will continue with the assessment of the procurement activities of 1,000 entities to ensure compliance with the provisions of the Public Procurement Act, 2003 (Act 663) using an enhanced public procurement model of excellence tool.
- The Authority will continue the training of the Attorney General's Office, the Judicial Service and Members of Parliament.
- The review of the Standard Tender Documents will be completed and implemented to provide framework agreements as well as sustainable criteria so as to obtain cost savings through economies of scale and collaborative procurement.
- In addition, the Public Procurement Model of Excellence (PPME) Tool will be redesigned and institutionalized in all entities.

c) Statistical Service

The Statistical Service will continue work on the Ghana Living Standards Survey 6 and continue with outstanding activities on the 2010 Population and Housing Census.

3.23.0. MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION (MOGCSP)

3.23.1. Introduction

The Ministry of Gender, Children and Social Protection (MoGCSP) was established by the Civil Services (Ministries) Instrument, 2013 (E.I1) dated 18th January, 2013 MoGCSP replaced the Ministry of Women & Children's Affairs (MOWAC) created by EI 18, 2001. The Ministry, pursuant to EI1, 2013 is an amalgam of MOWAC headquarters, Department of Women (Gender), Department of Children, Domestic Violence Secretariat, Human Trafficking Secretariat, Department of Social Welfare, and the Social Protection Division of the Ministry of Employment and Labour Relations as well as the National Council on Persons with Disability.

The vision of the Ministry is to ensure a harmonious society in which the survival and development of the sexes, children, the vulnerable, the excluded and persons with disability are guaranteed. The Ministry exists to contribute to the development of the nation by achieving gender equality and equity, facilitating the enforcement of the rights of children, promoting the integration and protecting the vulnerable, excluded and persons with disabilities in the development process through appropriate policies and strategies with adequate resources.

3.23.2. Sector Departments and Agencies

The Ministry is responsible for the following departments and agencies;

- Department of Gender
- Department of Children
- Department of Social Welfare
- National Council on Persons with Disability
- Domestic Violence Secretariat
- Human Trafficking Secretariat

3.23.3. Key Activities Undertaken

The 2013 performance of the Ministry took into consideration its outlook contained in the 2012 Budget statement, where a number of interventions were proposed to be implemented to achieve the objectives of the Ministry. Some of the key performances of the Ministry for the year under review were as follows:

(a) Gender Equality and Equity

In the effort to improve gender equality and equity, the ministry:

- Drafted a National Gender Policy to address Gender Equality, Equity and Empowerment of Women for National Development.
- Participated and presented status report on gender issues at the 56th session of the Commission on the Status of Women (CSW).
- Collaborated with the Institute of Local Government Studies to train 243 Officials of Department of Gender, Home Science Instructors of the Department of Community

Development, Staff of African Development Bank (AfDB) funded project District Policy Coordinating Unit and Staff of beneficiary Districts in Greater Accra, Central, Volta, Ashanti, Brong-Ahafo, Eastern, Northern Upper East and West Regions on strategies to mainstream gender into planning & monitoring.

(b) Domestic Violence (DV)and Human Trafficking (HT)

To eradicate human trafficking and domestic violence, the Ministry:

- Developed guidelines for the disbursement the Human Trafficking Fund established by the Human Trafficking Act, 2005, (Act 694) for the protection, rehabilitation and reintegration of human trafficking victims.
- Developed a communication Strategy on Domestic Violence matters to facilitate awareness creation, sensitization, educational campaigns and training for the prevention and protection of survivors of gender-based violence.
- Launched the Domestic Violence Victim Support Fund for the purpose of galvanizing support for its growth and thus implementing relevant anti-DV interventions.
- Drafted Human Trafficking and Domestic Violence Legislative Instruments by the AG's Department to address specific DV and HT related matters.

(c) Establishment of Gender Management Information System

The Ministry engaged consultants to establish a Gender Management Information System. A needs assessment report has been produced. The establishment of the system will provide timely, reliable and disaggregated data for policy making and planning.

(d) Children's Rights Promotion, Protection and Development

- Finalized the National Child Protection Policy to ensure the holistic protection and welfare of the Ghanaian child within a functional family welfare framework.
- Reviewed the Early Childhood Care and Development (ECCD) Policy to improve ECCD services for children aged 0-8years.
- Submitted Ghana's 3rd, 4th and 5th Consolidated Report on the implementation of the Convention on the Right of the Child, highlighting practical strides made to address the concerns of children in Ghana.

(e) Social Development

Disbursed the LEAP Social Grants to 73,042 beneficiaries to improve their socio-economic status; 288 PWDS registered for better targeting of service delivery. Electronic payments of LEAP Grants piloted in 3 ecological zones for purposes of ensuring timely transfer of cash to beneficiaries; 7,331 affected Market Traders in four Markets provided with Cash Grant to replenish their business as a result of fire outbreaks and thereby contributing to their empowerment and reducing poverty and vulnerability in Ghana; Aged Associations formed and

awareness created on issues of the Aged in three regions; co-development and facilitation of the RLG Program to train 5,000 PWDs in ICT.

(f) Celebration of AU Day of the African Child

To end the practice of harmful traditional practices that affect children, the department of children organized 10 durbars for 2500 children to mark the Day of the African Child. Flyers on early marriages, Female Genital Mutilation (FGM) and harmful traditional practices were printed and distributed.

(g) President End-of-Year Party for Children

End of Year party for Children was organized to bring children together and assure them of love and a sense of belonging as Ghanaians. His Excellency the President and other Government officials interacted with the children at a durbar to celebrate the Children of Ghana, also held in all the regions with the National celebration taking place at Bole-Bamboi.

(h) Community Care

To provide employable skills to enable Persons With Disability (PWDs) to be self-reliant, 1,228 PWDs were identified and registered. Out of the number 508 PWDs were rehabilitated, skills training provided to 37 inmates and 800 orphans were sheltered and cared for.

(i) Department of Women (Gender)

The Department of women during the year under review carried out the following:

- Trained and linked women groups (trained 50 women per region) to the Micro Finance Institutions (MFIs) and Business Development Service (BDS) providers for assistance to sustain micro economic stability.
- Held Periodic Gender Network (PEGNET) meetings to educate women groups on their rights and issues relating to their welfare. Four meetings were held (3rd January, 7th February, 4th July and 7th November, 2014). A total of 247 women participated in these programs.
- Liaised with DV Secretariat to organize 10 regional media campaigns on Gender Based Violence (GBV) during the 16 Days of Activism against GBV.

(j) Domestic Violence Secretariat

The Domestic Violence Secretariat during the year under review undertook the following activities:

- Advocacy and sensitization campaigns to create awareness on the need to end GBV by involving the media to act as watchdogs (proper reporting). Twenty (20) TV and radio programs were held.
- Organized Community Outreach programs on males’ involvement in GBV/DV campaigns to increase the involvement of men and boys in GBV/DV issues.
- DV website was revamped and Programs were loaded on the website.
- Nationwide research on Violence Against Women / Gender (VAW/G) (prevalence, causes and effects) was conducted.

3.23.4. Financial Performance

Table 34: FINANCIAL PERFORMANCE OF MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	1,572,064.00	2,440,108.17	2,440,108.17
Use of Goods & Services	1,698,404.00	17,768,651.80	17,768,651.80
Non-financial Assets	4,334,352.00	1,533,653.80	1,533,653.80
OTHER (SPECIFY) ECOWAS Gender	-	108,000.00	108,000.00
TOTAL	7,604,820.00	21,856,413.77	21,856,413.77

3.23.5. Challenges

Some of the challenges encountered during the year include:

- Inadequate office space to accommodate the entire Ministry together with its Departments and Secretariats.
- Inadequate decentralized structures of the Departments of Gender and Children at the District level.
- Weak coordination of Social Intervention programs within other MDAs.
- Inadequate human resource at all levels to facilitate the effective and efficient implementation of the Ministry’s intervention programs.
- Absence of M&E systems to track performance and impacts.

- Overlapping policies and programs with other MDAs, requiring immediate dialogue and harmonization.
- Budgetary allocation not commensurate with the expansion of the Ministry's mandate.
- Lack of funding for the Ministry's restructuring exercise.
- Absence of a Management Information System (MIS) and an ICT Unit.
- Categorization of the "LEAP transfer" budget under "Goods and Services", which affects timely release of funds for disbursement to LEAP beneficiaries.

3.23.6. Outlook for 2014

The Ministry will focus on the following thematic areas:

- The Ministry will finalize the development of the National Gender Policy; a 5-yr Strategic Plan for MOGCSP, as well as the comprehensive Restructuring Plan and HR policy aimed at enhancing performance delivery at all levels.
- The Ministry will resource its Research, Statistics and Information Management Directorate (RSIM) to enhance generation, analysis and usage of relevant data for Policy development and programming.
- Facilitate the enactment of the Affirmative Action Act to promote women's empowerment for sustainable national development.
- Coordinate the development and implementation of the National Child Protection Policy.
- Integrate the vulnerable, persons with disabilities, the excluded and disadvantaged into the mainstream society.
- Finalize the development of a Social Protection Policy, complimentary Services (Social Protection Interventions) registry and, a National Common-Targeting mechanism to enhance coordination of Social Protection Interventions.
- Promote coordination in the implementation of interventions to prevent, and prosecute these offences and rescue, rehabilitate and reintegrate into society, victims and survivors of domestic violence and human trafficking.
- Enact HT and DV Regulations.
- Implementation of the National Plan of Actions for DV and HT.
- Operationalize the HT and DV Rapid Response Teams.
- Provide professional psychosocial support for HT and DV victims and operationalize the HT and DV Funds.

3.24.0. MINISTRY OF WATER RESOURCES, WORKS AND HOUSING

3.24.1. Introduction

The Ministry of Water Resources, Works and Housing (MWRWH), is a Ministry in the Infrastructure Sector under the Office of the Head of Civil Service of the Republic of Ghana. Until November, 2005 the Ministry was known as the Ministry of Works and Housing. In order to bring it in line with modern global thinking and practices and for the country to demonstrate its readiness to focus, act and play major role in the global effort to provide the needed support to a comprehensive water sector, the Ministry was re-designated the Ministry of Water Resources, Works and Housing, under section 11 of the Civil Service Law, 1993(P.N.D.C.L. 327) and the Civil Service (Ministries) Instrument 2003 (E.I.6).

3.24.2. Sector Departments, Agencies, Public Boards and Corporations

Civil Service Departments

- Public Works Department (**PWD**)
- Hydrological Services Department (**HSD**)
- Department of Rural Housing (**DRH**)
- Rent Control Department (**RCD**)
- Public Servants' Housing Loan Scheme Board (**PSHLSB**)

Sub-vented Agencies

- Community Water and Sanitation Agency (**CWSA**)
- Architects Registration Council (**ARC**)
- Water Resources Commission (**WRC**)
- Engineers Council (**EC**)

Public Boards and Corporations

- Ghana Water Company Limited (**GWCL**)
- Tema Development Corporation (**TDC**)
- State Housing Company Limited (**SHCL**)
- Architectural Engineering Services Limited (**AESL**)

3.24.3. Key Activities Undertaken

- In order to increase potable water access to 125,000 people in the eastern corridor of the Northern Region, the ministry planned to construct 20 small towns' water supply systems but at the end of the year 2013, 4 water systems were commissioned.
- Ghana Water Forum was organized to measure the performance of the Water Sector.
- To improve water quality at the household level, data was collected across the country as part of the Ghana Living Standard Survey (GLSS) 6.

(a) Public Servants Housing Loan Scheme Board

To increase access to safe adequate and affordable shelter, 150 houses were completed out of which 100 houses were mortgaged and 17 estates were purchased. In addition, 70 houses were valued and 53 beneficiaries were paid.

(b) Water Resources Commission

- To ensure efficient management of water resources, a comprehensive management plan was developed for the established plantations at the hot spots of the Black Volta demonstration project. About 7,500 seedlings were replanted at Bale (1ha) and Senyeri (2ha) sites in the Black Volta basin. A study on “mapping, hydrological and meteorological data collection, as well as modelling and water balance assessment” for the Gbongbong and Doli tributaries of the Black Volta River was completed.
- Issued 48 water use permits out of which 34 were new and 14 were renewals. 16 were for mining, 9 for domestic/commercial, 11 for aquaculture, 6 for industrial use, 2 for irrigation, 2 for power generation, and 1 each for dredging and diversion. Thirty 36 drilling licenses were also issued. Out of these, 25 were new and 11 were renewals.
- To develop and implement Integrated Water Resources Management (IWRM) plans to ensure efficient management of water resources in river basins and at national level routine actions especially the identification and permitting of water users, public awareness/ education, and ecological monitoring in the Densu, Pra, Ankobra, and Tano basins were undertaken.
- The review of the Densu basin IWRM plan, which was first developed in 2007, was also initiated. The stakeholder consultative process of the review was completed by end of 2013.

(c) Department of Rural Housing

- Local Building Material (LBM) production units training were organized and 74 Youth trained in four regions.
- 3 regional bungalows renovated.
- 1 LBM bank was established in Zibilla (Bawku West).
- 4 Cocoa Farmers’ Houses were constructed under the Cocoa Farmers’ Housing (CFH) project.

(d) Water and Sanitation Management Program

In order to achieve the coverage target of 68% access to safe, adequate and affordable water in 2013, the Ministry and its Agencies pursued the programs outlined below:

- The Ministry initiated the review of the National Water Policy to incorporate current trends in the water and sanitation sector. Co-operation was established with external

agencies to help incorporate rain water harvesting schemes as part of the National Building Code document.

- Under the program of “Strategic Actions for Improving the Efficient Utilization and Management of Water Resources of the Country”, the Water Resources Commission on behalf of Government adopted a Riparian Buffer Zone Policy. The policy was aimed at developing and maintaining areas (or bands of natural or planted vegetation) along the banks of major water bodies to conserve and preserve them.
- The Ministry developed Dam Safety Regulations to regulate all activities related to dam design, construction, operations, maintenance, and decommissioning to ensure adequate level of safety for all dams.
- In order to minimize the impact of floods in the northern part of Ghana, an operational flood forecasting and early warning system for the White Volta from its border with Burkina Faso to the Volta Lake was developed.

(e) Urban Water Management Program

In order to increase the percentage of urban dwellers that have access to safe, adequate and affordable water from 63% in 2012 to 68% in 2013, the Ghana Water Company Limited undertook the following water projects:

- Rehabilitation and expansion of the Barekese water treatment plant to add 6 Million Gallons a Day (MGD) to current production of 24 MGD.
- Rehabilitation and expansion of the Kpong Accra Tema Metropolitan Area (ATMA) Rural treatment plant to add 9 MGD to the existing 6.16 MGD.
- Construction works on the 3.16 MGD Essakyir water supply project.
- Rehabilitation and expansion of the water treatment plant at Mampong in Ashanti to add 1.05 MGD to the existing production of 0.55 MGD.
- Construction of 5 new water treatment plants to produce a total of 1.5 MGD to serve the following towns: Osenase, Kibi, Anyinam, Apedwa and Kwabeng.
- The Company continued works on the Wa, Upper East, Kumawu, Kwahu Ridge and Konongo Water Supply Projects.
- Construction and consultancy services assignment for civil works are at different stages of completion at Wa, Agona, New Edubiase, Akim Oda, Akim Ofoase, Suhum, Asamankese, Peki, Kpando, Anfoega, Sovie, Nkonya Ahenkro, Breaman-Asikuma, Dunkwa-on-Offin, Aboso, Bogoso, Axim, Elubo and Prestea.
- Completed the construction of a 13.2 MGD sea water desalinated plant under the PPP project at Teshie-Nungua.
- Completed the construction of the 40 MGD water treatment plant – under the Kpong water supply and expansion project.
- Continued the rehabilitation and expansion works on the Tamale Water Supply System.
- Continued the rehabilitation and expansion works on the Akim Oda, Akwatia (4.18 MGD) and Winneba Water Supply Project.

- Completed the construction and rehabilitation of 8.47 MGD water treatment plant under the 3K Water Supply Project.
- Constructed a 3.3 MGD water treatment plant under the Wa Water Supply Expansion Project.
- Completed the rehabilitation of 10№ dams and weirs in the Northern, Ashanti, Western, Eastern, Brong Ahafo and Greater Accra Regions.
- Rehabilitated and expanded water systems in Bawku, Navrongo and Berekum.
- Continued the rehabilitation works on the Winneba water supply system and extension of the distribution network to serve the following communities Apam, Ankamu, Mprumem, Mankoadze, Pomadze and Okyereko.
- Undertook the expansion of the Kpong Water Treatment Plant (WTP) by 6.6 MGD and replaced transmission pipelines targeted at Tema especially the Free Zone enclave.
- Continued negotiation on the construction of a 40MGD water treatment plant under the PPP project at Asutsuare (Phase 1).
- Commenced the Sekyere-Herman-Birimsu pipeline inter-connection to improve water supply to Cape Coast and surrounding areas.

(f) Rural Water and Sanitation Management Program

The Community Water and Sanitation Agency continued with the provision of potable water to rural communities from 63.4% coverage in 2012 to a target of 70% coverage in 2013 through the implementation of the following projects:

- The Peri-Urban, Rural and Small Towns Water and Sanitation Project aimed at improving access to sustainable water and sanitation services for 300,000 people in all the 27 districts of the Brong Ahafo Region is on-going. The project has delivered 17 small town piped schemes, 670 boreholes fitted with hand pumps, 101 institutional latrines and 20 hand-dug wells so far.
- Works under the Northern Region Small Towns Water and Sanitation Project which aims at providing access to sustainable potable water and sanitation services to 125,000 people in 13 districts along the eastern corridor of the Northern Region commenced and is at various stages of completion. So far 4 small town water supply systems have been completed for the people of Bungbalga and Bungbong in Yendi District, Karaga in the Karaga District and Bunkpurugu in the Bunkpurugu Yonyoo.
- Under the Sustainable Rural Water and Sanitation Project which is targeted to improve access to water and sanitation for 600,000 people in 66 districts in Upper West, Upper East, Northern, Brong Ahafo, Central and Western Regions, 600 out of the target of 1,200 boreholes were drilled and awaiting hand pump installation whiles contracts for the supply of 1,200 hand pumps for installation on boreholes were signed. In addition, contracts for the rehabilitation of 400 boreholes in the Northern Region were also signed.
- Under the Government's 20,000 Borehole project, a total of 301 boreholes were drilled, 17 fitted with solar pumps and 24 well pads constructed.

- Phase 1 of the Tongor-Kpalime Water Supply Project was completed and handed over to serve 13 communities.
- Completed 104 boreholes in Upper east region under COCOBOD-GoG project.
- Installed 92 hand pumps under Agence Française de Développement (French Agency for Development - AFD) project in Ashanti and 49 iron removal plants completed.

(g) Human Settlement and Development Program

- To increase the residential housing units to the security services 72 No two-bedroom flats for the staff of the Bureau of National Investigation (BNI) have been completed.
- The State Housing Company Limited completed 72 flats at Borteyman for occupation.

(h) Infrastructure Management Program

- To reduce the perennial flooding and safeguard life and property, the Hydrological Services Department constructed various storm water concrete drainage systems at Sakaman, Nima, Goaso, Salaga, Sakumono-Lashibi and Bolgatanga. The Department continued with the routine maintenance of the lower and upper sections of the Korle Lagoon and Odaw stream under the Accra Sanitary Sewer and Storm Drainage Alleviation Project.
- The Department also completed protective works on the 500m and 1,000m of Coastal stretch at Sakumono and Ngyiresia Coastlines respectively. The construction of 500m of Armour Rock Groyne at Atorkor-Dzita-Anyanui and 4 Armour Rock Groyne to protect 3,000m of Ada Coastlines were completed.
- The Hydrological Services Department sustained the channel opening, widening and deepening of drains at flood prone areas in the following communities: Adenta, Katamanso, Sowutuom, Trassaco Valley, Nima, Okpoi-Gonnor, Martey-Tsuru, Madina Maye-Hot, Gbawe, Lapaz, New Ashongman, Nsakyie, Israel, Danfa, Tema New-Town, Hohoe, Dzorwulu, Dawhenya, Achimota, Amanfrom, Taifa, Ashiyie, Agbogba, Nungua and Teshie all within the Accra- Tema Metropolis, other regional capitals such as Aboabo in Kumasi, Anaji in Sekondi Takoradi and Cape Coast as well as in selected district capitals such as Kasoa, Ashaiman, Ada, Kpando, Hohoe, Kwabeng and New Edubiase .

3.24.4. Financial Performance

Table 35: FINANCIAL PERFORMANCE OF MINISTRY OF WATER RESOURCES, WORKS AND HOUSING

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
MAIN MINISTRY			
GoG			
Compensation of Employees	4,080,063.00	1,083,574.87	1,083,574.87
Use of Goods & Services	770,626.00	116,742.00	116,742.00
Non-Financial Assets	67,399,394.00	76,996,922.22	76,996,922.22
IGF		1,594,212.00	
TOTAL	72,250,083.00	79,791,451.09	78,197,239.09

3.24.5. Challenges

- Land cost and accessibility.
- High cost of building materials.
- Increasing access to safe drinking water for the entire population, both rural and urban.
- Badly designed and constructed structures which sometimes fail or collapse with the fatal consequences for lives and property.
- Inadequate office equipment.
- Lack of access to credit.

3.24.6. Outlook for 2014

- **Water and Sanitation Management Program**
 - The Ministry will complete the review of the National Water Policy and incorporate Rain Water Harvest systems into the National Building Code to institutionalize rainwater harvesting as mandatory in housing delivery to supplement water delivery.
 - A National Dam Safety Unit will be set up to administer the Regulations on Dam Safety country-wide as well as co-ordinate all relevant activities related to dams.
 - The Water Resources Commission will enhance trans-boundary co-operation through ratification of UN Watercourses Convention as well as development of protocols between Ghana and Cote d'Ivoire for the management of the Tano and Bia river basins.

- **Urban Water Management Program**

The Ghana Water Company Limited will:

- Rehabilitate and expand 20N¢ water supply systems in the Volta, Western, Eastern, Central, Ashanti, Northern and Upper West Regions.
- Complete the rehabilitation and construction of 3.3 MGD water treatment plant under the Kpong Intake Expansion project.
- Complete the construction of a 13.2 MGD seawater desalination plant under the PPP project at Teshie-Nungua.
- Complete the construction of the 40 MGD water treatment plant – under the Kpong water supply and expansion project.
- Continue the rehabilitation and expansion works on the Tamale Water Supply System,
- Continue the rehabilitation and expansion works on the Akim Oda, Akwatia (4.18 MGD) and Winneba Water Supply Project.
- Complete the construction and rehabilitation of 8.47 MGD water treatment plant under the ‘3K’ Water Supply Project.
- Construct a 3.3 MGD water treatment plant under the Wa Water Supply Expansion Project.
- Complete the rehabilitation of 10N¢ dams and weirs in the Northern, Ashanti, Western, Eastern, Brong Ahafo and Greater Accra Regions.
- Rehabilitate and expand water systems in Bawku, Navrongo and Berekum.
- Continue rehabilitation works on the Winneba water supply system and extension of the distribution network to serve the following communities Apam, Ankamu, Mprumem, Mankoadze, Pomadze and Okyereko.
- Undertake the expansion of the Kpong Water Treatment Plant (WTP) by 6.6 MGD and replacement of transmission pipelines targeted at Tema especially Free Zone enclave.
- Continue negotiation on the construction of a 40 MGD water treatment plant under the PPP project at Asutsuare (Phase 1).
- Commence the Sekyere-Herman-Brimsu pipeline inter-connection to improve water supply to Cape Coast and surrounding areas.

- **Rural Water Management Program**

- In 2014, the Community Water and Sanitation Agency will accelerate the implementation of works under the Northern Region Small Towns Water and Sanitation Project which aims at providing access to sustainable potable water and sanitation services to 125,000 people in 13 districts along the eastern corridor of the Northern Region project to ensure its completion.
- In 2014, construction works for 480 institutional latrines and 69 mechanized pipe schemes under the Sustainable Rural Water and Sanitation Project which is targeted to improve access to water and sanitation for 600,000 people in 66 districts in Upper

West, Upper East, Northern, Brong Ahafo, Central and Western Regions. This Project will continue in all the targeted districts.

- The North Tongu-Adaklu Anyigbe Water Supply Scheme and Krachi East and West Water and Sanitation Projects are on-going and expected to be completed in 2014.

- **Human Settlement and Development Program**

- The Ministry will continue to implement the National Housing Policy to reduce the housing deficit by creating an enabling environment for private sector participation to deliver affordable housing units and to improve mortgage affordability in the country.
- The Ministry will continue to facilitate the completion of the following housing projects:
 - ❖ Agu Resources Housing Project, Constructora OAS Housing Project and Sethi Reality Housing Project.
 - ❖ The phase II of the Housing project flats for the staff of the Bureau of National Investigation (BNI) will commence.
 - ❖ The Department of Rural Housing will commence the construction of 8 out of the planned number in the Western Region and will complete works on all.

- **Infrastructure Management Program**

To reduce the perennial flooding and safeguard life and property, the Hydrological Services Department will continue with the construction of various storm water concrete drainage systems at Sakaman, Nima, Goaso, Salaga, Sakumono-Lashibi and Bolgatanga. The Department also will continue with the maintenance of the lower and upper sections of the Korle Lagoon and Odaw stream under the Accra Sanitary Sewer and Storm Drainage Alleviation Project.

The Hydrological Services Department will continue with the routine maintenance of the lower and upper sections of the Korle Lagoon to bring life into the ecosystem. It will also commence construction works on the drainage systems at Ashaiman, Adenta, Swedru, Winneba, Ejura, Tapa, Asankragua, Kumawu, and Tamale.

The Hydrological Services Department will continue the coastal protection works at Atorkor-Dzita-Anyanui (phase III) shore line, Ada, Sakumono, Amanful-Kumah, Aboadze and Ngyiresia.

The Department will continue to sustain the channel opening, widening and deepening of most drains at flood prone areas within the Accra- Tema Metropolis and other regional and district capitals to reduce the perennial flooding. It will also continue the construction of various prioritized storm water concrete drainage systems at Sakaman, Nima, Goaso, Ejura, Madina, Adenta, Teshie, Nungua, Kasoa, Tema, Kpone, Haatso, Dome, Taifa, Kwabenya, Darkuman, Kpandu, Ho, Tamale, etc. to improve upon the environment and to protect life and property.

3.25.0. MINISTRY OF YOUTH AND SPORTS

3.25.1. Introduction

The Ministry of Youth and Sports is the government organization responsible for the formulation, co-ordination, supervision as well as the implementation, monitoring and evaluation of policies, programs and projects in the youth and sports sub-sectors.

The mandate of the Ministry is to develop the capacity of the youth and integrate them in national development, whilst ensuring that the nation's values and aspirations are inculcated in them. Additionally, the Ministry is to ensure that Sports is used as a tool for national cohesion, the expression of national pride, and also serves as a platform for healthy living.

3.25.2. Sector Departments and Agencies

The Departments and Agencies operating under the Ministry are as follows:

- The National Sports Authority
- The National Youth Authority
- The National Sports College, Winneba
- Ghana Youth Employment and Entrepreneurial Development Agency (GYEEDA)

The Ghana Football Association (GFA) and the Ghana Olympic Committee are accorded a unique place in the Ministry's scheme of things and in some instances work directly up to the Ministry.

3.25.3. Key Activities Undertaken

The year under review saw the Ministry chalk major successes in both the sports and youth sectors. This facilitated youth empowerment, forged national unity and raised the country's image in the international scene. Highlights of these achievements are:

(a) National Youth Policy

With the formulation of the National Youth Policy, the Ministry has commenced work on the action or implementation plan of the policy.

(b) Passage of Sports Law

- To ensure the passage of the sports law which was meant to replace the SMCD 54 of 1976 to strengthen national capacity for sports management; two internal stakeholder meetings were held to fine tune the bill. Also internal and external stakeholder meetings were organized and the Bill submitted to Cabinet.

- In order to ensure the passage of the national youth law to replace the NRC 241 of 1974 for integration of youth concerns into national development planning processes and programs, the Ministry accelerated the enactment of the Youth Bill and its accompanying Legislative Instrument (LI). A draft Youth Bill has since been submitted to Parliament.

(c) Professional Sports Development and Administration

A framework was formulated for professional sports development and administration to strengthen national capacity for sport management. As a result of this framework the following achievements were made:

- The Senior National Football Team, the Black Stars, participated in the 2013 African Cup of Nations Tournament held in South Africa and placed 4th at the Tournament.
- The Senior National Football Team, the Black Stars qualified as one of Africa's five representatives at the 2014 World Cup Tournament in Brazil.
- The Black Satellites qualified for the 2013 FIFA World Youth Tournament enabling them to participate in the 2013 African U-20 Youth Championship. They won silver medal at the Tournament.
- The Black Satellites participated in the 2013 FIFA World Youth Tournament held in Turkey. They won Bronze medal at the Tournament.
- The National Female U-17 Football Team, the Black Maidens participated and qualified in the qualifiers for the 2014 FIFA U-17 Female World Cup Tournament to be held in Costa Rica.

(d) Rehabilitation of Existing & Construction of New Sports Infrastructure

In pursuance of its policy to rehabilitate existing and construct new sports infrastructure and provide sports equipment at all levels, the Ministry planned to construct a stadium at Cape Coast. By the close of the year, ground preparatory works were completed and work on the superstructure of the stadium was commenced.

(e) Ghana Youth Employment and Entrepreneurial Development Agency (GYEEDA)

To mainstream GYEEDA as a public organization and make it more efficient and purposeful and also ensure provision of adequate training and skills development in line with global trends, the following activities were undertaken by the Agency:

- A Committee was set up by the Ministry to investigate and review the operations of GYEEDA. The Committee's report was submitted to Government, Economic and Organized Crime Office (EOCO), Criminal Investigation Department (CID) and Attorney Generals Department to review and implement some of its recommendations.
- In furtherance, the Government issued directives to the Ministry of Youth and Sports, the Attorney General's Department and Ministry of Justice as well as the Ministry of Finance

and Economic Planning to implement certain aspects of the recommendation in the Reports, whilst a new Ag. Executive Director was appointed to run the Agency.

- All beneficiaries who had served two years or more on GYEEDA were exited from the Program under the Agency's Exit Strategy, thus paving way for the recruitment of new beneficiaries. The migration process was completed and awaiting final approval.

(f) Training for Out-of-School Youth and Graduates

In order to provide employable skills and training for out-of-school youths and graduates the Ministry;

- Developed adequate long and short term training and skills programs in line with global trends.
- Conducted feasibility studies for 11 Youth Leadership and Skills Training Institutes identified.
- Signed a Memorandum of Understanding (MOU) with DDY Wing Aviation, Canada and now awaiting final Governmental approval for project to take off.

(g) National Sports Authority

To Improve Ghana's performance in various International competitions and Games, the Authority planned to participate in 30 International competitions and Games for Sports excellence. These competitions were to be attended by various national Associations. During the review period, 23 competitions were attended and 74 medals won.

(h) Increase Number of Sporting Disciplines

To Increase the number of sporting disciplines, three Associations namely – Ghana Fencing Association, Ghana Rifle (Shooting) Association and Ghana Power lifting Association were formed to help the youth identify their talents and potentials and become useful to the society.

(i) Training

Through technical training and development sponsored by the Government of Ghana and International Federations, the Authority organized and trained 100 Technical personnel. This was geared towards improving capacities of the technical and administrative personnel of national Sports Associations.

(j) Promotion of Lesser Known Sports

To Enhance the Development and promotion of lesser known sports to attain sports excellence the under listed activities were done;

- The capacity of lesser known sports was enhanced as 10 lesser known Associations were supported with requisite logistics and Office space.
- Equipment and kits for training and competitions were provided. This led to the wining of 74 medals by the close of the year 2013.

(k) International Youth Day/Volunteer Day Celebrations

To expand Youth Networks & partnership and also enhance Ghana’s International Images on Youth Development, Youth Educational programs and 2 Cultural Exchange programs were established and ratified respectively. These led to signing of bilateral agreements between Ghana and Burkina Faso – October, 2013 and a draft MOU Outlined between Ghana and South Africa – Nov, 2013. A Youth Delegation Sponsored by Government of Ghana attended the following programs:

- Melaka Youth Dialogue Forum Malaysia.
- AU 50th Anniversary Celebration, Addis Ababa, Ethiopia
- UN Youth Assembly

(l) Youth Dialogue Session

One Presidential Youth Dialogue Session was held during which youth issues were brought into domain of the presidency. The Youth Dialogue is to be replicated at Regional and District levels.

(m) Youth Reproductive Health

To enhance Youth Reproductive Health, an Operational Handbook on HIV, gender and adolescents’ sexual and reproductive health rights was developed and 200 copies printed. Informative sessions for frontline managers of the National Youth Authority were also held.

(n) National Youth Policy Fair

The 4th National Youth Policy Fair for policy makers and implementers to interact with the public was held to educate the public. Follow ups were made by some youth groups to the National Youth Authority (NYA) office after the fair.

(o) Free Range Broiler Poultry Project

The free range broiler poultry project was introduced to promote and sustain active youth participation in modern agriculture as a viable economic and business option. 500 youth were supplied with 6 weeks old birds. 402 successfully completed the training workshop and were issued with certificates.

(p) Vocational Skills Training

391 students were trained and presented with Certificate1 whilst 267 Students were also presented with Foundational Certificate and 19 Students presented with Proficiency Certificate.

(q) National Sports College, Winneba

The College faculty’s capacity was to be enhanced through the following training and development activities:

- One existing head coach was trained by United Kingdom (UK) Sport through the British Council.

- Four coaching courses were provided for coaches and other sports personnel in various sports disciplines (coaches, administrators, physiotherapists and journalist) to support sports development in the country. These were sponsored by Sam Jallow Sports Foundation of UK; Ghana Table Tennis Association (GTTA)/Ghana Olympic Committee (GOC).
- Twelve students through the Ghana Education Service acquired BECE and WASSCE in addition to career training in the Soccer and Tennis Academy.
- Developed a framework document for the MoYS, to serve as a national framework for community coach education for both recreational and competitive sports. This was sponsored by the MoYS and British Council (UK Sports). The final document is ready but yet to be launched.
- A 25-Seater capacity ICT centre was built at the College to provide opportunity for Academy students and staff to become ICT literates. The centre is ready for commissioning.

Training tours to Benin, Spain, and UK were undertaken to:

- Gain ranking points and experience in International Tennis Federation (ITF)
- Endow the Tennis College Academy with international exposure and experience.
- Have many more of the academy player's graduate to Association of Tennis Professionals (ATP).

3.25.4. Financial Performance

Table 36: FINANCIAL PERFORMANCE OF MINISTRY OF YOUTH AND SPORTS

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	6,063,177.00	6,063,177.00	6,063,177.00
Use of Goods and Services	44,497,307.00	35,497,396.65	33,103,764.64
Non- Financial Assets	3,312,387.00	4,207,723.46	4,207,723.46
IGF	233,770.00	410,471.12	
TOTAL	54,106,641.00	46,178,768.23	43,374,665.00

3.25.5. Challenges

- Late and non-release of funds.
- Inadequate Personnel.
- Insufficient Office Equipment.
- Inadequate Office Space.
- Telecommunication and Internet Connectivity.
- Inadequate Sports Infrastructure/ Facilities.
- Inadequate District Offices.
- Inadequate vehicles.

3.25.6. Outlook for 2014

- To ensure the smooth implementation of the National Youth Policy, the Ministry has commenced work on the action or implementation plan of the policy. It is expected that work on the plan will be completed before the end of 2014.
- The National Youth law will be passed before the close of year.
- The Ministry in conjunction with the Attorney General and Minister of Justice will facilitate the passage of the GYEEDA law before the close of the year.
- To give policy direction to the activities of GYEEDA and thereby ensure the fulfilment of its mandate, the Ministry will formulate the GYEEDA Policy before the close of the year, 2014. Besides, the Ministry will ensure the full implementation of all Government directives on GYEEDA.
- The Ministry will enact a Sports Law to replace the SMCD 54 and commence the process of passing a Legislative Instrument on the law.
- The Ministry will commence the process of reviewing the existing Sports Policy and thence develop an Action on it to serve as basis for future sports development.
- The National Youth Achievers Award will be decentralized to the Regions to make more impact on the youth sector.
- The process of establishing the National Youth Parliament will be completed to provide a platform for the Youth to contribute to national discourse.
- Government will support the Black Stars to participate and improve on their previous performance in the forthcoming FIFA World Cup Tournament in Brazil. It is expected that Government will take advantage of Ghana's third consecutive appearance in the world soccer fiesta to open social and economic ties with other countries.
- For the fourth time, the Black Maidens will participate in the World U-17 Football Tournament which will be held in Costa Rica. The Maidens are also expected to improve on their previous third place performance in Azerbaijan.
- The splendid performance of Athletes in the so called lesser known sports last year is expected to be replicated in the 2014 Commonwealth Games in Glasgow, Scotland and the 2014 ECOWAS Games in La Cote d'Ivoire.

- The Ministry will support Ghana's participation in the Africa Youth Olympics in Botswana and the Nanjing 2014 World Youth Olympics Games in China.
- The Ministry will continue to collaborate with the private sector to convert the National Sports College into a Centre of Excellence in Sports in the West African sub-region through the Public-Private-Partnership (PPP) arrangement. The Project to be undertaken will involve the provision of infrastructure in the College, construction of a multi-purpose sports complex and offices etc.
- The Ministry will facilitate and ensure the completion of the migration and restructuring of the Ghana Youth Employment and Entrepreneurial Development Agency (GYEEDA), so that the Youth benefits from the program and also contribute to the development of the country.
- With the exit of beneficiaries under the Program, the Agency will commence a recruitment drive to recruit beneficiaries under the various modules of the Program.
- The Ministry will facilitate the establishment of Job and Enterprise Centres in all the Regions. This project is expected to create over 300,000 jobs in the entrepreneurial and self-employment sectors.
- Work on the rehabilitation of the 11 Youth Leadership and Skills Training Institutes will commence with a loan facility from DDY Wing of Canada. The rehabilitation works will ensure the provision of administration blocks, 120 bed dormitories, libraries, laboratories, staff accommodation, multipurpose halls and workshops for each of the Institutes.
- Construction works on the offices of the Headquarters of the National Youth Authority which commenced over a decade ago will be completed and commissioned on the International Youth Day.
- The construction of the super-structure of the China-aided Cape Coast Sports Stadium by the Chinese Construction Company, China Jiangxi Corporation for International, Economic and Technical Cooperation will be continued. Work on the stadium is expected to be completed by 2016.
- The Ministry will finalize the process of land acquisition for the construction of the Ho Sports Stadium and continue with arrangements for the funding of the Project.
- The Ministry will commence ground preparatory works for the construction of a modern Boxing Gym at Bukom after completing the process for securing funds for the purpose.
- Construction works will commence on the District Sports Arena's and the District Youth Resource Centres in some selected Districts. This is an initiative of the Government to ensure that such facilities are available at the grassroots for sports development.

3.26.0. MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION

3.26.1. Introduction

The Ministry of Foreign Affairs and Regional Integration is the prime organ of the State responsible for advising Government on the formulation of foreign policy by monitoring and analysing developments on the international scene and advising on their implications for national development.

3.26.2. Foreign Missions and Sub-vented Organizations

The Ministry of Foreign Affairs and Regional Integration executes its functions through Eighteen Bureaux at Headquarters including the Passport Office and Accra International Conference Centre (AICC), 51 Embassies and High Commissions and 6 Consulate-Generals abroad. The 51 Embassies and High Commissions consist of 49 High Commissions and Embassies and 2 Permanent Missions to the United Nations in Geneva and New York. 23 Missions are in Africa, 13 in Europe, 9 in the Middle East & Asia and 5 in the Americas and the Caribbean. The work of these Missions is enhanced by a total of 58 Honorary Consulates which support in protecting and promoting the interests of Ghana around the world.

List of Subvented Organisations

- All Africa Student Union (AASU)
- Legon Centre for International Affairs and Diplomacy (LECIAD)
- African Peer Review Mechanism Governing Council (APRM)

3.26.3. Key Activities Undertaken

(a) Inauguration of the Ministerial Advisory Board

In compliance with the provisions of the Civil Service Law (PNDC Law 327), the Ministry successfully organized the inauguration of the Re-Constituted Ministerial Advisory Board.

The Board members were sworn into office by a High Court Judge, Her Ladyship Justice Georgina Theodora Wood (Mrs.), who administered the relevant Oaths for membership.

(b) Vatican

Ghana this year increased its global diplomatic representation by opening a resident Mission in the Vatican to help bolster the excellent relations with the Holy See. It is expected that this would translate into more development projects sponsored by the Catholic Church in the areas of health, education and provision of potable water for the rural communities.

(c) Improving Service Delivery

Domestically, the Ministry completed and moved into its new and more befitting Headquarters complex. The building contains 141 offices, 4 conference rooms and facilities for dining.

(d) Good Neighbourliness

The Ministry engaged in relentless pursuit of Ghana’s policy of ‘Good Neighbourliness’ aimed at promoting peace and security in the West African sub-region. Some of the collaborations were in the areas of combating challenges such as transnational crimes, money laundering, drug and child trafficking and the proliferation of small arms and light weapons, due to porous national frontiers.

(e) Support for Regional Integration

As the ECOWAS National Unit, the Ministry continued to engage with Ghana’s partners within the ECOWAS arrangement, with the aim of promoting greater and freer trade and movement of persons, goods and services within the community and ensured maximum participation and contribution of Ghana to matters of regional integration and development. As such:

- A delegation from Ghana took part in the meetings to review the ECOWAS Protocol on Free Movement of Persons and Goods held in Abuja, Nigeria from 7th to 8th March 2013 as a way of ensuring effective implementation.
- Facilitated the participation of H.E. President John Dramani Mahama in the 43rd Ordinary Session of the Authority of Heads of State and Government of ECOWAS held in Abuja, Nigeria in July 2013. The Session focused on the road map for sustaining peace and restoring constitutional order to Mali and Guinea Bissau as well as the lifting of the sanctions imposed on Guinea Bissau by the African Union based on the significant progress in her reconciliation and democratic processes.

(f) Support for the African Union

- Ghana continued to actively support the AU and fully participated in its deliberations aimed at the promotion of democracy, human rights, peace, stability and economic development of the African continent.
- Participated in the 14th Extra-Ordinary Session of the Executive Council, held in Addis Ababa, Ethiopia, on 8th April, 2013, which considered and adopted the African Union Commission’s Strategic Plan 2014-2017.

(g) African Union (AU) Day 2013

On 25th May 2013, the Ministry organized a Flag-Raising Ceremony, TV discussions and other public events to commemorate the 50th Anniversary of the establishment of the OAU/AU, under the theme for the golden jubilee celebrations, “Pan Africanism and African Renaissance”.

(h) Participation in Trade Fairs

The Ministry liaised with officials of Ghana Export Promotion Authority and Edarsko Co. Ltd to participate in trade fairs in China. Edarsko Co. Ltd, from Ghana participated in the Urumuqi Trade Fair while the Ghana Export Promotion Authority also participated in the Yiwu International Forest Products Fair, with about 30 exhibitors from Ghana.

(i) High Level Bilateral Visits

The Ministry maintained a reasonably high diplomatic presence abroad which yielded for the country, appreciable levels of foreign direct investments, political goodwill and international solidarity as well as a sustained positive image on the global scene. The high-level official visits that have been exchanged in the course of the year between Ghana and a number of countries, include:

- State visit of H.E. General Michel Sleiman of Lebanon from 16th to 17th March, 2013
- State visit of H.E. Dr. Mahmoud Ahmendinejad of Iran from 16th to 17th April, 2013
- Canadian Foreign Minister’s Visit to Ghana
- Governor General of Canada’s Visit to Ghana
- Visit to Ghana by Canadian Trade Delegation
- 27th January – 1st February 2013
- 38th Assembly of the International Civil Aviation Authority
- Ghana’s Foreign Minister’s Visit to Brazil

(j) Ghana’s Diplomatic Forays into Europe

H.E. President John Dramani Mahama took a number of important diplomatic initiatives that resulted in high level visits to European capitals as listed below, to enhance bilateral relations and further promote friendly relations:

- Ghana - Turkey Relations
- Ghana - France Relations
- Ghana - UK Relations
- Ghana - Russia Relations
- Ghana - Israel Relations
- Ghana - Japan Relations
- Ghana - India Relations
- Ghana - China Relations
- Ghana - Korea Co-operation

(k) Joint Commissions for Cooperation

Ghana and Guinea successfully completed the 8th Session of the Permanent Joint Commission for Cooperation, in Conakry from 15th to 16th May 2013, within the framework of strengthening the bonds of friendship and cooperation between the two countries. This was followed by the Joint Commission meeting with Burkina Faso from 8th to 10th October, 2013. The Ministry also

held Ghana-South Africa Permanent Joint Commission for Cooperation meeting from 3rd to 5th November, 2013.

(l) Africa Public Services Day

The Ministry celebrated Africa Public Services Day which was held at the Accra International Conference Centre (AICC). It was a week-long celebration from 19th to 23rd June, 2013, during which awards were given to individuals who had distinguished themselves within the Public Services of Ghana.

(m) Other International Days

Ghana celebrated the following International Days:

- UN Peacekeepers’ Day (on 28th May, 2013), to emphasize to the public, the importance of Peacekeeping and Ghana’s role in it.
- Mandela Day, on 18th July 2013 to mark Nelson Mandela’s Birthday and his contribution to the Anti-apartheid struggle and birth of democracy in South Africa;
- U.N Day on 24th October, 2013 to remind the public about the continued relevance of the work of the world’s central organization for the management of the international system, the maintenance of global peace and security and for the conduct of multilateral diplomacy.

(n) Hajj to Saudi Arabia

Co-ordinated and facilitated arrangements for the successful performance of 2013 Hajj by liaising with the Embassy of the Kingdom of Saudi Arabia to ensure an incident-free Hajj for Moslem pilgrims to the Holy land.

(o) Airlines Operations in Ghana

Two Airlines, namely; Ceiba Airlines and Ponto Azul from Equatorial Guinea are now operating to Ghana. Ponto Azul Airline has been given a temporary Certificate to conduct Commercial Air Services to Ghana.

(p) Scholarships from Foreign Governments

Disseminated information on various Scholarship Programmes offered by foreign Governments to Ghana and further processed the submission of applications for qualified Ghanaians to take advantage of these Educational Awards. They included scholarships obtained from Malaysia, Singapore, Algeria, Australia and Denmark.

(q) Economic Diplomacy

In pursuit of the Ministry’s investment promotion drive, a high-level Government and business delegation participated in the Africa Global Business Forum and the Annual Investment Meeting (AIM 2013), which were concurrently held in Dubai from 1st to 2nd May 2013. Bilateral discussions were held on the margins on the Forum with H.E. Reem Hashimy who pledged to

expand the **Dubai Cares School Feeding Programme** implemented in Tamale. This is to embrace the “Wash in Schools” programme that is providing water, sanitation and hygienic facilities. The Programme currently feeds 320,000 school children and support 80,000 families.

(r) Election of Ghanaians to serve in International Organizations

- Ghana was elected to serve on the Commission on the Status of Women for the period 2014-2018 during the United Nations Economic and Social Council’s (ECOSOC) resumed organisational sessions held in April 2013.
- In Rome, Italy, Ghana was elected as the Vice President of the Executive Board of the World Food Programme (WFP) and appointed the Convenor of List ‘A’ countries which consist of African member states of the United Nations Agencies in Rome. The Mission in Rome also facilitated the election of Mrs Ruth Woode from the Protection and Regulatory Services Directorate of the Ministry of Food and Agriculture as a member of the Standards Committee of the Commission on Phytosanitary Measures (CPM) – the governing body of the International Plant Protection Convention (IPPC) for the period 2013-2016.

(s) Diaspora Support Unit (DSU)

To intensify and broaden support for Ghanaians abroad, a Diaspora Support Unit has been established. The Ministry, in partnership with the International Organisation for Migration (IOM), compiled a comprehensive database of Ghanaians in the Diaspora and coordinated activities of stakeholders in addressing their concerns.

(t) African Cup Tournament (Football)

The Ghana High Commission in Pretoria, South Africa, facilitated the smooth participation of the senior national football team, the Black Stars, in the 29th Orange Africa Cup of Nations Tournament from 19th January to 10th February 2013. The Mission also mobilised Ghanaian communities from all over South Africa and neighbouring countries, to support Ghana’s participation in the tournament.

(u) International law

- Provided legal advice on a wide range of issues in both public and private international law to various MDAs and Ghana’s diplomatic missions abroad.
- Provided guidance in the implementation of the Vienna Conventions to diplomatic and international organizations based in Ghana.
- Collaborated with the Attorney-General’s Department to improve the country’s compliance of international protocols and conventions. This collaboration included working with other MDAs for ratification of signed Protocols/Agreements/MOUs and sensitization on the legal effects of ratifications of these conventions and taking effective steps to ensure their incorporation into local legislations. Some of the ratified treaties include the following:
 - Cluster Munitions Treaty

- Arms Trade Treaty
- Conventional Weapons Treaty
- Protocol to Eliminate Illicit Trade in Tobacco Products
- Optional Protocol to the Convention on the Rights of the Child on a communication procedure

(v) Consular Matters

- Processed several requests for residence permits, work permits and visas for diplomatic staff and their dependants as well as requests for the extension of consular access to foreign nationals in Ghanaian prisons.
- Handled renunciation and Dual Citizenship requests received from our missions abroad. Other consular matters that the Ministry and its Legal Bureau handled included applications for travel certificates for foreign nationals; Legal requests from Ghanaians and from our Missions (Ghana Missions abroad); appeals for Visa refusals; and applications for the issuance of Diplomatic and Service Passports.
- Facilitated the return of the Ghanaian Survivors held hostage by Somali Pirates.
- Provided a wide range of consular assistance to Ghanaians ranging from tracing lost relatives abroad, claims for compensation for death, injury or loss of employment, burial of deceased relatives and claims thereon, to tracing culprits of fraudulent deals against Ghanaians, foreigners and monetary claims arising from commercial transactions.
- Undertook the attestation/legalization/verification of documents.
- In collaboration with the Mission in Tehran, the Bureau facilitated the return of 8 footballers from Iran at the expense of the Government.
- The Bureau is negotiating with the Italian Embassy for the payment of Pension benefits of Former Ghanaian Workers in Italy.

3.26.4. Financial Performance

Table 37: FINANCIAL PERFORMANCE OF MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
Compensation of Employees	73625903	73625903	73625903
Use of Goods & Services	12915649	13249363	13249363
Non-financial Assets	9104337	356491	356491
TOTAL	95,645,889.00	87,231,757.00	87,231,757.00

3.26.5. Challenges

- Exchange rate fluctuations which adversely affects the budgeted amount for Mission's abroad.
- Low budgetary allocation and delay in the release of funds.
- Kinshasa Mission has been challenged by lack of responses from Ghanaian companies invited to participate in Trade Fairs although there is a lucrative market for made-in-Ghana products.
- Inadequate office infrastructure at the various Missions abroad.
- Non release of 25% IGF from Passport Services.
- Inability to secure Funding for additional biometric passport application centres to be established at home and abroad.
- Delay in the payment of Ghana's contributions to International Organizations.
- Delays encountered in the processing of Dual Nationality attracted criticism from Ghanaian nationals who solicited such services from the Mission.
- Cost of repatriation of illegal migrant drain the financial resources of Missions.
- Absence of Honorary Consuls in the Provinces of Quebec, Alberta and British Colombia. The absence of Honorary Consuls in the above mentioned provinces which have large Ghanaian communities has been a major challenge to Mission. It has led to delays in the processing visa and passport applications from those provinces.
- Lack of welfare fund to cater for Ghanaian destitute.
- Lack of progress on migration to biometric passport system.
- Lack of stand-by generators for Regional Passport Application Centres.
- Lack of effective coordination among MDAs in determining Ghana's position on pertinent international issues or contribution to evolving notions, and reports on the implementation of resolutions and agreements at the national level.

3.26.6. Outlook for 2014

- The Ministry will continue to assist government in its bid to deepen and strengthen relations with our immediate neighbours and intensify cooperation with other friendly countries, especially for wealth creation, further integration of our economies and increased prosperity for our peoples.
- The Ministry, through the use of economic diplomacy and inter-agency cooperation, will endeavour to expand the frontiers of existing markets for Ghana's non-traditional exports as well as attract investments and tourism into the country, particularly, helping to attract investment to add value to our raw materials through manufacturing activities.
- In line with government's agenda, the Ministry will continue to enhance consular protection and assistance to our compatriots and coordinate the activities of Diaspora brothers and sisters for better integration into Ghanaian society.
- Special focus will be placed on sustaining and improving bilateral relations with all countries, and the use of multilateral diplomacy within international organizations to build a better, safer and more prosperous world and to facilitate the election of qualified Ghanaian professionals for leadership to Inter-Governmental Organizations.
- 10 Missions will be renovated and maintain to save some of these properties from further deterioration, as well as curtail payment of exorbitant rental.
- The Ministry will continue to seek Scholarships from friendly countries for training programmes in furtherance of academic excellence, technological development and capacity building of Ghanaian nationals.
- The Ministry will continue to generate revenue for the government from the issuance of Passports, Visas, Travel Certificates, Dual Citizenship, Identity Cards, Authentication of Documents and Attestations.
- Complete the opening of four more Passport Application Centres in Wa, Bolgatanga, Cape Coast and Koforidua as well as some selected Missions abroad, to enable Ghana meet the International Civil Aviation Organisation (ICAO) deadline of January 2015 for the passports migration to biometric.

CHAPTER FOUR

4.0.DEMOGRAPHICS ON STAFFING & TRAINING IN 2013

4.1.Distribution of Officers in the Civil Service as at December 2013

As depicted in Table 38 below, as at the close of 2013, the staff strength of the Civil Service stood at 14,163. This comprises staff of Ministries and Extra-Ministerial Organizations representing 30% and 7% respectively, as well as Civil service Departments which represent 63% of the total number.

Total Number of Officers by Ministries, Extra-Ministerial Organisations& Departments

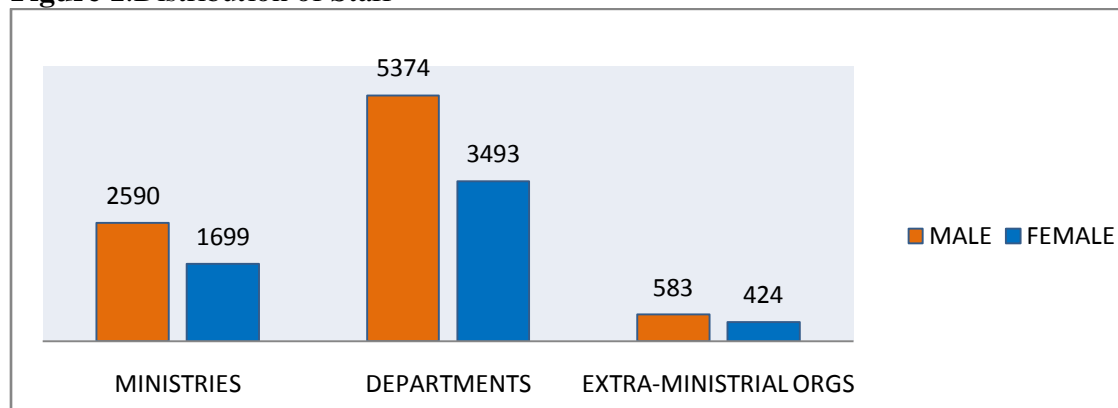
Table 38

NO	MDA	TOTAL	%
1	MINISTRIES	4,289	30.0
2	EXTRA-MINISTERIAL ORGS	1,007	7.0
3	DEPARTMENTS	8,867	63.0
TOTAL		14,163	100

4.2.Staff Distribution

The graph in Figure 1 below depicts the staff distribution as per the Sector Ministries, Extra Ministerial Organisations and Departments. The graph indicates that out of a total staff strength of 4,289 in the Ministries, 2,590 (60.38%) are males and 1,699 (39.62%) are females. The Departments recorded a total number of 5,374 (60.60%) males and 3,493 (39.40%) females, whilst the Extra-Ministerial Organizations had a male population of 583 (57.89%) and a female population of 424(42.11%).

Figure 1.Distribution of Staff

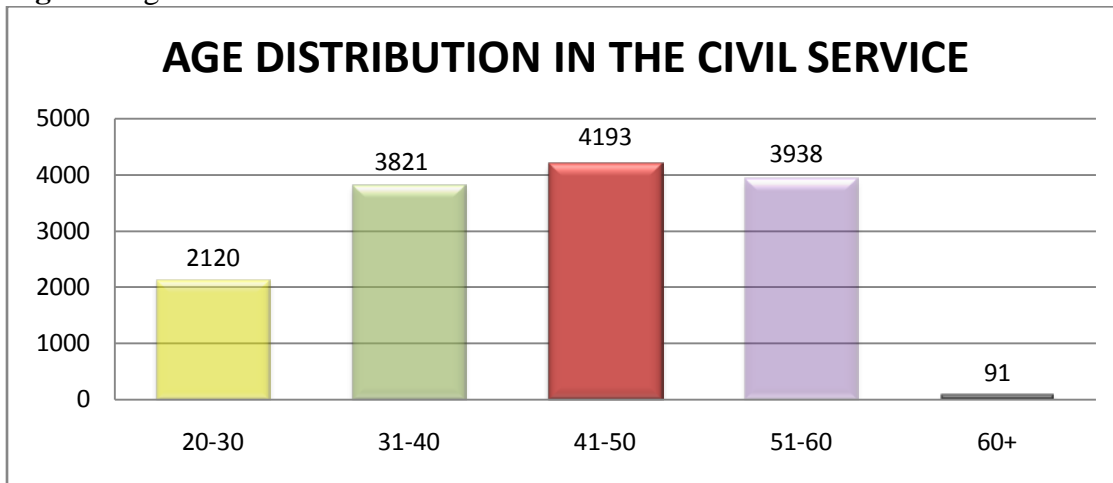


Available figures indicate that males outnumbered females by 2,931 in 2013 as compared with the 2012 figure of 2,946. Although there has been a slight improvement in the gender ratio there is still a lot more effort to be made to bridge the gender gap in the Service. (The disaggregation of staff by MDA is presented in Annex 2

4.3.Age Distribution in the Civil Service

As at the end of December 2013, the age distribution in the Civil Service as presented in Figure 2 below shows that majority of the staff (4,193) were between the 41-50 yeargroup, followed by those in 51-60 year group which recorded 3,938 officers. The 31-40 age group recorded 3,821 officers, whilst the 20-30 years age group recorded the lowest number of Officers of 2,120. There were also 91 Officers who had attained the age of 60 and above and are currently in employment in the Service on contract. The age breakdown of Officers by MDA is attached as Annex3

Figure 2Age Distribution of Staff in the Civil Service

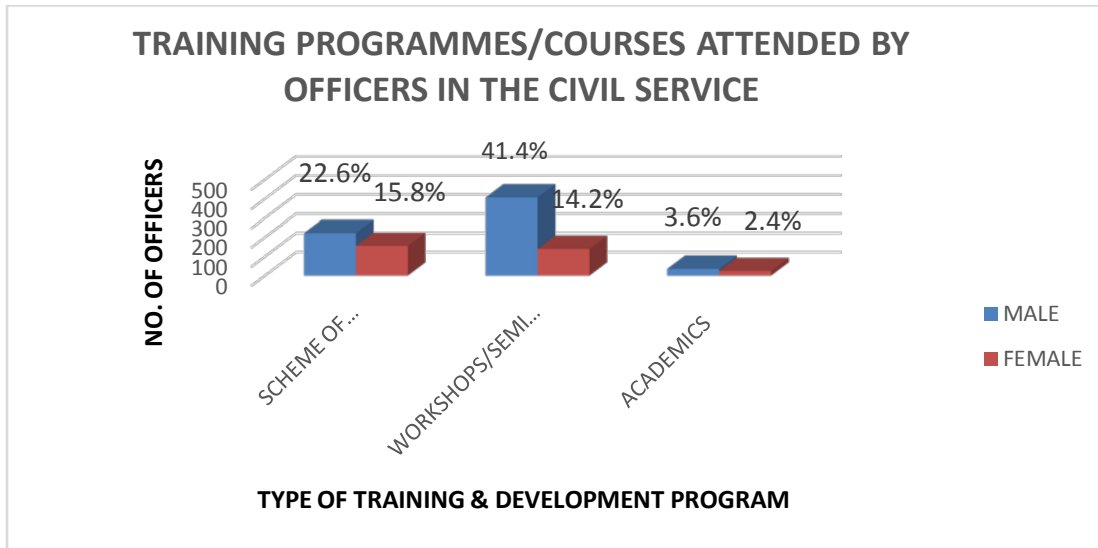


4.4.Staff Training & Development

In the year under review, a total number of 980 officers in the Civil Service pursued various training programs, ranging from academic courses, capacity building workshops and conferences, and Scheme of Service training courses. This was in an effort to improve the Human resource capacity base of the Civil Service.

The chart below indicates that out of the 980 officers who undertook various courses and programs, 662 representing 67.6% were males, whereas 318 representing 32.4% were females. The data further shows that 545 officers, comprising 406 males and 139 females took part in various capacity building workshops, seminars and conferences. Whilst 376 Officers, comprising 221 males Officers and 155 females undertook various Scheme of Service and competency-based training programs. Finally, 59 Officers pursued various academic training programs ranging from Certificate courses to Masters Degrees. Out of this number, 35 were males and 24 females. (Annex 4provides the details of the various training programmes attended)

Figure 3 Staff Training and Development Programmes



Figures 2 and 3 indicate that out of staff strength of 14,163, only 980 officers representing 6.9% of the total staff participated in training programmes during the year. This indicates that the percentage of staff benefiting from training programmes in the entire service is relatively low. Considering the nature of work in the service and the dynamism of modern governance, there is the need for the Civil Service to have highly skilled and competent pool of human resources to support government’s development agenda. In view of this demand, it is very important that immediate steps are taken to increase the number of officers who are selected for training programmes in the MDAs as this would go a long way to improve on the quality of work output in the service.

CHAPTER 5

5.0. SERVICE-WIDE CHALLENGES

An analysis of the reports submitted by most MDAs brought to the fore a number of cross-cutting challenges. These have been clustered into the following areas: Financial, Human Resource, Logistics and Office Accommodation, Legal, Research, Monitoring and Evaluation, and Procurement and the key issues raised under each challenge indicated below:

5.1. Financial

- Irregular, late and/or non-release of budgetary allocations which hinders the implementation of projects and programs.
- Budgetary allocation not commensurate with the implementation of MDAs mandate.
- Low percentage retention/non-retention of Internally Generated Funds (IGF) for some Agencies
- Inadequate funds for logistics (equipment, computers and vehicles) to facilitate smooth operational work.
- Inadequate funds for recruitment of technical staff, monitoring of budgeted projects and programs.
- Inadequate funds for regular staff training.
- Unattractive remuneration and allowances for staff

5.2. Human Resource

- Inadequate staff with requisite skills for effective and efficient service delivery.
- Delays in staff promotion due largely to the non-availability of funds.
- Inadequate training/capacity building for staff.

5.3. Logistics/Office Accommodation

- Inadequate office space
- Obsolete logistics (vehicles, office equipment)
- Inadequate vehicles to facilitate the movement and gathering of information and the execution of official duties.
- Non-rehabilitation of offices due to insufficient funds.
- Inadequate residential accommodation.

5.4. Research, Information Technology and M&E

- Lack of harmonised M&E systems for the effective tracking of the implementation, performance and impacts of programmes/projects.
- Inadequate data on training and additional skills acquired by Civil Servants from the MDAs
- Absence of Information Technology Enabled Services (ITES) in MDAs

5.5. Conflicting Acts And Legal Instruments

- Conflicting Acts and Legal Instruments between the Civil Service and some Public Service organisations, and also among some decentralised and non-decentralised institutions
- Lack of effective coordination among MDAs in determining Ghana's position on pertinent international issues or contribution to evolving notions, and reports on the implementation of resolutions and agreements at the national level.

5.6. Complex Procurement Process

- Procurement processes continue to be an impediment in the entire implementation process of some civil service institutions and organisation due to the complexities and delays involved.
- The poor understanding and appreciation of the Public Procurement Act sometimes constrains the timely procurement and quality of goods and services (value for money).

5.7. Sanitising the Ministerial Enclave

In a number of countries, the Ministerial Enclave is well secured and restricted to people who have only government-related businesses to undertake. In Ghana the situation is different, entry to the Ministerial Area is not restricted and unauthorised persons continue to find their way into the enclave to transact all kinds of businesses. In 2013, a security risk assessment of the Ministerial Enclave was undertaken and a number of lapses were identified. Some of these issues related to commercial vehicles using the inroads as access routes to avoid traffic, food vendors, traders and hawkers taking over the streets and corners within the Ministries, and lately, unauthorised persons who sometimes loiter around the car parks and accost Public and Civil Servants on their way to and out of their offices for all kinds of assistance.

CHAPTER 6

6.0. SERVICE-WIDE OUTLOOK FOR 2014

The Service will pursue the following interventions during the year 2014:

6.1. Continuation of the Performance Agreement System

The Performance Agreement System for Chief Directors (CDs), which gives the Head of the Civil Service a broad view of the overall performance of Chief Directors, was re-introduced in 2013. This system complements H.E. the President's initiative on the signing of Performance Contracts with Ministers of State and 20 Chief Directors out of 26 signed the Agreement for 2013.

In the first quarter of 2014, an evaluation exercise will be conducted on the 2013 Chief Directors Performance Agreement to assess the level and quality of the work undertaken as against the agreed targets and deliverables. A rewards and sanctions scheme will thereafter be implemented.

In addition, the coverage of the Performance Agreement system will be extended to bring on board all Heads of Department and Directors/analogous grades. This is aimed at enabling the Sector Ministers and Chief Directors to assess the contribution of their line Directors and Heads of Departments towards the achievement of their sector objectives.

6.2. Continuation of the Ministerial Realignment Exercise

Following the de-coupling of the Local Government Service from the Civil Service, the OHCS with support from the French Embassy in Ghana, facilitated the implementation of the Ministerial Realignment exercise. This was intended to, among others, assist sector Ministries and the Head Offices of the Decentralised Departments to allocate decentralised functions, relationships, communication responsibilities, staff, logistics/assets and budgets to the national, regional and district levels of administration and to the national, regional and district levels of Government.

In 2014, the OHCS will continue with the implementation of the Ministerial Realignment exercise to ensure the full integration of the Head Offices of Decentralised Departments into the structure of Ministries and to also refocus the business of Ministries on their core functions which is the formulation, coordination, monitoring and review of government policies and programmes for national development.

Related to the above is the need to follow through with the review of the existing Civil Service Act to accommodate the changes emanating from the decoupling of the Local Government Service from the Civil Service as well as to address other challenges encountered in the implementation of the Civil Service Act.

6.3. Sanitising the Ministerial Enclave

In 2014, the OHCS will work with its key stakeholders to improve the work environment within the Ministerial enclave. Some of the proposals to be adopted include restricting the entry of unauthorised persons and vehicles, the fencing and gating of the ministries enclave, fumigation and the relocation of food vendors, among others.

6.4. Building Human Capacity in the Civil Service

Capacity development of Civil Servants is a requirement for efficient and effective service delivery. As a result, during the year 2014, MDAs will deploy various training programmes to build the capacity of staff. Various scheme of Service Training Courses at GIMPA for Administrative Officers (CPA/DPA) and Senior Management and leadership training for Directors/Deputy Directors will be organized. In addition Scheme of Service Training will be organized for Analogous Grades, Middle and Lower Level Civil Servants to equip the officers with technical, entrepreneurial and business managerial skills for effective service delivery.

6.5. Monitoring and Evaluation

In order to track work progress in the MDAs, various monitoring and evaluation systems have been put in place. These systems will be used effectively in the year 2014. Some of the activities introduced to enhance performance monitoring and evaluation in the service include the following:

- The Chief Directors' Performance Agreements
- Institutional Performance Assessment Tool,
- The introduction of league table to assess MDAs responsiveness to requests made by OHCS.
- Submission of Mid-year Performance Reports

6.6. Restructuring Of Records Offices

To ensure the proper handling of records within the MDAs/MMDAs, at least 7 records offices and three repositories in Accra (Survey, Assessment, Cleaning, Re-boxing and Re-labelling) will be restructured and new classification system installed. Maps, plans and selected original documents will also be digitized for preservation purposes. In 2014, 11 million records at Births and Deaths will be extracted and archived. 20 million records at the Registrar General's Department will also be digitized. The digitization programme offers unique employment opportunities for the youth to scan, index, and electronically manage paper records, and set up searchable and easy-to-use electronic databases.

6.7. Update Civil Service HR Database

The HR database of the Civil Service will be updated to provide accurate information on the staff numbers, skill-mix and the training needs for Officers. This will aid Human Resource planning, development and deployment.

7.0 CONCLUSION

The Civil Service, despite the enormous challenges facing it, was able to pursue a significant number of policies and implement programmes that have gone a long way to assist the government achieve its developmental objectives for the country. Consequently, it is important that the Government pays more attention to the Service by resourcing it to effectively carry out its mandate.

ANNEX 1: ABBREVIATIONS

- AASU - All Africa Student Union
- ACE - Africa Coast to Europe
- ACs - Air-Conditioners
- ADR - Alternative Dispute Resolution
- AEAs - Agricultural Extension Areas
- AESD - Agricultural Engineering Service Directorate
- AESL - Architectural Engineering Services Limited
- AESP - Agricultural Engineering Service Directorate
- AFD - Agence Française de Développement
- AfDB - African Development Bank
- AFRICOM - Africa Command
- AG - Attorney General
- AGL - Above Ground Level
- AGRA-SHP - Alliance for a Green Revolution in Africa – Soil Health Programme
- AICC - Accra International Conference Centre
- AIDS - Acquired Immune Deficiency Syndrome
- AIRCOP - Airport Communication Project
- ALC - African Leadership Conference
- AMSEC - Agricultural Mechanization Service Centres
- APR - Annual Performance Report
- APRM - African Peer Review Mechanism
- ARC - Architects Registration Council
- ASCo - Ayensu Starch Company
- ATMA - Accra Tema Metropolitan Area
- ATP - Association of Tennis Professionals
- BACs - Business Advisory Centres
- BDS - Business Development Service
- BECE - Basic Education Certificate Examination
- BIF - Biodiversity Information Facility
- BIT - Bilateral Investment Treaty
- BNI - Bureau of National Investigations
- BOST - Bulk Oil Storage and Transportation
- BPA - Bui Power Authority
- BPO - Business Process Outsourcing
- BPU - Border Patrol Unit
- BRRI - Building Roads Research Institute
- BRT - Bus Rapid Transit

- CAAST-NET - Coordination and Advancement of Sub-Saharan Africa-EU Science and Technology Network
- CASA - Cassava Adding Value for Africa
- CBE - Complementary Basic Education
- CBOs - Community Based Organisations
- CCM - Convention on Cluster Munitions
- CCTV - Closed-Circuit Television
- CD - Chieftaincy Declaration
- CD - Chief Director
- CDB - China Development Bank
- CEDECOM - Central Region Development Commission
- CENDLOS - Centre for Distance Learning and Opening Schooling
- CEPS - Customs and Excise Preventive Service
- CERT - Computer Emergency Response System Team
- CFH - Cocoa Farmers' Houses
- CHPS - Community Health Planning Services
- CLBD - Customary Land Boundary Demarcation
- CID - Criminal Investigation Department
- CLS - Customary Land Secretariat
- CLOGSAG - Civil and Local Government Staff Association of Ghana
- CMA - Central Management Agency
- COHHETI - Conference of Heads of Health Training Institutions
- COTVET - Council for Technical Vocational Education and Training
- CPA - Certificate in Public Administration
- CPM - Commission on Phytosanitary Measures
- CR - Central Region
- CSIR - Council for Scientific and Industrial Research
- CSSPS - Computer School Selection and Placement System
- CSTC - Civil Service Training Centre
- CSW - Commission on the Status of Women
- CWSA - Community Water and Sanitation Agency
- DACF - District Assemblies Common Fund
- DCPCs - District Child Protection Committees
- DCRIP - District Capital Roads Improvement Project
- DCS - Directorate of Crop Service
- DFI - Department of Factories Inspectorate
- DFR - Department of Feeder Roads
- DHMT - District Health Management Team

- DoC - Department of Co-operatives
- DPA - Diploma in Public Administration
- DPC - Data Protection Commission
- DRH - Department of Rural Housing
- DSA - Debt Sustainability Analysis
- DSU - Diaspora Support Unit
- DTT - Digital Terrestrial Television
- DUR - Department of Urban Roads
- DV - Domestic Violence
- DVLA - Driver and Vehicle Licensing Authority
- EA - Encyclopaedia Africana
- EC - Energy Commission
- EC - Engineers Council
- ECCD - Early Childhood Care and Development
- ECG - Electricity Company of Ghana
- ECOSOC - Economic and Social Council
- ECOWAS - Economic Community of West African States
- EDAIF - Export Development and Agricultural Investment Fund
- EDC - Enterprise Development Centre
- EDF - European Development Fund
- EI - Executive Instrument
- EIA - Environmental Impact Assessment
- EOCO - Economic and Organized Crime Office
- EPA - Environmental Protection Agency
- E-Pay Slip - Electronic Pay Slip
- E-PV - Electronic Payment Voucher
- ER - Eastern Region
- EU - European Union
- FAA - Federal Aviation Administration
- FAO - Food and Agriculture Organization
- FAR - Financial Administration Regulations
- FARA - Forum for Agricultural Research in Africa
- FASDEP - Food and Agriculture Sector Development Policy
- FBO - Farmer Based Organization
- FCTC - Framework Convention for Tobacco Control
- FDI - Foreign Direct Investments
- FEU - Fisheries Enforcement Unit
- FGM - Female Genital Mutilation

- FIR - Flight Information Region
- FLIS - Fishermen Life Insurance Scheme
- FOAT - Functional Organizational Assessment Tool
- FOB - Forward Operating Base
- FPMU - Funds and Procurement Management Unit
- FSEF - Food Security and Environment Facility
- FTA - Free Trade Area
- FWSC - Fair Wages and Salaries Commission
- GAAS - Ghana Academy of Arts and Science
- GACL - Ghana Airports Company Ltd
- GAEC - Ghana Atomic Energy Commission
- GAF - Ghana Air Force
- GAFCS - Ghana Armed Forces Command and Staff College
- GAMA - Greater Accra Metropolitan Area
- GAP - Good Agricultural Practice
- GAPTE - Greater Accra Public Transport Executive
- GAR - Greater Accra Region
- GBC - Ghana Broadcasting Corporation
- GBDC - Ghana Book Development Council
- GBV - Gender Based Violence
- GCAA - Ghana Civil Aviation Authority
- GCC - Ghana Co-operatives Council
- GCCo - Ghana Co-operatives College
- GCLMS - Ghana Child Labour Monitoring System
- GCNet - Ghana Community Network Services
- GCPS - Ghana College of Physicians & Surgeons
- GDP - Gross Domestic Product
- G-DPG - Government-Development Partner Group
- GEBSS - Graduate Business Support Scheme
- GEDAP - Ghana Energy Development Programme
- GEMP - Ghana Environmental Management Program
- GEPA - Ghana Export Promotion Authority
- GES - Ghana Education Service
- GETFUND - Ghana Education Trust Fund
- GFA - Ghana Football Association
- GFZB - Ghana Free Zones Board
- GGBL - Guinness Ghana Breweries Limited
- GGF - Ghana Green Fund

- GHA - Ghana Highway Authority
- GhLA - Ghana Library Authority
- GHS - Ghana Health Service
- GIDA - Ghana Irrigation Development Authority
- GIF - Gamma Irradiation Facility
- GIFFEC - Ghana Investment Fund for Electronic Communications
- GIFMIS - Ghana Integrated Financial Management Information System
- GI-KACE - Ghana-India Kofi Annan Centre of Excellence
- GIMPA - Ghana Institute of Management and Public Administration
- GIPC - Ghana Investment Promotion Centre
- GIS - Geographical Information System
- GIS - Ghana Immigration Service
- GLDB - Grains and Legumes Development Board
- GLR - Ghana Law Reports
- GLSS - Ghana Living Standard Survey
- GMA - Ghana Maritime Authority
- GMA - Ghana Medical Association
- GMet - Ghana Meteorological Agency
- GMIC - Ghana Multimedia Incubator Centre
- GMMB - Ghana Museums and Monuments Board
- GNA - Ghana News Agency
- GNFS - Ghana National Fire Service
- GNGC - Ghana Gas Company Limited
- GNPC - Ghana National Petroleum Corporation
- GOC - Ghana Olympic Committee
- GOG - Government of Ghana
- GOIL - Ghana Oil Marketing Company Limited
- GPC - Ghana Publishing Corporation
- GPHA - Ghana Ports and Harbours Authority
- GPPQE - General Pharmacy Practice Qualifying Exams
- GRA - Ghana Revenue Authority
- GRCL - Ghana Railway Company Limited
- GRDA - Ghana Railway Development Authority
- GRFS - Ghana Road Fund Secretariat
- GRIDCo - Ghana Grid Company Limited
- GRN - Geodetic Reference Network
- GRSCDP - Gender Responsive Skills and Community Development Project
- GSA - Ghana Shippers' Authority

- GSBAs - Globally Significant Biodiversity Areas
- GSE - Ghana Stock Exchange
- GSGDA - Ghana Shared Growth and Development Agenda
- GSOP - Ghana Social Opportunities Project
- GSS - Government Secretariat School
- GTA - Ghana Tourism Authority
- GTTA - Ghana Table Tennis Association
- GTTC - Government Technical Training Centre
- GUMPP - Ghana Urban Management Pilot Project
- GWCL - Ghana Water Company Limited
- GYEEDA - Ghana Youth Employment and Entrepreneurial Development Agency
- H.E. - His Excellency
- HIV - Human Immunodeficiency Virus
- HOTCATT - Hotel Catering and Tourism Training Centre
- HQCF - High Quality Cassava Flour
- HSD - Hydrological Services Department
- HT - High Tension
- HT - Human Trafficking
- ICAO - International Civil Aviation Organisation
- ICCES - Integrated Community Centres for Employable Skills
- ICOUR - Irrigation Company of the Upper Region
- ICT - Information Communication Technology
- ICT4AD - ICT for Accelerated Development
- IFAD - International Fund for Agricultural Development
- IFDC - International Fertilizer Development Centre
- IGF - Internally Generated Funds
- IHG - International Hospital Group
- ILGS - Institute of Local Government Secretariat
- ILO - International Labour Organisation
- ILS - Instrument landing System
- IM - Information Management
- IMF - International Monetary Fund
- INTERPOL - International Criminal Police Organization
- IPAT - Institutional Performance Assessment Tool
- IPPC - International Plant Protection Convention
- IPPD - Integrated Personnel Payroll Database
- IPR - Intellectual Property Rights

- IRDP - Integrated Rural Development Project
- ISTC - Inter-city State Transport Company
- IT - Information Technology
- ITES - Information Technology Enabled Services
- ITF - International Tennis Federation
- ITS - Institute of Technical Supervision
- ITU - International Telecommunication Union
- IUU - Illegal, Unreported and Unregulated
- IWRM - Integrated Water Resources Management
- IXP - Internet Exchange Point
- JBP - Joint Border Post
- JEC - Job and enterprises centre
- JHS - Junior High School
- JICA - Japan International Cooperation Agency
- JVCs - Joint Venture Companies
- KACE - Kofi Annan Centre of Excellence
- KAIPTC - Kofi Annan International Peace Keeping Training Centre
- KAS - Konrad-Adenauer Stiftung
- KATH - Komfo Anokye Teaching Hospital
- KBTH - Korle-Bu Teaching Hospital
- KG - Kindergarten
- KIA - Kotoka International Airport
- KMA - Kumasi Metropolitan Assembly
- KNMP - Kwame Nkrumah Memorial Park
- KOICA - Korea International Cooperation Agency
- KTC - Koforidua Training Centre
- KTPP - Kpone Terminal Power Plant
- LBC - Landing Beach Committee
- LBM - Local Building Material
- LD - Labour Department
- LDP - Leadership Development Program
- LEAP - Livelihood Empowerment Against Poverty
- LECIAD - Legon Centre for International Affairs and Diplomacy
- LED - Local Economic Development
- LESDEP - Local Enterprises and Skills Development Project
- LI - Legislative Instrument
- LIPW - Labour Intensive Public Works
- LMIS - Labour Market Information System

- LNG - Liquefied Natural Gas
- LPG - Liquefied Petroleum Gas
- LT - Low Tension
- LTE - Long Term Evolution
- M&E - Monitoring and Evaluation
- MAF - Millennium Development Goals Acceleration Framework
- MATS - Military Academy and Training Schools
- MC9 - Ministerial Conference
- MDAs - Ministries, Department & Agencies
- MDPI - Management Development and Productivity Institute
- MELR - Ministry of Employment and Labour Relations
- MESTI - Ministry of Environment, Science, Technology and Innovation
- METASIP - Medium Term Agricultural Sector Investment Plan
- MFIs - Micro Finance Institutions
- MINUSMA - United Nations Multidimensional Integrated Stabilization Mission in Mali
- MIS - Management Information System
- MMDAs - Metropolitan, Municipal and District Assemblies
- MMT - Metro Mass Transit
- MoCC - Ministry of Chieftaincy and Culture
- MoCTA - Ministry of Chieftaincy and Traditional Affairs
- MoD - Ministry of Defence
- MoFA - Ministry of Food and Agriculture
- MoFAD - Ministry of Fisheries and Aquaculture Development
- MoFEP - Ministry of Finance and Economic Planning
- MoGCSP - Ministry of Gender, Children and Social Protection
- MONUSCO - Mission in the Democratic Republic of Congo
- MoU - Memorandum of Understanding
- MoWAC - Ministry of Women and Children
- MP - Member of Parliament
- MSD - Management Services Department
- MSEs - Micro and Small Enterprises
- MSME - Micro, Small and Medium Enterprise
- MTIP - Medium Term Improvement Program
- MWRWH - Ministry of Water Resources, Works and Housing
- NAB - National Accreditation Board
- NABPTEX - National Board for Professional and Technician Examinations
- NACOB - Narcotics Control Board

- NACSA - National Commission on Small Arms
- NADMO - National Disaster Management Organisation
- NAFAC - National Festival of Arts and Culture
- NAFCO - National Buffer Stock Company
- NAFTI - National Film and Television Institute
- NAS - National Ambulance Service
- NASCA - National Commission on Small Arms
- NBSSI - National Board for Small Scale Industries
- NCA - National Communication Authority
- NCC - National Commission on Culture
- NCCA - National Council for Curriculum and Assessment
- NCD - New Castle Disease
- NCTE - National Council for Tertiary Education
- NDPC - National Development Planning Commission
- NDT - Non-Destructive Testing
- NEDP - National Export Development Program
- NEPIO - Nuclear Energy Planning Implementation Organization
- NES - National Export Strategy
- NESCON - National Environmental Sanitation Conference
- NFB - National Folklore Board
- NFED - Non Formal Education Division
- NHIA - National Health Insurance Authority
- NHIS - National Health Insurance Scheme
- NIB - National Inspectorate Board
- NIR - Non Ionising Radiation
- NITA - National Information Technology Agency
- NLC - National Labour Commission
- NPA - National Petroleum Authority
- NPC - National Peace Council
- NPRA - National Pensions Regulatory Authority
- NR - Northern Region
- NRSC - National Road Safety Commission
- NRTTFC - National Road Transport and Transit Facilitation Committee
- NSDI - National Spatial Development Infrastructure
- NSO - National Symphony Orchestra
- NSS - National Service Scheme
- NTC - National Teaching Council
- NTC - National Tripartite Committee

- NTE - Non-Traditional Export
- NVTI - National Vocational Training Institute
- NYA - National Youth Association
- NYA - National Youth Authority
- OASL - Office of the Administrator of Stool Lands
- OAU/AU - Organization of African Union/African Union
- OGM - Office of Government Machinery
- OHCS - Office of the Head of Civil Service
- OIC-Ghana - Opportunities Industrialization Centre - Ghana
- PANAFEST - Pan African Festival
- PASS - Participatory Approach to Student Success
- PAWA - Pan African Writers Association
- PBME - Planning, Budgeting, Monitoring and Evaluation
- PC - Petroleum Commission
- PCSRC - Postal and Courier Service Regulatory Commission
- PEAs - Private Employment Agencies
- PEGNET - Periodic Gender Network
- PFI - Partner Financial Institutions
- PFM - Public Financial Management
- PID - Public Investment Division
- PIMS - Public Investment Management System
- PMMC - Precious Minerals Marketing Company
- PNDC - Provisional National Defence Council
- PoD - Plan of Development
- PPA - Public Procurement Authority
- PPME - Public Procurement Model of Excellence
- PPP - Public Private Partnership
- PPR - Police-Population Ratio
- PPRSD - Plant Protection and Regulatory Services Directorate
- PRAAD - Public Records and Archives Administration Department
- PSC - Public Service Commission
- PSCH - Parliamentary Select Committee on Health
- PSHLSB - Public Servants' Housing Loan Scheme Board
- PSOs - Private Security Organizations
- PWD - Public Works Department
- PWDs - Persons With Disability
- RCCs - Regional Coordinating Councils
- RCD - Rent Control Department

- REP - Rural Enterprises Program
- RMU - Regional Maritime University
- ROSATOM - State Atomic Energy Corporation of Russia
- RSMS - Road Safety Management Services
- RTIMP - Root and Tuber Improvement and Marketing Program
- SDF - Skills Development Fund
- SEA - Strategic Environmental Assessment
- SEACOP - Sea Communication Project
- SEC - Security and Exchange Commission
- SEPZ - Sekondi Export Processing Zone
- SHCL - State Housing Company Limited
- SHS - Senior High School
- SIF - Social Investment Fund
- SLTF - Students Loan Trust Fund
- SLWMP - Sustainable Land and Water Management Project
- SMEs - Small and Medium Enterprises
- SMTDP - Sector Medium Term Development Plan
- SOEs - State Owned Enterprises
- SOP - Standard Operation Procedures
- SPA - Staff Performance Appraisal
- SPAI - Staff Performance Appraisal Instrument
- SPMCs - Sub-Project Management Committees
- SPSS - Statistical Package for Social Sciences
- SSPP - Single Spine Pay Policy
- STDs - Sexually Transmitted Diseases
- STL - Studio-to-Transmitters Link
- STME - Science, Technology and Mathematics Education
- T2X - Takoradi 2 Expansion
- TBP - Time-Bound Programs
- TCPD - Town and Country Planning Department
- TDC - Tema Development Corporation
- TOR - Tema Oil Refinery
- TRAQUE - Trade Related Assistance and Quality Enabling
- TSA - Treasury Single Account
- TVET - Technical Vocational Education and Training
- UCC - University of Cape Coast
- UDG - Urban Development Grant
- UER - Upper East Region

- UHAS - University of Health and Allied Sciences
- UK - United Kingdom
- UMACA - University of Media and Creative Arts
- UN - United Nations
- UNCTAD - United Nations Conference on Trade and Development
- UNEP - United Nations Environment Programme
- UNESCO - United Nations Educational, Scientific and Cultural Organization
- UNFPA - United Nations Population Fund
- UNHCR - United Nations High Commissioner for Refugees
- UNICEF - United Nations Children's Fund
- UNIFIL - United Nations Interim Force in Lebanon
- UNMIL - United Nations Mission in Liberia
- UNOCI - United Nations Operations in La Cote d'Ivoire
- UNODC - United Nations Office on Drugs and Crime
- UNWTO - United Nations World Tourism Organization
- UPSA - University of Professional Studies
- USAP - Universal Security Audit Programme
- USOAP - Universal Safety Oversight Audit Programme
- UTDBE - Untrained Teacher Diploma in Basic Education
- UWR - Upper West Region
- VAG - Veterans Administration, Ghana
- VALCO - Volta Aluminium Company
- VAW/G - Violence Against Women/Gender
- VLTC - Volta Lake Transport Company
- VRA - Volta River Authority
- VTMISS - Vessel Traffic Management Information System
- WAEC - West African Examinations Council
- WAEMU - West African Economic Monetary Union
- WARFP - West African Regional Fisheries Program
- WASSCE - West African Senior Secondary Certificate Examination
- WCO - World Customs Organisation
- WFP - World Food Programme
- WIMAX - Worldwide Interoperability Microwave Access
- WMO - World Meteorological Organisation
- WR - Western Region
- WRC - Water Resources Commission
- WRI - Water Research Institute
- WTP - Water Treatment Plant

ANNEX 2: TOTAL STAFF AND SEX DISTRIBUTION IN MDAs

S/NO	MINSTRIES	MALE	FEMALE	TOTAL
1	Communications	36	30	66
2	Chieftaincy and Traditional Affairs	26	18	44
3	Defence	28	31	59
4	Education	83	59	142
5	Employment and Labour Relations	44	40	84
6	Energy	83	42	125
7	Environment, Science, Technology and Innovation	36	27	63
8	Finance	371	202	573
9	Fisheries and Aquaculture Development	13	8	21
10	Food and Agriculture	637	298	935
11	Foreign Affairs	288	279	567
12	Gender, Children and Social Protection	30	38	68
13	Health	130	72	202
14	Information and Media Relations	43	22	65
15	Interior	35	33	68
16	Justice	147	97	244
17	Lands and Natural Resources	51	49	100
18	Local Gov't and Rural Development	85	69	154
19	Office of Government Machinery	583	424	1007
20	Roads and Highways	57	44	101
21	Tourism, Culture and Creative Arts	36	30	66
22	Trade and Industry	172	100	272
23	Transport	54	33	87
24	Water Resources, Works and Housing	71	53	124
25	Youth and Sports	34	25	59
	TOTAL	3173	2123	5296

S/NO	DEPARTMENTS	MALE	FEMALE	TOTAL
1	Attorney Generals	65	126	191
2	Births and Deaths Registry	166	122	288
3	Bureau of Ghana Languages	17	16	33
4	Chieftaincy	352	280	632
5	Children	38	31	69
6	Community Development	34	18	52
7	Controller and Acct Gen Dept.	2368	1334	3702
8	Cooperatives	194	130	324
9	Factories Inspectorate	40	29	69
10	Feeder Roads	68	19	87
11	Geological Survey Dept.	206	64	270
12	Housing Loan Scheme	5	4	9
13	Information Service Dept.	743	440	1,183
14	Labour Department	210	101	311
15	Management services Dept.	28	21	49
16	Office of the Copyright Administrator	20	13	33
17	Parks and Gardens	137	69	206
18	Public Records and Archives Admin.	86	71	157
19	Public Works Dept.	95	33	128
20	Registrar-Generals Dept.	110	116	226
21	Rent Control	63	48	111
22	Rural Housing	8	9	17
23	Social Welfare	196	319	515
24	Town and Country Planning	38	14	52
25	Urban Roads	63	26	89
26	Women	24	40	64
	TOTAL	5374	3493	8867

ANNEX 3: AGE DISTRIBUTION BY MINISTRIES & DEPARTMENTS

S/NO	MINISTRIES	AGE GROUP					TOTAL
		20-30	31-40	41-50	51-60	60+	
1	Communication	5	24	18	19	0	66
2	Chieftaincy and Traditional Affairs	4	18	13	8	1	44
3	Defence	11	16	17	15	0	59
4	Education	12	45	35	48	2	142
5	Employment and Labour Relations	13	24	24	23	0	84
6	Energy	25	45	32	23	0	125
7	Environment, Science, Technology and Innovation	14	13	24	12	0	63
8	Finance	71	246	139	115	2	573
9	Fisheries and Aquaculture Development	4	8	4	4	1	21
10	Food and Agriculture	131	237	214	318	35	935
11	Foreign Affairs	49	236	157	125	0	567
12	Gender, Children and Social Protection	8	30	18	12	0	68
13	Health	14	67	69	52	0	202
14	Information	6	22	21	16	0	65
15	Interior	14	19	16	19	0	68
16	Justice	35	74	64	71	0	244
17	Lands and Natural Resources	11	30	22	35	2	100
18	Local Gov't and Rural Development	22	44	46	42	0	154
19	Office of Government Machinery	140	244	292	321	10	1007
20	Roads and Highways	17	20	28	36	0	101
21	Tourism	3	20	18	25	0	66
22	Trade and Industry	30	93	68	66	15	272
23	Transport	14	26	27	19	1	87
24	Water Resources, Works and Housing	12	35	34	42	1	124
25	Youth and Sports	2	18	21	16	2	59
	TOTAL	667	1654	1421	1482	72	5296

S/NO	DEPARTMENTS	AGE GROUP					TOTAL
		20-30	31-40	41-50	51-60	60+	
1	Attorney Generals	26	66	58	41	0	191
2	Births and Deaths Registry	61	58	69	100	0	288
3	Bureau of Ghana Languages	0	7	10	16	0	33
4	Chieftaincy	89	144	122	262	15	632
5	Children	6	27	20	16	0	69
6	Community Development	9	11	7	25	0	52
7	Controller and Acct Gen Dept.	558	634	1601	908	1	3702
8	Cooperatives	71	37	67	149	0	324
9	Factories Inspectorate	6	28	11	24	0	69
10	Feeder Roads	3	15	25	44	0	87
11	Geological Survey Dept.	41	62	53	114	0	270
12	Housing Loan Scheme	3	2	3	1	0	9
13	Information Service Dept.	226	482	202	271	2	1,183
14	Labour Department	18	67	125	101	0	311
15	Management services Dept.	8	18	15	8	0	49
16	Office of the Copyright Administrator	7	14	8	3	0	33
17	Parks and Gardens	23	87	55	41	0	206
18	Public Records and Archives Admin.	47	35	34	41	0	157
19	Public Works Dept.	16	33	38	41	0	128
20	Registrar-Generals Dept.	62	69	45	50	0	226
21	Rent Control	56	25	21	9	0	111
22	Rural Housing	2	4	1	10	0	17
23	Social Welfare	85	170	129	131	0	515
24	Town and Country Planning	5	22	14	10	1	52
25	Urban Roads	14	36	24	15	0	89
26	Women	11	14	14	25	0	64
	TOTAL	1453	2167	2771	2456	19	8867

ANNEX 4: LIST OF TRAINING & DEVELOPMENT PROGRAMMES

SCHEME OF SERVICE AND COMPETENCY-BASED TRAINING					
NO	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
1	Induction Prog. for newly Recruited Officers	CSTC, MELR	9	12	21
2	Certificate in Public Administration	GIMPA	5	13	18
3	Diploma in Public Administration	GIMPA	7	8	15
4	Women in Management	GIMPA	0	3	3
5	Gender Sensitisation	CSTC	0	2	2
6	Agric. Mechanisation for Dev. Countries	Chinese Aca. Of Agricultural Mech. Sc.	0	1	1
7	Better Workforce	GIMPA, CAMC	1	2	3
8	Mgt. Programme for Snr. Execs	Admin. Staff College, India	1	0	1
9	Result-Based Management	CIDA, GIZ	3	2	5
10	Monitoring & Evaluation I	CSTC, ECOWAS/GIZ, Illinois State Uni.	6	3	9
11	HRM for Senior Officials	JICA	0	1	1
12	Defence Management	Armed Forces Training Sch.	3	1	4
13	Advanced Training of Trainers	CSTC	3	4	7
14	Basic Customer Care	CSTC	0	2	2
15	Promotional course for Higher Exec Officers	CSTC	1	2	3
16	Administrative Management Skills	MDPI	0	2	2
17	Office Mgt. and Administration	MDPI	0	1	1
18	Public Relations Advert. & Marketing	GIJ	0	1	1
19	Housing Keeping, Food & Beverages	HOTCATT	18	2	20
20	Records Mgt. Programme	PRAAD, Laysia Consult	12	11	23
21	Security & Emergency Driving Mgt. Science	Road Safety & Transport Consult Ltd	30	1	31
22	Information Technology	CIPD/GIMPA	28	24	52
23	Proposal Writing	Kani Consult	13	7	20

SCHEME OF SERVICE AND COMPETENCY-BASED TRAINING					
NO	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
24	Admin Principles & Instructions Course	CSTC	0	1	1
25	Specialist Internal Auditing	Sun Lodge Hotel	2	1	3
26	Specialist Internal Auditing II	Sun Lodge Hotel	1	2	3
27	Audit Reporting with Impact	Sun Lodge Hotel	1	2	3
28	ICT (Software Source)	KACE	2	0	2
29	Small Scale Bus. Skills Dev't. Training		0	3	3
30	Ethical Leadership Programme	CSTC	1	0	1
31	Professional Leadership Skills	CSTC	1	0	1
32	Project Mgt. Master Class	WAILG	2	0	2
33	Functional Language	CSTC	0	1	1
34	Civil Serv. Admin Skills & Instructions	CSTC	0	2	2
35	Business Communication	CSTC	1	0	1
36	Managing the Resource Process in the Supply Chain Master Class	British Council	1	0	1
37	Best Practices in File Mgt.	Laysia Info Consult	3	1	4
38	Training Needs Assessment & Staff Appraisal	State Ent. Commission, MoT	19	17	36
39	Retirement, Social Sec. Training & Future Wellness	Save Foundation	2	0	2
40	Emergency First Aid for Drivers	Gh Red Cross Society	9	0	9
41	Promotional Course for Snr. Exec. Officers	CSTC	1	0	1
42	Training of Internal Auditors on GIFMIS Modules	CAGD	2	1	3
43	Strategies in Managing Supplier r/n in Procurement Process	GH Inst. of Engineers	2	0	2

SCHEME OF SERVICE AND COMPETENCY-BASED TRAINING					
NO	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
44	Occupational Health & Safety	GH Inst. of Engineers	1	0	1
45	Software Application in Project Mgt. Foundation	GH Inst. of Engineers	1	1	2
46	Training Needs Analysis & Training Evaluation	MDPI	2	1	3
47	Project Cycle Mgt.	MDF, Holland	0	1	1
48	Contract Administration	Int. Law Inst., USA	1	0	1
49	Translating Policy into Legislation	RIPA International, UK	1	0	1
50	Contract Procurement, Implementation, Performance Monitoring & Conflict Resolution	IP3, USA	1	1	2
51	PPP Strategies, Methods & Project Structuring Techniques	IP3, USA	1	0	1
52	EEZ Mgt. & Operations	GAFSC	0	1	1
53	Project Management	Mensvic Hotel	0	1	1
54	Speech Writing & Delivery Skills	CSTC	1	0	1
55	E-Records	GIMPA	1	0	1
56	Int'l Training Course on Trade Facilitation for African Countries	Malaysia External Trade Dev't. Corp.	1	0	1
57	Advance IT Risk, Security Mgt. and Cybercrime Prevention Course	Burem Training and Bus Consult Priv Ltd, SA	2	0	2
58	Seminar on Capacity Building of Participating in WTO Affairs for African English Speaking Countries	Aca for Int. Bus. Officials, China	1	0	1
59	Seminar on Economic Administration for African English Speaking Countries 2013 Beijing, China	Aca for Int. Bus. Officials, China	1	0	1

SCHEME OF SERVICE AND COMPETENCY-BASED TRAINING					
NO	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
60	Seminar on Intellectual Property Rights for African English-Speaking Countries, China	SAIC Admin Inst., China	0	1	1
61	Seminar on Coastal Region Economic Dev't. for Developing Countries, Fuzhou, Jujian Province	Aca for Int. Bus. Officials, China	1	0	1
62	WTO Workshop on The 7th Special Meeting on Procedures for Information Enquiry Change for Officials Responsible for Notifications and Enquiry Points, Geneva	International Training Centre, WTO, Switzerland	1	0	1
63	Refresher Course 'Afrika Kommt' A Leadership Training Programme at Bonn, Germany	Cameroonian Society of Engineers and Computer Scientists (VKII), Frankfurt, Germany	0	1	1
64	International Training Course on 'SME' Development and Trade Promotion	JICA, Malaysia SME Corp, Kuala Lumpur, Malaysia	1	1	2
65	Training Programme on Sustaining Development and Leadership	Helta Inst. for International Dev't..... (USA)	1	1	2
66	Training Programme on Ethics, Accountability and Corruption Prevention	Royal Institute of Public Administration (RIPA), London, UK	0	1	1
67	Training Programme on SMEs Policies in Korea	Small Bus. Training Inst., S Korea	4	1	5
68	Seminar on Capacity Building of Exporting Characteristic Consumer Goods for African Countries	Aca for Int. Bus. Officials, China	1	0	1
69	WTO Regional Trade	WTO & Uni. of Botswana, Botswana	1	0	1

SCHEME OF SERVICE AND COMPETENCY-BASED TRAINING					
NO	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
	Policy Course (RTPC) for English Speaking African Countries in Botswana				
70	International Training Course on 'Audit of Public Sector Enterprises'	South African ICA, SA	1	0	1
71	International Training Course on 'Strengthening Consumer Affairs Activity and Specialist Training	Small Bus. Training Inst., S Korea	1	1	2
72	A Waifem/IMF Regional Course On Balance Of Payments, International Investment Positon (IIP) And External Debt Statistics In Banjul, Gambia	W/A Inst. for Financial and Econ Mgt. (WIAFEM)/IMF, Gambia	1	0	1
73	International Training Programme on Communication Skills in English and Promotion of Micro, Small and Medium Enterprise in Noida, India	National Institute of Micro Small and Medium Enterprises, Hyderabad, India	0	2	2
74	WTO Advanced Trade Policy Course Geneva	World Trade Institute, WTO, Switzerland	1	0	1
75	Regional Seminar on Trade and Development Including Aid for Trade for English Speaking African Countries, Addis Ababa, Ethiopia	WTO, Addis Ababa, Ethiopia	0	1	1
76	Seminar on System of Intellectual Property and Development of Science and Technology, Trade and	Aca for Int. Bus. Officials, China	1	1	2

SCHEME OF SERVICE AND COMPETENCY-BASED TRAINING					
NO	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
	Economy for Developing Countries, China				
77	Seminar on Intellectual Property Right for African English-Speaking Countries Shenzhen, Guagdong Province, China	Aca for Int. Bus. Officials, China	0	1	1
78	Health Policy Analyst	Cape Town University	1	0	1
79	Senior Management Course	GIMPA	0	1	1
TOTAL			221	155	376

WORKSHOPS, SEMINARS AND CONFERENCES					
NO.	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
1	Workshop on Information Security Systems in Organisations	Oricum Consult	2	0	2
2	End-of-Year Edition of National Drivers Forum	National Inst. For Social Advocacy	1	0	1
3	8th Internal Auditors Forum	IAA	4	1	5
4	8th KEC Tech. Training Programme	Korea Expressway Corporation	2	0	2
5	4th Int. Infrastructure Investment & Construction Forum	China Railway Wuju Corp, China	5	0	5
6	World Engineers Summit on Climate Change	Singapore	2	2	4
7	35th AAPAM Roundtable Conference	AAPAM, Rwanda	2	0	2
8	6th W/A Monetary Zone Trade Ministers' Conference	WAMZ Institute, Guinea	0	1	1
9	African Public Service Day	GoG/AU	1	1	2
10	GH/SA PJCC	Pretoria, SA	1	0	1
11	Investigative & Forensic Audit		1	0	1
12	CAAT (IDEA)	KPMG	1	0	1

WORKSHOPS, SEMINARS AND CONFERENCES					
NO.	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
13	Gender Agenda Gaining Momentum	Mensvic Hotel	0	1	1
14	Public Procurement Act	PPB	2	0	2
15	Effective Storekeeping	ITS	1	0	1
16	Beyond RIO +20: Emerging Challenges & Opportunities International Conference	IPA, UNU-INRA, ISSER	1	0	1
17	Managing the Sourcing Process in Supply Chain Master Class	British Council	1	0	1
18	Workshop on Draft Public Procurement Policy on Timber Products	MLNR	1	0	1
19	Consultative Meeting with Key Stakeholders on the Redesigning of Standard Tender Documents for Goods, Works & Housing	PPA	1	0	1
20	Strategic Role of Professional Procurement in the Dev't of Africa	OHCS/CIPS	1	0	1
21	Internal Audit Forum	IAA	1	0	1
22	Mid-Year Review Workshop	MoT	8	2	10
23	Stakeholders' Workshop to Discuss Draft Interim Report for the Preparation of a Master Plan for Transport on the Volta Lake	MoT	6	1	7
24	Internal Auditors Annual Conference	IAA	1	0	1
25	Mgt.Dev't. Prog in International Business	India Inst. of Foreign Trade	1	1	2
26	Training Workshop for HR Managers/Directors	PSC	0	1	1
27	15th Edition of National Women's Forum	Centre for Democracy	0	2	2
28	National Dev't. Fund Conference		1	0	1
29	Scheme of Service Workshop	CSTC	0	1	1
30	IPPD Workshop	CSTC	1	0	1

WORKSHOPS, SEMINARS AND CONFERENCES					
NO.	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
31	Capacity Building for Snr.& Jnr. Staff	MoCTA	26	23	49
32	Judicial Committee Training Workshop for Registrars & Judicial Committee	LGSS	11	4	15
33	Admin/Judicial Matters	ER House of Chiefs	4	0	4
34	Stakeholders' Workshop on Preparation of a Regulatory Body & Regulations to improve Performance of Gh Road Transport Service	MoT	1	3	4
35	16th Annual African Rail Conference, 2013	African Rail	1	0	1
36	Workshop on Consultancy Service for the Preparation of All Necessary Regulation to enable Gh Railway Dev't. Authority	Gh Railway Dev't. Authority	2	0	2
37	preparation of road transport authority	MoT/EU,	1	0	1
38	Climate Change Policy Training Workshop	UoG	1	0	1
39	E-Pay Slip	CAGD	4	0	4
40	Accountability, Culture& Ethics	Archives & Records Assoc.	0	1	1
41	Third & Last Consultative Meeting	Paris	2	0	2
42	2013 IMF Meetings		8	3	11
43	China Dev't. Bank		6	1	7
44	Extra-ordinary Session of ECOWAS Council of Ministers		2	0	2
45	11th European Dev't. Fund		3	0	3
46	Committee on Fiscal Affairs Advisory Grp - 4th Plenary Meeting		1	0	1
47	Knowledge Sharing Programme		0	1	1
48	World Bank Voice Secondment Prog.		1	0	1
49	19th International		2	0	2

WORKSHOPS, SEMINARS AND CONFERENCES					
NO.	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
	Conference				
50	Global Training Consulting		1	0	1
51	WAIFEM Regional Course		1	1	2
52	Cost Benefit Analysis for PPP	World Bank	1	0	1
53	GIFMIS Workshop	NSC, CAGD, Miklin & Mensvic Hotels	5	2	7
54	Program Mgt. Info Workshop	GoG	1	0	1
55	ICCE Coaching Exec Conference	ICCE-GoG	1	0	1
56	MTDP Workshop	GoG	2	0	2
57	Sensitisation Workshop on Sports Bill	GoG	2	0	2
58	Sports Policy Dialogue	B/C	2	0	2
59	Workshop on Computer Assisted Audit Tools	GoG	0	1	1
60	Dev't. of Youth Employment Plan	ECOWAS	1	1	2
61	ECOWAS Youth Capacity Building Program	ECOWAS	6	1	7
62	Sensitisation Workshop on Ministers' Handbook	Messrs Urban Assoc. Ltd	22	10	32
63	2013 Budget Workshop	MoF	1	0	1
64	Sensitisation on Admin Framework Document	Kani Consult	22	16	38
65	Corporate Governance & Excellence in Mgt. of Public Enterprise	Int. Mgt. Inst., India	1	0	1
66	Project management	galilee Int. Mgt. Inst.	1	0	1
67	Conf. on Infrastructure Planning & Dev't. for Developing Countries	China Exec Leadership Aca	1	0	1
68	Workshop on ADA Coastal Project Phase II	IMDC, Belgium	0	1	1
69	Collaborative Adoption Research Initiative		1	0	1
70	International Water Assoc. Congress	WMO, Kenya	1	0	1
71	Felemetry System	Arghyment Hydro, China	2	0	2
72	River Basin Org.	WIENCO Gh.	1	1	2
73	Database Mgt.	Volta Basin Authority	1	0	1

WORKSHOPS, SEMINARS AND CONFERENCES					
NO.	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
74	Flood Forecasting & Early Warning System	Arghymt Hydro, China	1	0	1
75	Essential Mgt. Skills for Snr. Secretaries	CBM Consult Ltd	0	4	4
76	PPP Workshop	GoG/WB	3	0	3
77	Workshop on Fundamentals of Audit Process	NSC	0	1	1
78	Procurement	MWRWH	18	6	24
79	Program-Based Budgeting		4	0	4
80	Sensitisation Workshop for Estate Officers	MWRWH	9	5	14
81	Procurement Supply Chain Summit	MoF	1	1	2
82	Fundamentals of Internal Audit	IIA	2	1	3
83	IDEA	IIA	0	1	1
84	Validation Workshop on Draft Housing policy	MWRWH	19	5	24
85	4th Gh. Water Forum	MWRWH	17	10	27
86	International Seminar on Seawater Desalination & Multi-purpose Utilization for Developing Countries	Tianji Teda Grp of Companies-China	1	0	1
87	ECOWAS Conference for Governmental Experts on ECOWAS Integrated Maritime Strategy	ECOWAS Secretariat	1	0	1
88	Annual Internal Auditors Conference	IIA	1	0	1
89	E-Governance Workshop	GIMPA	4	0	4
90	Integrated Personnel Payroll Database	CAGD	2	2	4
91	IT Infrastructure Library	NITA/PSC	1	0	1
92	Seminar for Policy Makers & Policy Implementers on Result-Based Mgt.	CAFRAD	0	1	1
93	Seminar for Public Administration for Civil Servants in African countries	Chinese Academy of Governance	1	0	1
94	Seminar on Public Service Reform & Innovation for	Chinese Academy of Governance	1	1	2

WORKSHOPS, SEMINARS AND CONFERENCES					
NO.	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
	Dev't. Countries				
95	Establishing Comprehensive Database ^a	PSC	2	0	2
96	Civil Service Handbook	OHCS	2	0	2
97	Open Government	PSC	2	0	2
98	Public Finance Mgt.	CTS	1	0	1
99	2014 Budget Preparation	MOIMR	10	1	11
100	Preparation of SMTDP	MOIMR	10	1	11
101	Training Samplers	UNIDO/MOTI	2	3	5
102	Vegetable seed inspection & certification	EMPAP/PPRSD	1	0	1
103	Building a critical mass of Biosafety Inspectors in Ghana	MESTI/NAPAD	1	0	1
104	ITC Tools: Standard Map & Trade Map	PIP/ COLEACP	2	0	2
105	Disease & Pest Mgt. of Main Crops for African Countries	Ministry of Agriculture, China	1	0	1
106	Microbiology Risks Assessment	EDES/COLE ACP, Accra	3	0	3
107	Inspect Pathology on Storage Pest using Beauveria Product	CAB International Accra	3	0	3
108	Validation Workshop on Invasive Weeds	FAO, Accra	1	0	1
109	Workshop on Performance Mgt. & Leadership	MOFA	1	0	1
110	Hands-on Training Workshop on Weed Risk Assessment & Post Borders Weed Risk Mgt.		1	0	1
111	vegetable & fruits Symposium	Gh Horticulture Society, Accra	0	1	1
112	Pest Risk Analysis	NIPHIM, India	1	0	1
113	E-Government Phase II Project Technical Training	NITA	2	0	2
114	Project Cycle Mgt.	ISSER	2	2	4
115	Training Workshop for HRDs	PSC	2	1	3
116	Invitation to Participate in Software Freedom Day	KACE-ICT	0	1	1

WORKSHOPS, SEMINARS AND CONFERENCES					
NO.	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
	2013				
117	Training Workshop on Effective Leadership for CDs & CEOs	PSC	1	0	1
118	Performance Management	MOFA-HRDMD	1	1	2
119	Strategic National Energy Plan	Energy Commission	1	0	1
120	Employee Dev't. Prog Workshop	CCL-Africa	0	1	1
121	Human Resource Planning Workshop	MOFA-HRDMD, CSTC	1	2	3
122	Managing Archives Workshop	Laysia Consult	4	0	4
123	knowledge Sharing	SamYoung KPMG	2	0	2
124	Strengthening Resilience to food & nutrition security in Sahel & W/A	CILLS-FAO	2	0	2
125	9th(WTO) Ministerial Conference (MC8) in Bali, Indonesia	MOTI	2	0	2
126	1st Igc Africa Growth Forum At Kampala, Uganda	MOTI	0	1	1
127	35th Roundtable Conference of African Association of Public Administration And Management (AAPAM) At Kigali Serena, Rwanda	MOTI	2	0	2
128	Commonwealth Business Forum 2013 Pertaining For Wealth Creation and Social Development Colombo, Sri Lanka	MOTI	1	0	1
128	Session of The General Conference of the United Nations Industrial Development Organization (UNIDO) Lima, Peru,	MOTI	1	1	2
130	Third Session of the Ghana And South Africa Permanent Joint Commission for Cooperation (PJCC) in	MOTI	2	0	2

WORKSHOPS, SEMINARS AND CONFERENCES					
NO.	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
	Pretoria				
131	Green Industry Conference Guangzhou, China	MOTI	3	0	3
132	Ministerial Session of the Ministerial Monitoring Committee on the Economic Partnership Agreement Between West Africa and the European Union in Praia, Cape Verde	MOTI	1	0	1
133	9th CII-Exim Bank Conclave on India-Africa Project Partnership, New Delhi, India	MOTI	2	0	2
134	Training Workshop on the Promotion of Cotton Manufacturing in Egypt	MOTI	1	0	1
135	Africa Business Week 2013 at Frankfurt Germany	MOTI	1	1	2
136	The 41st Session of the Codex Committee on Food Labelling, Charlottetown, Canada	MOTI	1	0	1
137	1st All Africa Public Relations And Strategic Communication Summit in Addis Ababa Ethiopia	MOTI	1	0	1
138	UNCTAD Ministerial Meeting In Geneva	MOTI	1	0	1
139	Third Round of Technical Level Ghana and Turkey Bilateral Negotiations for a Free Trade Agreement in Ankara, Turkey	MOTI	2	0	2
140	The 97th ACP Council of Ministers, and 38th Sessions of the ACP-EU Council of Ministers, Brussels, Belgium	MOTI	1	0	1
141	The 11th Session of the Committee on Development and Intellectual Property Geneva	MOTI	1	0	1

WORKSHOPS, SEMINARS AND CONFERENCES					
NO.	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
142	Regional Meeting on Trade Liberalisation Under Economic Partnership Agreement Development Program, Gambia	MOTI	1	0	1
143	World Economic Forum Cape Town South Africa	MOTI	1	0	1
144	The Forum of Candidates for the Post of Director-General and the 29th Session of the Programme and Budget Committee of United Nations Industrial Organisation Vienna, Austria	MOTI	1	0	1
145	The 97th ACP Council of Ministers, and the 38th Session of The ACP-EU Council of Ministers, Brussels, Belgium	MOTI	1	0	1
146	The Forum of Candidates for the Post of Director-General and the 29 th Session of the Programme and Budget Committee of United Nations Industrial Organisation Vienna, Austria	MOTI	1	0	1
147	The Presidential Delegation Visit to Paris, France from 25-30 May, 2013 and 'Ghana Day' Forum Barcelona Fair in Barcelona, Spain	MOTI	1	0	1
148	The 5th Tokyo International Conference on African Development (TICAD V) Summit, Yokohama Japan,	MOTI	6	0	6
149	The 20th Ordinary Session of African Union of Ministers of Industry (CAMI-20) Nairobi, Kenya.	MOTI	2	0	2
150	The Ethical Fashion Alta	MOTI	1	0	1

WORKSHOPS, SEMINARS AND CONFERENCES					
NO.	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
	Roma Moda Event at Rome, Italy and the WTO 4th Global Aid for Trade Meeting in Geneva				
151	The Workshop Group Meeting of the Cocoa Cluster in Milan, Italy.	MOTI	1	0	1
152	The 13 th Session of the Intergovernmental Group of Experts on Competition Law and Policy and Ad Hoc Exert Meeting on the Interface Between Consumer and Competition Policies at Geneva.	MOTI	1	0	1
153	The Round Table Discussion on the Margins of the 4th WTO Global Review on Aid for Trade, Geneva	MOTI	1	0	1
154	The 41st Session of the Industrial Development Board and 2nd Special Session of the General Conference of United National Industrial Development Organisation, Vienna, Austria	MOTI	2	0	2
155	Ghana and Turkey Technical Level Negotiations on Agreement for Mutual Promotion of Trade and Investment Between the Two Countries, Ankara, Turkey	MOTI	2	0	2
156	Stonemart 2013 Conference Jaipur, India	MOTI	1	0	1
157	The World Trade Organisation Council Meeting Geneva	MOTI	2	0	2
158	Posting of New Trade and Investment Officers (Minister Counsellors) to	MOTI	1	0	1

WORKSHOPS, SEMINARS AND CONFERENCES					
NO.	COURSE OF STUDY	INSTITUTION/SERVICE PROVIDER	SEX		TOTAL
			MALE	FEMALE	
	the Permanent Mission in Switzerland, United Kingdom, and Belgium				
159	The 11th Session of Ghana-Burkina Faso Permanent Joint Commission for Cooperation (PJCC) in Ouagadougou, Burkina Faso	MOTI	1	0	1
160	ECOWAS Trade Ministers Meetings and Regional Consultative Meeting on Regional Integration Roadmap Abuja, Nigeria	MOTI	1	0	1
161	The African Pharmaceutical Summit, Hammamet, Tunisia	MOTI	1	0	1
162	ACP Ministerial Trade Committee Meetings in Brussels, Belgium	MOTI	1	0	1
163	Ghana Investment Ministerial Round-Table Event in London, United Kingdom	MOTI	1	0	1
164	8th Conference of African Union Ministers of Trade (CAMOT) Addis Ababa, Ethiopia	MOTI	1	0	1
165	The Global Services Forum Beijing, China	MOTI	1	0	1
TOTAL			406	139	545