



**ANNUAL PERFORMANCE REPORT
OF THE CIVIL SERVICE**

THEME:

**"Leading and Shaping a
High Performing Civil Service"**



2014

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FOREWORD

The Ghana Civil Service is the central and a strategic partner to the Government in its growth and development agenda. It is often described as the heartbeat of the Executive and a major artery through which the policies and programmes of the Government - constituting the ‘blood’ for National development - is channelled to the Citizenry.

This strategic role and functions of the Civil Service calls for regular and rigorous monitoring and evaluation mechanism that allows for review, introspection, correction and repositioning to achieve set objectives and core functions. It is for this reason that the Civil Service Law, 1993 (PNDCL 327) enjoins the Head of the Civil Service, within the first quarter of each year, to submit a comprehensive performance report to the Civil Service Council covering January to December of the previous year to give meaning to its strategic functions.

This 2014 performance report accordingly provides very comprehensive information, data and statistics covering the programme achievements, human resource status and other critical information on the entire Civil Service intended to help stakeholders and development partners but, most especially, the government to appreciate and make informed decisions towards national development and accelerate economic growth.

The report also outlines the challenges and difficulties that Civil Servants and the various sectors encountered in the course of performing their core functions and rendering services to the Public and its stakeholders. It proceeds to provide the necessary recommendations and suggestions for addressing these difficulties and challenges to reposition the Service for enhanced service delivery.

As the Chairman of the Civil Service Council, I am particularly enthused with the seriousness, dedication and commitment always displayed by the Head of the Civil Service and the Staff of the Office of the Head of Civil Service in putting together this report not only to meet a legal requirement but, in the process, serving as a way of evaluating itself. I therefore wish to commend the team for such hard work and the ‘*e spirit de corps*’ demonstrated through the completion of this assignment.

The theme for this year’s report “*Leading and Shaping a High Performing Civil Service*” has been carefully chosen; and it appears to clearly demonstrate the vision and the direction that the new Head of Civil Service and his team intend to drive the Service. I personally consider it very appropriate and in tune with the Government’s broader vision of human-centred governance and I hope to give them all the support they need to succeed.

The various Ministries, Departments and Agencies (MDAs) who have worked tirelessly despite the very limited resources to deliver substantially on their organizational targets and objectives also deserve to be recognized. The Civil Service Council is aware of the many challenges including the limited budgetary allocations and delayed release of funds as well as the implementation of the prepaid meter policy, and the energy crises posed to service delivery at the various sectors. However, in the midst of all these difficulties, the MDAs through their ingenuity and leadership have

managed to substantially overcome these difficulties and brought us this far. I am sure the lessons learnt would help in the coming year to improve on our new set-goals, so that the civil service and all who depend on it would be better served.

The quality of the information provided in this comprehensive report, covering almost all the key performance areas in the sectors makes it a very useful source document to the stakeholders, especially the Presidency, in understanding and appreciating the workings of its strategic partner, the Civil Service in planning and effective decision making. It is my hope that all key stakeholders and partners will take time to read and digest the content. I fervently believe this year, 2015, would also provide yet another good opportunity for the Civil Service to continue to work tirelessly with the Executive to deliver quality and timely services to the good people of Ghana.

On behalf of the Council members, I wish to congratulate all Civil Servants including the Association - CLOGSAG for the good work done in 2014, and encourage them to continue to strive for more success and harmonious relationship in the interest of the nation. My personal experience with the leaders gives me the encouragement and the hope that we shall succeed in leading and shaping the Civil Service into a high performing institution.

Thank you and God bless you all.

DR. ROBERT DODOO
CHAIRMAN, CIVIL SERVICE COUNCIL

MESSAGE FROM THE HEAD OF CIVIL SERVICE

Another reporting year has ended and the 2014 Annual Performance Report of the Ghana Civil Service has been prepared in accordance with the provisions in the Civil Service Law, 1993(PNDCL327). The production of this report has been made possible through the immense effort of our key actors in the Service. My appreciation goes to all who have contributed to the timely completion of this document. This is a positive step that we hope to sustain and even improve on.

The Civil Service Annual Performance Report (APR) generally provides a snapshot of activities undertaken during the reporting period and serves as an opportunity for the Civil Service to evaluate ourselves and re-strategize for better performance while also serving as a strategic input into decision making by Government. I am glad to state that even though the country continued to face economic challenges during the 2014 financial year, the Civil Service forged ahead with the limited resources at its disposal to carry out its core functions. This could not have been possible without direction and support from the political leadership, staff insight, tenacity and dedication to work. As a Service, we remain committed to the ethics of our profession, and to building a better performing Civil Service; one that is able to handle present situations and anticipate the developmental challenges for our dear country.

It is evident that the world is changing in many fundamental ways, and as such, the Civil Service cannot afford to be oblivious to the change. It is strategically important to align our Civil Service organisations to enable us achieve excellence across our core functional areas and mode of operations. It is in this spirit that the theme “*Leading and Shaping a High Performing Civil Service*” has been chosen for this year’s Report. A number of performance management interventions were rolled out in pursuance of the theme. The actions were also aimed at ensuring that the Civil Service was positioned to deliver efficiently on its planned programmes and activities. The initiatives targeted the highest cadre of Officers in the Service and were cascaded down to including other management level staff in order to achieve the desired effect. I firmly believe that these interventions will continue to engender significant improvements in performance in the Service to attain high levels of professionalism and service delivery.

Indeed, with the current macro-economic situation, I can anticipate very restricted budget operations and its attendant operational difficulties. This situation, however, should not discourage us but rather urge us to work assiduously to explore and embrace more innovative ways of delivering on our core business. It is imperative, therefore, that we streamline our processes and procedures, work collaboratively across our organizations and beyond, and exploit synergies and networks to enable us provide our clients, cost effective value for money service.

In conclusion, I would like to extend my sincere gratitude to our stakeholders, including the development partners who continued to provide us with some support. Let me also acknowledge the contributions of our colleagues and compatriots who retired gracefully or exited in one way or the other from the Civil Service. Their contributions surely added to the success and achievements of the Service. I take this opportunity to wish them well and continued success in their future endeavours. I would also wish to acknowledge the ever-improving political and administrative interface which is a positive indication of the growth of our democratic culture.



Finally, I urge all of us to continue to uphold the principles of loyalty, excellence and committed service to the people. May God bless the Civil Service and our beloved country, Ghana.

NANA AGYEKUM DWAMENA
HEAD OF THE CIVIL SERVICE

EXECUTIVE SUMMARY

Annual Performance Report is a monitoring and evaluation mechanism, that enables organisations assess their strengths, weaknesses, opportunities and treats. It provides the avenue to build on the organization's strengths, address weaknesses, and strategically reposition the organisation to overcome or manage the treats to their advantage. It is a common management tool applied regularly in all organisations including the Civil Service. Section 86 (1) and (2) of the Civil Service Law, 1993 (PNDCL 327) specifically mandates the Head of Civil Service to within three months after 31st December of each entry year, to produce an Annual Report on the Performance of the Civil Service. It is in fulfilment of this legal requirement, and in recognition of the need and importance for self-assessment that this Annual Performance Report covering the period January to December 2014 has been prepared by the Office of the Head of Civil Service (OHCS).

By this mandate the Head of the Civil Service is given the opportunity to provide a comprehensive report on the overall performance of all the Civil Service Organization under its control on annually. Copies of the report after its acceptance by the Civil Service Council are then presented to His Excellency the President of the Republic of Ghana, Sector Ministries, Development Partners and other identified key stakeholders as source document for the purpose of planning, budgeting and effective decision making towards national development.

Most significantly, the report also evaluates and monitors government programmes and policies as spelt out in the Development Agenda; and outlined in the Ghana Shared Growth and Development Agenda II (GSGDA), the Medium Term Expenditure Framework (MTEF), the President's State of the Nation Address (SONA) and the Budget Statement presented to the Legislature within the reporting period. These documents specifically serve as the reference materials through which all the organisations; that is the Ministries, Departments and Agencies under the Civil Service develop their annual work programmes for implementation towards effective national development.

In all, Twenty-three (23) Ministries and three (3) extra-Ministerial organisations under the Office of Government Machinery made significant input by reporting on their activities, and programmes, achievements and challenges using the agreed format and guidelines provided by the OHCS for the purpose of uniformity and standard collation of information. It is important to note that, the guideline focused on collecting information on issues relating to the Sectors Policies; Programmes and Project performance as well as the Administrative, Human Resource and Manpower Development initiatives and issues.

The achievements and focus for the year 2014 has been summarised in the theme for the Report: "Leading and shaping a high performing Civil Service". This theme portrays the gains made through the institutionalizing very robust performance management culture the Service to facilitate the achievement of Government Policies and Programmes. In addition some critical performance management tools for assessing employees' performance have been introduced in the Service in the last couple of years. These include the signing and evaluation of Performance Agreements by Chief Directors, Heads of Department and Directors and analogous grades; as well as the use of the new staff appraisal instrument staff from Deputy Director and analogous grades. This seeks to hold all

levels of staff accountable for the delivery of core mandate and key results areas emanating from sector goals outlined in the source documents.

Chapter One details the Profile of the Ghana Civil Service. It deals with some historical facts; the background and origin of the Ghana Civil Service as well as the various reforms and their significance. The organization and management systems of the Civil Service and the environment within which government business operates is also outlined here. The number of Ministries, Extra Ministerial Organisations and Departments is also provided in this chapter. Currently there are 23 Ministries, 3 extra ministerial organisations and 27 Departments. The Civil Service, which is known to be the major administrative organ of the Executive arm of Government, its task and mandate of formulating policy options for the consideration by government, monitoring, co-ordination, evaluation and the periodic review of government policies and programmes are discussed briefly.

Chapter Two highlights the National Policy Framework and the source documents namely the Ghana Shared Growth and Development Agenda (GSGDA) the 2014 President's State of the Nation Address, the 2014 Government Economic Policy and Budget Statement and the Sector Medium Term Development Plans (SMTDP); from which MDAs drew their policies and programmes for implementation in the course of the year. The 2014 reporting year saw the development of the second policy framework document the GSGDA II, which would be used to guide the country's development programme for the next four years (2014-2017).

Chapter Three is the nerve centre of the Report. It discusses the Performance of MDAs; provides a summary of the key performance of all the MDAs in line with the template and the reporting guidelines on the implementation of their planned programmes and projects which facilitates decision making generally. Highlights and short summary of key deliverables on all the MDAs performance is provided at the end of the chapter.

Chapter Four, provides the data, Statistics and Analysis on the Human Capital base of the Service. It is a very important chapter in the Report and should engage every reader's attention. The Chapter gives the staff strength for the entire Civil Service as 15,636. This is made up of 9,371 males and 6,265 females. The data also shows that, 980 officers attended various training courses and programmes during the year, thereby receiving various skills and capacity enhancement. Out of the figure, 545 officers received various short term capacity building workshops, seminars and conferences, 376 specifically in scheme of service and competency-based training programs and 59 officers pursued various academic training programs in certificate and Masters Degrees. Out of this total number 67.6% were males while 32.4% were females.

Chapter Five presents an analysis of major challenges which affected the delivery of most of the planned activities in the year under review. These challenges have been grouped under the following sub areas: Financial, Human Resource, Logistics & Office Accommodation, Research, Information Technology and M&E, Legal, Procurement. The prime financial constraints reported were the irregular, untimely, poor 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 primary challenges include inadequate staff, staff without requisite skills, and skewed staff

distribution. The report recorded largely absence of M&E systems to track performance and impacts. Complex procurement processes were identified as a major hindrance in the smooth implementation of MDAs programmes and activities.

Chapter Six is the concluding chapter, and it outlines the Service-wide outlook for MDAs in the ensuing year and draws some conclusions for the report. It also focuses on the major works for most ministries in 2015. This would 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. There would also be the carry-over of the Performance Reporting and Evaluation of Chief Director's & Director's/Heads of Department Agreements, Monitoring & Evaluation of Sector's Programmes and Projects – which includes the implementation of the New Staff Appraisal Form, scheduled to be kick start in January 2015; Organise Mid-year Performance Review for the Sector, and encourage MDAs to Build Human Capacity in the Civil Service. In addition the traditional core functions of each sector would be pursued vigorously.

Highlights and Summary of Some Key Activities Undertaken by MDAs in 2014

In spite of the generally poor economic situation which affected cash flow in government businesses, all the MDAs worked satisfactorily on their mandates. Thus the *Office of the President* in its quest to facilitate communication among government agencies created a web portal which served as a *one-stop* point for access to information about the Office and for use as an electronic notice board, electronic telephone directory and links to other government websites and businesses.

Similarly the National Pensions Regulatory Authority (NPRA) also under the Office of Government Machinery during the review period organized stakeholder Education and Sensitization for Organized Labour, Employers, Service Providers, Senior Officials of MDAs, Security Services and the General Public on the Three-Tier Pension Scheme. It also renewed licenses of 25 Corporate Trustees, 50 Fund Managers, 15 Custodians and 1 Corporate Trustee.

During the period, the National Population Council (NPC) provided technical leadership for the implementation of the GOG/UNFPA 6th Country Programme. The NPC Secretariat worked with the UNFPA and other partners to review annual work plans and monitoring plans for beneficiary Metropolitan, Municipal and District Assemblies as well as national implementing partners for funding.

The Office of the Head of Civil Service, on the other hand rolled out the Performance Agreement to include line Directors and Heads of Directorates. It also prepared the Civil Service APR for the year 2013 and distributed copies of the report to all major stakeholders to help in decision making.

The restructuring exercises of the Public Records and Archives Administration Department (PRAAD) led to the decongestion of records offices of ten (10) organizations both in the Public and Private Sectors. PRAAD is currently in partnership with the National Information Technology Agency (NITA) to deploy the Enterprise Correspondence Management System in 13 pilot public institutions.

The **Ministry of Chieftaincy and Culture** in its quest to prevent and reduce conflicts and disputes over chieftaincy succession; and thereby promoting peace and speedy economic development, worked further on the draft LIs on Chieftaincy Succession in sixteen (16) Traditional Areas. The draft LIs were submitted to the Ministry of Justice and Attorney-General's Department for finalisation and onwards submission to Cabinet.

The **Ministry of Communications** during the year under review re-classified Policy for Frequency Modulation (FM) and Television (TV) broadcasting to provide an economical, effective and alternate means of radio communication through the National Communications Authority (NCA) with the grant of renewal authorizations. Additionally, TV services have been reclassified and the application forms and guidelines have been updated accordingly.

The Ministry completed the construction of the Secondary Data Centre in Kumasi to serve as a back-up for the Primary Data Centre in Accra. As at September 2014, this was 91% complete and is expected to be completed by end of March 2015.

The **Ministry of Defence** enhanced its collaboration with other Security Services in order to best safeguard the territorial integrity of Ghana and the Sub Region. To consolidate this relationship a round table discussion was held on 21st October, 2014, at the Kofi Annan International Peace Keeping and Training Centre with the Security Services on the theme: 'Peace Security and Human Development the Role of The Security Agencies'.

The **Ministry of Education** upgraded the Colleges of Education (CoEs) to tertiary status. They had the Colleges of Education Act passed. A technical committee constituted by the National Council for Tertiary Education (NCTE) has developed documents to harmonize the CoEs with the tertiary institutions. The implementation of social intervention programmes such as: Capitation Grant, BECE subsidy, Food ration and school feeding programmes were enhanced.

The **Ministry of Employment and Labour Relations'** through the Child Labour Unit (CLU) of the Department in close collaboration with ILO/IPEC/TBP programme, UNICEF and under other leading Agencies, Ministries and NGOs pursued its plan of action to eliminate child labour. The Integrated Child Labour Monitoring System (I-CLMS) and Time Bound Programmes were advanced towards the elimination and prevention of all forms of child labour.

The **Energy Ministry** initiated efforts in support of recapitalization of Ghana Oil Company Limited (GOIL) to increase the financial strength and operational capabilities of the Company. Cabinet approved a Memo which is being prepared to be placed before parliament for ratification to proceed with raising capital for various strategic projects to the tune of GH¢150 million and conversion of an outstanding loan of USD2 million on lent to GOIL by Government into an equity stake in the company.

The **Ministry of Environment Science and Technology Innovations** is collaborating with the Apex Pollution Control Company Limited (Apex-PCCL) to undertake a program to test vehicles emissions. The collaboration with Apex-PCCL is under the Public Private Partnership concept.

Again in order to promote and up-scale improved **SLM** practices within selected communities in the Upper East and Upper West regions towards enhancing agricultural productivity and restoring

ecosystem integrity, 14 community watershed and management plans were finalized by the ministry and a GIS based monitoring and evaluation system developed.

The **Ministry of Fisheries and Aquaculture Development** (MOFAD) in order to further develop the aquaculture industry contracted a Consultant to undertake zonation of the Volta Lake for aquaculture purposes. Through this exercise the most suitable areas for aquaculture would be scientifically determined and a map of this and other related infrastructure e.g. Roads, electricity, water, markets, etc. would be made. Investors would, therefore, be provided with priority areas for aquaculture development to reduce identification times. Clusters of priority areas for aquaculture so identified but inaccessible would be opened up by government to facilitate aquaculture investments and development. A map showing the aquaculture facilities which was developed with the help of FAO is being updated.

The **Ministry of Finance** (MoF), worked hard, and through the Financial Intelligence Centre attained membership of the Egmont Group of Financial Intelligence Units (FIUs) in accordance with Regulation 42 of the Anti-Money Laundering Regulations, 2011 (LI 1987) and Financial Action Task Force (FATF) Recommendations 29 and 40. This will enable the Centre access and share intelligence with 146 other FIUs to help fight money laundering, terrorist financing and other related crimes. In addition, the Anti-Money Laundering Act, 2012 (Act 874) was amended and passed to make the Act more effective to conform to international standards.

The **Ministry of Food and Agriculture** increased the use of cassava and its derivatives in Ghana in the bid to increase income for actors on the cassava value chain. A MoU was signed between **RTIMP** and Dutch Agricultural Development and Trading Company (DADTCO) to support farmers to produce roots for processing into mash for brewing. A total of 480 farmers were engaged and are supplying 200 tons of roots per week to DADTCO for processing in Hohoe and Nkwanta Districts. To enhance food security of the country, a total of 12,715.48ha of land was developed and cropped under the irrigation and flood recession scheme/water conservation methods. This will lead to the production of some 50,000mt of various food produce (rice, maize, vegetables and legumes).

The **Ministry of Gender, Children and Social Protection** with support from the UNFPA organized three (3) 1-day regional advocacy and sensitization durbars on fistula and FGM for 600 women in the Volta, Northern and Upper West Regions. Participants were taken through the causes, effects and prevention of fistula and FGM. Opinion leaders and traditional authorities were charged to ensure that the practice of FGM is abolished in their communities and women were encouraged to seek immediate obstetric care once they become pregnant to prevent fistula.

The **Ministry of Health** scaled up implementation process to enhance National Health Insurance Scheme (NHIS) membership authentication. The key objectives were to increase enrolment to the NHIS as well as scale up capitation as a payment mechanism to more districts. Total active membership was 10.14 million and 395,880 vulnerable persons registered through special registration exercises. Instant issuance of ID cards based on bio-data was implemented in 4 regions (Greater Accra, Ashanti, Central and Eastern). Capitation roll-out secretariat was established and all relevant Committees formed.

The ***Ministry of Foreign Affairs and Regional Integration*** relocated a few embassies: the Ghana Embassy in Tripoli, Libya was relocated to Valletta, Malta in August, 2014 following the Libyan political crisis and deteriorating security situation. Since its relocation to Malta, several activities have taken place to further strengthen the bilateral cooperation between the two countries.

Some of the activities include: the presentation of credentials by Ghana's Ambassador to Malta to the President and the signing of a Memorandum of Understanding between the two countries on 26th September, 2014 for the establishment of a Permanent Joint Commission for Cooperation (PJCC) on the margins of the 69th United Nations General Assembly (UNGA) in New York by the Foreign Ministers of Ghana and Malta.

The ***Ministry of the Interior*** through the Management Services Division of OHCS submitted the draft Report on the restructuring of the Refugee Board for consideration. The Board with the assistance from the UNHCR has produced and currently issuing Refugee Travel Documents. The Board also educated stakeholders in the gaming industry on the Anti-Money Laundering Act 2008 in March 2014.

The ***Ministry of Justice and Attorney-General's Department*** through the Civil Division recovered monies amounting to Seventeen Million, Nine Hundred Thousand Ghana Cedis (GH¢ 17,900,000.00) wrongfully paid to some individuals and companies. Also, efforts are on-going to retrieve the sum of Forty-Six Million, Two Hundred And Thirty Six Thousand, Five Hundred and Eighty Cedis, Forty Pesewas (GH¢ 46,236,580.40) from some companies. Proceedings have also been initiated at the Supreme Court to recover an amount of Three Hundred and Twenty-Five Thousand, Four Hundred and Seventy-Two United States Dollars (US\$ 325,472.00) paid to an international business firm which had no binding contract with the Government of Ghana.

The ***Ministry of Lands and Natural Resources*** as part of the strategies to improve the mining sub-sector and to promote the sustainable extraction and use of mineral resources, carried out various programmes and activities which include: geological mapping, geochemical soil sampling, airborne geophysical ground follow-ups on anomalies in the Volta and Keta Basins, monitoring of earthquakes in the southern sector of the Country and Kaolin evaluation at Bodada and Dawa.

The ***Ministry of Local Government and Rural Development*** in deepening local governance and decentralization, developed a draft Consolidated Local Government Bill. The Bill seeks to harmonize conflicting laws and consolidate five major legislations on decentralisation into one Act. The legislations are: District Assemblies Common Fund Act, 1993, Act 455, Local Government Act, 1993, Act 462, National Development Planning (System) Act, 1994, Act 480, Local Government Service Act, 2003, Act 656, Internal Audit Agency Act, 2003, Act 658 (sections affecting MMDAs). Consultation is on-going with key stakeholders on the Draft Consolidated Local Government Bill.

The ***Ministry of Roads and Highways*** increased Ghana's competitiveness in foreign trade by, reducing internal transport costs and promoting linkages in domestic markets which are crucial factors for rapid and sustainable growth. Feeder roads rehabilitation and spot improvement on the following roads were undertaken; the Kumawu-Drobonso, Subinso-Boase, Wungu-Mishio, Kpari-

Nawie, and Sefwi Wiawso-Mansi Aboboya. The second phase covered Wamaso-Aquakrom, Frankadua-Alabo River, Kasunya-Area “A”, Tempane-Yabrago-Woriyanga, Agorve Jn-Devego.

The **Ministry of Tourism** as part of addressing the funding problems as a key operational constraint to the Sector, continued the Ghana Tourism Authority (GTA) restructuring process in line with the Tourism Act 817,. It engaged GTA to revamp the collection of 1% Levy paid by patrons of tourism enterprises for the Tourism Development Fund to support tourism programs and projects. In furtherance of this, it facilitated the appointment of a Fund Manager and also established a secretariat for the operationalization of the fund. Three new banks, namely, Unibank, Universal Merchant Bank and GCB Bank Ltd were selected to receive the levy.

The **Ministry of Trade and Industry** engaged in bilateral trade arrangements and agreements with strategic countries, in order to take advantage of opportunities in their markets to foster business cooperation and technology transfer, as well as encourage Foreign Direct Investments. Key outcomes include the establishment of Ghana-Turkey Joint Trade and Economic Committee (JTEC), mandated to work towards the achievement of USD 3billion worth of trade between the two countries in five years; renewed bilateral trade arrangements with South Africa by reviving a number of its existing Memorandum of Understanding (MoU).

The **Ministry of Transport** significantly increased air freight at KIA about 23.1% thereby exceeding its target of 31,455 tonnes to record a figure of 38,719 tonnes. The increase in freight volumes was due to discount on extra kilogramme of cargo exported by cargo agents who patronized British Airways, business and trade between Ghana, Europe and the Middle East also showed appreciable growth.

The **Ministry of Water Resources, Works and Housing** enhanced public awareness and education campaigns to sensitize the public on the proper use of water resources. 3 documentaries were produced for screening on national television networks. Furthermore, 186 police prosecutors and 230 media personnel in 8 regions were trained to assist in enforcing compliance of water use regulations, educating the public, and improving on media reportage.

The **Ministry of Youth and Sports** facilitated the preparation and participation of the National Football Teams in international competitions organized by the World and Africa Football Governing Bodies-FIFA and CAF respectively in the course of the year. Notable amongst them were; the participation of the Black Stars in the 2014 FIFA World Cup Tournament in Brazil, the Local Black Stars participation in the 2014 CHAN Tournament in South Africa, the Black Maidens participation in the FIFA U-17 Women’s World Cup Tournament in Costa Rica and the Black Princesses participation in the 2014 FIFA U-20 Women’s World Cup Tournament in Canada.

In Conclusion, It is obvious from the above summary of performance that the achievements of the Government’s overall development agenda, depend to a large extent on efficient and effective Civil Service machinery. To this end, it is the aim of the Head of Civil Service to continue to build a Civil Service that is robust, staffed with competent and professional officers that would be able to address the needs of the Government and the various institutions which rely on the Service for the performance of their activities at all times effectively and efficiently. The successes recorded, indeed

have been achieved through the collective efforts of all Civil Servants and they are worth commending. Nevertheless, looking at the future, it is important to recognise the very committed and hardworking Civil Servants, who excel in their line of duty, by putting in extra effort, skill and innovations in performing their duties. Such 'high flyers' who have exceeded ordinary performance levels would be one area of focus in the coming year.

CHAPTER ONE

1.0 INTRODUCTION

The Ghana Civil Service Annual Performance Report (APR) is issued in accordance with the Civil Service Law, 1993 (PNDCL 327) Section 86 (1). The Law mandates the Head of the Civil Service to produce an Annual Performance Report of the Civil Service by the 31st of March of each ensuing year.

The 2014 Annual Performance Report seeks to highlight the various activities undertaken by the MDAs from the beginning of the year to the end. That is January - December, 2014. For the period under discussion the Ghana Civil Service organisational capacity comprised a total of 23 Sector Ministries; 3 Extra Ministerial Organizations; and 27 Departments. (The detailed list of these organisations is presented in Annex.1)

1.1 Historical Background

The Ghana Civil Service has existed for decades and has a long rich history dating back to the 19th Century (1843). It came into being when the British Colonial Service under the British Crown took over the administration of the Forts and Settlements from the London Committee of Merchants who had settled along the Coast of West Africa. With time the Service has gone through various phases of development and reforms aimed at positioning it to deliver on its vision and core mandate of accelerating national development. These reforms have taken several shapes. As far back as 1926, the first Personnel Administration and Management System in the form of the Africanization Policy was introduced in Ghana and through that Africans were employed for the first time to senior positions in the Civil Service. This policy paved the way for a number of Personnel Administration Reforms in the Colonial Civil Service including:

- a) The 1931 Lynch Commission
- b) The 1945-1946 Harragin Commission
- c) The 1950 Lidbury Commission

After independence, the Civil Service Act of 1960 (CA5) was passed. The reforms that were carried out within the Ghana Civil Service at this time included:

- a) The 1996 Mills Odoi Commission;
- b) The 1974 Okoh Commission; and
- c) The 1983 Public Administration Restructuring and Decentralization Implementation Committee (PARDIC)

The CA5 was implemented until the Civil Service Law, 1993; (PNDCL 327) was enacted. This new Law mandated the Civil Service to perform all personnel administrative functions in support of the Executive (see Section 3(1-2)). After the passage of the Civil Service Law, 1993 (PNDCL327) two major reforms took place, namely:

- a) The 1987-1994 Civil Service Reform Programme (CSRP)

b) The 1995-2001 Civil Service Performance Improvement Programme (CSPIP)

Indeed the Ghana Civil Service has always been seen as a strategic organisation described by many as the heart of the Government's administrative machinery. Since its establishment, the Civil Service, through the formulation and implementation of local and foreign policies for successive governments, continues to play very significant role in the country's economic growth and stability. Its overarching role, however, has been to help Governments translate its manifesto and development agenda into implementable policies and programmes for the achievement of the desired national development goals. In addition, the Civil Service exist to create the enabling environment to facilitate the promotion of the private sector which is considered as the engine of growth and the major partner in the Nation's Development Agenda. The Service is agreeably the custodian of government records, properties and stores and as such the Nation's source of history and legacy. By performing these functions, the Service provides the institutional memory on the life, culture, actions and other functions of the society.

1.1.1 Mandate of the Service

The Civil Service as it currently stands derives its mandate from two main sources. These are the 1992 Constitution of the Republic of Ghana and the Civil Service Law, 1993 (PNDCL 327) that created it. In addition to these two major sources of law, the Civil Service also takes inspiration from other international laws, treaties and conventions that Ghana is signatory to. The Civil Service exists to support the Government in the formulation and implementation of policies and programmes for the development of the country, thus placing it in a strategic position in the processes of public administration and nation building.

1.1.2 Vision of the Civil Service

Its vision is to become a modernised customer-sensitive public organisation providing world-class public services and policy advice

1.1.3 Core Values of the Service

The Civil Service is an integral and key part of the Governance structure of Ghana. 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 core values support good governance and ensure the achievement of the highest possible standards in all that the Civil Service does. This in turn helps the Civil Service to gain and retain the respect of Ministers, Parliament, the public and its clients.

1.1.4 Functions of the Civil Service

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

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

The Service confers, consults and seeks advice and full co-operation of such other government agencies and authorities as may be necessary to enable it to execute the functions listed above.

1.1.5 Membership of the Civil Service

Section 4 of the Civil Service Act stipulates 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,
 - Ministry
 - 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

The Civil Service Council is the governing body of the Civil Service. It is established under Section 35(1) of the Civil Service Law.

1.2.1 Functions of the Council

The functions of the Civil Service Council 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.

1.2.2 Members of the Civil Service Council

1.2.3 In 2014, the Members of the Civil Service Council comprised:

- | | | |
|----------------------------------------------|---|----------|
| • Dr. Robert Dodoo | - | Chairman |
| • Mr. Nana Agyekum Dwamena (Head Of Service) | - | Member |
| • Mr. Justice E. D. K. Adjabeng | - | Member |
| • Mrs. Margaret Dela Kutsoati | - | Member |
| • Mrs. Milly Quansah | - | Member |
| • Mr. Isaac Asiamah | - | Member |
| • Mr. Isaac Bampoe Addo | - | Member |

1.3 The Civil Service In 2014

1.3.1 Civil Service Organizations

The Civil Service Law, 1993 currently under review, defines it as comprising the Civil Offices of Government at the National, Regional and the District levels (but with the recent decentralisation policy, the latter two being only in the case of non-decentralised Departments). Through its Sector Ministries, the Service exercises oversight responsibility for other Public Service Agencies. As an Organisation, its environment, design and culture continue to evolve, and thus the Civil Service has seen significant changes in its structure and mode of operations.

As at 31st December, 2014, the Civil Service was made up of:

- 23 Sector Ministries;
- 3 Extra Ministerial Organisations;
- 26 Departments.

The detailed list of organisations is presented in Annex.1

1.3.2 The Environment within which the Civil Service Operated in 2014

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

- End of the Ghana Shared Growth and Development Agenda 1 (GSGDA: 2010-13) and the beginning of the second phase (GSGDA II: 2014-17)

- Continuation of Ministerial Realignment Exercises
- The Final Phase of the Ghana Integrated Financial Management Information System (GIFMIS)

These events required reorganizing the Civil Service operations, to enable it perform effectively and efficiently within the complex operating environment of policy formulation, coordination, monitoring and evaluation. Most importantly, to deliver effectively on its responsibilities in order to address the pressing needs and expectations of its key stakeholders that is the Ghanaian Public.

1.3.3 The Theme for the Reporting Period

Strong visionary leadership, coupled with good and effective performance management practices are critical in achieving high performance levels in every organization, the Ghana Civil Service included.

Indeed, it is common knowledge that effective performance management drives positive operational outcomes in very complex organization such as the Civil Service. In the era of global economic difficulties, and the national struggle to maintain sound budget deficits, Civil Service organizations have struggled to perform their core functions and achieved some economic growth.

Thus the theme selected for this year's report "*Leading and Shaping a High Performing Civil Service*" reflects the collective effort of civil servants and seeks to build on the gains made in institutionalizing robust performance management system in the service. This has facilitated the achievement of Government Policies and Programmes through the effective and efficient use of both human and material resources by ensuring that targets were monitored and evaluated.

Notably, however, in the last couple of years; a number of performance monitoring tools for managing the performance of employees and resources have been reintroduced in the Service. These include the signing and evaluation of Performance Agreements for Chief Directors, Heads of Department and Director and analogous grades as well as the New Staff Appraisal Instrument for use by all other Officers up to the grade of Deputy Directors. These instruments seek to hold all levels of staff in the Ghana Civil Service accountable to deliver on key targets and results selected from their SMTDP and the National Development Agenda.

It is interesting to note that some MDAs have gone ahead to institutionalize rewards and sanctions to complement the performance management, whereby best performed staff members are given various forms of recognition and under-performing officers are also assisted to improve on their performance. These efforts are worth commending and the MDAs are encouraged to continue with such efforts. Going forward, requisite steps are being taken to put in place a centralised rewards management system, to recognize all Civil Servants. A critical area requiring attention therefore is the developments of Performance Improvement Plans by HR Managers to assist under-performing Officers improve on themselves and their areas of work.

It is envisaged that by holding the very top management of the Service accountable through the performance contracts, and through rewards and sanctions, as well as leadership by example, the attitudes and behaviours desired would be shaped for all employees in the Ghana Civil Service to encourage excellent results for a more high performing Ghana Civil Service in the years ahead.

CHAPTER TWO

2.0 The 2014 Policy Framework

The planning, programming and implementation of the Sector programmes and Action Plans were guided by the National Development Agenda derived from the National Strategic Document and translated annually through the Budget Statement, the State of the Nation Address and the Sector Medium Term Development Plans (SMTDP). During the period of reporting-2014, these Development Agenda therefore constituted the guiding policy framework which informed all the Programmes and Policies of the MDAs. Therefore the Ghana Shared Growth and Development Agenda (GSGDA II), SMTDP; the 2014 President's State of the Nation Address; and the 2014 Budget Statement constituted the policy framework for the Ministries, Departments and Agencies in implementing their programmes and policies.

2.1 The Ghana Shared Growth and Development Agenda 11 (GSGDA11) 2014-2017

The 2014 reporting year saw the coming into being of a New Development Framework - the Ghana Shared Growth and Development Agenda (GSGDA) II, drawn for the period 2014-2017. It is the fifth in the series of the Medium-Term National Development Policy Frameworks prepared over the past two decades. The GSGDA11 seeks to ensure continuity in the overall National Development Agenda following closely from the GSGDA 1 which ended in December 2013. It forms the operational framework for the President's Economic and Social intervention policy for the people of Ghana covering the period 2014-2020. The President's Policy Agenda dubbed 'Agenda for Transformation' was submitted to Parliament in December 2014 in fulfilment of the 1992 Constitution. It is important also to note that the preparation of the GSGDA II policy document, considered the Government's Manifesto of "Advancing the Better Ghana Agenda", and other key documents such as the Millennium Development Goals, Sub Regional, Regional, International and Global treaties and conventions that Ghana has ratified or signed to.

The priority policies of the GSGDA II are anchored on seven thematic areas as provided below:

2.1.1 Ensuring and Sustaining Macroeconomic Stability:

The overall goal of this policy is to correct distortions that have emerged within the economy and place the country on the path to social and economic transformation. The policy interventions focus on attaining the following broad objectives:

- Improved monetary policy for price and exchange rate stability
- Effective and efficient fiscal policy for sound public financial management
- Economic policy decision making and management
- International trade and regional integration.

2.1.2 Enhancing the competitiveness of Ghana's Private Sector:

This policy intervention aims at consolidating the gains made under the GSGDA I and removing the risks associated with private sector operation. In this regard, the following key priorities would be pursued among others:

- Improve private sector productivity and competitiveness
- Increase opportunities for private sector participation in socioeconomic infrastructure development
- Develop a financial sector that is more efficient and responsive to private sector needs
- Expand access to both domestic and international markets
- Ensure the health, safety and economic interest of consumers
- The enactment of legal framework for operationalizing the PPP policy

2.1.3 Accelerated Agricultural Transformation and Sustainable Natural Resource Management:

The key policy interventions for accelerated transformation of the sector seek to:

- Improve the productivity of agricultural production
- Exploit opportunities in the sector for accelerated job creation
- Enhance the competitiveness of the sector and ensure its integration into the domestic and international markets
- Reduce the risk and bottlenecks associated with agriculture
- Promote the development of Irrigation
- Improve agriculture financing
- Ensure sustainable environment, land and water management
- Land management and restoration of degraded lands

2.1.4 Oil and Gas Development

This policy intervention aims at ensuring:

- The effective linkage of oil and gas development to the rest of the economy
- Adequate local content and participation in the oil and gas industry
- The leveraging of opportunities offered by the oil and gas industry for accelerated job creation.
- Enhanced national capacity for the protection of the environment
- Transparency in revenue management.

2.1.5 Infrastructure and Human Settlement Development

Over the medium term, the policy interventions for the development of infrastructure and human settlements are prioritized to cover:

- Transportation (Roads, railway, water air transport and logistics)
- Science, technology and innovation (STI)

- Information and communication technology (ICT) development
- Energy supply to support industries and households
- Social, community and recreation infrastructure
- Water, environmental sanitation and hygiene
- Spatial/Land use planning and management
- Urban and rural development management
- Housing
- Slum regeneration and prevention
- Settlements disaster prevention
- Emergency response and hazard mitigation

2.1.6 Human Development, Productivity and Employment:

The medium term objective under this thematic area is to pursue policies and programmes that would lead to the development of a knowledgeable, well trained, disciplined, highly productive and healthy workforce and the capacity to drive and sustain the socioeconomic transformation of the country over the long term. Policies will also focus on addressing issues in the:

- Education sector
- Human capital development
- Productivity and employment
- Health, including nutrition and HIV/AIDS
- Population management
- Including migration and development
- Youth and Sport development
- Poverty reduction and social protection

2.1.7 Transparent, Responsive and Accountable Governance

To advance good governance in the medium-term, implementation of policy interventions under this thematic area will focus on:

- Deepening the practice of democracy and institutional reforms
- Local governance and decentralization
- Public policy development and management
- Public sector reforms
- Development communication
- Gender equity and women's empowerment
- Corruption and economic crimes
- Rule of law and access to justice
- Public safety and security
- Access to rights and entitlements
- Culture for developments

- International relations for development and evidence-based decision making.

2.2 Highlights of the 2014 State of the Nation Address by H.E. the President

The 2014 State of the Nation Address presented to Parliament by H.E. the President highlighted the following programmes for implementation under the four basic pillars for his approach to governance and socio-economic transformation.

Pillar 1: Putting People First

NO.	SECTOR	PROGRAMMES IMPLEMENTATION
1	Gender, Children and Social Protection	<ul style="list-style-type: none"> • Ghana to host a major international conference on the theme 'growing inequality in the world' • Drafting of affirmative Action Bill and Intestate Succession and Property Rights of Spouses Bills • Validation of the Domestic Workers Regulation • Increase beneficiary families of LEAP from 74,000 to 100,000 • Implement an electronic platform to deliver grants to beneficiary families of LEAP • Lead an awareness campaign against child marriages • Equipping institutions across the nation to facilitate technical and vocational training • Facilitate corrective surgeries for women with obstetric fistulas
	Health	<ul style="list-style-type: none"> • Construction additional 1,600 Community Health Improvement Compounds (CHPS) across the country by 2016, and staff with the required health personnel • Construction of modern health facilities in every district <ul style="list-style-type: none"> ➤ Continue work on 12 district hospitals ➤ Conclude financing arrangements for 9 district hospitals • Continue with the construction of new teaching hospitals for the University of Ghana and the Upper West Region • Continue with the upgrading of the Ridge Hospital and Tamale Teaching Hospitals • Mobilize funds to increase antiretroviral therapy programmes

Pillar I – Putting People First (continued)

NO.	SECTOR	PROGRAMMES IMPLEMENTATION
	Education	<ul style="list-style-type: none"> • Improve quality of learning at basic level <p>Continue construction of new school blocks to replace deplorable structures</p> <ul style="list-style-type: none"> • Implement a comprehensive redeployment and redistribution of teachers • Continue with the supply of instructional and learning materials • Introduction of the Complementary Basic Education programme which is on-going in the Upper East, Upper West, Northern and Brong-Ahafo Regions. • Commence construction of 1st batch of 50 out of 200 new community day schools • Enforce rationalisation of school fees in secondary schools • Introduction of progressive free secondary education • Undertake survey to determine professional and skills sets in demand in the Ghanaian labour market • Submit Bill on the establishment of the first public University in the Eastern Region to Parliament • Establishment of satellite campuses of the University of Health and Allied Sciences and University of Energy and Natural Resources in Hohoe, Dorma Ahenkro and Nsoatre • Convert 10 polytechnics into technical universities • Operationalise a National Research Fund
4	Youth and Sports	<ul style="list-style-type: none"> • Operationalise access to the Youth Enterprise Support fund • Construction of the Cape Coast Sports stadium (in progress) • Ghana will participate in the 2014 FIFA World Cup Tournament in Brazil in June and also in the upcoming FIFA Under-17 Women's World Cup Tournament in Costa Rica. • Pursue private collaboration for infrastructural development of sports

Pillar 2: Building a Strong and Resilient Economy

NO.	SECTOR	PROGRAMME IMPLEMENTATION
1	Economic Performance	<ul style="list-style-type: none"> • Maintain GDP growth at above 8% • Implement measures to refinance sections of domestic debt • Commencement of work on the Ghana Infrastructure Investment Fund
	Agriculture and Food Security	<ul style="list-style-type: none"> • Under EDAIF, extend assistance to local investors to increase production of imported agricultural produce such as poultry, rice and fish • Maintain progress in local rice production • Sustain programme of subsidies for fertilizers and improved seeds • Encourage private sector partnerships in agriculture development (agri-business, irrigation development, etc.)
	Trade and Industry	<ul style="list-style-type: none"> • Construction of the new sugar plant in Komenda to commence soon • Commence discussions on the establishment of a sugar plant near Savelugu • Introduction of incentives to flour mill operators for the production of composite flours • Enter a strategic partnership for the production of jute sacks • Commencement of work on the integrated bauxite and aluminium industry • Launch campaign to encourage the patronage of made-in-Ghana goods • Submit Bill on the establishment of a Ghana International Trade Commission to boost domestic and international competitiveness • Roll out measures for the decongestion of ports to facilitate trade • Establish trade offices in China, Turkey, South Africa & Japan
	Tourism	<ul style="list-style-type: none"> • Invest in creative industries as a major source of employment and income

Pillar 3: Expanding Infrastructure for Growth

NO.	SECTOR	PROGRAMME IMPLEMENTATION
1	Roads	<ul style="list-style-type: none"> Construction of the Kwame Nkrumah interchange in progress Completion of the 147-km Fufuiso-Sawla Road in the Northern Region as scheduled Construction works on the Walewale-Gambaga, Navrongo-Tumu, Tamale-Salaga, Kintampo-Abease, and Atebubu-Kwame Danso roads to be continued Construction of the Lawra-Han-Tumu road by this year Installation of bridges on Walewale-Wa road which is on-going Construction of the 25km Kasoa bypass and town roads in Secondi-Takoradi, Nyarkrom, Gwolu, Bole, Manfi-Kumasi, Kpetoe, Moree, Old Tafo
2	Transport	<ul style="list-style-type: none"> Continue port infrastructure expansion programme at Tema and Takoradi harbours Commence work on upgrading of Tamale Airport Rehabilitation and expansion projects at the Kotoka International Airport in progress Resurfacing of the Kumasi Airport runway which is on-going Begin construction of rail lines to link Tema and Takoradi ports to Boankra Inland Port
3	Energy	<ul style="list-style-type: none"> Aggressively pursue the completion of the first phase of a 220 megawatt Kpone Thermal Power Plant, the 110 megawatt T2 and the VRA's 12 megawatt solar project Commence the construction of new power plants by Independent Power Producers (IPPs) this year Tumu-Han-Wa transmission project progressing on schedule Step up implementation of projects under the National Electrification Scheme Launch an LPG promotion programme as an alternative to reliance on wood.
4	Water	<ul style="list-style-type: none"> Kpong water expansion project, Kpong intake rehabilitation project, Accra-Tema metropolitan area water supply project and the Teshie-Nungua desalination water project are currently on-going to deliver a total of 65.3 million gallons of water per day to existing production

Pillar 3 – Expanding Infrastructure for Growth (Continued)

NO.	SECTOR	PROGRAMME IMPLEMENTATION
5	Housing	<ul style="list-style-type: none"> • Commencement of work on a 5,000 units project at Ningo in the Greater Accra Region • Construction of buildings at Kpone site by Tema Development Corporation (TDC) and units at Borteyman, Asokore-Mampong, Koforidua, Tamale and Wa by Social Security and National Insurance Trust (SSNIT)
6	Communication	<ul style="list-style-type: none"> • Continue the construction of the Eastern Corridor Fibre Optic network

Pillar 4: Maintaining Transparent & Accountable Governance

NO.	SECTOR	PROGRAMME IMPLEMENTATION
1	Combating Corruption	<ul style="list-style-type: none"> • Aggressively pursue fight against corruption • Attorney General & EOCO to act on outcomes of investigations on various allegations of corruption • Registration of Government vehicles to prevent misuse or theft • Pursue prosecution of persons indicted in audit reports
	Law and order	<ul style="list-style-type: none"> • Develop guidelines to regulate demolitions in conformity with laws and statutes • Strengthen public institutions to make them more transparent and client-friendly • Work with the National Peace council to ensure resolution of conflicts and to bring lasting peace to conflict areas
2	Parliament	<ul style="list-style-type: none"> • Construction of constituency Duty Offices for Members of Parliament to be completed soon • Commencement of the reconfiguration of the Chamber to accommodate the increased number of MPs
3	Foreign Policy	<ul style="list-style-type: none"> • Actively engage in peace keeping initiatives in the Region and around the world • Champion regional integration and African unity • Under the Bureau for Diaspora Affairs, continue to coordinate the work and mainstream the contributions of stakeholder institutions • Rope in recently retired experienced and qualified Ghanaians to assist in transition to the middle income status

2.3 Highlights of the 2014 Budget Statement

The theme for the 2014 Budget Statement and Economic Policy of Government was “Rising to the Challenge: Re-aligning the Budget to meet Key National Priorities”. The 2013 Budget was based on the Ghana Shared Growth and Development Agenda (GSGDA: 2010-13) which came to an end in the year 2013. The successor plan, for the next term (GSGDA II: 2014-17) is almost done and would incorporate a medium-term vision and strategy for the Country.

The theme of this year’s Budget stems from His Excellency the President vision and strategic direction of creating a stable, united, inclusive and prosperous country with opportunities for all, and reinforces the foundation for socio-economic transformation in partnership with the private sector.

This overarching priority is anchored on the four pillars of the Government's Medium-Term Development Agenda, namely:

- Putting People First, by addressing the Human Development issue - improved access to quality healthcare and education, addressing productivity and employment needs of our people; and addressing the social and economic needs of the most vulnerable through targeted and well-coordinated social protection interventions;
- A Strong and Resilient Economy - ensuring and sustaining macroeconomic stability, enhancing competitiveness of Ghana’s private sector, trade and industrial rejuvenation in a manner that will create and sustain Decent Work; and accelerated agricultural modernization and sustainable natural resources management;
- Expanding Strategic Infrastructure, especially oil and gas, strategic roads, ports and special development zones, such as Savannah Accelerated Development Authority (SADA) and the Western Corridor in a manner that triggers multiplier effects on rejuvenating the productive sectors and attendant linkages to agricultural modernization; and
- Enhancing Transparent, Decentralized and Accountable Governance, in a manner that focuses priority on anti-corruption measures, advancing decentralization and service provision to citizens.

2.3.1 Global Economic Developments

The deficits from both the 2013 and 2014 Budget pre-occupied the minds of the government which required it being strongly dealt with by way of sound economic policies and priority interventions. However, throughout the year the governments have been putting a lot of focus on implementing programmes that will stabilize the budget situation, consolidate the country’s Lower Middle Income Country (LMIC) status and extend its benefits to current and future generations.

The performance of global economies remained low during the period whilst the economic activity within Sub-Saharan Africa remained robust with an average growth rate of 5% and projected to peak at 6% by the end of 2014.

2.3.2 Macroeconomic Performance For 2013 And Outlook For 2014

There has been a wide and positive outlook of the medium-term prospects of the economy with the government also pursuing accelerated infrastructure development supported by effective public finance management and institutional reforms, to lay the foundation for the next decade of inclusive and shared growth.

The Ghana Statistical Service (GSS) estimates the provisional 2013 real GDP growth at 7.4 percent, lower than a projected growth of 8.0 percent and the 2012 growth of 7.9 percent and even though this real GDP growth rate of 7.4 percent is lower than the 2013 Budget projection of 8.0 percent, the real GDP value is higher than projected in the 2013 Budget.

2.3.3 Macro-Economic Framework For The Medium-Term And Targets For 2014

The medium term objective and strategic direction under the new Medium Term Development Policy Framework (MTDPF) is to expand opportunities for all, and reinforce the foundation for socio-economic transformation of the country, in partnership with the private sector. The strategy for accelerated economic growth is putting people first, building a strong and resilient economy, expanding infrastructure and ensuring transparent and accountable governance.

The above is expected to be achieved through increased investments in infrastructure, agriculture modernization, manufacturing based on agro-industrialization, Science, Technology and Innovation (STI) and targeted exploitation of Ghana's natural resources, particularly, minerals, oil and gas.

The details of macroeconomic targets for the medium term for 2014 to 2016 are outlined below:

- An average real GDP (including oil) growth rate of at least 8 percent;
- An average non-oil real GDP growth rate of at least 8;
- An inflation target of 9 percent with a band of ± 2 percent;
- An overall Budget Deficit of 6 percent by 2016
- Gross International Reserves which will cover not less than 4 months of imports of goods and services by 2016.

The specific macroeconomic targets for 2014 are as follows:

- non-oil real GDP growth of 7.4 percent;
- overall real GDP (including oil) growth of 8.0 percent;
- an end year inflation target of 9.5 percent within the band of ± 2 percent;
- overall budget deficit equivalent to 8.5 percent of GDP; and
- Gross international reserves of not less than 3 months of import cover of goods and services.

2.3.4 Policy Initiatives For 2014

The broad policy initiatives in the 2014 Budget were designed to enable government consolidate the middle income status of the country and deal with the new challenges of financing our development. The policy initiatives are presented in five areas, namely, Infrastructural Development, Private Sector/SME Development, Fiscal, Social Intervention Policies, and Transparency, especially the fight against corruption, reflecting key priorities of Government.

CHAPTER THREE

3.0 MDAs PROGRAMMES & ACHIEVEMENTS FOR 2014

This chapter focuses on the gains made by MDAs. It also highlights the key challenges encountered and the outlook for 2015. As indicated in section 2.0 of this report, the activities of the MDAs were largely informed by the National Development Agenda outlined in the GSGDA11, Sector Medium Term Development Plans, H.E. the President's 2014 State of the Nation Address, and the 2014 Government Economic Policy and Budget Statement.

Despite the various challenges faced by Ghana as a lower middle income country; and the global economic crises, the 2014 year saw some significant sector wide achievements, reasonable developments and milestones reached. This section, however, provides a snap shot of some of the key activities undertaken by the Sector Ministries and the extra ministerial organisations based on their work plans derived from the national development agenda document in the course of the year.

3.1 OFFICE OF GOVERNMENT MACHINERY

The Office of Government Machinery (OGM) 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.

The Office of Government Machinery's strategic objectives for 2014 as mentioned earlier were informed by the Government of Ghana's priorities as outlined in the Ghana Shared Growth and Development Agenda (GSGDA), the Medium Term Expenditure Framework (MTEF) and their various Strategic Plans alongside the President's State of the Nation Address. On the basis of these policy statements the OGM reorganised itself in order to provide the necessary leadership towards the attainment of the Government's development agenda.

3.1.1 Sector Organisations, Departments and Agencies

The OGM comprises seven (7) Civil Service Departments and Agencies as well as thirteen (13) Subvented Agencies as indicated below:

a) Civil Service Organisations/Departments

- Office of the President
- Office of the Head of Civil Service
- Council of State
- Public Records and Archives Administration Department
- 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

3.1.2 Key Activities Undertaken

The following paragraphs provide a summary of key activities undertaken by the Agencies under the Office of Government Machinery for the year.

a) The Office of the President

During the period under review, the Office of the President implemented policies to improve the capacity of the Office of the President for transparent, accountable, timely, efficient, effective performance and service delivery. To meet this objective, the Office undertook the following activities:

- **IT Infrastructure**
 - **Web-Portal** - A one-stop point for access to information about the Office of the President and for use as an electronic notice board, electronic telephone directory and links to other government websites etc.
 - **Document Management System** - To facilitate easy access to needed documents centrally stored, in the barest minimum time even in the absence of the author of the document.
 - **Design and installation of Electronic Visitors Log software** - This is to improve Front Desk Executives Management of Visitors' appointments data and report generation.
- **Capacity Building**
 - Training of twenty (20) Senior and Middle level members of Staff in Policy Analysis and writing of Cabinet Memoranda, Minutes and Reports
 - Training on the use of the New Staff Performance Assessment Instrument

- Ninety (90) Heads of Units and selected staff were trained on the use of the new Staff Performance Assessment Instrument to in readiness for implementation with effect from January, 2015.
- **Performance Management**
 - Signing of 2014 Performance Agreement by Chief Director with the Head of the Civil Service.
 - Signing of 2014 Performance Agreement between Chief Director (OoP) and Seven (7) Heads of Department and Directors
- **Cabinet Meetings - Between January and November, 2014**
 - Fourteen (14) Cabinet meetings were held
 - Two (2) emergency meetings were held
 - Fourteen (14) Committee meetings were organised
 - Cabinet considered one hundred and fifty-seven (157) memoranda from MDAs. Out of this, one hundred and forty-three (143) Cabinet were approved, nine (9) stood down and five (5) deferred
 - Twenty-seven (27) Executive Approvals were granted
 - Cabinet also approved thirty (30) Loan/Financing Agreements and eighteen (18) Memoranda on policy nature and referred same to Parliament for consideration.
 - Cabinet was also apprised with twenty-six (26) Cabinet Information Papers emanating from MDAs
 - Cabinet Secretariat implemented the e-cabinet system with support from the Ministry of Communications.
 - To this end, a total of thirty-five (35) Ministers as well as fifteen (15) members of staff of the Cabinet Secretariat were trained in the e-Cabinet system

The information is depicted in Table 1 below:

Table 1: Cabinet activities for 2014

NO	ITEM	FREQUENCY
1.	Number of ordinary Cabinet meetings held	14
2.	Number of emergency Cabinet meetings held	2
3.	Number of Memoranda presented to Cabinet	157
4.	Number of Memos Approved	143
5.	Number of Memos deferred	5
6.	Memos Not approved or stood down	9
7.	Policy Approvals	18
8.	Loan/Financial Agreements approved	30
9.	Cabinet Directives on Related Matters	27
10.	Cabinet Information Papers	26

b) The State Protocol Department

The State Protocol Department in its bid to implement Government's policies and decisions pertaining to the provision of protocol services efficiently and effectively, undertook the under listed activities:

- Hosted four (4) Heads of State and Government
- Organized the presentation of Credentials of twenty Six (26) Ambassadors and High Commissioners
- Facilitated discussions between H.E. the President and visiting Dignitaries at the Flagstaff House
- Organized twenty (20) internal/external visits for H.E. the President

c) The Council of State

The Council of State, within the year under review, carried out the following activities:

- Held Three (3) quarterly meetings with H.E. the President
- Total of 49 plenary/Committee/Emergency meetings were held
- Organized two (2) outreach programmes in the Volta Region (North and South Tongu Districts)

d) The Public Sector Reform Secretariat

The Public Sector Reform Secretariat (PSRS) was set up to provide strategic focus and coordination in the new classical Public Sector Reform approach and to facilitate, coordinate, supervise and monitor the implementation of Reforms in the entire Public Services, with the view to improving the responsiveness of the Public Services in service delivery. The Secretariat continues to perform its core functions of ensuring the responsiveness of the Public Service in service delivery, as outlined in the 2014 Budget Statement.

In 2014, PSRS focused on the following broad objectives:

- Instituting measures to assess the performance of the Public Sector so as to ensure the effectiveness and efficiency of the public sector organization,
- Continuing the implementation of the Sub vented Agencies Reform Programme,
- Facilitating the implementation of the Service Delivery Improvement Programme
- Establishing a credible institutional framework for implementing, coordinating and monitoring of the Public Sector Reforms programmes.

The key activities of the Secretariat were in the areas of:

- **Performance Management System**

In collaboration with the Public Services Commission, the Office of the Head of the Civil Service, the State Enterprises Commission and the Fair Wages Commission, efforts were instituted to commence the development of a Public Sector-wide appraisal regime with the view to establishing a standard format for assessing institutions and personnel in the public sector.

- **Subvented Agencies Reform**

Under budget appropriation statement, 12 Sub vented Agencies were to be weaned off government subvention. This was the outcome of the Ho Forum on the implementation of the Single Spine Salary Structure. Largely, efforts were made by PSRS; working with a sub-committee, to commence the implementation of the Sub vented Reform Act (Act 760) 2006.

- **Creation of Institutional Framework for Reform Management**

During the year under review, PSRS, with support from the Management Services Department (MSD) of the Office of the Head of the Civil Service (OHCS) activated its new Scheme of Service and Organisational Structure designed to support the implementation, coordination, monitoring and evaluation of reforms across the public sector.

e) Scholarship Secretariat

The Secretariat, in line with national human resource development priorities performed the following activities during the year 2014:

- Paid WAEC Examination fees for 63,126 students and Technical examination fees for 3060 students for the northern second cycle students. This is directly related to government's policy of increasing access to senior high school education.
- Paid feeding grants for 118,647 students in the North and South Government approved Assisted Senior High Schools.
- Provided financial support to 239 physically challenged students
- Released funds for disbursement to 14,951 postgraduate students
- Awarded scholarships to 556 medical students
- Settled tuition fees and approved allowances for 924 students postgraduate and undergraduate students studying abroad
- Paid air tickets and allowances to 26 students on special language programmes
- Paid fees and allowances to 289 students

In addition to the above, the Secretariat adopted measures to ensure that the majority of scholarships awarded were in tandem with national human resource development priorities. The Secretariat also adopted more stringent internal control measures to minimize abuses in the award of scholarships. These include redesigned scholarships application forms which are serially numbered and authenticated by the Secretariat's seal, closer supervision of schedule officers. An Introduction of 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 was initiated.

Finally, work on three (3) storey office complex progressed steadily with the second floor currently under construction.

f) State Enterprises Commission

Overall, the State Enterprises Commission had 36 SOEs Performance Contracts negotiated, signed, monitored and evaluated. In addition, 150 quarterly reports from SOEs were reviewed and feedback provided. 18 SOEs paid tax and dividend. It also held 5 sessions of Corporate Governance workshops held and trained 18 staff members.

g) National Pensions Regulatory Authority (NPRA)

The NPRA

- Organized stakeholder Education and Sensitization for Organized Labour, Employers, Service Providers, Senior Officials of MDAs, Security Services and the General Public on the Three-Tier Pension Scheme.
- Inspected and renewed licenses of 25 Corporate Trustees, 50 Fund Managers, 15 Custodians and 1 Corporate Trustee.
- Analysed 175 Corporate trustees reports, 1,498 reports for standalone employer sponsored, 320 reports from Fund Managers and 105 reports from Custodians.
- Organised outreach programmes for 2,000 workers in the Ashanti, Volta and Central Regions
- held training sessions, workshops and seminars on the guidelines, National Pension Act, 2008 Act 766 and the three tier pension scheme and
- made 32 media appearances on various local radio and television stations

h) Millennium Development Authority

The Ghana Compact II under the auspices of the Millennium Challenge Corporation (MCC) was approved and signed with a budget of \$ 498.20m by the US government. Furthermore, the major activities under the compact were realigned into the following main areas:

- Increasing Private Sector Investment in Power Generation
- Strengthening the Distribution Sector and Improving Access to Electricity Implementation of Compact Implementation Fund (CIF) will commence in the Fourth Quarter of 2014.

i) Divestiture Implementation Committee (DIC)

The DIC completed divestiture processes for:

- Subri Industrial Plantation Limited (SIPL)
- GIHOC Footwear Company Limited
- Gama Films Co. Ltd.

j) Bureau of National Investigation

The BNI in 2014:

- Processed information forwarded to the National Security Council [NSC] and other agencies daily.
- Protected the Executive, VIPs, general public and other Key Installations.

- Facilitate a reduction in incidences of subversion, espionage, drug trafficking and organized crime.
- Four [4] office buildings and BNI Academy on-going

k) African Biofuel and Renewable Energy Fund (ABREF)

ABREF has achieved considerable international status. The promoters worked relentlessly to the extent that all West African States are now shareholders; thirteen of them and six financial institutions as well as some regional banks have fully paid-up their shares.

ABREC helped to fund a number of projects within the sub-region. These include street lighting, biomass projects, wind and solar power, waste management, afforestation and reforestation. In Ghana, it is collaborating with Miro Forestry Company to establish a 20 000 ha oil palm plantation for biofuel production.

l) The National Population Council (NPC)

During the period, the NPC provided technical leadership for the implementation of the GOG/UNFPA 6th Country Programme (CP6). The overall goal of the CP6 is to achieve universal access to sexual and reproductive health (including family planning), promote reproductive rights, reduce maternal mortality and accelerate progress with respect to the International Conference on Population and Development (ICPD) agenda. The programme spans the period 2012 to 2016.

During the period under review, the NPC Secretariat worked with the UNFPA and other partners to review annual work plans and monitoring plans for beneficiary Metropolitan, Municipal and District Assemblies as well as national implementing partners for funding. It also coordinated preparatory activities towards the implementation of the DFID/Ghana Adolescent Reproductive Health Programme, to be piloted in the Brong Ahafo Region.

3.1.4 Financial Performance

Table 2: Office of Government Machinery 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	201,826,963	200,736,952	200,735,810
Use of Goods & Services	88,045,287	82,901,340	81,788,443
Non-financial Assets	24,636,478	20,500,000	20,500,000
IGF	12,121,180	-	-
Development Partners: Donor Pool	208,712	-	-
TOTAL	326,838,620	304,138,292	303,024,253

3.1.5 Challenges

The current challenges faced by the Office of Government Machinery are varied. However, mitigation actions are underway to find effective solutions to these challenges. These are:

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

3.1.6 Outlook Look for 2015

The outlook for the year is indicated below:

- Operationalization of the electronic-cabinet system (e-cabinet)
- Reviewing of OOPs Strategic Plan (2012-2016)
- Organization of two (2) Cabinet Retreats
- Deployment of the electronic visitors' log data system
- Continuation of the construction of the Council of State office complex
- Prioritization and rationalization of scholarships
- The process of reviewing existing awards at the various levels, with the view of making them sustainable will be pursued.
- Intensification of monitoring 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

The Office of the Head of Civil Service (OHCS) is one of the Central Management Agencies (CMAs) operating within the Government Machinery. It is tasked to ensure that Civil Service organizations are optimally structured and adequately staffed with the right skills and capacities to enable them to provide appropriate policy advice to the political leadership and to transform sector policies into implementable plans, programmes and projects that could be monitored and evaluated to accelerate national development.

The OHCS is also assigned with the responsibility of formulating human resource policies for recruitment, appointments, promotions, posting, training, development, discipline, and also seeing to the retirement and exiting of staff from the Service.

3.2.1. Sector Departments and Agencies

The following are the Departments and Agencies that fall directly under the Office of the Head of the Civil Service:

- Public Records and Archives Administration Department (PRAAD)
- Management Services Department (MSD)
- OHCS Training Institutions

3.2.2. Key Activities Undertaken

The following contains an analysis of planned policies and programmes and the delivery of the various Directorates and Units at the OHCS as well as its Departments and Agencies.

a) Office of the Head of Civil Service

The information below provides an overview of the key activities and programmes that the OHCS undertook in 2014.

- **Production of the 2013 Annual Performance Report on the Civil Service**

The preparation of the Annual Performance Reports (APR) on the Civil Service is a legislative obligation of the Head of the Civil Service as per Section 85(1) of the Civil Service Act, 1993 (PNDCL 327). These Reports have, over the years, been consistently produced and submitted to the Civil Service Council for discussion and approval. Copies of the Reports are sent to the Presidency, MDAs and key stakeholder institutions for their study and retention. In this regard, the 2013 APR was prepared and thirty (30) copies were printed for distribution.

- **Institutionalising an effective Performance Management System**

In early 2014, a three-member team of experts with considerable work experience and knowledge in the Public Administration System was engaged to undertake an evaluation of Chief Directors on the basis of the Performance Agreements signed in 2013. A total of 26 Chief Directors were assessed

and a report on the exercise was submitted to the Head of the Civil Service. Consequently, a joint meeting of the Public Service Commission and the Civil Service Council was organized to deliberate on the recommendations of the Evaluation team and chart the way forward for the implementation of the recommendations.

July, 2014 witnessed the signing of the 2014 Performance Agreements by Chief Directors at the Civil Service Training Centre. The Chief of Staff, Sector Ministers, Chairman of the Civil Service Council and the Chairman of the Public Service Commission attended the ceremony. A total of twenty-five (25) Chief Directors (CDs) signed Agreements with the Head of Service.

In the course of the year, the OHCS also rolled out the signing of Performance Agreements to cover Heads of Departments and Directors and Officers on analogous grades. In all, ten (10) Chief Directors signed agreements with about 150 Directors/HoDs and reports on these events were submitted to the OHCS.

The OHCS took a policy decision to operationalise the new staff performance appraisal instrument developed by the Public Services Commission. To ensure that all MDAs were set to roll out the new instrument by January, 2015, training/Sensitisation workshops were organised for all Civil Service institutions during which supervisors and cross-sections of staff were taken through the new instrument.

- **Operationalizing a League Table System for MDAs**

The purpose of this key results area was to track the level of compliance of MDAs with regard to key deliverables that were system-wide in nature and to engender improvements in the respective action areas.

The OHCS sent out performance league tables which exhibited how each sector Ministry had met the timeline given by the OHCS on specific deliverables. The operationalisation of this strategy significantly improved compliance levels.

- **Establishment of a Client Service Unit**

A service wide Client Service Unit has been established in the OHCS with two officers manning the unit. One Officer has since received training on Effective Front Desk Management at the Civil Service Training Centre. A template for processing complaints has been designed and currently in use.

A circular was issued to MDAs to initiate action on the rejuvenation of their Client Service Units. To this end, 15 MDAs revitalized their Client Service Units and also submitted copies of their service Charters and other documentation to the OHCS.

- **Merger of the three (3) Civil Service Training Institutions**

A Steering Committee was inaugurated in October, 2014 and tasked to develop a framework for the merger of the three Civil Service Training Institutions managed by the OHCS. The work of the Committee is on-going.

- **Human Resource Database Update**

Regular updates of Personnel records were undertaken to provide up-to-date information for human resource decision making. Collection of HR data from the MDAs was also started.

- **Human Resources Information Management Systems**

The OHCS provided support to the establishment of a Human Resources Management Information Systems (HRMIS). The Office attended a number of workshops and programs, and provided data for the migration of the HRMIS of the Public Service Commission for the Civil Service.

- **Key Research into Emerging Trends in the Civil Service**

The development of problem statement and questionnaires of some research topics are on-going. The research topics include:

- Practicing Ethical Behaviour on Productivity and National Development -The case of the Ghana Civil Service
- Postings of Personnel in the Civil Service; it's Challenges and Implications on Work Ethics
- Motivation and Commitment in the Civil Service
- Granting of Contract Appointments and the Implication on Employment into the Civil Service.

- **Demographic Analysis of Civil Servants**

For information-based decision making, the RSIM Directorate conducted an analytical study on the male and female demography, staff category and age distribution ranging between; 20-30 years, 31-40 years, 41-50 years, 51-60 years and above 60 in the Civil Service. It was observed that the males outnumber the females in the Civil Service. The majority of staff in the MDAs was found between the ages of 31-40 and 51-60 years

- **Scheme of Service Training**

In line with the Training and Development Policy of the Ghana Civil Service for effective job performance, the OHCS facilitated the Post-graduate Certificate and Post-graduate Diploma in Public Administration (CPA/DPA) courses for the year under review at GIMPA during which 25 Administrative Officers attended the Programme. The CPA and DPA programmes were designed to equip Senior Public Administrators with the requisite knowledge; skills and abilities that would enable them function as professional administrators, build on the knowledge already gained and prepare them for higher responsibilities within the Civil Service.

The Senior Management Development Course (SMDC) run for Senior Managers in the Public Sector is designed to allow managers absorb, in concentrated manner, the key issues and principle to

enable them build their capabilities and strengths. The SMDC was held from March 24 to May 30 2014 at GIMPA at which the OHCS facilitated the participation of 12 Officers from the Service.

- **Organisation of Orientation/Induction Programmes**

The Office of the Head of Civil Service rolled out an orientation programme for newly recruited Chief Directors and Assistant Director II^Bs (ADII^Bs) who were employed into the Civil Service during the period 2011-2013. The aim of the programme was to ensure that the new recruits became abreast with the standards of the Service. This would further lead to increased work output towards the achievement of the mandates of their various Ministries.

- **Refresher Course for Principals and Assistant Principals of the Training Institutions**

Three (3) Principals and fourteen (14) Assistant Principals were taken through a refresher course organized from 10th to 14th November, 2014 at the CSTC to enhance their capacities and build relevant skills and competencies.

- **Training Fund**

The issue of creating a training fund had been incorporated into the draft Civil Service Law for the attention of the Public Sector Reform.

b) Public Records & 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. The year under review saw PRAAD carrying out a number of activities in both the Public and Private Sectors.

- **Records Management Division**

Decongestion exercises were carried out for ten (10) organizations both in the Public and Private Sectors of semi-current records. PRAAD is also in partnership with the National Information Technology Agency (NITA) to deploy the Enterprise Correspondence Management System in 13 pilot public institutions.

- **Reference Section**

With the reference section there was a decline in the number of documents produced for the year but there was an increase in the number of searchers and tickets issued.

- **The Repository Office**

The Repository office which works alongside the search room, is conducting a survey to identify records that are in bad state so as to prepare a report for presentation to the appropriate authorities for the needed action to be taken.

- **Editorial Office**

The Editorial Office is undertaking the listing and editing of some records in the Repository of the Archives so as to make them available to the public in due course.

c) Management Services Department (MSD)

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

Activities that took place at the MSD during the year under review were:

- **Management Reviews**

MSD supported the restructuring of various MDAs to be better placed to deliver their mandate. MSD reviewed the mandate, strategic regulatory framework (vision, mission, functions, objectives and values), structure and staffing of the MDAs and produced Management Review reports for 7 MDAs.

- **Job Inspections**

MSD conducted Job Inspection Exercises to review establishment schedules, provide a basis for recruiting categories of staff and to provide backing for Manpower Hearing. The outputs of this exercises included the production of Manpower Hearing Reports, Establishment Schedule Reports, and Approval for recruitment reports among others. Job Inspection exercises were conducted in 10 MDAs.

- **Organizational Manuals**

Over the period, MSD supported various MDAs to define the functions of various directorates and units, identify tasks of various post holders and identify reporting relationships. The output of such exercises was the production of nine (9) Organizational Manuals.

- **Schemes of Service**

MSD developed Schemes of Service to provide a framework for career progression for Eight (8) MDAs were designed.

- **Conditions of Service**

MSD developed Conditions of Service to provide framework document for staff management for three (3) MDAs. They include the Legal Aid Scheme, National Development Planning Commission and the Ghana School Feeding Programme.

- **Ministerial Realignment**

Ministerial realignment exercises were undertaken in ten (10) Ministries, namely:

- Ministry of Gender, Children and Social protection.
- Ministry of Local Government and Rural Development
- Ministry of Food and Agriculture
- Ministry of Ministry of Gender and Labour Relations
- Ministry of Ministry of youth and sports
- Ministry of fisheries and Aquaculture
- Ministry of Roads and Highways
- Ministry of Tourism, Culture and Creative Arts
- Ministry of Communications
- Ministry of Information Employment and labour Relations

d) Civil Service 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. The Training Institutions carried out a number of key initiatives and activities during the year. Key among them was:

- **Civil Service Training Centre (CSTC)**

The CSTC began the year with the aim of strengthening internal efficiency and building the capacity of the Public and Civil Service. This was done through series of activities which included development of an Action Plan, Programme Review and expansion of physical infrastructure. Some of the key achievements and activities were:

- Inauguration of the new 3-Storey building comprising 5 lecture rooms, 1 conference room, 1 ICT room, 2 offices and training secretariat, 1 library, 2 syndicate rooms, Video Conference Facility and cafeteria was inaugurated on the 12th February, 2014.
- Completion of JICA-CSTC Project in January 2014.

- Organization of Best Practices Workshops in Sierra Leone and Liberia with joint OHCS/CSTC delegations to Sierra Leone and Liberia in January and February 2014.
- Visit by Sierra Leone Delegation - A delegation made up of the Principal and Programme Coordinators from the Civil Service Training College of Sierra Leone visited the Centre with numerous training supports.
- TOT sessions organized in March 2014 under the New Trainers and Learning Platform to expose new Trainers to facilitation skills
- Partnering with the Public Investment Division of the Ministry of Finance to develop and implement training on Public Private Partnerships (PPP) for Public Officials and Private Individuals on the Ghana's PPP model.
- Facilitating Public Sector Training through the organization of meetings, seminars, conferences and workshops for Public Service Departments and Agencies at the Centre.
- Rental of the new facilities to raise funds for operations and maintenance.

- **Government Secretarial School (GSS)**

The school undertook the follow key activities.

- GSS National Examinations – conducted the GSS conducted examinations for new entrants or for participants with referred papers for the six (6) Secretarial grades. That was from Typist Grade 1 to Private Secretary.
- Based Training Programmes (CBT) - The GSS organized in-service training programmes to build the competencies of personnel of the National Development and Planning Commission and Newly Recruited Reporters of Parliament.

- **Institute of Technical Services**

Some areas of work undertaken by the Institute during the year included:

- Organized a stakeholders meeting with the encroachers on the institute's land and requested for all land owners to produce their Site Plans leading to the regularization of their lands.
- Designed a template to run a course in Technical Report Writing for building inspectors of the MMDAs.
- Engaged all the polytechnics and other technical schools for their expression of interest to participate in future programmes in Embedded Technology as a requirement to access the Skills Development Fund (SDF).
- Sought accreditation to run COTVET training programmes
- Sent circulars to various MDA's and MMDA's to invite nominations for the 31st Senior / Special Junior Course 2015.
- Prepared a draft proposal to be sent to the various MMDAs to run a course in Technical Report Writing for all Building Inspectors.

3.2.3 Financial Performance

Table 3: Office of the Head of Civil Service 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	2,825,505.00	2,354,590.00	2,354,590.00
Use of Goods & Services	952,100.00	459,100.00	459,100.00
Non-financial Assets	300,000.00	-	-
IGF	3,103,360.00	608,356.00	608,356.00
TOTAL	7,180,960.00	3,442,046.00	3,422,046.00

3.2.4 Challenges

The following itemized information provides an overview of the key sector challenges encountered by the Office of the Head of Civil Service during the period under review.

- Non-compliance by some MDAs to the guidelines issued on the preparation of the Sector Annual Reports
- Inadequate and untimely release of funds to implement planned programmes.
- Inadequate data on training and additional skills acquired by Civil Servants from the MDAs
- Inadequate equipment (computers, photocopiers and printers); and logistics to run the office effectively
- Most organizations could not conduct interviews due to lack of adequate funds.
- For Change of Date of Birth most officers are unable to submit Elementary School records due to poor records keeping by schools.

3.2.5 Outlook for 2015

The under-listed entails the strategic and top priority areas which the OHCS has programmed for 2015 for the development of the Civil Service:

- Research on emerging trends in the following areas, Productivity, Work Ethics, Postings and Transfers, Contract Appointments, Data collection and analysis
- Prepare 2014 Civil Service Annual Report
- Evaluate Chief Directors on the basis of their 2014 Performance Agreement

- Sign 2015 Chief Directors Performance Agreement and undertake mid-year review sessions
- Facilitate the signing of Performance Agreements by Heads of Department/Directors
- Operationalize the new Staff Performance Management Instrument
- Facilitate the provision of training in various areas for staff in the Civil Service
- Strengthen the management of Civil Service Training Institutions
- OHCS Training Institutions merged into a Civil Service College
- Ensure the effectiveness of Client Service Units in MDAs for enhanced public service delivery
- Liaise with the relevant agencies to review the activities of the HRMIS
- Establish an institutional mechanism to coordinate Reform Programmes in the Service.
- Review Civil Service Rules and Regulations
- Compile all Circulars in the Civil Service from 1990 to 2014
- Introduce the Embedded Technology programme to tertiary institutions and Senior High Secondary Schools

3.3 MINISTRY OF CHIEFTAINCY AND CULTURE

The Ministry of Chieftaincy and Traditional Affairs (MCTA) exists to develop, promote, preserve and integrate the Country's traditional values and practices to accelerate national development. It serves as the apex body mandated with oversight responsibility over the Chieftaincy Sector and an interface between government and civil society organisations on chieftaincy related issues.

3.3.1 Sector Departments and Agencies

The Ministry has oversight responsibility over the following organisations:

- National House of Chiefs;
- The ten Regional Houses of Chiefs; and
- 216 Traditional Councils and eight Divisional Councils.

3.3.2 Key Activities Undertaken

a) Codification of Succession Lines

The Ministry continued to work on the draft LIs on Chieftaincy Succession in sixteen (16) Traditional Areas to prevent conflicts and reduce disputes over chieftaincy succession and thereby promote peace and speedy economic development. The draft LIs have since been submitted to the Ministry of Justice and Attorney-General's Department for further action.

b) Empowerment of Traditional Authorities

In an effort to reduce the incidence of infant and maternal mortality, school dropouts and early marriage, the Ministry organised a validation workshop with queen mothers on the draft National Child and Family Welfare Policy at Dodowa Forest Hotel in June, 2014.

A two-day workshop on Child and Family Welfare and Juvenile Justice Policies by UNICEF for members of the National House of Chiefs was also held on 17th and 18th July 2014 in Kumasi.

c) Galamsey Livelihood Programme

Meetings were held during the year with the Western, Central, Eastern and Brong Ahafo Regional Houses of Chiefs to sensitise and obtain the buy-in of traditional rulers on relaying Government's policy and programmes for addressing the negative effects of galamsey activities in their communities.

d) Minimize Harmful Traditional Customary Practices

The Ministry in June, 2014 launched a project with the Northern Regional House of Chiefs on the Elimination of Harmful Customary Practices with specific reference to Witch camps. This was aimed at discouraging the negative and socially harmful traditional cultural practices such as detentions at witch camps, female genital mutilation and early marriages.

e) Other Activities Undertaken

The National House of Chiefs processed applications for elevation to Paramountcies from 15 Divisional Stools in the Upper West Region.

The National and Regional Houses of Chiefs held General House meetings to attend to matters of the Chieftaincy Sector. In addition;

- A 2 day workshop was held for 10 Queen mothers, one (1) from each region, in collaboration with the Ministry of Gender, Children and Social Protection to equip them to play frontline roles and to assist in addressing challenges to health and education of citizens, especially those in rural/deprived communities
- The Ministry successfully adjudicated 6% chieftaincy cases pending before the Houses of Chiefs through judicial settlement.
- Six (6) Counsels were recruited and posted to the various Houses of Chiefs to speed up the pace of disposal of Chieftaincy cases and disputes to support Government's efforts to contain and improve conflict situations nationwide. Through that activity, all Houses of Chiefs besides the Central Region have Counsels.
- A marking scheme and examination questions for promotion examinations for senior and junior chieftaincy staff was established and submitted to the PSC. Scripts of examinations taken by staff were also marked.
- Planning meetings were held between the Ministry and MoTCCA for the celebration of the National Festival of Arts and Culture (NAFAC). The Festival was held in November 2014.

3.3.3 Financial Performance

Table 4: Ministry of Chieftaincy and Traditional Affairs 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	17,524,868.00	16,848,673.00	16,848,673.00
Use of Goods & Services	1,340,849.00	732,106.50	526,106.50
Non-financial Assets	1,362,274.00	0.00	0.00
IGF			
OTHER (SPECIFY)			
TOTAL	20,227,991.00	17,580,779.50	17,374,779.50

3.3.4 Challenges

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

3.3.5 Outlook for 2015

- f) The Ministry plans to continue with the Phase –two of the Ascertainment and Codification of Customary Law Project relating to Family and Land in Ghana.
- Complete the Elimination of Harmful Traditional Practices Project.
 - Augment and develop the human resource of the sector by recruiting more staff training both new and existing staff.
 - Undertake M&E visits to the Regional Houses of Chiefs.
 - Train chiefs and chieftaincy staff in ADR to accelerate the resolution of chieftaincy disputes.
 - Improve and upgrade the ICT infrastructure of at the Ministry and Regional Houses of Chiefs.
 - Complete the construction of office complex for the National House of Chiefs and continue with the structures for 4 other Houses of Chiefs.

3.3.4 MINISTRY OF COMMUNICATIONS

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 has remained as the Ministry of Communication after being merged with the Ministry of Information and Media Relation.

3.4.1 Sector Departments and Agencies

The Ministry exercises responsibility over the following Department, Subvented Agencies, as well as Statutory Bodies:

Civil Service Department

- Information Services Department (ISD)

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

Statutory Bodies

- National Communications Authority (NCA)
- Ghana Postal Company Ltd.
- Ghana Investment Fund for Electronic Communications (GIFEC)
- Data Protection Commission (DPC)
- Graphic Communications Group Company Limited (GCGCL)
- Ghana Publishing Company Limited (GPCL)
- Ghana Broadcasting Corporation (GBC)

3.4.2 Key Activities Undertaken

a) Policies and Regulations

- **Re-classification Policy for FM and TV Broadcasting**

To provide an economical, effective and alternate means of radio communication, the National Communications Authority (NCA) implemented the reclassification policy for FM broadcasting by granting renewal authorizations. Additionally, TV services have been reclassified and the application forms and guidelines have been updated accordingly.

b) The Telecom Sector

The telecommunications sector continued to register impressive growth rate in subscription. The total telephone subscription for both cellular and fixed lines as at October, 2014 stood at 30,128,896. Mobile telephony accounted for about 111.98% of total access lines with a total of 29,868,407 subscriptions, while fixed access lines accounted for 0.98 % with a total subscription of 260,489. 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, one (1) VSAT Authorizations and 10 UHF/VHF Frequency Authorizations, two (2) FM Radio Frequency Authorizations and two (2) Studio-to-Transmitters Link (STL) Frequency Authorizations. During the period, new Quality of Service (QoS) equipment was successfully installed and tested, with an acceptance certificate subsequently signed between NCA and ASCOM. The Authority also monitored the airwaves and the spectrum bands to ensure that Frequency Authorization Holders do not cause interference to other Users. The authority also continued to pursue its on-going projects such as review of the Mobile Number Portability, Analogue to Digital Migration, as well as the construction of office buildings at the Airport City in Accra, Kumasi, Tamale and Takoradi. Additionally, the Authority continued with Phase II of its Decentralization plan by opening temporary offices in Koforidua, Ho, Sunyani and Bolgatanga.

c) Quality of Service (QoS)

The accomplished tele-density has been complemented by an improvement in quality of service performance in call set-up time, call congestion rate and call drop rate indicators. In order for NCA to enforce the QoS obligations, stakeholder consultations with Mobile Network Operators on the newly installed equipment for the monitoring exercise were undertaken to ensure compliance.

d) Digital Terrestrial Television (DTT)

The Ministry and the National Communications Authority (NCA) collaborated with the Ghana Standards Authority to develop the Ghana Minimum Technical Specifications version 1.1 with number GS1099 to bring it in harmony with the ECOWAS common specifications for the DTT receivers. The standard was published in March 2014 for implementation.

The NCA has signed Conformance Test Agreements and accredited 12 Test Laboratories to ensure that manufacturers of the DTT receivers conform to the Test Suites developed for the Ghana Standard.

e) E-Government Infrastructure Project

Under the e-Government Infrastructure Project, an additional 90 Long Term Evolution (LTE) sites are being built across the country. Thirty (30) of these sites have been completed and work on the remaining 60 has also begun. This is expected to be completed by the first quarter of 2015.

f) Eastern Corridor Fibre project

The Ministry is constructing the 780km Eastern Corridor optic fibre project linking Ho to Bawku and from Yendi to Tamale. A total of 702km trenching has been done whilst 483km of fibre has been laid as of October, 2014.

g) Phase II of Dedicated Secured Communications System for Ghana's Public Administration and Emergency Services

In 2014, the Ministry began the implementation of the Phase II Global Open Trunking Architecture (GOTA) to extend services to the rest of the country. In effect, surveys and designs of the 270 wireless base stations sites have been completed. Additionally, acquisition of 180 site locations has been completed. Furthermore, 68 out of the 270 wireless base stations sites have been commissioned for installation of the towers to commence.

h) National Data Centre

The Ministry has completed the construction of the Secondary Data Centre in Kumasi to serve as a redundancy to the Primary Data Centre in Accra. As at September 2014, it was 91% complete and is expected to be completed by March 2015.

i) E-Government Applications:

• **One Stop Service Centre (OSSC)**

The Ministry established a One Stop Service Centre in 2014 to offer MDAs and citizens the opportunity to acquire government/public service at a central location. The pilot service centre which is located at the Ghana Postal Company office at the Kwame Nkrumah Circle has been completed. The centre will accommodate the following public institutions:

- Ghana National Fire Service
- Ghana Water Company Ltd
- Ghana Tourism Authority
- Minerals Commission
- Ghana Free Zones Board
- National Health Insurance Authority

- **E-Immigration**

The Ministry is pursuing an integrated immigration system for the Ghana Immigration Service (GIS). This will cover the border control system, visa management system, and foreigners control system among other modules. The solution has been deployed at the Takoradi Sea Border and Sekondi Regional Office.

- **E-Health**

The Ministry through NITA embarked on the deployment of an Enterprise Level Hospital Administration System, Radiology Information System and Communications Systems. These systems are being used to manage the health care provision needs of Korle Bu Teaching Hospital, Wa Regional and Zebilla District Hospitals. This centralized electronic medical record system will provide unique patient identification that can be used by a patient to access medical care nationwide. In this regard, training on IT basic tools has been organised for 100 medical staff.

- **E-Cabinet**

The Ministry of Communications commenced the implementation of an e-Cabinet System. This involved Intranet Portal, the Enterprise Content Management (ECM), Document Management System (DMS), Meeting Management System (MMS), Microsoft Unified Communication – MS Lync, Outlook Webmail – Official Email Account and Correspondence Management System (CMS). Digitization of existing documents began in May 2014 with provision of two (2) scanners and two (2) desktop computers to facilitate work. So far a backlog of two years hardcopy data has been digitised. In August and September 2014, training workshops were conducted for 39 officers comprising Cabinet Ministers, Cabinet secretariat staff and other users of the e-Cabinet solution.

j) Business Process Outsourcing

The Ministry secured an amount of US\$8.84 million from both the World Bank (US\$ 5m) and the Rockefeller Foundation (US\$3.84m) to refurbish the old PWD warehouses around Kwame Nkrumah Circle. The refurbishment is expected to be completed by the first quarter of 2015. When this is done, 10,000 direct and indirect jobs would be created at the BPO Centre. It would also provide leased out spaces for Business Process Outsourcing software development, IT training and services and other Information Technology Enabled Services secretariat.

k) Cyber Security: Establishment of the National Computer Emergency Response Team (CERT-GH)

The Ministry in August 2014 established the National Computer Emergency Response Team (CERT-GH). The CERT-GH portal, www.cert-gh.org, is also established to report on latest threats, advisories and information on local initiatives on Child Online Protection (COP). Additionally, a monitoring station has been setup to monitor threats and attacks in Ghana cyberspace in real time.

l) Universal Access

The Ministry undertook universal access projects and programmes including provision of Internet Connectivity for 100 institutions and installation of rural telephony to communities.

ICT centres were set up at five (5) Ghana Fire Service Regional Offices (Wa, Takoradi, Koforidua, Ho and Kumasi), one (1) at the Training Academy in Accra and one (1) district office in Nandom. Also, capacity building in the form of training was facilitated for 62 nursing training schools and 42 Community Information Centre Managers.

GIFEC distributed 600 desktop computers to 40 Community Information Centres. The global Community has recognised the achievement of GIFEC in promoting rural telephony and was awarded the best ICT infrastructure by the International Telecommunication Union (ITU).

m) ICT Skills and Human Resource Development:

The Kofi Annan Centre of Excellence (KACE), through its core training activities including; software, security and networking courses, sandwich programmes for tertiary students, executive and corporate training, provided service to over 2,000 participants. This is expected to make an important contribution to employment creation for the growth of the ICT sector. The centre established distance learning and launched a number of distance education courses to support ICT skills acquisition and e-government functions. Consistently exceeding its current revenue target, the centre has launched the PPP process for its new building in order to support the expansion of its activities.

The Ghana News Agency also established a multimedia training centre to build capacity of its staff and began the development of a website ‘kaseebo.com’ to provide quick access to both local and international news to the general public.

During the year under review, NAFTI trained students in film and television production and other media and creative arts, and graduated 123 persons with Bachelor of Fine Arts (BFA) Degree, Certificate in film and video production, as well as top-ups for NAFTI's Diploma Graduates leading to the award of BFA degrees.

n) Girls in ICT Skills Training

In 2014, the national Girls in ICT celebration was held in Koforidua and a total of 411 out of 500 girls from 48 public schools participated in the programme. Another batch of 500 girls will be drawn from the Volta Region and trained at selected CICs in the Region by end of December 2014.

o) Transparency and Accountable Governance

To further promote transparent and accountable governance, the Ministry organized a series of Meet-The-Press for 12 Ministries to inform the citizens on the operations of the various MDAs and MMDAs as well as government policies, programmes and projects.

The Ministry also organised five (5) regional 'Government for the People' (G4P) fora to disseminate government information to the public. These regions were the Ashanti, Brong Ahafo, Upper East, Upper West and Northern Regions.

p) Electronic Media Services

The Ministry through the Ghana Broadcasting Corporation undertook 50 live coverage of national events which included the World Cup tournament held in Brazil. In addition, GBC produced 2,040 social and educational programmes for the public. GBC also launched new digital channels namely: GTV Life, GTV Govern, and GTV Sports.

q) Information Services Department (ISD)

- Three (3) public education campaigns were carried out during the year on the National Budget, Cholera and sanitation.
- Provided publicity support for national celebrations and events. The Department provided publicity for the 28th February Cross Road Shooting incident, Independence Day, Republic day and Farmers day celebrations.
- Facilitated training for Journalists, ISD GIFMIS, the National Project Office staff and PROs attached to MDAs. 35 staff received training in Microsoft office suite, and 50 PROs received training organized by the American Embassy.
- Two (2) Foreign Service Officers have been posted to London, two (2) to Washington and one (1) to the Ghana UN New York Office to execute programs aimed at marketing Ghana abroad.

3.4.3 Financial Performance

Table 5: Ministry of Communications 2014 Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
1	GoG			
	Compensation of Employees	9,241,597	8,266,482	8,266,482
	Goods & Services	532,227	66,359	65,545
	Non-financial Assets	1,440,558	47,608	47,608
2	IGF	1,780,219	1,596,390	1,577,826
3	Dev't Partners	80,994,297	51,669,355	51,669,355

TOTAL	93,988,898	61,646,194	61,626,816
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3.4.4 Challenges

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

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

3.4.5 Outlook For 2015

The Sector Ministry as part of its SMTDP will pursue the following programs in 2015:

- **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. The updated version of the ICT4AD Policy is ready for implementation and would be launched in June 2015.

The Telecom Policy is to be reviewed to ensure efficient spectrum management, broadband management and call tracking.

- **Eastern Corridor Fibre Optic Backbone Network**

The Ministry will continue to monitor the construction of the project for its completion by July 2015. 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.

- **Development of Technology Park**

The development of the Technology Park under the MSME project would be pursued to complement efforts for real job creation in the area of ICT/ITES business initiatives.

- **ICT Skills and Human Resource Development**

In 2015 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, online advice and research. The project will further provide connectivity to the least developed 200 secondary schools in the country.

- **Girls in ICT Programme/Child Online Protection (COP)**

The Ministry in 2015 will continue to promote the celebration of “Girls in ICT” programme to provide the platform for as many girls as possible to generate the interest of Girls in ICT.

- **Phase II of Dedicated Secured Communications System for Ghana's Public Administration and Emergency Services**

Under the Phase II of the Global Open Trunking Architecture (GOTA) communication network, 270 base stations will be constructed, as well as 200,000 handsets provided.

- **Postal and Courier Services**

In 2015, 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.

- **Meteorological Services**

The Ghana Meteorological Agency (GMet) in 2015 will pursue the installation of 100 Automatic Weather Systems to improve its meteorological instrument by 40 per cent.

- **Telephone Subscription**

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

- **e-Parliamentary System**

The Ministry will support the legislature to implement the e-parliamentary System, under which members will be able to file their queries to the Executive online, leading to speedy and paperless flow of information.

- **e-Justice System**

The installation of the e Justice system will commence in 2015. Under this project, eight (8) courts will be fully automated and will be funded under the e-Transform project. The eight (8) courts, which are located in Accra, are: The Supreme Court (1), The Appeal Court/Civil Section (1), Commercial Courts (2), Fast Track courts (2) and Specialized (Land) Courts (2).

- **e-Services Platform**

In 2015, ten (10) more agencies will be connected to the network and the services and applications will also be extended.

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

The Ministry, under the Ghana e-Government Project will pursue the roll out of 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.

- **National Electronic ID System**

As part of the e-transform project, the Ministry in collaboration with the National Identification Authority has secured approval from the World Bank to pursue the implementation of the National Electronic ID System in 2015. The project will support the distribution of 12 million biometric cards, including 3 million cards already printed and 9 million cards to be printed once citizen data is confirmed.

- **Digitization of Records**

In 2015, the Ministry will continue to pursue the extraction and documentation of the 11million records at Births and Deaths and the digitization of the 20 million records at the Registrar General's Department.

- **Integrated e-Health System**

In 2015, configuration of the e-Health system will be completed. IT Literacy training on the e-Health application will be conducted. Sensitization workshops on the e-Health system will be organized.

- **Information Services Department**

- Revamp the photo section into a State-of-the-Art facility to enhance photo re-production, research and archiving of national records.
- Improve the capacity of ISD to step up its sensitization programme through the acquisition of a new fleet of State-of-the-Art cinema vans.
- Acquire a modern high tech printing machinery to aid the Department in dissemination programmes.
- Enhance staff access to emerging ICT technologies through provision of requisite infrastructure and content development.

- **Ghana Broadcasting Corporation**

- Ensure that public broadcasting programmes are accessible to audiences anywhere, at any time and on whatever device or delivery platform.
- Ensure that public broadcasting programmes are promoted effectively so that diverse audiences continue to access such programmes and derive value from them.
- Create an opportunity for Government departments/agencies to sponsor development of digital television content which may facilitate their goals and objectives.
- Introduce additional revenue streams to support the business model of free-to-air television funded by advertising which is unlikely to be sustainable in its present dimension.
- Ensure that the broadcasting heritage is both preserved and exploited, so that creative cultural endeavours in the form of programming can continue to give value to the community.
- Re-establishment of Radio 1 and Radio 2 Networks and the introduction of Digital Radio
- Establish additional studios with HD capability and acquire more OB Vans with HD capability

- Establishment of 20 Community Radio studios nationwide.
 - Provision of training laboratory and additional lecture rooms for GBC University College
 - Procurement of heavy duty generator for Headquarters and the Regions
 - Extension of Air-Watch systems to GBC Regional and District offices
-
- **Ghana News Agency**
 - Implementation for GNA's digital, audio, text, video and photo services.
 - The refurbishment of GBNA offices in Ho, Bolgatanga and Tamale
 - To implement the drawn-up GNA Medium Term Strategic Plan

3.5 MINISTRY OF DEFENCE

The Ministry of Defence (MOD) was established in 1957 with the task of formulating, and managing the implementation of policies aimed at safeguarding the sovereignty and territorial integrity of the nation as well as ensuring the protection of its life and property. It is a very unique Ministry whose main agency; the Ghana Armed Forces is establishment under Article 210 of the 1992 Constitution. Over the years, MOD has evolved and transformed itself to its current status of a strategic Ministry managing men and women with excellent professional performance to the envy of both Regional and International bodies especially in Peacekeeping. The goal of the Ministry of Defence is to ensure security, safety, adequate protection of life, property and the rights of all nationals especially the vulnerable and excluded within a democratic environment and in the sub region.

3.5.1 Sectors Departments and Agencies

The Ministry of Defence has oversight responsibility for the following:

- 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

3.5.1 Key Activities Undertaken

In the course of the 2014 reporting year the Ministry undertook the following key activities:

a) Safeguarding Territorial Integrity

The Ministry continued to collaborate with sister security agencies to provide patrol and cross border surveillance over land air and sea for the security of the country. In addition a Round Table discussion was held with the security services on safeguarding territorial integrity at the Kofi Annan International Peace Keeping and Training Centre on 21st October, 2014.

b) Joint Outreach Programmes

The Parliamentary Select Committee on Defence and Interior held one meeting at the Ministry of Defence during the course of the year. They also undertook outreach and inspection programs from 2nd to 10th November, 2014, visiting the Northern Command and the 66 Artillery Units in

Ho. The purpose of the visits was to inspect and monitor the GoG funded projects and assess the status of development of GAF projects.

c) Inventory of Military Lands

Encroachment on An Inventory on some Military Lands was conducted for proper demarcation and acquisition. A Regional Tour was made to Ashanti and Greater Accra Regions to conduct inventories on Military lands.

d) Capacity Improvement of the Ghana Armed Forces (GAF)

- Twenty-two (22) administration vehicles were provided from the Office of the President. However approval has been granted for the procurement of additional vehicles and motorbikes.
- Occasional patrols were conducted.
- Ensured adequate supply of medicines and other medical related items. Majority of the medicines and other health items were successfully procured.
- Partial expansion has been carried out in the course of the reporting year.
- Carried out maintenance on A&B vehicles.
- Negotiation with the maintenance company has been completed; it awaits comments from the AG to refurbish 1 aircraft.
- Refurbished two (2) hangars
- Procured aircraft spare parts.
- Trained fifty-four senior officers.
- Trained 250 Officers and 4000 Men for International Peace Support Operations.
- Purchased Combat Vehicles (AFVs, APCs)

e) Reinforced interaction of troops with High Command/Civil Authority

Visits were made to Garrisons in the Southern part of the Central Command of the Ghana Armed Forces.

f) Joint Operations

The Ministry conducted joint operations with other security agencies and NADMO. Currently three (3) joint operations are on-going.

- Worked closely with the Ministry of Interior, the National Peace Council and other relevant bodies to contain and improve conflicts situations nationwide:
- Trained 120 officers from the Armed Forces, Sister Security Services and MDAs in Conflict and Crisis Management (CCMC)
- Trained 120 officers from the Armed Forces, Sister Security services and MDAs in Exclusive Economic Zone Management (EEZ).
- Improved the Capacity of the Security Agencies There was the need to support the police in improving their capacity to enable them provide the required collaboration to the

military, since the Police is one of the major agencies that the military collaborates with to ensure security and protection of nationals. A lot of progress was made during the year under review in that regard.

g) Organizational Manual of the Ministry of Defence

The ministry liaised with MSD to produce a draft organizational manual which removes all uncertainties and conflict of responsibilities and authority which militates against effective organizational performance and efficiency

h) Development of a Service Charter for the Ministry

The Ministry developed a Service Charter and distributed it to the various agencies and stakeholders in the country.

i) Renewal of the MOD Anti-virus Program

The Ministry of Defence was confronted with serious virus infection to its ICT infrastructure necessitating urgent anti-virus renewal program. This was done by following the procurement process which involved inviting bids from accredited companies, comparing specifications and prices and then choosing one company to deliver the product.

j) Training and Development

Twenty four (24) members of staff of MOD, made up of 6 males and 18 females benefited from training in; e- Governance leadership capacity building, Defence Management, Managing Defence in a wider Security Network and other scheme of service courses.

k) Updated Assets Register

The asset register of the Ministry of Defence was duly updated. All items and equipment procured were all entered into the register. This was done to encourage the proper and judicious use of all assets of the Ministry and to minimize misuse and misappropriation.

3.5.3 Financial Performance

Table 6: Ministry of Defence 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
Compensation of Employees	512,522,000.00	6,210,248.18	6,210,248.18
Use of Goods & Services	16,156,810.00	14,990,997.26	5,838,445.41
Non-financial Assets	2,635,425.00	912,036.83	912,036.83
IGF	11,348,000.00	7,864,889.32	7,864,889.32
TOTAL	542,662,235	29,978,171.59	20,825,619.74

3.5.4 Challenges

- Inadequate and untimely release of funds for planned training programs.
- Lack of adequate logistics to facilitate Human Resource planned programs.
- Lack of IT Professionals.
- Inadequate budgetary allocation and budget cuts.
- Inadequate capacity building of the Civilian staff of the MOD.

3.5.5 Outlook for 2015

- Enhance institutional capacity of the security agencies through training of personnel and infrastructural improvement.
- Strengthen the international collaboration especially with neighboring countries to combat cross border crimes and piracy
- Build operational, human resource and logistics capacity of the security agencies.
- Target and bridge capacity gaps for the active and equal participation of women and men at all levels of civil society, economy, peace building and governance
- Improve the capacity of security services in external peacekeeping operations
- Promote the implementation of Private Public Partnerships (PPPs) arrangements for the delivery of HIV and AIDS/STIs services
- Act in concert with other countries to address threats to international peace and security and strengthen Ghana's bilateral and multilateral diplomacy
- Ensure security for the oil and gas industry as a whole including installations and operations.
- Renovation of MOD Office and residential accommodation.
- develop a comprehensive Result-Based Monitoring and Evaluation System for MOD

- Implement workplace HIV/AIDS programmes
- Facilitate Gender mainstreaming initiative

3.6 MINISTRY OF EDUCATION

The Ministry of Education exists to establish educational systems intended to produce well balanced individuals with the requisite knowledge, skills, values, aptitudes and attitudes to become functional and productive citizens for the total development and the democratic advancement of the Nation.

The Sector policies relating to pre-tertiary education delivery for kindergarten, primary, junior high and senior high schools as well as technical vocational institutions is managed by the Ghana Education Service, while at the tertiary level the National Council for Tertiary Education coordinates the management of institutions such as the Polytechnics, Universities and Colleges of Education.

The Non Formal Education Division and the Center for National Distance Learning and Open Schooling provide non-formal and informal training and distant learning packages for non-literate adults and out of school youth including prison inmates. The Ministry with its Agencies account for 36.4 percent of the total MDA budget, and 6.2 percent of GDP for 2014.

3.6.1 Sector Departments and Agencies

The Ministry has eighteen (18) Agencies. Each of the Agencies is managed by a Board or Council as appropriate. At the tertiary level there are nine (9) public Universities and Ten Polytechnics managed by various Councils. The Sector's policies and programs from preschool to tertiary level were implemented by under listed Agencies, Divisions and Statutory Bodies:

- Ghana Education Service (GES)
- National Council for Tertiary Education (NCTE)
- National Accreditation Board (NAB)
- National Board for Professional and Technicians Examination (NABPTEX)
- West African Examinations Council-National Office (WAEC)
- Encyclopedia Africana Project (EA)
- Students Loan Trust Fund (SLTF)
- Ghana Academy of Arts and Sciences (GAAS)
- Ghana Education Trust Fund(GETFund)
- National Inspectorate Board (NIB)
- National Council for Curriculum and Assessment (NCCA)
- Ghana National Commission for UNESCO
- National Teaching Council (NTC)
- Ghana Book Development Council (GBDC)
- National Service Scheme (NSS)
- Center for Distance Learning and Open Schooling (CENDLOS)
- Council for Technical Vocational Education and Training (COTVET)
- Ghana Library Authority (GhLA)

- Funds and Procurement Management Unit (FPMU)ⁱ*
- The Non Formal Education Division (NFED)*

3.6.2 Key Activities Undertaken

This section provides a summary report on some achievements captured during the reporting year. The sector's priority and flagship projects have therefore been recorded as follows:

a) Basic Education

- **Increase in access and participation at the basic level**

National enrolment in basic education as well as the gross and net enrolment ratios increased at all three levels (KG, Primary and JHS) in 2013/14 as compared with 2012/13 figures. Enrolment increases were notable in the deprived districts, suggesting that the social intervention programmes targeted at these districts helped to increase access to schooling.

Gender parity was reached at KG and Primary schools and the sector is on course to meet parity at the JHS level.

The GES is implementing the Girls Participatory Approaches to Students' Success scholarship scheme to increase access and participation as well as performance of girls at JHS in the 75 deprived districts (57 original plus 18 districts carved out from these in 2012). Currently, the project is benefitting 10,000 girls from the pilot phase in 21 districts, and is expected to cover 50,000 girls across the 75 deprived districts from 2013/14 to 2016/17.

The increases in enrolment are attributed to the following social intervention programmes:

A total of 148,000 pupils in Basic Schools benefitted from the school feeding programme under WFP in 2013/14 academic year. The provision of meals to 155,000 pupils in public Basic Schools has been processed for the 2014/2015 academic year (WFP School Feeding).

- Provision of capitation grant to all public basic schools under GoG and an additional grant to all public basic schools and District Education Offices in the deprived districts under the Global Partnership for Education Grant.
- Provision of BECE subsidy for all final year pupils in the public and **private Junior High Schools**(JHS)
- Basic school infrastructural projects: during the year under review, 20 schools under trees project with GoG funding were completed and handed over to District Assemblies and communities

- **Complementary Basic Education Programme:**

The Complementary Basic Education Programme which provides nine-month tuition in literacy and numeracy for out-of-school children, under the management of implementing Partners, enrolled, taught and graduated 24,117 learners. They were mainstreamed into the formal system in September for the 2014/2015 academic year.

b) Secondary Cycle Education

- **Expansion in access and capacity at second cycle level**

Admission into the first year of Senior High School (SHS) increased over the last academic year, and the number of public SHS increased by twenty (20) between 2012/13 and 2013/14, with gross enrolment increasing from 36.8% to 43.8%.

Progress continues to be made towards gender parity at SHS level. The completion rate for female students increased from 28% to 38% between 2012/13 and 2013/14.

- **Provision of 200 Community Day SHSs**

In order to improve access to meet the increasing demand for second cycle education, the Ministry commenced construction of 73 out of the proposed 200 community day SHS. In March, 2014, the President cut a sod for the construction of the first 50 Community Day Schools in the Country at Nyanoa, a town in the Upper West Akim District of the Eastern Region. Contracts were signed for the first 50 to be supported by GoG and GetFund.

- **Secondary Education Improvement Project**

With support from the World Bank, the Ministry concluded arrangements and signed an agreement for the expansion of facilities at the secondary education level through the Secondary Education Improvement Project (SEIP). The SEIP is a US\$156 million IDA credit which, is being used to provide 23 new SHS, support rehabilitation works and quality improvements for 125 existing SHS's. It is also to provide scholarships to about 10,000 students from deprived communities over the project lifespan as well as support for monitoring and evaluation.

Selected Districts were notified and a national stakeholder forum was organized for DCEs and Directors of Education of the Selected Districts, and other bodies such as CHASS, NGOs and Development Partners. Training manuals for administering School Performance Partnerships which all selected Heads of schools will have to sign with the DCE is being developed. A manual for scholarship administration was developed and baseline data established with support of Ghana Statistical Service.

- **Rebranding of Technical/Vocational Education**

As part of efforts at re-branding TVET provision and delivery, the National Apprenticeship Programme trained 600 master craft persons for 2013/14 batch and attached to them 4,000 apprentices.

In addition, trainer of trainers programme was organized for 524 Master Craft Persons (MCPs) and bursaries provided for 2,500 apprentices in the informal sector and 1,500 students from formal TVET Institutions for a period of three years.

A Skills Development Forum was organized alongside a media encounter to sensitize the general public on the Technical/Vocational Education and training. A second Skills and Technology Fair was held in September 2014.

A feasibility study was conducted and 3 sites identified for the construction of the 3 Model TVET institutes.

- **Progressively Free SHS Strategy**

This strategic document, seeks to place the financing and delivery of secondary education into a progressively free approach using a targeted approach to education financing.

The roadmap was submitted to Cabinet for review and approval, and modalities for implementation are undergoing further discussions with key stakeholders such as the GES, CHASS, National PTA and Ministry of Finance.

c) Tertiary Education

- **Expansion of access/improvement in quality at the tertiary level**

At the tertiary level increased enrolment was recorded in the three major categories of public tertiary institutions, bringing the overall tertiary education enrolment to 283,506. In 2012/13, 221,632 students were enrolled in public institutions, of which 128,326 were in universities.

The Colleges of Education (CoEs) were upgraded to tertiary status, and the Colleges of Education Act has been passed. A technical committee constituted by the NCTE developed documents to harmonize the CoEs with the tertiary institutions.

In the 2013/2014 academic year, government replaced the trainee allowance with the option to access students' loan to ensure that all students in the tertiary institutions are given fair treatment and to eliminate the quota system. With the introduction of this policy, the Colleges were able to increase admission which hitherto was restricted by annual allowance for trainees from the consolidated fund. New admissions in the public Colleges of Education increased from 9,000 in 2012/13 to 15,000 in 2013/2014.

- **Introduction of additional science programmes**

As part of efforts aimed at improving the quality of tertiary education programmes, the Ministry in collaboration with National Accreditation Board and other relevant stakeholders introduced three new career oriented programmes into polytechnic education. These include Food Technology, Medical Laboratory Science and Bio-Medical Engineering technology. Two additional programmes i.e. a Bio-Medical Laboratory Technology and Bio-Medical Science Laboratory are under review.

In addition, seven Engineering Programmes were converted to Competency Based Training in the Polytechnic. A stakeholder conference was held in July to review the curricular of tertiary education.

The National Development Planning Commission in collaboration with the National Council for Tertiary Education agreed on a proposal for the review of the National Vision and Plan on tertiary education. Work commenced on the benchmarking for admission and management of tertiary education programmes. In light of this, guidelines for developing tertiary education programmes were developed and work on benchmarking for 33 programmes was completed and disseminated to tertiary institutions for comments and feedback.

As part of effort to promote differentiation and diversification of tertiary education programmes, and to ensure sustainable funding, work of sub committees were prepared for dissemination to all relevant stakeholders.

- **Completion of infrastructure projects at the tertiary level**

In order to ensure improved access to tertiary education and intake in health and Science related programmes, the Ministry during the year under review was engaged in the following projects:

- Completed projects at the University for Health and Allied Science (UHAS): these are: (i) 10 new classroom blocks, (ii) Laboratory complex block; (iii) 6 classrooms converted to accommodation for lecturers; (iv) Construction of Lecture Hall; (v) Completion of outstanding works at the Nurses Training School, Rehabilitation of Vice Chancellors lodge, Rehabilitation of Oncho Centre Building.
- On-going projects at University for Energy and Natural Resources (UENR): these include: (i) 2 storey library and ICT laboratory complex building (substructure: work up to top of ground floor level bed 98% complete and ground floor concrete works completed; (ii) 2 storey classroom block with offices (Roofing Stage) (iii) Conversion of girl's hostel into laboratory (Roofing stage). Enrolment at the two new universities registered an increase of 122% and 264% respectively for UHAS and UENR.

- **Passage of Bill for the establishment of a new University in the Eastern Region**

As part of strategies for expansion **and** the establishment of a new university, a Draft Bill on the Eastern University, University of Environment and Sustainable Development was gazetted by the AGs Department for onward transmission to Parliament for consideration and passage into Law. In addition, a draft curriculum was completed and land secured at Somanya and Donkorkrom for construction. Preparatory works for the construction started with the Presidential Task Force holding a stakeholders consultative forum to discuss and finalize the draft report for presentation to the Presidency.

- **Conversion of Polytechnics into technical universities**

Government's plan to convert the ten (10) public Polytechnics into Technical Universities saw some strides over the last year. As a follow up from last year, the report of the study tour to two universities in Germany undertaken was submitted to the Ministry and all relevant stakeholders.

A technical committee commenced the review of the Polytechnic Act in line with proposed recommendations. A Draft Bill to facilitate the conversion was completed and submitted to the office of the AGs Department for review and feedback and for onward submission to the Presidency for approval and next steps.

- **Construction of Ten New Colleges of Education**

Government in line with the 2012 Manifesto of the National Democratic Congress (NDC), pledged to establish at least ten (10) new Colleges of Education (CoEs) in the medium term to be located in areas currently not well-served to improve on teacher supply for basic schools. His Excellency, the President underscored the importance of this pledge in his 2013 State of the Nation Address. Following this policy statement, the Ministry of Education constituted a Task Force to see to the implementation of the project.

As part of project implementation strategies, three (3) sub-committees namely the Programme, Curriculum and Accreditation; Location and Land Acquisition; and Infrastructure and Facilities Committees were constituted to facilitate the work of the Task Force. A compilation of the work of the various committees was presented as a status report to the Ministry in June 2014.

One significant outcome of the committees' work was a recommendation to absorb some existing private colleges of education as part of the new ones. This was due to the fact that during the course of work, the task force received requests from some DCEs, MPs as well as traditional rulers appealing to government to consider the absorption of existing private colleges of education as public colleges of education.

Subsequently, the sub-committee on location and land acquisition undertook visits to the St Ambrose College of Education, Dormaa Akwamu in the Brong Ahafo Region; Al-Faruk Islamic College of Education, Wenchi in the Brong Ahafo Region; Gambaga College of Education, East Mamprusi District in the Northern Region; St. Vincent College of Education, Yendi Municipality (Gamazi) in the Northern Region; and Bia Lamplighter College of Education in the Western Region to ascertain their status and determine whether they could be considered for absorption.

This approach was adopted to reduce financial burden on government bearing in mind the cost involved in constructing new colleges in addition to calls to rather strengthen and improve infrastructure at existing colleges of education.

Following the visits, the committee agreed to consider the absorption of the following three (3) private colleges of education;

- St Ambrose College of Education, Dormaa Akwamu in the Brong Ahafo Region;
- Gambaga College of Education, East Mamprusi District in the Northern Region;
- St. Vincent College of Education, Yendi Municipality (Gamazi) in the Northern Region.

The Hon. Minister has granted approval for the three (3) Private Colleges of Education to be absorbed as Public Colleges of Education and to initiate and facilitate processes for their absorption.

A Sub-Committee on infrastructure has worked on the designs and presented them to the Ministry. Following comments and suggestions on the designs, the committee is required to make the necessary corrections and submit them for consideration by 15th December, 2014.

The new colleges will specialize in Early Childhood Programme. French, Mathematics and Science will also be undertaken.

3.6.3 Financial Performance

Table 7: Ministry of Education 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
Central GoG	4,664,337,705		4,301,312,993
GETFund	739,447,239		291,349,130
Donor	200,123,119		84,395,436
IGF	951,854,211		853,885,960
TOTAL	6,555,762,274		5,983,812,539

3.6.4 Challenges

The following key challenges were encountered during the year under review:

- Irregular and untimely release of funds
- Significant outstanding payments lodged with Ministry of Finance
- Ever increasing wage bill, representing 94% of 2014 GoG budget allocation crowding out other expenditures for investment and goods/services.
- Resistance to the implementation of the National Research Fund by the Teacher Unions at the Tertiary level.
- Stalled rationalization exercise due to delay in payment of transfer grant.
- Persistent labor unrest at both pre-tertiary and Tertiary levels due to various unresolved grievances (Book and Research Allowance, Incremental Credit, Maintenance Allowance, Salary Arrears, Second Tier Pension etc.)

3.6.5 Outlook For 2015

In 2015 the Ministry will focus on the delivery of Policy Initiatives aimed at improving equitable access, improving quality of teaching and learning with emphasis on science and mathematics, and enhancing supervision of education services at the district and school levels. A total amount of 7.58 billion has been allocated to the Ministry for 2015. This allocation represents 36.4 percent of total MDA budget and 5.6 percent of GDP. The breakdown by sources of funding is as follows: central GOG: 69.6%; GETFund: 11.1 percent; Donor: 2.1 percent and IGF: 17.2 percent.

In this endeavor, the Ministry will continue to pursue the four strategic areas and ensure that the following issues are addressed to improve total sector performance. These include:

- Reform of Human Resource Management, Policies and Practices
- Continue with Teacher redeployment and staff rationalization
- Improve management and supervision of education delivery at the local level through improved engagement with DEOCs
- Continue to work on zero tolerance for absenteeism and improvement in time on task
- Continue to pursue education decentralization
- Facilitate measures to improve payroll management
- Explore more efficient mode of education financing

3.7 MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS

The Ministry of Employment and Labour Relations (MELR) was established through an Executive Instrument (E.I. 1) issued in January 2013, resulting in the re-alignment of the Ministry to enable it focus solely on its core traditional responsibility of “work force” (employment and labour) policy management, which continues to be a major national challenge. It is pertinent to note that employment issues remains pivotal and fundamental to the Ministry’s core functions.

Serving as the lead policy advisor to Government on issues related to employment and labour relations, the Ministry is responsible for the formulation and implementation of policies aimed at creating and promoting decent jobs, as well as for developing strategies that promote industrial peace and harmony. MELR is further mandated to coordinate employment opportunities, as well as resolve labour-related disputes in the country; and ensure that the occupational safety and health of all workers in both the formal and informal sectors are guaranteed. In addition, the Ministry is required to regulate the payment of fair and equitable wages and salaries to employees in all sectors. MELR executes this mandate through internationally acceptable practices of tripartite consultations with the Sector’s Social Partners.

3.7.1 Sector Departments and Agencies

Civil Service Departments

- Labour Department (LD)
- Department of Co-operatives (DOC) and
- 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)
- Ghana Youth Employment and Entrepreneurial Agency (GYEEDA)
- Fair Wages and Salaries Commission (FWSC)
- National Pensions Regulatory Authority (NPRA)
- National Tripartite Committee (NTC)

3.7.2 Key Activities Undertaken

a) Policies, Regulations and Bills

During the year under review, the Ministry and its Departments and Agencies pursued a number of policies and implemented development interventions to contribute to the achievement of sector and national development objectives and targets. These include:

- The organisation of a workshop to validate and finalise the National Employment Policy and Action Plan to provide a national framework for the harmonization and coordination of employment activities across all sectors of the economy.
- Review of Occupational Safety and Health Bill and Policy to strengthen the OSH system for effective coordination;
- Review of the draft National Labour-intensive Public Works Policy (LiPWP) to mainstream labour-intensive methods into Government business as a major mechanism for job creation. It also developed a draft implementation plan for the LiPWP;
- Ratification of the Maritime Labour Convention, 2006
- Convening meetings with POTAG, UTAG and the National Council for Tertiary Education to resolve the Book and Research Allowance impasse in a bid to develop a uniformed policy regime for the Allowances
- Consultations with CLOGSAG and various groups to address the issue on the pension schemes.

b) Functional Labour Market Information System (LMIS)

The Ministry through the support of the World Bank is collaborating with the Ghana Statistical Service and other relevant stakeholders to establish a functional Labour Market Information System to produce quarterly labour market reports on skills sets in the country. In 2014, the Ministry developed three data collection instruments to serve as a basis to facilitate the institutionalisation of a modernised electronic system for providing timely and relevant labour market information for development planning.

c) National Programme for Elimination of Worst Forms of Child Labour

As at the end of 2013 it was believed that 20,000 children were used in child labour in the cocoa sector. In 2014, the Ministry provided financial support to 3,000 children and their families as a means of curbing the menace and facilitating the provision of education to affected families.

d) Child Labour

The Child Labour Unit (CLU) of the Department in close collaboration with ILO/IPEC/TBP programmes, UNICEF and under other leading Agencies, Ministries and NGOs pursued its plan

of action to eliminate child labour. The Integrated Child Labour Monitoring System (I-CLMS) and Time Bound Programmes were advanced towards the elimination and prevention of all forms of child labour. The following activities were undertaken:

- On 12th June, Ghana celebrated the World Day against Child Labour, under the theme: **“Ghana, Take Action Now! No to Child Labour in Domestic Work”**
- Held a sensitization seminar for the informal sector on the Menace of Child Labour in Ghana on 30th January, 2014
- Had an Interactive Session between the National Steering Committee on Employment, State Enterprises and Social Welfare on 4th February, 2014
- Organised a 3-day workshop on the development of GCLMS implementation plan from 24th - 26th February, 2014
- Organised a 2-day Review Meeting of the National Steering Committee on Child Labour (NSCCL) from 20th - 21st May, 2014.
- Validated the Standard Operating Procedures (SOP) document for use by all partners undertaking Child Labour Activities.
- Undertook a sensitization programme for media operations on the “Concepts of Child Labour and the role of the Media in the elimination of Child Labour”.

e) Labour Department

The key mandate of the Labour Department is to create a serene and harmonious industry necessary for progress in the industrial sector. As part of its activities, various key achievements including the following were recorded:

- Registered 35 Private Employment Agencies (PEAs)
- Placed 2,500 migrant workers in foreign jobs
- Issued 37 Collective Bargaining Certificates to Labour Unions
- Settled 112 workplace disputes
- Reported on 13 ILO Conventions ratified by Ghana
- Registered 4 new Labour Unions and issued 2,578 labour clearance certificates to contractors who wanted to vie for government contracts
- A total number of 1,845 workers who were declared redundant were recorded and paid accordingly
- Submitted 96 Labour situational reports for action.
- Conducted 242 establishment inspections and, as a result, employment conditions of 4,712 workers, comprising 2,966 males and 1,746 females were improved.
- The Department under its National Employment Service also registered 78,586 applicants, of whom 68,780 were males and 9,806 females, out of which 9,400 (7,506 males and 1,894 females) were placed in employment. This represented almost 11.96% of the registered job applicants. Private Employment Agencies (PEAs) also secured

employment for 4,702 job applicants (3,560 males and 1,142 females), out of which, 4,208 were local jobs and 494 were foreign jobs.

f) National Tripartite Committee (NTC)

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

- During the year under consideration, NTC met and negotiated on the National Daily Minimum Wage (NDMW) and concluded consultations on its meeting held on 2nd May, 2014. It was agreed that the NDMW should be increased by 14.5% that is, from GH¢5.24 to GH¢6.00 effective 1st May, 2014.
- The Public Sector Joint Standing Negotiating Committee (PSJCNC) also concluded negotiations with Fair Wages and Salaries Commission (FWSC) on public sector wage adjustment and agreed that Cost of Living Allowance of 10% should be paid in lieu of increase in the Base Pay on the Single Spine Salary Structure on the 2013 Basic Salary.
- On 26th August, 2014, the NTC facilitated negotiations between Polytechnic Teachers Association of Ghana (POTAG), and the Ministry of Education, National Council for Tertiary Education (NCTE) and Fair Wages and Salaries Commission to enable the parties resolve their long-standing impasse after which POTAG called-off their strike action.
- On 2nd September, 2014 the NTC held a meeting with University Teachers Association of Ghana (UTAG) under the auspices of Ministry of Education and Finance, the NCTE and FWSC to facilitate a negotiation to resolve the UTAG strike action.
- On 19th November, 2014 the NTC called bi-partite meeting between General Transport, Petroleum and Chemical Workers Union (GTPCWU) and MODEC Ghana Limited and facilitated negotiations to resolve an impasse between Management and the workers.
- The NTC prepared a report on Ghana's readiness to ratify the under listed ILO Conventions based on a petition submitted by the General Agricultural Workers Union (GAWU) and the Industrial and Commercial Workers Union (ICU). The Conventions are:
 - C189-Domestic Workers Convention, 2011
 - C110-Plantation Convention, 1958
 - C183-Maternity Protection, 2000
 - C172- Working Conditions (Hotel and Restaurants), 1991
 - C155- Occupational Safety and Health, 1981

In addition to the above, the NTC provided the due reports and comments to the Government delegation that attended ILO Governing Board Meeting held in November, 2014 on ratified ILO Conventions.

g) Department of Factories Inspectorate

The Department of Factories Inspectorate promotes measures that would safeguard the health and safety of persons employed in premises in accordance with the Factories, Offices and Shops Act, 1979 [Act 328] and in line with Government policy. During the year, the Department:

- Inspected 3,309 factories and 147 offices/shops to ensure that reasonable Standards of Safety and Health of workers are maintained.
- Investigated 63% of notifiable Occupational Accidents and Dangerous Occurrences as provided under the Factories, Offices and Shops Act.
- Conducted 13 industrial hygiene surveys
- Organised 92 Occupational Health and Safety Educational programmes in the form of Lectures, Discussions, Audio-Visual Aids and Practical Visits to Industries.
- Mobilized non-tax revenue of GHC 270,857.36

h) Management Development and Productivity Institute (MDPI)

- Organized 57 training programmes for 287 public and private sector officers in Management (Supply driven).
- Organised 26 in-plant training courses for 415 participants both private and public sector workers.

i) National Vocational Training Institute (NVTI)

Established by Act 351 of 1970, the National Vocational Training Institute coordinates, at the national level, all aspects of vocational training, including apprenticeship. In line with the above core functions, NVTI carried out the following activities:

- School-based Apprenticeship – The total enrolment in all the 34 NVTI institutes as at end-December 2014 was 4,923 in 29 trade areas.
- Monitoring – Monitored the activities of 652 MCPs apprentices training workshops for compliance with training standards and uniformity
- Informal Apprenticeship - Government supported NVTI to train 108 instructional staff to improve their skills whilst 535 Master Craft's persons were supported from the Skills Development Fund Project (SDF).
- 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 - The Institution registered 5,518 apprentices and accredited 2,194 Master Craft Persons (MCPs) with certificates of workshop based training.
- International Training - Under an agreement between NVTI and the Nigerian government, the Institute trained a total of 194 Nigerians in various vocational skills under the Amnesty Training Programme (ATP).

- Again, the NVTI facilitated the training, assessment and certification of 566 refugees under an agreement with the United Nations Industrial Development Organization (UNIDO) during the year.
- The institution inspected and accredited 52 PVTs and assessed the training standards of 12 NVTIs
- 3,870 continuing trainees were placed “on the job training” programme to enhance their practical skills
- Defensive driving training was conducted for 109 drivers
- 46 trainees from Flair Catering Institute and 63 trainees at Soul Mate Deco. & Culinary Institute were assessed and awarded certificate of completion.
- 122 instructors made up of 60 NVTI officers, 6 from OIC and 36 PVTIs were trained in Accra and Kumasi from 22nd April to 16th May 2014 with a GOG fund.
- Conducted a research study to assess the skills in high demand on the labour market for decision making.
- Conducted test for 38,258 candidates at all regional levels
- Issued 56,313 backlogs of certificates to candidates’ at all regional levels.

j) Opportunities Industrialization Centre – Ghana (OIC-G)

OIC-G is mandated to contribute to the human resource development of the country through the provision of marketable vocational/technical and entrepreneurial skills. It also provides counseling and follow-up services to disadvantaged, unskilled and unemployed youth to enable them earn a decent living, as well as advisory services to its graduates and other self-employed persons.

In 2014, the OIC-G centers undertook the following:

- enrolled 818 trainees in carpentry, plumbing, dressmaking, and other trade areas
- completed training for 38 trainees in various trades in Accra, Sekondi-Takoradi and Kumasi
- enrolled 175 and 152 youth in skills training at the Kumasi and Takoradi training Centres respectively

k) Integrated Community Centres for Employable Skills (ICCES)

ICCES has been tasked to ensure that the rural environment becomes attractive and suitable for the creation and sustainable management of medium- and small-scale enterprises to help combat youth unemployment and its negative effects such as rural-urban migration. In the period under consideration, the following achievements were made by ICCES:

- Trained 2,966 persons and equipped them with employable skills
- Sponsored 22 instructional staff for training.
- Trained 51 Centres Managers and 7 Regional Coordinators. Three (3) administrative staff also sponsored

- Monitored 7 out of 10 regions to inspect programmes undertaken at the various centres
- Trained 2,000 unemployed youth in baking, plumbing, sewing to render them employable within and around their own rural communities
- 2,500 youth currently under training at ICCES Centres throughout the country.
- ICCES trained personnel, most of whom are self-employed or gainfully employed as Centre Managers and Instructors in the ICCES Training Centres and other institutions in Ghana.

I) Fair Wages and Salaries Commission

As at July 2014, the Fair Wages and Salaries Commission had successfully migrated targeted public service employees from 120 different structures onto the Single Spine Salary Structure (SSSS). The total number of institutions migrated onto the SSSS is **140**, representing **480,436** public sector employees. The major activities of the Commission within the period January to December, 2014 were as follows:

- Held a Roundtable Discussion on Performance Management System in April.
- Prepared drafts of Legislative Instrument (LI), Rules and Procedures Manual, Monitoring and Evaluation Framework on the Performance Management System.
- Collected data from 65 institutions and 450 public service workers selected from nine (9) service classifications to assess the impact of the Implementation of the Single Spine Salary Structure.
- Undertook a Labour Market Survey
- Held series of negotiations with the Public Services Joint Standing Negotiations Committee (PSJSNC) and agreed on a 10% of basic salary as COLA for all public service workers for 2014 instead of a base pay.
- Completed work on the harmonization and standardization of categories 2 and 3 allowances.

3.7.3 Financial Performance

Table 8: Ministry of Employment and Labour Relations 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
Compensation of Employees	25,000,000.00	19,857,984.00	19,857,984.00
Use of Goods & Services	8,696,485.00	2,106,588.00	2,106,588.00
Non-financial Assets	1,220,863.00	0	0

IGF	3,624,951.00	3,532,670.00	0
TOTAL	38,542,299	25,497,242	21,964,572

3.7.4 Challenges

In the course of executing its activities, programmes and policies over the year under review, the sector encountered the challenges below:

- Obsolete training tools and equipment.
- Inadequate staff training and development
- Inadequate Equipment and Logistics
- Inadequate staff with requisite skills for effective and efficient service delivery.
- Increased appeals by Labour Unions to the National Labour Commission (NLC)
- Some institutions not willing to come under the Single Spine Pay Policy.
- Frequent Labour Agitations
- Lack of Timely and relevant Labour Market Information.
- Lack of Labour Market data to determine skills in scarce supply.
- Inadequate and Late Release of Funds.

3.7.5 Outlook Look for 2015

In line with Government Policy and the Budget Guidelines issued by the Ministry of Finance for the preparation of the 2014-2017 Medium Term Expenditure Framework (MTEF) and on the basis of the National Medium Term Development Plan and Policy Framework, the Ministry will implement its Program-Based Budget in 2015.

In pursuance of its core functions, mandate, mission, vision and the national development objectives and targets of Government, the Ministry has developed four (4) Programs and twelve (12) Sub-programs for implementation in the medium term.

In order to achieve the above national outcomes, the Ministry together with its Departments and Agencies will pursue the following programs and sub-programs:

Management and Administration

- SP1. Finance and Administration
- SP2. Human Resource
- SP3. Policy Planning, Budgeting, Monitoring & Evaluation
- SP4. Research, Statistics, Information Management

Job Creation and Development

- SP1. Youth Employment and Entrepreneurial Development
- SP2. Graduate Entrepreneurial Business Support

- SP3. Cooperative Development

Skills Development

- Vocational Skills Training and Testing
- Management Skills Development and Productivity

Labour Administration

- Employment Services, Labour Relations and Establishment Inspections
- Occupational Safety and Health
- Public Services Wages and Salaries Administration

In line with the above programs and sub-programs, the Ministry will implement the following planned activities in 2015:

- Rebrand and re-position the Ministry.
- Deepen administrative integration of GYEEDA (now YEA) and NPRA.
- Pilot Labour Market Information System in Greater Accra and Central Regions.
- Organize National Job Summit.
- 5,000 continuing trainees will be placed on the job for practical experience.
- NVTI will increase enrolment by 10%.
- NVTI will test 43,997 candidates to increase the number of candidates tested by 15% over the 2014 figure.
- 300 NVTI graduates will be organized into cooperatives
- NVTI documentary will be aired in 2015 as a way of deepening awareness amongst the public on the operations of NVTI.
- 5,250 Dressmakers, Hair dressers, Traders and Credit Union members to be trained by the Ghana Cooperatives College.
- Integrate NPRA and YEA into MELR administrative structures.
- Review and Harmonize YEA modules based on the MELR Triangular model.
- Create and register 550 vibrant co-operative societies in all sectors of the economy.

3.8 MINISTRY OF ENERGY AND PETROLEUM

The Ministry of Energy and Petroleum was created by Executive Instrument (EI. I) issued in January 2013. The E.I.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.

3.8.1 Sector Agencies

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

- Energy Commission
- Volta River Authority (VRA)
- Bui Power Authority (BPA)
- Ghana Grid Company (GRIDCO)
- Electricity Company of Ghana (ECG)
- Northern Electricity Distribution Company (NEDCo)
- Volta Aluminium Company (VALCO)VRA Resettlement Trust Fund
- Petroleum Commission (PC)National Petroleum Authority (NPA)
- Ghana National Petroleum Corporation
- Tema Oil Refinery (TOR)
- Bulk Oil Storage and Transportation Company (BOST)
- Ghana Oil Company Limited (GOIL)

3.8.2 Key Activities Undertaken

In pursuance of its mandate, the Ministry implemented the following planned programmes and projects in the power, renewable and the petroleum sub sectors in 2014.

a) Policies, Legislations and Regulations

- The first draft of a local content policy for the Power and Renewable energy subsectors has been developed and circulated to stakeholders for comments.
- The Nuclear Regulatory Bill has been laid before Parliament for consideration.
- A draft Bill to replace the Petroleum (Exploration & Production) Law, 1984, PNDC Law 84 to better regulate the upstream is before Parliament for consideration and passage into law.

- Drafting of other Petroleum regulations on Fiscal Metering, Data Management, Reservoir Management and Health, Safety and Environment is ongoing.
- A natural Gas Transmission Access has been developed by the Energy Commission to guide and regulate the process of obtaining a connection to the gas pipeline for supply or off take of gas.
- A Gas Master Plan to serve as a framework for commercialization of gas has been completed and is due for submission to Cabinet for consideration. A Gas Action Plan to provide a credible road map for the start of a sustainable domestic natural gas industry has also been prepared.

b) Petroleum Development Projects

Eight (8) new Petroleum Agreements (PAs) as per the details in the table below were ratified by Parliament in 2014 to enhance the pace of exploration activities.

Table 9: New Petroleum Agreements (PAS)

No.	Name of Company(s) and Interest	Block Awarded	Sedimentary Basin	Effective Date of Agreement
1.	Camac Energy; Base Energy, GNPC ExplorCo & GNPC	Expanded Shallow water Tano	Western Basin	27-Mar-14
2.	Amni Development Ghana Ltd & GNPC	Central Tano	Western Basin	27-Mar-14
3.	UB Group, Houston Drilling Management, RoyalGate Ghana Limited & GNPC	WCTP	Western Basin	18-July-14
4.	Sahara Energy & GNPC	WCTP	Western Basin	18-July-14
5.	Eco-Atlantic Oil & Gas, A-Z Petroleum, GNPC Explorco & GNPC	WCTP	Western Basin	18-July-14
6.	Heritage, Blue Stars, GNPC Explorco and GNPC	Ultra deepwater East Keta	Eastern Basin	17-July-14
7.	Heritage, Blue Stars, GNPC Explorco and GNPC	Tano	Western Basin	17-July-14
8.	Brittania – U	Southwest Saltpond	Central Basin	17-July-14

c) Other Activities Undertaken

The Ministry oversaw the implementation of the following power projects in the power sub sector.

- **Expansion in Generation Capacity**
 - **Kpone Thermal Power Plant**

- ❖ Work on Kpone Thermal Power Plant was at 95% complete. The technical commissioning and testing of one unit (110MW) commenced in December.
- ❖ Work on the 110MW TICO expansion was at about 90% complete by the end of the year.

- **Transmission**

- The Sunyani – Mim 161kV line Upgrade was completed in February 2014
- The Kumasi 2nd Bulk Supply Point (BSP) completed
- Work on the Tumu-Han-Wa 161kV line was 80% complete.
- The Prestea - Bogosu 161kV line was 90% complete
- The Kpandu - Kadjebi 161kV line was at 35% complete

- **Distribution Improvement Project**

To improve the power distribution system for efficient service delivery, a number of projects were undertaken as follows:

- System loss and network improvement project in Accra West and Teshie which is expected to reduce losses significantly. On the Substation Upgrade Project in Greater Accra Region, Six bays have been completed and two have been commissioned in Mallam under the Substation Upgrade Project in Greater Accra Region. Works on the remaining bays are in progress and are expected to be completed by the end of the next quarter
- Migration of 2,100 out of 2,555 MDAs to the prepayment metering system.
- Three (3) new Bulk Supply Points and Eleven (11) new primary substations are under construction
- Field data capture for the GIS Rural Electrification Master plan is about 95% completed across the whole country. Only a number of Island and lakeside communities along the Volta Lake may require additional data capture
- Significant progress was made at the New Dansoman station in the third Quarter. Civil works is about 90% complete whilst the electro-mechanical works is about 95% complete.

- **Ghana Power Compact II**

- The Ghana Power Compact under the Millennium Challenge Corporation (MCC) was signed in August 2014.
- The compact seeks to create a financially viable power sector to meet current and future needs of households and businesses and ultimately help fight poverty.

- **Rural Electrification**

In line with the goal to achieve universal access to electricity by 2016, **1,081** communities (as detailed below) were connected to the national electricity grid in 2014.

3.8.3 Financial Performance

Table 10: Financial performance ministry of energy

SOURCE	2014			
		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢) 31/10/14	ACTUAL EXPENDITURE (GH¢)
	Compensation of MOEP Employees	1,383,621	1,576,441	1,576,441
	Compensation of Energy Commission	2,836,836.00	2,048,541	2,048,541
	Use of Goods & Services	2,670,267.00	1,735,673	1,735,672.83
	GoG Investment	59,920,096	29,313,184.45	29,313,184.45
2	ABFA	66010000.00	21754184.45	21754184.45
3	ABFA –CDB *Western Corridor	364,941,887.00	*	*
4	Loan Projects DP's Fund	646,269,206.00	66,637.296	66,637.296
	TOTAL	1,118,396,643.00		148,361,621.72

3.8.4 Challenges

- Inadequate funding of Rural Electrification Projects
- Poor financial Health of power Utilities
- Inadequate power supply to meet growing demand
- Increasing demand for electricity for household and industry
- Inadequate office accommodation for staff
- Slow deployment of Cylinders and cook-stoves
- Slow deployment of Solar lanterns

3.8.5 Forward Look for 2015 (Programmed Top Priorities)

The Ministry under the 2015-2017 Programme Based Budget will pursue the following key programmes in 2015;

- **Programme 1: Regulations/Legislation**

- **Petroleum Exploration and Production Bill**

The Ministry will facilitate the speedy ratification of the Petroleum (Exploration and Production) Bill by Parliament.

- **Subsidiary Legislations in Petroleum Activities**

Subsidiary Legislations on Fiscal Metering, Data Management, Reservoir Management and Health, Safety and Environment would be finalised for submission to Parliament

- **Local Content Policy for Power Sub Sector**

A Local Content Policy for the Power and Petroleum downstream subsectors will be finalised for submission to Cabinet

- **Local Content Policy for Petroleum Downstream Subsector**

Draft Policy would be finalised and submitted to cabinet and Parliament for consideration and passage into law.

- **Framework for Health and Safety Policy for the Petroleum Sector**

A framework for Health and Safety Policy for the Petroleum Sector will be developed.

- **Expansion of the Rebate Scheme**

The ongoing rebate scheme would be intensified with additional refrigerator retail shops hooked to the programme. Public education and sensitisation on the rebate scheme, energy efficiency standards and labels would be intensified. Refrigerator test facility would be installed to enhance the implementation of the scheme.

- **Renewable Energy Fund**

The Ministry in collaboration with the Energy Commission will facilitate the establish a Renewable Energy Fund in accordance with the provisions of the Renewable Energy Act for the promotion, development sustainable management and utilisation of renewable energy sources.

- **Power Generation, Transmission & Distribution**

- **Expansion in Generation capacity**

An additional generation capacity of **707MW** from thermal sources and 33.5 from renewable energy sources will come on stream from the following sources, Kpone Thermal Plant (220MW) Emergency Power Ship (450MW) Aggreko (100MW), TC Energy (13.5MW), Signet Energy (50MW).

- **Transmission Enhancement Projects**

Completion of Kpando – Kejebi and Kpone Power Evacuation lines. Other projects to enhance the Transmission system include the following:

- ❖ construction of 225kv Bolgatanga – Ouagadougou and
- ❖ construction of Kumasi – Prestea 330kv line
- ❖ construction of Kpone Substation project

- ❖ construction of Accra East Substation Project

➤ **Distribution Improvement Projects**

The following projects will be undertaken to enhance the distribution system;

- ❖ Construction of three (3) new Bulk Supply Points (BSPs)
- ❖ Construction of the eleven (11) new Primary sub-stations
- ❖ Commencement of Ghana Impact II to put ECG and NEDCo on the path towards operational turn around.
- ❖ Extension of prepayment metering to all urban communities.
- ❖ Commencement of Ghana Compact II

• **GEDAP 3**

The Ghana Energy Development and Access project GEDAP 1 and 2 will be completed in July 2015. GEDAP 3 commences with the following earmarked projects:

- Distribution Improvement and intensification in NEDCO Operational areas;
- Geographical information system (GIS) deployment in ECG and NEDCO area;
- Institutional development and capacity building in ECG, NEDCO, regulatory agencies and Ministry of Energy and Petroleum.

• **Rural Electrification**

Under the Energy for all Programme, about 1,500 communities will be connected to the national grid in 2015 from various interventions with an expected average access to electricity to be 80%.

• **Development of TEN**

Contracts for long lead items have been awarded including the construction of the second floating, production, storage and offloading (FPSO). Tweneboa, Enyenra and Ntomme projects would be accelerated to achieve the project target in 2015.

• **Gas Infrastructure Project**

Gas supply to the Aboadze Power enclave will be ramped up to 150mmscfd. Onshore pipelines to Prestea and Efas will be completed to supply power barges and thermal plants

• **Off Shore Cape Three Points (OCTP) Project**

Development of activities on OCTP would be intensified to achieve the projected targets.

• **Rural LPG Promotion Programme**

The Rural LPG Promotion Project will enter the second phase in 2015 during which 3,000 cylinders and cook stoves will be distributed to rural communities.

• **Renewable Energy**

33.5MW from renewable energy sources will be installed in 2015.

- **Nuclear Power**

A detailed feasibility studies will be undertaken to identify candidate sites for location of nuclear power plants.

- **Solar Street lighting**

One hundred (100) solar street lights would be installed in 2015

3.9 MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY AND INNOVATION

The Ministry of Environment, Science, Technology and Innovation (MESTI), was established in 1993 as the Ministry of Environment and Science. The Ministry has, since 2006 gone through a number of changes in its structure and mandate. It was given its current name under Executive Instrument (E.I.) 1, Civil Service (Ministries) Instrument, 2013.

The Ministry of Environment, Science, Technology and Innovation (MESTI) exists to promote sustainable development by deepening and strengthening market driven Research and Development (R&D) for sound Environmental Governance, Science, Technology and Innovation through intensive awareness creation, collaboration and partnership.

3.9.1 Sector Departments and Agencies

The policies and programmes of the Ministry are carried out through four sector organisations, namely:

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

3.9.2 Key Activities Undertaken

a) Policies and Regulations

- The National Climate Change Policy was developed and launched by the President. The policy objectives are to ensure a climate resilient and compatible economy which addresses a low carbon growth path for Ghana while achieving sustainable development.
- The National Environmental Policy was approved by Cabinet and launched by the President. The policy will provide strategic direction in working towards a society where all will have:
 - access to sufficient and wholesome food
 - clean air and water
 - decent housing and other necessities of life
- A Nuclear Regulatory Authority Bill (NRA) was drafted and submitted to Parliament for approval;
- A MoU between Ghana's Ministry of Energy and Petroleum and the State Atomic Energy Corporation of Russia (ROSATOM) on cooperation on the peaceful uses of atomic energy including the construction of a nuclear power plant in Ghana was signed.

b) Promotion of science, technology and innovation

- The construction of the National Local Material Resource Training Centre was completed and launched at the CSIR-BRRI;

- 50 masons were trained in the use of clay bricks and tiles as well as related local materials
- Sensitization seminar organised for about 100 Architects and professionals of the built environment, held on the use of local building materials.
- Planned and celebrated the Africa Scientific Renaissance Day
- Council for Scientific and Industrial Research (CSIR) developed pest management strategies using seeds extract of Jatrofa and Neem plants to protect groundnut pods from insects damage for a storage period of six months (2 or 3 months treatment intervals) to reduce post-harvest losses.
- The CSIR developed potentially cost effective feed packages for small ruminants to improve productivity of sheep and goats as well as using root and tuber crop by-products to develop feed for livestock production specifically for pigs.
- CSIR also developed feed packages for commercial rearing grasscutters to enhance meat production and livelihood of small-scale farmers.
- CSIR promoted the utilization of biochar among farmers to improve soil fertility and crop productivity by improving soil structure, water holding capacity and reduce the leaching of nutrients into the soil.
- CSIR sensitized policy makers and smallholder farmers in Ghana on the impacts of Climate change in smallholder agricultural productivity in the bread basket regions of Ghana.
- CSIR successfully determined that improved health management and supplementary feeding of small ruminants in the Upper East and Upper West Regions in the rainy season increase their production by 4 to 6% and improves farmers' incomes and livelihoods.
- CSIR established that combined rainwater management and soil fertility improvement techniques have better effect on seed and Biomass yields of maize and soybeans in the three Northern Regions.
- CSIR successfully conducted post-harvest surveys on 22 rice mills in the Greater Accra Region aimed at providing technical assistance on rice post-harvest handling, milling, marketing and development of new rice-based products.

c) Other activities

The following activities were also pursued:

- Preserving/sterilisation using the Gamma Irradiation facility
Soya powder, moringa powder and some flour products (Banku Mix, and Kokonte powder) were irradiated on a pilot scale to extend shelf life.
- Control of the fruit fly menace currently associated with exported fruits
 - Local bait for the control of the invasive mango fruit fly was developed;
 - Funds were secured and equipment procured to produce on large scale protein bait locally for mango and citrus farmers; and
 - Fabrication of plant components almost complete, awaiting the boiler.

d) Integrating Nuclear Power into the Country's Energy Mix

- Preliminary studies were carried out to zone out areas for the determination of candidate sites for nuclear power plant operation;
- A Nuclear Power Unit formed at the Ministry of Energy and Petroleum to coordinate all nuclear power planning issues;
- Two technical visits were undertaken by International Atomic Energy Agency (IAEA) experts and arrangement for securing funds for the project was on-going;
- One Medical Doctor and one Medical Physicist are under training in South Africa.

e) Sustainable Management of Natural Resources

- **Ghana Environmental Management Programme (GEMP)**
 - The GEMP has the objective to reverse loss of soil fertility, land degradation and erosion, as well as loss of vegetative land cover. The programme implemented 74 sub-projects to improve community livelihoods in the 3 northern regions of Ghana.
- **Sustainable Land and Water Management Project (SLWMP)**
 - In order to promote and up-scale improved Sustainable Land Management (SLM) practices within selected communities in the Upper East and Upper West regions, 14 community watershed and management plans were finalized and a GIS based monitoring and evaluation system developed. This was to enhance agricultural productivity and restore the ecosystem integrity.
 - Developed individual knowledge and skills in sustainable land management practices, crop and livestock production techniques.
 - Increased economic opportunities and enhanced productive capacities of poor farmers through provision of: parent stock of improved breeds of livestock, materials to construct livestock housing, tree seedlings for establishing plantations and woodlots, certified seed varieties for food crop production and leguminous seeds to enhance and increase soil fertility.

f) Strengthened Institutional and Regulatory Frameworks for Sustainable Natural Resource Management

- Developed guidelines to aid proponents and the general public on the procedures for obtaining an environmental permit and minimum environmental requirements.

g) Ensured that Practices in the Oil and Gas Industry are Consistent with Ghanaian and International Standards of Environmental Sustainability

- The Ministry of Finance and MESTI signed an Agreement on “Strengthening Environmental Management of the Oil and Gas Sector in Ghana, (SEMOG)”
- Organized an awareness creation on oil spill contingency planning and response in the six (6) coastal districts in the Western Region:

- Ellembelle, Jomoro, Sekondi-Takoradi (STMA), Nzema East, Ahanta West and Shama Districts
- Completed the Strategic Environmental Assessment of the oil and gas sector.

h) Chemical Waste Management

- Trained 163 Agriculture input dealers and 100 Agricultural Extension Assistants in Pesticide regulations, safe handling of pesticide and the proper management of pesticide retail outlets.
- Agricultural scientists and pesticide importers were also trained and awareness created on the use of the ECOWAS harmonized pesticide bio efficacy trial protocols and the pesticide registration manual.
- A national capacity building project for the elimination of polychlorinated biphenyl is being implemented by the EPA, the Electricity Company of Ghana (ECG), Volta River Authority (VRA) and Ghana Grid Company (GRIDCo).

i) Mitigating the Effects of Air Pollution

- Fourteen (14) air quality monitoring sites located in residential, commercial, industrial and along major roads in Accra are being studied.
- The Ministry is collaborating with Apex Pollution Control Company Limited (Apex-PCCL) to undertake a program to test vehicles emissions. The collaboration with Apex-PCCL is under the Public Private Partnership concept.

j) Management of Human Settlements

- 25 stakeholders trained in Geographic Information Systems (GIS) applications related to street addressing;
- Data collected from 20 MMDAs on permitting indices;
- The National Spatial Development Framework is about 70% complete;
- Baseline data collected on the state of development and building permitting;
- Comments on the Land Use and Spatial Planning Bill have been submitted to the AG's Department for consideration. Bill yet to be sent to Cabinet.

3.9.3 Financial Performance

Table 11: Ministry of Environment, Science, Technology and Innovation 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
Compensation of Employees	147,319,619	136,318,295	136,318,295
Compensation of Energy Commission	2,836,836.00	2,048,541	2,048,541
Use of Goods & Services	12,501,300	1,859,050	902,635
CAPEX	2,194,795	0	0
SUB-TOTAL 1	162,015,714	138,177,345	137,220,930
DONOR	40,797,873	16,989,817	13,113,016
IGF	43,141,720	29,826,040	30,076,591
SUB-TOTAL 2	83,939,593	46,815,857	43,189,607
TOTAL	494,747,450	372,034,945	362,869,615

3.9.4 Challenges

- Non release of funds for capital expenditure.
- Inadequate funds for :
- Recruitment of technical staff.
- New office space.
- Monitoring of budgeted projects
- Logistics to facilitate smooth operational work.
- Implementation of projects and programmes.

3.9.5 Outlook For 2015

As part of its mandate and in line with the SMTDP, the Ministry will undertake the following:

- Work with the NDPC and other stakeholders to ensure proper integration and coordination of the NEP
- Implement Phase II of the Action plan for the utilization of local building materials in construction industry
- Strengthen the Policy Planning, Monitoring and Evaluation (PPME) Directorate

- Re-launch, raise funds and operate STI Fund;
- Organise the 2nd Ghana Science Congress;
- Establish the National Innovation Cluster Secretariat and Conduct Feasibility Studies for the establishment of the science and Technology Parks in Ghana;
- Develop Framework for the National R&D policy cooperation under the new EU framework of Horizon 2020;
- Commence the construction of the Science Technology and Innovation Building under GSTDP;
- Work with various stakeholders to reduce biodiversity loss and improve conservation;
- Undertake programmes to combat drought and desertification;
- Celebrate annual events to create public awareness on environmental issues (world biodiversity day, world environment day, world desertification day);
- Monitor the implementation of projects and programmes;
- Implementation of Coastal Zone Development Project;
- Establish functional Biodiversity Authority;
- Adopt Biodiversity Policy;
- Submit draft waste and sanitation L.I. for cabinet approval;
- Enact legislation for CBRN materials and the Chemical Weapons Convention;
- Train ten (10) scientists on Analytical Skills for handling Chemical Weapons;
- Undertake assessment of status of green economy in economic activities of the country; and
- Engage stakeholders in the development of a work plan for the Petroleum department.

3.10 MINISTRY OF FINANCE

The Ministry of Finance, 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. By its mandate as a Central Management Agency (CMA), the Ministry of Finance (MoF) ensures sound macroeconomic stability, economic growth and development through the formulation and implementation of sound financial and fiscal policies; efficient mobilisation, allocation and management of financial resources; and support to the creation of an enabling environment for private sector investment.

The Ministry unlike the regular Civil Service organisations operates very broad organisational structure under ten (10) Divisions, with each headed by a Director or an Officer of analogous grade. Depending on the exigencies of the work and the changing trend of managing and resourcing finance ministries to manage effectively the budget, Aids and resource mobilisation for the country, appropriate divisions are created. The ten Divisions currently operating include: General Administration, Budget, Real Sector, Debt Management, External Resource Mobilization -Bilateral, External Resource Mobilization - Multilateral; Economic Research and Forecasting, Legal, Financial Services and Public Investment.

3.10.1 Sector Departments and Agencies

- Controller and Accountant Generals Department
- Ghana Statistical Service
- Ghana Revenue Authority
- Securities and Exchange Commission
- Public Procurement Authority
- Financial Intelligence Centre
- Institute of Accountancy Training

3.10.2 Key Activities Undertaken

a) Debt Management

Government is pursuing a policy of borrowing at a minimal cost, consistent with prudent levels of risk as part of fiscal policy measures to promote effective debt management. The 2014 Debt Management Strategy adopted a financing strategy where non-concessional loans were highly restricted to commercially viable projects with on-lending and escrow mechanisms to ensure their recovery.

To ensure public debt remains sustainable in the medium to long term, the Ministry together with officials from the Bank of Ghana and Controller and Accountant Generals' Department conducted a Debt Sustainability Analysis (DSA) in September, 2014. The analysis showed the public debt to be at moderate risk of debt distress. The analysis also showed an increasing debt

service to revenue ratio and this will require swift fiscal adjustments in order to put the economy along the path of sustainable level of public debt in the medium term.

The Ministry developed and published the issuance calendar in a bid to promote transparency and improve active participation in the domestic market by market participants. In line with the strategy to reduce market and refinancing risks associated with the debt portfolio, government issued 4 medium-term bonds (3-Year Bond). However, due to unstable market conditions, government suspended the 5 and 7 year issue.

b) External Resources Mobilization

The Ministry pursued the mobilization and disbursement of external resources to support the national budget, improved on its operational efficiency, managed and enhanced Ghana's economic relationships with key stakeholders.

To improve its operational efficiency, the Ministry initiated the tender process to procure and install the Ghana Aid Information Management System (GAIMS) to support the management of donor funded interventions. The GAIMS will improve the capturing and reporting of aid information in the national budget and support the issuance of warrants for the payments under all donor funded projects/programmes.

To enable the Ministry to effectively plan and manage all relations with partners, the Ghana Aid Policy and Strategy (2014-2017) was revised and submitted for cabinet approval. In 2015, the Ministry will pursue the implementation of the Ghana Aid Policy and Strategy by preparing the requisite guidelines and sensitizing relevant stakeholders.

c) Public Private Partnership

The Ministry organized sensitization workshops for State Owned Enterprises (SOEs). To ensure the successful implementation of PPP, Project Development Fund, Infrastructure Facility Fund and Viability Gap Scheme were established. In addition, a comprehensive capacity development programme was organized for MDAs and MMDAs on the use of the Public Investment Management System (PIMS) software to facilitate the smooth development and management of the Public Investment Programme (PIP).

d) Financial Sector Strategic Plan Phase II (FINSSP II)

The Ministry continued to implement the recommendations of the Financial Sector Strategic Plan Phase II (FINSSP II) 2012-2016 with a view to deepen, broaden and strengthen the financial sector. In this regard, the Ministry established the Ghana Alternative Market (GAM) to provide a window for Small and Medium-scale Enterprises (SMEs) to access the capital market, and introduced the cash-upon-service system (no cash no premium) for the insurance industry to address the issue of insolvency. In addition, the Bank of Ghana (BoG) established the Department for Other Financial Institutions Supervision (OFIS) to supervise microfinance institutions.

e) Controller & Accountant-General's Department

- Electronic-Payslip
 - The Electronic-Payslip (E-Payslip) System was deployed countrywide. It is to enable Government employees receive early information about their salaries and also allow them to send feedback to CAGD. Over 80 percent of government employees are using the system.
 - An Electronic Salary Payment Voucher (E-SPV) to help in efficient payroll management and its user manual was developed and deployed in the Greater Accra and Ashanti Regions.
 - The Department operationalized the decentralized payroll printing and piloted the processing of selected payroll transactions at four zonal centres in Sekondi, Tamale, Ho and Kumasi.
 - As part of implementation of GIFMIS the Electronic Funds Transfer (EFT) system of payment that enables direct payment into the accounts of suppliers was deployed and this has improved the efficiency in the payment system.
- Third Party Reference System
 - A Third Party Reference System (TPRS) to improve the credibility and reliability of management of third party transactions on the payroll system was developed and stakeholders sensitized. The system enables Banks, Non-Bank Financial Institutions, Insurance Companies and Hire-Purchase Companies to check the affordability of employees before granting facilities.
 - The development and set-up of the Fixed Assets Module of GIFMIS was completed and data is being populated by five pilot MDAs.

f) Ghana Statistical Service

- The Ghana Statistical Service (GSS) commenced the implementation of activities under the Ghana Statistics Development Project to strengthen the National Statistical System and ensure the timely provision of adequate policy-oriented statistics.
- The Service focused on the implementation of the post 2010 Population and Housing Census activities; specifically, re-demarcation of the 46 newly-created districts; preparation of District Census analytical reports for the 216 MMDAs, finalized and disseminated the national and regional census analytical reports in addition to the Census Atlas and the demographic, social and economic and housing tables.
- The key activities of the Ghana Living Standards Survey 6 (GLSS 6), such as the preparation of the consumption aggregates for the construction of the poverty line, and the main GLSS 6 report as well as reports on Ghana's poverty profile, labour force, child labour and community facilities were completed and the key findings disseminated.
- GSS implemented the Integrated Business Establishment Survey (IBES) Phase I activities, which entailed a census of all establishments in the country. The expected key outputs from IBES Phase 1 are an Establishment Register and statistics on employment in Ghana.

- GSS also initiated the 2014 Ghana Demographic and Health Survey (GDHS). Activities that were implemented included the pilot survey, training and the commencement of the main field data collection.

g) Financial Intelligence Centre

- The Financial Intelligence Centre attained membership of the Egmont Group of Financial Intelligence Units (FIUs) in accordance with Regulation 42 of the Anti-Money Laundering Regulations, 2011 (LI 1987) and Financial Action Task Force (FATF) Recommendations 29 and 40.
- The Anti-Money Laundering Act, 2012 (Act 874) was amended and passed to make the Act more effective to conform to international standards.

h) Ghana Revenue Authority

In line with efforts to increase domestic tax revenue, the Ghana Revenue Authority (GRA):

- Commenced the preparation of a new strategic plan for 2015-2017.
- Continued the Codification of Tax Procedures and branding of GRA.
- Continued the use of Geographic Information System (GIS) technology to identify potential taxpayers and the re-registration and re-issuing of Tax Identification Numbers for existing taxpayers.
- Continued to implement Change Management training and sensitization programmes.

i) Public Procurement Authority

- The Public Procurement Authority (PPA) collaborated with the Public Services Commission, Office of the Head of Civil Service and the Local Government Service Secretariat and other key stakeholders to develop the Scheme of Service for Procurement Practitioners which is critical for the establishment of the Procurement Units within the public sector.
- The Authority continued its training programme aimed at building procurement capacity within the Public Service and the Private Sector and trained 172 officials from 8 Institutions on Public Procurement Act, 2003 (Act 663).

3.10.3 Financial Performance

Table 12: Ministry of Finance 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	152,119,240.00	-	90,090,656.79
Use of Goods & Services	37,121,458.00	-	13,626,524.40
Non-financial Assets	5,618,246.00	-	1,594,426.36
SUB-TOTAL GOG	194,858,944.00	-	105,881,842.09
IGF	6,147,770.00	-	4,247,957.47
DONOR	23,239,304.00	-	34,461,352.11
TOTAL	224,246,018.00	-	144,591,151.67

3.10.4 Challenges

- Inadequate resource mobilization and poor revenue management
- Weak Public Financial Management System
- Inadequate economic research, modelling and forecasting
- Lack credible and comprehensive data
- Increasing Public Debt
- Undeveloped financial sector

3.10.5 Outlook for 2015

- The Ministry, in the ensuing year, will strengthen the coordination of the preparation of the national budget by organizing training workshops to build the capacity of Policy Planning Budget Monitoring and Evaluation (PPBME) Directorates of all MDAs to deepen the budgeting process. The Ministry will continue to prepare and circulate the Budget Calendar and Guidelines as well as prepare and submit the Budget Framework Paper in line with the legal framework.

- The Ghana Statistical Service (GSS) will continue implementing activities outlined in the Ghana Statistics Development Project. The implementation of the Census of Agriculture, the Ghana Demographic and Health Survey as well as IBES Phase II which seeks to collect detailed operational data from a nationally representative sample will continue. (GSS) will also focus on the production of crucial economic indicators such as the Consumer Price Index, Producer Price Index and related monthly inflation rates, Prime Building Cost Indices, annual and quarterly GDP estimates, among others.
- The Financial Intelligence Centre will secure a new server for Egmont Secured Web server which would ensure secure exchange of information among member FIUs and prepare a policy document on the National Risk Assessment project to enable the nation identify its AML/CFT risks (threats, vulnerabilities, impact and probability) in all sectors of the economy.
- The implementation of Ghana Revenue Authority (GRA) 2015-2017 strategic plan will commence in earnest in 2015. The Authority will intensify efforts to shore up revenue through special tax audits of companies and the operations of the Rent Tax task force will be enhanced throughout the country.
- In 2015, the Electronic Salary Payment Voucher (E-SPV) will be deployed to the rest of the country. The Third Party Reference System (TPRS) will also be fully deployed in 2015.
- Controller and Accountant-General Department will replace the manual Payroll input forms with Electronic Payroll Input Forms (EP-Forms) for use by all accounts and Personnel Processing Sections (PPS) at the MDAs. The system is aimed at granting access to the electronic version of the salary input form to reduce printing cost involved in the manual input forms.
- The development and set-up of the Fixed Assets Module of GIFMIS will be deployed to other MDAs to enable the Controller and Accountant-General's Department take inventory of public assets and create an assets database.
- The Public Procurement Authority will continue to build procurement capacity within the Public and Private Sectors. Standard Tender Documents (STDs) which are being reviewed will be completed and operationalized. The Public Procurement Model of Excellence (PPME) Tool will be redesigned to enhance its features to enable Entities conduct self-assessments and improve on their performance prior to an annual assessment by the PPA.
- The Authority will also continue with the processes for the amendments of the Act and promulgation of Regulations to the Act. Following the amendments and passage of the Regulations, sensitization programs will be organised for various stakeholders.
- The Ministry, will conduct, publish and implement Debt Sustainability Analysis (DSA) and revise the Medium Term Debt Strategy (MTDS) to guide borrowing. The recommendations from these reports will inform policy decisions leading to the reduction in the debt burden and insulation against other fiscal vulnerabilities.
- The Ministry will continue to implement on-lending and escrow arrangements which started in 2014 as part of measures to ensure loan recovery from beneficiary MDAs. Additionally,

government will seek to extend the maturity profile of domestic debt through the issuance of longer dated instruments to reduce the rollover and refinancing risk.

- As part of measures to improve public debt management, the draft borrowing guidelines will be finalised and disseminated to MDAs and the investor public to facilitate the process of procuring loan

3.11 MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT

The Ministry of Fisheries and Aquaculture Development (MOFAD) was created to promote accelerated development of the fisheries sector to contribute to national development through sustainable management of aquatic resources, scientific research, enforcement of fisheries laws, and regulations and development of aquaculture.

The Ministry exists to promote sustainable management of the fisheries sector through scientific innovations and policy guidelines for the enhancement of institutional capacity for efficient service delivery, and organic collaboration with stakeholders in the fisheries sector.

3.11.1 Sector Departments and Agencies

The Ministry has one commission i.e. the Fisheries Commission, which is the executing wing of the Ministry.

3.11.2 Key Activities Undertaken

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

a) Policies, Legislations and Regulations

• Limited Amendment to the Fisheries Act

The Fisheries Act, 2002 (Act 625) makes good provision for the regulation of the fishing industry in Ghana. However in line with best practices, international regulations and Ghana's competitiveness in the fishing industry, some limited amendment was made to the Act. A bill was drafted in 2014 to amend Act 625 to respond to international concerns about widespread Illegal, Unreported and Unregulated fishing practices. The Bill provides for the implementation of the international fisheries conservation obligations of the Republic. It also makes provision for the imposition of dissuasive sanctions on persons who engage in Illegal, Unreported and Unregulated fishing.

b) Vessel Registration and Licensing

A modern fisheries registry system which has relevant data on ownership, characteristics of vessel and fishing effort for all industrial and semi-industrial vessels has been updated with data from the marine canoes and has been published on MOFAD's website being hosted by National Information Technology Agency (NITA). This is to deepen governance and accountability of fisheries management system.

c) Guidelines for Vessel Registration

A draft guideline for the registration and licensing of industrial and semi-industrial vessels has been developed for the use by the operators. The guideline which is to simplify procedures and processes for the Registration and Licensing of fishing vessels was subjected to extensive stakeholder consultative meetings between MOFAD/FC and the National Fisheries Association of Ghana, Ghana

Tuna Association, Ghana Industrial Trawlers Association, and Ghana Maritime Authority. The document has been submitted to the Minister for her comments and approval.

d) Marine Canoe Registration

The marine canoe registration began in February 2014 ended in June, 2014. However a mop up was done for those who were unable to register to do so. As at the end of the reporting year, about 9,300, canoes are registered and allocated registration numbers along the coast of Ghana. Data has been displayed on-line on a web database. The final process of this exercise is to have the registration numbers embossed on all canoes.

e) Embossment of Canoes with Numbers

Embossment of canoes with the registration numbers started in earnest along the coast. So far 471 canoes have been embossed with numbers in Volta and Greater Accra regions. Western and Central regions are yet to take off.

f) Fisheries Oceanographic and Stock Assessment Research

An attempt was made for the acquisition of a research vessel for the Fisheries 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 numbers.

g) Reducing Illegal Fishing

A Fisheries Enforcement Unit (FEU) made of officers of the Monitoring Control and Surveillance (MCS) of the Ministry, Ghana Navy and the Ghana Marine Police and the National Security has been operationalized to control the excesses in the industry.

This component aims to reduce the illegal fishing activities that threaten the sustainable management of the country's fish resources by strengthening fisheries monitoring, control and surveillance (MCS) systems to stop Illegal, Unreported and Unregulated (IUU) fishing.

The country is expected to exercise its obligations as a Coastal, Port and Flag State to prevent, deter and eliminate (IUU) fishing activities which are detrimental not only to national aspirations but to global fisheries trade.

h) Enhanced Vessel Monitoring Systems

For the industrial vessels, a new upgraded VMS software (THERMIS) was installed at the Fisheries Monitoring Centre making it very easy to monitor all Ghanaian registered vessels effectively. There is now 24/7 effective monitoring of all fishing vessels in our Exclusive Economic Zone (EEZ) and other neighbouring waters.

A total of 79 trawler vessels had the software installed in the reporting year bringing the total number to 110. A total of 32 Tuna vessels are already being monitored as of the year 2012. An advertiser's

notice has been published in two national newspapers warning against the operation of industrial fishing vessels without functional VMS on board.

Thirty (30) fishing vessels during the period had committed fisheries infractions as observed on the Vessel Monitoring System. The vessels involved were fishing in restricted zones such as the Inshore Exclusive Zone and (IEZ) around oil and gas exploration installations. The infractions are being prepared for prosecution.

i) Safety and Security

With the help of the VMS, the Ministry was able to track a vessel Marine 711 which was hijacked by pirates in Ghana waters on 4th June 2014 and sailed into Nigeria waters and gave hourly positional reports to the owners and the Ghana Navy. This information was relayed to the Nigerian Navy who finally tracked the vessel until it was released.

j) Land Patrols

For the artisanal fisheries the Ministry embarked on land patrols to check the types of methods used. The patrols were preceded by community and public sensitizations.

Twelve (12) community sensitizations were undertaken in Nungua, Prampram, Jamestown and Chokor (Greater Accra), Keta, Woe, Tegbi, Vodza, Denu and Aflao (Volta Region), Mumford, Apam, Elmina and Cape Coast (Central Region).

In terms of Land patrol operations, 147 hours of land patrols were conducted in 39 communities. These communities included Keta, Woe, Tegbi, Vodza, Denu, Aflao, Jamestown, Dansoman, Chokor and Akplabanya. 612 pieces of illegal monofilaments and 25 generator sets as well as 30 light accessories were seized from canoe fishermen. The seized items are being kept in a warehouse belonging to the Fisheries Commission in Tema.

The enhanced visibility of operations of the Fisheries Enforcement Unit through arrest, prosecutions and sanctions in fishing communities has lessened the incidence of illegal fishing.

k) Sea patrols

Fourteen (14) sea patrols lasting 290 hours were conducted in the following areas using Ghana Navy patrol boats. Areas of operations were around Aflao, Winneba, Prampram, Elmina, Axim, Takoradi and Tema. 30 vessels were boarded and 5 arrested for various offences of using small meshed cod end nets, fishing in the Inshore Exclusive zone and fishing with generators and light.

On the sea, 25 generator sets, 42 light stands with long cables and switchboards were confiscated from canoe fishermen involved in light fishing at sea.

l) Quayside Inspections

Daily quayside inspections are conducted at Tema and Takoradi ports. 262 inspections were carried out on 79 trawlers and 27 tuna and 2 carriers in both ports for the past three quarters. 490 hours were

spent during the inspections. The inspections were centered on Safety Certificates, Certificate of Competency of crew, fishing logbooks, fishing license, fishing gears and other relevant documents.

m) Prosecution and Out-of-Court Settlement of Cases

Nineteen (19) cases were settled successfully out of court by Fisheries Settlement Committees in Takoradi and Tema. There are however several cases pending in Tema involving VMS infractions since the completion of installation of VMS and AIS beacons on trawlers in August 2014.

The pending cases regarding the trawlers are being prepared for prosecution with the assistance of Marine Police investigators and prosecutors, and Attorneys from the Attorney General's Department.

n) Customizing Judicial Arrangement

An attorney from the Attorney General's Department was funded to participate in a Short Course in Maritime Law at Southampton University, UK. She will assist in the development of local training programmes for State Attorneys, Judges and Prosecutors to facilitate the adjudication of fisheries infractions.

o) International Cooperation to Combat IUU Fishing

A Ministerial delegation led by the Minister visited Benin, Gabon, Liberia and Sierra Leone for bilateral talks. 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 the 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.

p) Increasing the Contribution of the Fish Resources to the Local Economy

These infrastructures will enable improved handling of existing products and at selected sites, open opportunities for high value fresh fish handling and distribution to local and international markets. Landing site development plan has been developed for 10 out of 17 landing sites. They are: Otua, Mumford, Moree, Senya Breku, Prampram, Axim, Discove, Winneba, Teshie, Gomoa Fetteh. Three (3) out of the 10 landing sites were validated and approved by the communities. These are: Prampram, Winneba and Teshie.

q) Fish Inspection System

The Ministry has established the Fish Health and Sanitation Unit in the Fisheries Commission to check the use of obnoxious chemicals in fishing to safeguard the quality of fish produced for both local and international markets. The Unit has trained and deployed fish inspectors to landing sites. MOFAD has procured Test Kits for fish inspectors to check for anti-bacterial and pesticide loads in our fishery products.

A total of 32 veterinarians were trained to improve and enhance their knowledge in aquatic production and sanitation in order for them to familiarize themselves with aquatic production system, develop health protocols/policies for aquatic animals to prevent fish mortalities to production systems and industries.

r) Inauguration of Steering committee

A six (6) member committee for the formation of the National Association of Fish Processors and Traders was inaugurated on 31st October, 2014 in Accra. Their mandate is to ensure that such an association is formed at the national, regional and district levels.

s) Aquaculture Guidelines and Code of Practice

The Fisheries Commission developed a National Aquaculture Guidelines and Code of Practice for the country in line with international practice and requirements of sections 53(3) and 57(1) of the Fisheries Regulations 2010 LI 1968,.

t) Support for Tilapia Breeding Programme

Under the West African Regional Fisheries Project (WARFP), MOFAD supported the Tilapia Breeding Programme of the Aquaculture Research and Development Centre (ARDEC) of the Water Research Institute.

u) Capacity building

Conducted a 14-day training on cage fish farming for 20 fisheries staff at the Crystal lake Fish Ltd at Dodi Asantekrom to upgrade their knowledge on cage culture.

v) Shrimp Production in Ghana

The first successful commercial production of African Black Tiger Shrimps (*Penaeus monodon*) in ponds in Ghana was inaugurated by H. E. the President, on 10th June 2014. This feat was achieved by a Ghanaian-Vietnamese Company, Ghavie Aquaculture Company Limited located at Ada.

w) Nucleus-Outgrower Cage Fish Farmers Scheme

MOFAD developed a programme dubbed ‘Nucleus-Outgrower Scheme’ (contract farming) for cage fish production. The broad objective of the scheme is to augment national fish production through Aquaculture in order to reduce fish imports and create employment, particularly for unemployed graduates.

This programme constitutes one of the deliverables indicated in His Excellency, the President’s State of the Nation Address to develop innovative ways to increase domestic fish production as a means of reducing frozen fish importation drastically and saving foreign exchange.

x) Mapping of Aquaculture Facilities

To further develop the aquaculture industry, a contract has been awarded to a Consultant to undertake zonation of the Volta Lake for aquaculture purposes. Through this exercise the most suitable areas for

aquaculture would be scientifically determined and a map of the zones and other related infrastructure e.g. roads, electricity, water, markets, etc. would be made. Investors would, therefore, be provided with priority areas for aquaculture to reduce identification time.

y) Fish Feed Production

The Ministry collaborated with Rannan feeds to set up a factory in Prampram to produce for the local market. The operations of the factory have significantly improved the supply of feed to farms.

z) Refrigerated Network for Artisanal Fisheries (Cold Storage Project)

The cold storage project that started some years ago has finally been completed. All the six cold stores are completed and the Ministry of Energy has supplied the transformers to the sites.

Test runs at the Prampram site has produced 433 bags of ice weighing 30kg to be sold to the public. This will augment the ice supply in the communities and beyond. All the sites are yet to be fully operational.

aa) Turnkey Fish Processing Plant (Elmina)

The construction of a fish processing plant to produce high valued products for sale by the artisanal fish processors is underway in Elmina in the Central Region. The project is aimed at reducing post-harvest losses and adding value to the fish landed. The project when completed will have facilities for descaling, gutting, filleting and packaging of fish.

bb) Donation of Computers

MOFAD presented 50 laptops as a social responsibility to the Kpando E.P. Basic School in the Volta Region. This is to reward fishing communities and for that matter the best Landing Beach Committees (LBCs) (Kpando-Torkor LBC) which use their profits generated from sale of premix in developing their communities.

cc) Premix Committee

The Ministry reviewed premix distribution in the country. A committee was setup to review the operations of the Landing Beach Committees and stakeholders. A team was engaged to review comprehensively the entire chain of operations related to the allocation, transportation, receipt and distribution of premix fuel from the national level to the final recipients.

dd) 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 296 in 2014 with most LBCs being formed in areas along the Volta Lake Regions. The distribution by regions for 2014 is as follows:

Table 13: The distribution by regions for 2014 of LBC

Region	Number of LBC
Western	35
Central	39
Greater Accra	38
Volta	22
Lake Area	162
Total	296

The NPC increased the number of trucks of fuel lifted from 1,362 in 2009 (July) to 5,983 in 2012 and then reduced it to 4,022 in October, 2014. In terms of number of litres lifted, about 18.4 million was lifted from July, 2009 to about 80.8 million, which then declined to about 54.3 million litres. There are 12 oil marketing companies lifting premix fuel to the landing sites.

Small margins/mark-ups have been built in the price and are to be used for developmental projects in the communities. The projects include Community sheds, community health clinic, street lightening, TV sets, renovation of schools, renovation of police post, scholarships, culverts, classroom blocks, fixing street light, financial supports, construction and renovation of fuel stations, information centres among others.

ee) Child labour in fisheries

MOFAD supported Ministry of Employment and Labour Relations (MELR) to carry out sensitization campaign along the Volta Lake. The programme was carried out in three selected districts, which were: Pru, Krachi West and Central Tongu districts. The purpose of this was to improve the attitude and behaviour of local communities towards the elimination of child labour in the fisheries sector in particular and in Ghana at large

3.11.3 Financial Performance

Table 14: Ministry of Fisheries and Aquaculture 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	8,000,000	3,478,877.67	3,478,877.67
Use of Goods & Services	1,637,770.00	416,893.60	245,665.00
Non-financial Assets	5,605,932.00	239,441.11	239,441.11
IGF	6,624,260.00	6,857,752.60	5,956,322.14
WARFP & GEF	22,507,706	11,976,577	11,976,577
ABFA	84,240,168	764,770.11	412,725.01
TOTAL	128,615,836	23,734,312	22,309,608

3.11.4 Challenges

The sector is confronted with the following challenges:

- Over-exploitation of resources and over capitalization
- Open access for artisanal fishermen
- Proliferation of illegal fishing methods in recent times (light fishing, bamboo fishing, dynamites and chemicals)
- Weak MCS (weak capacity for enforcement)
- 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

3.11.5 Outlook for 2015

The Ministry through the West Africa Regional Fisheries Program (WARFP) will implement the following:

- Develop governance structures and processes such as creation of a computerized and modern registry for artisanal fleet in both inland and marine fisheries,

- Finalize MOFAD 2014-2017 MTDP;
- establish modern registration and licensing management system for all fishing vessels;
- Rent 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 numbers;
- Emboss about 13,000 marine canoes;
- Undertake Volta Lake Canoe Frame Survey;
- finalise 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;
- Facilitate the roll out Fishermen Life insurance scheme;
- form 10 Community Based Fisheries Resources Committee;
- Complete the 1st phase of the Anomabo Fisheries College;
- Establish and operationalize the four remaining fisheries enforcement unit offices at Elmina, Yeji, Kpando-Torkor and Buipe;
- Initiate the development and provision of services to some selected landing sites;
- Roll phase 1 of Nucleus out-grower and input credit scheme;
- Strengthen the institutional and human resource capacities of the Ministry, the Fisheries Commission and the sector/industry in general.
- Undertake the registration of inland canoes.

3.12 MINISTRY OF FOOD & AGRICULTURE

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 the Government's 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.

3.12.1 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.

3.12.2 Key Activities Undertaken

a) Crop Development

- A MoU was signed between RTIMP and Dutch Agricultural Development and Trading Company (DADTCO) to support farmers to produce the roots (cassava and its derivatives) for processing into mash for brewing. A total of 480 farmers were engaged and are supplying 200 tons of roots per week to DADTCO for processing in Hohoe and Nkwanta Districts.
- MOFA facilitated the manufacture of flash dryers for the production of High Quality Cassava Flour (HQCF) which can be used as a substitute for wheat in bread production. The use of rice and sorghum by breweries to produce alcoholic beverages has provided an additional demand sink for the commodities.

- MOFA collaborated with the private sector to establish 10,748ha of cotton farms (Olam 3,381 ha and Wience 7,367ha) in the northern part of Ghana. 240,000 root stocks of cashew were raised at Wenchi Agricultural Station and CRIG Station at Bole in the Northern Region to support the income of farmers.
- Training sessions were organized by MOFA for fertilizer dealers; 1,380 retailers, 170 distributors, 50 importers and 2 manufacturers of compost to enhance sustainable supply and use of agrochemicals. This led to their registration and will lead to effective monitoring of dealers and the application of these agricultural inputs.

b) Livestock Development

The Ministry together with partners implemented a number of interventions to offset the effect of bottlenecks. These interventions are;

- increased the income of farm households,
- gradually increase the protein intake of rural households,
- Reduce import levels of poultry and poultry products thus making a contribution to improving the balance of payment situation of Ghana.
- 450 farmers across the country were supplied with superior breeding stock of various species to improve the breeding stock of livestock farmers. At the end of the reporting period, a total of 920 breeding stock comprising 207 Sheep, 20 Cattle, 576 Pigs, 88 Rabbits & 29 Goats were supplied to 490 farmers. This represents an achievement rate of 109%.
- MoFA developed and printed 4,000 copies of small ruminants production guide for livestock extension delivery to enhance good husbandry practices in the livestock sub-sector.

c) Poultry Development

- A total of 300,000 broilers were produced, with specific support provided to Guinea fowl farmers in the form of eggs, feed, drugs & vaccine under the Guinea fowl project. 40,000 eggs and 200 bags of feed, vaccines and drugs were distributed to 80 guinea fowl farmers. This increased the population of poultry (including guinea fowls) from 63,732,000 to 67,961,000 in 2014.
- The Veterinary Services Directorate carried out examination of all poultry and poultry products imported into the country. In the course of the year, 3,161,144 DOC layers, 602,209 DOC broilers and 786,560 hatching eggs were inspected and certified.
- Meat and animal products were inspected & certified free from food borne diseases for human consumption. Products inspected include Chicken (75,000,000 kg), Beef (20,000,000 kg), Turkey (1,400,000), Mutton (2,600,000kg), and Pork (18,949,40kg).
- Under the WAAPP, Ghana supplied Niger with 1.84million doses of ND1-2 vaccines and a MoU was signed to supply an additional 2 million out of which 700,000 doses of the vaccine was supplied to Gambia.

- During the year, the e-Agriculture program was launched in all ten (10) regions. Approximately 350,000 subscribers have accessed the platform on test-run and this has resulted in 38,000 active members.

d) Irrigation Development

To enhance food security of the country, a total of 12,715.48ha of land was developed and cropped under the irrigation and flood recession scheme/water conservation methods. This will lead to the production of some 50,000mt of various food produce (rice, maize, vegetables and legumes).

e) Agricultural Mechanization

• Machinery/Equipment Procured to facilitate Agricultural Activities

- The Ministry signed a contract for the supply of 100 units of agricultural tractors and other accessories from the Czech Republic to make agricultural mechanization services wide and accessible to farmers across the country through the establishment of at least one AMSEC in every district. As at the end of the year 2014, forty (40) units out of fifty (50) HP Cabrio agricultural tractors with accessories were delivered to the Ministry.
- Supply contracts have been signed with Brazilian suppliers of agricultural machinery/equipment under the first tranche of the Brazilian Credit facility. Machinery/equipment was targeted at establishing new Agriculture Mechanisation Service Centres (AMSEC) and strengthening existing ones. The Ministry of Finance is currently facilitating the process of seeking parliamentary approval on facility.
- MoFA pursued a US\$3.3M worth of agricultural machinery/equipment for supply & distribution to rice farmers, under the 2KR-2013 Japanese Grant Assistance Programme to support the mechanization of rice production for increased yield and reduction in the deficit of domestic rice production.
- A total of 180 tractor operators/technicians/mechanics were trained on effective use and maintenance of New Holland and Cabrio tractors in Northern, Upper East, Upper West, Eastern, Volta and Greater Accra Regions.

f) Management of Post-Harvest Losses

To facilitate the reduction in post-harvest losses, 388 out of a planned 500 Agriculture Extension Agents (AEAs), farmers and technicians were trained on post-harvest management for major staple crops along the value chain. On farm demonstrations were also carried out to introduce participants to non - chemical storage equipment like super grain bags, triple super bags, improved parboiling technologies, improved yam barns and solarisation techniques of cowpea.

g) Ground Water Development

Groundwater development for agricultural purposes for all year agricultural production was identified through the documentation and promotion of sustainable water harvesting and management schemes. Local capacity was built in borehole site selection and borehole drilling under the 'Irrigation and Groundwater Development Project' under Spanish Protocol. The drilling of 12 boreholes were completed at Asuansi, Ohawu, Kwadaso, Ejura, Bongo and Wenchi Agricultural Colleges to serve as water sources for the establishment of Irrigation Technology Transfer Units (demonstration models for disseminating irrigation technologies). Seven (7) boreholes developed and mechanized for agricultural use in the Greater Accra Region. These were specifically funded by individual farmers.

h) Strengthening Farmer Based Organizations and Out Grower Schemes

To support development of out-grower schemes, the Ghana Commercial Agriculture Project (GCAP) provided about US\$9.5 million to 31 investors as matching grant scheme (first call) to improve infrastructure (land acquisition, warehousing/storage and marketing), productivity and for agribusiness investments in Savannah Accelerated Agricultural Development Authority (SADA) and Accra Plains which engaged 6,818 out growers. In the year under review, a total of GH¢6.4 million was disbursed from the Out-grower Value Chain Fund (OVCF), to rubber, oil palm, and rice producers (out-growers) and processors.

To facilitate the development of commercial agriculture and easing access to land for such purpose, GCAP in collaboration with the Lands Commission developed a model land lease agreement for use by the private sector.

i) Capacity Development for Extension Officers

- Short and long-term training were organized for Extension Officers. Between July and November, 83 Regional District Officers (72 males: 11 women) from 55 Districts in the 10 regions were trained on Environmental Impact Assessment and Pesticide Management.
- 17 staff of MOFA from the national directorates and regional offices were trained on Child Labour and Occupational Safety, Health and Environmental issues between April and June 2014. The knowledge of officers improved to contribute towards the implementation of the Nation Plan of Action for the elimination of the worst forms of child Labour in Ghana
- To further improve extension delivery in Ghana's agriculture sector, the capacity of 970 beneficiaries (940 MoFA staff and 30 FBO Apex members) were built in farmer to farmer extension delivery.
- A total of 1,200 copies of contemporary extension delivery methods, Agribusiness and Farm Management, Agricultural value chain management and post-harvest management manuals were printed and distributed to extension staff and members of FBOs. 1,690 copies of Post-Harvest Management, 1,698 copies of Agricultural Value Chain Analysis and Management and 1,763 copies of Agribusiness and Farm Management were also printed and distributed.

j) Agricultural Engineering Service Directorate

- To ensure food security and emergency preparedness, sensitization on the seed and fertilizer policy documents was undertaken. A total number of 110 stakeholders (Eastern, Greater Accra and Volta Regions) along the seed and fertilizer value chain were sensitized on the two policy documents.
- To promote and enhance access to quality rice seed, one national sensitization workshop was organised to introduce the AGRA Rice. 100 rice farmers from Atwima Mponua, Asante Akyem Central, Asante Akyem North, Ahafo Ano South and Adansi South were sensitized on the attributes of the AGRA rice.
- To enhance the adoption and practice of innovative technologies by farmers and ensure adoption of GAPs by farmers, 1400 copies of Sweet potato and Cocoyam production guides were produced and printed during the year.
- In an effort to create a lasting solution to problems of quality Ghana yam production, handling and export, 3 stakeholders meetings were held to assess the problems and make recommendations. A technical report including recommendations has been validated and sent to the Ministry of Food and Agriculture for implementation.
- To make improved varieties of coconut seedlings available to farmers, 282ha of resistant varieties were planted and maintained. In effect, a total of 281 farmers were supplied with improved varieties of coconut. This was geared towards improving growth in incomes of farmers.
- Installed Greenhouse system at FOHCREC at the University of Ghana Agricultural Station, Kade, as well as conducted pioneering trials on Tomatoes, Pepper, Okra varieties to increase adoption and promotion of export quality high value vegetables.
- Facilitated the production and distribution of cashew grafts for the 2014 planting season. A resulting 240,000 root stocks was raised at Wenchi Agricultural Station and CRIG Station at Bole to establish 2000 ha farms.
- Liaised with the Olam and Wienco Companies to establish new cotton farms. In total, 10,748 ha cotton farms were established by both companies (Olam 3,381 ha and Wienco 7,367 ha)
- Facilitated the training of MOFA staff and other stakeholders in Green Label Standards. The stakeholders included farmers, farmer associations, auditors (from GSA), AFRICERT. Also, one workshop was organised on climate change mainstreaming into agricultural sector planning.
- Facilitated the establishment of Climate Smart Agricultural Learning sites. As at the end of the year under review, Climate Smart Agricultural Learning sites had been established in four (4) pilot districts (Birim South, Ho West, Abra Aseabu Kwamankese and Tain).
- Developed sub-projects for various sustainable land and water management programmes in the North. About 260 farmers benefited from various SLM interventions like tree planting, composting etc.
- Facilitated the establishment of new primary and secondary multiplication sites for new varieties of roots and tuber and other crops. As at the end of the year, 163ha of primary and secondary

planting materials of cassava, 2 acres of yam mini sett, 20ha of dry cereals and legumes had been established in 5 Agricultural Stations and selected Districts.

k) Veterinary Services

- The Veterinary Division organized a nationwide vaccination campaign to carryout mass vaccination of chicken, guinea fowls, small ruminants and cattle against New Castle Disease (NCD), Peste des Petits ruminants (PPR) and Contagious bovine Pleuropneumonia (CBPP). Between Jan- Nov, 5,159,342 birds had been vaccinated against NCD. A total of 227,715 sheep and 234,640 goats were also vaccinated against PPR within the same period, as well as 113,479 cattle were vaccinated against CBPP.
- Conducted passive surveillance in domestic animals and wildlife in collaboration with the wildlife and other stakeholders.
- Produced relevant vaccines for livestock production: anthrax spore and HS vaccines. CVL produced 282,000 doses of Anthrax vaccine and 64,000 doses of Haemorrhagic Septicaemia vaccine. There was also a production of I-2 vaccine for rural poultry supported by WAAPP-2A. Accra Laboratory produced 21,000 doses of I-2 vaccine for the period.
- Organised screening for TB & Brucellosis of 285 cattle at Swedru, Potsin (CR), Kamatso (ER), and University of Ghana Farms at Nungua. Most cattle screened were negative for TB & Brucellosis. 5.5% of cattle at University of Ghana Farms were TB Positive.
- Conducted a nationwide vaccination campaign against Anthrax in endemic areas. In all, 58,418 cattle, 22,644 sheep, 13,513 goats 1,358 pigs were vaccinated against Anthrax, whereas 77,660 dogs, 6,866 cats,
- 16,270 others were vaccinated against rabies.

l) Plant Protection and Regulatory Services

- The Plant Protection and Regulatory Services registered 41Exporters, 31Importers and 12 International Standards for Phytosanitary Measures N0. 15 Operators, as well as issued 667 phytosanitary import permits and 22 phytosanitary certificates.
- Inspected and approved 42 export oriented Mango farms in the Greater Accra, Eastern, Volta and Brong Ahafo Regions to supply mango fruits to domestic and export markets. 311.7 MT of mango fruits was exported to Lebanon in compliance with Ghana and Lebanon Bilateral Agreement on mangoes.
- Conducted 4 rapid assessment on Heritage seeds (Mulato11 brachiaria), Forage grass (Ubon stylo), Noasas Native plant/Gympie messmate (Eucalyptus cloeziana) and Napirang leguminuos plant (Calopogomum caeruleum) for their risk levels to the country for mitigation options.
- Inspected the facilities of 16 companies involved in the treatment of wood packaging materials use in International trade in the Ashanti Region. Companies were found to be in compliance with International Standard Requirement.

- Organised two sensitization workshops on Marketing Quality Standards and review of Ghana Quarantine System. 30 Phytosanitary Inspectors at Kotoka International Airport and Tema Harbour participated. Phytosanitary activities at 6 selected entry points at Kotoka International Airport, Tema Harbour, Takoradi Port, Elubo, Hamile and Paga were reviewed.

3.12.3 Financial Performance

Table 15: Ministry of Food and Agriculture 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG	73,768,336.00	49,505,840.89	
Compensation of Employees			
Use of Goods & Services			
Non-financial Assets			
IGF	2,175,920.00	2,103,494.22	
ABFA	52,180,591.00	1,724,766.86	
OTHER (SPECIFY)	178,767,140.00	121,948,709.99	
TOTAL	306,891,987.00	123,673,476.85	

3.12.4 Challenges

- Inaccuracy of statistical data generated
- Inadequate qualified personnel for delivery of veterinary services
- Late releases of funds hinder the timely implementation of activities that are time bound.
- Inadequate enforcement of the Plants and Fertilizer Act, 2010 (Act 803) and Part II of EPA Act, 1994 (Act 490) for compliance
- Proliferation of fake and substandard pesticides and fertilizers on the Ghanaian market

3.12.5 Outlook For 2015

- Progressively reduce importation of chicken by 40% by the end of 2016, facilitating the production of 60,000 metric tons of poultry meat.
- To improve on the availability of grazing materials in the project regions, 5 tonnes of legume pasture seed (*Stylosanthes hamata*) will be produced for sowing of 2000 hectares of range land.
- Give hands-on training on improve Guinea fowl production to some 320 female farmers (50% youth) in the Northern regions.

- As part of government's effort to boost local production of poultry, 1,500 farmers in 10 regions will 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.
- The Ghana Irrigation Development Authority will continue to provide technical services on irrigation to MoFA and other MDAs as well as the private sector.
- Crop production activities on GIDA's schemes for both the major and minor seasons will be vigorously pursued with the cultivation of important cereals like rice, maize and high value vegetables (chilli pepper, butternut squash etc.). Adaptive crop research activities and seed production will also be carried out on the schemes.
- To organize nationwide vaccination campaign to carryout mass vaccination of chicken, guinea fowl, small ruminants and cattle against NCD, PPR and CBPP
- To conduct active surveillance of avian influenza (HSNI) and swine flu (HNI) in domestic animals and wildlife
- To produce relevant vaccines for livestock – 400,000 doses anthrax spore vaccine 10,000 HS: and poultry – 10,000,000 1-2 vaccine
- To screen 1000 dairy cattle in peri-urban milk collection areas for TB & Brucellosis
- Sensitize MoFA and Stakeholders on Revised GADS
- Promote value addition to agricultural produce
- Promote Nutrition sensitive agriculture
- Promote safe handling of urban and peri urban agricultural produce
- Promote safety at Domestic Markets and Food Processing sites
- Solicit funds for statistical data collection in the districts.
- Enhance the capacity of Agricultural Extension Agents (AEAs) and Supervisors to collect statistical data from the districts.
- Provide retail and wholesale market prices of agricultural commodities and inputs.
- Update of existing crop protection technologies
- Phytosanitary inspections and certification of plant commodities
- Conformity inspections and certification of fruits and vegetables for exports
- Strengthen surveillance of agricultural inputs industry
- Ensure safe use of agricultural pesticides and fertilizers
- Facilitate removal of obsolete pesticides nationwide for appropriate disposal
- Implement Plant Protection Regulation 2012 (L.I. 2193) and Fertilizer Regulations 2012 (L.I. 2194)
- Implement fertilizer inspection and analytical manuals

3.13 MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION

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. The Ministry seeks to build a well-resourced institution capable of establishing, developing and sustaining international goodwill, solidarity and support toward national development.

3.13.1 Foreign Missions and Sub-vented Organizations

The Ministry of Foreign Affairs and Regional Integration executes its functions through Eighteen Bureaux at the 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)

3.13.2 Key Activities Undertaken

a) Treaties, Conventions and Protocols

- Prepared Cabinet Memorandum for approval by Cabinet for the ratification of the agreement relating to the implementation of part XI of the United Nations Convention on the Law of the Sea of 10th December, 1982. The memorandum was co-sponsored by the Ministry of Justice and Attorney-General.
- A Memorandum for approval by Cabinet for the Ratification of the Protocol on the Privileges and Immunities of the International Seabed Authority was also submitted for consideration.
- In collaboration with the Rome Mission, the Ministry deposited Ghana's Instrument of Accession to the Regional Convention on Fisheries Cooperation among African States Bordering on the Atlantic Ocean with the Headquarters of the FAO which is the accredited depository for the Convention.
- The Ministry also coordinated with the Ministry of the Interior to co-sponsor a Memorandum to Cabinet seeking Approval for Parliamentary Ratification of the Convention.
- Requests for the Ratification of the UN Conventions on Statelessness were also brought to the attention of the Ministry of the Interior.

b) Relocation of Ghana Embassy in Tripoli, Libya to Valetta, Malta

The Ghana Embassy in Tripoli, Libya was relocated to Valletta, Malta in August, 2014 following the Libyan political crisis and deteriorating security situation. Since its relocation to Malta, several activities have taken place to further strengthen the bilateral cooperation between the two countries. Some of the activities include the presentation of credentials by Ghana's Ambassador to Malta to the President and the signing of a Memorandum of Understanding between the two countries on 26th September, 2014. The MoU is for the establishment of a Permanent Joint Commission for Cooperation (PJCC) on the margins of the 69th United Nations General Assembly (UNGA) in New York by the Foreign Ministers of Ghana and Malta.

c) Scholarships from Foreign Governments

The Ministry received several scholarships in various fields of study including Medicine, Engineering, Agriculture, Oil and Gas, Pharmacy, Public Health, and Water and Sanitation, at various levels (First Degree, Masters and PHD Programmes), from several foreign governments. The Ministry disseminated the information of the scholarships to Ghanaians and further assisted some of the qualified applicants to secure appropriate documentations to enable them travel to the countries concerned to pursue their programmes. Countries such as Australia, Algeria, India, Germany, China, Israel, Korea and Russia granted these scholarships.

d) Trade Fairs

The Ministry facilitated and participated in several Trade Fairs/Exhibitions and Conferences. In collaboration with the Ghana Export Promotion Authority (GEPA), Ghana Investment Promotion Centre (GIPC), Association of Ghana Industries (AGI) and the Ghana Chamber of Commerce and Industry (GCCCI), solo exhibitions were planned and executed to market made in Ghana goods in the West African Sub-region.

Solo Exhibitions were held in Ouagadougou and Malabo. Our Mission in Abidjan supported four Ghanaian companies (Lovi Style Enterprise, Bilbos Company Ltd, Matamiss Enterprise, Natural Instincts Tours and Marketing Limited) to participate in the Ivorian Crafts Trade Show (1st Edition) held in Abidjan from 7th – 13th April, 2014.

Ghana Missions in other parts of the world other than the West African Sub-region also facilitated the participation of Trade Fairs/Exhibitions. Some of such fairs included the Artisan Resource Craft Show in New York, USA (16th -29th August, 2014), 18th China International Fair to Investment and Trade in Xiamen, China (8th – 11th September, 2014), and 84th Izmir International Fair in Izmir, Turkey (30th August, 2014).

e) Good Neighborliness

The Ministry facilitated the inauguration of the Joint Border Post (JBP) between Ghana and Togo in Noepe, Togo by Excellencies President John Dramani Mahama of Ghana and President Faure Essozimna Gnassingbe of Togo on 3rd November, 2014. The JBP forms part of the efforts of the Economic Community of West African States (ECOWAS) to improve the free movement of goods and persons across Ghana and Togo.

f) Support for Regional Integration

Ghana organized three (3) Regional Integration Sensitization Workshops in Kumasi, Sunyani and Aflao to help our compatriots understand the benefits of integration and good neighbourliness. Ghana also hosted the 45th Session of the ECOWAS Authority of Heads of States and Government in Accra on 10th July 2014 as well as an Emergency Summit on 6th & 7th November, 2014 on the Ebola Epidemic and the Political Crisis in Burkina Faso.

Ghana further increased its trade with countries in the sub-region to the extent that trade with West African countries has now outstripped trade volumes with the European Union countries. Twenty (20) Trade Fairs and Solo Exhibitions were held by Ghana in La Côte d'Ivoire, Liberia, Burkina Faso, Nigeria and South Africa among others. Ghana was also among the three (3) countries that had to co-ordinate the divergent positions of ECOWAS States on the signing of the Economic Partnership Agreement (EPA) with the European Union (EU).

g) Support for the African Union

At the Continental level, the Ministry worked towards promoting Ghana's interest in the building of continental unity and the creation of an African Free Trade Area, by playing its part in the collective effort by the African Union to promote peace, stability and economic development on the continent. The Ministry further coordinated Ghana's participation, at the appropriate levels, in various deliberations of the different organs of the AU.

h) Relations with other African Countries

To strengthen relations with African countries within the aims and objectives of the AU, Ghana hosted some high-level visits of African leaders to Accra to discuss continental, sub-regional, and global issues as well as the enhancement of bilateral relations. These included:

- The visit of Ethiopian Foreign Minister to Accra from 13th – 14th January 2014, during which a General cooperation Agreement was signed.
- The visit of President Alpha Conde of Guinea to Accra from 5th -7th March 2014 as Special Guest of Honour during the celebration of Ghana's 57th Independence Day Anniversary.
- The visit of Ghana's delegation to Khartoum, Sudan for the CENSAD Meeting of 27 African countries

- The visit of Ghana's Foreign Minister, Hon. Hannah S. Tetteh to Seychelles and Mauritius in May during the year to sign Cooperation Agreements in Tourism and Fisheries as well as Visa-Waiver Agreements between Ghana and the two countries.
- A delegation to the Democratic Republic of Congo from 2nd – 3rd June 2014, where it signed a General Cooperation Agreement in Kinshasa, covering Infrastructure development, Energy, Tourism and Transport. A similar agreement was signed with Liberia during a two-day visit from 16th – 17th June 2014 by Ghana's Foreign Minister.
- A delegation led by H.E. President John Dramani Mahama to Malabo, Equatorial Guinea for the 23rd Ordinary Session of the AU's Assembly of Heads of State and Governments from 26th – 27th June 2014.

i) Diaspora Affairs Bureau

Pursuant to a Presidential Policy Directive for enhanced dialogue and engagement between the Government and the Ghanaian Diaspora for national development, a fully-fledged Diaspora Affairs Bureau (DAB) was established to serve as the National Platform for Diaspora engagement, migration and development. The Bureau has been mandated to harness the potentials and resources, both human and capital of Ghanaians and peoples of African descent, for accelerated national development. It commenced its work on 1st February, 2014.

i) Foreigner Identification Management System (FIMS)

The Ministry in collaboration with the National Identification Authority (NIA) captured the information of foreigners in Ghana and further issued them with Identification Cards using their Foreigner Identification Management System.

j) Visits

The visits during the year, 2014 were in three forms: State Visits, Bilateral Visits and Multilateral Visits.

• State Visits

- Visit of the President of the Republic of Guinea, Professor Alpha Conde as the Special Guest of Honour at this year's 57th Independence Day Celebration.
- The President of Togo, H.E. Mr. Faure Essouzimma Gnassingbe and Her Royal Highness Princess Victoria, Crown Princess of Sweden also visited Ghana during the year under review.

• Bilateral Visits

Several high level visitors from friendly countries were received during the year and this further strengthened the existing bilateral relations with the countries concerned. The high level visitors included:

- Minister of Foreign Trade and Industry of The Netherlands, Madam Lilianne Ploumen
- Minister of Foreign Affairs of China, H.E. Mr. Wang Li

- Minister of Foreign Affairs of Italy, Hon. Emma Bonino
- Secretary of State of Foreign Affairs of Hungary, Mr. Zsolt Nemeth
- Minister of Foreign Affairs of Israel, Hon. Avigbor Lieberman
- Minister for Foreign Affairs and Emigrants of the Republic of Lebanon, H.E. Mr. Joubran Bassil
- President of the Supreme Court of Brazil, Justice Joaquim Barbosa
- United States Secretary of Commerce, Ms. Penny Pritzler
- Archbishop of Canterbury, Most Reverend Right Hon. Justin Welby and Party
- United States Ambassador to the United Nations, H.E. Samantha Power

- **Multilateral Visits**

- **Visit of the United Nations Secretary-General, H.E. Ban Ki-Moon**

The United Nations Secretary-General, H.E. Ban Ki-Moon visited Ghana on 18th December, 2014 to strengthen the collaboration across the UN Systems in the fight against the Ebola Virus Disease (EVD) and to demonstrate the support of the Organization for the affected populations in Sierra Leone, Liberia and Guinea.

- **Visit of the Director-General of the United Nations Industrial Development Organization (UNIDO), Mr. Li Yong**

The Director-General of the United Nations Industrial Development Organization (UNIDO), Mr. Li Yong led a three-member delegation to pay a three-day working visit to Ghana from 26th to 28th March 2014. The purpose of the visit was to share and promote the new mandate of the organization entitled: “Inclusive Sustainable Industrial Development” (ISID), based on the Lima Declaration adopted and supported by all member states of the organization, in December, 2013. The new mandate of ISID has industrialization as the foundation for economic development. During the visit, the delegation held discussions with the President of Ghana, the Minister for Trade and Industry, the Minister for Health and officials of the Free Zones Board as well as some private sector organizations.

- **Visit of the Investigations Officer of the United Nations Development Programme Audit Office, New York Ms. Lori Lee**

A two-member delegation from the United Nations Development Programme (UNDP) Office led by the Investigations Officer, Ms. Lori Lee, paid a day's working visit to Ghana to inquire about the delay in granting Agreement to the nominee for the United Nations Resident Coordinator and Representative to Ghana, as well as conduct investigations into the basis of a petition letter emanating from the Ghana Office of the UNDP protesting the appointment of the nominee. The Government seized the opportunity to assure the team from the UNDP that Ghana had no objections to the UN Secretary-General's choice of representative to Ghana and that due process was being sought from the National Security apparatus for the necessary clearance for the issuance of an Agreement.

➤ **Visit of Executive Director of the Joint United Nations Programme on HIV/AIDS (UNAIDS)**

The Ministry facilitated a visit to Ghana by the Executive Director of the Joint United Nations Programme, Mr. Michel Sidibe, on HIV/AIDS on 22nd August, 2014. The purpose of the visit was to seek Ghana's good counsel on four pertinent issues ahead of the UN General Assembly in September, 2014, including:

- The emerging consensus to end the HIV epidemic by 2030;
- The UNAIDS/Lancet Commission Report;
- A side event at the UN General Assembly; and
- Accreditation for the UNAIDS Country Representative, Ghana.

k) Joint Commissions for Cooperation

The Ministry successfully coordinated the organization of three (3) Permanent Joint Commissions for Co-operation (PJCC) meetings within the year 2014. To ensure that the outcomes served Ghana's interests to the greatest extent possible, the Ministry involved stakeholders from MDAs and the private sector in the preparatory and actual negotiation processes of the different PJCCs including the Ghana – Sudan Permanent Joint Commission for Cooperation (18th – 20th August, 2014) and the 5th Session of the Ghana – Iran Permanent Joint Commission for Cooperation held in Tehran, Iran (5th – 7th May, 2014). The Ghana – Equatorial Guinea Permanent Joint Commission for Cooperation which was expected to have been held before the end of 2014 will now be held in 2015.

l) Bilateral Relations

The level of Ghana's bilateral relations continued to improve with other countries in 2014. The following are some of the significant bilateral relations.

• Ghana-USA Relations

On August 5, 2014, in the margins of the first US-Africa Leaders' Summit, held in Washington DC, USA, Finance Minister, Hon. Seth Tekper signed the Compact II of the Millennium Challenge Account (MCA). The five-year 'Ghana Power' Compact, will inject 498.2 million dollars into Ghana's energy sector to improve energy generation, distribution, and access in Ghana. The Compact II, falls within the framework of President Obama's 'Power Africa Initiative' which is intended to support Africa's enormous energy potential through partnership, trade and investment, by catalyzing more than \$4 billion in private investment from American and global energy firms in the coming years.

• Brazil Relations

At present, Brazilian companies are involved in a number of major infrastructural projects in Ghana. These, among others include the three-tier Kwame Nkrumah interchange project which commenced on 28 October, 2013. In addition to the construction of the interchange, the project covers widening of

the Odaw River, improvement of sections of the Ring Road, improvement of road drainage works, provision of pedestrian and cycling walkways, street lights and rationalization of existing public transport facilities. The project is expected to, among other things, reduce the traffic congestion in the area, and also reduce flooding during heavy rainfall.

- **Ghana-Colombia Relations**

The relations between Ghana and Colombia attained their peak with President Mahama's visit to Medellin, Colombia to attend the 7th Session of the World Urban Forum, the UN Habitat Conference from 6th – 9th April, 2014 where he gave a keynote address and later held bilateral talks with his counterpart, President Juan Manuel Santos, the President of Colombia.

To further strengthen the already cordial bilateral relations between the two countries, the Hon. Minister, Madam Hanna Serwah Tetteh, paid an official visit to Colombia from 20th – 23rd February, 2014 at the invitation of her counterpart, H.E. Ms. Maria Angela Holguin. During her visit, two Memoranda of Understanding (MOUs) were signed one for the establishment of Political Consultations between the Foreign Ministries of Ghana and Colombia, and another for the teaching of Colombian Spanish to Ghanaian Diplomats and Public Servants.

- **Ghana – Cuba Relations**

Ghana continues to maintain a very cordial relation with Cuba, politically and in the areas of education as well as health. Currently, about 250 Ghanaian students are studying medicine in Cuba under Ghana Government scholarship. They joined other Ghanaian students already in Cuba undertaking courses in various disciplines. With respect to health, the Cuban Medical Brigade comprising Cuban Medical doctors also continues to provide medical services in deprived rural communities in Ghana, while Labiofam, a Cuban scientific research company that produces bio-larvicides, is still engaged in its malaria eradication program through the use of bio-larvicides in some parts of Ghana.

- **Ghana – China Relations**

- The Chinese Government in its quest to help fight Ebola presented preventive materials worth Five Million Yuan RMB equivalent to USD\$817,938 to the Government of Ghana for its preparation work and responses against the virus on 31st October, 2014. The materials included protective equipment, sprayers, non-contact infrared body thermometers and body temperature detectors.
- The Government of China through the China Development Bank financed the construction of the Atuabo Gas Plant in the Western Region. The Gas Plant, which is at the pre-commissioning stage fuels the Aboadze Thermal Plant and delivers Liquefied Petroleum Gas (LPG). It is expected to increase the current energy level in the country as well as help improve macroeconomic stability.

- **Ghana – South Korea Relations**

The Ministry facilitated the first round of technical consultation and negotiations on the Ghana-South Korea Bilateral Investment Treaty (BIT) which was held in Seoul from 25th February, 2014. The final agreement would provide for the reciprocal promotion and protection of investments. Participation from the Ghana side was drawn from the GIPC, MOTI, GRA, MOFEP and MFA&RI.

The Ministry facilitated the signing of an MOU between Ghana and South Korea on March 26th 2014 for the development of a Transport Master Plan for the Greater Accra Region. The implementation of the plan is expected to set out a clear direction for transport management in the region for the next 20 years and reduce traffic congestion in Accra. The project which is expected to be completed within 18 months is being funded by KOICA to the tune of US\$1.5 Million.

The Ministry again facilitated the award of Korean scholarships to 35 Ghanaians to study or pursue courses in Oil and Gas plant operations and maintenance as well as in customs modernization.

The Ministry facilitated South Korea's EXIM Bank plans to offer a master framework loan facility of US\$200 million for projects in Ghana. The Tax Policy Unit of Ministry of Finance submitted the documents to the Hon. Minister for signature before transmission to Cabinet for approval.

• Ghana – Japan Relations

The existing friendship and cooperation between Ghana and Japan received a further boost in 2014 with consultations that led to the Signing and Exchange of Notes in respect of the under-listed projects:

- Japanese Grant Aid (signed in April 2014) amounting to about \$22.8 million for the execution of the following three carefully chosen projects:
 - ❖ “Food Security for Under-privileged Farmers project” which has a budget of ¥3,300,000,000 Japanese Yen (approximately \$3,200,000)
 - ❖ “Fisheries Promotion in Sekondi Projects” which has a purse of ¥1,825,000.00 Japanese Yen (approximately \$1,700,000); and
 - ❖ “Poverty Reduction project of ¥200,000,000 Japanese Yen (approximately US\$1,910,000) in the form of Budget support for the Health Sector
- Japanese Grant Aid facility (signed in July 2014) amounting to 124 million Japanese yen (approximately US\$1.24 million) for Human Resources Development Scholarship project otherwise referred to as JDS Programme. Under the project, five (5) young government officials were selected to pursue courses in Public Health and Economics at the Master's Degree level in Japanese Universities.

• Ghana – India Relations

In the area of economic cooperation, the Government of India approved the proposal from the Government of Ghana for a Line of Credit of US\$24.54 million for a Sugarcane Development and Irrigation project in Ghana. The Line of Credit carries a rate of interest of 1.75% per Annum with a repayment period of 20 years including a moratorium period of 5 years. Consequently, President Mahama has cut the sod for the commencement of the Sugar Factory at Komenda.

The Government of India approved 40% of US\$398.33 million funding under Buyer Credit for the Tema-Akosombo Railway Line Project during the period. The Indian side is awaiting approval by Parliament for the construction of the 84.8 km Tema-Akosombo Railway line to be initiated.

During the year, the Ministry facilitated the consolidated efforts on the Pilot Project for Tomato Production in Ghana. An Indian team from the National Research Development Corporation (NRDC) indicated its intention to procure machinery and other equipment from India and accordingly requested for duty waiver on the items from Customs.

- **Ghana – Malaysia Relations**

The Bureau facilitated the presentation of Open Letters and Letters of Credence by the new Malaysian High Commissioner to Ghana, H.E. Mr. Cheong Loon Lai, to His Excellency the President and the Hon. Minister for Foreign Affairs.

Facilitated arrangements for the working visit to Ghana by the Malaysian Deputy Foreign Minister, Datuk Hamzah Zainuddin from 9-10 July, 2014, the participation of Ghana's delegation in the international Conference of the Chartered Institute of Logistics and Transport in Malacca, Malaysia, from 1st – 6th June, 2014 and a Road Sector Tour to Malaysia

- **Ghana-South Africa Relations**

Efforts are underway to expand bilateral trade and direct investments as well as progress made in consultations aimed at unlocking bottlenecks in market access. It is worthy of mention that Ghana is now South Africa's second largest export market in West Africa, while South Africa's investment in Ghana's economy continues to surge

- **Ghana-United Kingdom Relations**

As part of the Diaspora Engagement policy of Government, the Mission held an open forum dubbed 'Listening Event' with Ghanaian professionals in the United Kingdom. A delegation led by the Hon. Deputy Minister for Foreign Affairs and Regional Integration, Amb. Thomas Kwesi Quartey addressed the forum which was aimed at eliciting the views of Ghanaians in the Diaspora towards national development and tap expertise for effective participation.

As part of public engagements in the UK, His Excellency, The President delivered lectures at the Royal African Society, House of Commons, Chattam House and KPMG during his visit, while the Head of Mission undertook a series of speaking engagements in his country of accreditation.

- **Political Relations with UK**

Ghana and the United Kingdom have had long term military training exchange programmes. Although the UK military presence in Ghana has recently reduced, there is still a strong programme of military assistance and cooperation, with Officers of the Ghana Armed Forces attending training courses in the UK.

- **Economic Relations with UK**

British assistance to Ghana is channeled through the Department for International Development (DFID) and other agencies. Most of the assistance offered to Ghana has been in the form of

budgetary support.

The United Kingdom (UK) has operated one of the largest bilateral aid programmes in Ghana since 2000. British aid to Ghana from 2011 to 2015 is shown in the table below:

Table 16: British Aid to Ghana

2011/2012	2012/2013	2013/2014	2014/2015	TOTAL
£85.00m (GH¢ 196m)	£90.00m (GH¢ 207m)	£100.00m (GH¢ 230m)	£100.00m (GH¢ 230m)	£375.00m (GH¢ 863m)

- **Areas of Assistance**

- **Education**

The UK is currently working to:

- ❖ Address poor performance and teacher absenteeism in schools;
- ❖ Promote gender equality in schools;
- ❖ Increase the number of girls in primary/secondary schools;
- ❖ Get out-of-school children back into the educational system.

- **Governance**

The UK is assisting Ghana to improve the management of public funds and encourage more investment partnerships between the public and the private sector to:

- ❖ Effectively manage oil revenues;
- ❖ Pay attention to gender issues such as increase in the number of women in public positions and fighting violence against women; and
- ❖ Support peace building in the Northern parts of the country.

- **Poverty-Vulnerability and Hunger**

The UK provides general budget support to GoG to accelerate and sustain economic growth as well as reduce poverty. Current programmed disbursements are as follows: 2012 - £25.0m, 2013 - £15.0m, 2014 - £10.0m and 2015 - £10.0m. In addition, the UK is assisting to improve GoG's capacity to implement the National Social Protection Strategy (NSPS).

- **Trade**

Currently, Ghana is the UK's 6th largest export market in Africa and 8th largest import market on the continent. Cocoa beans, processed tuna, vegetables, fruits, cocoa butter and tropical sawn timber

often constitute a major part of Ghana's exports to the UK. The United Kingdom, on the other hand, regularly exports food and beverages, medicaments, chemicals, vehicles and vehicle parts to Ghana.

➤ **Investment**

The United Kingdom continues to invest in many sectors of the Ghanaian economy. Most Foreign Direct Investment from the UK in 2014 was in the areas of Service and Export trade.

• **Ghana – France Relations**

The relations between Ghana and France were further strengthened with the establishment of the Ghana – France Chamber of Commerce in May, 2014. French investment has reached approximately US\$1.7 billion. Some French Companies in Ghana include SCOA (services), CFAO (automobile), TOTAL (energy), SG (banking), and UMARCO (shipping) among others. Investment in Ghana has risen steadily.

• **Ghana-Russia Relations**

Russian Technical Cooperation in Ghana is currently limited to the provision of scholarships for disbursement by the Government of Ghana. The scholarships have been in various fields of study such as Medicine, Engineering, Agriculture, Architecture and Economics. The Russian Ministry of Education and Science increased the number of scholarships awarded to Ghana from 30 in 2011 to 60 scholarship slots to qualified Ghanaian students for the 2013/2014 academic year. There has also been an increase in private Ghanaian students now studying in Russia. Currently there are 174 scholarship students and 353 private students studying in the Russian Federation. Lukoil, a private Russian company has also awarded scholarships to 10 Ghanaian Students who are studying different disciplines under the Oil and Gas sector.

➤ **Trade and Investment**

In the past few years a number of Russian entrepreneurs have visited Ghana to explore business opportunities and the possibility of setting up companies in the fields of mining, oil, metals and fishing, among others. Some Russian entrepreneurs, such as LUKOIL, have already set up branches in the emerging upstream oil sector in Ghana.

• **Ghana – Australia Relations**

The Ministry facilitated a visit to Ghana in July 2014 by the Assistant Secretary of the Africa Division of the Ministry of Foreign Affairs and Trade of Australia, Mr. Adam McCarthy. While in the country, Mr. McCarthy paid a courtesy call on the Hon. Deputy Minister of Foreign Affairs and Regional Integration, Mr Kwesi Quartey.

The Ministry facilitated and liaised with the Australian High Commission in the selection process for the award of Australian scholarships to several government officials from MDAs and individuals to pursue various master's programmes and short courses in management and allied programmes in

Universities across Australia.

The Ministry also facilitated the organisation of a 5 day workshop held at the University of Mines and Technology (UMAT) in Tarkwa on 24th July, 2014 under the auspices of Australian High Commission and the Ghana Mines Inspectorate.

The Ministry liaised with the Ministry of Finance in relation to the signing of a Memorandum of Understanding on Development Cooperation between the Government of Ghana and the Government of Australia. The signing of the agreement has stalled because of disagreements between the two countries over Ghana's insistence that the expatriate workers of the Australia Development Cooperation Agency in the country should pay taxes to their home government. The Ministry is collaborating with the Ministry of Finance to ensure the early conclusion of the Agreement.

m) Formed Police Unit

With the intervention of the Ministry through Ambassador Ken Kanda, the Permanent Representative of Ghana to the UN, the UN Department of Peacekeeping Operations in New York, agreed to deploy the Ghana Police FPU to South Sudan. Prior to their deployment, a United Nations Formed Police Unit (UN FPU) Team was dispatched to Ghana to assess the operational and logistical readiness of the Ghana FPU for deployment to UNMISS in South Sudan. This resulted in the travel of a Team of Officers from the Ghana Police Service led by COP John Kudalor to New York to conclude negotiations with the UN on the deployment of Police personnel for that purpose. The negotiations led to the deployment of 170 Formed Police personnel to UNMISS.

n) Officers Manning UN Command Positions

The relentless efforts of the Ghana Permanent Mission in New York led to the selection of three Senior Police Officers, Messrs. Henry Mensah, David Eklun and Barnabas Nasumong to serve the UN in various capacities. The Ghana Police is currently serving the UN in seven (7) Missions including UNMIL- Liberia, UNAMID – Darfur, Sudan, UNMISS – South Sudan, UNSOM – Somalia, UNOCI – Cote d'Ivoire, UNISFA – Abyei, and MONUSCO – Congo

Furthermore, with the help of the Ministry, the Customs Division of the Ghana Revenue Authority, Ghana Immigrations Service and Ghana Prisons are serving in about six Missions.

o) UN SAAT Test for Officers

In 2014, a United Nations Police Division SAAT Team arrived in Ghana to conduct Selection Test for over eight hundred and eighty (880) Officers and men from the Ghana Police Service and Ghana Immigrations Service. Out of the 880 Police personnel, two hundred and fifty-five (255) were successful. This process is a major requirement for the selection and recruitment of Police Officers for Deployment on Peacekeeping Operations.

p) Ghana's Participation in International Programmes

- **The 69th Session of United Nations General Assembly**

The Bureau facilitated Ghana's participation in the General Debate of the 69th Session of the General Assembly that took place at the United Nations Headquarters in New York from Monday, 22nd September to 1st October, 2014, under the theme “*Delivering and Implementing a Transformative post-2015 Development Agenda*”, with a delegation led by His Excellency President John Dramani Mahama. The annual debate witnessed the participation of over one hundred Heads of State and Government and afforded Member States the opportunity to discuss global issues, exchange ideas, articulate their concerns, as well as make appeals and proposals on matters of collective interest.

- **The 2nd World Forum of Francophonie Women**

The Second World Forum of Francophonie Women was held in Kinshasa, Democratic Republic of Congo, from 3rd to 4th March, 2014. The Forum brought together women from Member States and Governments of La Francophonie (OIF) to deliberate on joint actions needed to protect and promote the rights of women and share ideas and experiences on how to enhance the role of women for development purposes.

- **The 17th Ministerial Conference of the Non-Aligned Movement**

The 17th Ministerial Conference of the Non-Aligned Movement was held in Algiers, Algeria, from 26th to 29th May, 2014 under the theme “Enhanced solidarity for Peace and Prosperity”. It witnessed the participation of over 70 Ministers of Foreign Affairs of NAM Member Countries. Ghana's delegation to the conference was led by the Minister for Foreign Affairs, Hon. Hanna Serwah Tetteh who participated in the General Debate. She called on Member States to ensure, through collaborative strength, that the most pressing priorities would be clearly reflected in the post-2015 development agenda.

- **Global Summit to End Sexual Violence in Conflict**

The Global Summit took place at the Excel, London from 10th to 13th June, 2014. Ghana's delegation to the Summit was led by the Minister for Foreign Affairs and Regional Integration. The Summit was aimed at shattering the culture of impunity for sexual violence in conflict by launching a new International Protocol with international standards for documenting and investigating sexual violence in conflict zones.

- **8th Session of the Open Working Group on the Post-2015 Development Agenda**

An official from the Ministry attended a meeting on the 8th Session of the Open Working Group on the Sustainable Development Goals (SDGs) held in New York, from 1st to 8th February, 2014. Issues on forestry, biodiversity and oceans were discussed. Ghana spoke on behalf of ECOWAS and coordinated and articulated the Group's position on matters addressed by the Working Group.

- **Workshop on Climate Change, in Cali, Columbia**

A representative of the Ministry participated in a workshop on Climate Change and Food Security in Africa held from 21st to 25th July, 2014 in Cali – Valle Del Cauca, Columbia. Participants were drawn from Ghana, Kenya and Senegal. The participants shared best practices and lessons on the improvement of food security in Africa.

- **Course on Nuclear Non-proliferation and Disarmament**

An official from the Ministry participated in a 5-day intensive course on Nuclear Non-proliferation and Disarmament held from 29th September to 3rd October, 2014, in Vienna, Austria. The course sought to build the capacity in and provide clarity on relevant issues in the field of nuclear non-proliferation, including, the International Non-proliferation regime, nuclear disarmament, nuclear security, regional challenges and export controls.

- **59th Session of the Committee on the Elimination of Discrimination against Women (CEDAW)**

The Ministry facilitated Ghana's participation in the session which took place in Geneva, Switzerland, from 20th October to 7th November, 2014 with a delegation led by Hon. Nana Oye Lithur, Minister for Gender, Children and Social Protection. During the Session, the Committee reviewed the 6th and 7th combined periodic Report submitted by Ghana. The Committee also reviewed reports submitted by 7 other countries namely, Venezuela, Poland, China, Belgium, Brunei Darussalam, Guinea and Solomon Islands.

- **Cookstoves Future Summit**

The Ministry also facilitated the participation of Ghana in a 2-day Pledging Conference on the Cookstoves Future Summit, dubbed: **“Fueling Markets, Catalyzing Action, Changing Lives”** held from 20th to 21st November, 2014. Ghana's delegation to the conference was led by the Minister for Foreign Affairs and Regional Integration, Hon. Hanna Serwah Tetteh. The Conference which was organized by the Global Alliance for Clean Cookstoves is aimed at galvanizing international/political support to address the deadly issue of household pollution that emanate from cooking which continue to kill a lot of people by encouraging them to adopt clean cooking practices.

- **Regional Review Conference on the Geneva Declaration on Armed Conflict & Development**

One representative of the Multilateral Relations Bureau of the Ministry attended a 2-day Regional Review Conference on the Geneva Declaration on Armed Conflict and Development held from 26th to 27th November, 2014, in Nairobi Kenya. The objectives of the conference were to effect measurable reductions in armed violence and improve development particularly in sub-Saharan

Africa. It also sought to identify issues on Governance and Security that could be incorporated into the post-2015 Development Agenda.

- **The 100th Session of the African, Caribbean and Pacific Group of States (ACP)**

The Ministry, during the period under review, facilitated the participation of the country in the 100th Session of the African, Caribbean and Pacific Group of States held from 9th to 12th December, 2014, in Brussels, Belgium. High on the agenda was the election of a new Secretary-General to replace the outgoing, Mr. Muhammad Mumuni whose tenure ends in March, 2015.

- **2014 Meeting of States Parties (MSP) of the Biological Weapons Convention (BWC)**

The meeting took place from 1st to 5th December 2014 at the Palais des Nations in Geneva. Pursuant to the decision of the 2011 Review Conference of the Convention, the 2014 State Parties Meeting focused on three main agenda items, namely: Cooperation and Assistance, with a particular focus on strengthening cooperation and assistance under Article X; Review of developments in the field of science and technology related to the Convention, and; strengthening national implementation of Article VII, including consideration of detailed procedures and mechanisms for the provision of assistance and cooperation by States Parties.

q) Commemoration of International Events/Days

During the period under review the Ministry coordinated the observance of the following International events/days:

- **Commonwealth Day Celebration**

The Ministry actively coordinated and participated in the 2014 Commonwealth Day celebrations under the theme: “*Team Commonwealth*” on 10th March, 2014. Representatives from the Ministry as well as other MDAs joined Officials of the Commonwealth Human Rights Initiative (CHRI) and a cross section of the Diplomatic Corps to observe the Day, to publicize the relevance and benefits of the Commonwealth to member states. Some of the activities organized to mark the Day were: football Gala; television and radio discussions etc.

- **International Day of the United Nations Peacekeepers**

The Ministry presided over an inter-agency Ad-Hoc Planning Committee comprising the Ministries of the Interior, Defence, Education and the UN Office in Ghana, TV3 and GTV, to plan Ghana’s observance of the International Day of the United Nations Peacekeepers which fell on 29th May, 2014. Under the theme “*Ghana: A UN Partner for Peace, for Change and the Future*”, the activities for the celebration of the Day included a Press Conference and the launch of a photo exhibition at the Forecourt of State House and a series of television and radio programmes. The week-long celebration was climaxed with a Flag-Raising/Wreath-Laying ceremony as tribute to members of our security services, who had lost their lives in the service of the Nation. The occasion was used to highlight Ghana’s sterling contribution to UN Peacekeeping operations.

- **Commemoration of UN Day**

Ghana joined other Member States of the UN to commemorate the 2014 United Nations Day, which fell on Friday, 24th October, 2014. Accordingly, the Ministry headed an Ad-Hoc Committee to organize the national celebration of the 69th UN Day. The global theme for 2014 celebration was **“Global Citizenship and Youth”**, while the national theme which was derived from the global theme and reflected the national perspective was: ***“Youth Engagement for Effective Nation-Building”***.

r) Candidatures to various International Organizations

During the period under review the Ministry coordinated Ghana's reaction to various requests for support for candidatures for positions in various multilateral and International Organizations. The Ministry, in collaboration with the Attorney-General's Department, Ministry of Communications, Ministry of The Interior, Ghana Narcotics Control Board, Ministry of Education, Ghana Audit Service, the Office of the Head of Civil Service and Ghana's Permanent Missions in New York and Geneva, facilitated the election of Ghana's candidatures to various positions/memberships of the following international organizations:

- Council of the International Telecommunications Union (ITU) (2015-2018);
- UN Human Rights Council (HRC) (2015-2017);
- United Nations Independent Audit Advisory Committee (IAAC) (Mr. Richard Quartey) (2015-2017);
- International Civil Service Commission (Daasebre Prof. Emmanuel Oti-Boateng) (2015-2019);
- Economic and Social Council (ECOSOC) (2015-2017);
- The Executive Council of UNESCO (2015-2019); and
- Rapporteur to the Bureau of Inter-governmental Council of the International Programme of the Communications of UNESCO (Mrs. Diana Heymann-Adu (2015)

s) Promoting the Welfare of Ghanaian Citizens Abroad

The Ministry gave substance to the high premium given by Government to the contributions made by the Ghanaian Diaspora to the national development effort, by developing a Diaspora Engagement Policy during the course of the year. Accordingly, the Ministry sought to minimize the negative impact and optimize the potential benefits of migration on Ghana's development by enhancing the promotion and protection of the welfare of Ghanaian nationals abroad, and ensuring their active participation in national development efforts.

t) International Law

The Ministry provided legal advice on various issues in public as well as private international law to several MDAs and Ghana Missions abroad to ensure that all activities and agreements that invoke the

international responsibility of the State are done in accordance with Ghana's foreign policy, principles and customs of international law and international organizations.

u) Current Status of the Maritime Boundary Dispute Between Ghana and Cote D'Ivoire

Ghana initiated arbitration proceedings against La Côte d'Ivoire before the International Tribunal of the Law of the Sea in order to resolve the dispute concerning the delimitation of its maritime boundary with La Cote d'Ivoire. The Attorney General and Minister for Justice are leading the arbitration proceedings as Agent for Ghana with the able assistance of Professor Philippe Sands QC of the Matrix Chambers, UK and his team. The parties are still in the process of appointing arbitrators after which the parties would make their submissions to the tribunal for determination.

v) Improving Service Delivery

• Passport

From 1st January to 31st December 2014, the Passport Office received and processed a total of 199,505 Ordinary Passports applications which generated GHC13,278,900 to government. A total of 390 and 197 Diplomatic and Service Passports were processed respectively.

The office liaised with the National Hajj Committee to process passports and deliver them on time to prospective pilgrims during the 2014 Hajj. Also the Passport Office has worked assiduously to reduce the backlog of Passport applicants from 25,000 in June 2014 to 550 as at December 2014.

• Consular Services

The Ministry processed a number of consular requests in collaboration with the Ghana Immigration Service and the Ministry of the Interior. Under-listed are the various activities:

➤ Travel Certificates	-	447
➤ Dual Citizenship	-	381
➤ Renunciations	-	1074
➤ Entry Visas for Diplomatic staff and their Dependants	-	152
➤ Residence Permits for Diplomatic staff and their Dependants	-	1,215
➤ Work Permit	-	2
➤ Repatriation of Foreigners	-	15

Under-listed is the breakdown of Ghanaians repatriated in 2014:

➤ Africa	-	56
➤ Europe	-	117
➤ America	-	3
➤ Middle East and Asia	-	3

• On line Visa and Passport Application System

The Legal and Consular Bureau in collaboration with the Passport Office facilitated the Ministry's project for the establishment and implementation of an On-line Visa and Passport Application Platform, and the extension of the Issuance of Biometric Passports in all Ghana Missions abroad.

3.13.3 Financial Performance

Table 17: Ministry of Foreign Affairs and Regional Integration 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	101,503,694.00	101,503,694.00	101,503,694.00
Use of Goods & Services	24,706,978.00	24,706,978.00	24,706,978.00
Non-financial Assets	1,362,274.00	0.00	0.00
IGF	15,006,879.00	1,462,261.37	1,462,261.37
OTHER (SPECIFY)	12,735,478.00	2,500,000.00	2,500,000.00
TOTAL	155,315,303.00	130,172,933.74	130,172,933.37

3.13.4 Challenges

- Inadequate budgetary resources from Ministry of Finance to the Ministry and its Missions abroad.
- Shortfalls in remittances sent to Missions abroad.
- Inadequate equipment for the day-to-day running of Missions. Most Missions continue to use outmoded or over-aged equipment such as computers, over-aged vehicles and air-conditioners. These further increase the cost of operation of Missions in the form of maintenance cost.
- Poor communication between Missions and MDAs: Responses from MDAs on correspondences from Ghana's Missions abroad are either responded to, later than the deadline or are never responded to.
- Lack of back-up equipment to store the back-up of the Ministry's data especially the data on diplomats who have assessed diplomatic privileges and immunities including diplomatic ID cards and exemptions from payment of duty
- Lack of quality (HD) videos of major attractions in Ghana
- High electricity bills at the Accra International Conference Centre (AICC)
- Unreliable water supply at the AICC.

- Need to replace equipment and furniture not in good condition.
- Undue delays in release of funds to pay service providers.
- Constant breakdown of equipment including printers all of which need replacement
- Lack of stand-by generators for PACs.
- Inadequate capturing equipment for processing of passports.

3.13.5 Outlook for 2015

- Strengthening Ghana's bilateral diplomacy especially with African and BRICS countries as well as our Development partners by leveraging its democratic and governance credentials to promote political and economic interests abroad;
- Sustaining a fund of trust and goodwill among principal political and economic actors abroad, including major companies with branches in Ghana, in order to influence and promote favourable perceptions about Ghana and further enable Ghana make informed decisions and policies on issues that may impact on our national interest;
- Promoting the diversification and increase of exports and markets by working with other MDAs to promote the export of new goods and services. For this reason, four new Trade Attaches have been appointed to deepen commercial relations with Japan, South Africa, Turkey, and China;
- Facilitate the effective participation of Ghanaian companies in Trade Fairs/Exhibitions and conferences to further enhance the volume of Ghana's investment and exports fortunes and vice versa;
- Participating in and reporting on multilateral and trade meetings in order to take full advantage of preferential access to markets abroad. In this regard, Ghana will lead the ECOWAS team to ensure the formal signing of the EPA with the EU as soon as possible;
- Organise trade, investment and tourism promotion activities in countries that Ghana is represented in to showcase Ghana as a preferred tourism and investment destination in West Africa and beyond
- Participating in and reporting on ECOWAS meetings aimed at promoting peace and stability and accelerating the economic integration of the sub-region, including the effective implementation of the ECOWAS Trade Liberalization Scheme (ETLS). In 2014, Ghana registered 19 Ghanaian Companies, and 38 Products (from January to July, 2014,) to take advantage of the ECOWAS ETLS. Ghana is also spearheading the realization of the WAMZ programme and the holding of exporters' forum to enhance intra-regional trade.
- Strengthening consultations between the ECOWAS national focal point, stakeholder MDAs and the private sector, to address bottlenecks to the free movement of goods and services within the sub-region;
- To facilitate the effective participation of Government officials in meetings, forums and conferences in countries that Ghana is represented;
- Developing, coordinating and articulating Ghana's negotiating positions at regional, continental and international conferences on matters relating to the promotion of international peace, security and sustainable development.

- Enhance the promotion and protection of the welfare of Ghanaian Citizens abroad; provide consular services, negotiate migration partnership agreements with destination countries and intensify efforts to mobilize Ghanaians in the diaspora for National development;
- The National E-Governance Programme will be implemented as part of the strategies to promote the use of ICT in all sectors of the economy by the setting up of Biometric Passport Application Centres in selected Ghanaian Missions abroad and, in consultation with the National Information Technology Agency (NITA), establish online application systems for the biometric passports, national identification cards and visas. Three additional passport application centres will be established in three other regions;
- The Ministry plans to complete uncompleted government properties abroad and may construct new ones to ensure the efficient use of its limited financial resources utilized to pay enormous rent abroad;
- The Ministry will promote transparency and accountability and also continue to deepen the adoption and implementation of Policy Formulation, Planning, Monitoring and Evaluation (M&E) plans at all levels of the Ministry's work and budget execution in the coming year;
- Continue to source for more Scholarships to enable Ghanaian students undertake further training in Foreign Universities (increase the number of scholarships)

3.1.4 MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION

The Ministry of Gender, Children and Social Protection is mandated to ensure gender equality through the mainstreaming of gender considerations, promotion of the welfare and protection of children and empowering the vulnerable, excluded, the aged and persons with disabilities by social protection interventions to contribute to national development.

Its vision is to create a harmonious society in which the survival and development of the sexes, children, the vulnerable, the excluded and persons with disability are guaranteed.

3.14.1 Sector Departments and Agencies

The Ministry is responsible for the following departments and agencies;

- Department of Women
- Department of Children
- Department of Social Welfare
- National Council on Persons with Disability
- Domestic Violence Secretariat
- Human Trafficking Secretariat

3.14.2 Key Activities Undertaken

Some of the key performances of the Ministry for the year under review were as follows:

a) Policies and Regulations

- Validated and finalized the National Gender Policy to address Gender Equality, Equity and Empowerment of Women for National Development
- Finalized the Human Trafficking LI and the Domestic Violence LI for Parliamentary subsidiary Legislation committee.
- Finalized Legislative Instrument for Trafficking Act
- The Ministry obtained Cabinet approval to coordinate all social protection interventions in Ghana. Subsequently, a Social Protection Policy is being developed.
- A desk for the aged has been established and a National Advisory Committee inaugurated to develop the National Aged Bill.
- The Ministry worked on the final draft of the child and family welfare policy to ensure the holistic protection and welfare of the Ghanaian child within a functional family welfare framework and it is before Parliament for consideration
- Held review and consultative meetings during the year to draft the Justice for Children Policy and the Child and Family Welfare Policy with Queen Mothers, the National Houses of Chiefs, as well as groups of children selected from the three regions of the north. Final draft of the child and family welfare policy has been submitted to the Honourable Minister for review and comments.

b) Gender Equality and Equity

In the effort to improve gender equality and equity, the ministry:

- Participated and presented status report on gender issues at the 58th session of the CSW
- In collaboration with a team of Doctors, the Ministry facilitated fistula repairs for 82 women and organized regional advocacy and sensitization durbars on fistula and Female Genital Mutilation (FGM) for 600 women
- Commemorated the International Women's Day in all regions and climaxed with a Women's Summit to acknowledge all the prominent women achievers in Ghana

c) Domestic Violence (DV) and Human Trafficking (HT)

To eradicate human trafficking and domestic violence, the Ministry:

- launched a national campaign on early and child marriages
- Reconstituted the Human Trafficking Management Board to fully implement the Human Trafficking Act and the National Plan Action
- Held a sensitization and awareness raising campaign to rescue and prevent trafficking of persons, with guidelines for the disbursement of the Human Trafficking Fund developed.
- Made its first disbursement to victims of DV in May, 2014 from the Domestic Violence Victim Support Fund.

d) Social Development

- A total of 77,006 LEAP beneficiaries received Social Grants to improve their socio-economic status;
- 2,521 Persons with Disabilities (PWDs) were identified & registered for better targeting of service delivery;
- Ghana has achieved UN Millennium Development Goal 1 by halving poverty. The current extreme poverty rate has reduced to 8.4% from the 1990 levels.
- The Ministry together with the National Health Insurance Authority has registered 3,650 out of a targeted 10,000 and also initiated a policy of implementing free public transport and priority access for the elderly on private transport, hospitals and banks respectively;
- The Ministry with support from Starkey Hearing Foundation equipped 2,100 beneficiaries with hearing aids to enable them communicate better;
- Secured funding from Open Society Initiative for West Africa (OSIWA) to improve access and inclusion for Persons with Disability.

e) Department Of Women (Gender)

The Department of Women has a comprehensive work plan which covers a number of areas ranging from decision-making to health-related issues. The key activities undertaken by the department during the year are as follows:

- **Commemoration of International Women’s Day**

The Department in collaboration with the UNFPA, organized a community durbar in commemoration of this year’s international women’s day on the 26th of February, 2014 in Ghana, with the theme “Equality for Women is Progress for All through Total Inclusion”. The Department also organized a Women’s Summit to acknowledge all the prominent women achievers in Ghana.

- **Affirmative Action Bill: Meeting to Validate Draft Proposal**

The Department has instituted various programmes geared towards creating awareness and also advocating the need for women’s inclusion in decision-making and governance structures both at the local and national level. Studies have however shown that, to make headway for women in this arena, there will be the need to have a law to back women’s inclusion. After the submission of the Draft AA Bill there was a proposal by the Drafter of the Bill to fill in some gaps and have discussed with identified stakeholders to enhance the Draft Bill. In view of this, the Ministry of Gender, Children and Social Protection;

- Used a workshop on Kayayei for the Parliamentary Select Committee on Gender and Children to make an introductory presentation of the Draft AA Bill to Honorable Members of the committee.
- A validation workshop for the National Affirmative Action Legislation Working Committee members to solicit inputs to improve the Draft AA Bill was held from the 25 and 26th June, 2014 at Royal Mac-Dic Hotel, Koforidua.
- A 2- day validation meeting was held at Sun Lodge –Accra to solicit inputs from CSOs into the Draft AA Bill from 14th – 16th November, 2014
- The Gender Department also collected and collated inputs from Gap institutions (CHRAJ, Min. of Interior, Min. of Trade and Industry, Min. of Defence, BNI, etc.) identified by the AG’s Office
- Held a 2-day validation meeting with Parliamentary Select committee on Gender Children and Social protection on the Draft AA Bill from the 19th - 21st November, 2014

- **Advocacy and Sensitization Durbar on Fistula and FGM**

The Department with support from the UNFPA organized three (3) 1–day regional advocacy and sensitization durbars on fistula and FGM for 600 women in the Volta, Northern and Upper West Regions. Participants were taken through the causes, effects and prevention of fistula and FGM. Opinion leaders and traditional authorities were mainly charged to ensure that the practice of FGM is abolished in their communities and women are encouraged to seek immediate obstetric care once they become pregnant to prevent fistula.

- **National High Level Meeting for Opinion Leaders**

A one-day National High Level meeting was held for Queen mothers, Traditional Rulers, Community Leaders and other key stakeholders to address the issue of child marriages and obstetric fistula in Ghana. The meeting strategized on advocacy, prevention and education of communities on child

marriages and other female reproductive health issues including fistula, to curb its negative impacts. The meeting centred on addressing the psychological effects of child marriages, coupled with the socio-economic and medical implications. This programme was sponsored by the UNFPA

- **International Obligation**

- The Department participated in the 58th session of the Commission on the Status of Women meeting in New York from 10th-21st March, 2014. During the period Ghana organized a Side Event to showcase
- The Department of Women undertook assessment, review and submitted a report on progress made in the implementation of the Beijing Platform for Action (BPfA) in Ghana in fulfilment of the adoption of the Beijing declaration by member states of the UN and the African Union. This activity was undertaken between the 1st and 2nd quarters of the year under review. Beijing +20 Country Report has been prepared and will be validated in January 2015
- The Department participated in the 9th Regional Conference on Women to discuss country report on Beijing +20
- A mock CEDAW session on Ghana's 8th and 9th country Report was held for key stakeholders in Accra in 16th October, 2014.
- The Gender Department Participated in the CEDAW Conference in Geneva from 17th October - 1st November, 2014

- **Trainer of Trainers Workshop on the GHANAP 1325**

The Department with support from the UNDP collaborated with the National Peace Council and organized a 2-day Trainer of Trainers workshop for 40 Key stakeholders (NPC Regional Secretaries, Regional planning Officers, Directors –DoG and CSOs working in the area of peace building) on the GHANAP 1325 on 8th & 9th of September, 2014 at Sunyani.

- **Breast Cancer and Reproductive Health**

The Head Office organized a 1-day sensitization workshop on breast and cervical cancer for 300 participants to celebrate the 'Pink' month' at Ho in the Volta Region on 23rd October, 2014

- **The ECOWAS Gender Development Centre (EGDC)**

Through the EGDC the following activities were undertaken:

- **Support for Obstetric Fistula Patients**
The Department with additional support from an Obstetric Fistula Team from Korle Bu and Okomfo Anokye Teaching Hospitals undertook surgery for 53 women and girls with the Obstetric Fistula conditions at the Mercy Women's Centre in Mankessim. These women were mobilized from all ten regions of Ghana.
- **A 2-Day National Gender Training**
A 2-Day National Gender Training was organized from 17th -19th November, 2014 at the La Palm Royal Hotel, Accra. The objectives of this training programme was to build the capacity of the participants to understand the concept of gender and mainstreaming gender in national

policies and programmes; strengthen the capacity of the participants to play a more active role in the attainment of gender equity and equality and women's empowerment in Ghana.

➤ **A 2-Day Monitoring Meeting Held With EGDC Team**

The meeting was held from 20th -21st November, 2014. The objective was to meet the National Coordination Teams on the Fistula and Scholarship for Excellence for Girls, on the status of implementation, challenges and way forward.

f) Department of Children

In an effort to promote child rights, protection and development, the Department;

- Held Community sensitization fora on child protection issues in three regions namely Ashanti, Brong Ahafo and Volta Region, to create awareness on children's rights
- Organised capacity building workshops for teachers and caregivers on ECCD and kindergarten education in the Upper Manya Krobo and Upper Denkyira West Districts in the Eastern and Central Regions respectively. Also, community sensitization fora on Early Childhood Care and Development issues were held in 3 communities in the Ashanti, Volta and Central regions
- Facilitated the maiden meeting of the National Early Childhood Committee (NECC) for the year to solicit the views of members on the processes in formulating the learning standards for children aged between 0-3 on the 30th of September, 2014.
- Held Sub-national consultations at the region and district level on the policy to solicit views and inputs of children into the Family and Child Welfare Policy. Also, the Hon. Minister held a consultative meeting with religious leaders on the policy and to solicit their inputs.
- Submitted a final Report on the Rights and Welfare of the Child to the AU committee of experts. The report highlighted the achievements of Ghana in promoting and protecting the rights and welfare of children.

g) Department of Social Welfare

For improvement in juvenile justice administration, the Department of Social Welfare during the year under review;

- Managed 4 delinquent institutions and remand homes, as well as provided Character Training to a total of 200 delinquents in Social Welfare institutions in all 10 regions
- Continued to provide psychosocial counselling to children in conflict with the law

3.14.3 Financial Performance

Table 18:Ministry of Gender, Children and Social Protection 2014 Financial Performance

	2014
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SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
1	GoG			
	Compensation of Employees	32,692,819	37,937,591	37,937,591
	Use of Goods & Services	50,441,880	21,249,730	13,473,464
	Non-financial Assets	2,637,350	0	0
2	IGF	306,073	274,672	73,810
3	DEV'T PARTNERS			
	UNICEF	456,628	702,323	718,270
	DFID	37,500,000	23,392,371	21,582,124
	PLAN GHANA	-	15,000	15,000
	UNFPA	46,500	46,500.00	46,500.00
	ACTION AID	4,800	4,800.00	4,800.00
	UNDP	159,754	150,754.00	150,754.00
	TOTAL	124,245,804	83,773,741	74,002,313

3.14.4 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.

3.14.5 Outlook for 2015

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.

3.15 MINISTRY OF HEALTH

The Ministry of Health is a critical Ministry whose activities have great impact on the social, economic and the general development of the nation. The ministry therefore exist to develop policies and programmes can impacts contribute to the well-being of the people and through that enhance the socio-economic development of the people and the local industry. It exists to promote 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 Ministry provides strategic direction for health services delivery, and also provides a framework for the development and management of the human resources for the nation.

3.15.1 Sector Departments and Agencies

The Ministry oversees the following departments and agencies:

3.15.2 Service Delivery Agencies

- Ghana Health Service
- Korle-Bu Teaching Hospital
- Komfo Anokye Teaching Hospital
- National Blood Service
- National Ambulance Service
- Tamale Teaching Hospital

Regulatory Agencies

- Medical and Dental Council
- Nurse and Midwives' Council
- Pharmacy Council
- Traditional & Alternative Medicine Council
- Allied Health Council
- Food and Drugs Board
- Health Facilities Regulatory Agency

Other Agencies

- Centre for Scientific Research into Plant Medicine
- National Health Insurance Authority
- Ghana College of Physicians and surgeons
- St. Johns Ambulance Brigade
- College of Nursing and Midwifery
- Psychology Council

3.15.2 Key Activities Undertaken

a) Policies, Regulations and Bills

Work on the following policies, regulations and bills were carried out throughout the year under review

- **Legal Instruments**

- Work commenced on the development of Legal Instruments for the following Acts
 - ❖ Public Health Act, 2012 (Act 851)
 - ❖ Health Insurance Act
 - ❖ Specialist Training and Plant Medicine Research Act, 2013(Act 833)
 - ❖ Health professions Regulatory Act, 2013(Act 857) (NMC, GMDC, PC, Allied Health, Psychology Council).
- Terms of reference has been developed for reviewing and/or developing the following policies:
 - ❖ Transport policy
 - ❖ Policy to wean teaching hospitals and the Food and Drug authority from government financial support, and
 - ❖ Staff vehicle hire-purchase scheme.

- **Health Sector Medium Term Development Plan 2014 – 2017**

This document was developed as the sector's response to Government's Medium Term Development Policy Framework (MTDPF). Within this framework, the health sector was seen as a key contributor to ensuring that the country has a healthy human capital to support national development.

- **National Nutrition Policy**

The National Nutrition Policy was implemented during the year.

- **Maternal Health Support Programme- MAF**

To increase coverage of skilled delivery, the Ministry supervised delivery coverage. As at October 2014, 43.3% had been supervised as against a target of 60%.

To help reduce institutional death due to pregnancy and delivery, there was iMMR of 141.9 deaths per 100,000 live births. This was less than a target of 125/100,000 live births.

- **Mental Health Strategy**

The mental health strategy for the sector was also implemented. Through this, it ensured the strengthening of mental health services and emergency care. The Ministry achieved the following:

- Completed Technical Draft of LI and currently with Attorney-General Department
- Held retreats for Board Members
- Had a working tour on the psychiatric hospitals and some prayer healers
- Completed a 4-Year strategic Document together with ICD of GHS

- Developed a Job description for new cadre of mental health workers (CPO, CMHO, CPNs)
- Initiated outreach services as planned

b) Community-based Health Planning and Services (CHPS)

There was a continuous scaling up of the Community-based Health Planning and Services (CHPS) in line with the new revised policy. There was a total Functional CHPS zones of 3,040. Out of this figure 1,176 have compounds.

c) Public Health Interventions

Public health interventions including Tuberculosis (TB), Malaria, HIV/AIDS, Neglected Tropical Diseases (NTD), etc. was intensified.

d) National Health Insurance Scheme

- There was scaling up of implementation to enhance National Health Insurance Scheme (NHIS) membership authentication. The key objectives were to increase enrolment to the NHIS as well as scale up capitation as a payment mechanism to more districts. Total active membership was 10.14 million and 395,880 vulnerable persons registered through special registration exercises.
- Instant issuance of ID cards based on bio-data was implemented in 4 regions (Greater Accra, Ashanti, Central and Eastern).
- Capitation roll-out secretariat was established and all relevant Committees formed.
- Extended e-claims from 47 in 2013 to 54 facilities in the year under review.
- Established a joint clinical and claims audit team, with clinical audits done in 91 accredited facilities as at end of June.

e) Health Information Management Systems and Other Health Intervention

The Ministry engaged in strengthening the health information management systems, as well as implementing various e-health interventions. The Ministry also introduced a pilot e-tracker application in one district for EPI data to be linked to DHIMS2.

f) Public Financial Management Systems

Health sector's Public Financial Management systems were strengthened during the period under review.

g) Optimal Human Resource Deployment

The agenda to complete and implement strong staffing norms was carried through. The objective was to rationalise staff in the health sector which saw 75% of staffing norms completed.

h) Capital Projects

A Medium Term Capital Investment Plan for the health sector was developed to be aligned to the Health Sector Medium Term Development Plan.

A number of key capital projects were thereby carried out. They are;

- Construction of 5 Polyclinics in the Brong Ahafo Region; Odumase and Kwatire, Wamfie, Nkrankwanta, Bomaa and Takyimantia
- Construction of Phase 1 Residential Accommodation for Tamale Teaching Hospital (4 Blocks completed and handed over)
- Major Rehabilitation and Upgrading of Tamale Teaching Hospital Phase 1
- Completion of Tamale Teaching Hospital Power Project
- 45% completion of civil works on the 597 bed University of Ghana Hospital at Legon
- The biomedical engineering unit of the Ministry of Health undertook the following;
 - Responded to 35 service calls out of projected 130.
 - 34 health facilities monitored to ensure third party maintenance agreement adhered to.
 - 4 medical outreaches conducted.
 - Establishment of skills laboratory and Biomedical Technicians training facilities at 80% completion

3.15.2 Financial Performance

Table 19: Ministry of Health 2014 Financial Performance

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
TOTAL	3,529.45	3,115.81	170.3

3.15.3 Challenges

The sector's key challenges and mitigation measures outlined for them are enlisted below:

- Unreliable Human Resource data base
- Skewed staff distribution
- Difficulty implementing an effective incentive mechanism
- Structures proposed and agreed so far for Supply Chain Master Plan (SCMP) not developed

- Inadequate funding for executing capital plans
- Minimal Office Space
- Existence of several uncompleted projects.
- Inadequate and late release of funds to undertake planned activities

3.15.4 Outlook for 2015

The following outlines the forward look for the Sector Ministry for the upcoming year. They are distinguished under two sub areas as: Programmes and Projects.

Key Programme Priorities

The Ministry of Health will also build on the achievements made in 2014 and implement the following key priorities intervention programmes in 2015.

- Accelerate the implementation of Maternal and Newborn health Interventions (MAF and National Newborn Strategy)
- Continue the scale up of the Community-based Health Planning and Services (CHPS)
- Expand the coverage of the National Ambulance Service
- Intensify the implementation of the National Epidemic Preparedness and Response Plans e.g. Ebola, Cholera, Meningitis
- Implement the staffing norms for optimal human resource deployment
- Finalise the health sector response to national decentralization agenda
- Improve coverage of EPI and ensure its financial sustainability
- Expand access to safe blood and blood products
- Strengthen and scale up interventions for HIV/AIDS, Malaria, Tuberculosis (TB) and (including drug resistance)
- Scale up the implementation of the Non-Communicable Disease (NCD) Strategy and Plan
- Implement the Health Promotion Strategy.
- Strengthen regulatory environment to enforce compliance and maintenance of agreed standards.
- Strengthen and improve quality of institutional base and outreach services
- Implement Health Financing strategy and Implementation Plan
- Scale up implementation of capitation
- Review and roll out the sector research agenda
- Develop and implement health sector Nutrition strategic plan.
- Implement Adolescent Health Strategic plan
- Strengthen the preparation and implementation of Programme Based Budgeting and Gender Responsive Budgeting
- Strengthen performance management system

Priority Projects

- Construct a total of 200 Community-Based Health Planning and Services (CHPS) compounds.
- Complete ongoing projects with emphasis on deprived and peri-urban areas;
- Re-prioritise existing capital projects for funding re-negotiation by completing selected uncompleted projects nationwide.
- Enforce planned preventive maintenance for capital infrastructure, replacement of obsolete equipment and vehicle availability for service delivery and supervision;
- Rehabilitate and expand Health training schools and provide staff accommodation;
- Construct new health infrastructure to improve access to health care
- Explore the public- private partnership in financing some selected projects
- Modernization of critical services in the Teaching Hospitals, Regional Hospital and Selected District Hospitals.
- Deploy the requisite equipment and transport to support specialized Outreach Services.
- As part of activities to further strengthen the programme for modernizing health care and also improve access to quality health care; the under listed projects will be pursued vigorously and are earmarked for completion in 2015;
- Completion of works on District Hospital at Bekwai
- Construction of Classroom and External works at NTC, Cape coast
- Construction of Classroom and Hostel at Sampa HATS, Pantang HATS, Pantang NTC, Hohoe MTS, Asankragua NTC, Korle Bu Peri-operative and Critical nursing
- Completion of Classroom, Hostel and External works at NTC, Agogo
- Construction of Maternity for Tema General Hospital
- Rehabilitation of Offices for Ghana National Drugs Programme and Procurement Unit
- Construction of Office complex for St John Ambulance and National Ambulance Service

3.16 MINISTRY OF INTERIOR

The Ministry of the Interior has over-all responsibility for the maintenance and enforcement of internal law and order with the view to promoting the peace and security of the country. Generally, 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, as well as control of narcotic drugs, control of illicit arms and ammunitions, emergency management and relief, refugee management, among others.

3.16.1 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

3.16.2 Key Activities Undertaken

a) Policies and Regulations

The National Disaster Management Organization (NADMO) Bill has been approved by Cabinet and awaiting Parliamentary approval.

- The Ministry forwarded the Narcotics Control Board (NACOB) Bill to Cabinet for consideration and approval.
- 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
- The Ministry planned to finalise and forward the following to Cabinet for consideration

➤ Draft Migration Policy Document

b) Policy Planning and Budgeting Programmes

The Ministry and its agencies participated in all the meetings and workshops organised by the National Development Planning Commission (NDPC) to facilitate the development of a National Medium-Term Development Policy Framework (NMTDPF) for 2014-2017. The policy document was developed to replace the Ghana Shared Growth and Development Agenda (GSGDA) for 2010-2013.

Furthermore, in line with NDPC guidelines, the Ministry prepared its Sector Medium-Term Development Plan (SMTDP) for 2014 to 2017. To produce a draft document of the plan, resource persons were co-opted from NDPC brought together 32 participants from the various agencies under the Ministry and other stakeholders of the sector. A sub-committee was formed to further fine-tune the draft plan subject to the NDPC's draft NMTDPF.

The Ministry and its Programme Based Budgeting Team reviewed the Programme Based Budget (PBB) of the sector which was drafted in 2012 with the support of Ministry of Finance. The 3-day production workshop held at Mensvic Hotel in East Legon also offered the Sector Budget Team an insight as to how the new PBB activate software operates.

c) Regulating the Activities of the Private Sector

The Ministry updated its records of Private Security Organisations (PSOs) and published the list of those which are of good standing in the media, as well as conducted a monitoring exercise in Tema and parts of Accra on their operations. Also, the Ministry carried out sensitisation programmes for managing Directors and Chief Executive Officers of the PSOs on the need for the Staff of the Private Security Organizations to be registered by the Ministry as enshrined in the Police Service (Private Security) Regulations 1992 (LI 1571).

d) Public Relations/Outreach Programs

The Ministry updated, printed and distributed its service charter to all relevant institutions (both private and public) to enable its clients get the most out of the services rendered by the Ministry and its implementing Departments and Agencies.

The Ministry refurbished and revived its web-site with state-of-art ICT facility. The refurbished web-site has been linked to all its agencies to provide a one stop shop where the general public can obtain the information on the services, activities, projects, programmes, as well as procedures, processes, and requirements for accessing these services.

e) Capacity Building

During the year, a 2-day career enhancement workshop was organized from 28th-30th November, 2014 at Crystal Palm Hotel in Accra. The training workshop was intended, among other reasons, to

imbibe in the secretarial staff practical skills and knowledge to improve the overall administration of the sector. The training programme benefitted 30 and 20 secretaries/executive officers from the Ministry and its agencies respectively. The programme had resource persons from the Civil Service Training Centre.

The Ministry also facilitated a training programme for its Accounts and Budget Staff including that of the agencies. The 2-day training had resource persons from the Ministry of Finance, the Controller & Accountant General Department as well as the GIFMIS Secretariat.

Also, three (3) officers participated in a Diploma in Public Administration (DPA) course, as well as two (2) officers in a Certificate in Public Administration (CPA) course at the Ghana Institute Management and Public Administration (GIMPA).

f) Ghana Police Service

During the year under review, the Ghana police Service continued with the 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. There has been a steady progress in crime reduction with the introduction of the Police Visibility Patrol in Accra, Tema and Kumasi. These initiatives were meant to bring the services of the Police closer to the people.

g) Narcotics Control Board (NCB)

- Sensitised 483 schools, 128 Community-Based or Faith- Based Institutions and 179 media houses on the debilitating effects of the use of drugs on the individual, family, community and the nation as a whole.
- Through the usage of the Recovery Dynamics Approach, it paid weekly visits to 86 treatment centres to offer counselling, intervention and technical support to its patients.
- NACOB through its enforcement and control activities arrested and seized several kilograms of various narcotic drugs and psychotropic substances totalling a gross weight of **63.52 kilograms**.
- Seized a total of 694 cartons of Tramadol valued at \$14,280.00 at the port
- Recorded a total of twenty-eight (28) narcotic drug cases which resulted in the arrest of thirty (30) suspected persons. The suspects were made up of twenty-nine (29) males and one (1) female with twenty-nine (29) being convicted. Thirty-two (32) postal seizures were also made without any arrest.
- The introduction of the system to take finger print impressions at the KIA and Aviance Cargo Village took details of new exporters and freight forwarders, as well as all information required before an export is made and details of cargo to be exported. During the period, 11,056 registrations of exporters were made.
- The Joint Port Control Unit (JPCU)/SEACOP examined 932 containers coming from different parts of the world to the Tema Port. Containers are targeted taking into consideration those coming from source countries and first time importers.

h) Ghana Prisons Service

- Prepared and presented 90 inmates for NVTI examination, 13 inmates for the 2014 Basic Education Certificate Examination (B.E.C.E), as well as 29 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.
- The Service has established a Paralegal Unit with desk officers in all the prison establishments to help address the issue of remand prisoners with expired warrants.
- Continued with the "Justice for All and Access to Justice Program" to further address the issue of overcrowding and recidivism.
- The Agricultural Unit of the Service has successfully cultivated various crops of 1,046 acres of land and 3,678 livestock.

i) National Commission on Small Arms (NACSA)

- Trained 29 personnel of the Commission were in Investigating and Prosecuting Firearms Trafficking.
- Facilitated, supervised and funded the marking of some weapons of the Ghana Armed Forces (GAF) in the Greater Accra Region under the National Arms Marking Project. 14 more Units of the GAF in Burma-Camp in addition to the 2 Units which were undertaken last year have been completed.
- Conducted a baseline survey on small arms in Ghana with support from the UNDP and the service of the Kofi Annan International Peacekeeping Training Centre (KAIPTC) to provide the basis for appropriate interventions and donor support to control small arms and gun violence in the country.
- Submitted a Cabinet Memorandum on Ratification of the Arms Trade Treaty to the Attorney General's Department, Ministries of the Interior, Foreign Affairs and Defence for comments and inputs.

j) National Disaster Management Organisation (NADMO)

- Embarked on aggressive public education on disaster risk reduction and climate change adaptation in all the 10 regions through its Flood Disaster Preparedness Programme.
- Continued with the desilting and widening of main river channels like the Kpeshie, Mokuse, Gbeemi, etc.
- Sensitised 275 community leaders in 55 Districts on cholera prevention and containment through the Cholera Prevention and Containment Programme.
- Supported 40 Disaster Volunteer Groups (DVGs) and Victims of communities at risk of floods and drought under the Alternative Livelihood Support Programmes.
- Under the Support for Government's Afforestation Programme, 200,000 seedlings were raised to protect the Wasakuse River which also supported the job creation for DVG's Wasakuse communities in the Dangme West District.

k) 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 295 persons of varying nationalities were arrested. This number includes 125 Nigerians suspected to be involved in illegal mining and 170 others, arrested for breach of immigration laws.
- 38 foreign nationals were not admitted into Ghana for failing to meet entry requirements during the period under review. 189 other nationals were also deported from Ghana to their respective countries of origin for flouting immigration laws.
- Established the Enforcement and Intelligence Bureau (EIB). The EIB in carrying out its functions unearthed the activities of a criminal network involved in document fraud. A special reference can be made of the fake GIPC letters submitted in support for the issuance of residence permit. This saw arrest, prosecution and deportation of other nationals who flouted Immigration laws and regulations.
- The Border Patrol Unit (BPU) personnel at the various sectors through their patrols were able to clamp down on the smuggling of goods such as petroleum products, cocoa beans, among others. In the process the Service intercepted and confiscated 165 jerry cans of petrol being smuggled to Ivory Coast at Buko near Sampa.
- Commissioned the Ghana Integrated Migration Management Approach (GIMMA) Project in June, 2014. The project which is sponsored by the European Union and implemented by the GIS in close collaboration with IOM looks at strengthening the institutional capacity of the Service to effectively Manage Migration.
- The Service is reviewing PNDC Law 226 (1989) and Immigration Act 573(2000) which are the main legal instruments guiding its operations. This review will provide vital additions and strengthening measures to respond to some emerging variations and trends in immigration issues.
- The GIS, in collaboration with the European Union, is presently implementing the Thematic Programme on Migration and Asylum. Among the main objectives of this programme 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 has fully implemented the e-Immigration project. The project is to provide an integrated e-Immigration system to regulate entry and exit to and from the country by foreigners, as well as check fake identities. The project would also provide a case management system for permit processing to meet the future needs of the Service and improve its quality of Service to the public.

l) Ghana Refugee Board (GRB)

Regarding refugee management, the Management Services Division (MSD) of OHCS submitted a draft Report on the restructuring of the Refugee Board for consideration. The Board with the assistance from the UNHCR has produced and currently issuing Refugee Travel Documents.

In March 2014, an education of stakeholders in the gaming industry on the Anti-Money Laundering Act 2008 was held.

3.16.3 Financial Performance

Table 20: Ministry of Interior 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	910,103,638.00	825,019,195.25	825,019,195.25
Use of Goods & Services	46,211,173.00	19,614,534.31	19,614,534.31
Non-financial Assets	7,462,249.00	300,53.65	300,53.65
IGF	11,145,411.00	40,382,384.00	0.00
OTHER (SPECIFY)	42,869,749.00		
TOTAL	1,017,792,220.00	885,016,113.56	844,633,729.56

3.16.4 Challenges

- Lack of office accommodation for NACSA, National Peace Council, Gaming Commission and GRB
- Inadequate office and 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 some of the Agencies

3.16.5 Outlook for 2015

- **Ministry of the Interior (Headquarters)**

- 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; vehicles, operational vehicles, 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 standardisation.
- 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 programmes carried out by the Departments and Agencies.

- **Ghana Police Service**

- Recruit 2,000 personnel to augment the current force to combat crime.
- Intensify the visibility project, day and night patrols on the highways, as well as 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.

- **Narcotics Control Board**

- Increase the number of its frontline operatives and number of prosecuted cases in 2014.
- Embark on Special Operations for interdiction and running of informants.
- Organise sensitization programmes for District Assemblies, Schools, TV and
- Radio Talk shows for international and Inter - Agency Collaboration.
- Monitor and Control Precursor Chemicals.

- **Ghana Prison Service**

- Provide skills training and formal education for convicted prisoners and juveniles in custody as part of their reformation and rehabilitation programme.
- Undertake measures to ensure safe custody of prisoners.

- 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.
- Undertake approved recruitment, training and deployment of personnel.
- **National Peace Council**
 - Operationalize its regional and districts offices and staffed them with trained officers to implement its mandate.
 - Mediate potential conflicts as well as create awareness on non-violent responses to conflicts.
- **NADMO**
 - Embark on media discussions on Disaster Risk Reduction, as well as public education campaigns on Disaster Management.
 - Equip District Disaster Volunteer Groups and Support Disaster Victims with relief items.
- **Ghana National Fire Service**
 - 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.
- **Small Arms Commission**
 - Continue with the National Arms Marking Project.
 - Intensify public education and awareness on armed violence and development.
 - 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.
- **Ghana Immigration Service**
 - Complete the e-migration project.
 - Organize educational campaigns to sensitize the public on migration and work permits
 - 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).
 - Undertake regular revenue monitoring exercises, update skills and resource revenue collectors to enhance their capacity to improve revenue generation to be self-sufficient to meet their Goods and Services budgetary requirement.
 - Undertake approved recruitment, train and deploy personnel throughout the country
- **Ghana Refugee Board**

- Assist in the general wellbeing and care, maintenance and management of refugees and asylum seekers in the country.
- Continue with the implementation of the local integration programme for ex-Liberian refugees.
- Undertake approved recruit, train 35 personnel will be undertaken.

Gaming Regulation Programme

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. The Ministry will imitate action for the review of fee charges.

3.17 MINISTRY OF JUSTICE AND ATTORNEY-GENERAL'S DEPARTMENT

The Ministry of Justice and Attorney-General's Department is one of the strategic Government's Ministries constitutionally required to be headed by an experienced legal officer who doubles as the Attorney-General and also the Minister for Justice. It exists to provide legal advice to all government institutions and develop policies and programmes to enhance human rights. It also exists to 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, as well as to strengthen investment prospects of the national economy.

3.17.1 Sector Departments and Agencies

The Ministry has oversight responsibility for 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)

3.17.2 Key Activities Undertaken

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

a) Drafting of Substantive and Subsidiary Legislations

The following Acts were drafted and passed:

- Anti-Money Laundering (Amendment) Act, 2014 (Act 874)
- Anti-Terrorism (Amendment) Act, 2014 (Act 875)
- Trademarks (Amendment) Act, 2014 (Act 876)
- Ghana Infrastructure Investment Fund Act, 2014 (Act 877)
- **Constitutional Instrument** - A commission of Inquiry into matters relating to the participation of the Black Stars in the World Cup Tournament in Brazil Instrument, 2014 (C.I. 82) was enacted.

b) The Law Reform Commission

The outfit drafted 3 proposals on new laws, 2 proposals on existing legislation that require amendments, received 2 proposals for improvement in Law and reviewed 1 of the proposals.

c) Prosecutions

Between January-October, 2014, the Prosecutions Division received a total of 440 dockets from the Police. The figure includes dockets advised on and returned to the police as well as dockets under prosecutions. The Table below shows the number of cases received:

Table 21: Prosecutions Division Activities

Organisation	Cases Received
MTTU	145
Robbery	37
Narcotics	53
Fraud	44
Murder	45
Stealing	36
Miscellaneous	52
Firearms	6
Rape/defilement	11
Assault	11
Total	440

d) Civil Suits

The Civil Division recovered monies amounting to GH¢ 17,900,000.00 wrongfully paid to some individual and companies. Also, efforts are on-going to retrieve the sum of GH¢ 46,236,580.40 from some companies.

Proceedings have also been initiated at the Supreme Court to recover an amount of US\$ 325,472.00 paid to an international business firm which had no binding contract with the Government of Ghana

e) Economic and Organised Crime Office (EOCO)

The Office recovered proceeds of crime from 30% of the cases they investigated, prosecuted 20% and organised 6 sessions to sensitize the general public about their activities.

f) Registration of Companies

The Registrar-General's Department registered 49,459 companies in 2014. The Department also registered 2,716 marriages. An amount of Twenty million, fifty-eight thousand, ninety-four Ghana cedis and seventy-six pesewas (GH¢ 20,058,094.76) was generated by the Department. Below is the summary of companies registered.

Table 22: Registrar-General's Department Activities

Types of Companies	No. Registered
Sole Proprietorship	28,206
Partnerships	226
Companies Limited by Shares	16,121
Companies Limited by Guarantee	4,357
External Company	139
Subsidiary Business Names	410
Total	49, 459

The Department also registered 2,716 marriages. Below is the number of marriages registered each month (January-October) in 2014:

Table 23: Number of Marriages Registered Each Month in 2014

Month	No. of Marriages registered
January	262
February	292
March	247
April	313
May	265
June	255
July	248
August	304
September	276
October	254
November	276
December	462
Total	3,454

i) Copyright Office

The Copyright Office mediated 46 copyright disputes, registered 1,650 copyright works and undertook 30 anti-piracy exercises.

j) Legal Aid Scheme

The Legal Aid Scheme provides legal aid to the indigent and marginalized at little cost. It received 4,300 cases. Out of this number, it provided legal aid to 1,500 of such cases. The Scheme used Alternative Dispute Resolution (ADR) mechanism in resolving 8,000 cases within the year.

k) Council For Law Reporting

The Council for Law Reporting reprinted 4,500 copies of out-of-stock Ghana Law Reports. It also published 1,000 copies of the 2008 – 2009, volume 2 of Ghana Law Reports which are on sale.

l) General Legal Council (Ghana School Of Law)

The Ghana School of Law (GSL) investigated 30 complaints bordering on alleged misconduct of Lawyers, trained 226 law students to become lawyers and 21 students in the career magistrate programs.

m) Development Projects And Programs

The following projects were completed during the year under review. These includes

- 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 into 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.

3.17.3 Financial Performance**Table 24: Ministry of Justice and Attorney-General's Department 2014 Financial Performance**

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees		29,508,583.99	29,508,583.99
Use of Goods & Services		568,585.37	568,585.37
Non-financial Assets			
IGF			
OTHER (SPECIFY)			
TOTAL		30,077,169.36	30,077,169.36

3.17.4 Challenges

- Poor coordination between Attorney-General's Department and other stakeholders
- Lack of confidence in the justice and administrative systems
- Barriers in accessing justice (physical, economic, social)
- Inadequate budgetary allocation
- Inadequate office space and residential accommodation across the country
- Inadequate logistics
- High attrition of Attorneys and experienced administrative staff
- Delay by MDAs in providing adequate information to the Attorney-General in cases involving them occasionally resulting in default judgement against the state.
- Inadequate vehicles to convey Attorneys to and from courts, and also to conduct field research by the Law Reform Commission and Company Inspectors of the Registrar-General's Department as well as investigations by EOCO.
- The Ministry has made a request to the MOF for the Ghana School of Law to retain some percentage of their IGF as far back as 2010. However, the request is still pending at MOF.
- Poor condition of service to attract well qualified and experienced lawyers
- Lack of basic research materials, including Ghana Law Reports, Supreme Court of Ghana Law Reports, Legal text books etc.
- Lack of software to enable Attorneys conduct research into cases, statutes etc.

3.17.5 Outlook for 2015

- The Council for Law Reporting seeks to reprint 6,000 copies out-of-stock Ghana Law Reports, print 1,000 copies of 2006 – 2007 Ghana Law Reports, publish 2,000 copies of 2010-2012 volumes 1 and 2 of Ghana Law Reports and 500 copies of 2011 – 2012 Review of Ghana Law.
- The Attorney-General's Department anticipates prosecuting about 1,385 criminal cases and handling 345 petitions.
- The Law Reform Commission also intends to conduct research on the Law of Torts and Law of contract.
- The Registrar-General's department targets to register 75,000 businesses and reduce the time taken to register a sole proprietorship to a day.
- The Copyright Office also plans to register 1,700 copyright works, conduct 35 anti-piracy exercises and mediate on 56 copyright cases.
- The Legal Aid Scheme hopes to provide legal aid for 2,000 cases and ADR for 13,000 cases.
- The Economic and Organized Crime Office aspires to recover proceeds of crime from 30% of the cases they will investigate.
- Then Ghana School of Law under the auspices of the General Legal Council seeks to train 300 lawyers
- Provide 7 salon cars and 4 cross-country vehicles to enable Attorneys to execute their work more effectively.

3.18 MINISTRY OF LANDS AND NATURAL RESOURCES

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 national development.

The broad aim of the Ministry is to provide leadership and guidance in the Management of Natural Resources through effective policy formulation, market regulation, asset management and appropriate service provision.

The vision of the Ministry is to excel in the management of land, forest, wildlife and mineral resources by well-trained, disciplined and motivated staff through the delivery of client oriented services and its mission is to ensure the sustainable management and utilization of Ghana's lands, forests, wildlife and mineral resources for socio-economic growth and development.

3.18.1 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.

Civil Service Departments

- Office of the Administrator of Stool Lands (OASL)
- Geological Survey Department

Sub-vented Agencies / Public Service Organizations

- Minerals Commission
- Lands Commission
- Forestry Commission
- Precious Minerals Marketing Company Ltd

NOTE: Although the Forestry and Lands Commissions are supposed to be sub-vented organizations, they still receive financial support from government.

3.18.1 Key Activities Undertaken

The key activities for the year 2014 by the sector Ministry has been identified below.

a) Mining Sub-sector

To enhance the performance of the mining sub-sector, the Ministry submitted the following Bills and Policy to Cabinet for consideration and approval:

- The Minerals Development Fund Bill
- The Minerals and Mining (Amendment) Bill

- The Ghana Geological Survey Bill
- Minerals and Mining Policy

The Minerals Development Fund Bill which aims to provide financial resources for the direct benefit of mining communities, holders of identifiable interest in land within mining areas and traditional authorities was finalized and submitted in April, 2014 to Cabinet for consideration. The Bill was approved and later submitted to the Attorney General on 20th October, 2014 for review.

The Minerals and Mining (Amendment) Bill seeks to sustain infrastructural and socio-economic development of the mining communities and subscribe regulations for deterrent sanctions to be meted out to perpetrators. The Bill was submitted to the Attorney-General's department and forwarded to Cabinet in April, 2014.

To improve the efficiency of the Ghana Geological Survey Department (GSD), the Ghana Geological Survey Bill which seeks to convert the institution into a semi-autonomous body was submitted to the Attorney-General's Department (AGD) for review and later submitted to GSD for the incorporation of AG's comments.

Cabinet at its 28th meeting on 27th November, 2014 approved the Minerals and Mining Policy developed by the Ministry. This Policy seeks to consolidate various policies in the mining sector in order to secure the continuous development of the thriving mining industry that would contribute to sustainable economic development.

In addition, the Ministry renegotiated Stability Agreements and reviewed the Mining fiscal regimes. Renegotiations between Government of Ghana and Newmont completed and approved by Newmont Denver. A Cabinet Memorandum on Newmont case was submitted to Cabinet on 29th January, 2015, for consideration.

On the extension of Ghana's Continental shelf beyond 200 nautical miles in order to increase the sea bed natural resources for the economic development of the country, the UN accepted and approved the recommendations of the UN Commission on the limits of the Continental Shelf on Ghana's submission to the Sub-Commission. In May, 2014, Ghana held the 10th Negotiation with Cote d'Ivoire. Discussions were deadlock and Ghana currently has sent its case for international arbitration.

b) Forestry Sub-sector

To protect and efficiently manage the nation's wildlife and forest resources, the Ministry facilitated the drafting of the following Policies, Bills and Legislative Instruments:

- A National Wood Procurement Policy to ensure the supply of legal wood to the domestic market and reduce illegal chainsaw activities in the country.

- A Wildlife Bill was approved by Cabinet on 11th September, 2014 and submitted to Attorney-General's Department for gazetting.

The Ministry also worked to enforce the ban on the harvesting and export of rosewood (a tree species found in the northern and some parts of the Transitional Zone of the country).

c) Land Sub-sector

In order to develop an integrated geo-spatial infrastructure framework for Ghana by 2016, the Ministry formulated policies on National Spatial Data Infrastructure (NSDI), Geodetic Reference Network (GRN), Survey and Mapping. These individual policies have been completed, and a Consultant is being recruited to put all the three policies together.

The Ministry also facilitated the production of Orthophoto Maps to improve and sustain spatial information service by producing up-to-date base maps. The process has been completed and orthophoto maps in digitized forms were produced for both Northern and Southern sector.

d) Geological Survey Department

As part of the strategies to improve the mining sub-sector and to promote the sustainable extraction and use of mineral resources, various programmes and activities were carried out which include geological mapping, geochemical soil sampling, airborne geophysical ground follow-ups on anomalies in the Voltaian and Keta Basins, monitoring of earthquakes in the southern sector of the country and Kaolin evaluation at Bodada and Dawa. Some of the key achievements and activities undertaken were:

- Geological Mapping and Geochemical Soil Sampling

Geological mapping was almost completed on Field Sheets 0602 BI (Jamasi, Kumawu, Effiduase), 0602 A2 (Offinso and Barekese) and 0702 D3 (Mampong and Nsuta) all in the Ashanti Region, 1001 A1 (Bolgatanga) in the Upper East Region and 0601 B1 at Tease in the Eastern Region to gather geological data to continue to upgrade the existing Geological Map of Ghana.

- Geochemical soil sampling was carried out on the Field Sheets 0602 A2, 0602 B1 and 0602 A1 (Mankranso, Kunso) to establish a geochemical background of the country which is directly relevant to environmental aspects, agriculture, forestry, animal and human health and land use planning with a view to sustainable development.
- Airborne Geophysical Ground Follow-ups on Anomalies in the Voltaian and Keta Basins
Ground follow-ups on the anomalies detected during the airborne geophysical surveys were carried out on Field Sheets 0602 D1 (Beposo, A/R), 0700 B1 (Abrubruwa, South Nkwanta, V/R) and 0700 A2 (Tokorano, V/R) with the view to identifying potential mineralized zones.
- Monitoring of Earthquakes in the Southern Sector of the Country
Monitoring of earthquakes in the southern sector of the country was done to obtain seismic data to support construction industry and to mitigate geohazards. Seismic data from all the remote stations transmitted real time through satellite transceivers to the central recording station (Seismological Observatory) in Achimota – Accra.

- Clay Evaluation at Bodada and Dawa

This was carried out to obtain up-to-date information on clay resources of these areas.

e) Office of the Administrator of Stool Lands (OASL)

In order to meet the revenue target set by the Office and approved by the MoF, to mobilise an IGF of 7,670,000.00 Ghana Cedis, the Office of the Administrator of Stool Lands embarked on public education through durbars, radio talk shows, and newspaper adverts.

The Office also established Customary Land Secretariats (CLS) to improve records on land transaction and customary land administration, the OASL established ten CLS in selected areas across the country. Equipment and stationary were procured for the CLS by the PCU of LAP.

In addition, a Customary Boundary Demarcation (CBD) was set-up to reduce customary land boundary disputes in the country. The CBD Manual was revised for the Bongo and Akim Bosome Traditional Authority (TA). The communities were sensitized, social assessment, communication and gender sensitization were done and the ADR consultancy for Bongo TA is ready to be signed.

3.18.3 Financial Performance

Table 25: Ministry of Lands and Natural Resources 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	27,336,072.00	46,240,695.78	46,250,113.40
Use of Goods & Services	36,138,505.54	52,382,138.74	51,184,907.12
Non-Financial Assets	34,517,317.13	11,554,416.66	795,881.17
LAP (Counterpart Funding)	700,000.00	0.00	0.00
Sub-Total	98,691,894.67	110,177,251.18	98,230,901.69
IGF			
Compensation of Employees	11,323,361.00	0.00	10,869,547.00
Use of Goods & Services	11,272,832.00	0.00	9,804,947.00
Non-Financial Assets	6,133,602.00	0.00	3,445,816.00
	57,040,365.00	72,562,783.65	2,171,587.83
Revenue	199,045,966.00	138,225,897.00	138,225,897.00
Cost of Sales	188,743,537.00	131,464,294.00	131,464,294.00
Expenditure	10,856,823.00	13,898,835.00	13,898,835.00
Sub-Total	484,416,486.00	356,151,809.65	309,880,923.83
MDF			
Use of Goods & Services	2,309,000.00	2,220,596.12	2,220,596.12
Non-Financial Assets	22,591,000.00	2,018,165.13	2,018,165.13
Sub-Total	24,900,000.00	4,238,761.25	4,238,761.25
Development Partners			
NREG	7,500,000.00	4,883,637.00	4,398,272.00
DFID	7,348,701.00	8,738.31	0.00
World Bank-FCPF-REDD+		558,342.32	558,342.32
IDA -LAP II	93,379,175.66	25,378,661.12	27,979,421.54
SUB-TOTAL	108,227,876.66	30,829,378.75	32,936,035.86
GRAND TOTAL (GHC)	716,236,257.33	501,397,200.83	445,286,622.63
LAP -2	USD (\$)		
World Bank	3,783,000.00	2,290,313.00	2,254,333.97
Sub-Total	3,783,000.00	2,290,313.00	2,254,333.97
GRAND TOTAL (USD)	3,783,000.00	2,290,313.00	2,254,333.97

3.18.4 Challenges

In the mining sub-sector, the fall in the price of gold coupled with the activities of the galamsey operators resulted in loss of revenue. The continuous fall in the price of gold was identified as a major challenge in the sector's contribution to government revenue.

The Geological Survey Department (GSD) was identified as an institution that plays a major role in the mining industry in Ghana. However, insufficient funding for the operations of the department did not enable it to perform efficiently.

The major challenge faced by the Forestry Sub-sector in the implementation of its projects is lack of funding or delays in the release of funding especially for time-bound projects such as plantation development.

A major challenge in the implementation of planned activities in the Land sub-sector is the financial gap for the construction of the Headquarters building for the Lands Commission and other Lands Sub-sector Agencies in Accra. The development of the Land Bill that seeks to consolidate all existing land legislations to improve land administration has been delayed. The development of the Bill which was contracted to a consultant is still at the preparatory stage.

Another challenge facing the land Sub-sector, specifically the Office of the Administrator of Stool Lands is the delay in the passage of the LI that would operationalize the OASL Act 1994, Act 481. Additionally, the delay in the release of the 10% mineral royalties due the OASL by the Ministry of Finance, affects the operations of the OASL as it depends on the fund for its internal operations.

3.18.5 Outlook for 2015

- Make the necessary arrangements to enable GSD benefit from the Minerals Development Fund (MDF).
- The Minerals Commission and other prospective mining institutions that benefit from the GSD's services would provide financial support to enable the Department carry out its duties effectively.
- In order to broaden the tax base on mining and increase government revenue, the Minerals Commission will focus on both large and small scale mining companies.
- The Ministry would facilitate the passage of the LIs to operationalize the OASL Act 1994, Act 481.
- The Ministry would also facilitate the timely release of Minerals Royalties from the Ministry of Finance to OASL to enable it undertake planned programmes and projects.

3.19 MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

The Ministry of Local Government and Rural Development is one of the Central Management Agencies of the Government Machinery and has the mandate to ensure the attainment of effective performance management in the Local Government System. The Ministry exercises oversight responsibility over the activities of District Assemblies, which have been entrusted with both political and administrative authority to manage the affairs of the District and the following sectors Department and Agencies.

3.19.1 Sector Department and Agencies

- Births and Deaths Registry
- Department of Parks and Gardens
- Department of Community Development

Allied Agencies

- Local Government Service Secretariat
- Institute of Local Government Studies
- Ghana School Feeding Programme Secretariat

Boards and Councils under the Ministry

- Ministerial Advisory Board
- Institute of Local Government Studies Council

3.19.2 Key Activities Undertaken

a) Local Governance and Decentralization

- In deepening local governance and decentralization, a draft Consolidated Local Government Bill has been developed. The Bill seeks to harmonize conflicting laws and consolidate five major legislations on decentralisation into one Act. The legislations are: District Assemblies Common Fund Act, 1993, (Act 455), Local Government Act, 1993, (Act 462), National Development Planning (System) Act, 1994, (Act 480), Local Government Service Act, 2003, (Act 656), Internal Audit Agency Act, 2003, (Act 658) (sections affecting MMDAs). Consultation is on-going with key stakeholders on the Draft Consolidated Local Government Bill.
- Decentralization Program is progressing steadily. Sector Working Groups have been set up and are working on Draft Bills for the amendment of relevant legislations.
- On fiscal decentralization, the Composite budgeting system has been rolled out in all 216 District Assemblies. An Intergovernmental Fiscal Framework (IGFF) has been developed, the ultimate aim of which is to transfer funds to district assemblies through equitable, transparent and predictable allocation mechanisms. Framework for Intergovernmental Fiscal Transfer System has been developed and approved by the IMCC. A PFM improvement plan for the decentralized level has been drafted. The draft plan includes specific activities targeting key PFM areas (fiscal

discipline, efficient service delivery, and strategic allocation of resources) and sets the targets for each of these key areas.

- A framework on inter-service/inter-sector collaboration, to deepen cooperation among MDAs in enhancing decentralized governance and service delivery has been drafted. Also a Framework for Participatory Planning and Budgeting for RCCs and MMDAs to enhance the engagement process between the MMDAs and the citizenry has been developed and disseminated among the stakeholders at the RCC level.
- Ten (10) HR departments at the Regional level and seventy (70) HR units at MMDAs level have been established. The LGSS has organized a capacity building training workshop for all the HR officers of the MMDAs on HR issues ranging from change management and coaching, Conflict management, records (personnel data management), IPPD inputs, etc. They were also taken through the HR manual to facilitate effective work delivery.
- Thirty three (33) District Works Departments (DWD) has been established bringing the total number of DWDs established in the MMDAs to One Hundred and Six (106). A total of 153 heads of Social Welfare and Community Development in the MMDAs have been appointed, given orientation and sensitized on their roles and responsibilities.
- Procurement process has started to construct modern office complex for the 46 newly created Municipal and District Assemblies. Also land for construction of office complex for the Local Government Service Secretariat has been acquired, detailed layout, drawings and design have been completed and a concept note has been forwarded to the Ministry of Finance to register for Public Private Partnership (PPP).

b) District Development Facility

- A total amount of GH¢68,658,023.00 was transferred to MMDAs base on the 2011 FOAT assessment. This covered the Capacity Building allocation and 50% of Investment allocation for the MMDAs.
- The work plans of all the MMDAs were collated, reviewed and consolidated for the utilisation of the 2011 DDF resources. This is to enable the Ministry track and monitor the implementation of all the DDF projects and capacity building activities of the MMDAs.
- As part of the effort to facility proper coordination, monitoring and evaluation of DDF projects at the MMDA level by the RPCUs, the DDFS organized three (5) technical sessions and transferred the DDF database to the Regional Planning Coordinating Unit in Volta, Eastern, Brong Ahafo Ashanti and Greater Accra Regions. All the ten regions will be covered by the end of the year.

c) Births and Deaths Registration

A total of 307,138 out of the expected target of 419,169 births were registered during the first half of the year representing 73% of target coverage with certificates issued. Also, 33,944 out of the expected target of 136,094 deaths were registered during the first half of the year representing 25% of target coverage with deaths certificates issued.

With the exception of the Upper East region, all the regions have been computerized and local area networks established. 54 additional Registration Centres were established in 54 Communities.

Mobile Registration was undertaken in 8 District in Western Region with 4,474 infant Births registered in 67 communities.

d) Ghana Social Opportunities Project (GSOP)

- Completed twenty-four (24) subprojects made up of 1 school block, 13 feeder roads 5 small earth dams and 5 climate change interventions.
- A total of 45 new subprojects made up of 43 small earth dams and dugouts and 2 climate change activities started during the year are at various stages of completion. A total of 13,775 people (made up of 61% female) were employed as unskilled labour at GHs6.00 wage rate per day for an average of 42 days.
- A total amount of about US\$12.5million has so far been disbursed out of US\$20 million under LEAP. The last tranche of US\$5 million was disbursed on 20th December 2013 and actually given out to the beneficiaries in 2014. A total of 74,347 benefited from this cash transfer, with about 70% of the recipient being females.

e) Food Security and Environment Facility (FSEF)

A total of 1,677 farmers have been introduced to and adopting Zai technology for maize and soya production resulting in the increase of yields of maize from 350kg/acre to 1199 kg/acre. A total of 1133 acres of maize was cultivated using Zai. Improved variety of Onions such as the “Galmi” has been introduced to farmers in the Bawku West District. This has resulted in improved incomes from GH¢ 30 per bag to GH¢ 150 per bag.

- Five Communities in the Upper West Region have been introduced to cage fish culture with the mounting of a total of 29 fish cages on water bodies in these communities. Total fingerlings stock in these cages numbered more than 100,000.
- Rehabilitation of community dam at Zang in Nadowli District meant for a dry season gardening and to provide water for animals is about 90% complete.

f) Development of Modern Farmers Markets

A Taskforce has been constituted to plan the execution of the Program. Six Assemblies have been identified (2 in NR and 4 in BAR) to provide land for the project. A pre- feasibility survey of these Assemblies would be carried out to identify 2 Assemblies (one each in NR and BAR) to host the market.

g) Ghana School Feeding Programme

The academic year 2013/14 started with 1,642,271 beneficiary pupils across the country and ended in August 2014 with 1,728,681 pupils, an increase of 86,410 pupils. The programme continued to provide one hot and adequately nutritious meal a day for the 1,728,681 pupils. While there is an indication of increase in enrolment, there is however no scientific data to quantify the

percentage increase in enrolment. It is pertinent to mention that tools are being developed to track these indicators for subsequent years.

h) Reducing Hunger and Malnutrition

The programme validated the ration design tool to aid menu planning at the district level. Handy measures have also been introduced to enhance the service delivery of caterers. During the year, code of practice for caterers was developed in conjunction with Food and Drugs Authority and was validated. About 6,000 caterers and cooks have been sensitized so far on the GSFP code of practice.

i) Hosting Domestic Food Production

The agricultural component of the Programme exists to support development of small holder farmers' capacity to produce and to link caterers to farmer groups.

Zonal maps for the production of staple crops and their seasonality across the country has been developed for the caterers to guide their purchase of food items. The nutrition unit of GSFP has incorporated in the health and nutrition manual, the zonal crop map.

The GSFP in collaboration with AGRA initiated the MIND Project. The goal of the MIND Project is to increase the incomes of 10,000 small holder farmers in the targeted districts by at least 50% through improving their organizational capacity to supply foodstuff to GSFP market. 268 Farmer Base Organization (FBOs), comprising of 2,680 farmers, have been trained and sensitized on the GSFP and how they can link up with caterers as a source of guaranteed market for their produce. 101 Agriculture Directors have also been sensitized on the need to encourage farmers to produce for GSFP market.

j) Community Development

- A total of 2,989 youth consisting of 848 males and 2,141 females were provided with Technical, Vocational and Entrepreneurial Skills training. Also tools and equipment for catering, dressmaking, carpentry, plumbing, electrical etc have been distributed to all the 25 No. Community Development Institutions. 120 Community Educators (change agent) received training on Community Education out of which 60 graduated.
- A Memorandum of Understanding has been signed with ILGS to award Diploma to the graduates of the Rural Development College at Kwaso in the Ashanti Region. Accreditation for the College as a Tertiary Training Institute has been secured from the National Accreditation Authority.

k) Urban Development and Management

Following the policy launch, the Ghana Urban Forum has been institutionalised to sensitize stakeholders on urban development issues and also serve as a platform for advocacy on urban development and management. Additionally, several interventions geared toward enhancing Urban Development and Management were pursued. These include the following;

• Ghana Urban Management Pilot Project

The Ministry completed the design of Priority Investment Project (PIP) for Tamale, Kumasi, Sekondi-Takoradi and Ho. Procurement of Consultants for Street Naming, Spatial, and Planning and Revenue enhancement for MMAs is ongoing. Tender for Works for Tamale and Kumasi, has been advertised, Ho and Sekondi-Takoradi and the rest of the Kumasi Projects will soon be advertised

• Street Naming and Property Addressing

Following the Presidential directives to Assemblies to complete the implementation of the Street Naming and Property Addressing (SNPA) exercise within an 18 month period from 28th March 2013, a Policy Guidelines and Operational Manual for Street Naming and Property Addressing (SNPA) for MMDAs has been developed. Various equipment including GIS machines, plotters, motorbikes and computers and accessories has been provided to all Assemblies to speed up work on the street naming.

l) Local Government Capacity Support Project

- A total of 214 out of 261 sub-projects representing 82% being implemented under UDG-1 have been completed, with the remaining 47 at various levels of completion.
- The MMAs have commenced the award of projects under UDG-2. To date, 25 out of 208 sub-projects have been completed.
- Training on the Citizens PFM Templates has been organized for all 46 participating MMAs.
- Facilitated 10 multi-stakeholder forums in each of the 10 Regions, to discuss development plans and initiatives of the MMAs based on the adopted PFM Templates.

m) Greater Accra Passenger Transport Executive

- The Greater Accra Passenger Transport Executive (GAPTE) has been established and registered with the Registrar General's Department as Company limited by Guarantee. GAPTE will coordinate the roll out of Bus Rapid Transit (BRT) Pilot B in Accra.
- A Route Service Contract with the three companies has been signed to pave way for the purchase of buses under an operating lease. By end of year 2014, a bus rapid transport service will be introduced on the Tudu – Amasaman Corridor and will be run on a dedicated lane of the road.

n) Parks, Gardens and Recreation

During the year under review the Department achieved the following:

- The Flagstaff House grounds and gardens were re-landscaped, the Peduase Lodge, State House gardens, all R.C.Cs' grounds and gardens throughout the country. In addition roundabouts, road Medians and road shoulders in the Cities and Towns, as well as all Recreational Parks in the country including National Parks, the Independence Square and the Asomdwee Park were maintained.

- Medicinal and Aromatic plant species are being cultivated for conservation. Also rare and endangered plant species were identified and multiplied. Various Communities and district and other organized groups in the Country are being supplied with tree seedlings for urban afforestation. 54100 tree seedlings supplied as at the end of June, 2014.
- The Department in collaboration with the Botany Department of the University of Ghana is undertaking a collection of plant species to feed the Biodiversity Information Facility (Ghana B.I.F). This facility was established in collaboration with the University of Ghana.

o) Environmental Health and Sanitation

- Community-Led Total Sanitation activities are being undertaken in 7 regions, except in Ashanti, Western and Greater Accra Regions. In all Over 5,000 Communities have been entered of which 3,000 communities have been declared Open Defecation Free (ODF) communities. 1,500 CLTS field officers made up of EHOs/EHAs, NGOs and Natural Leaders have been trained in CLTS Facilitation, Supervision, monitoring and evaluation. Logistical support for the program included 150 motorbikes. An information management system called BASIS has been developed and rolled out in 5 of the current 7 Community-Led Total Sanitation regions to aid reporting.
- A 3- Way solid waste segregation program has been rolled out within the Ministry. This involved the provision of 18No. Green, Blue and Brown coloured bins on the corridors of the Ministry to receive Organics, Plastics and paper wastes respectively. It is envisage that this will be extended to the Departments and Agencies under the Ministry in due course.
- The Ministry has trained 60 Environmental Health Officers on Environmental Health Prosecution. The training aims at enhancing the prosecution skills of EHOs to ensure proper enforcement of sanitation laws at the local and community level.

3.19.3 Financial Performance

Table 26: Ministry of Local Government and Rural Development 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
End of Service Benefit	39,146,005.44	39,146,005.44	39,146,005.44
Compensation of Employees	1,304,516.82	97,511,118.69	16,817,045.85
Use of Goods & Services	46,700,292.00	16,817,045.85	16,817,045.85
Non-Financial Assets	55,676,654	-	-
Jubilee Market	93,763,075.21	93,763,075.21	93,763,075.21
OTHER (SPECIFY) (SIP)		138,164,241.82	138,164,241.82
TOTAL	236,590,543.47	385,401,487.01	304,707,414.17

3.19.4 Challenges

- Poor releases of funds by Ministry of Finance affected implementation of most programmes and activities
- Procurement processes continue to be impediment in the entire implementation process due to the complexities and delays involved
- In some instances specific releases have been utilised for activities or programmes other than those in the approved budget.

3.19.5 Outlook for 2015

The following key priorities will form the core of the 2015 budget of the Ministry. These priority areas are in line with the core mandate of the Ministry:

- Review & consolidation of disparate legislation on local governance
- Resolution of District Boundaries disputes
- Provision of infrastructure for Newly Created Districts
- Mainstream LED Policy in DMTDP
- Formulation of Comprehensive Rural Development Policy
- Formulation and implementation of National School Feeding Policy

- Implementation of Community- Led Total Sanitation programme
- Development of Sanitation Master plans
- Functional Street Naming and Property Addressing System
- Development of small scale enterprise scheme
- Development of modern farmers markets

- **Local Government Service**

To enhance effective and efficient service delivery and the deepening of Local Governance and Decentralization in Ghana, the Local Government Service seeks to implement the following activities:

- The Local Government Service would continue the implementation of the report on the reviewed, amended and consolidated legislation affecting local government. This would ensure consistency in the implementation of Act 462, Act 656 and L.I. 1961.
- Human Resource Units would be established in 66 District Assemblies. The Secretariat would also facilitate the establishment of District Works Departments in all MMDAs.
- Periodic monitoring and evaluation missions will be conducted in MMDAs and RCCs using the Results Based Management System. This is to establish baseline indicators to enhance tracking of performance and evaluate the status of development in the Service.

- **District Development Facility**

- The 8th round of assessment of the performance of the 216 MMDAs for 2014 (FOAT VIII) would be conducted.
- A total of GH¢ 138m being outstanding amount base on the FOAT VI (2012) would be transferred to qualified MMDAs. In addition, a total of GH¢ 150m base on the FOAT VII (2013) would be transferred to MMDAs.

- **Ghana School Feeding Programme**

- The National School Feeding Policy will be launched and implemented. The Program will ensure effective linkage of Farmer Based Organizations (FBOs) to GSFP Caterers to boost the rural economy.
- A ration design tool (Dubai Cares Project), and Handy Measures in collaboration with PCD, and other stakeholders would be introduced.
- The Programme would provide hot nutritious meal to 2,500,000 pupils and increase the number of beneficiary schools. Link-up effectively to the local farmers take advantage of the GSFP structured market.
- Sensitize caterers on the use of school health and nutrition manual to enhance their service delivery.
- Enhance the Programme Management Information Systems to ensure effective monitoring and evaluation of the Programme activities.

- **Department Of Community Development**

- The department will provide formal training for 3,000 youth in vocational and technical skills.
- 400 Technical Instructors would be trained in TVET Reforms
- 300 community educators would be trained for the provision of technical backstopping to the RCCs and MMDAs.

- **Births and Deaths Registry**

- Registration of births and deaths coverage would be improved to 80% and 35% respectively.
- A total of 689,212 births and 78 deaths would be registered. The turnaround time for issuing of true certified copy of entries of birth and deaths would be reduced from two weeks to one week.

- **Department of Parks and Gardens**

- The Department would continue with the promotion of landscape beautification in the built and natural environment and to develop programmes for floral beautification of our Cities and Towns.
- Also, they would collaborate with MMDAs in the establishment of Public Parks and promote ecotourism.
- The Department in collaboration with the Botany Department of the University of Ghana and other stakeholders would continue the documentation of 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 in the country. As at 31st December, 2014 seven regions were covered.
- A Results-Based M&E system for environmental sanitation to accurately capture, process and analyse data for national statistics will be deployed.
- A three- way waste segregation programme would be rolled-out to all Departments and Agencies of the Ministry
- Two Landfills will be constructed in the Greater Accra Metropolitan Area.
- With support from the UN-Habitat, the Unit will implement WASH in disaster prone areas in the three (3) Northern Regions of Ghana.

- **Integrated Rural Development Project**

- Construction of 60 socio- economic subprojects would be completed.
- A total of GH¢255,000.00 would be disbursed under the revolving loan funds of the Project.

- **Ghana Social Opportunities Project**

- The project will finalize the report on the Rationalization of National Social Protection.
- A policy on the Labour Intensive Public Works (LIPW) would be formulated.
- A total of 210 sub-projects will be started and completed under the LIPW.

- **Food Security and Environment Facility**

- The FSEF project will continue the implementation of the Cage Fish Culture project, the Small remnants projects, the onion value chain improvement project, Zai method with micro dosing.
- Drip irrigation will also be introduced to some selected farmers in Nadowli and Jirapa

- **Modern Farmers Markets**

2No. Modern Farmers Markets will be constructed in Northern and Brong Ahafo Regions.

- **Street Naming and Property Addressing System**

- The Ministry will continue to facilitate the implementation of Street Naming by the MMDAs in line with Street Naming Policy and Guideline with emphasis on spatial data capture and installation of Signage.
- Train remaining MMDAs, facilitate acquisition of satellite Maps by the MMDAs, and establish
- GIS Unit at the Ministry and monitor MMDAs to ensure the successful implementation of street Naming and Property Addressing in Ghana.

- **Ghana Urban Management Pilot Project**

Monitor the construction of all priority investment projects in GUMPP Cities and ensure full implementation of all sub projects including all support measures including street naming spatial planning and revenue enhancement.

- **Local Government Capacity Support Project**

The Ministry will transfer some GHs 128million to qualifying MMAs under the Urban Development Grant, to enable them undertake urban investment project.

3.20 MINISTRY OF ROADS AND HIGHWAYS

The Ministry of Roads and Highways (MRH) is the Government establishment responsible for the formulation of roads and highways infrastructure policies and programmes for both the public and private sectors of the economy. The Ministry of Roads and Highways exists to provide an integrated, efficient, cost-effective and sustainable road transport 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.

3.20.1 Sector Department and Agencies

The Ministry exercises oversight responsibility for the following:

- Department of Urban Roads
- Department of Feeder Roads
- Ghana Highway Authority
- Ghana Road Fund Secretariat
- Koforidua Training Centre

3.20.2 Key Activities Undertaken

a) Integrate Land Use, Transport Planning, Development and Service Provision

GIS maps were produced for existing transport routes, population, production and tourist centres. A diagnostic study report was submitted to Cabinet for approval.

b) Road Safety and Environment

Emergency Road Rehabilitation Works and Traffic Signals within Accra Metropolitan Area were completed. Critical Signals in Sekondi-Takoradi, Cape-Coast, Tema, Koforidua, Ho, Bolgatanga and Bawku and the construction of walkway along Dansoman, Highway RHS -2.5km, and Provision of solar panels on selected Intersections on the N1 highway and Installation of efficient solar street lights along GIMPA Traffic road were also completed.

c) Rehabilitation and Upgrading

Emergency construction of storm drains and some related road works in Accra, East Legon - Addis Ababa Link, Abotsi Link, Djanie Ashie and Miklin Hotel area roads. Upgrading of Shuggers Hotel Area Roads, Lekma-Boundary, Nautical and Nkpor, Zenu-Katamanso road, Ashaiman (3.6km), Old Ada and light Industrial Area roads Tema, Adjei Kojo Road, Ashiaman is ongoing. Reconstruction of Ofankor cemetery and Yellow house roads Aboabo and Moshie Zongo roads and Pothole Patching /selected repair works in Kumasi Ashaiman main road (sectional sealing) Upgrading of Tech Police station – Asokore Mampong road & Hostel road at KNUST.

d) Road Rehabilitation and Maintenance

Emergency rehabilitation of some selected roads affected by the recent rains-dredging of motorway to Sakumono Lagoon Storm Drain Grading of Critical Gravel/earth Roads in Selected cities nation Wide Roads. Asphaltic overlay along Dansoman High Street in Accra and selected roads in Kumasi, Airport roundabout, Jofel & 24th Feb Road.

e) Development Partner Projects

The Awoshie-Pokuase Road Sect. 1 and Sect. 2, Awoshie Community Upgrading Infrastructure Development Works Construction of flyover & vehicular Interchange over Accra-Tema motorway at Teshie Link. Improvement of Western By-pass at Kasoa (old barrier, kokrobite, tabu, sapata Road) and 20km La Beach Road Completion Project, PH.1 Construction of Selected Links Roads in Changli, Tamale and Reconstruction of Islamic University Down Roads.

f) Rural Roads In Cocoa Growing Areas

The Ghana Cocoa Board (COCOBOD) collaborated with the Department of Feeder Roads in the rehabilitation, upgrading and maintenance of roads critical to its operations, vital to the haulage of cocoa, coffee and sheanuts to the ports for export.

g) Transport Sector Programme (TSP)

Increased Ghana's competitiveness in foreign trade by reducing internal transport costs and promoting linkages in domestic markets, which are crucial factors for rapid and sustainable growth. Feeder roads rehabilitation and Spot Improvement of Kumawu-Drobonso, Subinso-Boase, Wungu-Mishio, Kpari-Nawie, and Sefwi Wiawso-Mansi Aboboya, Wamaso-Aquakrom, Frankadua-Alabo River, Kasunya-Area "A", Tempane-Yabrago-Woriyanga, Agorve Jn-Devego feeder roads were completed under the second phase of the project.

h) Road Fund Projects

The Ghana Road Fund secretariat was also engaged actively in the execution of projects that will help provide adequate and sustainable financial resources to ensure the regular maintenance of the road network. The projects undertaken within the year included the Construction of three (3) Toll Plazas at specific locations on selected high volume trunk roads.

3.20.2 Financial Performance

Table 27: Ministry of Roads and Highways 2014 Financial Performance

SOURCE		APPROVED BUDGET (GHC)	ACTUAL RECEIPTS (GHC)	ACTUAL EXPENDITURE (GHC)
	Compensation of Employees	31,076,196.56	34,907,541.98	34,907,541.98
	Use of Goods and Services	7,044,168.29	194,664.98	182,434.14
	Non-Financial Assets	623,011,470.83	483,093,855.98	483,093,855.98
2	INTERNALLY GENERATED FUNDS	1,295,739.48	3,700,450.18	3,268,360.84
3	DEV'T PARTNERS	292,586,309.00		
	World Bank	19,934,400.00	7,116,604.14	27,554,493.96
	ADB	-	-	33,925.00
	AFD	-	-	-
	KfW	-	-	1,280,377.99
	ECOWAS			
	SAUDI FUND			
	GEF	-	-	-
	JICA	-	14,500,000.00	6,299,201.15
	DANIDA	-	45,000.00	45,000.00
	TOTAL	974,948,284.16	543,558,117.26	556,665,191.04

3.20.4 Challenges

- Inability to raise enough revenue from other sources to support road maintenance programmes
- Inadequate logistics for project supervision
- Long delays in honouring contractors' payment certificates
- Low delivery capacity of the local contractors and some foreign contractors, thereby affecting the early completion of road projects
- Long valuation period for compensation/ resettlement for Project Affected Persons

3.20.5 Outlook for 2015

The following priority areas would be pursued in the coming year as part of the plans and programmes for the 2014-2017 medium term period:

- **Asset preservation**

Such programmes targeted towards asset preservation include; the Road Maintenance Programme, the Axle Load Control Programme and the Sustainable Maintenance Programme.

- **Major road rehabilitation and international corridor development**

The main focus under this priority area will be to develop the international road corridors to enhance trade opportunities for the country. Apart from the Western and Northern corridors which have not yet seen much development, there are on-going works on the Central, Eastern, and Coastal corridors. Also the sector has been collaborating with ECOWAS on the development of the ECOWAS and the Trans-African highways which includes Ghana's coastal and central corridors. In the ensuing years the sector will focus on efficiently managing projects on these corridors to ensure that deliverables are realised early to support trade and economic activity.

- **Financing and Cost Recovery**

To raise and sustain a desirable funding base for the sector's activities, programmes to be pursued include; PPP initiatives for road infrastructure development, negotiating for an increase in sector revenue component of the fuel levy and applying user-charging principles to road users.

- **Use of Tools for Planning and Budgeting**

Much more attention will be given to the use of modern and state of the art decision making tools for planning and budgeting to ensure better accountability of capital investments. Activities have already been ongoing to adopt such tools. Nonetheless, further attention will be given through the allocation of more resources into programmes like; Development of Information management system, Institutional Reform Programme and the Human Resource Development Programme.

- **Improvement in Road Management**

In the management of contracts and supervision of road works, efforts will be made to ensure efficiency in procurement, monitoring and evaluation. Contractors and Consultants will be properly reclassified and also trained to improve the quality of delivery in road infrastructure and services as part of this strategic programme. Other programmes which will be considered are the Labour based road construction and maintenance programme and adequate training of sector staff in procurement, contract administration and management to ensure efficient project procurement and supervision.

- **Mainstreaming of crosscutting issues**

Mainstreaming of cross-cutting issues such as Environmental and Social Protection, Road Safety, Gender Mainstreaming, accessibility for Children and the Aged will be given priority in the

development programme. This will see programmes such as the Environmental, social, health and safety programme and Non-motorized Transport Programme further pursued though having been implemented to an advanced stage.

- **Pro-poor Programmes**

Pro-poor and Community Improvement Programmes such as the Labour Based Construction, Poverty Focused Rural Transport Programme, Export Marketing and Quality Awareness Project(EMQAP) and the Northern Rural Growth Programme(NRGP) will be pursued to ensure that the livelihoods of people are improved and also deprived communities are also able to have access to safe and affordable transport.

- **Collaboration with other sectors**

The sector remains one of whose activities greatly impact on several other sectors. Its activities significantly impact on trade, health, tourism, agriculture, education, security etc. As such the sector is in constant interaction with agencies which operate under the aforementioned sectors. To enhance integration with other sectors, the sector will focus on creating awareness on its policies and programmes. Transport sector data captured which impact on other sectors will also be made available to them. In appraising the cost and benefit of transport projects much attention will be given to adequately quantifying both negative and positive impacts on other sectors.

3.21 MINISTRY OF TOURISM, CULTURE & CREATIVE ARTS

The Ministry of Tourism which was created in 1993, was realigned in 2013 through Executive Instrument E.I.1 Civil Service (Ministries) instrument, 2013 by His Excellency the President as the Ministry of Tourism, Culture and the Creative Arts with a mandate 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 exists to create a conducive environment for sustainable growth and development of the sector to enable it contribute substantially to GDP through effective and efficient use of appropriate policies, plans, programs and projects. It is also to develop and sustain public-private-partnership with investors including African- Americans in the diaspora for resource mobilization and investment.

3.21.1 Sector Departments and Agencies

The Ministry is the main policy making body and has oversight responsibility of fourteen (14) Subvented Agencies namely:

- 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 (GTDC)

3.21.2 Key Activities Undertaken

a) Management & Administration Programme

- A 2-day Management Retreat was organised for the Management Team of the Ministry and its Agencies from January 16th to 17th, 2014. The retreat provided a good platform for Management of Ministry & Heads of Agencies to review the sector's overall performance for 2013.

- The Minister led a technical team from the Ministry to meet with the Members of the Council of State on 27th February, 2014 at the Castle, Osu. The meeting provided a platform for the Hon. Minister to showcase tourism, culture and creative arts sector performance in 2013.
- As part of addressing the lack of funding problem which is one of the key operational constraints of the sector, the Ministry continued the Ghana Tourism Authority (GTA) restructuring process in line with Tourism Act 817 by engaging 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. In furtherance of this, it facilitated the appointment of a Fund Manager and also established a secretariat for the operationalization of the fund. Three new banks, Namely, Unibank, Universal Merchant Bank and GCB Bank Ltd were selected to be receiving the levy.
- The Ministry issued a Press Release for Operators in the industry to remove transactional dollar rates on hotel rooms and other hospitality establishments in line with Government Directives (Bank of Ghana & Cabinet). The Ministry followed up with a sensitization meeting with Tourism Operators at the Coconut Grove Hotel on 18th February, 2014.

b) Tourism Product Development Programme

- The Ministry collaborated with the Ministry of Local Government and Rural Development, the Ministry of Chieftaincy and Traditional Affairs, Accra Metropolitan Authority and the Greater Accra Regional Coordinating Council, GTDC and GTA to celebrate the first ever Grand HOMOFEST to climax this year's World Tourism Day. As a novelty tourism product HOMOFEST aimed at re-packaging the Annual Homowo Festival for all the Ga-Adangbe People to attract the desired local and international patronage as well as to secure investment in the communities.
- The Ministry also secured Cabinet Approval for re-zoning, planning and development of the Marine Drive area, stretching from the Osu-Clotney to the Arts Centre, to propel Public and Private sector investments in Tourism, Culture and Creative Arts. The project is to transform the Marine Drive area into a tourism enclave to create jobs and income for the youths and also help manage the environment challenges pertaining at the site currently.
- Initiated the processes of re-structuring of HOTCCAT into a Top training institute in the Sub-region through a public-private-partnership arrangement and this had been approved by cabinet. A local consultant SIC was selected to undertake the feasibility study. The re-structuring of HOTCAAT would also witness the establishment of satellite campus in the nine (9) regions.
- Secured a parcel of land towards the construction of the multi-purpose cultural Village at Kumasi and signed an agreement with the Turkish Exim-Bank to provide funding for the project. The project is expected to create estimated 1,500 jobs for construction workers at the construction stage. When fully operational the project will create about 5000 direct and indirect jobs for Ghanaians and increase revenue to the Kumasi Metropolitan Assembly(KMA) in particular and Ghana as a whole.

c) Tourism Research and Marketing Programme

- The Ministry 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;
 - 56th UNWTO Commission for Africa Meeting, and Regional Seminar On Tourism and Air Transport Connectivity in Africa, Luanda , Angola
 - The Inaugural INDABA Ministerial Session, Durban, South Africa
 - 7th Ministerial Conference of the Coordinating Committee for the Development and Promotion of African Handicraft (CODEPA) held in Niamey, Niger from the 3rd – 5th June, 2014.
 - The Africa Travel Association's 9th Annual Presidential Forum on Tourism at New York University on Monday, 22nd September, 2014
 - The Africa Magic Viewer's Choice Awards in Lagos, Nigeria.
 - Ghana -Russia Permanent Joint Commission on Co-operation, Moscow Russia
 - 20th Edition of the International Publishing and Book Fair in Casablanca, 13-25 February, 2014.

Other events organized were the grand launch of the Domestic Tourism Explore Ghana Programme was carried out by the Hon. Minister on 2 April, 2014 at the National Theatre. This was immediately followed with a city tour to some selected tourist sites within Accra. The Ministry's domestic tourism drive was aimed at creating awareness to the general public about the beautiful attractions which exist in the country for Ghanaians to patronize them.

a) Culture, Creative Arts and Heritage Management Programme

- The Ministry in partnership with the Ministry of Chieftaincy and Traditional Affairs and the private sector successfully celebrated the 2014 National Festival of Arts and Culture (NAFAC) in Sunyani in the month of December, 2014. In attendance was his Excellency John Dramani Mahama, President of Ghana.
- It held several consultative workshops with key stakeholders to review the Cinematography Act for submission to Cabinet for approval.
- Signed an agreement with the Turkish Exim Bank on funding arrangement toward the development of the Cultural Village at Kumasi. Land for the project has been secured with support from Ghana Airport Company and the Asantehene Otumfu Osei Tutu. The Project seeks to foster national cohesion and provide jobs for artisans and artists.
- Nine (9) UNESCO conventions were approved by Cabinet and laid at the floor of Parliament for ratification.
- Furthermore the Ministry continued to engage the Ministry of Trade and Industry and various Creative Arts Trade Associations, as well as, the Executives of the Apex Body- the Ghana Culture Forum to discuss ways to develop a competitive creative industry in Ghana.

b) Ghana Tourism Authority

The Ghana Tourism Authority, established by Tourism Act 817 of, 2011 as the implementing body of the Ministry of Tourism, Culture and Creative Arts continued with its restructuring by adopting the new scheme of Service for implementation.

The Ghana Tourism Authority (GTA) restructuring process also included the collection of the 1% Levy paid by patrons of tourism enterprises for the Tourism Development Fund which is needed to support tourism programmes and projects. In furtherance, the GTA facilitated the appointment of a Fund Manager and also established a secretariat to operationalize the fund.

c) Hotel Catering and Tourism Training Institute (HOTCATT)

In 2014 HOTCATT provided training to 150 students in the Greater Accra, Volta and Upper West Regions at the lower and middle levels in the hospitality industry.

d) National Commission on Culture

The main Priority Areas of activities undertaken for the Period (Jan. 2014 – Dec. 2014) were:

- Provision of general administrative support services for the NCC and Centres for National Culture
- Rejuvenation of Senior High School Students interest and appreciation in Drama and audience cultivation
- Training of Ghanaian Youth in Traditional Art and Handicrafts Production
- Printing and publication of NCC Magazine – ‘Efie Nkomo’
- Organisation of Regional Festival of Arts and Culture and provision of technical support to the National Festival of Arts and Culture

e) Ghana Museums and Monuments Board (GMMB)

The following are the highlights of achievements of the GMMB for the year under review:

- Technical/ feasibility studies for the development of the Christiansburg Castle, Osu-Accra into a multi-purpose use conducted.
- GMMB collaborated with the British High Commission to Develop the James fort into an ultra-modern ICT center.
- Establishment of the Ghana-Dutch History Museum at Fort San Antonio, Axim and Stakeholder consultation on the 500th anniversary celebration.
- Organized permanent and temporary exhibitions including the Terracotta Figurines Exhibition from Komaland.
- Collaborated with the French Government to Translate labels and text in GMMB galleries into French.
- Update of nomination dossier for Tongo Teng-Zuk as World Heritage Site & ICOMOS evaluation visit.
- Preparation for nomination dossier on Navrongo Cathedral.
- Inventorization of museum lands and properties and the development of a land use plan.

f) National Folklore Board

The National Folklore Board had two Banks registering their use of symbols “Akofena” and “Bese Saka”. The Director collaborated with Intellectual Property Network for cooperation. TV3 interviewed the Director which was shown on Television on the 27th of September 2014. Adinkra and some Akyeame Staff symbol were conducted.

g) Kwame Nkrumah Memorial Park (KNMP)

The venue played host to several state events including, Emancipation Day 2014 celebrations, Re-Enactment of the Declaration of Independence, Kwame Nkrumah Memorial Lectures, Founders-Day wreath laying ceremony and the DuBios/Padmore/ Nkrumah Pan-African Lectures 2014.

h) National Symphony Orchestra

The National Symphony Orchestra successfully organized the first major performance at the National Theatre, conducted by a British renowned conductor Steve Ellery. They hosted a Japanese Violinist Ryu Goto also in another outstanding performance at the same venue. The orchestra, together with the Yale University band, performed once again at the National Theatre Ghana.

The National Symphony Orchestra has advanced plans to increase recordings of their performances to increase their internally generated funds. Also arrangements are in place to market and distribute recordings.

i) Ghana Dance Ensemble

The Dance Ensemble had performance for Ninety-Five (95) institutions both in the private and public sectors. The group also collaborated with the Ministry of Tourism Culture and Creative Arts during HOMOFEST/World Tourism Day to stage performances. The Company also collaborated with the National Theatre of Ghana to stage “Solma” and "Bukom" for school children and the general public.

Besides the above activities, the company undertook some capacity building activities with other partners. These include;

- A Seven (7) member artistes team participated in a 5 day workshop led by Joseph Aka, a France based Ivorian choreographer from 23 June – 27 June, 2014.
- Two (2) performers were granted approval to pursue a two year sandwich course at the University of Ghana
- Two members of the company participated in Dance Fellowship Grants for Ghanaian dancers (Cultural Exchange) organized and sponsored by the Colombia Embassy of Ghana in Colombia.
- The Deputy Artistic Director together with two dancers participated in the 6th Edition of “Projet Engagement Féminin” a month long workshop in Ouagadougou. (July 2 – 3rd August, 2014).

j) National Theatre of Ghana

The Theatre is governed by the National Theatre law 1991, PNDC Law 259. Among others, the law describes the setting up of Theatres in such parts of the country as the government sees it. The National Theatre in 2014 successfully:

- Collaborated with Artistic Institutes and Individuals to stage programmes.
- Sourced for financial support to fund their Programmes from corporate Ghana.
- Encouraged both artistic and non-artistic patrons to use theatre space during the week at subsidized rates.
- Collaborated with GES and other child centered Institutions towards building a solid Theatre audience.
- Restored the Central A/C plant to full operational capacity.
- Introduced aggressive marketing by using both the traditional and e-marketing approach.
- Encouraged more staff to undertake training to enhance their performance.

k) Pan African Writers' Association (PAWA)

PAWA continued to educate the public and young writers and illustrators of books; Poetry day celebrations among others.

l) W.E.B. DUBIOS Centre

The activities undertaken by the Centre for the year 2014 include the following:

- Organized a retreat for Patrons of Pan African Clubs in Second Cycle Institutions
- Celebrated Black History Month in collaboration with affiliated groups and Pan African Clubs from Second Cycle Institutions
- African Unity Day Celebration
- Organized the Annual Lecture series in memory of the Du Bois-Padmore-Nkrumah
- Participated in the Planning of National Festival of Arts and Culture

m) Bureau of Ghana Languages

- The Bureau undertook some important activities such as adult education of some local languages on GTV and radio on Gratis. The local languages aired were Akan, Dagbani, Ewe, Asante Twi, Akwapem Twi, Mfantse, Ga, and Nzema. In order to live up to their mandate, the BGL collated the list of textbooks recommended by the West African Examinations Council (WAEC), Colleges of Education, the Ghana Education Service and the Universities for reprint. In all 33 titles were selected and five printers were contracted to undertake the project. Accordingly, 29 titles in the various languages have been supplied by the printers.
- Participated in the 20th Edition of the Morocco Book Fair in February (13TH- 25TH February 2014).
- Translated ECOWAS Manual into Dagbani and Akwapem Twi.
- Language Committee meeting revived in five Languages namely: Ga, Ewe, Dangme, Nzema, Asante Twi,

n) Abibigromma-National Drama Company

During the period under review, the play “In the chest of a woman” was taken to some second cycle institutions in Ashanti, Brong Ahafo, Eastern, Western, Volta, Central and Greater Accra Regions. In all, the Company Performed for 60 schools. This involved the dramatization of Literature set books for Second Cycle Institutions. After each performance some of the Company Officials acted as resource persons and had discussions with the students. The play was then subjected to proper analysis; where characters in the piece were discussed, making room for questions from students.

In addition to performances of the literature set book the company visited educational institutions including Junior High Schools and Tertiary Institutions with the following drama pieces to educate and sensitize the upcoming youth; “Firestorm, Song of a Pharaoh and Childe Internationale”, Goethe Institute: Firestorm.

They also designed the promotion and advertising of products of corporate institutions, be they tangible consumables such as manufactured goods or intangible like services provided by the banking industry.

3.21.3 Financial Performance

Table 28: Ministry of Tourism, Culture and Creative Arts

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	21,596,436.00	21,596,436.00	21,596,436.00
Use of Goods & Services	1,725,993.60	1,225,687.74	1,225,687.74
Non-Financial Assets	2,534,571.10	802,701.02	802,701.02
IGF	7,155,577.00	1,159,256.94	-
CIDA	300,000.00	264,446.00	264,446.00
TOTAL	33,312,577.70	25,048,527.7	23,889,270.76

3.21.4 Challenges

- Very low budgetary allocation for effective development and promotion of the tourism, culture and creative arts products
- The peculiar slow pace of releases or non-releases of funds is a big challenge to programme implementation.
- Poor standards and quality of service delivery to tourists by tourism, culture and creative arts enterprises
- Inadequate transport infrastructure particularly, poor road network coupled with congestion inhibit convenient and rapid movement of tourists around the country and major cities.
- Inadequate cultural infrastructures to promote the cultural and creative arts sub-sectors
- Limited investment in tourism, culture and creative arts 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 (tourism, culture and creative arts) to national development

3.21.5 Outlook for 2015

In line with the sector plan, for 2015 in particular the following targets have been projected:

- The **projected international tourist arrivals** is expected to increase from its 2014 figure of 1,093,000 to reach 1,202,200 (10% change) in 2015.
- The **corresponding receipts** accruals is expected to increase from US\$ 2.1 Billion to reach US\$ 2.3 Billion (10.1% change) in 2015.
- The **labour-intensive nature** of the tourism industry is captured by the rapid growth in total employment to be created. Total employment created by the tourism sector alone is projected to increase from the 2014 figure of 354,000 to reach 392,000.

In consonance with contributing to the attainment of the objectives of the National Medium Term Development Plan (2014-2017) and the Ministry's policy objectives, the Ministry will carry out 5 Programs as follows:

- **Management Administration**
 - Provision of General Administration support services (i.e. Utilities, repairs, fuel etc.) to support service delivery

- The Ministry will continue 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.
- As part of the restructuring it will 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 the re-organisation of the Creative Arts so as to develop a competitive creative arts industry.
- Train about 50 staff in ICT and Tourism related skills to build capacity for effective service delivery
- Organise Mid-year Performance Review for the Sector
- Undertake monitoring & evaluation of sector's programmes and projects

• **Tourism Product Development**

As part of adding value to the tourism products for increased patronage and revenue, the Ministry will carry out the following:

- Continue her engagement with the United Nations World Tourism Organisation (UNWTO) to help mobilize funding for the implementation of the 1ST Phase (5 yr immediate Action Plan 2013-2017) of the new 15 year National Tourism Development Plan (2013-2027). Among others the funding will be sought for preparation of various tourisms circuits namely; Volta Lake Master Tourism Plan, Integrated Master Plan for Mole National Park and Surrounding Areas, Master Plan for Kakum National Park, Management Plan for Elmina Castle and Fort. St. Jago, Shai Hill Resource Reserve Management Plan, Marketing & Branding Plan for Kumasi Craft Villages.
- The Ministry will complete 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. It will also make efforts to complete tourist receptive facilities in Axim, Kpetoe, Salaga and Gwollu as part of efforts to improve visitation, revenue generation and jobs in the respective communities who host tourists.
- As part of diversifying the tourism product, the Ministry will organize the 2nd Greater Accra Regional Homowo Festival dubbed “**HOMOFEST**” in 2015. This event seeks to rejuvenate indigenous entrepreneurial cultural activities, creativity, create jobs and generate revenue for the local residents and traditional communities. The ultimate goal is to foster social cohesion and national unity for development.

• **Tourism Research & Marketing Programme**

- In 2015 the Ministry will vigorously promote Ghana's tourism products in target markets in Europe, America, Asia and Africa. It will showcase Ghana's tourism, culture and creative arts

to travel trade practitioners, the media and investors at international tourism fairs in Vakantierbuers, the Netherlands, FITUR International Tourism Fair in Spain, ITB International Tourism Fair in Berlin, Germany, African Travel Association Presidential Forum in New York, USA, as well as China Tourism International Fair, Ndaba Tourism Fair in South Africa. These efforts are aimed at positioning Ghana on the international tourism map. Similarly, it will attend UNWTO/ UNESCO International Tourism/ Culture Conferences to articulate Ghana's Tourism and culture offer for international patronage. These include: 21ST Session UNWTO General Assembly in Medellin, Columbia, the 57th UNWTO/ CAF Meeting in Seychelles, 13TH UNWTO – ST-EP Board Meeting in Madrid, Spain, Africa Travel Association Annual World Congress and Trade Show in Nairobi, Kenya, UNESCO International Culture Conference.

- Special documentaries on Ghana's tourism and culture will be developed for promotion in the international media and travel journals.
- The Ministry's official tourism website (www.motcca.gov.gh) will be updated and made more interactive to improve global access to Ghana's tourism.
- The Ministry will attend Joint Commission for Cooperation Meetings with Iran, South Africa, Turkey, Brazil, Kenya, Russia etc. to secure bilateral partnerships and support for the development of Ghana's tourism, culture and creative arts.
- Participate in National and Regional Policy Fairs to showcase the Ministry's policies, programmes and projects to the general public and investors and mobilize their participation and involvement in the development of the sector.
- The Ministry will organize key events such as Accra Carnival, World Tourism Day in September, Paragliding Festival, Emancipation day celebration and Cultural Bazaar as part of boosting domestic tourism.

• **Culture, Creative Arts and Heritage Management Programme**

In line with its mandate to harness culture for national development, the Ministry will implement the following:

- Continue 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 to foster national cohesion and provide jobs for artisans and artists. Also the development of the new cultural village in the Ashanti region to boost tourism, culture and creative arts enterprises in the region.
- Inaugurate the National Planning Committee to plan and organise the 2015 PANAFEST/Emancipation day celebrations in the Greater Accra, Central and Northern regions.
- Furthermore the Ministry will continue her engagement 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.
- Commence preparation of Creative Arts Industry Bill.

3.22.1 MINISTRY OF TRADE AND INDUSTRY

The Ministry of Trade and Industry is one of the Ministries of the Government of Ghana established under the 1992 Constitution and the Civil Service Law to develop and implement Government's trade and industry policies and programmes. The Ministry exists to develop a vibrant, technology-driven, liberalized and competitive trade and industrial sector that significantly contributes to inclusive and sustainable economic growth and employment creation, particularly involving mass mobilization of rural communities and other vulnerable groups including women.

3.22.1 Sector Departments and Agencies

Sub-vented Agencies

The Ministry exercises oversight responsibility over the following:

- 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.

3.22.2 Key Activities Undertaken

a) Policies, Regulations & Bills

- **Consumer Protection Policy**

A Consumer Protection Policy was prepared by the Ministry in 2014 and approved by Cabinet. It serves to create a policy space for increased consumer confidence and strengthen consumer position in the marketplace. The policy is also expected to address concerns and needs of consumers especially those of women, children and the physically challenged.

- **Intellectual Property Rights (IPR) Policy**

The Ministry in collaboration with other stakeholders submitted a Revised Draft Bill, Draft Regulations on layout designs of integrated circuits and Trade Secrets. Proposal for the second phase of the IPR project was received from the Swiss Mission.

- **Competition Bill**

A draft Competition Bill has been developed by the Ministry. An inception report was submitted to the Legal Unit of the Ministry for review and comments.

- **Development of Sector Medium Term Development Plan**

The Sector Medium Term Development Plan (SMTDP) for 2014-2017 was finalized and submitted to the National Development Planning Commission (NDPC). The document would be published and implemented by the Ministry and its agencies.

- **Monitoring of projects being implemented by the Ministry**

A Draft Monitoring and Evaluation Plan (2014-2017) to monitor the Sector Medium Term Development Plan was developed by the Ministry and submitted to NDPC for their comments. Monitoring reports were prepared for activities undertaken under the various programmes and projects by MOTI. Annual and mid-year review meetings were organized during the year to take stock of the programmes and projects implemented by the Ministry.

b) National Export Strategy (NES)

A validation seminar was held on Export Strategy. A technical committee is working on detailed work-plans and budget for development of 9 selected priority products (pineapple, mango chilly/pepper, Shea, yams, cashew, palm oil, garments, fish and services).

c) Promotion of Made-in-Ghana Goods

The Ministry has been promoting Made-In-Ghana goods and services through various initiatives such as; the National Friday Wear Programme and the Web-Based Product Gallery operating under the business name, as well as the Ghana Trade Portal Limited, which enables SMEs exhibit their products on the World Wide Web. As at the end of September 2014, over 5,000 products from 700 enterprises in five regions (Upper East, Upper West, Northern, Brong Ahafo and the Central Regions) had been displayed on the website.

d) Establishment of Sugar Plant at Komenda

A firm has been engaged to construct the Sugar Factory. In August 2014 a sod-cutting was performed by His Excellency the President to kick-start construction of the factory complex at Komenda.

e) Review of GCNet Operations

The Ministry held discussions with GCNet on the migration of MOTI's exemptions onto the e-MDA portal of the GCMS/GCNet system. The implementation of the paperless FCVR clearance system

was fine-tuned and the Ministry continued to monitor the process and liaised with GCNet, Customs and the DICs to address challenges. Changes were made to the IDF to allow for limited amendment and generation of IDF for the processing of pre-arrival documents.

f) Bilateral and Regional Trade Negotiations

The Ministry engaged in bilateral trade arrangements and agreements with strategic countries, in order to take advantage of opportunities in their markets, foster business cooperation and technology transfer as well as encourage Foreign Direct Investments. Key outcomes include: the establishment of Ghana-Turkey Joint Trade and Economic Committee (JTEC), mandated to work towards the achievement of USD 3billion worth of trade between the two countries in five years; renewed bilateral trade arrangements with South Africa by reviving a number of Memoranda of Understanding (MoU).

g) Ghana Free Zones Board

- Participated in the listening events” in respect of diaspora engagement in London and the USA from 30th July to 10th August, 2014.
- Participated in the Africa-Singapore Business Forum which was organized by International Enterprise (IE) Singapore at on August 27-28, 2014
- A training seminar was organized in Kumasi for the Free Zones Enterprises located in the Northern, Brong-Ahafo and Ashanti regions
- A total number of 1,810 exemption applications valued at GH¢ 1,000,299.00 were processed by the Board
- The Lands Commission (Sekondi-Takoradi) was commissioned by GFZB to resurvey the Sekondi EPZ to enable the Board determine the actual size of the area

h) The National Board for Small Scale Industries (NBSSI)

- Under the Small Scale District Industrialization Initiative (SSDII), 30 districts have been selected and identified, with 30 business plans prepared by a consultant for the selected districts. NBSSI is awaiting support from EDAIF to facilitate full implementation of the SSDII.
- To ensure the establishment of three (3) business incubators in Accra, Kumasi and Tamale, the NBSSI has secured Land for the Accra project at Kanda. Land is still being searched for at Kumasi and Tamale
- NBSSI through support from the Ministry of Trade and Industry assisted 191 MSEs (63 males and 128 females) to access Institutional credit. Also, 1,332 Tailor-made businesses improvement programmes were organized for 24,229 MSEs made up of 9,842 males and 14,387 females.
- The NBSSI developed and distributed manuals on smock, Kente, cane and rattan weaving. Also, a total of 135 staff of NBSSI, 12 BDS Providers and 50 MSEs have been trained on Food Safety, Standards and Quality Management

i) The Central Region Development Commission (CEDECOM)

The activities of Central Regional Development Commission (CEDECOM) are categorized into two as Economic and Social interventions. During the year, the Commission;

- Supported ten (10) salt producers to rehabilitate their salt pans to boost the level of salt production in the Region. The Commission also supported 277 farmers in the Ekumfi District with a grant of GH¢1,000,000.00 to cultivate Organic Sugarloaf Pineapple for export.
- Installed a ten (10) ton capacity per day fish storage and ice block making facility at Anomabo and a storage container at Komenda to support the fishing communities.
- Constructed sixteen (16) Community-Based Health Planning Services (CHPS) compounds in various communities in the region as part of its social intervention programs.

j) The Ayensu Starch Company (ASCo) Limited

Guinness Ghana Limited has completed a study which was conducted to help improve the provision of raw materials. An aggregated model has been implemented to assure constant supply of raw material. Overhaul of the factory plant has been carried out successfully and the plant is currently in good working condition.

k) GRATIS Foundation

- Out of the estimated number of 255 students who would receive training in preparation for National Vocational Technical Institute (NVTI) certificate examination, 187 students had enrolled as at the end of September 2014, and were undergoing preparation for the examination. 142 were being trained in welding and fabrication and 45 in metal machining.
- During the period under review, 229 students were enrolled for the NABTEX and the Technical Examination Unit (TEU) of the Ghana Education Service certificates examination. 272 students had received training in engineering skills development. 122 vulnerable men and women received training out of the planned 500.
- In a bid to establish the GRATIS University College, the Foundation has assisted in the formation of a University Council, with Representatives from Ministry of Trade and Industry, AGI, Council for Technical and Vocational Training and Education (COTVET), KNUST, Financial Institutions, Educationists as well as the Office of the President.
- In order to satisfy the needs of the manufacturing sector and industry operators, GRATIS manufactured and sold 21 Grain and Cereal processing equipment and 43 Shea and Groundnut processing equipment, 82 Oil Palm processing equipment, 47 health equipment and 2,481 general equipment.
- Repair works were carried out on workshop equipment by the maintenance team at the GRATIS regional centres in Sunyani, Tamale, Bolgatanga and Wa in order to ensure significant improvement in the quality of machinery and equipment at the various regional centres,

l) Ghana Standards Authority

- In order to improve export competitiveness, GSA:

- Issued 1,796 Certificates to Exporters. Out of this amount, 657 comprised Health Certificates while 1,139 were Export certificates.
- Inspected 292 Fish Establishments and Frozen Vessels, 531 consignments made up of 340 fish and 191 fish and scrap consignments.
- To ensure Improvement in Private Sector Competitiveness Domestically and Globally, the GSA successfully,
 - Certified 485 Locally Manufactured Products. 146 of the products certified were from SMEs.
 - Conducted 210 Factory inspections.
 - Organized 30 Training Programs to build the capacity of industry operators.
- To promote trade through effective competition, the Authority certified one enterprise to the status of ISO 9001: 2008.
- To ensure consumer safety, the Authority inspected 70,369 High Risk Goods and verified 60,020 devices. As part of the public awareness sensitization program, 3 Awareness creation activities were undertaken. The Authority successfully organized the ISO CEO's Forum and the World Metrology Day during the period under review.
- As part of its program to ensure the Health, Safety and Economic interest of Consumers, GSA tested and analysed 20,178 Forensic samples to ascertain their conformance to applicable standards samples. 569 Ghana Standards were published and 2,186 trade related information was disseminated to promote awareness creation.

m) 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.

- Provided 18,847 business development services to potential and existing rural micro and small enterprise operators
- Strengthened 27 existing and operating RTFs
- Developed the capacity of 719 rural master craft persons and apprentices
- Disbursed Matching Grant Funds (MGF) to 20 clients for purchase of equipment for agro related business including threshers, carting, shellers, harrows, as well as equipment for carpentry, bee keeping, baking etc.
- Disbursed Rural Enterprise Development Fund (REDF) to 886 clients made up of 161 males and 675 females
- Provided 33 MSE support institutions with various capacities building support

n) Export Trade, Agricultural and Industrial Development Fund (EDAIF)

During the year under review, the EDAIF Board approved a total amount of GH¢358.10 million in favour of 81 beneficiaries under the following three main accounts:

- **Credit Facility:** A total amount of GH¢93.12 million was approved for 21 companies. Some specific activities supported were the manufacture of pharmaceutical products under the government's stimulus package, production of poultry and poultry products, footwear, cashew and oil palm processing among others.
- **Projects Account:** The following six (6) projects were supported with an amount of GH¢79.50 million;
 - Youth Development and Entrepreneurship
 - Irrigation Development,
 - Shea Processing,
 - Large scale Production and processing of Mango, Melon and Rice.
- **Research, Development and Promotion:** A total amount of GH¢185,476,000 was approved as grants for 54 beneficiaries under this account. Government Ministries, Departments and Agencies, Farmer Associations/cooperatives and private institutions were the main beneficiaries.

o) Ghana Export Promotion Authority

- Three (3) selected craft companies were assisted by the GEPA to participate in the “MIVA” Ivorian Craft Market Fair in Abidjan, La Cote d'Ivoire from 7th to 13th April 2014.
- The GEPA facilitated training for key personnel in some trade related regulatory institutions who are involved in the national pilot traceability system
- Trained 25 stakeholders in the services sector in International competitive bidding processes
- Assisted 19 manufacturing companies, in collaboration with the National ECOWAS Unit and the Approvals Committee under the ECOWAS Trade Liberalization Scheme (ETLS), to successfully gain approval for a total of 38 products for participation in the scheme
- Disseminated Export related information to a total of 464 members of export community during the half year. They were also introduced to Kompas and Food news.
- A total of 625 members of the exporter community received advisory and referral services.
- Raw non-traditional export data for 1st quarter of 2014 was processed, cleaned and a statistical report generated, finalized and disseminated to stakeholders.

3.22.3 Financial Performance

Table 29: Ministry of Trade and Industry 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	20,683,218.00		15,335,563.70
Use of Goods & Services	2,887,925.00		433,189.00
Non-Financial Assets	24,346,788.00		9,539,062.50
IGF	62,105,480.00		37,403,050.93
ITALIAN FUND	19,250,000.00	19,250,000.00	560,000.00
OTHER (EU)	848,725.00	935,660.61	935,660.61
TOTAL	130,122,136.00	20185660.61	63,270,866.13

3.22.4 Challenges

- Delay in the release of funds from collaborating DPs for specific projects or programs. (eg. IFAD Funds for the REP III)
- The absence of a national quality policy to reflect current development in standards.
- Inadequate staff for standards authority to perform the functions of GSA.
- Lack of proper organization of Farmer Based Organizations (FBO) to assist in acquisition of industrial raw-materials to feed our growing industries
- Lack of collateral by SMEs to access funds from financial institutions
- Full risk burden on Designated Financial Institutions (DFIs)
- Inadequate funds from Government of Ghana and delays in the release of funds in respect of approved budget to implement key projects and programs of the Ministry.

- Limited control over some projects and activities directly implemented by collaborating institutions.
- The Public Procurement Act sometimes constrained the timely procurement and quality of goods and services (value for money)

3.22.5 Outlook for 2015

- **Consumer Protection Policy**

The accompanying Framework Law will be enacted to create the environment for the establishment of a public agency that will ensure effective consumer redress and enhance consumer welfare.

- **Promotion of Made-In-Ghana Goods**

The Ministry is developing a strategy to give further support to the initiatives in 2015 and also expand the scope to cover other strategic products such as rice and poultry. The five remaining regions (Ashanti, Eastern, Western, Volta and Greater Accra) would also be covered under the Web-Based Product Gallery initiative in 2015.

- **Competition Policy**

Government will continue to create an enabling environment through the implementation of the existing legislations and the Competition Policy and Law for enterprises to operate within.

- **Bilateral and Regional Trade Negotiations**

Ghana will make significant progress in terms of deepening its relations with South Africa, Turkey and other countries including, Canada, USA, Burkina Faso, Botswana, South Korea, Guinea, Iran, Brazil and Japan with the aim of diversifying the country's export markets.

- **Regional Services**

Regional offices will be strengthened to enable them carry out programs to update the industrial register. The offices will also play a key role in the industrial survey and the implementation of the National Export Strategy.

- **National Export Strategy (NES)**

Full implementation of the NES will commence in January 2015 to work towards the realization of the target of USD 3.31 billion from NTEs by the end of 2015. The focus will however be on 9 product groups that have been identified under the strategy.

- **Export Promotion**

To improve the potential of non-traditional export sector in 2015, GEPA would design and implement tailor-made training programs to address specific challenges of exporters.

- **Technology Transfer, Research and Product Development**

In a bid to fulfil its mandate of transferring technology to the youth, GRATIS Foundation in collaboration with the Ghana Education Service is to set up practical hands-on university to train the youth in employable skills for self-employment and fit into industry.

- **Construction of Sugar Factories**

The construction of the new Komenda Sugar Factory will continue and a sugar cane plantations will be set up to feed the factory. The Ministry will also through public private partnership (PPP) arrangements establish another sugar factory with irrigation facilities in Savelugu in the Northern Region

3.23 MINISTRY OF TRANSPORT

The Ministry of Transport is the Sector Ministry responsible for the provision of leadership and guidance for the development of Ghana's transportation system through; effective policy formulation, market regulation, asset management and service provision.

The vision of the Transport Sector is to create an integrated, modally complementary, cost effective, safe, secure, sustainable and seamless transportation system responsive to the needs of society, supporting growth and poverty reduction and capable of establishing and maintaining Ghana as a transportation hub within the West African Sub-Region.

3.23.1 Sector Departments and Agencies

The Ministry has oversight responsibility for the following institutions and organisations

Sub-Vented Agencies

- Driver & Vehicle Licensing Authority
- National Road Safety Commission
- Government Technical Training Centre
- Ghana Railway Development Authority
- Public Service Organizations
- Ghana Civil Aviation Authority
- Ghana Airports Company Limited
- Ghana Railway Company Limited
- Ghana Maritime Authority
- Ghana Ports & Harbours Authority
- Ghana Shippers' Authority
- Tema Shipyard & Dry Dock Company Limited
- Volta Lake Transport Company Limited
- Regional Maritime University
- Metro Mass Transit Limited
- Intercity STC Coaches Limited

3.23.2 Key Activities Undertaken

a) Ministry (Headquarters)

The policy on liberalization of the aviation sub-sector is so far on course. This has led to increased competition within the industry on the international front and most significantly in domestic operations. Key strategies that are being implemented to meet the growing demand include:

- Expansion of physical infrastructure at the Kotoka International Airport (KIA)
- Expansion and rehabilitation of physical infrastructure at the Kumasi, Sunyani and Tamale regional airports

- Improved safety and security conditions at KIA and the other regional airports.

In line with the policy of developing an integrated and strategic approach to planning and developing air transport infrastructure and services in Ghana, the Ministry commissioned a study under the World Bank funded Transport Sector Project (TSP) to develop a comprehensive and integrated national airport system plan to address the country's air transportation challenges. The plan was also to provide a planning framework in which policy makers and other stakeholders of the aviation sector can make coordinated and informed decisions on the development of Ghana's airports and air strips as part of an integrated transport network. The study, which is nearing completion, will serve as guidance for the implementation of Government policy on the development and maintenance of aerodromes in all ten (10) regional capitals of Ghana.

The policy of encouraging the private sector to get involved in investment in the transport sector under a Public-Private Partnership (PPP) arrangement is being implemented with guidance from the Ministry of Finance. This is expected to provide alternative financing mechanisms to support public infrastructure development.

A Transaction Advisory Service is on-going with assistance from the World Bank to set up a new National Airline on a Public-Private Partnership (PPP) basis. A pre-feasibility study was completed in December, 2014 and a full feasibility study expected to be completed in February, 2015. This process is being carried out to enable Government attract a strategic investor to partner it for the efficient management of the new national carrier to be established.

To address the challenge of mass transportation of bulk commodities and people, the policy to develop, rehabilitate and maintain rail infrastructure & rolling stock throughout the country, as well as, removal of all obstacles that impede the free movement of bulk goods on the Volta Lake was pursued. Efforts are underway to rehabilitate and redevelop the existing railway network and also expand the facilities along the Volta Lake to fully exploit the potentials of the Lake and also enhance inland water transport between the Northern and Southern parts of the country.

Regarding the Eastern Railway line, the Ministry collaborated with the Ministry of Finance and its sector stakeholder agencies including the Ghana Railway Development Authority, Ghana Shippers' Authority and the Ghana Ports & Harbours Authority to develop an integrated logistics corridor that links the Boankra Inland Port in Kumasi to the Eastern Railway Line from the Tema Port. The aim of the project is to divert traffic bound for Ghana's neighbouring landlocked countries to the Inland Port. This will help reduced the congestion experienced at the Tema Port. To this end, a Transaction Advisor was engaged to facilitate the establishment of the necessary structures to attract a strategic private investor under a PPP arrangement.

In order to increase competition in the area of maritime services, and also reduce costs and improve overall service delivery, the equipment and facilities at the Ports of Tema and Takoradi are being

expanded. This will open up competition for port handling services and enhance economic growth through improvements in trade opportunities within Ghana and with neighbouring countries.

Plans were put in place at the Tema Shipyard & Dry Dock Ltd to upgrade the facility and expand its capacity to meet the growing demands and advancements of the maritime industry. In this regard, a Transaction Advisory service was also being pursued to put in place the necessary modalities for the engagement of a strategic partner to enter into a PPP arrangement with Government to develop the facility.

The Ministry, in collaboration with the National Development Planning Commission (NDPC), has developed indicators to monitor and evaluate sector performance in pursuit of strategic objectives. In this regard, data was collected to allow critical analysis, monitoring, evaluation, reporting performance and planning in relation to user needs.

b) Aviation Sub-sector

Operational Statistics

The Aviation sector witnessed some significance growth and improved performance during the year. Domestic aircraft movements for instance recorded for the period Jan- Sept, 2014 was 13,066 as against the target of 11,613. This shows a favourable variance of 1,453 (3%). Also, domestic passenger movement for the same period was 560,499 exceeding the target of 465,571 by 94,928 (20.4%).

With regards to international operations, aircraft movement at KIA declined by 1.5% achieving a figure of 19,094 against the target of 19,383. Consequently, passenger movement recorded was 1,286,849 against a target of 1,377,481, a reduction of 6.6%.

The reasons for these shortfalls in international passenger numbers and aircraft movement could be attributed to the Ebola threat which caused some airlines from Europe, North America and African to suspend flights to the three affected countries of Guinea, Liberia and Sierra Leone between July and September.

There was a temporary suspension of British Airways morning flights to KIA in September, due to routine checks carried out on one of its aircraft. Rwanda Air, Lufthansa and Middle East Airlines all reduced their operational frequencies to Accra.

Air freight at KIA however experienced a significant increase of about 23.1% exceeding a target of 31,455 tonnes by 7,264 tonnes to record a figure of 38,719 tonnes. The increase in freight volumes was due to discount on extra kilogramme of cargo exported by cargo agents who patronized British Airways, improved business and trade between Ghana, Europe and the Middle East which showed appreciable growth. Exports largely contributed to the increase in total tonnage of goods carried by airlines.

c) Infrastructural Developments

With regards to Aviation infrastructure, expansion works at KIA is on-going. The 1st phase of the arrival Hall expansion is partially opened for use and would be fully completed by the end of the 1st quarter of 2015.

Negotiations are on-going for the award of contract for works to start in the first quarter of 2015 on the construction of a third terminal. In addition, construction of a Southern Apron at KIA for eight (8) wide-bodied aircraft is nearing completion.

The Phase I of the Kumasi Airport rehabilitation involving the overlay of the runway and installation of Airfield Ground Lighting (AGL) system was completed and commissioned by His Excellency, the President for night operations to commence. The first phase of the Tamale Airport re-development project commenced in August, 2013 and is at 16% complete.

Similarly, land acquisition process is on-going for the development of aerodromes in Ho and Cape Coast whilst plans are underway for the upgrade of Wa airstrip for commercial operations.

The construction of a new Aviation Academy Complex is on-going and nearing completion. The facility, when completed, would help provide academic, professional and technical training to support Ghana's growing aviation industry and that of the sub-region.

d) Railway Sub-sector

Statistics recorded between January and November 2014, for rail operations by Ghana Railway Company Ltd. (GRCL) for both passenger and freight services fell short of expectations as indicated in the table below:

Table 30: Statistics recorded between January and November 2014, for rail operations by Ghana Railway Company Ltd

Item	Target Set	Actual Result	Variance
freight services	1,320,000 tonnes	541,827 tonnes	minus 59%
passenger shuttle services on Accra-Nsawam, Accra-Tema and Takoradi-Kojokrom routes	1,320,000 passengers	1,005,950	minus 24%

e) Infrastructural Developments

The construction works on the 11km Sekondi-Takoradi via Kojokrom sub-urban railway line which commenced in 2012 is still on-going with funding by the Government of Ghana. The project is at 35% complete. Some rehabilitation works on the Accra-Nsawam and Achimota-Asoprochona were undertaken during the year to ensure continuous operation of the sub-urban shuttle services.

Cabinet approval was obtained for funding from the Brazilian Government to implement the Kojokrom to Awaso section of the Western Railway Line reconstruction project. Arrangements are also on-going to secure an Indian Exim Bank facility to construct a railway line from Tema to Akosombo to link the Lake Transport services on the Volta Lake.

During the year under review, the development of a railway master plan which started in 2013 was completed. This will serve as the blueprint for the systematic development of railway in Ghana. Public sensitization was initiated. One forum took place in Accra and another is scheduled to be held in Kumasi in the first quarter of 2015.

f) Maritime and Inland Waterways Sub-sector

As at September 2014, the ports handled a total of 1,411 deepsea commercial vessel calls. This represented an adverse variance of 84 calls or 5.6 per cent against a target of 1,495. It also represented a marginal decline of nine calls or 0.63% against the 2013 performance of 1,420 calls.

Similarly in the area of cargo traffic, by September 2014, the ports handled a total of 12,170,762 tonnes of cargo; representing an adverse variance of 1,984,755 tonnes or 14.02% against a target of 14,155,517 tonnes. The performance also represented a decline of 780,245 tonnes or 6.02% against the 2013 performance of 12,951,007 tonnes.

Container Traffic at the two Ports recorded for the period January to September, 2014 was 593,475 twenty equivalent unit (TEUs) against a target of 709,310. This resulted in a negative variance of 115,835 TEUs (16.33%). This performance also represented a decline of 56,956 TEUs or 8.76% when compared to the figure recorded for the same period in 2013.

In terms of vessel turn round time, between January and September 2014, the Port of Tema recorded 109.21 hours as vessel turn round time. This represented an improvement of 58.79 hours or 34.99% against a target of 168.00 hours. The performance also represented an improvement of 34.28 hours or 23.89% against the 143.49 hours achieved in the 2013 corresponding period. Turn round time in Takoradi Port for the nine months to September 30, 2014 averaged 62.37 hours. This performance represented an adverse variance of 8.37 hours or 15.50% against a target of 54 hours. It also represented a decline of 6.73 hours or 12.09% against the 55.64 hours recorded in third quarter of 2013.

The improvement in vessel turn round time in Tema was partly due to a decline in vessel traffic and also the load factors of vessels. It was apparent that the slack in trade performance resulted in a decline in the load factor of vessels calling at the Port of Tema. The competition for berthing space between supply vessels and deep-sea vessels, as well as, increase in vessel load factors partly explain the decline in vessel turn round time in Takoradi.

g) Infrastructural Developments

Major infrastructure works were undertaken in the Maritime sub-sector during the year under review and are at various stages of completion. Expansion of the existing breakwater at the Takoradi Port by 1.15km is 71% complete.

For the Port of Tema, the construction of a Bulk Cargo Handling Jetty to facilitate bulk cargo handling is about 35% complete. The re-construction of Net-Mending Wharf for the canoe basin (Tema Fishing Harbor) to support local artisanal fishing industry in the Tema Community is on-going.

Construction of all civil, electrical, mechanical installations and works for the International Maritime Hospital Building is on-going. Project is progressing steadily and currently the physical civil engineering works is approximately 90% complete. Procurement and installation of major equipment including CT-Scan, MRI, Morgue Refrigeration, Theatre equipment; Physiotherapy equipment; medical gas systems, medical waste treatment plant; etc. is also on-going.

The installation of a Vessel Traffic Management Information System (VTMIS) was completed and commissioned by H. E. the President in July, 2014. The system has since its completion been providing 24-hour electronic surveillance and monitoring of Ghana's coastline and the economic exclusive zone (EEZ) to ensure the protection of Ghana's maritime resources, as well as, offshore installations. The VTMIS will also ensure navigational safety, maritime security and protection of the marine environment as well as dealing with other unlawful activities at sea such as illicit drug trafficking, piracy and Illegal, Unreported and Unregulated (IUU) fishing.

Work is also almost complete (i.e. 95%) on the development of the Takoradi Logistics Platform to provide warehousing facilities for the oil and gas industry. The main challenge is how to secure full operational utilization of the facility.

Construction of the Ghana Shippers' Authority new head office building is progressing steadily and currently about 90% complete. Apart from housing the Head Office of the Authority, the building will also provide a Brokerage Hall for Freight market in Ghana. In addition, the facility will serve as a Centre of Maritime Technology linking all Ghana's ports by satellite. This project is being funded through the Authority's internally generated funds and a Bank Loan.

In order to improve transportation on the Volta Lake, three (3) units 50-seater high speed passenger ferries were procured and delivered to Akosombo for assembling. The construction of one (1) unit modular passenger/cargo ferry was completed and ready for shipment. The ferries will be in operation by the first quarter of next year.

h) Road Transport Services Sub-sector

With respect to the Road Transport Services sub-sector, the Metro Mass Transit Ltd. continued with its programmes to improve on its services to passengers. In this regard, terminals were constructed in

the various regions. This year, the construction of the Tarkwa terminal was completed and that for Aflao Terminal is about 85% complete.

Various terminal modernization measures were taken during the year under review. Some of these include: installation of information boards, help desks, vibrant website, passenger reception facilities and so on. These measures enhanced customer service satisfaction and also improved on the company's service delivery to the general public.

In addition to the 127 old buses that were re-conditioned during the year, a supplier's credit facility was approved by Parliament for the supply of 200 buses to augment the fleet. Similarly Parliamentary approval was obtained for acquisition of 290 Scania buses of which 245 would be used to operate the BRT services and 45 to augment the fleet of ISTC. This was aimed at strengthening the operations of MMT and ISTC.

The DVLA in September commenced the enforcement of non-registration of vehicles without seat belts. In line with this, six (6) companies in each region were identified and trained to undertake installation of seat belts in vehicles.

It also introduced new electronic road worthy certificates for all vehicles to help reduce the incidence of fake certificates. In order to bring DVLA services closer to the populace, the DVLA is currently rolling out a programme for the establishment of mobile satellite offices in major towns and cities in the country. Satellite stations have been established at Hohoe, Nkawkaw, Tarkwa, Mampong-Ashanti and Obuasi.

In addition to the existing four (4) Private Vehicle Testing Stations, DVLA gave authorization to sixteen (16) more private entities to construct equipment-based vehicle testing facilities at various locations. One (1) of the facilities was completed and commissioned with the remaining fifteen (15) at various stages of completion.

In the area of road safety, the NRSC embarked on public education and awareness creation programmes to protect road users and improve driver behaviours. Between January and September 2014, a total of 10,061 road traffic crashes were recorded in the country involving 15,600 vehicles. Total number of casualties from these crashes stands at 10,243 (1,441 deaths and 8,802 injuries).

A 4-storey eight (8) unit classroom block was completed for GTTC. In addition, modern training equipment for vulcanizing, air conditioning and automobile diagnostic has been procured to aid the training of artisans at the school.

3.23.3 Financial Performance

Table 31: Ministry of Transport 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	11,210,934.00	8,603,031.10	8,603,031.10
Use of Goods &	12,392,794.00	10,894,653.56	10,894,653.56

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
Services			
Non-Financial Assets	66,345,400.00	17,837,577.84	17,837,577.84
TOTAL	89,949,128.00	37,335,262.50	37,335,262.50

3.23.4 Challenges

- **Aviation Sub-Sector**

- Encroachment of lands earmarked for aviation infrastructure development due to the absence of land titles.
- High cost of financing Aviation Industry infrastructure.
- Restoration of GCAA FAA Category One Status
- Implementation of USOAP, USAP & FAA corrective actions
- Operational & Administrative challenges in co-managing the Accra FIR
- Human resource capacity limitation in relation to technical expertise in the aviation industry
- Implementation difficulties of the KIA Phase 3 Project

- **Maritime/Inland Waterways Sub-Sector**

- Inadequate legislature to support the growth and development of Ghana's inland waterways/maritime/oil & gas industry
- Financing for port developments due to high investment costs
- Inadequate rail links to improve port access and complete logistics chain to and from the hinterland
- Draft limitations which do not meet the demands of bigger modern vessels
- Congestion of port facilities including cargo clearance limitations affecting service quality delivery
- Lack of training vessel for on-board practical training at the Regional Maritime University
- Lack of appreciation of GSA role by some Stakeholders as well as unprofessional conduct by some shippers and agents
- Lack of facilities for inland waterway system e.g. Landing Stages, Passenger reception & Warehousing facilities, unchartered fairways and modern communication equipment
- Poor condition of access roads to Ferry Stations along the Volta Lake
- Difficulties in the provision of efficient and safe lake transport services on the Volta Lake due to aged vessels and equipment requiring rehabilitation or total replacement in some cases

- **Railway Sub-Sector**

- Inadequate institutional and regulatory framework for the railway sub-sector
- High cost of financing railway infrastructure development.
- High number of GRCL staff relative to current operations posing difficulties in the payment of staff salaries
- Encroachment of lands earmarked for railway development
- Poor railway infrastructure resulting in the closure of some sections of the railway system, thus, affecting the provision of efficient passenger and freight services

- **Road Transport Services Sub-Sector**

- High number of fatalities and carnage on the roads
- Resistance by GPRTU for the installation of seat belts in commercial vehicles
- Unwillingness of private investors to construct vehicle testing facilities at less busy locations
- Ageing fleet of commercial vehicles plying our roads
- Operational and financial challenges facing ISTC
- Low compliance to the requirements of the Road Traffic Regulations 2012 (L.I.2180)
- Absence of a regulatory authority for the Road Transport Services sub-sector

3.23.5 Outlook for 2015

- **Railway sub-sector**

- For the railway sub-sector, the main focus for 2015 will be the rehabilitation and modernisation of the existing lines. In this regard, the following activities have been planned to be pursued;
- Sensitization of the public on the Railway Master Plan
- Completion of the Front End Engineering Design (FEED) for the reconstruction of the Western Railway Line.
- Parliamentary approval will be sought to enable the commencement of works on the Western Line under a Brazilian Government credit facility as well as the Indian EXIM Bank facility for the Tema-Akosombo rail line which forms part of the multi-modal transport corridor between Tema and Buiepe in the northern part of Ghana.
- Continue construction of the Sekondi-Takoradi via Kojokrom sub-urban railway line.
- Continue the process to develop the Eastern Railway Line as part of an integrated corridor to link with the Boankra Inland Port under PPP arrangement
- Minimum maintenance works would be undertaken on the existing lines offering sub-urban rail services (Accra-Nsawam and Achimota-Asoprochona) pending the execution of the PPP Project.

- **Aviation sub-sector**

The Ministry will continue with the infrastructure development of the Aviation Subsector. The main activities will include:

- Completion of the expansion works at KIA including the extension of the Arrival Hall
- Commencement of works on the development of a 3rd Terminal at KIA
- Complete the first phase of the Tamale Airport redevelopment
- Finalize land acquisition processes and commence feasibility studies on the development of aerodromes at Ho and Cape Coast
- Complete the Master Plan and design for the next phase of a new Terminal for Kumasi airport
- Continue with the process of acquisition of land and feasibility for the new international
- Continue with the process of acquisition of land and feasibility for the new International Airport at the Dangbe West district
- Continue and complete the establishment of the National Airline under a PPP arrangement.

- **Maritime sub-sector**

- In the Maritime and Inland Waterways sub-sector, the Ministry will continue with the development of infrastructure and the following projects will be vigorously pursued in 2015;
- The Takoradi Port Development project will be continued with works including dredging, land reclamation, provision of new berths, as well as access roads to the port.
- Tema Port will also proceed with its expansion including the new Container Terminals, reclaimed land, new berths and access road. On-going construction of Cargo Handling Jetty would be completed.
- The Takoradi Logistics Platform by the Ghana Shippers' Authority will also be completed to serve the oil & gas industry.
- Completion of the construction of the 11-Storey Shippers' Centre to house the head office of the Ghana Shippers' Authority in order to provide a comfortable and conducive environment to better serve shippers and the general public.
- Commissioning of three (3) high speed passenger ferries and one (1) modular ferry for operation on the Volta Lake. Also, three (3) older Ferries will be retrofitted with new marine engines.
- Funding would be secured for the implementation of the Eastern Corridor Multimodal project to improve services on the Volta Lake.
- Advance Shipment Information Services (ASHIS) will be implemented by the Ghana Shippers' Authority to facilitate clearance of goods at the Ports

- **Road Transport Services sub-sector**

- With regard to road transport services, the following programs will be undertaken in 2015;
- DVLA to complete its automation in order to improve upon its service delivery to the public

- The implementation of the Seat Belt regulations will come into force in July, 2015
- The implementation of the Road Safety Strategy III Action Plan which is aimed at halting the rising trend of road accidents by 2015 and further reduce it by 50% by the year 2020 will be continued
- The NRSC will continue with its public education and enforcement of safety standards in line with L.I. 2180 to improve road safety in the country.
- The NRSC will also engage road agencies to ensure that the necessary road markings and road furniture are provided to guide all road users.
- Awareness will be increased in the area of seatbelt use in all commercial vehicles, as well as non-use of mobile phones whilst driving.

3.24 MINISTRY OF WATER RESOURCES, WORKS AND HOUSING

The Ministry of Water Resources, Works and Housing, is an Infrastructure Sector Ministry in the Ghana Civil Service. The Ministry exists to formulate and implement policies, plans and programmes for the sustainable management of the nation's water resources, the provision of safe, adequate and affordable, water related sanitation, safe, secure, decent and affordable housing, other landed properties, coastal protection works, operational hydrology and drainage for the well-being of all people living in the country.

3.24.1 Sector Departments, Agencies, Public Boards and Corporations

The Ministry has oversight for the following sector organisations:

Civil Service Departments

- Public Works Department
- Hydrological Services Department
- Department of Rural Housing
- Rent Control Department
- Public Servants' Housing Loan Scheme Board

Sub-vented Agencies

- Community Water and Sanitation Agency
- Architects Registration Council
- Water Resources Commission
- Engineers Council

Public Boards and Corporations

- Ghana Water Company Limited
- Tema Development Corporation
- State Housing Company Limited
- Architectural Engineering Services Limited

3.24.2 Key Activities Undertaken

a) Water Resources Management Program

- Programs were initiated to efficiently regulate and manage the utilisation of freshwater resources to ensure the sustained availability of good quality water for all domestic water supply, hydro power generation, irrigation, aquaculture, ecosystems, mining, and industrial consumption.

- The Ministry launched in May 2014 the Riparian Buffer Zone Policy and initiated Pilot schemes to develop and maintain buffers in the Densu, Tano and White Volta river basins to conserve and preserve the water bodies as well as provide valuable socio-economic services.
- A demonstration project was successfully completed at the end of 1st quarter of 2014 using participative campaigns of reforestation to restore the Black Volta and its tributaries within the Bole and Sawla/Tuna/Kalba districts in the Northern Region of Ghana. Sections of the Black Volta were successfully dredged and reforested using community volunteers to restore river channels to reduce flooding and the degraded banks. In addition, over 80 people were trained in improved charcoal production to reduce the level of degradation in the area.
- A Regulation on Dam Safety was developed to regulate and coordinate all relevant activities related to dam design, construction, operations, maintenance, and decommissioning. The Regulations were finalized as at end of April 2014 to be laid in Parliament for adoption. The ultimate goal is to ensure uniform and adequate level of safety for all dams throughout the country.
- Public awareness and education campaigns were enhanced to sensitize the public on the proper use of water resources. 3 documentaries were produced for screening on national television networks. Furthermore, 186 police prosecutors and 230 media personnel in 8 regions were trained to assist in enforcing compliance of water use regulations, educating the public, and improving on media reportage.
- Trans-boundary co-operation is being pursued through the ratification of the UN Watercourses Convention. A country ratification kit giving comprehensive information on the relevance and applicability of the Convention to Ghana has been developed and submitted to the Attorney's General's Dept. for further action.

b) Atima Rural Water Supply Rehabilitation & Expansion Project

GWCL completed the transmission pipelines, four (4No) Reservoirs. The construction of a 9.24MGD water treatment plant is substantially completed. Distribution extensions and installation of standpipes in the distribution system was completed.

c) Mampong Water Supply Project

The project was completed and handed over to Government in May, 2014. The scope included dredging of reservoir, construction of 1.76MGD Water Treatment Plant, laying of transmission pipelines and the distribution pipe network extension. Rehabilitation of the existing treatment plant was also undertaken.

d) Five Towns (Kibi, Osenase, Apedwa, Anyinam and Kwabeng) Water Supply Project

The project was completed and handed over to Government in March, 2014. This involved the construction of 440,000 gallons water treatment plants at Apedwa and Kibi and the installation of 220,000 gallons water treatment plants at Kwabeng and Osenase. Currently, boreholes are being developed for the Anyinam system, due to pollution of the surface water source there.

e) Nsawam Water Supply Expansion Project

Construction of a water treatment plant at Nsawam and distribution pipelines was completed. Project will add 1.7MGD of water to the supply system.

f) Kumawu, Kwahu Ridge, Konongo Water Supply Project

A 54km transmission pipelines was laid from the treatment plants to the reservoir sites at Kumawu. Construction of 6 No Elevated Water Tank (EWT) and 3 No ground reservoirs are in progress. Design review of water treatment plant at Kumawu and Konongo is also in progress. At Konongo, 2 No EWT have been rehabilitated. Overall, the Project is 60% completed.

g) Wa Water Supply Project

The existing water supply system depends on ground water. The project was based on an intake on the Black Volta which was to provide 3.3MGD. Other components of the project include; the construction of 35km transmission, 65km distribution pipelines, storage tanks and the provision of a dedicated electricity source. The project is about 20% complete. Work is to be completed by February, 2016.

h) Kpong Water Supply Expansion Project

- The project was envisaged to increase water supply to GAMA by 40MGD. Water supply from Kpong through Dodowa to the existing Terminal Reservoir at Okponglo and the newly constructed ones at Madina and Boi, were completed and currently being test run.
- The Ministry in July, 2014 completed the 3.3MGD package treatment plant and replaced the existing intake pumps. The scope also included the laying of 250m of 1800mm diameter steel raw water pipeline and the installation of 3 sets of new high lift pumps for the ATMA rural plant.

i) Cape Coast Water Supply Project

This project which aims at improving the reliability of water supply in Cape Coast and its environs is being funded through the Ghana–Netherlands WASH program. The project is to complete the link between the Sekyere Heman water system and the Brimsu Water Treatment plant. Interested firms were invited to submit tenders for prequalification and tendering is in progress.

j) AFD Funded Peri Urban Strategy Pilot at Berekum

Physical construction works comprising drilling of boreholes and improvement of distribution network in the pilot project area at Berekum (i.e. Adom, Jamdede and Kato) were completed. A

Study to develop a suitable peri-urban management strategy was also completed and the consultant is currently preparing the report for implementation.

k) World Bank Sponsored Urban Water Project (UWP)

Subsequent Year Investment Programs (SYIP) which involves the construction and consultancy services assignment on Civil Works in Wa, Agona, New Edubiase, AkimOda, AkimOfoase, Suhum, Asamankese, Peki, Kpando, Anfoega, Sovie, NkonyaAhenkro, BremanAsikuma, Dunkwa on Offin, Aboso, Bogoso, Axim, Elubo and Prestea are at different stages of implementation.

l) Teshie-Nungua Desalination Water Project

The Teshie-Nungua Desalination Water Project is a 13MGD treatment plant to serve about 500,000 people in Teshie, Nungua, the Teshie Military barracks, Baatsonaa, Sakumono and parts of La-Dadekotopon. It is being implemented through a Build, Own, Operate and Transfer (BOOT) mechanism. The project which involves the desalination of sea water was completed and is currently undergoing test run.

m) Sogakope-Lome Water Supply Project

To promote the Ghana-Togo bilateral relationship, a trans-boundary water project is being implemented by the two countries. The project will enable Togo secure its water supply from the Volta River at Sogakope, for delivery to Lome. An MoU which spells out the terms of collaboration between the two countries has been signed.

n) GAMA Sanitation and Water Supply Project

The On-lending of World Bank funding of US\$48.1 million to Government was approved by Parliament for the improvement in transmission and distribution network of the GAMA area, with focus on low income communities.

o) Sunyani Water Supply Expansion Project

Government signed the Works contract for the above project. Discussion for signing of the credit agreement is in progress and works are expected to start after conclusion of discussions and conditions for commencement has been met.

p) Rural Water and Sanitation Management Program

The CWSA carried out a number of water and sanitation projects to enable it achieve the 76% rural water coverage by 2015,

q) Peri-Urban, Rural and Small Towns Water and Sanitation Project in the Brong Ahafo Region

The project was planned to be implemented over a five-year period (2009-2014). The objective of the project is to improve access to sustainable water and sanitation services in the 27 Districts of the Brong-Ahafo Region.

r) Status as at December, 2014:

Eleven (11) small town water systems completed out of 15, and four (4) other systems are on-going. The completed systems are:

- Nsapor/ Nanasuano and Fetentaa in the Berekum District,
- Dadiesoaba and Nkaseim in the Asutifi South District,
- Ntotroso/Gyedu in the Asutifi North District,
- Nkwaeso/Twimia Nkwanta in the Techiman District,
- Ayerede and Busunya in the Nkoranza North and South Districts respectively,
- Babatokuma in the Kintampo North District.
- Kajaji in the Sene East District, and
- Kwapong in the Asunafo South District.
- Nkwabeng in the Nkoranza South District (85% Complete)
- Jema and Anyima in the Kintampo South District (85% Complete)
- Kadelso in the Kintampo North District (80% Complete)

s) Sustainable Rural Water and Sanitation Project (SRWSP)

This is a five and half year (2010-2015) World Bank funded project with a loan facility of US\$75 million. The Project is targeted to improve access to water and sanitation services for 600,000 people in the Upper West, Upper East, Northern, Brong-Ahafo, Central and Western Regions of Ghana.

The project which is at the various stages of completion is providing 1,200 new boreholes in five regions, rehabilitating 400 old boreholes in the Northern region. Construction of 40 limited mechanized water facilities and 29 Small town pipe systems in the six beneficiary regions

t) Northern Region Small Towns Water and Sanitation Project (NORST)

This is a seven (7) year Canadian Department of Foreign Affairs, Trade and Development (DFATD) supported water supply and sanitation project aimed at providing increased access to sustainable potable water and sanitation services for 20 selected small towns in the Northern Region (approximately 125,000 beneficiaries). Thirteen (13) districts along the eastern corridor of the Region are the beneficiaries of the project. The project is in three phases. The DFATD budget for the NORST project cost is CDN\$30million and it is in its sixth year of implementation.

u) Government of Ghana 5-Year 20,000 Borehole Program

As part of its commitment to safe Rural Water Supply, the Government is delivering 20,000 boreholes over a 5-year period from the Consolidated Fund. So far GH¢17 million has been released for the construction of the first batch. 1,115 boreholes have since been drilled and fitted with hand pumps. Water and Sanitation Management Teams (WSMTs) have been formed and trained in all the communities in which facilities have been installed.

v) North Tongu and Adaklu-Anyigbe Water Supply Scheme

The scheme is a three phased project being implemented to improve the delivery of water to the people in the Districts. Under the phases 1 and 2, a 1.1MGD treatment plant has been constructed in MafiAdidome. Again, 8 high level water tanks have been completed at Dadoboe, Kpedzeglo, Kutime, Kanikope, ManeseZongo, Mafi Kumasi, AvedoBakpa and Bagalikope, and 85.37km of transmission lines laid. The first 45 standpipes have also been constructed from savings in phases 1 and 2.

w) KOICA-Krachi East & West Water and Sanitation Project

This project is being executed by Korea International Development Agency (KOICA) with a Four Million United States Dollars (US\$4 million) Grant from the South Korea Government. The target districts of the project are Krachi East and West in the Volta region.

Under the project 3 limited mechanised systems were constructed and 106 boreholes drilled, 53 out of the 82 institutional latrines have been constructed and 83 boreholes rehabilitated. Also, 11 pipe extensions have been completed. This means all the water facility targets have been met.

x) GoG Sponsored Water Projects at various stages of completions

- Akrokeri Piped Water Supply Project (Ashanti Region)
- Rehabilitation & Expansion of Nsawkaw-NkonaKwaja Small Town Water supply

y) Human Settlement and Development Programmes

- Construction of Housing Units for the Security Services – Phase 1
- Construction of 5,000 Housing Units at Saglemi – Ningo Prampram
- Construction of 4 Storey, 8 Unit Block of Flats at Roman Ridge
- Redevelopment of Government Residential Properties Phase IV at Kanda
- Completion of State House Towers (JOB 600)
- Completion of Affordable Housing

z) The National Housing Policy

A Draft National Housing Policy has been formulated with an overall goal of providing adequate, safe, decent and affordable housing that is accessible and sustainable with the infrastructural facilities using the private sector, with government as the facilitator or partner where appropriate. The document has been submitted to Cabinet for approval.

aa) General Maintenance and Management Program

- This program involves the rehabilitation, refurbishment and maintenance of government landed properties. The rehabilitation and refurbishment of 56 ministerial and prestige bungalows that were earmarked have been successfully completed. Out of 45 units on-going house types A, B, and C most of them have been completed, whilst a few are at gable level. To date the total units

completed is 618 units out of a target of 836 from inception of the program, thus constituting 74% completion. Furthermore, six [6No.] out of ten (10) P.W.D. regional offices nationwide including the Head Office are expected to be refurbished, while fifty [50No.] bungalows and on-going renovation of Ministerial/Prestige bungalows have been earmarked for rehabilitation and completion respectively.

- The Department of Rural Housing under the Cocoa Farmers' Housing Project was able to construct Seven (7) Cocoa Farmers House of the targeted (8) houses to provide access to affordable shelter for cocoa farmers in the cocoa growing communities
- The Department was able to train (52) unemployed youth to acquire skills in construction using local building materials out of the targeted 2,500 unemployed youth.

bb) Indigenous Building Materials Production and Training Centers Program

This program seeks to setup improved indigenous building materials centers in all the districts of Ghana. The aim of this program is to promote the manufacture and use of local building materials and the application of appropriate technologies in housing.

In 2014, a total of 45 training centers were targeted. Out of this number, only one (1) centre is near completion due to inadequate funding, transportation and logistics for the project.

cc) Skills Training Program

The Skills Training Program intends to transfer technology to households, unemployed youth, junior and senior high school secondary leavers.

In 2014, a total of two thousand five hundred (2,500) youth were proposed to be trained throughout the country. However, only one hundred (100) out of this number were trained due non release of funds and logistics for monitoring and evaluation.

dd) Mortgage Financing for Public and Civil Servants

In 2014, the scheme's revolving fund as at August generated an amount of Eight Hundred and Ninety-Eight Thousand and Two Hundred Ghana Cedis (GH¢898,200.00). In this respect, ninety-one (91No) beneficiaries were given monies to continue their project.

ee) Infrastructure Management Program

This program seeks to protect the country's coast line and provide drainage to reduce the perennial flooding and safeguard life and property.

The following are a number of coastal protections and drainage works undertaken:-

ff) Aboadze Coastal Protection Works

The Coastal protection works at Aboadze is located in the Western Region of Ghana aimed at protecting the land, preventing further erosion and protecting life and property particularly the Aboadze Thermal Plant. Current state of implementation is 40%.

gg) Sakumono Coastal Protection works, Phase 2

The Coastal protection works at Sakumono is located in the Greater Accra Region and is the second phase of the works. The project is aimed at protecting the land and preventing further erosion and protecting life and property, particularly the railway line and parts of the Tema Harbor. Current state of phase II implementation is 40%.

hh) Nkontompo Coastal protection works

The project is located in the Western Region of Ghana aimed at protecting the land and preventing further erosion and protecting life and property. Current state of implementation is 20%.

ii) Adjoa (New Takoradi) Coastal protection Works

The Coastal protection works at Adjoa (New Takoradi) is located in the Western Region. The Ministry has received commencement certificate to start construction works and is currently going through the procurement process to award contract.

jj) Akora River Drainage Project

The storm water drainage improvement works at Agona Swedru is located in the Central Region. Due to non-performance, the contract was re-awarded on contract. Current state of implementation is 40% completed.

kk) Extension of Nima Drain Phase 1

The storm water drainage improvement works at Nima is located in the Greater Accra Region of Ghana. Current state of implementation is 7%.

ll) Construction of Reinforced Concrete Drains at Sakaman, Lot 1

The storm water drainage improvement works at Sakaman is located in the Greater Accra Region. Current state of implementation is 72%.

mm) Construction of Reinforced Concrete Drains at Goaso, Lots 1,2& 3

The storm water drainage improvement works at Goaso is located in the BrongAhafo Region. The project is in three phases being constructed simultaneously by three contractors. Current state of implementation for the first two phases is 68% and 76% completed respectively, while the third phase has been determined. Construction works is expected to continue in 2015.

3.24.3 Financial Performance

Table 32: Ministry of Water Resources, Works and Housing 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	23,926,331.00	18,747,250.50	18,747,250.50
Use of Goods & Services	2,495,783.00	65,289.16	65,289.16
Non-Financial Assets	63,296,731.00	45,068,662.25	45,068,662.25
IGF	6,023,120.00	5,516,537.59	5,516,537.59
TOTAL	95,741,965.00	69,397,739.5	69,397,739.5

3.24.4 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

3.24.5 Outlook for 2015

- **Water Resources Management**

Two decentralized secretariats and Basin Boards will be set up for the Black Volta and Birim Basins. The IWRM Plans for the Densu, White Volta and Ankobra Basins will also be completed and implementation initiated to address prioritized water resources management problems specific to each of the basins.

- **Urban Water Management Program**

This program seeks to efficiently manage and improve water coverage in the country to eighty five per cent (85%) by 2015. In 2015, the programs clearly set out to continue with the construction, expansion and rehabilitation works of water systems.

- **Rehabilitation and Expansion of 10 Water Systems**

GWCL to rehabilitate 10Nº systems nationwide to their installed capacities and expanded to meet 2025 water demand. Works on these systems include Obuasi, Acherensua, Yendi, Agordome,

Sogakope, Dwomo, Winneba, Begoro, Akwatia, Berekum and Dormaa Ahenkro. Work is expected to start in 2015 subject to the fulfilment of conditions precedent to the commencement of contract.

- **Rural Water Management Program**

This program seeks to efficiently manage and improve water coverage in the country to seventy six per cent (76%) by 2015. The program also seeks to ensure the provision of safe drinking water and related sanitation services as well as hygiene promotion to rural communities and small towns.

- **Sustainable Rural Water and Sanitation Project (SRWSP)**

This project is funded, by the International Development Association (IDA) of the World Bank, with loan of US\$75 million. The five year (2010-2015) Project is targeted to improve access to water and sanitation for 600,000 people in the Upper West, Upper East, Northern, Brong Ahafo, Central and Western Regions of Ghana.

- **Human Settlement and Development Program**

In 2015, Ministry will continue with the phase two of the construction of housing units for the security services (i.e. for the Navy) at Tema. This consists of 368 housing units. The project which started in 2014 is expected for completion in 30 months. Work progressing steadily.

In 2015, the Public Servants Housing Loan scheme expects to complete fifty (50No) of the on-going project. It is expected that government will released budgeted monies to enable the scheme to provide the necessary assistance to applicants and beneficiaries to complete their housing projects on time. It is expected that the scheme will generate One Hundred and Forty Thousand Ghana Cedis (GH¢140,000.00) next year for the revolving fund.

- **General Maintenance and Management Program**

In 2015, the Ministry intends to undertake the following projects:

- Keta Sea Defence resettlement program-50 units at a cost of GH¢3.00Million Renovation of PWD Head Office, Accra.
- Refurbishment of 10 regional offices in the regional capitals nationwide at a cost of GH¢0.50Million
- Renovation of 50no. Government bungalows nationwide at a cost of GH¢1.50Million

- **Construction of Reinforced Concrete Drains at Tafo**

The project is located at Tafo in the Ashanti Region. Construction works is expected to commence in 2015 and is scheduled to be completed in Twelve months.

- **Construction of Reinforced Concrete Drains at Ofoase Kokoben**

The storm water drainage improvement works at Ofoase Kokoben is located in the Ashanti Region. The project is aimed at solving the perennial flooding and erosion problems as well as mitigating the

disaster risks associated with flooding. The project is scheduled to commence in 2015 and expected to be completed in Twelve months.

- **Construction of Earth Drains at Taifa, Lots 1 & 2**

The storm water drainage improvement works at Taifa, located in the Greater Accra Region is aimed at solving the perennial flooding and erosion problems as well as mitigating the disaster risks associated with flooding. The project which is in two phases is on-going and is expected to be completed in 2015.

3.25 MINISTRY OF YOUTH AND SPORTS

The Ministry of Youth and Sports has the mandate of developing the capacity of the youth and integrate them in national development, while ensuring that the nation's values and aspirations are inculcated in them. 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.

3.25.1 Sector Departments and Agencies

The Agencies operating under the Ministry are as follows:-

- The National Sports Authority
- The National Youth Authority
- The National Sports College Winneba

A bill is currently before parliament to determine which Ministry the Ghana Youth Employment and Entrepreneurial Development Agency will serve under.

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.

3.25.2 Key Activities Undertaken

a) Policies and Regulations

As part of efforts to provide the necessary legal regimes and policy guidelines to enhance the performance in the sector, the following bills and Draft policies were initiated and have reached various stages as indicated below:

- **Implementation or Action Plan of the National Youth Policy:-**

To ensure the smooth implementation of the National Youth Policy which was launched in 2010, the Ministry finalized the Action or Implementation Plan of the Policy and submitted it to Cabinet for approval. The plan identifies 19 Priority Areas for youth development and provides a framework for the implementation of these priority areas. The Plan also provides an action matrix with indicators, means of verifying Projects and Programs, the time frame for their implementation, their estimated costs as well as their collaborative partners. These will enhance the execution, monitoring and evaluation of youth development activities and projects.

- **Draft Sports Bill**

The Ministry in September, 2014 organized a stakeholders meeting on the Draft bill for validation. The amendments made in the draft bill in the meeting have been conveyed to the Attorney General Department for finalization and submission to Cabinet for necessary action.

- **Draft GYEEDA Bill**

This bill was also worked on by the Ministry and submitted to Cabinet for further action. The Bill has currently been laid before Parliament for consideration.

- **National Youth Bill**

The Attorney General's Department and Inter-Ministerial Co-ordinating Committee on Decentralization have submitted a Draft Youth Bill to the Ministry for further action. Meanwhile, the Ministry has in its custody a Bill which had passed through Cabinet to Parliament but could not be laid before the last Parliament of this Republic rose in December, 2012. The Ministry has worked on the draft bill and submitted it to the AG's Office for further action. The Attorney General has advised that the bill be referred first to the Ministry of Local Government and the Inter-Ministerial Committee on Decentralization for consideration.

- **The National Sports College Bill**

It is intended that a bill be passed to establish the National Sports College as an independent Institution which will among other things:

- Organize education and training for sports professionals;
- Conduct refresher courses for sports personnel;
- Conduct and encourage research into matters relating to sports;
- Provide camping facilities to persons engaged in sports.

In addition, the College will establish a uniform and recognized qualification and accreditation system in sports and provide programs to develop the human resources needed for sustainable sports culture. The Draft Bill for the College which was submitted to the AG's Office and has been referred back to the Ministry for comments.

- **The National Sports Policy**

Preparatory work is on-going to revise the current National Sports Policy which was formulated in 1974. The revised policy will take care of the several innovations and modern trends that have characterized the Sports Industry over the past decades.

b) Participation in International Football Competitions

The Ministry facilitated the preparation and participation of the National Football Teams in international competitions organized by the World and Africa Football Governing Bodies, FIFA and CAF respectively in the course of the year. Notable amongst them was; the participation of the Black Stars in the 2014 FIFA World Cup Tournament in Brazil, the Local Black Stars participation in the 2014 CHAN Tournament in South Africa, the Black Maidens participation in the FIFA U-17 Women's World Cup Tournament in Costa Rica and the Black Princesses participation in the 2014 FIFA U-20 Women's World Cup Tournament in Canada.

c) Participation in other International Sports Events

During the review period, Ghana participated in the Africa Youth Olympics in Botswana, the World Youth Olympics in China and the Commonwealth Games in Glasgow. It is significant to mention here that Ghana's first gold medal at the World Youth Olympics was won by Martha Bessa in Athletics in the 200 meters flat. She was accordingly awarded by His Excellency, the President.

d) Brainstorming Sessions on Sports Development

The Ministry also organized important stakeholder conferences and meetings on the way forward in Ghana Sports. These included a retreat for football administrators on management and promotion of football in Ghana; a retreat for General Sports Administrators on sports development, and a forum with stakeholders on financing of Sports in Ghana. There was also a brainstorming session with representatives of the Tertiary Institutions on the development and promotion of Sports in their Institutes.

Various recommendations including the introduction of Sports Lotto and Betting were discussed at the fora which the Ministry is currently implementing.

e) Cape Coast Sports Stadium

The construction of a modern sports stadium in Cape Coast with a grant from the Chinese Government is progressing steadily, with more than 65% of the work completed as at the close of the year. The 15,000 seater capacity stadium comprises among others a playing field, offices, gyms, restaurants, hostel facilities etc.

f) Restructuring of GYEEDA

On the youth front, the final phase of the migration of staff of GYEEDA unto the Public Services was completed during the year. The Conditions of Service and the Scheme of Service of the Agency have also been developed and approved by the Public Services Commission and are being implemented whiles payment of salary arrears due the staff that came about as a result of the migration process have been settled.

Besides this, Government's directives on the recommendations of the Report of the Committee to investigate and review the operations of GYEEDA are being implemented. Among other things, the contracts of all the service providers of the Program have been terminated whiles beneficiaries who have served two (2) years or more under the Program have been exited and all the allowances due them settled.

Also, the process of restructuring the Agency to position it to fulfil its mandate of training and equipping our youth in skills acquisition and entrepreneurship has commenced with the running of relevant courses for all staff of the Agency at GIMPA. The first phase of the course is in monitoring and evaluation for all the District and Regional Co-ordinators as well as all Senior Officers of the Program.

g) National Youth Patriotic Lectures

In the course of the year, the National Youth Patriotism Lectures were successfully organized in Tamale and Kumasi to imbue in the Youth a sense of nationalism and patriotism. It is expected that these lectures will be replicated throughout the country in the coming year.

h) Youth Enterprise Support Program

The Youth Enterprise Support Program was also launched in August 2014 by His Excellency John Dramani Mahama with a seed capital of Ten Million Ghana Cedis to assist young Ghanaians with creative and innovative business ideas and plans to achieve their full potential.

i) Rehabilitation of Youth Leadership and Skills Training Institutes

The Ministry is in negotiations with the DDY Wing of Canada to rehabilitate all the Eleven (11) Youth Leadership and Skills Training Institutes under the National Youth Authority. Under a Memorandum of Understanding signed with DDY Wing, the Company will provide technical and financial support for the development of these Institutes which have considerably run down over the years. Ultimately, the Institutes will provide long and short term training programs for the youth who are desirous of acquiring skills as a source of livelihood.

3.25.3 Financial Performance

Table 33: Ministry of Youth and Sports 2014 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
GoG			
Compensation of Employees	9,887,936.00	10,454,583.97	10,454,583.97
Use of Goods & Services	19,879,853.00	47,016,090.48	47,011,288.46
Non-Financial Assets	6,366,328.00	616,857.28	616,857.28
TOTAL	36,134,117.00	58,087,531.73	58,082,729.71

3.25.4 Challenges

Most of the Ministry's challenges centered on:

- 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

3.25.5 Outlook for 2015

Bills and Policies

The following bills will be laid in Parliament by the close of year, 2015:

- The National Sports Bill
- The National Youth Bill; and
- The National Sports College Bill

In addition, the Implementation or Action Plan of the National Youth Policy which is currently before Cabinet will be launched while the National Sports Policy will be reviewed to take care of modern trends in sports.

• **Participation of National Teams in International Competition**

The Ministry will facilitate the participation of the Senior National Football Team the Black Stars in the 2015 Africa Cup of Nations (AFCON) scheduled to take place in Equatorial Guinea in January/February 2015.

Also, the National Under 20 Team, the Black Satellites will participate in the Africa Youth Championship in Senegal. If the team qualifies, they will also participate in the FIFA U – 20 Youth Championship in New Zealand in the coming year.

The Black Meteors and the Local Black Stars will participate in qualifiers for the All Africa Games and the CHAN respectively.

On the Women's front, the Black Queens will participate in qualifiers for the 2015 All Africa Games in Congo and the 2016 Olympic Games scheduled for Rio, Brazil. Besides, the Black Princesses and Black Maiden will also participate in qualifiers for their respective African and World Cup Tournaments.

• **Rehabilitation of Accra, Kumasi, Essipong and Tamale Sports Stadia**

The Ministry expects that Ghana will win the bid to host and organize the 2017 Africa Cup of Nations.

As part of preparation towards the successful organization of the Tournament, work will commence on the rehabilitation of the Accra, Baba Yara, Essipong and Tamale Sports stadia which are expected to serve as match venues.

The Authority intends to outsource some aspects of the rehabilitation works of the four stadia under public private partnership and appoint a transaction advisor by the close of the year.

- **Completion of the Construction of the Cape Coast Sports Stadium**

Work on the Cape Coast Sports Stadium is currently over 65% complete and is expected to be completed and handed over in October, 2015. The stadium could serve as an alternate venue for the 2017 AFCON tournament which is expected to be hosted and organized in Ghana.

- **Rehabilitation of the National Sports College under PPP**

The Ministry has made considerable progress in its pursuit for private collaboration through the Public Private Partnership arrangement to expand the infrastructure stock of the National Sports College. Under the arrangement, the following infrastructure among other will be provided at the college:

- hostel and other hospitality facilities;
- construction of new classroom blocks;
- construction of gym, sports hall etc.;
- the rehabilitation and construction of playing fields and Tennis Courts; and
- construction of accommodation facilities for staff

At the moment, a Transaction advisor has been procured through the procurement process and it is expected that by the close of next year, financiers and contractors will be sourced to commence physical work on the Project.

It is the intention of the Ministry to upgrade the facilities at the National Sports College and provide it with the necessary legal regime to turn the College into a College of Excellence in Sports in the sub-Region.

- **Construction of Stadia and Sports Academies**

The construction of sports academies throughout the country and two (2) modern sports stadia in Ho and Bolgatanga is expected to commence in the coming year. The two (2) 15,000 seater capacity sports stadia will add to 7 the number of Regional Capitals with modern sports stadia in the country. The sports academies will nurse and nurture to stardom budding sporting talents identified in our schools and communities.

- **Rehabilitation of the Youth Leadership and Skills Training Institutes**

The Ministry expects to seal a loan agreement already initiated for funds to rehabilitate and upgrade facilities at the 11 youth leadership and skills Training Institutes located throughout the country. At the moment, the Term sheet together with the Draft Agreement has been forwarded to the Ministry of Finance for necessary action.

- **National Unity Games**

The National Unity Games which serves as a platform for unearthing talents for the National Teams would be organized in the 2015. Planning and preparations for the festival will begin early in the year to forestall postponement of the tournament.

- **Youth Regulations**

After the passage of the National Youth Law and the launch of the Implementation Plan of the National Youth Policy, the Ministry will commence work on the formulation of Youth Regulations to streamline the formation and operation of youth groups in Ghana.

CHAPTER 4

4.0 DEMOGRAPHICS ON STAFFING, TRAINING & MOVEMENTS IN 2014

4.1 Distribution of Officers in the Civil Service

The staff strength of the Ghana Civil Service as at December 2014 numbered 15636 as per the table below. Out of this figure, 10393 representing 67% comprised staff at the various Departments in the Service, while 4426 representing 28% comprised staff in the Ministries and 817 representing 5% in the Extra-Ministerial Organisations.

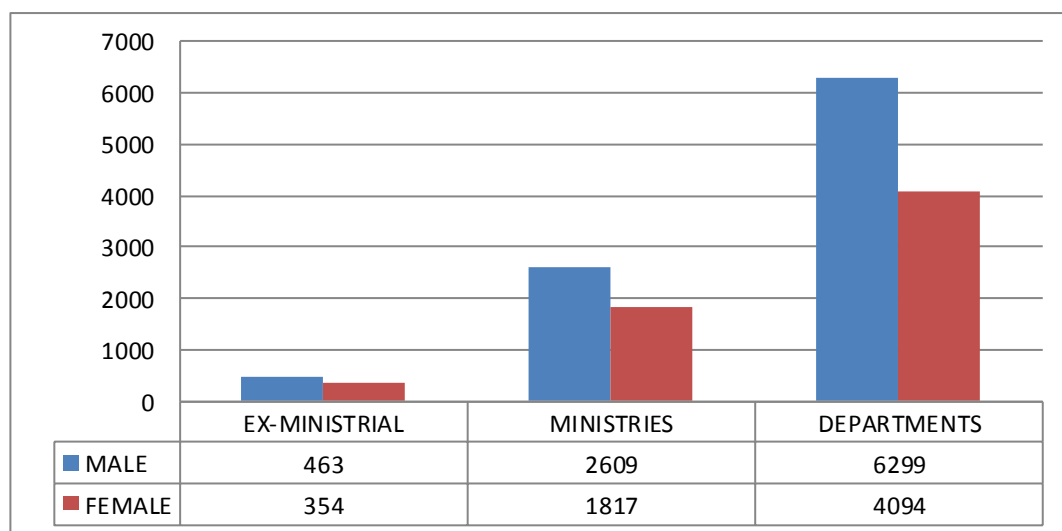
Table 34: Total Number of Officers by Extra-Ministerial Orgs. , Ministries & Departments

NO.	ESTABLISHMENT	MALE	FEMALE	TOTAL	%
1.	EXTRA-MINISTERIAL ORGS	463	354	817	5
2.	MINISTRIES	2609	1817	4426	28
3.	DEPARTMENTS	6299	4094	10393	67
TOTAL		9371	6265	15636	100

4.2 Analysis of Staff Distribution by Sex

As presented in Figure 1 below, the sex distribution in the Ghana Civil Service clearly indicates that the Service has a larger number of male staff. The total number of males in the Service as at December 2014 was 9371 which represents 60% whereas the total number of females was 6265 representing 40%.

The Civil Service is open to all Ghanaians irrespective of sex; race, or religion. This is in accordance with the Ghana national policy of non-discrimination. However for balanced decision making more efforts should be directed towards attracting more females into the service as well as ensuring that more females enter the higher echelons in the Civil Service.

Figure 1: Distribution of Staff in the Ghana Civil Service by Sex

4.3 Analysis of Staff Distribution by Age Groups

Figure 2 below indicates that the age group, 41-50 years number up to 4543 representing the highest number of staff in the Service. This is closely followed by the age category of 31-40 years numbering 4,388. The range of 60 years and above, which mostly comprises staff on contract, recorded the least number in the distribution with only 31 persons.

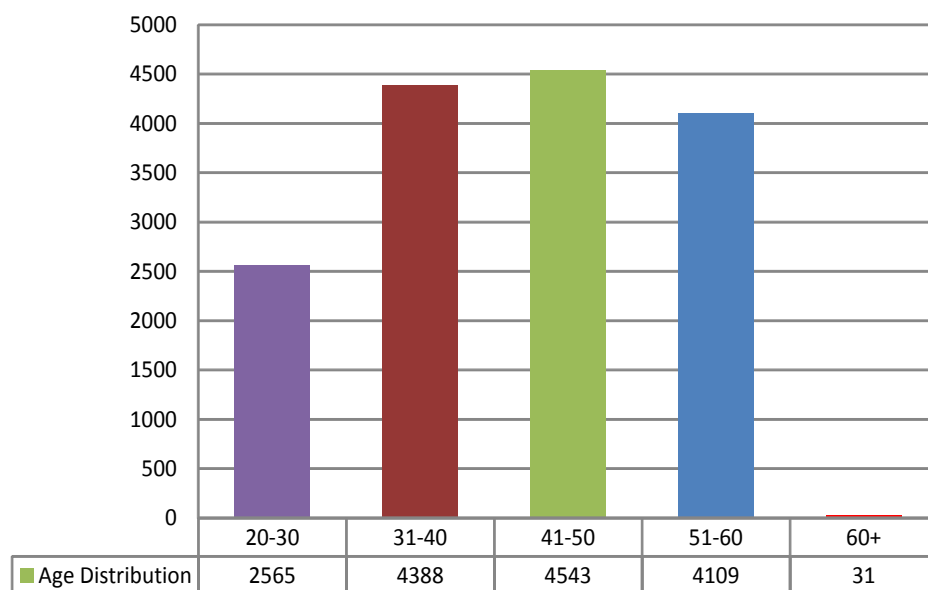
This implies that the Civil Service is gradually aging and in the next ten years the ageing dynamics would reflect more staff members advanced in age than the younger ones; with about 4109 staff exiting the Service. This calls for very careful planning and knowledge transfer as well as effective documentation and storage of records. It is also imperative to institutionalise an effective succession planning scheme for hands on training and mentoring from senior officers in addition to the academic trainings to equip the young officers to confidently take over and deliver quality services in the near future.

4.4 Comparative Analysis between Age Groups

The age groups of 20-30 and 31-40 recorded relatively lower numbers compared to the other age groups of 41-50 and above. This means that age distribution in the service is skewed towards staff within the age brackets of 41 years and above, which implies that the staff between the age brackets of 20-40 years constitute only 6953 out of a total of 15636 representing 44% of the entire population of civil servants in the country. This analysis further support the earlier observation of the need for succession planning. In addition measures should be taken to make the service attractive to the youth, while retaining those who are already in the Service. The idea of the youth using the Service as learning grounds for greener

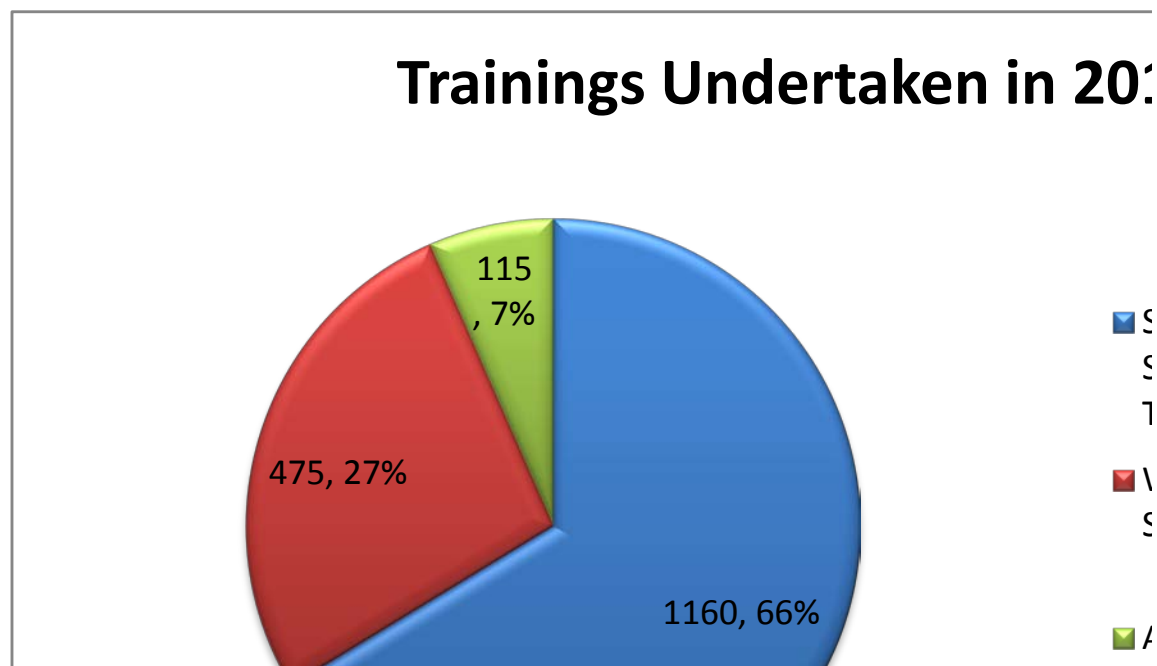
pastures should be carefully addressed. This is very important if the Civil service would continue to be the strategic partner for the government and improve on the quality of service deliver and also meet the demands of the Morden Public.

Figure 2: Distribution of Staff in the Service by Age



4.5 Analysis of Staff Training and Development

The year 2014 saw a total of 1,750 Civil Servants undergoing various forms of Training. Out of this total number 1,160 officers representing 66% had training in the Scheme of Service and Competency based programmes, whilst 475 representing 27% participated in other short courses and programmes such as Seminars, Conferences, Workshop, Public Fora and Top level Meetings. Officers numbering 115 which, represents 7% of the total number of staff pursued other special academic programmes relating to their field of work and competency. This information is represented in the chart below. (Figure 3)

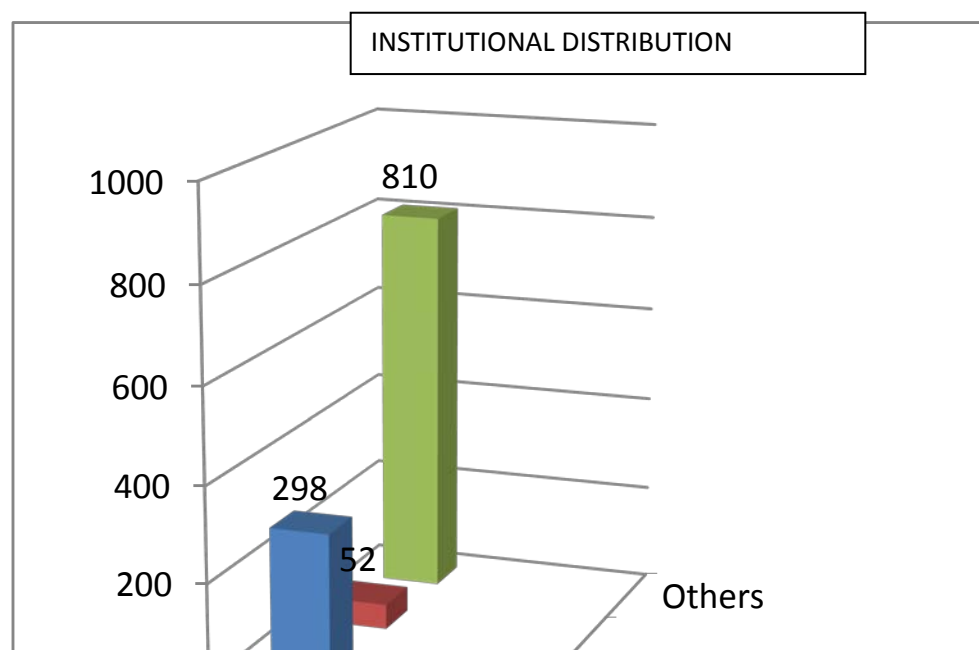
Figure 3: Staff Training and Development

The data further revealed that 61% of officers trained, representing 1,071 staff members were male staff and only 39% representing 678 were females. This may not be surprising since the numbers of female to male in the Service is about the same.

4.5 Scheme of Service/Competency Based Training

In the year 2014, a total of 1,160 Civil Servants participated in both the Scheme of Service and competency based trainings. However, only 298 officers representing 25.7% patronized training programmes at the Civil Service Training Centre(CSTC)which is the main Training Institution mandated to carry out Scheme of Service and competency based trainings for Middle level officers in the Civil Service.

On the other hand GIMPA trained 52 Officers representing 4.5% of Trainings and other institutions such as MDPI, Knowledge Tree Technologies, and Development Partners trained 810 representing 69.8% of Scheme of Service/Competency Based Trainings. This clearly shows that CSTC has not gained the level of popularity expected and therefore need to add more energy to bring their services to the target beneficiaries.

Figure 4: Scheme of Service/Competency Based Training

4.6 Conferences, Workshops and Seminars

A total of 475 officers participated in various Conferences, Workshops, Seminars, Forums and Top level meetings in the year 2014. The analysis revealed that 199 officers participated in Conferences, Workshops etc. held outside Ghana while 253 were held locally but sources of training for 23 of such trainings were not indicated.

4.7 Academic Training Programmes

Under the year of review, total of 115 officers took part in Academic programmes either in Ghana or outside Ghana. Out of the total number, 66 representing 57.4% were males while 49 representing 42.6% were females. Also 50 officers representing 43.5% pursued programmes in the various Universities, Polytechnics and other professional institutions locally. While 65 officers representing 56.5% pursued programmes outside the country. The percentage of female and male training in academic programmes is however encouraging and this should be encouraged so that more such females would be able to add to the higher echelons.

Table 35: Summary of training

Scheme of Service/Competency based		Academic Programmes	
CSTC	25.7%	Local Based	43.5%
GIMPA	4.5%	Foreign Based	56.5%
OTHERS	69.8%		

In the year 2014, out of the total number of 1,750 Civil Servants trained, 66% were Scheme of Service and competency based training whilst 27% of them were Conferences, Workshops and Seminars. Officers who pursued Academic programmes under the year of review also constituted 7% of all Trainings. The analysis revealed that most of the Scheme of Service and Competency Based Training undertaken were undertaken by officers from the Administrative and Secretarial Classes while trainings for other Classes were less pronounced.

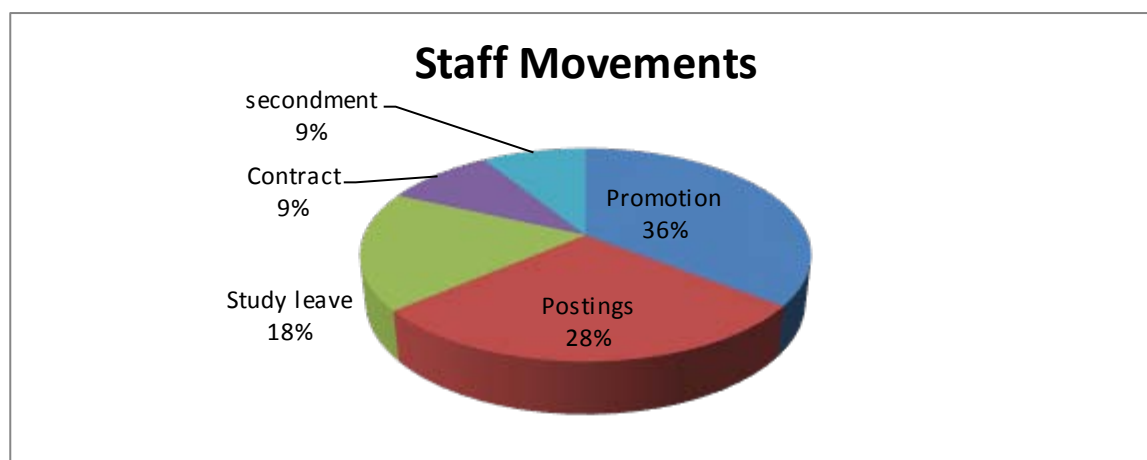
Figure 5: Analysis of Staff Movements

Table 36: Staff Movements

MOVEMENT	GENDER		Total
	Male	Female	
Promotions	379	190	569
Postings	269	184	453
Study Leave	161	128	289
Contract	103	46	149
Secondment	72	71	143
Total	984	619	1603

CHAPTER 5

5.0 SERVICE-WIDE CHALLENGES

An analysis of the reports submitted by the MDAs brought to the fore a number of cross-cutting challenges. These challenges have been grouped under the following thematic areas: financial, human resource, logistics & office accommodation, Research, Information Technology and M&E, legal, procurement.

5.1 Financial

- Inadequate budgetary support for procurement of logistics for smooth and effective administration
- Poor releases of funds by the Ministry of Finance affected implementation and monitoring of most programmes and activities
- Low percentage retention/non-retention of Internally Generated Funds (IGF) for some Agencies
- 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.
- Skewed staff distribution
- Inadequate funds for regular staff training

5.3 Logistics/Office and Residential Accommodation

- Inadequate office space
- Obsolete logistics (vehicles, office equipment)
- Inadequate functional equipment and logistics
- Inadequate vehicles to facilitate the movement and gathering of information and the execution of official duties.
- Inadequate residential accommodation.
- Poor maintenance culture due to inadequate funding

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
- Inadequate research, modelling and forecasting

5.5 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.
- Poor understanding and appreciation of the Public Procurement Act sometimes constrains the timely procurement and quality of goods and services (value for money).

5.6 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.

5.7 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 in 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 2015

For the year 2015, the Service would undertake the following activities:

6.1 Performance Reporting and Evaluation of Chief Director's & Director's /Heads of Department

The Performance Agreement system which formerly was for only Chief Directors has been extended to include all the Directors/Heads of Departments within the domain of the Civil Service. 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.

The first quarter of 2015 would also be used to conduct an evaluation exercise for the Chief Directors on the basis of their 2014 Performance Agreements, after which they will be required to sign another round of Agreements for 2015.

Directors and Heads of Departments would also sign Performance Agreements with their respective Chief Directors within the first quarter of the year. An end of year evaluation would be carried out in December, 2015 to assess the level and quality of work undertaken as against the agreed deliverables.

The New Staff Appraisal instrument issued by the PSC would be roll-out for implementation at the beginning of January 2015 for all categories of staff up to the Deputy Director level and Analogous grades. A rewards and sanctions scheme will also be operational in 2015.

6.2 Monitoring & Evaluation of Sector's Programmes and Projects

In order to assess progress of work, the following M&E tools will be effectively used in 2015.

- The Chief Directors' Performance Agreements
- The Director's & Heads of Department Performance Agreements
- The issuance of league tables to assess MDAs responsiveness to requests made by OHCS.
- Submission of Mid-year Performance Reports and organisation of Mid-year review sessions.
- The New Staff Appraisal Form

6.3 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.

6.4 Improving ICT Skills and Data Collection

In order to increase the knowledge base of staff in this area, there will be training in Information and Communication Technology, Information Sharing and Knowledge Management to enhance service delivery. In addition, IPPD schedule officers would be trained on data collection and inputting.

6.5 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 2015, MDAs will implement their training programmes to build the capacity of staff. Various Scheme of Service training courses will be undertaken at GIMPA, the Civil Service Training Schools and other Training Institutes for all categories of staff to equip them with the requisite skills and competencies.

6.6 Conclusion

The Ghana Civil Service clearly is a strategic partner to the government in delivering services to the public as well as supporting the private sector as the engine of growth. It has over the years undergone tremendous reforms in structure and scope aimed at supporting the dynamics of government businesses as well as the changing needs of the Public and other stakeholders.

The rapid world economic changes, and other external forces limiting budget allocation and other support systems continue to have a toll on the general performance of the civil service, whose operations are mainly dependant on government resources.

It is therefore important for government to pay close attention to the Service in terms of providing adequate resources. This would help to create the enabling environment for the Service to effectively carryout its mandate of policy formulation, monitoring, coordination and evaluation of government policies and plans to facilitate socioeconomic development.

In addition to the need for resourcing the Civil Service financially, new tools and management systems that measures and evaluate performance at strategic levels, training and capacity building and work place enhancement programmes are equally gaining attention. As we move into another planning and reporting period it is imperative that further attention is given to good fiscal and policy planning; coordinated at the center and supported from reliable sources.

Annex 1: List of Ministries and Departments

No.	MINISTRY	DEPARTMENTS
1	Chieftaincy and Traditional Affairs	Chieftaincy
2	Communications	Information Services Department
3	Defence	
4	Education	
5	Employment and Labour Relations	Department of Co-operatives Labour Department Department of Factories Inspectorate Department of Social Welfare
6	Energy and Petroleum	
7	Environment, Science, Technology and Innovation	Town and Country Planning Department
8	Finance	Controller & Accountant-General's Department
9	Fisheries and Aquaculture	
10	Food and Agriculture	
11	Foreign Affairs and Regional Integration	
12	Health	
13	Interior	
14	Justice and Attorney-General's Department	Registrar-General's Department Office of Copyright Administrator Attorney-General's Dept.
15	Lands and Natural Resources	Geological Survey Department
16	Local Government and Rural Development	Births and Deaths Registry Department of Community Development Department of Parks and Gardens
17	Roads and Highways	Department of Urban Roads, Feeder Roads
18	Tourism	Bureau of Ghana Languages
19	Trade and Industry	
20	Transport	
21	Water Resources, Works and Housing	Public Works Department, Rent Control Department Department of Rural Housing Housing Loan Scheme
22	Gender, Children and Social Protection	Department of Women Department of Children
23	Youth and Sports	

Annex 2: Extra-Ministerial Organisations

EXTRA-MINISTERIAL ORGANISATIONS

Office of Government Machinery

- Office of the President
- Council of State
- Office of the Head of Civil Service
- Public Sector Reform Secretariat
- State Protocol Department
- Scholarship Secretariat
- Management Services Department
- Public Records and Archives Administration Department

Annex 3: Staff and Sex Distribution in the Civil Service

No.	MINISTRIES	MALE	FEMALE	TOTAL
1	Min Of Chieftaincy and Traditional Affairs	32	22	54
2	Min Of Communications	55	46	101
3	Min Of Defence	33	30	63
4	Min Of Education	57	42	99
5	Min Of Employment and Labour Relations	44	48	92
6	Min Of Energy and Petroleum	85	43	128
7	Min Of Env't., Science, Technology and Innovation	40	40	80
8	Min Of Finance	358	211	569
9	Min Of Fisheries and Aquaculture Dev't.	21	9	30
10	Min Of Food and Agriculture	660	296	956
11	Min Of Foreign Affairs	272	265	537
12	Min Of Gender, Women & Social Protection	29	37	66
13	Min Of Health	245	108	353
14	Min Of Interior	40	44	84
15	Min Of Justice	79	161	240
16	Min Of Lands and Natural Resources	49	51	100
17	Min Of Local Gov't. and Rural Dev't.	97	68	165
18	Office of Government Machinery	463	354	817
19	Min Of Roads and Highways	60	48	108
20	Min Of Tourism and Creative Arts	35	34	69
21	Min Of Trade and Industry	165	103	268
22	Min Of Transport	51	34	85
23	Min Of Water, Works and Housing	70	52	122
24	Min Of Youth and Sports	32	25	57
	TOTAL	3072	2171	5,243

S/No	DEPARTMENTS	MALE	FEMALE	TOTAL
1	Attorney Generals Dept.	57	126	183
2	Births and Deaths Dept.	164	123	287
3	Bureau Of Ghana Languages	17	16	33
4	Chieftaincy	357	282	639
5	Children	41	29	70
6	Community Devt.	210	192	402
7	Controller and Acct Gen Dept.	2436	1366	3802
8	Cooperatives	184	126	310
9	Factories Inspectorate	38	23	61
10	Feeder Roads	335	73	408
11	Geological Survey Dept.	186	58	244
12	Housing Loan Scheme	5	4	9
13	Information Services Dept.	707	440	1147
14	Labour Department	210	101	311
15	Management Services Dept.	30	24	54
16	Office of Copyright Administrator	17	11	28
17	Parks and Gardens	137	69	206
18	Public Records and Archives Admin Dept.	72	60	132
19	Public Works Dept.	218	70	288
20	Registrar-Generals Dept.	110	116	226
21	Rent Control	64	47	111
22	Rural Housing	10	5	15
23	Social Welfare	529	649	1178
24	Town & Country Planning	34	15	49
25	Urban Roads	110	31	141
26	Women	21	38	59
	TOTAL	6299	4094	10,393

Annex 4: Age Distribution of Staff

S/N O	MINISTRIES	20-29	30-39	40-49	50-59	60 +	TOTAL
1	Communication	9	40	27	25	0	101
2	Chieftaincy and Traditional Affairs	7	18	15	13	1	54
3	Defence	10	22	18	13	0	63
4	Education	9	38	22	30	0	99
5	Employment and Labour Relations	15	27	25	25	0	92
6	Energy	17	46	35	29	1	128
7	Environment, Sc, Tech. and Innovation	15	23	27	14	1	80
8	Finance	83	246	139	100	1	569
9	Fisheries and Aquaculture Devept.	8	12	5	3	2	30
10	Food and Agriculture	121	260	211	362	2	956
11	Foreign Affairs	157	137	127	116	0	537
12	Gender, Children and Social Protection	4	29	18	14	0	66
13	Health	48	123	99	80	3	353
14	Interior	14	24	23	23	0	84
15	Justice	35	71	61	73	0	240
16	Lands and Natural Resources	17	26	24	31	0	100
17	Local Gov't and Rural Development	24	52	46	43	0	165
18	Office of Government Machinery	86	200	252	274	5	817
19	Roads and Highways	17	28	25	38	0	108
20	Tourism	7	18	22	22	0	69
21	Trade and Industry	49	123	80	16	0	268
22	Transport	14	26	26	19	0	85
23	Water Resources, Works and Housing	11	36	31	43	1	122
24	Youth and Sports	5	18	21	16		60
	TOTAL	782	1643	1379	1422	17	5,243

	DEPARTMENTS	20-29	30-39	40-49	50-59	60+	TOTAL
1	Attorney Generals	34	59	52	38	0	183
2	Births and Deaths Registry	71	75	77	64	0	287
3	Bureau of Ghana Languages	0	7	10	16	0	33
4	Chieftaincy	111	145	113	261	9	639
5	Children	4	26	22	18	0	70
6	Community Dev't	87	125	90	100	0	402
7	Controller and Acct Gen Dept.	603	689	1601	908	1	3802
8	Cooperatives	81	49	47	133	0	310
9	Factories Inspectorate	2	20	18	21	0	61
10	Feeder Roads	27	185	142	54	0	408
11	Geological Survey Dept.	41	62	49	92	0	244
12	Housing Loan Scheme	3	2	2	2	0	9
13	Information Service Dept.	226	446	202	271	2	1147
14	Labour Department	18	67	125	101	0	311
15	Management services Dept.	11	16	15	12	0	54
16	Office of the Copyright Administrator	6	11	8	3	0	28
17	Parks and Gardens	23	87	55	41	0	206
18	Public Records and Archives Admin.	25	33	32	42	0	132
19	Public Works Dept.	25	106	66	91	0	288
20	Registrar-Generals Dept.	62	69	45	50	0	226
21	Rent Control	41	31	31	8	0	111
22	Rural Housing	3	4	0	8	0	15
23	Social Welfare	252	331	293	302	0	1178
24	Town and Country Planning	5	20	13	10	1	49
25	Urban Roads	15	64	43	19	0	141
26	Women	7	16	13	22	1	59
	TOTAL	1,783	2,745	3,164	2,687	14	10,393

Annex 5: List of Training and Development Programmes Undertaken

WORKSHOPS, CONFERENCES AND SEMINARS							
COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
Ascertainment Of Customary Law Project Under Lap2/OASL Training	Ministry of Chieftaincy and Traditional Affairs	2		2			X
ACLP Training Workshop	ACLP	1	2	3		X	
Budget Workshop	Ministry of Finance	2		2		X	
Conference Of HR Management Practitioners In The Public Service	GIMPA	5	5	10		X	
Data On ACL	ACLP2	1		1			X
Diversity Of Management Practices In Ghana's Public Service	OHCS		1	1		X	
ECOWAS Sensitization Workshop For Public Sector Workers	Ecowas National Unit And Media Response	1		1		X	
Ghana Atomic Energy Commission Nuclear Power Sitting Stakeholders Forum		1		1		X	
HRM Policy Framework & Manual Workshop	Ministry of Chieftaincy & Trad. Affairs	2		2		X	
International Colloquium On Climate Change		1		1		X	
National Colloquium On Forest And Wildlife Resource Management		1		1		X	
National Corporate Social Responsibility (CSR) Validation		1		1		X	
National Policy Forum To Mark The 2014 World Day Against Child Labour		1		1		X	

WORKSHOPS, CONFERENCES AND SEMINARS							
COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
Natural Social Protection High Level Conference		1		1		X	
Production Workshop On The Preparation Of 2015-2017 Budget	Ministry Of Finance	1		1		X	
Rethinking Ghana's Democracy	Institute Of Economic Affairs	1		1		X	
Review Of European Indicator Matrix And Scope Out New Sector Performances Assessment (PAF)		1		1		X	
Sensitization Workshop On Elimination Of Harmful Traditional Practices In The Three Northern Regions	MOCTA	1	1	2			X
Validation Workshop On Joint Decentralized Review Mission (JDRM) In Ghana		1		1		X	
Workshop On Domestic Violence	Ministry Of Gender	1		1			X
Workshop On New Staff Performance Assessment Instrument		2	1	3		X	
66 th Annual New Year School & Conference		1		1		X	
Train The Trainer Workshop On Performance Appraisal Instrument	CSTC	1	2	3			X
Aapam Roundtable Conference	Ethiopia	1		1			X
Global Forum On Migration And Development		1		1			X
Internship/Study Tour On Migration	IOM	1		1			X
Seminar On Law Enforcement	China	1		1			X
Workshop On PPPS	ISD		1	1			X
Data Capture For 2015-2017 Budget Estimates	Ministry Of Finance		4	4		X	
10 th Cii Exim Bank Conclave On India-Africa Project Partnership	New Delhi, India	1		1			X
19 th World Congress Of Accountants	Rome, Italy	1	1	2			X

WORKSHOPS, CONFERENCES AND SEMINARS							
COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
1 st UNIDO Forum On Inclusive And Sustainable Industrial Development	Vienna, Austria		1	1			X
2014 African Workplace Corruption And Fraud Risk Solutions, Aml & Forensic Investigations Conference	Johannesburg, Sa	1	1	2			X
2014 Commodities Market Seminars And Summer School	Abu Dhabi & India	1		1			X
2014 Global Business Forum	Dubai	1		1			X
20 th Edition Of Partnership Summit 2014	India	1		1			X
21 st Session On The Codex Committee On Food Import And Export Inspection And Certification System (CCFICS)	Brisbane, Australia	1		1			X
28 th Session Of The Codex Committee On General Principle	Paris, France	1		1			X
31 st Session Of UNCTAD Intergovernmental Working Group Of Experts On International Standards Of Accounting And Reporting	Geneva, Switzerland	1		1			X
34 th Session Of The West African Monetary Zone (WAMZ) Meeting	Abuja, Nigeria	1	1	2			X
37 th International Organization For Standardization (ISO) General Assembly	Rio De Janeiro, Brazil		1	1			X
37 th Session Of The Codex Alimentarius Commission	Geneva, Switzerland	1		1			X
3 rd Country Trade Promotion Programme	Malaysia		1	1			X
5 th Meeting Of The Free Trade Agreement (FTA) Negotiation Between Ghana And Turkey	Turkey	4		4			X
5 th EU-Africa Business Forum And The 4 th EU-Africa Summit	Brussels, Belgium	1		1			X
6 th African Consumer Protection Dialogue Conference	Lilongwe, Malawi		1	1			X
6 th Session Of UNCTAD Investment Enterprise And Development Commission	Geneva, Switzerland	3		2			X

WORKSHOPS, CONFERENCES AND SEMINARS							
COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
	d						
8 th Session Of Codex Committee On Contaminants In Food (CCCF)	The Hague Netherlands	1		1			X
Academy On Green Economy	Turin, Italy		1	1			X
Euro Bond Discussion In The United States Of America And The United Kingdom	USA & UK	1		1			X
Expert Group Meeting To Review And Validate Toolkit On Gender Analysis For Women In Informal Cross-Border Trade (WICBT)	Lusaka Zambia		1	1			X
Expoquimia Exhibition 2014	Spain	2		2			X
Follow-Up Visit To Turkey On Arrangements For Purchase Of Tractors	Turkey	6		6			X
Ghana Business Delegation For The Ghana Investment Forum	Vienna, Austria	1	1	2			X
Ghana Business Delegation To Helsinki, Finland	Helsinki, Finland	4	1	5			X
Ghana Delegation To The 4 th Ghana Trade Policy Review Meeting	Geneva, Switzerland	9		9			X
Ghana South Korea Bilateral Investment Treaty (Bit) Negotiations	Seoul, South Korea	1	1	2			X
Ghana's Delegation To The 13 th United States And Sub Saharan African Trade And Economic Cooperation Forum (AGOA 2014)	Washington Dc, USA	7		7			X
Ghana-Nigeria Business Council Forum	Lagos, Nigeria	5		5			X
Ghana-Russia Permanent Joint Commission For Cooperation (PJCC)	Moscow, Russia	1	1	2			X
Global-African Investment And Norwegian-African	London,	1		1			X

WORKSHOPS, CONFERENCES AND SEMINARS							
COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
Business Summit	UK						
High Level Ministerial Workshop On Development Strategies And Us-Africa Energy Ministerial (AEM)	Addis Ababa, Ethiopia	1		1			X
High Level Seminar On E-Governance/E-Administration	Tangier, Morocco	2		2			X
International Forum For Investment	Abidjan , Cote D' Ivoire	2		2			X
International Parliamentarians' Conference On The Implementation Of The ICPD Programme Of Action	Stockholm , Sweden	3	1	4			X
International Programme On African Women Business Development Seminar	Japan		1	1			X
International Workshop On Economic Empowerment Of Women	Israel		1	1			X
Investment Promotion Mission To Mauritius	Mauritius	7	2	9			X
Ministerial Monitoring Committee (MMC) Meeting On The West Africa-European Union Economic Partnership Agreement Negotiations	Dakar, Senegal	2		2			
Ministerial Workshop On Capacity Building Of International Development And Cooperation For Asian And African Countries	Beijing, China	2		2			X
Missions	Beijing, Pretoria, Ankara, Tokyo	4		4			X
One Week Familiarization Visit To Webb Fountaine (Gh) Ltd Manila Office	Manila, Philippines	1		1			X
Participation In Milano Expo Preparatory Meeting	Milano, Italy	1		1			X
Preparatory Committee On Trade Facilitation (PCTF) Meeting	Geneva, Switzerland		1	1			X

WORKSHOPS, CONFERENCES AND SEMINARS							
COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
	d						
Seminar On Capacity Building In South-South Cooperation For Developing Countries	China	1	1	2			X
Seminar On Capacity Building Of Participating In WTO Affairs For African English Speaking Countries	Beijing, China	1		1			X
Seminar On Cooperation Of Industrial Park Construction For Asian And African Countries	Beijing, China	1	1	2			X
Seminar On Economic And Trade Cooperation Between China And English Speaking Countries	Beijing China		1	1			X
Seminar On Economic Globalization And Industrial Transfer For African Countries	Wuhan China	1		1			X
Seminar On Export-Oriented Economy For Developing Countries	Fujian, China	1	1	2			X
Seminar On Industrial Cluster Development For African English Speaking Countries	Beijing, China	2		2			X
Seminar On International Trade Practices For African English Speaking Countries	Beijing, China	2		2			X
Seminar On Introducing Foreign Expertise For English Speaking Countries In Africa For Officials	Shenzhen, China	1		1			X
Seminar On IPR Officials From African English Speaking Countries	Shenzhen, China		1	1			X
Seminar On The Processing Trade Of Inland Area For English African Countries	Jiangxi, China	1		1			X
Seminar On Trade Facilitation For African English Speaking Countries	Beijing, China	1		1			X
Seminar On Trade In Services For African Countries	Wuhan, Hubei		1	1			X
Technical Meeting On The Drafting Of An Action Plan On Gender And Trade In ECOWAS Commission	Dar Es Salaam, Tanzania	1		1			X
Technical Meeting On The Drafting Of An Action Plan On Gender And Trade In ECOWAS Commission	Abuja, Nigeria	1	1	2			X

WORKSHOPS, CONFERENCES AND SEMINARS							
COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
The 4 th European Financial Congress	Sopot, Poland	3	1	4			X
The 99 th Session Of The ACP Council Of Ministers And 39 th Session Of The ACP EU Council Of Ministers	Nairobi, Kenya	3	1	4			X
The Africa CEO Forum	Geneva, Switzerland	2		2			X
The Agro Processing Compliance World Forum 2014	London, UK		1	1			X
The Signing Ceremony Of Ghana And Turkey Free Trade Agreement (FTA)	Ankara, Turkey	3		3			X
UNIDO-Teri Sustainable Energy Leadership Programme,	New Delhi, India	2		2			X
Workshop On African Dialogue On Managing Trade Concerns And The WTO Public Forum	Geneva, Switzerland		1	1			X
Workshop On The ECOWAS Common External Tariff (CET) For Ministries Of Trade And Industries As Well As The Private Sector	Abuja Nigeria	1		1			X
WTO Mission Internship Programme	Geneva, Switzerland	1		1			X
WTO Regional Trade Policy Course (RTPC) For English Speaking African Countries	Botswana		1	1			X
WTO Workshop On Challenges Related To The Implementation Of The Agreement On Technical Barriers To Trade For English Speaking African Countries	Windhoek, Namibia	1		1			X
Electronic Visitor's Log Software	Flagstaff House	2	5	7			
Training Of Trainers (PPP)	CSTC	3	4	7			
Annual Conference For Executive Sec. Admin. Assists.	Trans African		2	2	X		

WORKSHOPS, CONFERENCES AND SEMINARS							
COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
	Management Institute, South Africa						
Asstpp	CSTC	10	8	18		X	
Sem. On E-Hr Dev.T For Dev Countries	Academy Of International Business Officials, Beijing, China		1	1		X	
Seminar On Comprehensive Trans. Management For Africa English-Speaking Countries	Academy Of International Business Officials, Beijing, China		1	1		X	
Seminar On Construction And Mgt. Of Logistics For English Speaking African Countries	Jiangxi College Of Foreign Studies, China	1		1		X	
Seminar On Port Mgt. For English-Speaking Countries In Africa	Ningbo Polytechnic, China		1	1		X	
Workshop On Fiber Optics Technology	Ghana Tech. University College	1		1	X		
Biosafety Training Workshop For The Media	Programm	1		1		X	

WORKSHOPS, CONFERENCES AND SEMINARS							
COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
	e For Biosafety System						
Workshop On Environmental Fiscal Policy	Min. Of Finance	1		1		X	
Workshop On Dev Of Environmental Fiscal Law	Min. Of Finance.	1		1		X	
Cop'13 Of CBD In Korea	MESTI/CBD	1		1		X	
Cop-Mop Of CPB In Korea	METSTI/CBD	1		1		X	
Sensitization /Training Workshop On The New 'Human Resource Management Policy Framework And Manual For The Ghana Public Services	Civil Service Training Centre	1	1	2		X	
Digital Family	MOC	5	2	7		X	
Workshop To Validate Standardized Operations Of MDAS	Ministry Of Finance		1	1		X	
Sensitization/Training Workshop On The New "Human Resource Management Policy Framework & Manual For The Ghana Civil Service"	Pcs	1	1	4		X	
Presentation On Diversity Of Management Practices In Ghana Public Service	CSTC		1	1		X	
Presentation On Diversity Of Management Practices In Ghana Public Service	CSTC		1	1		X	
Evidence –Informed Policy-Making	CSTC	1		1		X	
Telecom World	ITU, Busan - Korea	3	2	5		X	
Enhancing Resilience To Climate Change	JICA	1		1		X	
Inauguration Of Technical Committee Of Project	Ghana Statistical Service	1	1	2		X	

WORKSHOPS, CONFERENCES AND SEMINARS							
COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
7th Ministerial Round Table Learning &. 9th International Conference On ICT For Development, Education And Training (E Learning Africa) Programmes.	Ministry Of ICT, Uganda		1	1		X	
'2014 Un Public Service Forum Day And Awards Ceremony'	United Nations Department For Social Affairs,		1	1		X	
HR For ICT Conference	CTO	1		1		X	
Cost & Tariff Telecommunication	CTO/MO C	1	1	2		X	
2014 Korean Language And Culture Learning Programme For Diplomats	Korea		1	1		X	
Executive Seminar For Diplomats From Africa	Korea	1		1		X	
Workshop For Young Diplomats	Ankara, Turkey	7	3	10		X	
Seminar For Diplomats Of Anglophone Speaking	Beijing China	1		1		X	
2014/2015 Japanese Language Programme	Osaka, Japan	1		1		X	
1st Symposium On French For Professionals In Ghana	Alliance Française, Accra	2	1	3		X	
2nd Symposium On French For Professionals In Ghana	Alliance Française, Accra		1	1		X	
3rd Symposium On French For Professionals In Ghana	Alliance Française, Accra		1	1		X	
NCCE Dialogue Series	Ghana-India -Kofi Annan ICT	1	2	1		X	

WORKSHOPS, CONFERENCES AND SEMINARS							
COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
	Centre Of Excellence						
Seminar On Financial Management		2		2		X	
State Owned Ent. Reform For Africa		2		2		X	
Addressing Climate Change		2		2		X	
Seminar On Maritime Law Enforcement For Africa Countries	Ningbo Zhejiang-China	2	1	3			X
Seminar On Marine Fisheries Management For Africa Countries	Xiamen ,Fujian - China	1		1			X
Seminar On Tropical Marine Industry Development For Africa Countries	Haikou, Hainan - China	1		1			X
Seminar On Aquaculture Management For Africa Countries	Beijing - China	2		2			X
Training Workshop In Aquaculture	Egypt	2	1	3			X
Water Resource Management In Arid Lands	Israel		1	1			X
United Nations, Fisheries Training Programme	Iceland		1	1			X
Workshop On Performance Appraisal	Ministry Of Lands And Natural Resources	14	3	17			X
HIV And Aids Intervention In Ghana	Chances Hotel, Ho Volta Region		1	1		X	
Strategies For Growing SMEs	Management Dev. & Productivity Institution	1	3	4		X	

WORKSHOPS, CONFERENCES AND SEMINARS							
COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
	MDPI						
Conference Organized By The PSC For Chairpersons Of Governing Boards Of Public Sector Organization, CEOs And Directors	PSC	1		1		X	
Training The Trainer Workshop	EDC Consulting Limited	1	1	2		X	
Score Training Workshop For MELR & The Media	ILO	2	1	3			X
Training The Trainer Workshop On The New Performance Management Policies, Manual, And Appraisal Forms For The Ghana Public Service	PSC		F	2		X	
HIV Sensitization Workshop	MOYS	10	6	16		X	
Validation Workshop On Sector Medium Term Development Plan	Min Of Water Resources, Works And Housing	18	4	22			
W/A Building & Const. Seminar	Ace Events Mgt	1		1			
Performance Management Workshop	PSC		1	1			
Seminar On Contract Administration & Management	Ghana Institute Of Engineers	12	4	16			
Seminar On Designing With Auto Cad Civil	Ghana Institute Of Engineers	1		1			
2014 United Nations Disarmament Fellowship Programme	Geneva, Switzerland		1	1			

WORKSHOPS, CONFERENCES AND SEMINARS

COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
	d						
Pilot Source Waste Segregation Programme In The Ministries Of The Accra Metropolis	EPA Conference Room	2		2			
Launch Of Ebola Education Campaign	Ghana International Press Centre	29	4	33			
Contracts Strategies And Management	Kuala Lumpur, Malaysia	1		1			
Training Course In Bio Technology For African Speaking Countries	Chendu, China	1		1			
Petroleum Project Economics And Risk Management	Kuala Lumpur, Malaysia	1		1			
Africa Public Private Partnership Investment And Development Summit 2014	Labadi Beach Hotel	8		8			
Expert Consultation On Climate Resilient Agricultural		1		1			X
Africa Regional Workshop On Climate Change		1		1			
6th Regional Steering Committee Meeting/Final Results Sharing Forum	Coast Project	1		1			
12th Regional Meeting Of Authorities Of African State Parties To The Chemical Weapons Convention	Organization For The Prohibition Of Chemical Weapons	1		1			
OPCW Meeting		1		1			
Biological Weapons Convention		1		1			
Team Building Retreat	Ministry Of Gender,	9	15	24			

WORKSHOPS, CONFERENCES AND SEMINARS

COURSE OF STUDY / PROGRAMME TITLE	INSTITUTION	GENDER		TOTAL	FUNDING		
		M	F		SEL	GoG	DO
	Children And Social Protection						
58th Session Of The Commission On The Status Of Women (CSW)	New York	2	1	3			
Workshop On Small Hydropower Technology	Hangzhou, China		1	1			
Participation In 2014 Quantity Surveyors Annual Seminar	Alisa Hotel	1		1			
	Total	33	14	475			
		2	2				

Scheme Of Service/Competency-Based Training

Course Of Study / Programme Title	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Don
Ascertainment Of Customary Law Project	Ministry Of Chieftaincy & Trad. Affairs	3		3		X	
Basic Monitoring And Evaluation Training	Ministry Of Chieftaincy And Traditional Affairs	2		2		X	
Code Of Conduct For Public Officers Of Ghana And Guidelines On Conflict Of Interest	Commission For Human Rights And Administrative Justice	1		1			X
Data Collection	Ministry Of Chieftaincy And	2		2		X	

Scheme Of Service/Competency-Based Training							
Course Of Study / Programme Title	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Don
	Traditional Affairs						
Effective HR Management For Directors In The Civil Service	Office Of The Head Of Civil Service	2	1	3		X	
HRM And Pub.	Ministry Of Chieftaincy And Traditional Affairs	1		1			X
Induction Programme For Newly Appointed Officers	Civil Service Training Centre/OHCS	29	31	60		X	
New Staff Performance Assessment Instrument And The Human Resource Mgt. Policy Framework And Manuel	Ministry Of Chieftaincy And Traditional Affairs	1		1		X	
Training On The Use Of Public Investment Management System (PIMS) For MDA's Phase 1	Ministry Of Chieftaincy And Traditional Affairs	2		2		X	
Accelerated Scheme Of Service Training Programme For Promotion	Civil Service Training Centre	72	91	163		X	
Project Management	Knowledge Tree Technologies	24	20	44		X	
Public Private Partnership (PPP)(Training Of The Trainers)	Civil Service Training Centre		2	2			X
Senior Management Development	GIMPA	6	10	16		X	
Human Resource Management	GIMPA	1	2	3		X	
Office Management	GIMPA		1	1		X	
Post Graduate Certificate In Public Administration	GIMPA	9	8	17			
Post Graduate Diploma In Public Administration	GIMPA	6	4	10			
New Performance Management. Policy Manual & Appraisal Instrument In The Public Service	OOP/OHCS	102	80	184			

Scheme Of Service/Competency-Based Training							
Course Of Study / Programme Title	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Don
Construction Project Management	KOICA	1		1			
CPDP	IPR	1		1		X	
PGDPA	GIMPA		1	1		X	
Budget Preparation	Ministry Of Education	13	8	21		X	
Effective Facilities Management	Inst. Of Technical Supervision	1		1			X
Induction Course For Chief Directors.	Civil Service Training Centre/OHCS	11	3	14			X
Administration & General Management Skills	Civil Service Training Center	1	3	4			X
Facilities Management	GIMPA	1		1			X
Modern Office Management Skills	Civil Service Training Centre		5	5			X
Effective Human Resource Management: Role Of Directors In The Civil Service	Civil Service Training Centre	2	1	3			X
Effective Communication & Tel. Manners	Civil Service Training Centre		1	1			X
Customer Care	Civil Service Training Centre		3	3			X
Functional Effectiveness Program	Civil Service Training Centre	6	15	21			X
Data On ACL	Aclp2	1		1			X
Minutes And Report Writing	Ministry Of Education	13	8	21		X	
Basic Monitoring And Evaluation	Sogakope	2		2		X	
Mock Promotion Interview	Ministry Of Education	3	6	9			
Cabinet Memorandum	Cabinet Secretariat		1	1		X	
Legal And Justice Sector Reform Programme	Senchi	3	3	6		X	



Scheme Of Service/Competency-Based Training							
Course Of Study / Programme Title	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Don
Managing Defence In A Wider Security Context.	KAIPC	1		1		X	
Use Of The Public Investment Management System(PIM)	Dodowa		3	3		X	
A Course In Developing The Human Resource Manager And Performance And Result Oriented Management In Africa's Reforming Public And Private Sector	Dubai, UAE		1	1			X
A Course On Planning And Developing Human Resource Capabilities	London, UK		1	1			X
Construction & Operation Management Of Commodity Market For English Speaking Countries	Hangzhou, Zhejiang, China	1		1			X
Course In Quality Infrastructure For Sustainable Development	South Africa	1		1			X
Course On International Trade Facilitation	Singapore	1		1			X
Course On Monitoring And Evaluation	London, UK	1	1	1			X
Course On Strengthening Of Business Development Services For Industrial Promotion	Japan		1	1			X
Course On Strengthening Of Business Development Services For Industrial Promotion	London, UK			2			X
International Course In Combating Money Laundering And Other Financial Crimes	Abuja, Nigeria	1		1			X
International Course On Implementation Of Effective Risk Management And Good Corporate Governance Practices	Banjul, The Gambia		1	1			X
International Training Course On International Trade And Development	Geneva, Switzerland		1	1			X
International Training Course On Post Clearance Audit	Cape Town, South Africa	2		2			X
International Training Course On Postharvest Physiology, Pathology And Handling Of Fresh Commodities	Israel	1		1			X
International Training Course On Risk Management	Dubai, UAE	4		4			X
International Training Course On Small And Medium Enterprise Development Policies (A)	Japan		1	1			X

Scheme Of Service/Competency-Based Training							
Course Of Study / Programme Title	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Don
International Training Course On Small And Medium Enterprise Development Trade Promotion	Japan	1		1			X
International Training Course On SME Development For African Countries	Malaysia		1	1			X
International Training Course On Trade Facilitation	Dubai & Paris	1	3	5			X
International Training Course On Train The Trainer	London, UK	1	1	2			X
Training In Developing Effective Policy: Analysis And Use Of Evidence	London, UK	1		1			X
Training Programme Offered By Setym International.	Boston, USA	1		1			X
Asstpp	Civil Service Training Centre	9	9	18		X	
Managing Defence In A Wider Security Network	GAFCSC	1	2	3			X
Training Course In It Application	CIFAL, Shanghai	1		1		X	
Capacity Building On Projects Mgt	Ghana Statistical Service	1		1		X	
Terms Of Reference For A Project	Ghana Statistical Service	1		1		X	
Orientation For Mid-Career Officials		2		2		X	
22nd Junior Diplomatic Course		1	1	2		X	
Training Programme On Regional Integration In Africa	Dakar, Senegal	1		1		X	
HR Development Program		2		2		X	
Medium To Long Term Econ. Planning		1	1	2		X	
Innovation In Gov. Structure And Public Admin		1	1	2		X	
Regional Course On Data Analysis For Research, Micro-Economic & Debt Mgt Using Advanced Microsoft Excel	Lagos, Nigeria	1	1	2		X	
ACBF Regional Course On Public Domestic Debt & Bond Issuance	Freetown, Sierra Leone	2		2		X	
Regional Course On Implementation Of Effective Risk Mgt. & Goal Corporate Governance Practices	Banjul, The Gambia	1	1	2		X	

Scheme Of Service/Competency-Based Training							
Course Of Study / Programme Title	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Don
Mashav's Aquaculture	Israel Agency International Cooperation , Jerusalem	2		2			X
Training Course On Fish Culture Development	Egypt	1	1	2			X
Fisherman Technical Instructor Training Program For West African Countries	Pukyong National University-Korea	5	1	6			X
Training In Communication And Communication Processes For Communication And Outreach Officers	Royal Centre For Public Speaking		1	1			X
Continuing Professional Development Programme	Institute Of Public Relations Information Services Department)		1	1		X	
Web Application Development	Advance Information Technology Institute – Kofi Annan Centre Of Excellence	1		1		X	
Network And Information Security	Advance Information Technology Institute –Kofi Annan Centre Of Excellence	1		1		X	
Intermediate Power Point	NIIT	3	12	15			X
Basic Excel	NIIT	1	5	6			X
Technical & Voc. Education (COTVET)	Korea	1		1			X
Technical & Voc. Education (COTVET)	Canada	1		1			X
Job Hunting Techniques & Wage Negotiation Skills	SSNIT House, Takoradi	3		3		X	

Scheme Of Service/Competency-Based Training							
Course Of Study / Programme Title	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Don
Supervisory Management	Management Dev. & Productivity Institution MDPI	1	1	2		X	
Strategies For Growing SMEs	Management Dev. & Productivity Institution MDPI	1	3	4		X	
International Training Programme On Skills Development And Employment Generation	V. V. Giri National Labour Institute, New Delhi, India	1		1		X	
Administrative Instruction	Ministry Of Youth And Sports	8		8		X	
Cabinet Memo	Ministry Of Youth And Sports	4	9	15		X	
Office Customer Care	Ministry Of Youth And Sports	7	2	9		X	
Australia/Africa Fellowship Programme	Brisbane, Australia	1	2	3			
Security Records Management	Ministry Of Youth And Sports		4	4		X	
HR Development Program		2		2			
Fellowship Training Programme		2		2			
Professional Work Ethics & Attention	Civil Service Training Centre		1	1			
Job Hunting Techniques & Wage Negotiation Skills	SSNIT House,	3		3			

Scheme Of Service/Competency-Based Training							
Course Of Study / Programme Title	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Don
	Takoradi						
E-Government Leadership Capacity Building Programme	GIMPA	2	1	3		X	
Public Sector Management Training Prog.	University Of Ghana, Legon		1	1			
Policy Analysis, Strategic Management, Project Planning, Monitoring And Evaluation	Min Of Water Resources, Works And Housing	17	7	24			X
Research Methodology And Information Management	Min Of Water Resources, Works And Housing	9	5	14			X
Public-Private Partnership Management	Min Of Water Resources, Works And Housing	22	2	24			X
Sustainable Public Procurement	Public Procurement Authority		1	1			
Gog Rules, Regulations, Processes And Procedures	Min Of Water Resources, Works And Housing	17	4	21			
Processes On Public Procurement	Min Of Water Resources, Works And Housing	1	1	2			
Administrative Decentralization	LGSS		1	1			
E-Spv	Controller And Accountant Gen. Department	3	1	2			
Ministerial Realignment	Civil Service Training Centre	2	1	3			

Scheme Of Service/Competency-Based Training							
Course Of Study / Programme Title	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Don
Grain Storage Technology	China	2		2			
Rubber Cultivation, Management And Processing Technology	China	2		2			
Agro-Tech Extension System Building And Management	China	1		1			
Agricultural Mechanization	China	1		1			
Hybrid Maize Comprehension Technology	China	1	1	2			
Water-Saving Irrigation Technology	China	2		2			
Crop Seed Production And Management	China	1	1	2			
Juncao Industry For Anglophone Countries	China	1		1			
Agricultural South-South Co-Operation	China	1	1	2			
Cereal And Tuber Crops Processing Technology	China		1	1			
On Bee Farming And Honey Processing Technology	China	2	0	2			
On Grain Storage Technology	China	2	0	2			
Rubber Cultivation Mgt. Processing	China	1	1	2			
Agro-Tech. Ext. System Building And Management	China	1	0	1			
Agricultural Mechanization	China	1	0	1			
Hybrid Maize Comprehensive Technology	China	1	1	2			
Water – Saving Irrigation Technology Of Arid And Semi-Arid Areas	China	2	0	2			
On Crop Seed Production And Management	China	1	1	2			
Juncao Industry For African Anglophone Countries	China	1	0	1			
Cereal And Tuber Crops Processing Technology	China	0	1	1			
Agricultural South – South Cooperation	China	1	1	2			
Practical Technology Of Small Agricultural Machinery For Developing Countries	China	1	0	0			
Treatment And Utilization Of Agricultural Waste For Agricultural Waste For African	China	1	0	1			
Hybrid Rice For Developing Countries	China	1	1	2			
Veterinary Technologies And Animal Disease Control	China	1	0	2			
Planting Models And Demonstration Economic Crops	China	1	1	2			
Cassava Industry Development For English Speaking Countries	China	2	1	3			

Scheme Of Service/Competency-Based Training							
Course Of Study / Programme Title	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Don
Construction Of Agricultural Product Circulatory System	China	1	0	1			
Pollution Free Tea Production Technology	China	1	1	2			
Important Tropical Crops Pest Control	China	2	0	2			
Agricultural Biotechnology Application	China	1	0	1			
Agricultural Products Circulation And Trade For African Countries	China	1	0	1			
Agricultural Economic Development	China	1	0	1			
Environmentally Friendly Fertilizer Production Application And Demonstration	China	1	0	1			
Cotton Processing And Trade For English Speaking African Countries	China	2	0	2			
Agricultural Development For African Countries	South Korea	2		2			
Food Security, Post-Harvest, Processing And Quality Assurance Of Selected Agro-Industrial Products	South Korea	1		1			
Rice Cultivation In Lowland Areas	Japan	2	1	3			
Intermediate And Advance PowerPoint Training	Ministry Of Food And Agriculture		1	1			
Financial Mgt And Taxation	Ministry Of Roads And Highways	4	1	5			
Training On New Staff Performance Assessment Instrument	Ministry Of Tourism And Creative Arts	16	15	31			
New Ghana Electric Wiring Code	Ghana Institute Of Engineers	1		1			
Regional Advanced Trade Negotiation Simulation Skills Course For English Speaking African Countries	Dar Es Salaam, Tanzania	1		1			
Regional Course On Quantitative Technics For Economic Analysis	Lagos, Nigeria	1	1	2			
Public Sector Management: Making Reforms Count	London, UK		1	1			

Scheme Of Service/Competency-Based Training							
Course Of Study / Programme Title	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Don
Training Course On Clean Production Of Pulp And Paper For African English Speaking Countries	Tai'an, China	1		1			
Regional Course On Monetary Operations & Liquidity Management	Banjul, The Gambia	2	2	4			
Practical Chinese For Foreign Aid Prg. Management			2	2			
Financial Service Of China			2	2			
Regional Course On Basic Statistics, Economic And Research Methods,	Lagos, Nigeria	3		3			
Regional Course On Human Resources For Organisational Effectiveness	Monrovia, Liberia	1	1	2			
Defence Management Course	GAFCSC	2		2			
Gender Mainstreaming			2	2			
Public Sector Leadership		1	1	2			
Addressing Climate Change		2					
Conflict Analysis And Mediation (Cam)		1	1				
Conflict Resolution, Negotiation Mediation, Peace Accord	Pretoria, South Africa	1		1			
Security At Diplomacy For Senior Diplomats	Kuala Lumpur, Malaysia	1		1			
State Owned Ent. Reform For Africa		2		2			
Strategic Planning For Executives	Harvard Sch Of Public Health, Boston	1		1			
Integrated Risk Management For Public Service	Montreal, Canada	1		1			
Training Course In Bio Technology For African Speaking Countries	Chendu, China	1		1			
Policy Planning For Energy Efficiency Conservation	Tokyo, Japan	1		1			
State Department International	USA	1		1			
Green Growth: Policy Measuring Tools	Israel		1	1			
Oil And Gas Plant Operation And Maintenance Development Programme	South Korea	3		3			

Scheme Of Service/Competency-Based Training							
Course Of Study / Programme Title	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Don
Seminar On Green And Low Carbon Industry And Climate Change For African English Speaking Countries	Beijing - China		1	1			
Sustainable Change Management In The Public Sector	Montreal, Canada	1		1			
Transportation & Liquefied Natural Gas	Malaysia	1		1			
Project And Programme Management, Monitoring And Control	Setym, Canada	1		1			
Results Based Management & Performance Indicator	Ihrdc, Boston, USA	1		1			
Small Hydropower Plants	Cairo, Egypt	1		1			
Green Economy Modelling Training		1		1			
Training Programme For Quantity Surveyors & Maintenance Engineers	Koforidua Training Centre	37	3	40			
Gender Budgeting And Analysis	Ministry Of Gender, Children And Social Protection	4	9	13			
Digitization Capacity Building	IBJ-BPO	6	2	8			
Understanding The Principles And Practice Of Industrial Relations Partnership	Capital Group Of Ghana		1	1			
Client Service And Customer Relations	Fair Wages And Salaries Commission	17	10	27			
Website Development And Management	Kofi Annan Centre Of Excellence In ICT	4	1	5			
Research Methodology And Report Writing	ISSER	4	3	7			
Certificate In Management Telecommunications	CTO/MOC	1		1			
Financial Modeling	ISSER	9	3	12			
Industrial Relations	Ghana Employers Association	2	2	4			

Scheme Of Service/Competency-Based Training							
Course Of Study / Programme Title	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Don
Construction Project Management	KOICA	1		1			

Academic Training							
Course Of Study	Institution	Gender		Total	Funding		
		M	F		Self	Gov	Donor
Languages	KNUST		1	1	X		
MBA	KNUST	2		2	X		
L.L.B	KNUST	1		1	X		
Ma Sociology	KNUST	1		1	X		
B.A Communication Studies	Christian Service University College		1	1	X		
Bsc Public Administration	GIMPA	2		2	X		
Post Dip. In Business Adm. (H.R.M.)	University Of Education Winneba		1	1	X	-	-
H.N.D. Sec. And Mgt.	Bolga Polytechnic		1	1	X	-	-
Bachelors Degree In Psy. And Foundation Of Edu.	University Of Cape Coast	1		1	X	-	-
Gender And Development	EWHA Women's University	1		1			X
Vocational Devt Programme For Women, 2014	EWHA Women's University	1		1			X
Masters In Migration & Intercultural Relations	University Of Oldenburg, Germany	1		1			X
LLB	University Of London	1		1	X		
LLB	Monterrey University College	1		1	X		
Chartered Accountant	Ica		1	1	X		
MBA Finance	University Of Ghana		1	1	X		
Ba (Arts)	Wisconsin University College		1	1	X		
Msc Development Mgt.	KNUST	1		1	X		
Masters In Economics And Urban Studies	Massachusetts (MIT) USA	1		1		X	
Bsc. Business Admin	Knutsford University College Accra		2	2	X		
Bsc. Mgt Studies	Central University College		2	2	X		
Master's Degree Programme In Global Leaders In Economic Policy At The Korea University			1	1			X
Permission To Participate In A Master Programme In Public Policy		1		1			X

Academic Training							
Course Of Study	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Donor
International Masters Of Business Administration		1		1			X
Masters Degree Programme In International Trade And Policy			1	1			X
MPA	GIMPA	1	1	2		X	
M.A. Economy Policy Management	University Of Ghana	4		4		X	
PHD In Advanced Policy Studies	National Institute For Policy Studies Tokyo	1		1		X	
B.A. Business Administration (HRM Option)	University Of Education, Winneba	1		1	X		
B.A Information Studies	University Of Education, Winneba	1		1	X		
Msc Hrm	University Of Leicester		1	1		X	
MBA, Fin. Mgt	I.P.E. Paris	1		1		X	
MBA Proj. Mgt.	I.P.E. Paris	1		1		X	
Msc. Transp. & Sus. Dev.	Imperial College London	1		1			X
Msc Transp. & Environ.	Univ. Of Leeds	1		1			X
MBA Finance	CUC	1		1		X	
MBA Comm., Media & PR	University Of Leicester		1	1		X	
Bsc. HRM	Kings University		1	1		X	
Hydrology & Water Resources	UNESCO-IWE	2		2			X
Coastal/Harbour Offshore Eng	Hohai Uni,China	2		2			X
Post Graduate In Global E-Policy And E-Government	Sungkyunkwan University South Korea	1		1			X
Post Graduate Diploma In Rural Development Mgt.	National Institute Of Rural Development (NIRD) Hyderabad, India		1	1			X
M.Phil (DMD)	GIMPA	1		1		X	
Masters Degree In “Global ICT Convergence With Mgt & Public Policy”	Soongsil University, South Korea		1	1		X	
International Business	Coventry University		1	1			X

Academic Training							
Course Of Study	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Donor
Msc Project Management	Middlesex University		1	1			X
Msc Advanced Control Systems	Coventry University	1		1			X
Accounting & Financial Management	Coventry University		1	1			X
Strategic Planning For Executives	Harvard School Of Public Health, Boston	1		1			X
Project And Programme Management, Monitoring And Control	Setym International, Montreal, Canada	1		1			X
Results Based Management & Performance Indicator	IHRDC, Boston, USA	1		1			X
Ma, Economic Policy Management	Cardiff University		1	1			X
Mba, Finance	Kaist, Korea	1		1			X
Masters In Public Policy	Perking University, China	1		1			X
Master Of Public Administration	GIMPA		1	1			X
Executive Masters, Business Administration	GIMPA	1		1		X	
Fisheries Science	Pukyong National University-Korea	1	2	3			X
Business Administration	GIMPA		1	1			X
Masters In Public Sector Management	GIMPA		1	1			X
Masters In Economic Policy Management	University Of Ghana		1	1			X
MSc. Chemistry	Southern Illinois University		1	1			X
Block Lecture	U.E.W. Kumasi Campus	2		2			X
Graphic Design	U.E.W. Kumasi Campus	1		1			X
Mba Programme	University Of Ghana, Legon	1		1			X
Mba (Hrm)	Central Univ. College		1	1			X
Mba (H Rm)	Pentecost Univ. College		1	1			X
Bachelor Of Engineering	Accra Institute Of Technology	1		1			X
Master Of Business Admin	University Of Cape Coast		1	1			X
Ba. Human Resource Management	Pentecost Univ. College		1	1			
Procurement Management	KNUST		1	1			
Quantity Surveying And Construction Economics	KNUST		1	1			

Academic Training							
Course Of Study	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Donor
Advance Business Certificate (Accounting)	Dasein Community College		1	1			X
Bachelor In Management Studies	University Of Cape Coast	1	1	2			X
Bachelor In Management Studies	Methodist University		1	1			X
Bsc Construction Tech & Mgt.	KNUST	1		1			X
Bachelor Of Adm. (HR)	Central University		1	1	X		
Bba (HR)	University Of Education		1	1			X
Bba Bachelor Of Adm. (HR)	UEW		1	1			X
Diploma In Material And Logistics Adm.	CIC	1		1			X
Diploma In Youth Development Work	University Of Ghana	2		2		X	
B.Ed. Agricultural Science	University For Development Studies	1		1		X	
Bsc. Catering & Hospitality Education	University Of Education		1	1			X
International Master Of Business Administration (IMBA)	China	1		1		X	MOTI
Master's Degree Programme In Development Competency Through SME	South Korea		2	2		X	MOTI
Master's Degree Programme In Global Leaders In Economic Policy	South Korea	1		1		X	MOTI
Masters Degree Programme In International Trade And Policy	South Korea	1		1		X	MOTI
M.A. International Relations	China	1		1	X		Foreign Affairs
Ma. Journalism, Media & Communication	London, UK	1		1	X		Finance
Dip In Education	University Of Education Winneba		1	1		X	MOELR
MBA Finance	Kaist, Korea	1		1			
BBA Tourism Management	Zenith College	1		1			
GEA-Abe Professional Diploma Course In Industrial Relations (Part I & II)		2	2	4			
B.A Information Studies And Sociology	University Of Ghana	1		1			

Academic Training							
Course Of Study	Institution	Gender		Total	Funding		
		M	F		Self	Gog	Donor
M. Sc In Road Transportation	KNUST	1	1	2			
MBA	Edinburgh Napier University, UK	1		1			
Total		66	49	115			

List of Abbreviations

AASU	-	All Africa Student Union
ABREF	-	African Biofuel and Renewable Energy Fund
ADR	-	Alternative Dispute Resolution
AEA	-	Agriculture Extension Agent
AESD	-	Agricultural Engineering Services Directorate
AESL	-	Architectural Engineering Services Limited
AFCON	-	Africa Cup of Nations
AFD	-	Agence Française Development
AG	-	Attorney General
AGI	-	Association of Ghana Industries
AGL	-	Airfield Ground Lighting
AGRA	-	Alliance for a Green Revolution in Africa
AICC	-	Accra International Conference Centre
AIDS	-	Acquired Immune Deficiency Syndrome
AMSEC	-	Agricultural Mechanization Services Centres
APD	-	Animal Production Directorate
Apex-PCCL	-	Apex Pollution Control Company Limited
APOW	-	Annual Programme of Work
APR	-	Annual Performance Report
APRM	-	African Peer Review Mechanism Governing Council
ARC	-	Architects Registration Council
ARDEC	-	Aquaculture Research and Development Centre
ARIC	-	Audit Report Implementation Committee
ASHIS	-	Advance Shipment Information Services
ATP	-	Amnesty Training Programme
AU-STC	-	African Union Specialized Technical Committee
BECE	-	Basic Education Certificate Examination
BAR	-	Brong Ahafo Region
BFA	-	Bachelor of Fine Arts
BIT	-	Bilateral Investment Treaty
BOST	-	Bulk Oil Storage and Transportation
BOST	-	Bulk Oil Storage and Transportation Company
BPA	-	Bui Power Authority
BPfA	-	Beijing Platform for Action
BPO	-	Business Process Outsourcing
BPU	-	Border Patrol Unit
BRRI	-	Building and Road Research Institute

BRT	-	Bus Rapid Transit
BSP	-	Bulk Supply Point
BWC	-	Biological Weapons Convention
CAGD	-	Controller and Accountant General's Department
CBT	-	Computer Based Test
CBT	-	Competency Based Training
CCMC	-	Conflict and Crisis Management
CCTV	-	Closed-Circuit Television
CEDAW	-	Committee on the Elimination of Discrimination against Women
CEDECOM	-	Central Region Development Commission
CENSAD	-	Community of Sahel-Saharan States
CEO	-	Chief Executive Officer
CERT-GH	-	Computer Emergency Response Team
CHAN	-	African Championship of Nations
CHPS	-	Community-based Health Planning and Services
CHRI	-	Commonwealth Human Rights Initiative
CIDA	-	Canadian International Development Agency
CIF	-	Compact Implementation Fund
CLOGSAG	-	Civil and Local Government Staff Association, Ghana
CLTS	-	Community-Led Total Sanitation
CLU	-	Child Labour Unit
CMA	-	Central Management Agencies
CMS	-	Correspondence Management System
CODEPA	-	Coordinating Committee for the Development and Promotion of African Handicraft
COLA	-	Cost of Living Allowance
COP	-	Child Online Protection
COTVET	-	Council for Technical and Vocational Education and Training
CPA	-	Certificate in Public Administration
CSD	-	Crops Services Directorate
CSIR	-	Council for Scientific and Industrial Research
CSO	-	Civil Society Organizations
CSTC	-	Civil Service Training Centre
CSU	-	Client Service Units
CUBAG	-	Customs Union Brokers Association of Ghana
CWSA	-	Community Water and Sanitation Agency
DAB	-	Diaspora Affairs Bureau
DAES	-	Directorate of Agricultural Extension Services
DDF	-	District Development Facility
DFATD	-	Department for Foreign Affairs Trade and Development

DFI	-	Department of Factories Inspectorate
DFID	-	Department for International Development
DHIMS	-	District Health Information Management System
DIC	-	Divestiture Implementation Committee
DMS	-	Document Management System
DMTDP	-	District Medium Term Development Plan
DOC	-	Department of Co-operatives
DoG	-	Department of Women
DPA	-	Diploma in Public Administration
DPC	-	Data Protection Commission
DRH	-	Department of Rural Housing
DSA	-	Debt Sustainability Analysis
DTT	-	Digital Terrestrial Television
DV	-	Domestic Violence
DVGs	-	Disaster Volunteer Groups
DVLA	-	Driver & Vehicle Licensing Authority
DWD	-	District Works Departments
EC	-	Engineers Council
EC	-	European Commission
ECCD	-	Early Childhood Care Development
ECG	-	Electricity Company of Ghana
ECM	-	Enterprise Content Management
ECOSOC	-	Economic and Social Council
ECOWAS	-	Economic Community of West African States
EDAIF	-	Export Development and Investment Fund
EEZ	-	Exclusive Economic Zone
EFT	-	Electronic Funds Transfer
EGDC	-	ECOWAS Gender Development Centre
EI	-	Executive Instrument
EIB	-	Enforcement and Intelligence Bureau
EOCO	-	Economic and Organized Crime Office
EPA	-	Environmental Protection Agency
EPA	-	Economic Partnership Agreement
EP-Forms	-	Electronic Payroll Input Forms
EPZ	-	Export Processing Zone
E-SPV	-	Electronic Salary Payment Voucher
ETLS	-	ECOWAS Trade Liberalization Scheme
EU	-	European Union
EVD	-	Ebola Virus Disease
EWT	-	Elevated Water Tank

F & A	-	Finance and Administration
FAA	-	Financial Administration Act
FAO	-	Food and Agriculture Organization
FASDEP	-	Food and Agriculture Sector Development Policy
FATF	-	Financial Action Task Force
FBO	-	Farmer Based Organization
FEED	-	Front End Engineering Design
FEU	-	Fisheries Enforcement Unit
FGM	-	Female Genital Mutilation
FIFA	-	Federation of International Football Associations
FIMS	-	Foreigner Identification Management System
FIU	-	Financial Intelligence Units
FOAT	-	Functional Organizational Assessment Tool
FPSO	-	Floating Production Storage and Offloading
FSEF	-	Food Security and Environment Facility
FWSC	-	Fair Wages and Salaries Commission
GADA	-	Ghana Automobile Dealers Association
GAEC	-	Ghana Atomic Energy Commission
GAF	-	Ghana Armed Forces
GAFCSC	-	Ghana Armed Forces Command and Staff College
GAIMS	-	Ghana Aid Information Management System
GAPTE	-	Greater Accra Passenger Transport Executive
GAWU	-	General Agricultural Workers Union
GAX	-	Ghana Alternative Market
GBC	-	Ghana Broadcasting Corporation
GCAA	-	Ghana Civil Aviation Authority
GCB	-	Ghana Commercial Bank
GCC	-	Ghana Co-operatives Council
GCCI	-	Ghana Chamber of Commerce and Industry
GCCo	-	Ghana Co-operatives College
GCGCL	-	Graphic Communications Group Company Limited
GCMC	-	Ghana Cylinder Manufacturing Company
GCNet	-	Ghana Community Network Services Limited
GDHS	-	Ghana Demographic and Health Survey
GDP	-	Gross Domestic Product
GEMP	-	Ghana Environmental Management Programme
GEPA	-	Ghana Export Promotion Authority
GFA	-	Ghana Football Association
GFZB	-	Ghana Free Zones Board

GHANAP	-	Ghana National Action Plan
GIDA	-	Ghana Irrigation Development Authority
GIFF	-	Ghana Institute of Freight Forwarders
GIFEC	-	Ghana Investment Fund for Electronic Communications
GIFMIS	-	Ghana Integrated Financial Management Information System
GIIF	-	Ghana Infrastructure Investment Fund
GI-KACE	-	Ghana-India Kofi Annan Centre of Excellence
GIMMA	-	Ghana Integrated Migration Management Approach
GIMPA	-	Ghana Institute Management and Public Administration
GIPC	-	Ghana Investment Promotion Centre
GIS	-	Geographic Information System
GIS	-	Ghana Immigration Service
GLSS 6	-	Ghana Living Standards Survey 6
GMA/GMet	-	Ghana Meteorological Agency
GMIC	-	Ghana Multimedia Incubator Centre
GMMB	-	Ghana Museums and Monuments Board
GNA	-	Ghana News Agency
GNGC	-	Ghana National Gas Company
GNPC	-	Ghana National Petroleum Corporation
GOG	-	Government of Ghana
GOIL	-	Ghana Oil Company Limited
GOTA	-	Global Open Trunking Architecture
GPCL	-	Ghana Publishing Company Limited
GRA	-	Ghana Revenue Authority
GRATIS	-	Ghana Regional Appropriate Technology Industrial Service
GRCL	-	Ghana Railway Company Limited :
GRIDCO	-	Ghana Grid Company
GSA	-	Gas Sales Agreements
GSA	-	Ghana Standards Authority
GSFP	-	Ghana School Feeding Programme
GSGDA	-	Ghana Shared Growth and Development Agenda
GSL	-	Ghana School of Law
GSOP	-	Ghana Social Opportunities Project
GSS	-	Ghana Statistical Service
GSS	-	Government Secretarial Schools
GSTDP	-	Ghana Skills and Technology Development Project
GTA	-	Ghana Tourism Authority
GTDC	-	Ghana Tourist Development Company
GTPCWU	-	General Transport, Petroleum and Chemical Workers Union
GTZ	-	German Technical Cooperation



GUMPP	-	Ghana Urban Management Pilot Project
GWCL	-	Ghana Water Company Limited
GYEEDA	-	Ghana Youth Employment and Entrepreneurial Development Agency
H.E	-	His Excellency
HoDs	-	Heads of Departments
HOMOFEST	-	Homowo Festival
HOTCATT	-	Hotel Catering and Tourism Training Centre
HR	-	Human Resource
HRDM	-	Human Resource Development and Management
HRMIS	-	Human Resource Management Information System
HSD	-	Hydrological Services Department
HT	-	Human Trafficking
IAAC	-	Independent Audit Advisory Committee
IAEA	-	International Atomic Energy Agency
IBES	-	Integrated Business Establishment Survey
ICCES	-	Integrated Community Centers for Employable Skills
I-CLMS	-	Integrated Child Labour Monitoring System
ICOMOS	-	International Council on Monuments and Sites
ICT	-	Information and Communication Technologies
ICT4AD	-	ICT for Accelerated Development
ICU	-	Commercial Workers Union
IDA	-	International Development Association
IDF	-	Import Declaration Form
IE	-	International Enterprise
IEZ	-	Inshore Exclusive Zone
IFAD	-	International Fund for Agricultural Development
IGF	-	Internally Generated Funds
IGFF	-	Intergovernmental Fiscal Framework
ILGS	-	Institute of Local Government Studies
ILO	-	International Labour Commission
IOM	-	International Organization for Migration
IPEC	-	International Programme on the Elimination of Child Labour
IPPD	-	Integrated Payroll Personnel Database
ISD	-	Information Service Department
ISID	-	Inclusive Sustainable Industrial Development
ISO	-	International Organization for Standardization
ISRT	-	Inter State Road Transit
IT	-	Information Technology
ITES	-	Information Technology Enabled Services
ITES	-	IT Enabled Services Secretariat



ITS	-	Institute of Technical Supervision
ITU	-	International Telecommunications Union
IUU	-	Illegal, Unreported and Unregulated
JBP	-	Joint Border Post
JICA	-	Japan International Cooperation Agency
JPCU	-	Joint Port Control Unit
JTEC	-	Joint Trade and Economic Committee
KACE	-	Kofi Annan Centre of Excellence
KAIPTC	-	Kofi Annan International Peacekeeping Training Centre
KIA	-	Kotoka International Airport
KMA	-	Kumasi Metropolitan Assembly
KNMP	-	Kwame Nkrumah Memorial Park
KNUST	-	Kwame Nkrumah University of Science and Technology
KOICA	-	Korea International Cooperation Agency
LBC	-	Licensed Buying Company
LD	-	Labour Department
LEAP	-	Livelihood Empowerment against Poverty
LECIAD	-	Legon Centre for International Affairs and Diplomacy
LED	-	Local Economic Development
LGS	-	Local Government Service
LI	-	Legislative Instrument
LIPW	-	Labour Intensive Public Works
LPG	-	Liquefied Petroleum Gas
MAF	-	MDG Acceleration Framework
MASTESS	-	Mathematics, Science and Technology Scholarship
MATS	-	Military Academy and Training Schools
MCA	-	Millennium Challenge Account
MCC	-	Millennium Challenge Corporation
MCPs	-	Master Craft Persons
MCS	-	Monitoring Control and Surveillance
MDA	-	Ministries, Departments and Agencies
MDG	-	Millennium Development Goals
MDPI	-	Management Development and Productivity Institute
MGD	-	Million Gallons per Day
MGF	-	Matching Grant Funds
MIS	-	Management Information System
MMDAs	-	Metropolitan Municipal District Assemblies
MMS	-	Meeting Management System
MMT	-	Metro Mass Transit
MOAP	-	Market Oriented Agriculture Project

MONUSCO	-	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
MoU	-	Memorandum of Understanding
MSD	-	Management Services Department
MSE	-	Micro and Small Enterprises
MSME	-	Micro Small and Medium Scale Enterprises
MTDP	-	Medium Term Development Plan
MTDS	-	Medium Term Debt Strategy
MTEF	-	Medium Term Expenditure Framework
MTS	-	Modified Taungya System
NABTEX	-	National Board for Professional and Technician Examinations
NACOB	-	Narcotics Control Board
NACSA	-	National Commission on Small Arms
NADMO	-	National Disaster Management Organization
NAFAC	-	National Agency for Food and Drug Administration and Control
NAFAC	-	National Festival of Arts and Culture
NAFTI	-	National Film and Television Institute
NBSSI	-	National Board for Small Scale Industries
NCA	-	National Communications Authority
NCC	-	National Commission on Culture
NCD	-	National Commission for Democracy
NCTE	-	National Council of Tertiary Education
NDMW	-	National Daily Minimum Wage
NDPC	-	National Development Planning Commission
NDT	-	Non-Destructive Testing :
NECC	-	National Early Childhood Committee
NEDCo	-	Northern Electricity Distribution Company
NES	-	National Export Strategy
NGOs	-	Non-Governmental Organization
NHIS	-	National Health Insurance Scheme
NIA	-	National Identification Authority
NITA	-	National Information Technology Agency
NLC	-	National Labour Commission
NMTDP	-	National Medium Term Development Plan
NMTDPF	-	National Medium-Term Development Policy Framework
NPA	-	National Petroleum Authority
NPC	-	National Population Council
NPRA	-	National Pension Regulatory Authority
NR	-	Northern Region
NRA	-	Nuclear Regulatory Authority

NRDC	-	National Research Development Corporation
NRSC	-	National Road Safety Commission
NSPS	-	National Social Protection Strategy
NTC	-	National Tripartite Committee
NTC	-	New Times Corporation
NTC	-	Nurses Training College
NTD	-	Neglected Tropical Diseases
NVTI	-	National Vocational and Technical Institute
OCTP	-	Off Shore Cape Three Points
ODF	-	Open Defecation Free
OFIS	-	Other Financial Institutions Supervision
OGM	-	Office of Government Machinery
OGP	-	Open Government Partnership
OHCS	-	Office of the Head of Civil Service
OIC-G	-	Opportunities Industrialization Centre – Ghana
OOP	-	Office of the President
OSIWA	-	Open Society Initiative for West Africa
OSSC	-	One Stop Service Centre
PAWA	-	Pan African Writers' Association
PBME	-	Policy, Budgeting, Monitoring and Evaluation
PC	-	Petroleum Commission
PCD	-	Partnership for Child Development
PCSRC	-	Postal and Courier Service Regulatory Commission
PEAs	-	Private Employment Agencies
PFM	-	Public Financial Management
PIMS	-	Public Investment Management System
PIP	-	Priority Investment Project
PIP	-	Public Investment Programme
PJCC	-	Permanent Joint Commission for Cooperation
PMS	-	Performance Measuring System
PNDC	-	Provisional National Defence Council
PoD	-	Plan of Development
POTAG	-	Polytechnic Teachers Association of Ghana
PPA	-	Public Procurement Authority
PPME	-	Public Procurement Model of Excellence
PPMED	-	Policy Planning Monitoring and Evaluation Directorate
PPP	-	Public Private Partnership
PPS	-	Personnel Processing Sections
PRAAD	-	Public Records and Archives Administration Department
PSB	-	Preservation Services Branch

PSC	-	Public Services Commission
PSHLSB	-	Public Servants' Housing Loan Scheme Board
PSJCNC	-	Public Sector Joint Standing Negotiating Committee
PSJSNC	-	Public Services Joint Standing Negotiations Committee
PSOs	-	Private Security Organizations
PSRS	-	Public Sector Reform Secretariat
PWD	-	Public Works Department
PWDs	-	Persons with Disabilities
QoS	-	Quality of Service
R&D	-	Research and Development
RCC	-	Regional Coordinating Council
RCD	-	Rent Control Department
RDA	-	Regional Director of Agriculture
REDF	-	Rural Enterprise Development Fund
REP	-	Rural Enterprises Programme
ROSATOM	-	Rosatom State Atomic Energy Corporation of Russia
RPCUs	-	Regional Planning Coordinating Units
RSIMD	-	Research, Statistics and Information Management Directorate
RTIMP	-	Root and Tuber Improvement Programme
SAs	-	Subvented Agencies
SCMP	-	Supply Chain Master Plan
SDF	-	Skills Development Fund
SDGs	-	Sustainable Development Goals
SEACOP	-	Seaport Cooperation Project
SEC	-	State Enterprises Commission
SEMOG	-	Strengthening Environmental Management of the Oil and Gas Sector in Ghana
SHCL	-	State Housing Company Limited
SIPL	-	Subri Industrial Plantation Limited
SLM	-	Sustainable Land Management
SLWMP	-	Sustainable Land and Water Management Project
SMTDP	-	Sector Medium Term Development Plan
SNPA	-	Street Naming and Property Addressing
SOEs	-	State-Owned Enterprises
SRID	-	Statistics Research & Information Directorate
SSDII	-	Small Scale District Industrialization Initiative
SSSS	-	Single Spine Salary Structure
STDs	-	Standard Tender Documents
STIs	-	Sexually Transmitted Infections
STL	-	Studio-to-Transmitters Link

STMA	-	Sekondi-Takoradi Metropolitan Assembly
TB	-	Tuberculosis
TBP	-	Time Bound Programme
TCPD	-	Town and Country Planning Department
TDC	-	Tema Development Corporation
TEU	-	Technical Examination Unit
TEU	-	Twenty-foot Equivalent Units
TOR	-	Tema Oil Refinery
TPRS	-	Third Party Reference System
TSL	-	Trina Solar Limited
TSP	-	Transport Sector Project
TVET	-	Technical Vocational Education and Training
UDG	-	Urban Development Grant
UHF	-	Ultra High Frequency
UK	-	United Kingdom
UMAT	-	University of Mines and Technology
UN	-	United Nations
UNAMID	-	United Nations–African Union Mission in Darfur
UNDP	-	United Nations Development Programme
UNESCO	-	United Nations Educational, Scientific and Cultural Organization
UNFPA	-	United Nations Fund for Population Activities
UNFPU	-	United Nations Formed Police Unit
UNGA	-	United Nations General Assembly
UNHCR	-	United Nations High Commissioner for Refugees
UNICEF	-	United Nations International Children's Emergency Fund
UNIDO	-	United Nations Industrial Development Organization
UNISFA	-	United Nations Interim Security Force for Abyei
UNMIL	-	United Nations Mission in Liberia
UNMISS	-	United Nations Mission in South Sudan
UNOCI	-	United Nations Operation in Côte d'Ivoire
UNWTO	-	United Nations World Tourism Organization
USAID	-	United States Agency International Development
USAP	-	Universal Security Audit Programme
USOAP	-	Universal Safety oversight Audit program
UTAG	-	University Teachers Association of Ghana
VAG	-	Veterans Administration, Ghana
VALCo	-	Volta Aluminum Company
VHF	-	Very High Frequency
VMS	-	Vessel Monitoring System
VRA	-	Volta River Authority



VSAT	-	Very Small Aperture Terminal
WAEC	-	West African Examinations Council
WARFP	-	West Africa Regional Fisheries Project
WASH	-	Water, Sanitation, and Hygiene
WCTP	-	West Cape Three Points
WIAD	-	Women in Agriculture development
WRC	-	Water Resources Commission
YEA	-	Youth Empowerment Agency