



# **ANNUAL PERFORMANCE REPORT OF THE CIVIL SERVICE**

**Theme:**  
**“Professionalism and Integrity:  
The Role of the Ghana Civil Service.”**



**2017**



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## FOREWORD

In fulfillment of section 85 (1) of the Civil Service Act 1993, (PNDCL 327) the Head of the Civil Service submitted the 2017 Annual Performance Report of the Civil Service to the Civil Service Council based on the Civil Service organisations half-yearly and annual reports relating to (a) programme performance, (b) administrative development, (c) manpower data, and (d) other relevant information.

This report provides an overview of the state of Human Resources, Performance and Achievements of the Civil Service in the year under review. It also provides a glimpse of the projected plans, programmes and projects of Government for the following year.

The theme for the year under review: **‘Professionalism and Integrity: the role of the Ghana Civil Service’** reflected the programmes of government for socio-economic development, and the need for a partnership with a strong and professional Service which is enabled and fully supported to carry out its mandate.

The Ghana Civil Service is an establishment in the governance framework of the country and, as per Section 2 of the Civil Service Act, 1993, its object is to formulate and implement policies of Government for the development of the nation. Significantly, the Service is a strategic institution of Government which links up other organizations and through which policies and programmes of Government are channeled for development and for the benefit of the people.

In this context, it is important that the Service remains focused, professional and accountable throughout its activities to deliver service to the satisfaction of the people of Ghana. The Civil Service plays a key role in the administration of the country as it is responsible for advising, supporting and implementing decisions, programmes and projects of the Executive. Although the Civil Service serves the Government of the day, it is expected to be politically neutral. This is to ensure the proper and efficient functioning of the whole Government machinery as they discharge their duties, civil servants are expected to demonstrate objectivity, professionalism, impartiality and be loyal to the Government of the day. It is through this that the continuity of state business can be sustained and progress made by the people of Ghana.

At the inauguration of the Civil Service Council on 31st October, 2017, His Excellency the President of the Republic, Nana Addo Dankwa Akufo-Addo, while acknowledging the importance of the Service, added his voice to the call to the Civil Service to allow professionalism, integrity, accountability, transparency, loyalty, neutrality and selflessness, among other values, to hold sway at all times as it performs its duty.

It is noted that over the years, the Civil Service has been confronted with challenges which include perceived corruption, red tapeism, political interference, and absenteeism, among others, which has scathed the image of the once enviable Ghana Civil Service. Many reports



available today on some happenings in Ghana in recent times point to the fact that all is not well with our Civil Service. Something needs to be done about the various negative issues affecting the Ghana Civil Service before the people of Ghana lose confidence in the institution. Our development and progress as a people depend partly on the proper functioning of the Civil Service and all other state institutions. Civil Servants who show lack of professionalism in executing the duties assigned them must be held accountable and sanctioned appropriately. Constant review of the implementation of the Code of Conduct for Civil Servants and strict supervision including regular education is required in the Civil Service. In short, the Civil Service should be poised to partner the Government in achieving its developmental goals.

The Civil Service Council at its orientation programme in November, 2017 and also at the meeting with the leadership of the Service in December, 2017 resolved to assist the Service to redeem its image to that enviable position as a reputable Civil Service of excellence.

Consequently, the Council would be more visible in interacting with Civil Servants and various stakeholders, especially the political leadership, to share ideas and chart the way to position the Service as a disciplined and professional organization delivering on its mandate by which all and sundry would be proud of.

To this end, as an institution at the heart of Government, there is the need for a constant introspection and timely assessment mechanism to review the performance of the Service in the light of the human and fiscal resources available to the Service and provide guidance for the improvement of Government's programmes and activities for the public interest. One such mechanism is this Annual Performance report. The Council respectfully implores the Government and all stakeholders to study this document and oblige the Service with their comments to help improve the service delivery of the Civil Service.

The performance agreement system for the Chief Directors and Directors and the Staff Performance Appraisals System for the rest of the Service would be vigorously pursued, monitored and evaluated appropriately for the requisite actions to be taken to ensure the efficient and effective performance of all Civil Servants. Management decisions relating to staff would be objectively taken with reference to the performance management instruments.

The Council having been appointed into Office at the tail end of the year under review, is gratified and commend the able leadership of the Head of the Civil Service and all Civil Servants for their dedication and commitment to duty for effectively managing the transition period and ensuring that the Civil Service continue to provide the new administration with the needed support to meet the aspiration of the citizenry.

I realized the painstaking accounts given by the various Ministries on activities and programmes undertaken, the challenges and the way forward. I also acknowledge the



collaborative efforts of the Office of the Head of Civil Service, the Ministries and the Civil Servants and wish to express profound appreciation for their contribution to this report which serves as reference to understanding the work of the Civil Service for effective decision-making. I also appreciate CLOGSAG for industrial peace as it works toward the improvement of the welfare of its members.

I, however, observed with chagrin the enormous challenges faced by the Civil Service in trying to accomplish these achievements outlined in the Report. It is clear from the Report that the lack of adequate resources and the unpredictability of the release of funds have hampered the ability of the Service to deliver on many of its planned programmes. With the coming into force of the law on Capping of Earmarked Funds, resources for basic operations of the Service has reduced drastically and affected the performance of the Service. It would be noted that if adequate resources and timely releases of funds are not provided, the needs of the citizenry would not be catered for.

Additionally, there are clear duplication of functions of some of the new and existing Ministries and the overlap of duties, which would result in the inefficient use of the scarce resources. It is my hope that the Government takes a critical look at the mandates of the various Ministries to reduce these duplications.

Furthermore, I wish to thank His Excellency the President of the Republic of Ghana sincerely for appointing us as members of the Civil Service Council. We deem the appointment as an opportunity to continue to serve and utilize the experiences acquired by members of the Council over many years of their working life for the benefit of our country. We pledge to work hard to justify the confidence reposed in us.

Finally, there is an enormous task ahead to deliver on the programmes and plans of Government and what is required is for all Civil Servants to have a change of attitude and work in consonance with the Civil Service motto, 'Loyalty, Excellence, and Service' to improve productivity and the image of the Civil Service in 2018 and beyond. As members of the Council, we resolve to do our best to assist in this regard. We will not countenance indiscipline and bad attitude to work which affect performance and image of the Service negatively.

God bless the Ghana Civil Service  
**JUSTICE ROSE C. OWUSU (MS)**  
**CHAIRPERSON**





## EXECUTIVE SUMMARY

The Civil Service is an important institution which serves as the pillar to all the public services in Ghana. It plays an important role in the administration of the state through its contribution to the facilitation, formulation and implementation of policies, plans and programmes of Government for the management of the country and the improvement of the lives of the citizenry. The Civil Service, through its Departments and Agencies, provides direct and diverse services to the public including the business community. It is also responsible for the implementation of key Government programmes and projects ranging from small to complex ones, ensuring that they are carried out on time and within the set budget. The Service is non-partisan and neutral, although it serves the Government of the day by offering honest and impartial advice to Government through its Ministers and other appointees on matters relating to policy, security and international relations.

The Annual Performance Report of the Ghana Civil Service serves as a medium for measuring the performance of the various Civil Service organizations during the reporting period. This Report gives a chance for the Service to assess its potentials, opportunities, constraints and challenges and thereby build on its successes and strategically reposition itself for higher and better performance. Section 85 (1) and (2) of the Civil Service Act, 1993 (Act 327) specifically mandates the Head of Civil Service to, within three months of each new year, produce a performance report of the Civil Service on activities and programmes undertaken in the previous year. In fulfilment of this legal requirement, this Annual Performance Report covering the period January to December 2017 has been prepared by the Office of the Head of Civil Service (OHCS).

Final copies of this report are then presented to His Excellency the President of the Republic of Ghana, Sector Ministries, Development Partners and other identifiable stakeholders for their use as source documents for purposes of policy review, planning, budgeting and decision making as appropriate. The Report captures the achievements and challenges of thirty two (32) Ministries including their departments, and three (3) Extra- Ministerial Organizations and has been prepared in accordance with a special format and guidelines provided by the OHCS. To avoid reporting on issues considered not strategic and for the purpose of uniformity in reporting, the guidelines concentrated on collection of information on issues relating to each Sector's core policies, programmes and project as well as the Administrative, Human Resource and Personnel Development initiatives and related matters. The impact of these indicated achievements of each sector's performance on the socio-economic development of the nation was also captured in the report.

**Chapter one** of the Report provides the profile of the Ghana Civil Service and gives the historical background and some information on the origin and development of the Service. The organization of the management systems of the Civil Service and the environment within which government business operated are also outlined in this Chapter. The main function of



the Civil Service as the major administrative organ of the Government mandated to formulate policies for the consideration of government, monitor, coordinate, evaluate and periodically review government's policies is equally discussed.

**Chapter two** highlights the National Policy Framework and the different source documents used in preparing the Report. These are the Ghana Shared Growth and Development Agenda (GSGDA II), the 2017 President's State of the Nation Address, the 2017 Budget Statement and Economic Policy document and the Sector Medium Term Development Plans (SMTDP).

**Chapter three** provides the data and analysis of the profile of the workforce and the overall staff strength of the Civil Service. The total staff strength of the Civil Service as at the time of this report, stood at 13,827 with a male population of 7,630 and a female population of 6,197. The chapter contains summaries of the several training programmes undertaken by various Officers in the Service. In total 3,198 officers were trained in schemes of service courses, competency based courses as well as other academic trainings, in both local and foreign institutions. Out of this number, 1,943 officers representing 61% participated in Scheme of Service and competency based trainings; 1,196 officers representing 37% attended various Workshops/Seminars/conferences, while 59 officers representing 2% pursued Academic Trainings

**Chapter four** captures the key achievements of the Ghana Civil Service in the 2017 reporting year. The Public Records and Archives Administration Department (PRAAD) of the OHCS for instance, provided technical assistance to the legal team handling the Ghana/Cote d'Ivoire Maritime Boundary Arbitration case at ITLOS, in Hamburg Germany in 2015. The task of searching for all relevant documents in relation to Ghana and Cote D'Ivoire bilateral relations as well as the colonial documents in connection with the boundary demarcation of the two countries was made available to the Ghana Legal Team. The determination of the case in favour of Ghana was one of the greatest achievements of the Department, hence the Service.

Other key accomplishments of the Service during the reporting year include:

- Support for political transition
- Industrial harmony and payment of Interim Premium to Civil Servants
- Development of Organizational Framework for newly created Ministries and provision of initial staffing
- Support for Government flagship programmes including; The Free SHS policy, School feeding programme, Planting for Food and Jobs, Initial activities of the implementation of 1D/1F, Legal reviews – Cabinet Memo writing, Policy Development, etc
- Meeting with the President to clarify role of Chief Directors in the Civil Service



**Chapter five** presents a broad set of challenges that were faced by the Civil Service in general during the year. The key challenges which hampered the implementation of the various development programmes and projects during the reporting period, have been captured under the following sub-headings: Human Resource Management, Inadequate Logistics, Political Interference, Inadequate and untimely Release of Funds, Land Encroachment, High Internet Cost and unstable Connectivity, Capping of Internally Generated Funds, Outdated and ineffective industry-related legal and regulatory regimes, Resubmission of Bills due to change of Government and Lack of Co-operation and Collaboration among Ministries and Departments (MDs).

This chapter also captures the “Forward look” of the ensuing year. It provides what the Ministries and their departments hope to achieve in the coming year. In this regard, the OHCS would develop Human Resource database for the effective planning and management of the Human Resource base of the Civil Service and also collaborate with key institutions like the Public Service Commission (PSC), National Information Technology Authority (NITA) and the Controller and Accountant Generals Department (CAGD) to achieve the full implementation of the PSC HRMIS by all MDs.

### **Summary of major Activities Undertaken by MDAs**

The year 2017 ushered in a new government which came in with new policies and initiatives and these informed the direction of activities undertaken by the various Ministries and their Departments and Agencies. Some programmes that were on-going in the previous years were either realigned or halted to embrace new programmes of the current Government. Due to readjustments in Government business, the year predictably brought some financial challenges to the various Civil Service Organisations. Notwithstanding these challenges, the Ministries and their Departments strived to achieve most of their planned programmes and activities. Below are the highlights of these achievements per each Ministry.

The *Office of the President* conducted a survey to analyse the needs and concerns of MDAs and their clients in improving service delivery. Cabinet Secretariat successfully organised Twenty-three (23) Cabinet Meetings, two Special Meetings and three (3) Cabinet Retreats. They also collaborated with the National Information Communication and Technology Agency (NITA) in improving internet connectivity to enhance the effective usage of e-Cabinet which has fast tracked Cabinet decisions and reduced approval time. The State Protocol Department hosted 54 Heads of State and Governments during the 60<sup>th</sup> Independence Anniversary. Five (5) sessions of credential presentations were organised to Ambassadors and High Commissioners and facilitated 35 internal and 23 external visits by H.E. the President. The Scholarship Secretariat paid 135,129 students’ fees for 3rd term 2015/16 and 140,264 students for 1<sup>st</sup> term 2016/2017 academic year at the second cycle level and also processed the list of selected students from local Public Universities for departure to various countries.

Office of the Administrator-General initiated the process of update on the Acquisition and



Disposal of Government Assets and Properties through the Office of Chief of Staff and consulted with the Accountant-General Department to link the Office on to the GIFMIS Platform to enable the automatic capture of all procurement activities undertaken by MDAs, MMDAs and RCCs.

The ***Office of the Senior Minister (OSM)*** was re-established by E.I 28 and was integrated into Public Sector Reforms Secretariat (PSRS). The Office reviewed the National Public Sector Reform Strategy (NPSRS) Document 2018-2023 to enable the creation of a favorable environment for the private sector growth. Executive approval was also sought to pave way for the implementation of the Strategy in 2018. To implement the Sub vented Agencies' Reforms Programme (SARP), the following Six (6) Agencies were identified for orientation and signing of Performance Contract. The identified agencies were Environmental Protection Agency (EPA), Energy Commission (EC), National Accreditation Board (NAB), Sunyani Technical University, Ghana Standards Authority (GSA) and Driver & Vehicle Licensing Authority (DVLA). The Office also coordinated the implementation of the second Open Government Partnership (OGP) Action Plan for the country and successfully developed and disseminated Ghana's third OGP Action Plan.

The ***Office of the Head of Civil Service*** in ensuring that targets set by Chief Directors are met embarked on a mid-year monitoring exercise in August 2017, to track the level of implementation of the key deliverables in the Chief Directors' Performance Agreement. Most Chief Directors were able to deliver on their set targets.

The ***Ministry of Aviation*** received approval from Cabinet for the establishment of a Homed Based Carrier. A Special Purpose Vehicle (SPV), Fly Safe Airline was also established to facilitate the process. In order to make domestic air travel affordable to the public, the Ministry in collaboration with the Ministry of Finance abolished the 17.5% VAT on domestic air fares. The first ever Air show in West Africa was organised in collaboration with GACL and GCAA with the President as the Patron. An in-house Committee was also set up by the Ghana Civil Aviation Authority (GCAA) to undertake a Technical Viability studies to decouple the Air Navigation Service (ANS) provider from the Regulator.

The ***Ministry of Business Development (MOBD)*** received Cabinet approval for the development of a comprehensive National Entrepreneurship Policy. The National Entrepreneurship and Innovation Plan (NEIP) which is targeted at providing an integrated national support for early-stage and small businesses was also launched by His Excellency the President in July 2017 and four (4) NEIP Zonal offices established in Tamale, Kumasi, Takoradi and Accra.

The ***Ministry of Chieftaincy and Traditional Affairs*** resubmitted draft Legislative Instruments on Lines of Succession to Stools and Skins to the Office of the Attorney General



& Ministry of Justice. The Research and Traditional Affairs Committee of the National House of Chiefs entered 808 Customary Declaration (CD) Forms in the National Register of Chiefs. In collaboration with the Inter Ministerial Committee on illegal mining, a 2-day workshop on illegal mining was held for Chiefs and Queen Mothers nationwide in July 2017 and sensitizations were held with traditional and opinion leaders in the following illegal mining communities to enable them appreciate and lend their full support to the fight against Galamsey activities; Ashanti Region, Brong Ahafo Region, Central Region, Western Region, Eastern Region, Northern Region, Upper West Region and Upper East Region.

The **Ministry of Communications** developed the National Cyber Security Policy document which received Cabinet approval and work began on the implementation of the Policy as well as developing strategies to minimise the negative impact of cybercrime on society. A contract was awarded to Messrs Scytel of Spain for the implementation of the E-parliament system for the Parliament of Ghana. This project aims at supporting Parliament of Ghana in electronically conducting parliamentary processes in a paperless manner. Other projects like E-justice, E-procurement and E-immigration were also initiated by the Ministry and are at various levels of implementation.

The **Ministry of Defence (MOD)** reviewed the implementation of the Ghana National Plan of Action of the United Nations Security Council Resolution 1325 on Women, Peace and Security (GHANAP 1325) and submitted same to the Ministry of Gender, Children and Social Protection. They also commenced the process of establishing Gender Desk Offices within all the three (3) Services of the Ghana Armed Forces (GAF). A draft National Defence Policy (NDP) was developed and a consultant engaged to review the draft document. The amendment to the GAF Regulation 1986 (LI 1332) on the Prolongation of Service has been approved by Cabinet and the draft Bill subsequently laid before Parliament for consideration and final passage. The Major Mahama Trust Fund Bill was also sent for Presidential assent to raise GHc500, 000 to cater for the spouse and children of the late Major.

The **Ministry of Education** submitted the amended Technical Universities Act to Cabinet and received approval to convert Cape Coast Polytechnic and Tamale Polytechnic to Technical Universities. The Free Senior High School Policy received approval to commence in September, 2017. Pre-Tertiary Education Bill and the Ghana Library Services Bill were also approved by Cabinet. The Ministry again submitted the following Bills to Cabinet for approval; the National Research Fund Bill, Ghana Book Development Council Bill, the reviewed COTVET Act and the Teacher Reform Policy. Draft Bills for the Ghana Technology University College, the University of Technology and Applied Science, Navrongo and the University of North Western Ghana, Wa have all been submitted to the Office of the Attorney General for inputs and finalization.



The **Ministry of Employment and Labour Relations (MELR)** re-submitted the revised draft National Occupational Safety and Health Policy and Bill to Cabinet and the Office of the Attorney General for further advice and executive approval. A Technical Committee made up of representatives from the Ministries of Gender, Children and Social Protection, Local Government and Rural Department as well as Employment and Labour Relations was put in place to develop the Plan for the implementation of the National Labour-intensive Public Works (LiPW) Policy. Stakeholders' consultations were also held on the draft Ghana Co-operatives Bill to review it in order to conform to international good practices. The framework for the Ghana Labour Market Information System (GLMIS) was developed with the GLMIS' Application currently hosted by NITA with a domain name [www.glmis.gov.gh](http://www.glmis.gov.gh). Other achievements included; the development of the 2016 MELR Statistical Report, the recruitment 62,115 under YEA modules etc.

The **Ministry of Environment, Science, Technology and Innovation** reviewed and submitted to Cabinet the National Science, Technology and Innovation (STI) Policy which outlined strategies to establish the Presidential Advisory Council for STI (PACSTI) and STI Fund. A Zero+4 draft National Biodiversity Policy was also developed, pending Cabinet approval. The Environmental Fiscal Reform Policy (EFRP) document was finalized and submitted to the Ministry of Finance. The LIs on Land Use and Spatial Planning Act (Act 925 of 2016) were submitted to the Attorney General's Department for final rewording. Other key achievements included the development of postharvest handling model for tomato, pepper and orange by the CSIR and the raising of 120,000 seedlings of bamboo for EPA to restore degraded lands around water bodies in the Northern Regions of Ghana.

The **Ministry of Energy** (which is a merger of Ministries of Power and Petroleum) seeks 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. On the development of Regulations for Petroleum (Exploration & Production) Act 2016, Act 919, draft Data Management and Health Safety and Environment Regulations were finalized and laid before Parliament. A Local Content Policy was also developed to ensure active participation of Ghanaians in all activities in the petroleum downstream value chain. In line with this, the Ministry developed a Local Content Legislation for the Power Sector and draft Financial Services Guidelines to boost the participation of Ghanaian financial institutions in the oil and gas sector. In addition, Ghana Upstream Services Internship Programme (GUSIP) was launched and forty-three (43) interns placed in Upstream Companies.

The **Ministry of Finance** drafted the Single Entity Bill which was awaiting stakeholder validation and subsequent submission to Parliament. The policy framework for the establishment of the Single Entity that will exercise the ownership and governance oversight role of the SOE/ JVCs sector was also developed. The Ministry again prepared a new Public Private Partnership Bill to reflect the vision of the Government in creating an enabling





environment to foster effective and efficient private sector participation in the delivery of essential public infrastructure. The PPP Bill, which was before Cabinet, will be laid before Parliament in 2018 for enactment into law and subsequent operationalization.

The **Ministry of Fisheries and Aquaculture Development (MOFAD)** held consultative workshops with stakeholders on the draft National Aquatic Animal Health Policy in the northern, middle and southern belts of Ghana and a Cabinet memo on this draft Policy was submitted to Cabinet. On Fisheries Resource Management, the Ministry collaborated with Industrial Vessel Operators and successfully implemented a two-month “Closed Season” for industrial trawlers in February and March 2017.

The **Ministry of Food and Agriculture** being the lead organisation responsible for agriculture sector development in Ghana implemented the Planting for Food and Jobs (PFJ) Campaign which was launched by the President on 19<sup>th</sup> April, 2017. A total of 201,620 farmers were registered to participate in this Programme nationwide. As a measure to control the fall army worm outbreak that affected cereal production in 2017, the Ministry constituted a multidisciplinary Fall Army Task Force at the regions and districts to curb the situation through mass sensitization using Extension Agents and the media. Out of the total of 137,479 Ha of land that was affected by the fall army worm, about 90% was recovered and 10% destroyed.

The **Ministry of Foreign Affairs and Regional Integration** in a bid to improve service delivery and ensure the integrity of the Ghana passport, designated as security zones the Passport Office and the Accra Passport Application Centre (Accra PAC) to rid the immediate vicinity of ‘goro’ boys, hawkers and other unwarranted persons. The Passport Office in 2017 also introduced the hourly appointment for online applicants reducing drastically the turnover time for the printing of passports. On Diaspora Engagement, proposals were drafted for a 3 - day policy review workshop and the setting up of a diaspora reintegration Centre to ensure the successful reintegration of returned migrants to minimize irregular migration. The Ministry also undertook the following interventions to engage Ghanaians in the diaspora; Diaspora Engagement and Outreach, Institutional Linkages, Website Management and the support for Migration Associations.

The **Ministry of Gender, Children and Social Protection** developed a second draft of the Information Technology (IT) Policy. The Child Protection Policies and Laws made up of; the Justice for Children Policy (JfCP) and the Child and Welfare Policy were also developed to enhance the welfare of Children. The Operational Plan for the implementation of the JfCP was completed and validated. The Ministry, with support from UNICEF also engaged a consultant to develop a National Plan of Action for Human Trafficking to enable effective coordination and implementation of the Human Trafficking Act. The Child Marriage Unit under the Domestic Violence Secretariat launched the National Strategic Framework on Ending Child Marriage in Ghana. Under the School Feeding Programme, 5000 caterers and



head cooks were trained in food safety, hygiene, and child nutrition and 731 national, regional and district officers were also trained in emerging school feeding issues.

The **Ministry of Health** conducted an assessment and revision of the National Health Policy (NHP) to conform to contemporary trends and align to current policy direction of the Government including the restructuring of the operations of the National Health Insurance Scheme. Government delivered on its campaign promise and has restored allowance to nurses and other trainees in Ministry of Health training institutions. The Ministry collaborated with the World Health Organisation (WHO) in carrying out a cross programmatic efficiency study to identify and address inefficiencies across the health programmes within the overall health system. The Expanded Programme of Immunization, aimed at decreasing the magnitude of vaccine preventable disease through Immunization was also pursued by the Ministry. Government delivered on its campaign promise and has restored allowance to nurses and other trainees in Ministry of Health training institutions.

The **Ministry of Information** organised a retreat to review and finalize the Right to Information (RTI) Bill and a Joint Cabinet Paper prepared by the Ministry and the Attorney General's Department was forwarded to Parliament for passage into Law. The 2017 National Policy Summit series which were designed to provide a coordinated communication of Government programme and policy details across the MDAs were officially launched by the Hon. Minister for Business Development. The Ministry also organised Meet the Press Programme for the following four (4) Ministries; Ministry of Education, Ministry of Water Resources and Sanitation, Ministry of Health and Ministry of Defence.

The **Ministry of Inner-City and Zongo Development** which is mandated to formulate and oversee implementation of policies, programmes and projects aimed at poverty alleviation and broad-based infrastructure development in the Inner-Cities and Zongo communities prepared the Zongo Development Fund Bill which was passed by parliament into Law on 10<sup>th</sup> November 2017. The Inner-City and Zongo Infrastructure and Socio-economic Development Programmes were also implemented with some degree of achievements.

The **Ministry of the Interior** initiated the process for the revision of the small arms legislation to conform to adopted treaties / international standards and best practices in small arms control. An ICT Policy was also developed to improve performance. The Ghana Police Service established a Cyber Crime Unit and a Financial Forensic Unit at the Criminal Investigation Department (CID) headquarters to deal with the emerging cybercrime, investigate financial and procurement fraud and other economic related crimes.

The **Office of the Attorney General and Ministry of Justice** worked on the Office of the Special Prosecutor's Bill and conducted stakeholders' consultative workshops. The draft bill has been passed into Law by Parliament. The Drafting Division of the Office of the Attorney-



General successfully drafted the Right to Information Bill, the Conduct of Public Officers Bill, the Legal Profession (Amendment) Bill 2017, the Legal Aid Commission Bill 2017, and the Companies Bill 2017. These bills have been submitted to Cabinet for approval. The Civil Division represented Ghana at the International Tribunal for Law of Sea (ITLOS) over disputes between Ghana and Cote D'Ivoire on the drilling of oil wells in disputed areas between the two countries. The Tribunal, after a series of public sittings delivered a unanimous judgment in favour of Ghana on 23<sup>rd</sup> September, 2017.

The **Ministry of Lands and Natural Resources** passed the Ghana Geological Survey Authority Act, 2016 in which the Geological Survey Department became a semi-autonomous organization thereby ceasing to be a Civil Service Department. The Ministry also clamped down the 'galamsey' or illegal mining menace by adopting a strategic but multi-faceted approach like the expansion of the already existing Alternative Livelihood Programme such as oil palm plantation for communities within mining areas.

The **Ministry of Local Government and Rural Development** reviewed the Local Governance Act, 2016 (Act 936) to reinstate the powers of the President to revoke appointments to District Assemblies. The Ministry also developed a new (draft) Rural Development Policy that would guide overall development of rural communities in Ghana. On decentralisation, a road map was developed to guide the legislative reviews and stakeholder consultations towards the election of MMDCs. To spearhead the Ghana Social Opportunities Project, Labour Intensive Public Works (LiPW) was embarked on to improve the living conditions of the poor through expansion of income earning opportunities to economically active poor households.

The **Ministry of Parliamentary Affairs (MoPA)** organised two (2) meetings with leadership of Parliament to expedite the delivery of Government business. One (1) Media Soiree and One (1) Meeting with Civil Society Organisations (CSO's) were also organised to facilitate the attainment of the President's vision while promoting good democratic governance. Researches were carried out to ascertain measures necessary to enhance the collaboration between Parliament and the Executive and Civil Society groups.

The **Ministry of Planning (MoP)** facilitated and provided technical input into the preparation of the Coordinated Programme of Economic and Social Development Policies (CPESDP). The Coordinated programme is a constitutional requirement of the President as stated in Article 36 (5) of the 1992 Constitution. The Ministry again coordinated the establishment of the Inter-Agency Modelling and Analysis Team (IMAT) to review existing models, build the capacity of modellers in Ministry of Finance, Bank of Ghana, Ministry of Planning, Office of the Vice President, Ghana Statistical Service and National Development Planning Commission among others to ensure consistency in national economic and non-economic estimates



The **Ministry of Roads and Highways** under the Road Rehabilitation and Maintenance Programme undertook periodic maintenance activities on 10,250km of the trunk road network; 10,679km on the feeder road network; and 7,200km on the urban road network. This maintenance mainly focused on resealing and asphalt overlay works which saw 100km urban roads asphalted in MMDAs in Tema and Accra. As part of the Road and Bridge Construction Programme, the Ministry undertook rehabilitation, reconstruction and construction of bridges in the various regions. Works on the Kasoa Interchange and Ancillary, Tarkwa Bogoso-Ayamfuri and Agona Junction –Elubo were completed. The Ayamfuri-Asawinso, Berekum-Seikwa, Nsawam-Apedwa road, Kwafokrom – Apedwa also saw significant progress while the construction of Bolgatanga-Bawku-Polmakom, Kansawordo Bypass Phase 3 and Dualisation of Ho Main Road projects progressed steadily over the period.

The **Ministry of Railways Development (MoRD)** initiated the processes of reviewing the National Transport Policy (2008) which provides a clear framework for the sector and sets broad policy goals that reflect long-term objectives for the Transport sector, including the Railway sub-sector. The construction of an 85km railway line from the Tema Port to the Volta Lake had started and the Ministry initiated the process of acquiring the right-of-way. Various technical surveys, including Topographic, Cadastral and Hydrological were completed with data captured for relocation of utility crossings like ECG line, GWCL pipelines and Telephone cables.

The **Ministry of Special Development Initiative** drafted Bills for the Establishment of three (3) Development Authorities which were forwarded to Parliament for consideration and passage. The Bills went through consultative meeting and were passed into law, paving the way for the establishment of these Development Authorities. Ten member regional teams were also formed to support the implementation of the Infrastructure for Poverty Eradication Programme (IPEP).

The **Ministry of Tourism, Arts and Culture** drafted the Creative Industry Bill which was yet to be passed into Law as an Act, though an interim executive was put in place to oversee the affairs of the Creative Arts Sector. The Legislative Instrument (L.I) on Attractions was also approved by Cabinet on 25<sup>th</sup> January, 2017 and consequently forwarded to Parliament. Other Legislations including the L.Is on Registration and Licensing Regulations; Accommodation Enterprises 2016 and Food, Beverage & Entertainment, 2016 were passed by Parliament. Cabinet also approved the Registration and licensing Regulations, Tourist sites 2017. The Ministry through Ghana Tourism Authority in collaboration with the Field Engineers Regiment of the Ghana Armed Forces also undertook massive rehabilitation works with the appropriate safety measures put in place at the Kintampo Waterfall after the 2017 accident which resulted in fatalities.



The **Ministry of Trade and Industry** collaborated with the Ministry of Information to launch the National Policy on Trade and Industry in August 2017. Work also began on the development of a National SME Policy to improve the policy landscape for the development of SMEs in meeting the economic needs of the country. Under the Government's Industrial Transformation Agenda, the implementation of the One District One Factory initiative commenced. A programme implementation framework which sets the modalities of implementing this programme was also prepared. Ghana ratified the WTO Trade Facilitation Agreement (TFA) in January 2017, becoming the 104<sup>th</sup> member to ratify the Agreement. This Agreement will lead to the reduction of trade cost and provide enormous benefits for exporters in particular. Operational guidelines for the creation of 30 Business Resource Centres (BRC's) were also prepared and reviewed. These guidelines would provide business development services to SMEs to improve their capacity and performance

The **Ministry of Transport** prepared a draft National Road Safety Agency Bill to help enforce road safety standards, procedures and policies in Act 567 and this was submitted to the Office of Attorney General for comments and onward submission to Cabinet. The National Road Safety Commission implemented Regulations 102 and 105 of Road Traffic Regulations 2012, LI 2180 by removing disabled and abandoned vehicles on the country's road network though this project was suspended to make way for a review of the Regulations. With funded support from the International Development Association (IDA) of the World Bank, a contract was awarded in August, 2017 for the review of the National Transport Policy developed in 2008. The Ministry again procured a total of 200 units Huanghai MRT buses for use by the Metro Mass Transit Limited to improve on the transportation system in the country. Government, through the Swedish Export Credit and HSBC Bank PLC of London, United Kingdom, also procured 245 Bus Rapid Transit (BRT) Buses and related infrastructure for BRT systems in Accra and other regional capitals. The Volta Lake Transport Company Limited (VLTC) transported liquid cargo (petroleum products) and solid cargo from Akosombo in the Eastern Region to Bupe in the Northern Region.

The **Ministry of Water and Sanitation**, as part of the efforts to improve the sanitation situation had developed a sanitation communication strategy to spearhead the National Sanitation Campaign. A draft policy was also developed for the establishment of a National Sanitation Authority. On the creation of Buffer Zones, nationwide stakeholder consultations were held towards the development of regulations to enforce provisions of the Buffer Zone. In a bid to improve drinking water quality, the Ministry developed a Water Safety Plan which was initiated and supported in five (5) UNICEF-supported regions namely, Northern, Upper West, Upper East, Central and Volta regions.

**Ministry of Works and Housing** in addressing recurrent devastating floods, undertook the construction and desilting of various drainage channels at the various regional capitals in the





Western, Eastern, Ashanti, Central, Volta and Greater Accra regions. Under the Affordable Housing Programme, the Ministry handed over the Borteyman Housing site of 1,478 Units to the Social Security and National Insurance Trust (SSNIT) for completion. The project has been completed and sales of the housing Units were on-going. Works have been completed on the New Takoradi Emergency Sea Defence Project aimed at protecting the coastal stretch from further erosion.

The *Ministry of Youth and Sports* established a committee to oversee and facilitate the preparatory works towards the establishment of a Sports Fund in addressing the financial challenges facing the sports sector. Processes for the establishment of the Youth Development Authority also begun in the course of the year. The Ministry facilitated the qualification of the Senior National Football Team, the Black Stars to the 31st edition of the African Cup of Nations Tournament that was held in Gabon from 14th January – 5th February, 2017. The Black Stars B also won the 2017 WAFU Cup of Nations Tournament that was hosted by Ghana. The Black Starlets placed second in the African U-17 Youth Championship that was held in Gabon and later played in the U17 FIFA World Cup Tournament that was held from 6th – 28th October in India but exited the tournament at the quarterfinal stage. The National U-20 Women's Football Team, the Black Princesses played in the qualification matches to the 2018 Women World Cup Tournament in France.

Details of these achievements mentioned above are captured in Annex 1 of this Report. As has been the norm, Ministries were requested to indicate how their activities during the reporting year have impacted on the Sectors and the lives of the citizenry.

The above achievements depict the resilient nature of the Civil Service despite its numerous challenges and the dedication and zeal to increase productivity through efficient work practices. The Service is well positioned to contribute to the achievement of the overall national vision of creating a transformative economy for its citizenry, through the development and implementation of various policies, plans and programmes of Government. The Ghana Civil Service remains the solid administrative backbone of government and the nation, irrespective of changes in Government. Performance of the Service would near perfection if adequate provision of critical resources (funds, skilled staff, conducive working environment etc.) is made in a timely manner in providing maximum satisfaction to Government, Development Partners, Civil Societies and the citizenry as a whole. In this regard, there should be a marked improvement in the means of generating funds internally by the various Sectors to supplement Government funding. This will go a long way to support the implementation of programmes and projects for accelerated socio-economic development of the nation. Also, a special fund should be dedicated to the provision of requisite logistics for the administration of the various Ministries especially the newly created ones to make their programme implementation a success.





## CHAPTER ONE

### INTRODUCTION

The Civil Service Annual Performance Report is mainly prepared to provide a general highlight of the policies, programmes and key activities undertaken by the various Ministries and Departments within the stipulated reporting period. The Report is a statutory provision in the Ghana Civil Service Act 1993 (PNDCL 327) section 85(1) which mandates the Head of Civil Service to prepare and submit an Annual Performance Report of the Ghana Civil Service to the Civil Service Council within the first quarter of the ensuing year. The 2017 reporting year saw the swearing in of a new Government leading to several changes in the policy directions of the various Ministries, Departments and Agencies. There were also ministerial realignments and the creation of new Ministries as well as the reconstitution of a new Governing Board of the Civil Service Council. The Civil Service, as per Executive Instrument (E.I. 28) Civil Service (Ministries) Instrument 2017, is currently made up of thirty-five (35) Sector Ministries. This Report covers thirty-two (32) Ministries, three (3) Extra Ministerial Organizations and twenty-three (23) Departments with the exception of three (3) Ministries due to issues of restructuring. These institutions exercise oversight responsibilities for the various Sectors of the economy. The Civil Service since pre-independence has played a key role in the governance of the country. It represents the administrative bureaucratic machinery of the Government with the mandate to formulate policies and implement planned programmes through the various Ministries, Departments and Agencies.

#### 1.1 Historical Background

The rich history of the Ghana Civil Service dates back to the Colonial Administration in the Gold Coast. It derives its procedures and practices from the British Civil Service and Administrative Systems. Until Ghana's independence in 1957, the Civil Service was the main Administrative Instrument for the British imperial rule in the Country and this partnership has a bearing in today's modern Civil Service systems. The Colonial Administration implemented its policies and programmes in the colony through the Civil Service. The Service was a very bureaucratic organization with professional and dedicated staff who were well vested in public administration systems. Even though it was described as being bureaucratic, its bureaucracy was very commendable acting only as checks and balances on procedures without any delays. With its calibre of Administrative Officers, the Ghana Civil Service was a very prestigious organization to work with as it supported government functions effectively and efficiently.



### **Reform Era**

Over the years, however, the Civil Service architecture and administrative systems have changed due to several factors including the downsizing of government machinery, the shift from government business to privatization and outsourcing of functions as well as advancement in technology that has led to automation and computerization of many functions, which, hitherto were provided manually. In this process of administrative reform and human resource management, performance management and appraisal methods have also changed.

A key part of the reform programme dealt with the development and signing of performance contracts between the Government and Chief Directors at the various Ministries. This process unfortunately could not be sustained for some reasons. This trial period was followed by a number of other reforms also aiming at ensuring good performance in the Civil Service. It is interesting to note, however that since 2012, this performance management system of signing performance contract with top level management in the Civil Service has been revived and now mainstreamed. Thus, the development and signing of performance contract between the Head of Civil Service, on behalf of the Government and Chief Directors, as the bureaucratic Heads of Government business in the Ministries, has been sustained with continuous improvements in content, modalities and procedures.

The success of the system has enabled it to be extended to include contract Agreements between Chief Directors and line Directors, and the introduction of a set of performance appraisal tool for assessing Deputy Directors and analogous grades down to the last grade in the Civil Service. These appraisal systems provide more objective and participatory means in measuring and evaluating performance. It has introduced yet another dimension of accountability and responsiveness in managing Government business and its development agenda through the Civil Service. This new system shuns averageness, allows for self-assessment and correction and encourages, novelty, interacting and team work which is the corner stone of all modern administrative systems.

#### **1.1.1 Mandate of the Service**

The Civil Service derives its legal authority from the 1992 Constitution of Ghana and the Civil Service Act, 1993 (PNDCL 327) to perform a strategic function in supporting the government to formulate and implement policies for national development. It is the main agency through which the Executive arm of Government operates.

#### **1.1.2 Vision of the Civil Service**

The vision of the Civil Service is a client-oriented organization providing world-class policy advice and services.



### 1.1.3 Mission

The object of the Service as stated in Section 2 of the Civil Service Law, 1993 (PNDCL 327) is to assist the Government in the formulation and implementation of government policies for the development of the country.

### 1.1.4 Core Values of the Service

In the implementation of its vision and mission, the Civil Service observes the following core values:

- **Professionalism**

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

- **Integrity**

The Civil Service conducts business in an open, candid and ethical manner. Staff members are trained to be honest about mistakes and take prompt action to correct them.

- **Accountability**

The Civil Service is acutely conscious of its responsibility to all its stakeholders. It uses resources most effectively to ensure value for money.

- **Impartiality/Neutrality**

The Civil Service is non-partisan. It serves the government of the day. The merit principle forms the basis for carrying out its public businesses. This ensures that no particular persons are discriminated against.

- **Client Sensitivity**

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

The above values have strengthened the work of the Civil Service over the years and continue to be its guiding principles. One critical role of the Ghana Civil Service is its stabilizing influence on the political life of the country. During political transition periods, the Civil Service, as the permanent government institution, holds the fort until the incoming political Administration settles down to work.

### 1.1.5 Functions of the Civil Service

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

- Initiate and formulate policy options for the consideration of the government
- Initiate and advise on government plans
- Undertake the necessary research for the effective implementation of government policies



- Implement government policies
- Review government policies and plans
- Monitor, co-ordinate and evaluate government policies and plans
- Perform functions that are incidental or conducive to the achievement of the object specified in section 2
- 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 execute the functions listed above.

### **1.1.6 Membership of the Civil Service**

Section 4 of the Ghana Civil Service Act stipulates the membership of the Civil Service as:

(a) a person serving in a civil capacity in a post designated as Civil Service post by or under the Civil Service Act, 1993, (PNDCL327) in,

- (i) the Office of the President
- (ii) a Ministry
- (iii) a government departments at the national level
- (iv) 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**

Section 35(1) of the Civil Service Act establishes the Civil Service Council as the governing body of the Civil Service in Ghana.

### **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
- 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

The Civil Service Council was reconstituted during the period under review by his Excellency the President in consultation with the Council of State to include the following:

• Justice Rose Constance Owusu	-	Chairman
• Nana Agyekum Dwamena (Head of Service)	-	Member (Sec.)
• Justice Henrietta Abban	-	Member
• Mr. Isaac Tetteh Adjovu	-	Member
• Mr. Edwin Philip Daniels Barnes	-	Member
• Mrs. Mary Imelda Amadu	-	Member
• Mr. Isaac Kwame Asiamah	-	Member
• Mr. Isaac Bampoe Addo	-	Member

### 1.2.3 Head of the Civil Service

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

### 1.2.4 The Civil Service in Perspective: 2017

The Civil Service Law, 1993, defines the Civil Service Organization as comprising Offices of Government in a civil capacity, either at the National, Regional or District levels. Through its Sector Ministries, the Service exercises oversight responsibility for other Public Service Agencies. As an Organization, its environment, design and culture continues to evolve. Consequently, the Civil Service has seen significant changes in its structure and mode of operations for some time now. As at 31<sup>st</sup> December, 2017, the Ghana Civil Service was made up of thirty-five (35) Sector Ministries; 3 Extra Ministerial Organizations; and twenty-three (23) Departments. The list of organizations within the Civil Service is presented in Appendix 1.

### 1.2.5 The Policy Environment within which the Civil Service Operates

The operational setting of the Service was influenced by the following programmes during the reporting period. The continuous implementation of phase II and reporting of the Ghana Shared Growth and Development Agenda (GSGDA II: 2014-17) being the final year, the continuation of the Ministerial Realignment exercises due to the establishment of new Ministries and implementation of the flagship programmes of the Government. These therefore demanded that the Civil Service operations be rationalised to enable it perform optimally to achieve the national policy objectives and meet the expectations of its stakeholders.



### 1.3 The Theme for the Reporting Period – ‘Professionalism and Integrity: the Role of the Ghana Civil Service’.

#### 1.3.1 The Core Mandate/Role of Ministries and Departments

The business of Public Administration in Ghana has in pursuance of the Civil Service Law, 1993, been reorganised in policy formulation and implementation functions. The Ministries concentrate on policy formulation, monitoring and evaluation as distinct from implementation of policy and programmes which is the sole responsibility of specialized Departments and Directorates of Ministries.

The number of Ministries and their mandates are determined by the President through an Executive Instrument (E.I.) and based on the President’s vision and priorities. In the reporting year, the Service saw the President issuing an E.I. which sought to create additional Ministries such as; Ministry of Parliamentary Affairs, Ministry of Railway Development, Ministry of Monitoring and Evaluation, Ministry of Regional Reorganization and Development, Ministry of Special Initiatives, Ministry of Business Development, Ministry of Aviation, Ministry of Planning, Ministry of Inner-City and Zongo Development, among others.

Ministers are appointed to Ministries as the political heads. A Minister is assisted in the performance of his functions by a Deputy Minister and they constitute the political leadership of the Ministry and are ably supported by a Chief Director who is a public servant and the bureaucratic head of the Ministry. A Ministry performs the following functions:

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

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

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

A Directorate/Division established in any Ministry shall:

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

A Government Department is responsible for the implementation of the functions for which it was created. There are Twenty-three (23) Departments within the Ghana Civil Service.





Section 15 of the Civil Service Act, 1993 (PNDCL 327) makes provision for the establishment of Special Departments in the Ghana Civil Service.

Functions of the Chief Director according to Section 20 of the Civil Service Act, 1993 (PNDCL 327) are:

(1) A Chief Director of a Ministry is the chief adviser to the Minister on the policies and other matters related to the sector and shall, in relation to the Ministry:

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

(2) Without prejudice to subsection (1), a Chief Director shall in relation to the Ministry:

- Recommend the disbursement of budgetary allocation in accordance with prevailing financial regulations,
- Recommend leave of absence for directors and heads of organisations as well as ensure the effective organization and co-ordination of leave of absence within the sector,
- Request for action programmes and budget from the implementing agencies,
- Ensure the establishment by the implementing agencies of proper codes of conduct for administrative, financial and operational transactions,
- Recommend major changes in the organisation structures of the implementing agencies,
- Recommend actions involving disposal of capital assets, and
- Ensure the development and enforcement of an effective system of discipline within the sector.

## CHAPTER TWO

### 2.0 THE 2017 POLICY FRAMEWORK

The affairs of the Civil Service for the year 2017 were steered by the development and implementation of the sector programmes as directed by the National Development Agenda. This Agenda was 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). These development agenda therefore serve as the legal framework and guiding policy framework from which, all the Programmes and Policies developed by the MDAs, are derived. The Ghana Shared Growth and Development Agenda (GSGDA II), the SMTDP; the 2017 President's State of the Nation Address and the 2017 Budget Statement therefore constitute the main policy framework out of which all the Ministries, Departments and Agencies' activities are derived and implemented.

### 2.1 The Ghana Shared Growth and Development Agenda II (GSGDA II) 2014-2017

The Ghana Shared Growth and Development Agenda (GSGDA) II, 2014-2017, which was implemented was the fifth in the series of the medium-term national development policy frameworks prepared over the past two decades. It is the coordinated operational framework of the previous Government's long term Economic and Social Policies. To ensure continuity in the overall national development, however, the GSGDA II was developed on the GSGDA I (2010-2013), drawing lessons from its successes and addressing the challenges, with the view to achieving 'the transformation agenda'. It is important to note that the Millennium Development Goals, and other Regional and International responsibilities, Conventions and Treaties were also taken into account in developing the GSGDA II plans.

In line with previous frameworks, the GSGDA II provided a set of policy objectives and strategies that guided the preparation and implementation of all sectoral medium-term and annual development plans and sets the stage for donor support as well. These priority policies provided in the GSGDA II were in turn anchored on seven critical thematic areas provided below:

#### *a) 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.



***b) 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 are being 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 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

***c) 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 risks and bottlenecks associated with agriculture
- Promote the development of Irrigation
- Improve agricultural financing
- Ensure sustainable environment, land and water management
- Land management and restoration of degraded lands

***d) 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.

***e) 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

***f) Human Development, Productivity and Employment:***

The medium-term objective under this thematic area is to pursue policies and programs 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

***g) 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.

The year 2017 saw the end of the implementation of the planned programmes in the GSGDA II. Directives were issued to Ministries to report on the implemented programmes as well as develop a new Medium-Term Framework which will span from 2018 – 2021. The primary focus will be macroeconomic growth and stability in the long term.

## **2.2 2017 State of the Nation Address by H.E. the President**

Article 67 of the 1992 Constitution of Ghana stipulates that ‘the President shall, at the beginning of each session of Parliament and before dissolution of Parliament, deliver to Parliament a message on the state of the nation’. The Article allows the facilitation and appreciation of performance and the driving factors for policy and programme direction.

The 2017 State of the Nation Address (SONA) presented to Parliament by H.E. the President was the first to be presented by the current Government. Highlights of the SONA are provided below:

- The total revenue target was GH¢37.9 billion (22.7% of GDP) in 2016, but the actual revenue came in at GH¢33.2 billion (19.9% of GDP).
- Combination of higher expenditures and lower revenues than projected resulted in a significant increase in the budget deficit for 2016.
- As compared to a target of 5.3% under the IMF programme, the fiscal deficit for 2016 was 9% of GDP on a cash basis and 10.2% of GDP on a commitment basis (that is on the basis of expenditures undertaken but not yet paid for).
- Ghana’s debt stock stands at 74% of GDP. The interest costs on this debt have also increased and will amount to an estimated GH¢14.1 billion in 2017.

The 2017 State of the Nation Address was again segmented under the following in the table below as a way to making the state better. It focused on: Education, Health, Agriculture, Unemployment, Railways, Energy, Legal Environment, Women’s Involvement in Decision Making and Security.

**Table 1: Summary of 2017 State of the Nation Address**

NO.	SECTOR	PROGRAMMES IMPLEMENTATION
1.	Education	<p>Starts Free SHS with the 2017/2018 entrants into the public SHS.</p> <p>Embark upon a vigorous expansion and re-equipping of Technical, Vocational and Agricultural schools and align all TVAET under the Ministry of Education to ensure standardization.</p> <p>The teaching of mathematics and science to take pride of place in all schools.</p> <p>Make ICT a central feature of National Life.</p> <p>Place teachers at the centre of quality education, and encourage professionalism.</p> <p>Introduce legislative reforms to ease some of the bottlenecks at the district level of supervision.</p> <p>Restore Teacher Trainee allowances.</p> <p>Ensure sports development is hinged on the revival of school sports</p>
2.	Health	Restore allowances to Trainee Nurses
3.	Agriculture	<p>Irrigate lands and equip farmers with the skills needed to make farming a well-paying business.</p> <p>Popularize farming by encouraging many people to take it up as a full or part time activity. A National Campaign, “<b>PLANTING FOR FOOD AND JOBS</b>”, launched to stimulate this activity. An amount of 125 million Canadian dollars secured from Canada, a donor partner, to support the initiative. This Campaign was anchored on the pillars that transform agriculture: the provision of improved seeds, the supply of fertilizers, the provision of dedicated extension services, a marketing strategy and the use of eAgriculture.</p> <p>Initiate the Campaign, the District Assemblies was tasked to</p>





NO.	SECTOR	PROGRAMMES IMPLEMENTATION
		<p>identify and register progressive farmers in each of the 216 districts.</p> <p>Embark upon a programme to provide water to enable all-year farming. This will be called <b>one-village, one-dam policy</b>. It is a programme that will rapidly get the support of the population, and should help to transform food insecurity in the country. The three northern regions, in particular, will benefit from the availability of water to enable all-year farming, so that the enforced yearly migration can be minimized and food production become more predictable.</p> <p>Increase public investment in agriculture, starting from the first budget and reverse the unfortunate trend, which saw a regular decrease in public investment in the sector that provides a living for the majority of the people.</p> <p>Food processing has been the first step towards industrialization in virtually every country. Not only will it serve to cut down on the wastage of crops during the high season, it will provide more jobs and expand farming business. Food processing will also save time in the preparation and cooking of our local foods, and there will be better control on the hygiene in the process.</p>
4	Unemployment	<p>To address the challenge of unemployment, the government will embark on one of the most comprehensive programmes for industrial transformation ever to be introduced in the country. The key elements of this programme are:</p> <ol style="list-style-type: none"> <li>1. Restoration and maintenance of a stable macro-economy</li> <li>2. Monetary and fiscal measures which will lead to a reduction in interest rates and a reduction in the tax burden on enterprises</li> <li>3. Provision of reliable, affordable power to enterprises and homes</li> <li>4. Setting up of a stimulus package to support existing Ghanaian industries and improve their competitiveness</li> <li>5. Implementation of the initiative, through public-private partnerships, to establish at least one industrial enterprise in each of the 216 Districts in the “One District, One Factory”</li> </ol>



NO.	SECTOR	PROGRAMMES IMPLEMENTATION
		<p>policy</p> <ol style="list-style-type: none"> <li>6. Development of strategic anchor initiatives as new pillars of growth for the Ghanaian economy, including the establishment of petrochemical industries; an iron and steel industry; an integrated aluminium industry; the expansion of the domestic production of pharmaceuticals; the establishment of a vehicle assembly and automotive industry; the production of industrial salt; the establishment of garment and textiles enterprises; and the manufacture of machinery, equipment and component parts</li> <li>7. Establishment of a multi-purpose industrial park in each of the ten regions</li> <li>8. Implementation of a comprehensive programme for SME development</li> <li>9. Establishment of an industrial sub-contracting exchange to link large scale companies with SMEs</li> <li>10. Implementation of an aggressive programme for export development, targeting, primarily, regional and continental markets.</li> <li>11. Enhancement of domestic retail market infrastructure and the active promotion of the marketing and distribution of domestically produced goods</li> <li>12. Improvement of the business environment through regulatory and other reforms, and</li> <li>13. Establishment of a permanent consultative forum for public-private sector dialogue.</li> </ol>
5	Railway	<p>The Takoradi to Paga Railway, connecting the Eastern and Western corridors, will be initiated to open up the country and provide access to landlocked neighbours. It will also provide a lot of jobs.</p>

NO.	SECTOR	PROGRAMMES IMPLEMENTATION
6	Energy	<p>Improve on transparency in tariff setting, and introduce a new tariff policy that will reclassify consumer categories in order to protect lifeline and strategic industrial consumers.</p> <p>Reduce significantly some of the levies and taxes on the tariffs. As at the end of 2016, the Electricity Company of Ghana (ECG) had signed 43 Power Purchase Agreements (PPA), while a further 23 were under discussion. Government is conducting a review of all the Power Agreements entered into by the previous government in order to prioritise, renegotiate, defer or cancel outright, if necessary, in the national interest. Overall, the country has begun to develop a national electricity master plan, which will also explore the benefits of listing VRA and GRIDCO on the Stock Exchange.</p>
7	Legal Environment	<p>Enforce the procurement law. Government will insist on open and competitive bidding for power capacity procurement. This will not only reduce the cost of power projects and ensure value for money, but will also address the problem of unplanned procurement.</p> <p>Encourage increased private sector investment in utility scale solar and wind energy projects, as well as accelerate the development of mini-grid solutions in off-grid and island communities for lighting, irrigation and other economic activities.</p> <p>Review the Renewable Energy Act to provide further incentives to attract the private sector to invest.</p>
8	Women's Involvement in Decision Making	<p>Government will work with Parliament to pass the Affirmative Action Bill to increase women's involvement in decision making at all levels, and enable us achieve our current objective of 30 per cent participation of women in public appointments</p>
9	Disability	<p>Enforce the Disability Act and ensure its compliance, which will begin with access to public buildings for the physically challenged.</p> <p>The Minister for Local Government will also see to the implementation of the District Integrated Social Services programme for children, families and vulnerable adults.</p>



NO.	SECTOR	PROGRAMMES IMPLEMENTATION
10	Security	Continue recruitment into the Police Service, with the aim of meeting the U.N ratio of 1 police officer to 500 civilians, and also ensuring gender equity.

*Source:* <https://ghanaweb.com/GhanaHomePage/.../Highlights-of-Akufo-Addo-s-State-of-the-Nation-Address>

### 2.3 Budget Statement: 2017

The theme for the 2017 Budget Statement was “**Sowing the seeds for growth and jobs**”. The budget was anchored to the country’s medium-term vision and priorities of Government, incorporated programmes initiated under the Ghana Shared Growth and Development Agenda II (“GSGDA II”), and was informed by the United Nation’s Sustainable Development Goals (“SDGs”), and the African Union’s Agenda 2063. It was also set within the context of the IMF’s three-year Extended Credit Facility (“ECF”) programme with Ghana. Key policy objectives targeted in the medium-term include: a business-friendly and industrialized economy that creates jobs; a modernized agricultural sector that emphasizes value addition and improved efficiencies; countrywide integrated infrastructure, and enhanced human capital.

The provisional data available indicated that the economic performance in 2016 was weak. Many of the targets that were set for macroeconomic and fiscal performance, and for the monetary and external sectors were missed; 2016 real GDP growth rate was 3.6% compared to a revised target of 4.1%; budget deficit-to-GDP ratio (on a cash basis) of 8.7% compared to a revised target of 5.3%; on a commitment basis, deficit-to-GDP ratio was higher at 10.3%; and debt-to-GDP ratio was high at 72.5%. Provisional results across the three major constituent sectors of the economy were also uninspiring. For example, industry was reported to have contracted by 1.2% under the global pressures of weak oil markets.

Some of the factors identified by the Minister as the reasons for the current state of the economy include excessive borrowing, financial indiscipline, and revenue underperformance resulting from leakages, loopholes, and tax exemptions. Additional factors mentioned include a debilitating environment for the private sector characterized by stiff energy sector challenges, and existing rigidities resulting from earmarked revenues that left Government with very limited room for prioritizing its expenditures into capital projects that align with its socio-economic development agenda.

**Provisional real GDP growth rate of 3.6% as against a target of 4.1% for 2016:**



- Non-oil GDP growth of 4.6% for 2016, achieving the target of 4.6. %;
- Projected GDP growth of 6.3% for 2017, as against 3.6% in 2016;
- 2017 end-year inflation target of 11.2% against 15.4% in 2016;
- Provisional outturn of total revenue and grants in 2016 of GH¢33,678.2 million, against a target of GH¢37,889.3 million, a shortfall of 11%;
- Tax revenue of GH¢25,729.7 million in 2016, as against a target of GH¢29,129 million, in 2017 representing a shortfall of 11.7%;
- Overall expenditure in 2016 including outstanding obligations amounted to GH¢51,1191 million, equivalent to 30.3% of GDP and exceeding the target by 16%;
- Budget deficit on cash basis as percentage of GDP is 8.7% as against a target of 5.3% in 2016;
- Budget deficit for 2016 on commitment basis is 10.3% as percentage of GDP; and
- An overall shift in the focus of economic management from taxation to production

## SECTOR GROWTH

- Agriculture Sector recorded growth of 3.6% in 2016 against a 3.5% target in 2016, with the cocoa sub-sector recording a growth of 2.5%;
- Industry Sector recorded a decline of 1.2%, compared to only marginal growth of 1.0% in 2015 as a result of a contraction in upstream petroleum output;
- Services Sector recorded growth of 5.9% in 2016, compared to 5.2% in 2015. Most significant growth was recorded in the sub-sectors of Information and Communication (14.4%);
- Public Administration, Defence and Social Security (8.1%) and Electricity (8.8%).

## REVENUE

- A total provisional outturn in 2016 of GH¢33,678 million representing 20% of GDP, for the same period in 2015 GH¢32,040.4 million;
- 11.1% shortfall in total provisional outturn revenue against target;
- Total petroleum receipts amounted to GH¢711.1 million against a 2016 Budget target of GH¢1,400.8 million, representing a 49.2% realization;
- Government projects a total of GH¢44,900 million (22.1% of GDP) for 2017 in Revenue and Grants, including programmed receipts from petroleum indicating a 33.5% increase over the provisional outturn in 2016.

## EXPENDITURE



- Total provisional expenditure for 2016 of GH¢51,125.0 million representing 30.3% of GDP and 2017 planned expenditure of GH¢54,394.7 million representing 26.7% of GDP;
- Expenditure on Wages and Salaries for 2016 totaled GH¢14,164.7million, higher than budgeted and increased as percentage of total domestic revenue 37%, compared to 36% in 2015;
- In 2017 Government will strictly enforce provisions for expenditure management, especially with regard to sole sourcing, value for money and strictly enforcing the PFMA as well as the re-alignment of the earmarked funds.

## DEFICIT

- Deficit on commitment basis amounted to GH¢17,446.9 million and was financed from both domestic and foreign sources, including proceeds from the 2016 Eurobond issuance. Deficit on cash basis amounted to GH¢14,731.6 million;
- Fiscal policy over the medium-term will aim to progressively reduce fiscal deficit from 8.7% of GDP, to an overall fiscal deficit of 6.5% of GDP in 2017 and fiscal deficit of 3% of GDP in 2018;
- Deficit reduction measures include strict adherence to the PFMA; Commitment Control provisions to curb the build-up of expenditure arrears and provisions that prohibit MDAs from entering into financial agreements that bind Government for over one year.

## PUBLIC DEBT

- Ghana's total public debt stock as at December 2016 stood at almost 73% of GDP, against 71.6% in 2015, Government targets 70.9% at the end of 2017;
- In nominal terms public debt amounted to GH¢122,263.0 million (US\$29.2 billion), at the end of 2016, with domestic and external debt of GH¢53.4 billion (US\$12.8 billion) and GH¢68.9 billion (US\$16.5 billion) respectively; and
- Total interest payments for 2016 amounted to GH¢10,770.4 million (6.4% of GDP), 2017 interest payments are projected at GH¢13,940.5 million (6.9% of GDP).

## KEY POLICY INITIATIVES

- The 2017 Budget had a total allocation of GH¢2,079 million for special initiatives to be funded from GoG and ABFA resources.
- The IPEP with an allocation of GH¢1,045 million (which includes the US\$1 million one constituency initiative);
- Introduction of the National Entrepreneurship and Innovation Programme ("NEIP") to support early-stage businesses;





- National Identification Programme was to be rolled out in 2017 to facilitate efficient delivery of public and private services, including social safety nets and revenue collection; and
- Improvement of access to education at all levels, by implementing the comprehensive free public Senior High School (“SHS”) programme starting with the 2017/2018 academic year with an allocation of GH¢400 million.

## SECTOR HIGHLIGHTS

Government introduced seven (7) new Ministries with varied responsibilities for implementing Government of Ghana’s special initiatives as enumerated in the Budget Statement. These Ministries are; the Ministry of Business Development, Ministry of Special Development Initiatives, Ministry of Planning, Ministry of Inner City and Zongo Development, Ministry of Regional Reorganization and Development, Ministry of Monitoring and Evaluation and the Ministry/Office of the Senior Minister.

## DISTRIBUTION IN TAX REVENUE

The 2017 budget projected a 33.6% growth in tax revenues over the 2016 provisional outturn. This is a substantial targeted growth level given that the 2016 projected outturn was in itself about 11.7% short of the 2016 budgeted tax revenues of GH¢29.13 million. From Government’s projections for 2017, the expectation was to see a lower growth in indirect tax revenues as compared to the growth in direct taxes. The policies to increase tax revenue were broadly premised on the broadening of the tax base, as Government sought to abolish a number of taxes, particularly indirect taxes.

### Key Tax Policy Initiatives in 2017

#### Direct tax

- Tax exemption on gains from realization of GSE listed securities and SEC approved securities
- Two-year stamp duty waiver for investments in the financial services sector
- Granting of tax credits to businesses that hire young graduates

#### Indirect Tax

- Abolished the 17.5% VAT and NHIL on financial services, domestic airline tickets and selected imported medicines
- Abolished the 5% VAT on real estate sales
- Replaced the 17.5% VAT scheme with the 3% flat rate for trader
- Reduced the special petroleum tax from 17.5% to 15%
- Abolished excise duty on petroleum
- Abolished import duties on spare parts



- Negotiated the removal of import duties on raw materials and machinery for production in line with the ECOWAS CET Protocol
- Abolished the 1% Special Import Levy

#### **Tax administration initiatives for 2017**

- Initiated a self-assessment regime for small taxpayers
- Increased tax revenues from PAYE by enforcing the filing of annual employer schedule, reconciling SSNIT and GRA data and roping in practicing professionals
- Intensified transfer pricing audits for the extractive sector
- Conducted integrated audits for free zones and specialized sectors
- Deployed electronic point of sale devices by third quarter of 2017 to monitor VAT transactions
- Full implementation of the Excise Tax Stamp regime
- Replaced the outright tax relief system for imports with a refund system
- Reviewed customs duties and the tax relief system for Governmental and non-governmental institutions, charities, the private sector and specified individuals enjoying the reliefs
- Improved informal sector taxation through the use of the national identification scheme.

#### **Macroeconomic targets for 2017:**

- Overall real GDP (including oil) growth of 6.3%;
- Non-oil real GDP growth of 4.6%;
- End year inflation target of 11.2%;
- Average inflation rate of 12.4%;
- Overall fiscal deficit of 6.5 % of GDP;
- Primary surplus of 0.4 % of GDP; and
- Gross Foreign Assets to cover at least 3 months of imports of goods and services

#### **Macroeconomic targets for medium term (2017-2019):**

- Overall real GDP growth to average 7.4 %;
- Real non-oil GDP growth to average 5.6 %;
- Inflation to be within the target band of  $8 \pm 2$  % in the 2018-2019 period;
- Overall fiscal deficit to reduce to 3 % by the end of 2019; and
- Gross Foreign Assets to cover not less than 3.5 months of import of goods and services in the medium-term.

(Source: <https://www.pwc.com/gh/en/assets/pdf/budget-highlights-2017.pdf>)



## CHAPTER THREE

### 3.0 DEMOGRAPHICS ON STAFFING, TRAINING & MOVEMENT IN 2017

#### 3.1 Staff Strength of the Civil Service

The Civil Service as at the end of December, 2017 had a staff strength of 13,827.

The distribution of the staff is as indicated in the table below:

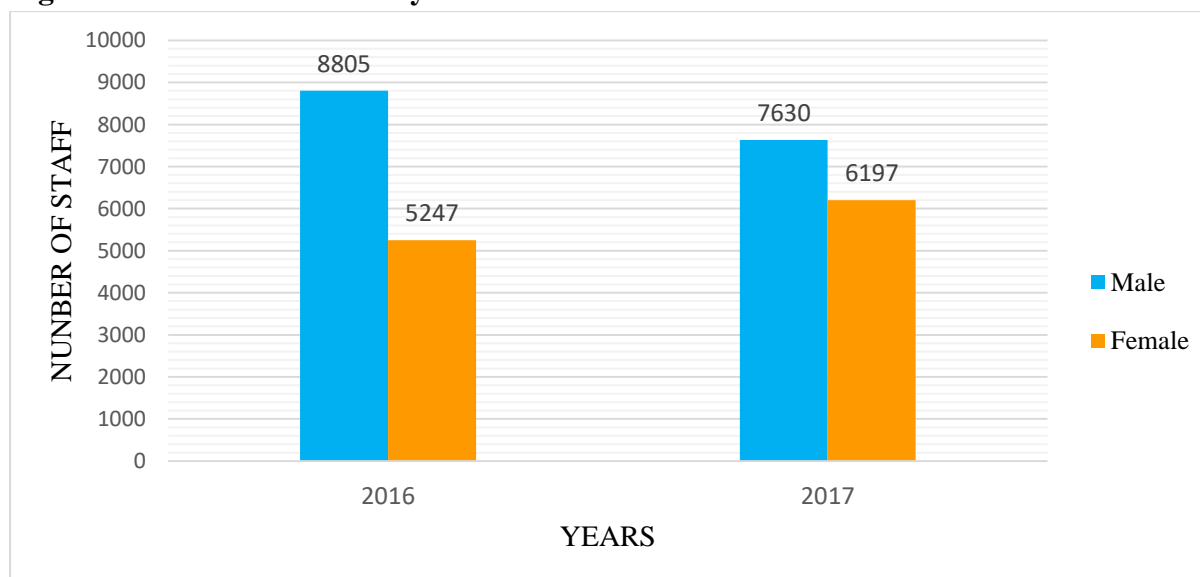
**Table 2: Distribution of Civil Service Staff**

ORGANISATIONS	MALE	FEMALE	TOTAL	%
MINISTRIES	2304	2877	5181	37.50
EXTRA MINISTERIAL ORGANIZATIONS	452	295	747	5.40
DEPARTMENTS	4874	3025	7899	57.10
GRAND TOTAL	7630	6197	13827	100

#### 3.2 Analysis of Staff Distribution by Sex

The data categorised by sex reveals that there are more male staff in the Service than female staff. Out of the total population of 13,827 Civil Servants, 7,630 which represent 55.2% are males, whereas 6,197 representing a percentage of 44.8% are females.

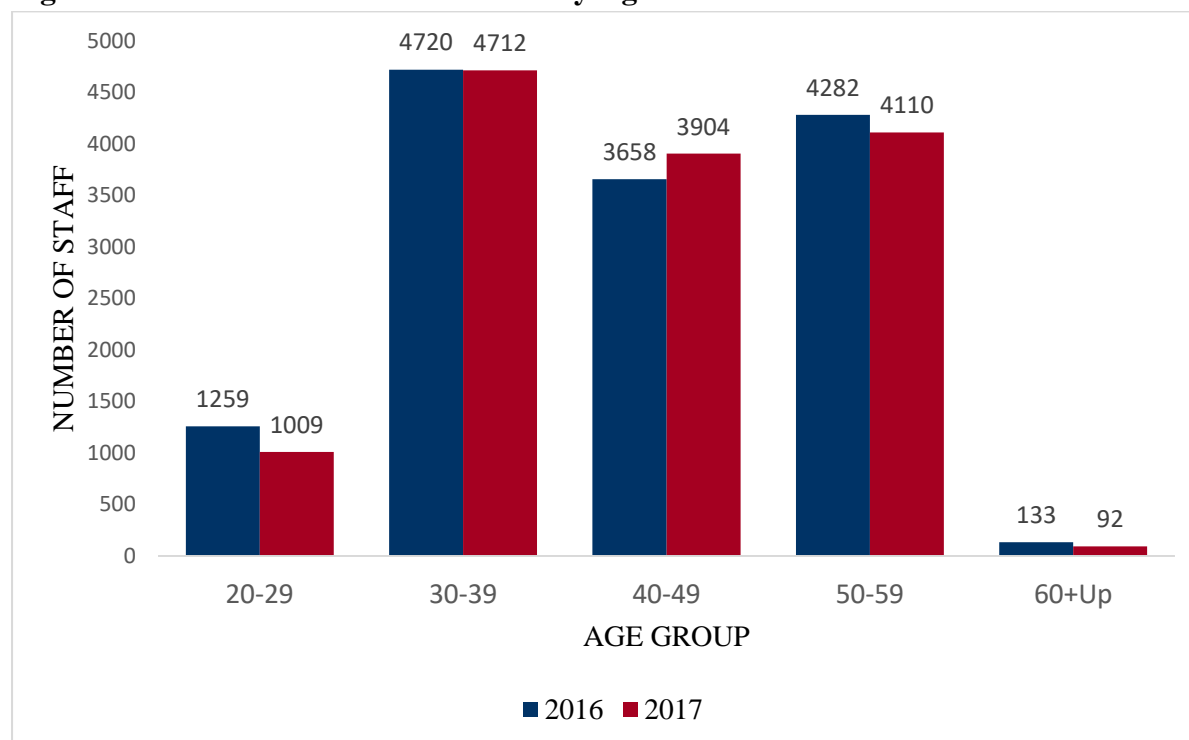
**Figure 1: Staff Distribution by Sex**



The data clearly shows that there are 1,433 more males than females in the Service, as compared with 2016 where there were 3,558 more males than females and this indicates much improvement in the sex ratio.

### 3.3 Analysis of Staff Distribution by Age

**Figure 2: Distribution of Civil Servants by Age**



The age distribution in the Civil Service as shown in the figure above reveals that Civil Servants from age 30 to 39 years represented 34% of the total population which was the highest followed by the (50-59 years) age group who constituted 30% while the age group 40-49 years represented 28.2%, being the third highest. However, the age group 20-29 years represented 7.2% and the 60+ year group represented 0.6%.

This indicates that in the next ten years, about 4,202 Staff representing 30.4% of the current Civil Service population will exit the Service while the age group of 20-29 year (7.2%) are likely to remain longer in the Service.

The policy decision must be aimed at putting in place measures to retain the younger ones in the Service by institutionalizing an effective succession planning scheme which is fundamental to ensuring that senior officers in managerial positions offer practical training to their subordinates to equip them with the necessary knowledge and skills as well as transfer the institutional memory which guarantees a fluid and unimpeded flow of work in the



different theaters of the public administration to them. In essence, a mentorship programme is to be instituted in the Civil Service.

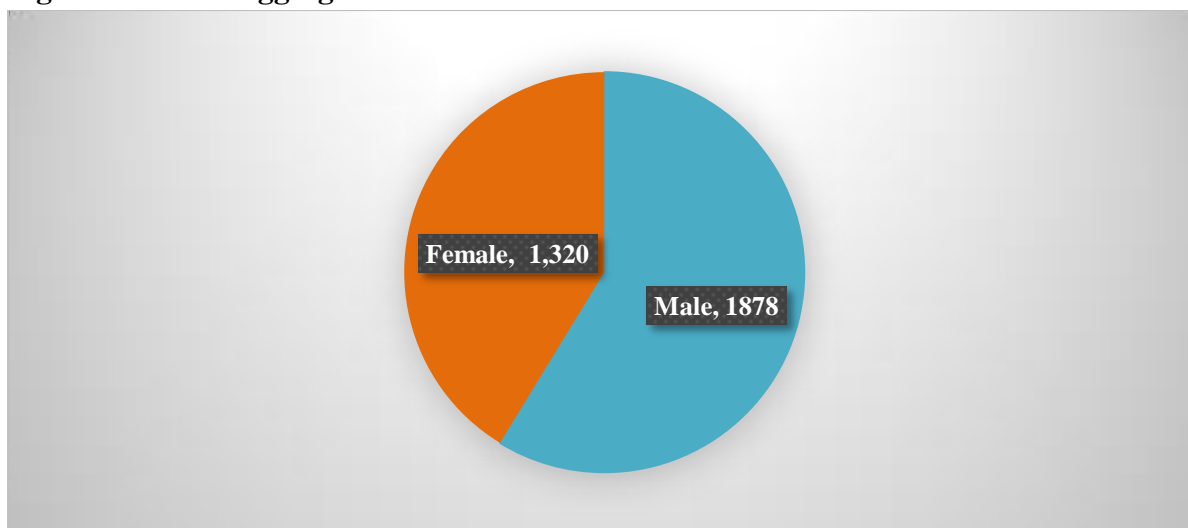
### 3.4 Staff Training and Development

As part of efforts to ensure effectiveness and efficiency in service delivery, the Training and Development Policy of the Ghana Civil Service and Guidelines for implementation prescribes mandatory 40-hour training for all staff of Ministries and Departments either in Scheme of Service Training, Competency Based Training, Workshops, Seminars and Conferences or Academic Training for the enhancement of competencies.

The mandatory Scheme of Service Training, a criterion for eligibility for promotion, is usually organized by the Civil Service Training Centre and GIMPA. Competency based trainings, Workshops, Seminars and Conferences are however organized to improve upon the performance of officers and they could take advantage of local as well as foreign-based training programmes. Also, Civil Servants are encouraged through granting of scholarships and study leaves (with or without pay) to acquire academic and professional qualifications up to the highest level necessary for effective job performance.

For the period under review, 3,198 Civil Servants being 23% of the total population of Civil Servants participated in the various forms of trainings. Out of this number, 1,878 representing 59% were males whereas 1,320 representing 41% were females as indicated in Figure 3 below.

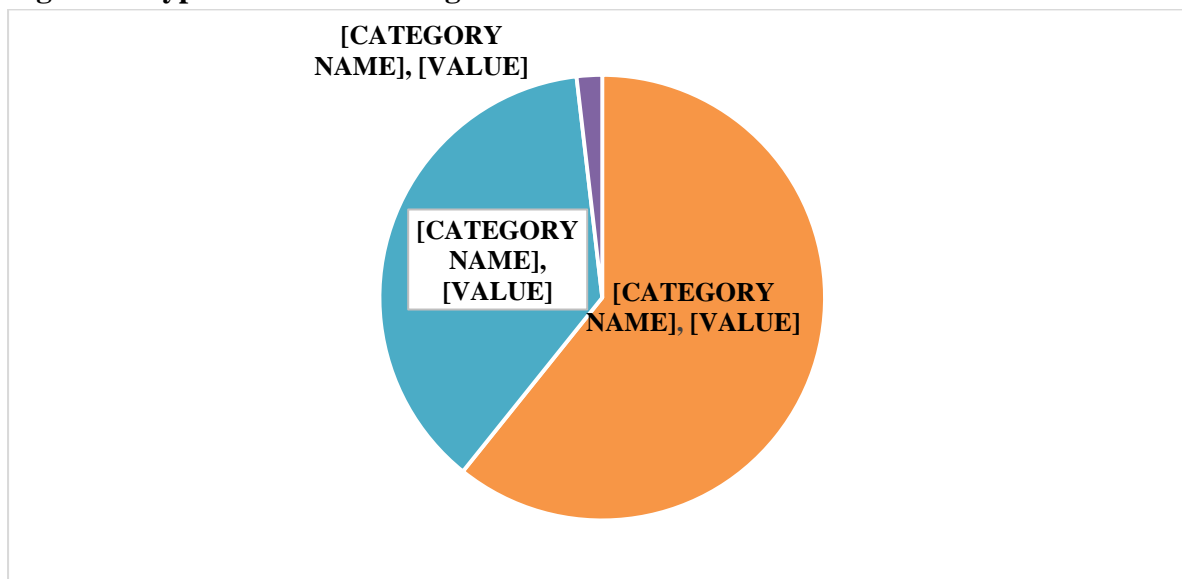
**Figure 3: Sex Disaggregation**



The data on training also revealed that, 1,943 officers representing 61% participated in Scheme of Service and competency based trainings, 1,196 officers representing 37% attended

various Workshops/Seminars/conferences and 59 officers representing 2% pursued Academic Trainings. This is presented in Figure 4 below.

**Figure 4: Types of Staff Training**

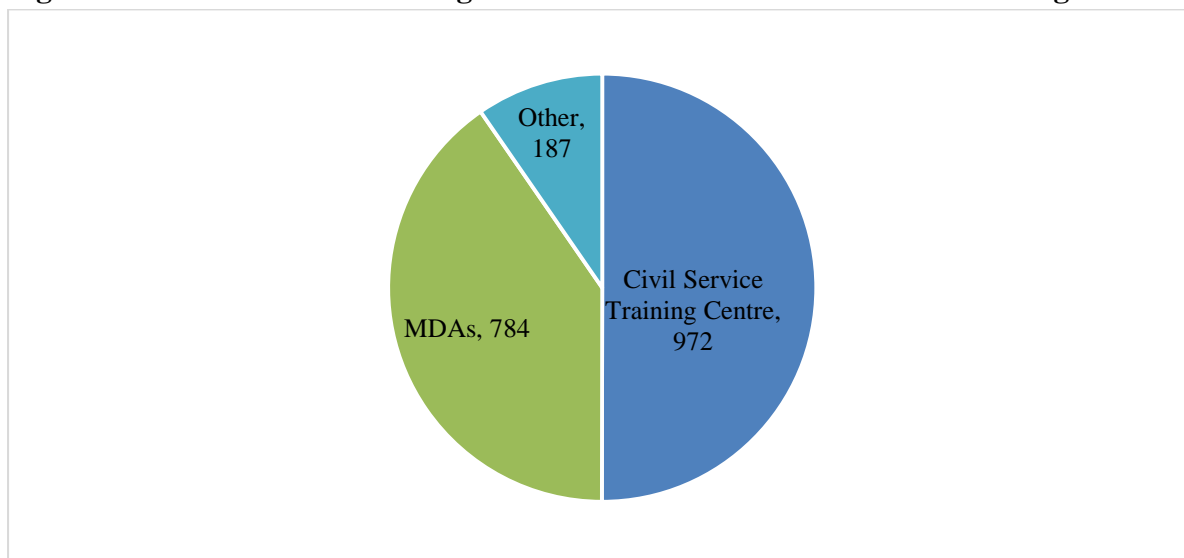


### 3.4.1 Scheme of Service Training

Out of the 1,943 participants of Scheme of Service trainings, 972 Officers representing 50% participated in training programmes at the Civil Service Training Centre which is one of the main Training Institutions mandated to carry out Scheme of Service and competency based trainings for Middle Level Officers in the Service.

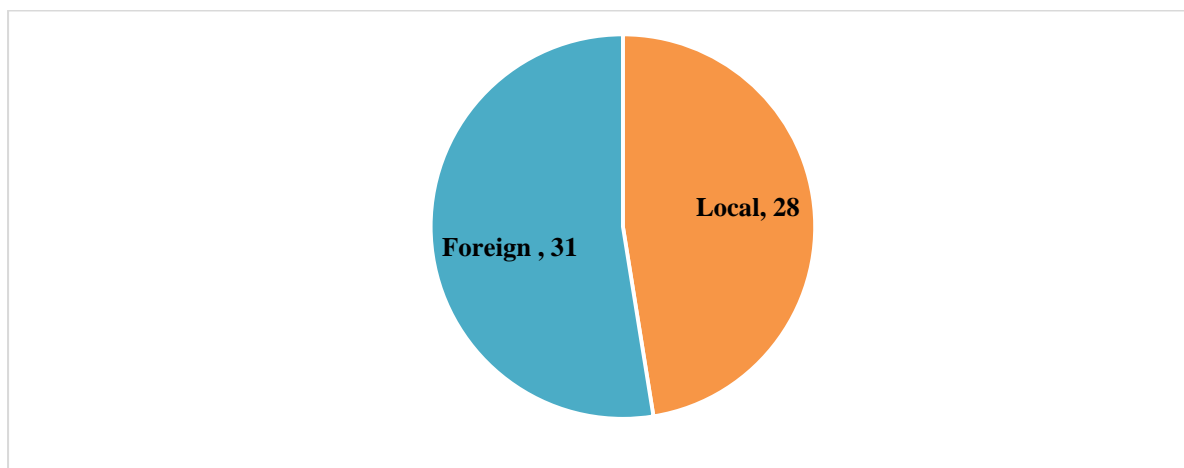
On the other hand, 784 officers representing 40% participated in in-house trainings organised in the Ministries and Departments. Other Institutions such as STC Company, PRAAD and the Institute of Technical Supervision of the OHCS and GIMPA trained 187 participants representing 10% in various Competency Based programmes. The figure below shows a distribution of Training Institutions for various Schemes of Service Training:



**Figure 5: Distribution of Training Institutions for Scheme of Service Training**

### 3.4.2 Academic Training

As indicated in the figure below, out of 59 officers who pursued academic training programmes, 28 representing 47% pursued programmes in local institutions while 31 officers representing 53% pursued programmes in foreign institutions.

**Figure 6: Training Destination**

Most of these programmes undertaken abroad were fully sponsored by Development Partners. These training programmes were largely undertaken in China, South Korea, United Kingdom and United States of America.

Further analysis indicated that, the officers pursued Bachelor's, Master's and Doctorate Degrees programmes locally or abroad.

### 3.4.3 Workshops /Conferences/Seminars

In 2017, 1,196 officers participated in Workshops, Conferences and Seminars both locally and in abroad as compared to 677 Officers in 2016. The foreign countries of study included China, Kenya, South Africa, South Korea, United Kingdom, Ethiopia, Morocco, Japan and United States.

**Table 3: Trainings Undertaken**

No	Workshop, Conferences, Seminars	Institutions
1	Seminar on Green Growth for Senior Officials from Developing countries	AIBO, Beijing, China
2	106th Session of the International Labour Conference of the ILO	Geneva, Switzerland
3	2017 Advanced Seminar on China- Africa FTA for African Countries	Beijing, China
4	2017 Africa Tax Dialogue in Conjunction with Kenya Revenue Authority's Annual Tax Summit	University of Nairobi
5	2017 Seminar on Chinese for Officials from developing countries	Beijing, China
6	2017 Seminar on Infrastructure Construction Investment & Financing for B&R Countries	Beijing, China
7	2017 Training Course on Biogas Technology in the Treatment and Utilization of Agricultural Waste for Developing Countries'	BIOMA, Chengdu, China
8	2017 World Bank Annenberg Summer Institute	Los Angeles, USA
9	43 <sup>rd</sup> Arlac governing Council meeting and high level symposium on fundamental principles and rights at work.	Zimbabwe
10	A 1-Day in-house sector monitoring and evaluation meeting	MELR
11	Academy on rural development.	Italy
12	Adding value through talent management Succession Planning and Predictive HR Analysis	Ghana College of Physicians and Surgeons
13	Administration for Civil Servants of African English Speaking Countries	Beijing, China
14	Advance Public Administration	Pretoria, South Africa



No	Workshop, Conferences, Seminars	Institutions
15	Africa forum for private sector inclusive green growth and job creation among constituents and other stakeholders	Zambia
16	Assets Management	Administrator General, OOP
17	Back to office meeting on participation in 106th session of the international labour conference (ILC)	MELR
18	Defence Management Course	Ghana Armed Forces Command and Staff College
19	End-User HRMIS Training	PSC
20	Financial Programming and Policies	Accra, Ghana
21	Fire Safety and Practical Fire Fighting	Ministry of Energy
22	Ghana Pharmaceutical Sector Development Strategy	NDPC
23	Global knowledge ....forum for drivers of formalization.	Italy
24	High- Level Political Forum on Sustainable Development	New York, USA
25	HRMIS	PSC
26	IMF/ WAIFEM Regional Course on Monetary and Financial Statistics (MFS)	Accra, Ghana
27	Infusion of HIV Policy on Establishment inspection form	ARLAC-Zimbabwe
28	International Labour Conference	ILO-Geneva
29	International Labour Organization training Program on Sustaining Competitive and Responsible Enterprises (SCORE)	ILO
30	International Labour Standards Reporting	ILO-Turin
31	Israel MASHAV Course on Renewable Energy	Arava Institute for Environmental Studies
32	Korea International Co-operation Agency (KOICA) Training Programme	Korea
33	Master's degree in International Economic Cooperation	University of International Business and Economics in Beijing, China
34	Mediation, Conciliation and Arbitration	ARLAC- Zimbabwe
35	Meeting on Labour (Domestic workers) Regulations 2017	MELR
36	Migrants Protection	IOM
37	National validation Workshop on the National	MELR



No	Workshop, Conferences, Seminars	Institutions
	LIPW Policy Implementation	
38	One-Day in-House Validation Workshop	MELR
39	Productivity and working conditions in SMEs for Policy Makers	Italy
40	Professional Mobility	Migra' Actions Project
41	Project Appraisal and Risk Management	Illinois State University, USA
42	Project Management	Soeul, South Korea
43	Protection of Vulnerable Migrants	IOM-Senegal
44	Protocol Matters 2017 Conference	Accra, Ghana
45	Public- Private Infrastructure Partnerships	University of Queensland, Brisbane
46	Public- Private Infrastructure Partnerships	University of Pretoria, South Africa
47	Public Sector Debt Statistics in English	Washington D.C
48	Regional Training on Macroeconomic and Public Financial Management: Debt, Budgeting, Planning and Performance	Sierra Leone
49	Revenue Projection Workshop	Ghana-India Kofi Annan Centre
50	Review of Draft Health, Safety Security and Environment Policy for the Energy Sector	Ministry of Energy
51	Seminar on China's development, experience and case for developing countries, 2017.	China
52	Seminar on Data Sharing and Environment Resource and International Scientist	AIBO, Beijing, China
53	Seminar on Environment Governance for officials from developing countries	Beijing, China
54	Seminar on Human resource development and construction for English speaking countries, 2017.	China
55	Seminar on Medium and Term Long Term Planning for Senior Officials from Developing Countries in China	Beijing, China
56	Sensitization workshop on sustainable development goals reporting and decent work	Zimbabwe
57	Social Security coverage to the Informal Sector	ARLAC- Zimbabwe
58	Staff Performance Appraisal Reporting training for Senior Officers	Ministry of Energy
59	Stakeholder Engagement	National Board for Small Scale Industries
60	Stakeholders meeting on the Revised draft Cooperatives bill	MERL
61	Standard Practical First Aid	Ghana Red Cross



No	Workshop, Conferences, Seminars	Institutions
62	Steering Committee Meeting and Workshop on the Sogakope- Lome Transboundary water Supply Project	Togo, Lome
63	Strategic Approach to International Chemicals Management (Quick Start Program)	GHS
64	Strategic Financial Management and effective Budget Execution	Crown Agents Training Centre, UK
65	strategic Steering Committee meeting on the Regional Indicative programme (RIP) for West Africa	Brussels, Belgium
66	Strategic workshop of the alliance 8.7 supply chain action group.	Germany
67	Strengthening national Capacity to mitigate Environmental consequences following chemical incident	National Security Council Secretariat
68	The National Implementation plan of the Stockholm convention on persistent organic pollutants review and update endorsement workshop	EPA
69	Training course on Biogas Technology, Rural energies and Environmental Protection for Developing Countries	BIOMA, Chengdu, China
70	Training Workshop on Productivity Improvement	Office of the Head of Civil Service
71	25th Advanced Diplomatic Course	Diplomatic Academy Islamabad
72	Training Prog' on Regional Cooperation, Peace and Stability for West Africa and the Sahel	Clingendael Institute The Hague
73	Conflict Resolution & Mediation	Diplomatic Academy Cairo
74	6 <sup>th</sup> HR Leaders Conference	Ghana College of Physicians & Surgeons
75	11 <sup>th</sup> Executive Seminar for Diplomats in Africa	German Foreign Ministry
76	Executive Training Programme for Young Diplomats & Civil Servants from Africa	Diplomatic Academy Vienna
77	18 <sup>th</sup> Forum of High Studies	Institute of National Defence, Paris
78	Political Advisor Course for Peace Support	KAIPTC
79	18 <sup>th</sup> Forum of High Studies	National School of Admin. , Paris
80	2017 Seminar for Young & Middle-Aged Diplomats of English Speaking Countries	Chinese Gov't
81	Prog' on Economic, Trade & Investment	Nyansapo College



No	Workshop, Conferences, Seminars	Institutions
82	13 <sup>th</sup> Mexico Foreign Policy	Matias Romero Inst.
83	Course for Foreign Diplomats	Mexico City
84	First West African Secretaries Conference	Ghana Gov't
85	Dialogue and Mediation: Design & Processes Course	KAIPTC
86	3 <sup>rd</sup> Session of the China-AALCO Exchange Research Program on International Law	Chinese Gov't
87	Seminar for the Commemoration of the 60th Anniversary of the Bandung Conference	Chinese Gov't
88	Training Programme on Customer Care	Ghana Gov't
89	2017 Seminar on the Belt and Road Int' Cooperation between China and Neighbouring Countries	Chinese Gov't
90	2017 Seminar on Chinese Lg' & Culture for South-South Cooperation from Developing Countries	Chinese Gov't
91	21 <sup>st</sup> Century Diplomats & Economic Diplomacy Course	Egyptian Gov't
92	Prog' on Economic, Trade & Investment	Nyansapo College
93	Partnership Program for Diplomats	KOICA
94	Strategic Leadership Program	KAIPTC
95	Meeting emerging trends to promote gaming the right way	Gaming Commission
96	Oil spill preparedness and response	Environmental Protection Agency
97	National Anti-Corruption Action Plan (NACAP) Program	CHRAJ
98	Media and Information Literacy Symposium	University Of Ghana., School. Of Information & Communication
99	Case Tracking System	Holiday Inn
100	Workshop on Public Sector Delivery Improvement	CSTC
101	Client Service	Parliamentary Service
102	IT Ethics	LEARNPRO
103	Training for PR Practitioners	Institute of Public Relations
104	Customer Service Relations	CSTC
105	Training on Companies Code and the role of company inspectors	DeGorges Law Consult
106	2017 Seminar for Tourism Management of South Pacific Countries	Commercial Training Center of Department of Commerce of Hainan province





No	Workshop, Conferences, Seminars	Institutions
107	Ministerial Realignment and Decentralisation	Holy Trinity Spa & Health Farm. Sogakofe
108	Record management	PRAAD
109	Capacity Building Training workshop	MLGRD
110	Workshop on Child Labour	MELR
111	Seminar on Water Mgt	CWSC
112	UEMOA's Joint Monitoring Technical Committee - Project for Corridor Development for West Africa Growth Ring Master Plan (WAGRIC)	JICA/UEMOA-Accra/Cote D'Ivoire
113	Africa Oil Governance Summit	Africa Centre for Energy Policy- Ministry of Energy
114	Treaty Event	United Nations- New York
115	Sustainable Development Transition Forum	United Nations Office for Sustainable Development- Incheon, Republic of Korea
116	National Dialogue for Digital Transformation	GSMA/British Government/UNDP/- Accra
117	Technical Level Meeting on Digital Transformation	UNDP Conference Room, UN House no.27 Ring Road East.-Accra
118	Keeping Pace With Ghana's Infrastructure	Danish Government- Accra
119	African Youth SDGs Summit	Youth Advocates Ghana- Accra
120	Round Table Discussion With The United Nations Office For Project Service (UNOPS) on Infrastructure Project Design, Procurement and Contract Management	Ministry of Planning- Accra
121	Follow-up Discussion With United Nations Office for Project Services (UNOPS) on Infrastructure, Project Design, Procurement, and Contract Management	Ministry of Planning- Accra
122	Task force Meeting 1 on Total official Support (TOSSD) to the SDGs with OECD.	Paris - France
123	Task force Meeting 2 on Total official Support (TOSSD) to the SDGs with OECD.	San Jose - Costa Rica
124	Seminar on Railway Construction Management	South West Juantong University, Beijing, China
125	Seminar on Railway Engineering Management & Construction Techniques	South West Juantong University, Beijing, China
126	Seminar on Urban Rail Transit	Hunan International Business Vocational College, China



No	Workshop, Conferences, Seminars	Institutions
127	Seminar on SOE Reform & Governance	SASAC, Beijing, China
128	Chinese Language & Culture	Beijing Language & Culture College, China
129	Seminar on Electrified Railway Overhead Catenary Techniques	South West Juantong University, Chengdu, China
130	Seminar on SOE Reform & Governance	SASAC, Beijing, China
131	GIS and GPS Technology (Fundamental & Advanced)	Ghana Technology University College
132	Engineering Week Celebration	Eusbett Hotel, Sunyani
133	Workshop on Completion of Performance Agreement Documents	Ministry of Roads and Highways (MRH)
134	TSIP - The FIDIC EPC/TURNKEY CONTRACTS Training Workshop (Module III)	Engineers' Centre, Roman Ridge-Accra
135	Internal Audit Conference	
136	Workshop on Staff Performance Appraisal Reports (SPARs)	HRMD, MRH
137	Customised Service	CSTC
138	Operations of the Civil Service	CSTC
139	Designing with Geosynthetics	Ghana Institute of Engineers
140	IPPD Workshop	CSTC
141	FIDIC/EPC and Turnkey Contracts and Mgt Claims	Ghana Institute of Engineers
142	Procedures, Skills and Techniques	Ghana Institute of Surveyors
143	Workshop on Consultant Services	GIMPA
144	Works Procurement Mgt	GIMPA
145	Construction Law	British Council
146	Road Safety Mgt	KAIPTC
147	Environmental Impact Assessment	EPA Training School
148	Strategic Mgt Workshop	Capital View Hotel
149	Effective Driving Techniques	Institute of Technical Supervision
150	Standard Specification for Road & Bridges Work	KTC
151	Intelligent Transport System	JICA
152	Road Operation and Maintenance	KOICA
153	Mgt in Public Sector	National Institute of Public Admin, Malaysia
154	Human Resource Mgt and Dev't	SETYM, Boston
155	Project Mgt and Control	SETYM, Montreal
156	High Construction & Maintenance	Indian Academy of Highway Engineers



No	Workshop, Conferences, Seminars	Institutions
157	Customized Service Training Programme	Govt. Secretarial School
158	Transport & Road Safety Conference	Maximum Growth Africa Ltd
159	International Public Procurement	ILI, Washington, USA
160	Negotiation & Influence Skills for Executives	GIMPA
161	Performance-Based Contracts	IRF, Orlando-Florida, USA
162	Project Finance Techniques: Applications and Recent Developments	ILI, Washington, USA
163	Importance of Protocol in National Devt	Prosline Events Ghana Ltd
164	Standard Specifications in Road/Bridge Works	MRH/KTC
165	Argus West Africa Roads 2017 Conference	MRH
166	Rural Waste Water Treatment Techn.	China
167	Tech. of Agric. Automatic Irrigation & Water Conservancy	China
168	Water Resources Mgt. for Belt & Road Countries	China
169	Urban Air and Water Quality Management	Singapore
170	AAPAM Conference	Morocco
171	Solid Waste Management in African Cities	Mozambique
172	Development cooperation capacity building	Korea Institute For Development Strategy
173	HRMIS End User Training	CSTC
174	M&E Training	GIMPA
175	Technical Meeting on Visa Facilitation	International Centre for Migration Policy Development
176	37th AAPAM Roundtable Conference	African Association of Public Administration and Management (AAPAM)
177	Trainer of Trainers Performance Audit Workshop	Internal Audit Agency
178	Workshop on Improving the Effectiveness of the Ghana Civil Service	Office of the Head of the Civil Service
179	Capacity Building Workshop on Preventing and Combating Conflict-Related Sexual Violence (CRSV)	Kofi Annan International Peacekeeping Training Centre
180	Global Project Plaza Conference	Korea Trade Investment Promotion Council
181	China International Exhibition on Police Equipment	HANISA Group
182	Thematic Meeting on Return, Readmission and Reintegration	International Centre for Migration Policy Development
183	Countering Violent Extremism Workshop	Kofi Annan International



No	Workshop, Conferences, Seminars	Institutions
		Peacekeeping Training Centre
184	Second International Law Enforcement Co-operation Forum on Secure Corridor of the New Eurasian Land Bridge	
185	Migration Dialogue for West Africa	ECOWAS Commission
186	Inspection of Water Tender Vehicles in India	
187	ECOWAS Ministerial Conference on Illicit Drug Trafficking, Organized Crime and Drug Abuse	
188	Thematic Meeting on Diaspora Engagement Strategies	International Centre for Migration Policy Development
189		
190	United Nations World Humanitarian Summit	United Nations
191	Human Resource Info. System Training	Coconut Grove Hotel
192	Seminar on Tropical Resource and Environmental Protection for Developing Countries	Commercial Training Centre
193	Jewellery Making Techniques for African	Hunan International Business and Voc. College
194	Countries	
195	Advanced Course on World Trade Organization Dispute Settlement	World Trade Organization, Geneva
196	Fortieth (40th ) Session Of The Codex Alimentarius Commission	Codex Alimentarius Commission, Geneva - Switzerland
197	Commonwealth African Consultation on Multilateral, Regional and Emerging Trade Issues	Commonwealth Secretariat, Mauritius
198	WTO Symposium Technology Agreement (ITA)	WTO, Geneva, Switzerland,
199	3rd Meeting of the African Ministers of Trade - Continental Free Trade Area meetings	African Union Commission Niamey-Niger
200	The Fifth Meeting Of The WCO Working Group On The WTO Trade Facilitation Agreement	African Union Commission, Niamey - Niger
201	Electronic Management Of Bonded Goods In Respect of Tracking, Monitoring, Security of the Warehouses and Regulatory Framework on Operations	Magnate, Kenya
202	Seminar on Doing Business with Ghana	Valetta, Malta
203	Ghana National Single Window Study To UK	Georgia, UK & Brussels
204	Ghana-South Africa Business Chamber Trade And Investment Promotion Mission To South Africa	Institute of Diplomatic Practice and Development Policies (IDEP)
205	Development Strategy of the Textile Industry	Korea International Cooperation Agency (KOICA)
206	Second Kaizen Knowledge Sharing Seminar	KAIZEN Nairobi - Kenya



No	Workshop, Conferences, Seminars	Institutions
207	Seminar On Trade Facilitation For B&R Countries	Ministry of Commerce Beijing, China
208	2017 Ministerial Workshop On Legal System Building In Economic & Trade Area For African Countries	Ministry of Commerce Beijing, China
209	First Council of Minister of the Cashew Consultative International Council (CCIC)	CCIC, Abijan - Cote D'voire
210	11th Ministerial Conference	Buenos Aires, Argentina
211	Seminar on SME Management	China
212	Seminar On Engineering Project Management For Developing Countries	Shangai Business School
213	Integrated Coastal Zone Management	Centre For Coastal Management, School Of Biological Sciences, UCC
214	Workshop On National Gender Policy	Ministry Of Gender And Social Protection
215	Data Collection, Analysis And Reporting Development	Regional Institute For Population Studies Of University Of Ghana
216	Professional Development Training Workshop For Public Relations Practitioners In The Public Sector	Information Services Department
217	2017 Seminar On Infrastructure Planning For African English Speaking Countries	Academy Of Macroeconomic Research Of National Development And Reform Of The Peoples Republic Of China
218	Strategic Management	China Europe International Business School
219	Human Resource Management Information (HRMIS) End User Training	Public Services Commission
220	2017 Seminar For Engineering Science And Technology Staff Of Developing Countries	Academy Of International Business Official
221	2017 Seminar On Infrastructure Capacity Construction For Countries The Belts And Road	Anhui Institute Of Internal Business
222	Directors' Capacity Enhancement Programme	Ministry Of Works And Housing
223	2017 Seminar On Infrastructure Planning For African English Speaking Countries	Academy Of Macroeconomic Research Of National Development And Reform Of The Peoples Republic Of China
224	Directors' Capacity Enhancement Prog.	MWH



No	Workshop, Conferences, Seminars	Institutions
225	Preparation of the 2018-2021 Medium Term Dev't Plan	MWH
226	HR Knowledge sharing workshop	HR-NET
227	Water Africa & West Africa Building and Construction 2017	Ace Event Management
228	Workshop To Validate State Of The Public Service Report(SOPSR)	Public Services Commission
229	Revenue Projection Workshop For MDAs For Preparation Of 2018-2020 Budget	Ministry Of Finance
230	Introduction To CCL Slab System	Ghana Institution Of Engineers
231	Performance Management	
232	Development Of Frame Work On Disability Mainstreaming	National Council On Persons With Disability (N.C.P.D)
233	Public Procurement Act	P.P.A
234	IPPD	C.S.T.C
235	2018-2020 Budget	Ministry Of Finance
236	Public Service Report	La Palm Royal Beach
237	2018-2021 Budget Presentation	Alisa Hotel
238	Urban Development+A240:A245t Policy	Chungang University, South Korea
239	Research Methodology And Report Writing	University Of Ghana (ISSER)
240	Professional In Database Technology	IPMC
241	Public Policy And Leadership	Yeungnam University,Korea
242	Human Resource Management	Methodist University College
243	Maintenance and Management of Sports facilities	China
244	Public Procurement Amendment Act	MoYS
245	Development Cooperation Capacity Building	Korea
246	International Youth and Friendship Conference	Russia
247	Human Resource Development Cooperation Program	China
248	38TH AAPAM Annual Conference	Morocco
249	Protocol Matters	Conference Center
250	Financial Laws- NACAP (National Anti-Corruption Action Plan	CHRAJ



No	Workshop, Conferences, Seminars	Institutions
251	Managing Your Direction	CSTC
252	Africa Public Service Week (Rwanda)	
253	Development Co-Operation Capacity Building	South Korea
254	High Level Conference On The Improvement Of Search And Rescuer (SAR)	Togo
255	Regional Ministerial Conference On Aviation Security And Facilitation In Africa And The	Middle East, Sharm Sheikh
256	Capacity Bulging Training Workshop On The National Gender Policy	Gnat Hall
257	Sensitization Workshop On PPA'S Unit Cost Of Infrastructure Budget Estimation	Alisa Hotel
258	Workshop On Stakeholders Workshop On The 2018-2020 Development Partners Disbursement	Ministry Of Finance
259	National Cyber Security Conference	The National Conference Centre
260	Workshop To Validate Government High Priorities Results Frame Work 2017-2020	Capital View, Koforidua
261	Counter Terrorism Response Command Post Exercise	GAFCSC
263	Countermeasures Against Non-Traditional Threats For African Countries	China
263	Exclusive Economic Zone Management	GAFCSC
264	New Public Financial Management Act 2016(ACT 921)	MOD
265	Digital Records Management Course	PRAAD
266	Major Oil and Gas Projects Security for African Countries	China
267	Defence Management Course	GAFCSC
268	Senior Strategic Leadership Course	UK
269	Participation In The 4 <sup>th</sup> Session of the Ghana – Togo Permanent Joint Commission For Cooperation(PJCC)	Best Western Premier Hotel, Accra.
270	Seminar on Public Adminstration for Developing Countries	China
271	Seminar on Application of Astronautics and Satellites for Developing Countries	China
272	Major Oil and Gas Projects Security for African Countries	China
273	Countermeasures Against Non-Traditional Threats	China





No	Workshop, Conferences, Seminars	Institutions
	For African Countries	
274	Major Oil and Gas Projects Security for African Countries	China
275	Countermeasures Against Non-Traditional Threats For African Countries	China
276	Seminar on Application of Astronautics and Satellites for Developing Countries	China
277	Effective Driving Technique Course	Institution of Techniques Course
278	Inception Workshop For National Agricultural Investment Plan	MOFA
279	Green Innovation Centre Stakeholders Workshop	Green Innovation Centre
280	New Technologies Of Agro Processing And Food Engineering For Developing Countries	
281	Domesticating Malabo Commitments Into 2nd Generation Of National Agriculture Investment Plan	MOFA
282	Seminar On Chambers Of Commerce And Industry Of Belt And Road Countries	CCPIT
283	Promotion Of African Rice Development In SSA - Policies To Promote Agric. Mechanization	JICA
284	Plant Health Technologies and Management	National Institute of Plant Health and Management (India)
285	Rice Varietal Recognition and Quality Seed Production	USAID/ATT Project and Africa Rice
286	NPPO and Seed Quality Regulators	Seed Enterprise Management Institute (Kenya)
287	Food security Analysis using the Cadre Harmonization	WAAPP
288	Eco-Friendly Agricultural Technology	Jeonnam Agriculture and Extension Services
289	Workshop to Review 2016 Annual Agricultural Sector Progress Report.	APSP/USAID and MED/MOFA
290	Training on Additional Declaration on EU Council Directive 2000/29/EC, Field Pests Recognition and Sampling Methodology, ISPM 31.	TRAQUE
291	National Training Programme on Pest Risk Analysis	Cocoa Research Institute of Ghana (CRIG)
292	Workshop on the Effectiveness of the WTO SPS Enquiry Point and Notification Authority in	Ghana Standards Authority, Accra



No	Workshop, Conferences, Seminars	Institutions
	Ghana.	
293	Training on Additional Declaration on EU Council Directive 2000/29/EC, Field Pests Recognition and Sampling Methodology, ISPM 31.	TRAQUE
294	Science Policy Forum	FARA
295	Strengthening ECOWAS Member States Capacity to manage Fall Army worm-Abuja	FAO
296	Vodacom Solutions Project/Proposal	Vodacom Business (Ghana) Limited
297	Inception Workshop For National Agricultural Investment Plan	Mofa
298	Green Innovation Centre Stakeholders Workshop	Green Innovation Centre
299	New Technologies Of Agro Processing And Food Engineering For Developing Countries	
300	Domesticating Malabo Commitments Into 2nd Generation Of National Agriculture Investment Plan	Mofa
301	Seminar On Chambers Of Commerce And Industry Of Belt And Road Countries	Ccpit
302	Management And Leadership Skills	MLNR
303	Land Documentation Processes	MLNR
304	Alternative Dispute Resolution	MLNR
305	Public Land Acquisition & Compensation	MLNR
306	Orientation For Officers	MLNR



No	Scheme of Service and Competency based Trainings	Institutions
1	2017 Seminar on Capacity building on Information and Communication for African Countries	Embassy of China
2	“Reversing the Course”	Budapest Hungary
3	2017 Annual International Audit Conference	International Conference Centre
4	2017 Commonwealth Association of Surveying and Land Economy	Dares Salam-Tanzania
5	2017 Summer School on the Governance of Gas and Mining Revenue	International Students Guest Centre
6	Accelerated Scheme Of Service Training	Civil Service Training Centre
7	Administrative Writing Skills	CSTC
8	Agricultural Production And Processing Economics	GIZ
9	Analysis of Road Network Condition from Satellite Imagery	
10	Anti-Terror Techniques and Tactics for African Union	People's Republic of China
11	Aquaculture For African English Speaking Countries	Fresh Water Fisheries Research Center, China
12	Aquatic Product Trade & Market Dev. For Developing Countries	Fujian Institute Of Oceanography
13	ARES Conference	California USA
14	Basic Digital Skills	Wineloya Digital Advertising
15	Breeding And High-Yield Culture Technology	Fujian Institute Of Oceanography
16	Building of Police, Gendarmerie and Internal Troops for Developing Countries	People's Republic of China
17	Cabinet Memorandum Writing	Civil Service Training Centre
18	Capacity Building	Civil Service Training Centre
19	Civil Service Administration	Civil Service Training Centre
20	Climate Change	UCC
21	Competence Based Facilitator Training	GIZ
22	Construction of Information Highway network for Government Officials for Developing Countries	The Embassy of China
23	Construction(Basic interpretations of Architectural and Structural Engineering Drawings, Plumbing, Setting Out, Concrete Technology)	
24	Creative Thinking & Problem Solving Skills	CSTC
25	Customer Relationship Mgt/ Customer Service	MDPI



No	Scheme of Service and Competency based Trainings	Institutions
26	Data Management and Analysis (Using SPSS and STATA in data management and Analysis)	ISSER
27	Defence Management Course 2016	Ghana Armed Forces Command and Staff College
28	Defensive Driving	In-House
29	Digital Records Management	Public Records and Archives Administration Department (PRAAD)
30	Effective Cleaning Course	Institute Technical Supervision
31	Effective Driving Techniques	Institution Of Technical Supervision
32	Effective Facility Management Workshop	Institute of Technical Supervision
33	Effective Security Techniques	Institute Technical Supervision
34	Effective Stores & Materials Management Course	Institute Technical Supervision
35	Effective Technical Supervision	Institute Technical Supervision
36	Electronic/Digital Records Management	Civil Service Training Centre
37	Emotional Intelligence Effective Leadership	CSTC
38	Employee Productivity	OHCS
39	Excel Application	MOJ Library
40	Exclusive Economic Zone (EEZ) Management and Operations Course	Ghana Armed Forces Command and Staff College (GAFCSC)
41	Finance for Non- Finance Managers	GIMPA
42	Fisheries Policy Management	Fujian Institute Of Oceanography
43	Fishery Planning And Policies For Developing Countries	Fujian Institute Of Oceanography
44	Horticultural Crop Cultivation Techniques	Agricultural & Research Institute in Turkey
45	HR Training 6 <sup>th</sup> Annual HR Africa leaders Conference	Ghana College of Physician & Surgeons
46	HRMS – End User Training	Coconut Groove Hotel
47	Induction Programme	Office Of The Head Of Civil Service
48	Infrastructure and Procurement Management Delivery	WABER/ British Council
49	Introduction to International Arbitration Course	Chartered Institute of Arbitrators
50	Labour Market Information System	MELR



No	Scheme of Service and Competency based Trainings	Institutions
51	Law Enforcement for Senior Officers	Guangxi Police College
52	Leadership Training	Civil Service Training Centre (CSTC)
53	Major Events Security for Developing Countries	People's Republic of China
54	Management	CSTC
55	Management and Supervisory Skills	GIMPA
56	Management Training for middle level staff	LAP Conference Room
57	Managing Defence in a Wider Security Context	KAIPTC
58	Modern Storage Technologies In Agriculture	CEPHIT
59	Post Graduate Certificate In Public Administration	GIMPA
60	Postgraduate Diploma in Public Administration	GIMPA, Accra
61	Practical Chinese for Government Officials from Developing Countries	The Embassy of China
62	Presentation Skills	CSTC
63	Productivity Training	Office of the Head of Civil Service
64	Project Management Cycle (Project Planning and Appraisal, Dynamic Monitoring and Evaluation of Projects)	ISSER
65	Promotion Exam for Executive Class	Civil Service Training Centre
66	Protocol Matters	Accra International Conference Centre
67	Public Private Partnership (PPP) Capacity Building Of PPP Units	African Royal Beach Hotel, Nungua
68	Public Private Partnership in Highway Project	Indian Academy of Highway Engineers, Noida
69	Recent Trends In Harvest & Post Harvest Laws	India
70	Records Management	MELR
71	Records Management Training (Records Purposes /Characteristics, Records Life Cycle, File Mgt)	PRAAD
72	Report Writing/ Minutes Writing	CSTC / Knowledge Tree Tech., Accra
73	Research Methodology and Report Writing (Qualitative and Quantitative Methodology, Sampling Procedures, Design Questionnaires and Interview Guide)	ISSER
74	Results Based Management Training for M&E Focal Persons	GIMPA
75	Results Based Monitoring and Evaluation	Crown Agent, UK



No	Scheme of Service and Competency based Trainings	Institutions
76	Retreat For Management And Regional Sports Directors	Kumasi
77	Superior Customer Care for Secretaries and Front line	Civil Service Training Centre
78	Superior Customer Service	Civil Service Training Centre
79	Supervisory and Management Skills	GIMPA, Accra
80	Tax Workshop	UGBS
81	Tilapia Breeding & High-Yield Farming Techniques For Devp. Countries	Fujian Institute Of Oceanography
82	Trainers for Evidence-Informed Policy Making Course	Civil Service Training Centre
83	Trainers of Trainers Workshop	Civil Service Training Centre
84	Training on QGIS and Image Transformation	Centre for Remote Sensing and Geographic Information Services (CERSGIS), UG-LEGON
85	Training-of-Trainers Session on Staff Performance Appraisal Forms	MELR
86	World Bank Land Conference	Washington DC, USA



No.	Academic Trainings	Institutions
1	International Studies	Ewha Womans University, South Korea
2	Advanced Masters in Public Policy	University of Tokyo
3	Bachelor Degree in Business Mgt Studies	University of Cape coast (Accra Campus)
4	Bachelor of Science in Business Administration	Kings University Collage (KUC); University of Professional Studies, Accra (UPSA); Ghana Institute of Management and Public Administration (GIMPA)
5	Bachelor of Science in HRM	KUC
6	Bachelor of Science Natural Resource Management	University Of Energy And Natural Resources, Ghana
7	Bachelor of Science in Port And Shipping	Maritime University, Ghana
8	Bachelor of Science in Supply Chain Management	University College of Management Studies (UCOMS), Ghana
9	Construction Law and Dispute Resolution	King's College, UK
10	Diploma in International Studies	Oxford University, UK
11	Economic Policy and Development	University of Korea
12	Energy Science and Policy	School of International Studies, Ajou University, South Korea
13	Fisheries Science	Pukyong National University (PKNU), South Korea
14	Fishery Science	Freshwater Fisheries Research Center (FFRC) China
15	HND Secretariateship And Management	Accra Polytechnic
16	Industrial Policy	University of Johannesburg, South Africa
17	Information Tech. Management	University of Wollongong in Dubai
18	International Relation	Angila Ruskin University, UK
19	International Trade and Policy	Ajou University, South Korea
20	LLB	KAAF University College, Ghana
21	M PHIL Applied Linguistics	University of Education, Winneba, Ghana
22	Master's in National Dev't & Policy	KOICA
23	Master's in Public Diplomacy	Jilin Uni., China
24	Master's in International Affairs & Dev't	Nyansapo College, Ghana
25	Master's in International Affairs	Legon Centre for International Affairs & Diplomacy (LECIAD)
27	Master's in Theatre Arts	University of Ghana
28	Master's in Marine Affairs	University of Rhode Island (URI), USA
29	Master's in Business Administration	University of Professional Studies, Accra
30	Master's in Economic Dev't & Cooperation	South Korea





No.	Academic Trainings	Institutions
31	Master's in Economic Policy	South Korea & Graduate School of International Cooperation Studies
32	Master's in Economic Policy & Development	Kobe University, Japan
33	Master's in Economic Policy Management	University of Ghana
34	Master's in Gender, Peace	Kofi Annan International Peacekeeping & Training Centre (KAIPTC)
35	Master's in Information Technology	Kwame Nkrumah University of Science & Technology, Ghana
36	Master's in International Economic Cooperation	University of International Business & Economics
37	Master's in Public Administration	Tsinghua University of International Public Policy Management, China; University of Ghana
38	Master's in Public Policy	University of Oxford, UK
39	Master's in Business Administration	California University of Management & Science, USA
40	Master of Law	Tufts University, USA
41	Master of Professional Studies in PR and Corporate Communication	Georgetown University, USA
42	MBA Finance	KAIST (Korea Advanced Institute of Science and Technology) College Of Business, South Korea
43	MPhil Aquaculture	Kwame Nkrumah University of Science & Technology, Ghana
44	MSc Accounting & Finance	University of Ghana
45	MSc Economics	Kwame Nkrumah University of Science & Technology, Ghana
46	MSc Extension and Livelihood	University of Ghana
47	MSc Occupational Safety And Health In Risk Management	Accra Institute Of Technology, Ghana; Open Uni. Of Malaysia
48	MSc. Engineering (Environmental Science)	Tongji University, Shanghai China
49	MSc. Infrastructure Investment & Finance	Univ. College in London
50	MSc. Road & Transport Engineering	Kwame Nkrumah University of Science & Technology, Ghana
51	MSc. Fisheries Management	University of Ghana
52	MSc Development And Policy Planning	Purdue University, USA
54	PhD Business Administration	
55	PhD in Advanced Policy Studies	National Graduate Institute for Policy



No.	Academic Trainings	Institutions
		Studies (GRIPS), Japan
56	PhD in Management Science	
57	PhD Mgt Science & Engineering (with major in Supply Chain Mgt.)	Univ of Electronic Science & Technology of China
58	Public Administration	Zhejiang Normal University, China; Harbin Institute of Technology, China
59	Public Mgt. & Public Sector Reforms	Seoul National University, South Korea
60	Public Sector Management	Ghana Institute of Management and Public Administration

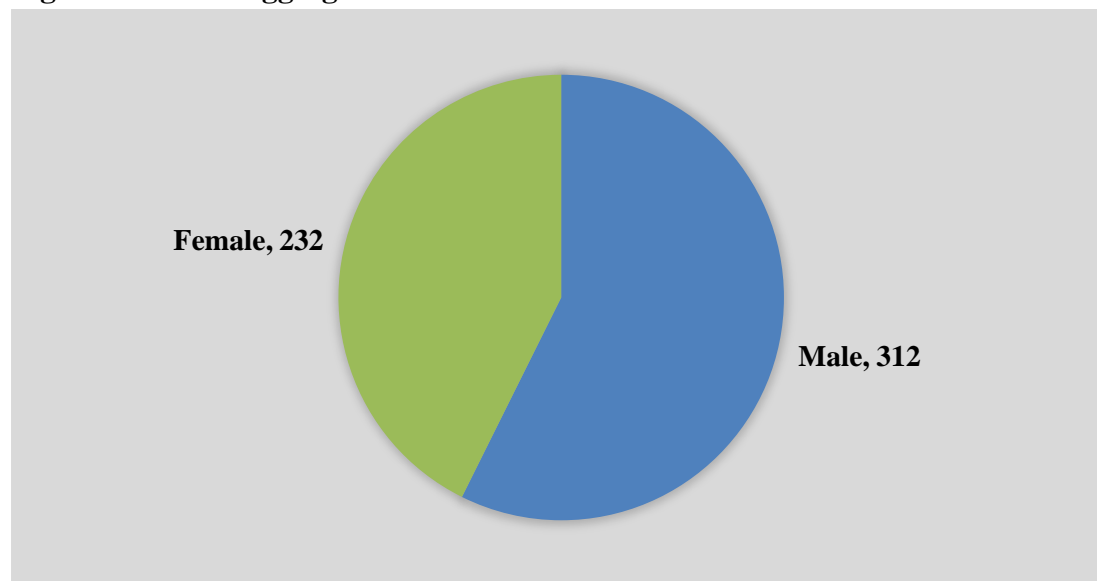


### 3.5 STAFF MOVEMENT WITHIN THE CIVIL SERVICE

#### 3.5.1 Recruitments

For the period under review, a total of 544 Officers were recruited into the Service as against 123 exited staff. Out of this number, 232 (42.65%) were females whereas 312 (57.35%) were males as depicted in Figure 7 below.

**Figure 7: Sex Disaggregation on Recruitment**



The table below shows the number of staff recruited into Ministries and Departments

**Table 4: Recruitment by Ministries & Departments**

S/N	Organisation	Male	Female	Total
1.	Contoller and Accountant General's Dept	1	0	1
2.	Dept of Chieftaincy	17	7	24
3.	Dept of Children	0	2	2
4.	Dept of Factories Inspectorate	13	3	16
5.	Department of Housing Loan Scheme	0	1	1
6.	Department of Rural Housing	4	1	5
7.	Dept of Births and Deaths	13	7	20
8.	Dept of Community Development	23	11	34
9.	Dept of Cooperatives	5	1	6
10.	Dept of Feeder Roads	17	4	21
11.	Dept of Parks and Gardens	1	1	2
12.	Dept of Social Welfare	4	11	15
13.	Dept of Town and Country Planning	9	2	11
14.	Dept of Urban Roads	27	9	36



S/N	Organisation	Male	Female	Total
15.	Geological Survey Dept	12	5	17
16.	Information Services Dept	3	8	11
17.	Labour Department	6	4	10
18.	Management Services Department	6	3	9
19.	Min. of Agriculture	5	2	7
20.	Min. of Aviation	1	1	2
21.	Min. of Communications HQ	1	2	3
22.	Min. of Defence HQ	4	5	9
23.	Min. of Education Head Office	3	6	9
24.	Min. of Employment and Labour Relation	7	5	12
25.	Min. of Energy	3	3	6
26.	Min. of Env't, Science, Technology and Innovation	4	2	6
27.	Min. of Finance HQ	12	21	33
28.	Min. of Fisheries and Aquaculture Dev't	1	3	4
29.	Min. of Foreign Affairs and Regional Integration	10	9	19
30.	Min. of Gender, Children and Social Protection	4	2	6
31.	Min. of Health HQ	1	3	4
32.	Min. of Information	0	2	2
33.	Min. of Interior	2	0	2
34.	Min. of Lands and Natural Resources	4	3	7
35.	Min. of Local Gov't and Rural Dev't HQ	0	4	4
36.	Min. of Roads and Highways	2	0	2
37.	Min. of Sanitation and Water Resources	2	1	3
38.	Min. of Tourism, Arts And Culture	3	3	6
39.	Min. of Trade and Industry HQ	12	9	21
40.	Min. of Transport HQ	3	1	4
41.	Min. of Works and Housing	3	3	6
42.	Min. of Youth and Sports HQ	4	7	11
43.	Office of the Administrator of Stool Lands	2	1	3
44.	Office of the Attorney-General and Min Of Justice	2	4	6
45.	Office of The President	4	4	8
46.	Council of State	1	1	2
47.	OHCS HQ Administration	11	8	19
48.	OHCS - Civil Serv'ic Training Centre	4	1	5
49.	OHCS - Government Secretarial School	5	1	6
50.	Procurement and Supply Chain Dept.	5	3	8
51.	Public Records and Archives Admin Dept.	3	2	5
52.	Public Works Department	4	0	4



S/N	Organisation	Male	Female	Total
53.	Registrar General's Department	7	18	25
54.	Rent Control Department	12	12	24
	<b>Total</b>	<b>312</b>	<b>232</b>	<b>544</b>

### 3.5.2 Exit of Staff from the Civil Service

For the period under review, 123 Officers exited the Service as a result of retirement, death, resignation, vacation of post, and dismissal. Out of this number, 81 (66%) were males whereas 42 (34%) were females.

**Figure 8: Sex disaggregation on Exited Staff**

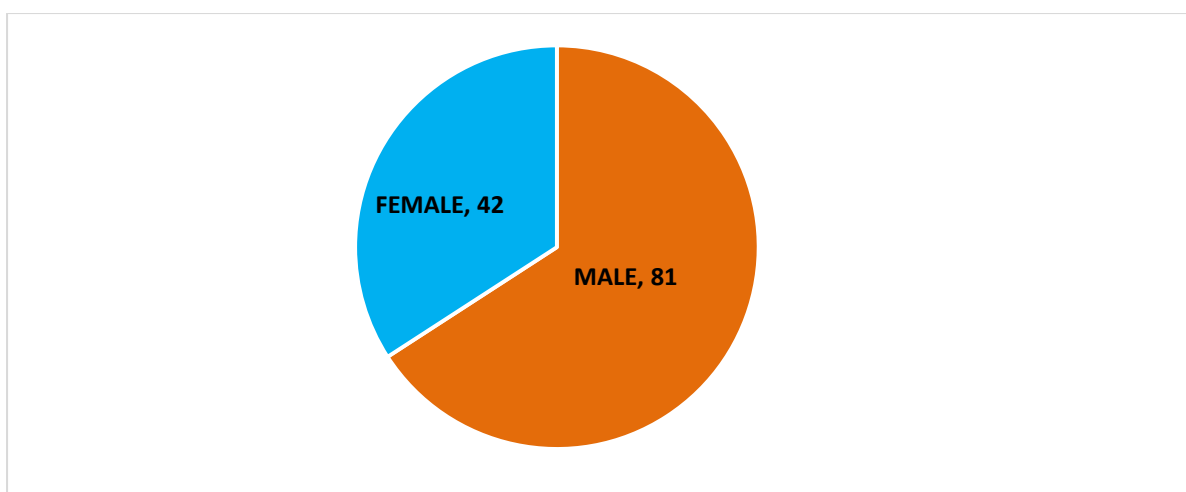
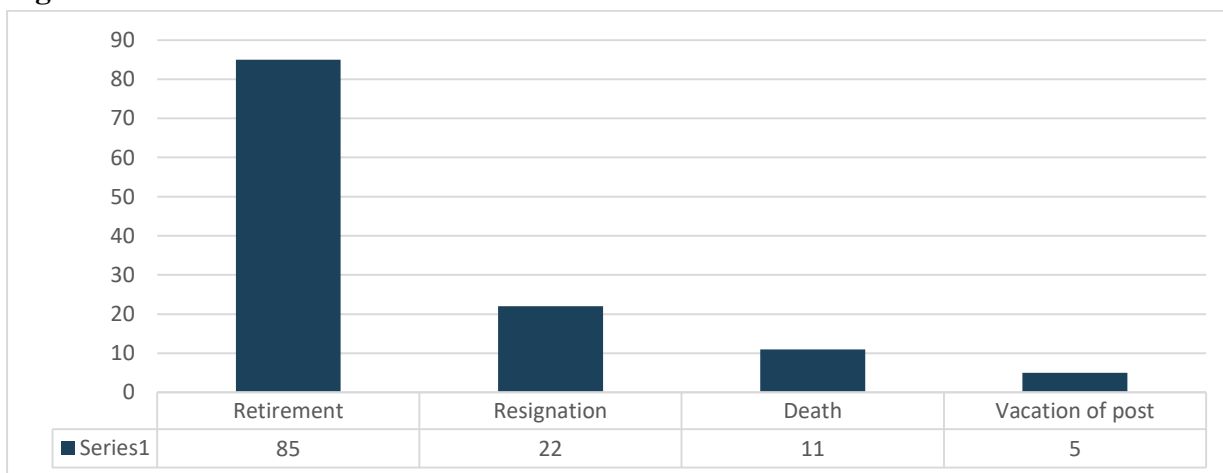


Figure 4.10 below depicts the mode of exit of staff during the reporting year; 85 Officers (69%) retired, 22 officers (18%) resigned, 11 Officers (9%) died and 5 officers (4%) vacated post.

**Figure 9: Mode of Exit**



### 3.5.3 Postings

Posting is an integral function of the OHCS and it serves as an essential human resource management tool which aims at ensuring an even distribution of skills within the service.

However, in recent times, whereas some Officers have been posted regularly, others have been at one station for over five (5) years and this contravenes part II (iii) of the Posting Policy which among other things indicates that the period of posting shall be for four (4) years.

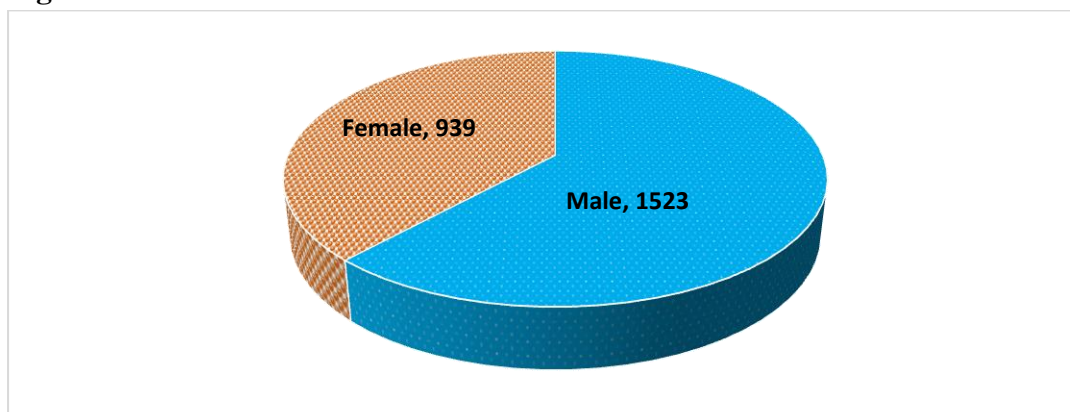
As part of the planned programmes and activities for the year, the Office reviewed staff placement across MDs to ensure redistribution for optimal performance. Subsequently, a database of about 520 officers (both in the senior and junior grades) in the general class who had worked at particular duty posts for a minimum of 5 years was developed.

With the creation of seven (7) additional Ministries by His Excellency the President, it became necessary to reassign Officers from various occupational groups to assist in the start-up process of these Ministries. To this end, a total number of 474 Officers (from the general class) were reassigned to various MDs including the newly created Ministries. Strict monitoring mechanisms were put in place to ensure compliance to the posting instructions.

### 3.5.4 Promotions

The OHCS received applications for the conduct of promotion interviews for a total of 2,559 officers from 23 ministries and 17 departments. Out of this number, 2,534 eligible officers were approved for interviews and 25 disqualified. Out of the 2,534 officers who were recommended for the promotion interviews, 1,523 were males and 939 females. A total of 2,462 passed while 72 officers failed.

**Figure 10: Promotions Undertaken**



### **3.6 PROCESSING OF HUMAN RESOURCE FACILITIES**

#### **3.6.1 Upgrading**

Requests for upgrading were primarily from Higher National Diploma (HND) holders especially in the Technician Engineering grades in the various departments upon completion of a first degree. Out of the 178 requests received, 155 requests were approved, of this 86 and 69 were males and females respectively. The remaining 23 requests were declined due to lack of vacancies in the requested occupational group.

#### **3.6.2 Conversion**

152 requests for conversion were received from the Secretarial, Executive and other Departmental grades. Out of this number, 74 were approved and processed to join other occupational groups. The remaining 78 were requests mainly from officers in the Executive and secretarial class seeking conversion to join the administrative and planning classes.

#### **3.6.3 Change of Date of Birth**

The OHCS approved four (4) requests for the correction of date of birth and declined twelve (12) requests due to inadequate submission of information from the officers concerned.

#### **3.6.4 Change of Name**

Applications for change of name are generally from female officers who want to change their maiden names and take on their marital names. Forty-five (45) requests were received with forty (40) approved and five (5) declined as those applicants failed to submit requisite documentation to aid the processing of their requests.

#### **3.6.5 Resignation**

Nine (9) applications with regards to resignation from the Service were received and processed. Out of the requests, seven (7) were approved while two (2) were pending due to insufficient documentation.

#### **3.6.6 Transfer of Service**

Generally, requests for transfer of services are received especially from the Local Government Service. Nine (9) of the requests were approved and thirteen (13) declined.





### **3.6.7 Secondment**

The OHCS received ten (10) requests from other public service organisations, of which six (6) were approved and four (4) were declined.

### **3.6.8 Leave of Absence**

Five (5) requests were approved and two (2) others declined as applicants could not provide any supporting documents for consideration of their requests.

### **3.6.9 Reinstatement**

Five (5) requests received were declined as a careful analysis of their requests revealed that the officers actually vacated post and did not exit properly from the service.

### **3.6.10 Condonation of Break in Service**

Three (3) requests received were declined due to the applicants' inability to provide sufficient documentation to access the facility, i.e.:

- Evidence of having served at least a minimum of ten (10) continuous years after first appointment;
- Evidence of resignation or retirement approved by a public/civil service institution they have served in;
- First appointment or promotion letter to a pensionable grade in a public/civil service institution;
- Evidence of having been employed before December, 1971 and on a pensionable grade analogous to clerical officer).

### **3.6.11 Petitions**

Requests received for the period under review were eleven (11). After critically examining the requests, seven (7) were approved and the remaining declined due to the following reason:

- Petitions for reinstatement – Applicants failed to follow due process at the time they exited the Service. It was vacation of post since evidence of resignation could not be provided.
- Effective dates of promotions – such petitions were declined in accordance with the Guidance on Appointments and Promotions which states that the notional effects cannot take more than two (2) years retrospectively.

## CHAPTER FOUR

### 4.0 KEY ACHIEVEMENTS OF THE CIVIL SERVICE

The Civil Service, as reported in the individual Sector specific achievements (appendix 1) worked assiduously to accomplish the following areas:

- **Support for political transition**

In the beginning of the year, the Civil Service played a catalyst role in the transition from the erstwhile Government to the new Government. These important roles ranged from technical to administrative. Some key activities undertaken include:

- ✓ Prepared the 'Handing Over Notes'
- ✓ Covered meetings and prepared reports the various Transition Committee Meetings
- ✓ Facilitated the transfer of assets between the outgoing and incoming Administration
- ✓ Provided initial advisory support services to Presidential nominees in the various Ministries

- **Development of Organizational Framework for newly created Ministries and provision of initial staffing**

The number of Ministries and their mandates are determined by the President through an Executive Instrument (E.I.), as outlined in the Civil Service Act, 1993 (PNDCL 327). In the reporting year, the President issued E.I 28, which created additional seven (7) Ministries and realigned others.

In line with the above, the Management Service Department of the Civil Service spearheaded the development of the strategic framework documents for the Ministries by assisting in the development of their; mandates, vision, mission, organizational structure, establishment level, and organizational manuals. These formed the basis for the staffing of the Institutions.

- **Support for Government flagship programmes**

The Civil Servants over the years have supported Government's strategic plans and programmes. This has been in the area of; policy formulation, coordination, and monitoring and evaluation. Also, at the implementing level, Officers provided technical and administrative back stopping for Government. In the year under review, some of the areas the Civil Service supported include:

- The Free SHS policy
- School feeding programme



- Planting for Food and Jobs
  - Initial activities of the implementation of 'one-District-one-Factory' (1D/1F)
  - Legal reviews – Cabinet Memo writing, Policy Development, etc
- **The key role played by PRAAD in the International Maritime Boundary Court Case**  
 The Department provided technical assistance to the legal team that handled the Ghana/Cote d'Ivoire Maritime Boundary Arbitration case at The International Tribunal for the Law of the Sea (ITLOS), in Hamburg Germany in 2015. The task of searching for all relevant documents in relation to Ghana and Cote D'Ivoire bilateral relations as well as the colonial documents in connection with the boundary demarcation of the two countries was made available to the Team. The exercise was in phases:
    - Phases 1- Historic materials
    - Phases 2 - Discovery of Oil and gas in Ghana
    - Phases 3 - Search in Cape Coast and Sekondi-Takoradi Regional Offices.
  - **Industrial harmony and payment of Interim Premium to Civil Servants**  
 The leadership of the Civil Service worked with CLOGSAG to address the outstanding issue of the Interim Premium. Negotiations were concluded in 2017 on the 2018 Base Pay, Pay Point Relativity (PPR), and non-core categories two (2) and three (3) allowances for Public Service workers. The Fair Wages and Salaries Commission (FWSC) re-evaluated and resolved four (4) grievances on the following areas:
    - Grading Structures
    - Grade Placement
    - Conversion difference and Interim Market Premium.

This helped to calm down labour agitations and therefore impacted positively on labour productivity in the country, since man-hours for work were not lost through strike actions.
  - **Meeting with the President to clarify role of Chief Directors in the Civil Service**  
 At the instance of the Head of Civil Service, all Chief Directors paid a working visit to His Excellency the President to among other things; brief him on the work of the Service, the status of the Public Sector Reform Secretariat, some key positions and to listen to his vision for the Civil Service. This has paved the way for an on-going



codial working relationship between the leadership of the Government and the Civil Service.

- **Support for the programme for the redevelopment of the beaches in Accra**

The Civil Service provided administrative support in the design of the entire programme leading to the commencement of work on the Marine Drive Tourism Investment Project. An advisory board was inaugurated and Memoranda of Understandings (MoUs) were also signed with the Traditional Authorities of Osu and Gbese to ensure that the local people derive benefits from the project in terms of employment, royalties and corporate social responsibilities. The project intends to develop the entire parcel of land covering an area of 215.7 acres stretching from Osu Klottey lagoon behind the Christiansburg Castle to the Accra Community Centre into a tourism enclave with modern facilities like hotels, malls, among others. A sod cutting ceremony was undertaken by His Excellency the President of the Republic in December 2017.

## CHAPTER FIVE

### 5.0 SERVICE-WIDE CHALLENGES AND FORWARD LOOK FOR 2018

#### 5.1 CHALLENGES

Even though the achievements of the Civil Service Organizations impacted positively on the socio-economic development of the country, the Ministries and their Civil Service Departments encountered some critical challenges which affected the extent to which they performed during the reporting year. The challenges which were mostly common to all the MDs are as follows:

- Human Resource Capacity: - Inadequate staffing and the limited number of Technical Staff have been a hindrance to the effective operation of the MDs. Staff posted out, retired, resigned, as well as transferred to other institutions are normally not replaced, leading to staff deficits. The limited number of Technical Staff across the Sectors to undertake planned programmes and activities coupled with unco-ordinated training has also affected productivity in the reporting year. The transfer of some technical Officers from the existing Ministries to the newly created ones again aggravated the situation. Compared with the Administrative Class staff, the relatively small numbers of technical staff to support the execution of the core business of the Sectors have not been able to cope effectively with the complex and large volumes of work in the Ministries and Departments.
- Political Administrative interference: - Frequent requests for the suspension or removal of some Chief Directors and Heads of organisations affected work in the Service.
- Intrusion of Special Advisors into main functions of the Civil Servants rendered the carrier Civil Servants feeling not adequate enough to do their work
- Inability to hold workshop on Civil Service practices for Political appointees
- Lack of central fund for training and promotion: - Financial difficulties preventing MDs from sponsoring their personnel for training programmes has been the bane of the Service. With the persistence of this challenge, about 4000 Civil Servants have had their promotion delayed as they have not been able to access the mandatory Scheme of Service training.
- The inability to send leaders to GIMPA for the Senior Executive and Chief Executive programme hence affecting leadership development programme
- Inadequate support for Records Management



- Sanitization of the Ministerial Enclave: - Though the OHCS initiated series of collaboration with the AMA and the Department of Urban Roads to help sanitize the Ministerial Enclave, the Government business area is still characterized by unauthorized individuals like hawkers and traders doing business in unapproved locations. Lack of adequate funds to erect appropriate warning sign posts and engage personnel from a Taskforce continue to pose a major challenge.
- Inadequate Logistics: - A key challenge faced by almost all the MDs during the reporting year was lack of adequate logistics to support the day to day activities. Most of the institutions especially the newly created Ministries were faced with inadequate office space and requisite office equipment, computers, furniture and other operating logistics to work with thereby affecting service delivery.
- Lack of Co-operation and Collaboration: - The level of co-operation and collaboration within the Ministries and among their Agencies and key stakeholders within the reporting year was not encouraging. This creates a planning gap and delays decision making and timely achievement of planned programmes
- High Internet Cost and unstable Connectivity: - The cost of internet supply from the National Information Technology Agency (NITA) and the occasional interrupted supply of internet connectivity also posed a challenge to some MDAs leading to delays in accessing and processing information which eventually affected work output.
- Outdated and ineffective industry-related legal and regulatory regimes: - The provisions contained in some of the Legislative Instruments of some Ministries are outmoded and not in tune with modern trends. This also posed a challenge in the achievements of their programmes.
- Inadequate and untimely Release of Funds: - The untimely release of funds remains a major obstacle to the implementation of programmes and projects of the Ministries. In a case where these releases are made, the funds seem inadequate and the MDs are sometimes unable to acquire certain basic equipments to facilitate programme implementation. Another issue under this challenge is the inability to process officers for academic training and staff capacity building to enhance performance.
- Land Encroachment: - Lands belonging to some Ministries and their departments such as the Aviation Ministry, Ministry of Environment, Science, Technology and Innovation and Institute of Technical Supervision (OHCS) are being encroached upon by individuals and private developers hampering the expansion of the facilities of these MDs. A lot of resources (time, human and financial) are wasted fighting these



encroachers at the expense of engaging in planned activities for the achievement for the core business of these MDs.

- **Resubmission of Bills due to Change of Government:** - Most Bills and Acts which were at the point of passage into law are usually resubmitted to the Office of the Attorney-General and Ministry of Justice or Cabinet for approval anytime there is a change in government. This affects the implementation of key programmes and projects initiated by the Ministries and their departments.
- **Capping of Internally Generated Funds:** - Ministry of Finance (MoF) came out with Earmarked Funds Capping and Realignment Act, 2017 (Act 947), placing a cap on IGF such that any revenue generated over and above the capping is immediately absorbed by MoF. This created problems for some Agencies in executing their mandates and generating more revenue. Also, those who relied mainly on IGF to pay utility bills had to battle with outstanding bills.

## 5.2 SERVICE-WIDE FORWARD LOOK FOR 2018

Notwithstanding the challenges mentioned above, the OHCS will continue to provide oversight responsibility and support to the various Ministries and Departments (M&Ds). The Office would liaise with the Public Services Commission (PSC) to gain full access to the HRMIS system in order to make necessary changes in the management unit of staff from Ministries and Departments who are signed unto the system. The Office would actively collaborate with key institutions like the PSC, National Information Technology Authority (NITA) and the Controller and Accountant General's Department (CAGD) to fully implement the PSC HRMIS by all M&Ds and improve the use of existing HR Database for informed evidence-based decision making especially in researching into emerging issues and global trends. The Civil Service in 2018 would strive to achieve most of its policies and programmes captured in the individual Forward Looks presented by the Ministries.

Specifically, the Ministry of Education would re-define Basic Education to include Secondary Education and establish delivery unit within the Ministry to follow up on Government key commitments in education. Efforts would also be made to increase the Capitation Grant from GH¢9.00 to GH¢10.00 in the 2018/2019 academic year. To improve the implementation of the Free SHS programme, the Ministry would work with relevant actors (scholarship Secretariat, CSSPS, GES, and Free SHS Secretariat) to remove the Free SHS implementation bottlenecks. The Ministry would also continue the teacher training reforms, leading to the adoption of Curriculum framework, Standards, Assessment and conversion of Colleges of Education into University Colleges.





To ensure that the macroeconomic stability achieved will be sustained, the Ministry of Finance will continue to:

- Implement structural measures to tackle some of the long-term structural issues including the capping of the statutory funds at 25% of government tax revenues, and
- Operationalise the Treasury Single Account (TSA) to consolidate all government funds at the Bank of Ghana;
- Adopt the competitive tender processes to eliminate wastages.
- Tighten expenditure controls in GIFMIS to minimize inefficiencies and budget overruns and strict enforcement of the Public Financial Management Act, as well as the Public Procurement Act to ensure efficiency in public procurement.

The Ministry of Trade and Industry in implementing the One District One Factory (1D/1F) initiative will undertake the following:

- Profile the Districts Resource Endowments and a continuous review of incoming Expressions of Interest and updating of database;
- MOTI and its collaborating agencies will assist promoters to acquire land, the necessary licenses, permits etc. and provide support to Project Promoters in mobilizing technical and financial resources;
- Visite selected Districts to discuss and agree on implementation modalities with the District Implementation Support Team and also sensitize the public on the projects;
- Collaborate with District Implementation Support Team to facilitate extension of infrastructure (power, access road etc.) to the project sites including finalizing negotiations with the Participating Financial Institutions that have pledged their support to the programme (GCB Bank, UMB, GT Bank, ADB, UBA, Eximbank, IFAD, AfDB, AgDevCo and Norfund).

The Ministry of Food and Agriculture in advancing the Planting for Food and Jobs initiative has targeted to register 500,000 farmers and recruit 3,000 extensions agents to provide technical assistance to farmers. About 24,928 metric tons of seeds (Maize, Rice, Soybean, Sorghum and vegetables) are also expected to be distributed to farmers.

Other important sectors such as Energy, Gender, Children and Social Protection as well as Communications have drawn programmes that seek to generally improve the general livelihood of the citizenry both directly and indirectly. The Ministries of Local Government, Employment and Labour Relations, Environment Science and Technology and Tourism as well as Defence, the Interior and Youth and Sports would in the ensuing year strive to achieve a greater percentage of their mandate in contributing to national growth and development.



### 5.3 CONCLUSION AND RECOMMENDATIONS

The importance of Ghana Civil Service as the administrative backbone of Government has been spelt out in this Report and the achievements of the various Sectors as well as the impact of these achievements on the lives of the citizenry. The need, therefore, for the Government and all other stakeholders to pay serious attention to the Civil Service and contribute to addressing its major challenges cannot be over-emphasised.

In this regard, adequate and right skills-mix of human resources coupled with adequate and predictable financial allocations should be made to the Sectors to enable them assemble the requisite personnel and acquire the requisite logistics to deliver on their respective mandates. Additionally, various means of generating funds internally by various Sectors should be improved to supplement Government funding. This will go a long way to support the implementation of programmes and projects for the accelerated socio-economic development of the nation.

It is also recommended that the number of Civil Servants seeking to be promoted should not be hampered by lack of financial resources to partake in the interviews conducted at the OHCS. In this vein, the OHCS must be fully resourced to allow all Civil Servants due for promotions have access.



# APPENDICES



## Appendix 1 – MDAs PROGRAMMES & ACHIEVEMENTS FOR 2017

### 1.0 MINISTRY OF EDUCATION

The Ministry of Education was established to formulate and implement policies that would provide quality, equitable and accessible education to all citizens, with emphasis on Science, Information, Communication, and Technology for self-actualization and peaceful coexistence, as well as requisite skills for the labour market and national development.

The reporting period was under the leadership of Dr. Mathew Opoku Prempeh as the Minister of Education and Prof. Kwesi Yankah as Minister of State in charge of Tertiary Education, Dr. Yaw Osei Adutwum as Deputy Minister in charge of SHS/TVAET and Mrs. Barbara Asher Ayisi as Deputy Minister in charge of Primary/JHS with Mr. Enoch H. Cobbinah as the Chief Director.

#### 1.1 Agencies

The Ministry has no Civil Service departments and subvented agencies. However, it has oversight responsibility for twenty (20) public service organizations, public boards, and corporation as well as the nine (9) public Universities and ten (10) Polytechnics managed by various Councils.

#### Public Service Organisations:

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

#### Public Boards and corporations:

- National Council for Tertiary Education (NCTE)
- National Accreditation Board (NAB)
- National Board for Professional and Technicians Examination (NABPTEX)
- West African Examinations Council-National Office (WAEC)
- 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)



- 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)

## 1.2 Key Activities Undertaken

### a) Policies, Legislations, and Regulations

#### • Technical Universities Act

The Technical Universities Act, 2016 came into force in 2016 to convert six (6) out of the ten (10) polytechnics to Technical Universities to provide higher education in engineering, science and technology-based, technical and vocational education training, applied arts and related programmes. This Act seeks to provide the enactment of harmonized Statutes for the Technical Universities to address the criteria and modalities for the nomination of the Chancellor and the appointment of the registrar and Director of Finance. In 2017, the Ministry upon submitting an amended bill to Cabinet received approval to convert Cape Coast and Tamale Polytechnics to Cape Coast Technical University and Tamale Technical University respectively.

The following bills and policy received Cabinet approval and have since been forwarded to Parliament:

#### • Pre-Tertiary Education Bill

This Bill when passed will regulate Pre-Tertiary Education in Ghana, thus, education at kindergarten, Primary and Junior High School levels will be managed by the district assemblies, while the senior high schools will be managed by the Ghana Education Service Headquarters/Ministry of Education.

#### • Transformation of Technical and Vocational Education and Training (TVET) Bill

This Bill seeks to

- Adopt a 5-year strategic plan (2018-2022) for the transformation of Technical and Vocational Education and Training.
- Realign all Technical and Vocational Institutions (TVIs) under the Ministry of Education and create a Technical and Vocational Education Service (TVES) to govern it as well as the introduction of the relevant legislation and institutional arrangements.
- Amend the Acts and Legislative Instrument (LI) of the Council for Technical and Vocational Education and Training (COTVET), National Vocational Training Institute (NVTI) and National Board for Professional and Technician Examination (NABPTEX).



- **Ghana Library Services Bill**

This Bill when passed into law will give a legal backing to the establishment of the Ghana Library Service and restructure the existing system of providing library services.

- **Free Senior High School Policy**

The strategic objective of the Free Senior High School is to remove the financial barriers that prevent most of the students from needy backgrounds who qualify for senior high school from enrolling in school. It also seeks to relieve parents off the burden of having to pay schools. The policy absorbs all fees payable by students in Senior High Schools.

The subsequent bills and policies were also submitted to Cabinet and awaiting approval:

- **National Research Fund Bill**

This Bill when passed will establish a national research fund to support, promote and publicize research in tertiary education and research institutions as well as to provide for related matters and replace the book and research allowances provided to Lecturers of public universities, polytechnics and research institutions to enable them procure books and research materials.

- **Ghana Book Development Council Bill**

This will provide legal backing to the Ghana Book Development Council when established to regulate book development in the country.

- **Review of COTVET Act**

The approval of the reviewed Act will create a service under the Ministry of Education called TVET Service and merge COTVET, NABPTEX and, NVTI into one regulatory and assessment agency.

- **Teacher Reform Policy**

This policy when approved will give legal backing to the following reforms:

- i. National Teacher Standards (NTS) for pre-tertiary teachers.
- ii. National Teacher Education Curriculum Framework (NTECF) that leads to a new curriculum and a new 3+1-year Diploma.
- iii. Design of a new 4-year Bachelor of Education curriculum for initial teacher education to be offered at the University colleges of Education.
- iv. Conversion of Colleges of Education into University Colleges of Public Universities offering Teacher Education Curriculum and subsequent amendment of the Education Act.

- **Non-Formal Education Agency (NFEA) Policy**

The direction and focus of non-formal education world-wide is constantly changing to meet the needs of a world whose needs are also changing by the day. However, the Mass Literacy for Social Change Programme (MASSLIP), the policy document, which was generally written to drive the World Bank sponsored Non-Formal Literacy Programme (NFLP) has outlived its usefulness as the Division's responsibilities are expanding to include non-formal education and lifelong learning. It was in this vein that the need for a new policy was recommended.

The under-listed Bills were forwarded to the Attorney General's Office for inputs and finalization:

- **Non-Formal Education Agency Bill**

The Bill when finally approved and promulgated into an Act of Parliament will provide a decisive facelift and legalize the agency status as the coordinating body for non-formal education and lifelong programmes in Ghana.

- **Conversion of UDS into Three Autonomous Universities**

This law will convert the various campuses of the University for Development Studies into three Autonomous Universities among the three Northern Regions.

- **Ghana Technology University College Bill**

**b) Coordinate Entry and Operations of NGOs in Education**

The Ministry developed a Roadmap through Stakeholder consultation to coordinate entry and operations of NGOs in Ghana Education sector. The Ministerial team, heads of Agencies, Directors, Development Partners, International and Local NGOs in Education participated in this consultative meeting.

**c) Posting and Payment of National Service Personnel**

The National Service Scheme deployed a total of **78,960** Personnel to various fields and modules of the Scheme for the year 2016/2017. Out of the total number, **66,463** personnel were posted to the public/government sector while **12,497** were posted to the private or business support service sector. The Private Sector saw an increase from 15% to 40% of National Service Personnel. Additionally, the monthly allowances for both the 2016/2017 service personnel and the service extension personnel from 2015/2016 have been paid for September, October, and November through the E-zwich platform.

The Scheme also acquired and cultivated new farm lands covering a total of 240 hectares in Yagaba in the Northern Region for the cultivation of Maize and a total of 1,200 hectares in Gomoa Lome in the Central Region under its Agricultural module.





**d) Production of 2017 Education Sector Performance**

The 2017 Education Sector Performance Report was produced and disseminated to all relevant Stakeholders in the education sector. The report gives an overview of the performance of the education sector during the previous year. It details the planned programmes, interventions and policies aimed at improving performance indicators of the Ministry and its Agencies.

**e) 2017 National Education Sector Annual Review (NESAR)**

The National Education Sector Annual Review was successfully organized to afford policy makers and implementers the opportunity to review the sector performance over the year and make recommendations to improve performance in the ensuing year. Relevant Stakeholders from the National, Regional and District Level as well as Development Partners were in attendance. The 2017 NESAR focused on improving learning outcomes through Strengthening Governance, Data Management, and Performance Management.

**f) 2017 National School Census and Mechanization of the EMIS Data Collection System**

The Annual School Census is carried out to collate relevant education parameters to inform policy decision. Results from the National School Census for 2017 informed the 2017 Education Sector Performance report. In collaboration with USAID, Social Impact procured and installed Servers, refurbished Server rooms, and conducted a test run of new software to be deployed on the improved EMIS platform. A pilot exercise for the software was conducted in 3 districts namely Sagnarigu in the Northern Region, Akontombra in the Western region and Asokore-Mampong in the Ashanti region.

**g) 2017 Best Teacher/School Awards**

The Ministry, with support from sponsors and development partners successfully organized the 2017 best teacher/school awards on 5<sup>th</sup> October, 2017 at Koforidua. The Ministry also developed standard selection criteria for the 2018 awards.

**h) President's Independence Day Awards**

The President's Independence Day Awards, which forms part of the annual Independence Anniversary Celebration, was instituted in 1993, to award scholarship to deserving Basic Education Certificate Examination (BECE) graduates. Originally, ten students from each of the ten regions were awarded until 2001 when the number was increased to twenty to make room for gender balance from the ten regions.



The Ministry through its agency, Ghana Education Service, played a major role during the 60<sup>th</sup> independence anniversary celebration on 6<sup>th</sup> March, 2017. The Ghana Education Service as part of the activities to mark the celebration selected twelve (12) basic and second cycle schools to participate in the match parade as well as 60 best (BECE) students who were presented with awards by the President.

### **i) Basic Education**

- **Reform Curriculum on key subjects**

Basic education level has continuously recorded much increment in enrolment over the previous years and in fulfilment of the government's commitment to provide quality education at the basic level, Basic Education curricula reforms were initiated. These reforms are focused on the 4Rs (Reading, Writing, Arithmetic & Creativity) and the introduction of History of Ghana, French, and optional Arabic at J.H.S as subjects at the Pre-tertiary level. The National Primary Pupil Standards on Curriculum Reforms was also finalized and forwarded to Cabinet for approval.

A 'Curriculum Ministerial Advisory Committee' was constituted and inaugurated by the Minister of Education to facilitate the process. Additionally, a roadmap of the curriculum review was developed and forwarded to Cabinet for approval.

- **Payment of Capitation Grant**

In order to improve access, quality and make education more equitable at the basic level, the Government increased the capitation grant to schools from GH¢4.50 to GH¢9.00 and accordingly paid the grant for 2016/2017 academic year. The first term capitation grant for 2017/2018 academic year was also released to 39,739 schools. To ensure that all pupils in JHS 3 register for the BECE for 2017, Government absorbed 70% of the registration fees of 460,941 candidates from both public and private junior high schools.

- **Provision of Complementary Basic Education**

Under the Complementary Basic Education (CBE) Programme, a total of 114,153 learners have transitioned into formal schools since the inception of the Programme in 2013. For the 2016/17 cycle, a total of 51,030 learners enrolled. Also, a six (6) day Training of Trainers programme was conducted with 30 participants and approval granted for 14 districts to commence with Animation.

- **Rehabilitation of Collapsing School Buildings**

Under this programme, an assessment of collapsing school buildings, schools under trees and construction of new KGs were undertaken. Work on the collapsing schools commenced. Phase 1 constitute 40 schools and phase 2, 36 schools. Also, works on 80 number KGs commenced.



- **Payment of Feeding Grant for All Pupils in Special Schools**

The Ministry continued the implementation of the all-inclusive education policy. Special school Heads and staff were trained on how to identify children with special needs and disabilities. The Feeding Grant for 2<sup>nd</sup> and 3<sup>rd</sup> Term of 2016/17 for special school was paid.

#### j) **Secondary Education**

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

As part of Government's commitment to provide equitable access and quality education to enable all Ghanaians contribute effectively to the development and growth of the country, the Ministry in September 2017 fine-tuned the free S.H.S policy and commenced implementation with first-year students in public Senior High Schools, Technical and Vocational institutions. The free SHS secretariat, established by the Ministry to coordinate the implementation of the policy, placed 353,053 first year students in various Senior High Schools and the fees absorbed by Government. The total number of students enrolled as at September 2017 was 338,363. An amount of GH¢57,086,378.95 (20%) was transferred to 648 SHS and TVET Institutions.

- **Provision of One Hot Meal to Day Students**

Under the Free Senior High School Policy, the provision of one hot meal to day students while in school commenced as an initiative to encourage day students to stay in school. The first year of implementation recorded 2,107,576 (32%) number of day students benefiting from the one hot meal initiative.

- **Placement of 30% of students from public JHS in elite public SHS under the Free SHS policy**

In order not to give undue advantage to students from private JHS, the government reserved 30% of placement in elite SHS to students from public JHS. A total of 29,154 students from public JHS were placed in elite public. This represented 46% of total placement.

- **Provision of Core textbooks to students in Public Senior High Schools**

As part of measures to relieve some burden off parents, a total of 320,000 sets of 4 core textbooks (English, Mathematics, Integrated Science and Social Studies) were procured and distributed to students in public SHS across the Country. In addition, a total of 297,880 No. of 22 different supplementary readers have been procured for distribution to schools.

- **Provision of Core Textbooks to All First Year Students**

The Ministry procured and distributed 4,615,553 core textbooks to students in Senior High Schools across the country. Additional 743,691 textbooks were procured and are yet to be distributed.

- **Provision of added subsidy to day students**

Government provided subsidies for all continuing students in Senior High Schools across the country. Subsidies for the 1st term of the 2016/17 academic year were released for 851,298 SHS/TVET students and 335,974-day students in 578 public Senior High Schools.

- **Platform for Heads of Low Performing Senior High Schools**

The Ministry organized a stakeholder forum for Heads of low performing schools in WASSCE in Kumasi to discuss ways of improving learning outcomes. A number of issues confronting the Education sector were discussed. This included challenges that contribute to the low performance of students in WASSCE, budget implementation, issues relating to improvement in access, quality and equity in the Education sector and the way forward.

- **Secondary Education Improvement Project (SEIP)**

The Secondary Education Improvement Project (SEIP) which commenced as a five-year USD 156 million project directly supports the government's aims of increasing equitable access to quality Senior Secondary Education with a focus on results, particularly in low-performing senior high schools. In 2016, the MOE secured additional financing of USD 40 million to widen its scope to include more schools and extended the project to 2021.

The Ministry continued with the implementation of SEIP as the project with funding from World Bank provided a total of 4,632 scholarships to beneficiary students in 2017. The Heads of the 125 schools under the project also prepared and signed the School Performance Partnership Plans.

The Centre for National Distance Learning and Open Schooling continued the installation of i-boxes in low performing schools under the SEIP. 200 sets of learner text and episodes of audio-visual lessons and 180 sets of digitized interactive lessons were installed for the first batch of 70 schools. Training/orientation was held for all 36 developers/providers. Production of learner text and concept frameworks for developing digitized interactive lessons also commenced.

55 I-box equipment were procured for 55 low performing Schools and would be installed in January 2018. Training of all core subjects and ICT Teachers as well as Heads of Schools was carried out.

- **Establishment of Science, Technology, Engineering and Mathematics (STEM) Centers**

To improve the quality of teaching and learning, the Ministry completed a draft policy on the STEM in Ghana and established Centers in 20 public Senior High Schools where coding and robotics programmers were introduced.

Following the observation that Girls' participation in STEM subjects in secondary schools is lower than that of boys and the false belief among girls that science-related subjects are more suited for boys, UNESCO in collaboration with the Girls' Education Unit (GEU) of the GES organized STEM clinics in selected districts in Ghana to sensitize girls on various STEM-related careers that can be pursued (e.g. teaching, medicine, laboratory work, or telecommunications engineering).

#### **k) Tertiary Education**

- **Restoration of Teacher Trainee Allowances**

The Government through the Ministry restored the teacher trainee allowance to cover over 49,000 trainees from 41 public Colleges of Education for the 2017/18 academic year. A total of 52,000 trainees are expected to benefit from the teacher trainee allowances in the 2017/18 academic year.

- **Recruitment and Posting of Newly Trained Teachers**

During the year under review, the Ministry secured financial clearance from the Ministry of Finance to recruit and post 13,867 newly trained teachers. The salaries and biometric registration exercise of the newly trained teachers were processed.

- **Provision of Student's Loan to Students from Accredited Tertiary Institutions**

The Student Loan Trust Fund and the Ghana Education Trust Fund disbursed a total of GH¢ 52,239,796.05 to 31,301 students in accredited tertiary institutions across the country.

- **National Teacher Qualification Framework under T-TEL.**

The Transforming Teacher Education and Learning (T-TEL) programme is a GBP£17 million four-year project supported by DFID. It is expected that through T-TEL there will be improved governance, management and pedagogical direction in all 38 public Colleges of Education with the direct participation of over 200 senior leaders. T-TEL designed a College-based Tutor Professional Development programme which when supported by coaches will in future provide free accessible online teaching and learning materials to over 1,500 tutors. In addition, 35,000 student teachers will be prepared and empowered for a career dedicated to improving young people. In the drive to transform the delivery of pre-service teacher education, T-TEL undertook the following activities to strengthen the delivery of quality teacher education in Ghana:



- Developed a National Teaching Standard in collaboration with (National Council for Tertiary Education) NCTE and National Teaching Council.
- Initiated a Leadership and Management programme for College leaders.
- Developed a draft Quality Assurance Toolkit and Self-assessment document in collaboration with National Accreditation Board (NAB) to assess the accreditation of Colleges of Education.
- Initiated the preparation towards the training of Governing Council Members of the Colleges of Education in collaboration with NCTE.
- Provided access to grants under the 'Challenge and the Payment by Results Funds' to promote innovation and incentivize of Colleges.

In addition, T-TEL is supporting the development of Colleges of Education Management Information System (CEMIS), to provide a framework for the management of teacher education data in Colleges of Education. The CEMIS will be hosted and managed by NCTE.

#### • **Pre-Tertiary Teacher Professional Development**

In fulfilling the provisions of Act 778 (2008), the MOE is seeking to license all teachers within the educational system. As a result, the Pre-Tertiary Teacher Professional Development and Management (PTPDM) policy was developed and piloted in 5 districts, with technical support from the Japan International Cooperation Agency (JICA). The PTPDM policy is tied to competencies and career progression, ensuring professionalism and objectivity in the promotion of teachers.

#### • **Untrained Teacher Diploma in Basic Education (UTDBE)**

The UTDBE programme is a four-year programme with the main objective of improving the quality of teaching and learning by reducing the percentage of untrained teachers, particularly in deprived areas. It provides an opportunity for untrained teachers to be trained as professional teachers. Under the Ghana Partnership for Education Grant (GPEG), a total amount of GH¢19.5 million was spent on subsidizing 6,563 untrained teachers (2,430 females and 4,133 males) from 75 beneficiary districts to undertake the UTDBE programme.

#### • **Establishment of New Colleges of Education**

Three (3) accredited private Colleges of Education namely, Methodist College of Education, Akyem Asene-Aboabo, Eastern Region, Seventh Day Adventist College of Education, Agona, Ashanti Region and McCoy College of Education, Nadowli, Upper West Region were absorbed as public institutions. The NCTE is taking the appropriate steps to give effect to the absorption of these institutions.

#### • **Conversion of six (6) Technical Universities**

Draft Governance Instruments (Harmonized Statutes for Technical Universities, Harmonized Conditions of Service for Senior Members and for Senior and Junior Staff of Technical Universities and Harmonized Scheme of Service for Staff of Technical Universities) were



submitted to the Chairmen of Governing Councils of all Technical Universities to solicit inputs to finalize the instruments. The plan for the transition requires that after the governance instruments have been approved, a staff audit will be conducted by the NCTE while the Councils initiate the processes to appoint substantive Principal Officers.

#### **l) Inclusive Education (IE) Programmes**

- **Capacity Building of Head Teachers and Teachers in the 20 Districts**

All Head Teachers and at least one teacher from each basic school in the UNICEF supported districts were trained to build their capacity on the IE policy as well as ‘on screening and referral processes’. They were also exposed to the use of Inclusive Education Monitoring Tool and data collection and analysis to enable them carry out the implementation of IE activities in their schools.

- **Screening of KG 1 to P3 Children in the Districts**

All children from KG 1 to P3 in the 20 UNICEF supported Districts were screened. Those identified with special educational needs were referred for further diagnoses for the necessary intervention. A total of 134,837 children made up of 68,689 boys and 66,148 girls were screened, with 24,702 children (12,728 boys and 11,974 girls) referred to various health facilities for further diagnosis.

- **Monitoring and validation of IE Status in the 20 Districts**

Monitoring of schools in 14 UNICEF supported districts to assess the status of Inclusive Education implementation was carried out. The 6 newly added districts were supported to validate their baseline data. The screening was also carried out at the Denkyembour District with support from Partnership for Child Development and Sight savers, a Non-Governmental Organization.

- **Perkins Braille Repair Workshop**

The Special Education Division with support from the Kilimanjaro Blind Trust in Kenya through the Ghana Blind Union undertook Perkins Braille machine repairs at the Akropong School for the Blind.

- **Formation of the National Steering Committee**

With the launch of the Inclusive Education Policy, it became necessary for the Technical Working Group (TWG) that developed the policy to be transformed into a Steering Committee to coordinate the successful implementation of the policy. The Committee has been put together and the feasibility of inaugurating it is being explored.

- **Distribution of IE Policy Documents**



The Special Education Division of GES with the support of UNICEF distributed 37,700 copies each of the IE Policy and the Standards & Guidelines and 14,400 copies of the Implementation Plan to all major stakeholders and institutions across the country. In addition, 600 copies of the Braille Version of the IE Policy, as well as 300 copies each of Standards & Guidelines and Implementation Plans, were printed for distribution. Beneficiaries of the documents were Schools, Colleges, Universities as well as Regional, Municipal and District Directorates of Education, Ministries, Government Agencies, private and public organizations as well as individuals.

- **Vocational Skills Training**

With support from the Columbian University, vocational skills training were organized by the Special Education Division for 26 Unit Schools for the Intellectually Disabled teachers to improve their skills. Good practices were shared to enable them support the transition process of the children under their care.

- **Modification and Adaptation of HIV/AIDS Alert School Manual**

In collaboration with the HIV/AIDS Secretariat of the MOE and funding support from Peace Corps Ghana, the Division modified and adapted the HIV/AIDS School Alert Manual and Training Guide for the Schools for the Deaf. All materials have since been sent to the schools.

- **Distribution of Assistive Devices and Screening Materials to the Ten Regional Assessment Centres**

UNICEF in collaboration with USAID supplied the Special Education Division with assistive devices and screening materials worth over \$100,000.00. These assistive devices and screening materials were sent to all the 10 Regional Assessment Centres. Guidelines for managing the Regional Assessment Centres are almost ready for distribution to the Centres to regulate their operations.

- **Ghanaian Sign Language Dictionary**

The Division in collaboration with Peace Corps Ghana and the Ghana National Association for the Deaf constituted a Technical Working Group charged with working towards the harmonization of Sign Language for use in Ghana.

**m) Other Programmes by the Agencies**

- **Repositioning the Curriculum Research and Development Division**

Under the Provisions of Education Bill 2015 (Amendment of The Education Act 1995(Act 506) And Education Act 2008 (Act 778) the Curriculum Research and Development Division



(CRDD) was repositioned under the National Council for Curriculum and Assessment (NaCCA).

- **Review of the Pre-Tertiary Education Curriculum and Assessment**

A Ministerial Advisory Committee was inaugurated to review the pre-tertiary education curriculum and assessment. The Committee will advise on the curriculum priorities for the country, outline the government's commitment to improve the content and quality of education at the pre-tertiary level and demand a renewal of the existing curriculum. The expectation of the Government is that children and young people will be equipped with the knowledge, skills, attitudes and aptitudes to compete with the best in the world by undergoing studies in the renewed curriculum.

- **Uganda Study tour of Ghana's National Curriculum Development Process and Implementation**

Officials from Uganda visited Ghana on Study tour to learn from the successes Ghana gained in implementing the Curriculum development process to help improve on their education system. Ridge Church School, Osu Salem Model KG/Primary School, MOH Primary School – Korle-Bu and Achimota Senior High School were visited.

- **Draft English Supplementary Readers**

The National Council for Curriculum and Assessment (NaCCA) is developing supplementary readers for early graders in 20 districts. This is due to the fact that children of the 21st century do not have the desire to buy books to read personally, a few bookshops exist in our various communities and most writers/authors do not meet the required standard for the writing of Supplementary books. Reviewed draft English stories were submitted by writers to make them camera ready for printing. The validation form developed by NaCCA was used to validate the stories. A framework document was developed to serve as a guide for reviewers.

- **Survey on Teaching and Instructional Materials Being Used in the Schools**

The NaCCA conducted a survey in eight (8) out of sixteen (16) districts in the Greater Accra region to collect data on teaching and instructional materials being used in the schools. The data collected was on government approved textbooks and supplementary books, quality of the books, remarks from teachers on the textbooks. This gave an insight on Textbooks and Supplementary Materials used in Pre-Tertiary Schools in the Greater Accra Region. The findings gave an account of what the teachers' views were on happenings in some districts of the Greater Accra Region. From the survey it was revealed that teaching and learning materials in schools are inadequate or non-existent and in some cases outmoded and needed revision to conform to the teaching syllabuses.

- **Climate Change, Core Group Preparatory Meeting**

The preparatory meeting of the group was held to create awareness among Regional Directors of Education, teachers, students and parents on the Instrument development to be



used to gather information on climate change. Pre-testing was done and analyzed to find out the knowledge level and awareness of key stakeholders and students on climate change issues. This informed NaCCA on climate change incorporation into the pre-tertiary curriculum.

- **Ghana Early Numeracy Assessment (GENA)**

Ghana Early Numeracy Assessment Enumerators Training was held to introduce the participants to the link between the EGMA, revised syllabus and grade level performance standards. The purpose was to train Enumerators to collect End line Ghana Early Numeracy Assessment (GENA) and Fidelity of Implementation data in 20 schools as part of the formative evaluation for the Numeracy pre-pilot.

- **Evaluation System for Effective Service Delivery**

The national accreditation board during the year under review conducted an evaluation to determine the equivalences of 1,400 foreign and local certificates and assessed 479 new and existing academic programmes and granted them a presidential charter.

- **Curriculum and Materials Development**

Non-Formal Education Agency (NFEA) under the Curriculum and Materials Development Section continued with the preparation of learning materials. Modest progress was made on the pilot Occupational English Project and the development of sexually reproductive health readers. Regarding the Pilot English Occupational Literacy Project, two field testing instruments were drafted for Primer 1 and the Facilitator's Manual for the Dressmaking vocation, while proof-reading and editing are being done towards the finalization of the materials.

- **Non-Formal Education Agency (NFEA) Scheme of Service**

The Ministry completed the Scheme of Service (SoS) document for the non-formal education agency and forwarded it to the Public Services Commission (PSC) for validation and approval. The Scheme of Service (SOS) when validated is expected to streamline the staff recruitment and placement procedures and sanitize the human resource management of the Division at all levels of programme implementation. When operationalized the SoS will facilitate productivity and curb the high staff turn-over.

- **Generation of Book Industry Standards**

The Ministry and its agency, Ghana Book Development Council (GBDC), developed standards for the book industry and generated standards for books printing and publishing for textbooks, workbooks, and teachers' guide as well as e-books. The Ghana Book Development Council also completed a bid and submitted it to UNESCO to help promote a campaign for lifelong learning and reading in Ghana.



### 1.3 Financial Performance

No	EXPENDITURE ITEM	2017 BUDGET ALLOCATION	ACTUAL EXPENDITURE (GH¢)	VARIANCE (%)
1	GoG			
	Compensation	6,538,286,933	4,882,514,192	1,655,772,741 (25.32%)
	Goods and Services	591,650,737	486,283,515	105,367,222 (17.81%)
	CAPEX	16,558,132	0	16,558,132 (100%)
2	IGF	653,463,457	342,591,863	310,871,594 (47.57%)
3	ABFA	211,717,458	0	211,717,458 (100%)
4	Donor	318,423,111	69,083,900	249,339,211 (78.30%)
	<b>GRAND TOTAL</b>	<b>8,330,099,828</b>	<b>5,780,473,470</b>	<b>2,549,626,358 (30.61%)</b>

### 1.4 Challenges

- **Frequent Posting of EMIS Staff**

Frequent change of schedule of work of EMIS staff at the Regional/District Education Offices that have been trained to work on the Annual School Census Data Collection process was a setback.

- **Unreliable Internet Connectivity and Computers**

The unavailability of internet connectivity across some districts has been a problem to the Directorates desire to deplore online/offline technology to facilitate data entry process.



Again, inadequate computers at the Regional/District Education Directorates (especially the newly created 46 districts) hindered the effective execution of the Annual Schools Census cycle.

- **Inadequate Logistics in EMIS offices**

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

- **Over Aged Vehicles and Motorbikes at the Non-Formal Education Agency**

The Non-Formal Education agency is currently faced with serious mobility challenges in the regions and districts as a majority of its vehicles and motor-bikes have broken down. Most of the vehicles in the regions and the headquarters were auctioned in November 2016 thus reducing the fleet strength of the Agency at all levels. The current fleet of vehicles cannot support supervision, supervised supervision and other administrative programmes.

- **Provision of Lighting for Literacy Learning Centres**

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

- **Depleting Stock of Learning Materials**

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

## 1.5 Forward look for 2018

### a) Education Management

- Pilot Private Management of Public Basic Schools
- Re-define Basic Education to include Secondary Education
- Establish Delivery Unit within the Ministry to follow up on Government key commitments in education

### b) Basic Education

- Continue the pre-tertiary curriculum reforms focusing on the 4Rs leading to the establishment of pupil standards, common national assessment and the redefinition of Basic Education to include Secondary Education
- Increase the Capitation Grant from Gh¢9.00 to Gh¢10.00 in the 2018/2019 academic year



**c) Secondary Education**

- Work with relevant actors (scholarship Secretariat, CSSPS, GES, Free SHS Secretariat) to remove Free SHS implementation bottlenecks
- Initiate upgrade of 42 public SHS into model schools
- Introduce Arabic as an optional language to be taught and examined at the JHS and SHS levels
- Implement expanded Secondary Education Improvement Project (SEIP) to improve quality in additional 107 schools under the World Bank SEIP additional financing
- Review the SEIP to introduce coding/robotics as a subject in 50 selected SHS.

**d) Technical and Vocational Education Training (TVET)**

- Continue the TVET reforms leading to the alignment of all Public TVET Institutions under the Ministry of Education.
- Implement reforms to transform TVET leading to the adoption of a TVET Strategy Plan aligning all TVET Institutions to MoE and creating a TVET Service.

**e) Tertiary Education**

- Establish a unified Commission of Tertiary Education in Ghana
- Continue the teacher training reforms leading to the adoption of Curriculum framework, Standards, Assessment and conversion of Colleges of Education into University Colleges

## 2.0 MINISTRY OF ENERGY

The Ministry of Energy exists to develop and ensure a reliable high-quality energy service at the minimum cost to all sectors of the economy through the formulation, implementation, monitoring and evaluation of Energy sector policies. It seeks 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.

The sector Minister was Hon. Boakye Kyeremanteng Agyarko with Hon. William Owuraku Aidoo, Hon. Dr. Mohammed Amin Adam and Hon. Joseph Cudjoe as the Deputy Ministers for Power Sector, Petroleum Sector, and Finance & Infrastructure respectively. The Acting Chief Director was Mr. Lawrence Asangongo Apaalse.

### 2.1 Agencies

The Ministry exercises oversight responsibility over the following Agencies:

#### Power Sector

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

#### Petroleum Sector

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



## 2.2 Key Activities Undertaken

### a) Policies, Regulations and Legislations

- **National LPG Policy**

A new National LPG Policy was approved by Cabinet. This policy is to abolish the current LPG Marketing model and replace it with the Cylinder Recirculating market model and to consolidate activities in the LPG value chain with the view to reducing Health, Safety, and Security and Environmental risks exposure.

- **National Fuel Quality Policy**

A draft National Fuel Quality Policy was developed. The policy will provide framework for the development of guidelines, standards and regulations on the quality of petroleum products produced or imported into the country. It would also ensure that the quality of petroleum products sold to consumers do not negatively impact on the environment and public health of consumers.

- **Development of Regulations for Petroleum (Exploration & Production) Act 2016, Act 919.**

Draft Data Management and Health Safety and Environment Regulations were finalized and laid before Parliament on 15<sup>th</sup> November, 2017 for the mandatory 21 days maturity period. The General Petroleum Regulations are about 80% complete.

- **Local Content and Local Participation**

A Local Content Policy was developed to ensure active participation of Ghanaians in all activities in the petroleum downstream value chain. In line with this, the Ministry developed a Local Content Legislation for the power sector and draft financial services guidelines to boost the participation of Ghanaian financial institutions in the oil and gas sector. In addition, Ghana Upstream Services Internship Programme (GUSIP) was launched and forty-three (43) interns placed in Upstream Companies

## POWER SUB-SECTOR

### a) Generation and Transmission

- **Expansion in Generation Capacity**

In the year under review, significant progress was made towards the expansion in power generation capacity to address the power supply challenges. A total of 445MW was added to the country's installed generation capacity as at September, 2017 bringing the installed capacity from 4,132MW in 2016 to 4,577MW in 2017.

## b) Power Generation and Transmission

### • Execution of 2x225MW Powership Project

The objective of this project is to increase power generation capacity by 5,000MW by 2020. The existing 225MW Karpowership was replaced by a 450MW Karpowership. This resulted in an addition of 225MW power generation capacity.

### • Implementation of 370MW AKSA Power Project

The purpose of the project is to increase power generation capacity by 5,000MW by 2020. In the second quarter of 2017, 220MW out of the 370MW AKSA Power Project was completed under Phase 1

### • Kpone Thermal Power Plant (KTPP)

The 220MW Power Plant is completed and operational. Residual works including, Plant Roads, drains, communication and telephone will be completed by end of first quarter 2018.

### • Kpong Generation Station Retrofit Project

Work on first unit has been completed and the machine is in healthy condition and in operation. Work on second unit is about 85% complete.

### • Execution of 340 MW Kpone Power Project by CenPower

The purpose of the project is to increase participation of IPP's in the power sector to increase Power Generation Capacity. The construction of Once-through Seawater cooling system was undertaken. The project was 85% complete as compared to the 70% completion in 2016.

### • Implementation of 240MW Amandi Power Project

Parliamentary approval for GCSA as well as commencement of negotiation to replace GCSA with Put/Call Options Agreement PCOA was 10% complete. The purpose of the project is to increase participation of IPP's in the power sector to Increase Power Generation Capacity.

## c) Power Transmission Projects

### • Kpando-Kadjebi 161kV Transmission Line

The construction of the 70km of 161kV transmission line to be initially operated at 69kV from Kpandu to Kedjebe was completed.

### • Aboadze-Prestea 330kV Transmission Line

The project to transfer bulk power from Aboadze and Domuli to the northern parts of Ghana and reduce system losses was 70% complete.

- **Kumasi-Bolgatanga 330kV Transmission Line**

The objective of the project is to reinforce the Ghana Power System and ensure the transfer of at least 100 MW of electricity to Burkina Faso. Overall progress by the end of December was 70%.

**d) Power Distribution**

- **Rural Electrification Programme**

587 communities were connected to the national grid. The evident shortage in reaching the expected target was due to challenges associated with tax exemption for the clearance of materials and unavailability of some key electrical materials.

**e) Street Lighting Projects**

- **Regional Capitals Street Lighting Project**

The Ministry undertook a regional capitals' street lighting project including the replacement of 250W High Pressure Sodium (HPS) lamps with 150W LED/ fixing of faulty photo switches on poles/cubicle. Broken poles and stolen/damaged cables and other related installations in Accra and Kumasi were replaced. Approximately 80% of the Street Lighting Project in the Greater Accra and Ashanti Regions were completed.

**f) Ghana Energy Development and Access Project (GEDAP)**

- **15km 40MVA capacity 33kV Primary Substation**

The new 40MVA capacity 33kV Primary Substation was completed at GIMPA with 15km 33kV sub transmission lines to interconnect the substation to the Achimota Bulk Supply Point (BSP) and Accra Third BSP from Shiashie 33/11kV Primary substation.

- **10km 80MVA capacity 33kV**

The construction of a new 10km 80MVA capacity 33kV from Dodowa to Akwapim Mampong to replace the existing 40 year old 20MVA 33kV line attained 85% completion. When completed the new line will stabilize supply to the Akwapim Ridge.

**g) Renewable & Alternative Energy**

- **Expansion of Bui Switchyard Facilities to evacuate additional 250MWp Solar PV**

The 161kV Bui Switchyard was expanded to accommodate extra 250MWp of Solar PV. Two 156MV Power Transformers were procured with associated switchgear equipment. A new control with an operator console for the monitoring and control of all equipment was integrated into the existing control room.

- **Solar Lantern Program**

52,191 out of 70,000 solar lanterns were distributed.

- **Mini-grid Electrification**

Under the Ghana Energy and Development Access Project (GEDAP), five mini-grids were completed and commissioned in Ada East District (Pediatorkope), Krachi East (Kudorkope), Krachi West (Aglakope) and Sene East District (Atigagome and Wayokope) which are all island communities.

- **Off-grid Electrification**

35% of works on the contract awarded for the supply and installation of solar micro-grids for 26 Health Facilities in Brong Ahafo, Northern and Western regions was completed.

- **Ghana Nuclear Power Programme**

The Phase 1 report of the Ghana Nuclear Power Programme was received from the International Atomic Energy Agency as Ghana has partially (90%) completed Phase 1 of work programme.

## **PETROLEUM SUB SECTOR**

### **a) Petroleum Upstream**

- **Jubilee FPSO Turret Remediation**

The Jubilee FPSO turret remediation work is progressing steadily with the Interim Spread Mooring operation successfully executed. Production from the Jubilee Field as at 31<sup>st</sup> October 2017 was 27,165,129 barrels, compared to 19,832,097 barrels for the same period in 2016, representing an increase of 26.9 %.

20,195.85 MMscf out of 35,997.29 MMscf of associated gas produced as at 31<sup>st</sup> October 2017 was exported to the Gas Processing Plant at Atuabo for power generation. Also, approval was received for the Plan of Development for Greater Jubilee Full Field development.

- **Tweneboa-Enyenra-Ntomme (TEN) Field**

Production from the TEN field as at 4<sup>th</sup> December 2017 was 14,253,478 bbls. The average daily oil production achieved for the period stood at 52,211 bbls against a planned daily average of 50,000 bopd.

- **Sankofa Gye Nyame Field (OTCP Development)**

The Sankofa Gye Nyame Field attained first Oil on the 20th of May 2017 ahead of schedule with two (2) oil producer wells (OP- 3 and OP-4). The total oil production from the field



from inception (20th May, 2017) to 31<sup>st</sup> October 2017 stood at 2,929,935.48 bbls and gas produced was 3,819.21 MMscf.

- **Voltaian Basin**

GNPC completed negotiations and signed 2D Seismic contract with BGP-BAY Geophysical Ltd. for the Voltaian Basin Project on 2<sup>nd</sup> October, 2017. An Explosives and Detonators Contract was also signed between GNPC and Maxam Ltd for the supply of explosives for 2D Seismic Data Acquisition on 3<sup>rd</sup> October, 2017.

- **Final Determination of Ghana-Cote d'Ivoire Maritime Boundary Dispute**

Companies previously affected by the provisional measures, resumed normal operations under their respective Petroleum Agreements after the Ghana-Cote d'Ivoire maritime boundary dispute judgment at the International Tribunal for the Law of the Sea (ITLOS). None of Ghana's active upstream petroleum projects was negatively impacted by the ruling.

## 2.3 Financial Performance

FINANCIAL PERFORMANCE AS AT NOVEMBER, 2017					
ECONOMIC EXPENDITURE BY ECONOMIC CLASSIFICATION	APPROVED (GH¢)	RELEASES (GH¢)	ACTUALS (GH¢)	VARIANCE (GH¢)	PERCENTAGE UTILIZED (%)
COMPENSATION	5,231,642.00	2,624,047.13	2,624,047.13	2,607,594.87 (49.84%)	50.16
GOODS AND SERVICES	2,557,548.00	1,000,595.98	966,542.00	1,556,952.00 (60.88%)	37.79
CAPEX(GOG)	100,000,000.00	63,094,959.75	63,094,959.75	36,905,040.25 (36.91%)	63.09
IGF (ENERGY COMMISSION)	37,743,102.00	18,900,000.00	18,900,000.00	18,843,102.00 (49.92%)	50.08
DONOR	741,286,119.00	-	-	741,286,119.00 (100%)	-
OTHER PAYMENT-NON ROAD ARREARS	-	90,405,069.95	90,405,069.95	(90,405,069.95)	
ESLA AND OTHERS	-	395,099,400.16	395,099,400.16	(395,099,400.16)	
<b>TOTAL</b>	<b>886,818,411.00</b>	<b>571,124,072.97</b>	<b>571,090,018.99</b>	<b>315,694,338.03 (35.60%)</b>	

## 2.3 Challenges

The Ministry was confronted with some challenges which undermined timely achievements on its work plan. Some of the challenges are highlighted below:

- **Delays in Approval of 2017 Budget**

The approval of the 2017 Budget in March by the incoming Government was also a factor in the delays in implementing projects and plans set to start in the First Quarter of 2017.



- **Merger of the erstwhile Ministries of Power and Petroleum**

The merger of the Ministries of Power and Petroleum required a review of the mandate and policies of the Ministry to ensure that planned projects are aligned for the Sector as a whole.

- **Inadequate budget provision and untimely release of funds**

Due to the inadequate budgetary allocation and untimely release of funds by the Ministry of Finance, some of the planned programmes and projects could not be executed.

- **Insufficient required capacity (Staff) to undertake projects**

A major constraint in the delivery of the Ministry's mandate was inadequate staff to undertake planned projects.

## 2.5 Forward look for 2018

A number of programmes and projects have been earmarked for implementation for both Power and Petroleum Sectors. These are highlighted below:

### *Power Sub Sector*

#### ➤ **Expansion in Generation capacity**

- Complete 340MW CenPower Project
- Complete Phase 1 (144MW) 400MW Early Power Project
- Continue the construction works on the 240MW Amandi Power project
- Relocate the 450MW Karpowership to Sekondi Naval Base when the Marine and interconnection works are completed. The full capacity of 450MW will then be dispatched

#### ➤ **Transmission System Improvement Projects**

- Complete the Aboadze-Prestea 330kV Transmission Line
- Complete the Prestea-Kumasi 330kV Transmission Line
- Substantial work is expected to be made on the Kumasi Bolgatanga 330kV Transmission Line.

#### ➤ **Distribution Improvement Projects**

- **Rural Electrification Project**

In the continuous quest and efforts to make electricity accessible to all regions, the Ministry of Energy is anticipating a total of 1,835 Communities would be connected to the national grid in 2018 under the Energy for All Programme as follows:

• SHEP 4	731 communities
• SHEP 5	264 communities
• WELDY LAMONT	414 communities
• CWE	276 communities
• HUNAN	100 communities
• EBID	50 communities





- **Energy Conservation**

A total number of 12million LED lamps will be distributed throughout the entire country under a cost recovery credit programme to be operated through a local Bank.

- **Street lighting Project**

An estimated number of 69,250 150W LED Streetlights complete with fixtures will be supplied to various MMDAs across the country.

- **Distribution of Timer Switches**

An estimated 300,000 timer switches are expected to be distributed

- **Solar Lantern Distribution Programme**

Procure additional 50, 000 lanterns for distribution in pro-poor off-grid communities.

➤ **VALCO Operations**

- The Company will operate two pot lines
- Employ 200 additional personnel
- Produce 81,500 tonnes of aluminum

➤ **Electricity Tariff Reforms**

- In collaboration with PURC efforts will be geared towards keeping the lights on at affordable rates for consumers, particularly industries and small businesses through reform and policy interventions over a two-year period.
- To give relief to the poor whose individual consumption actually falls in the subsidised life-line category but who live in a compound house, the existing 4-tier tariff classification of residential consumers will be collapsed into Lifeline and Non-Lifeline consumers in phases.

➤ **MDAs Solar Rooftop Programme**

- The Ministry will embark on MDAs Solar Rooftop Programme to reduce Government's expenditure on utilities. The first phase of the Programme will cover Parliament House and Office of the President.

➤ **Off-grid Electrification**

- Commission the facility-based Solar Micro-grid electrification projects in 26 Health Facilities in Brong Ahafo, Northern and Western regions.
- Under the SREP, the Ministry is working on two new projects to supply approximately 40,000 units of standalone solar home systems to off-grid homes, public schools, health facilities and security outpost.



- Supply and installation of 40 Solar Home Systems under AfDB/GEDAP.

➤ **Mini-grid Electrification**

- Construction of 3 additional mini-grids in the Ada East District under the mini grid project.
- Development of a mini-grid for Accra Town in the Pru District of the Brong Ahafo region.

➤ **Ghana Nuclear Power Programme**

- Commencement of Phase 2 of a three phase nuclear energy programme will commence by first quarter of 2018.
- The Phase 2 programme is the implementation of plans outlined in Phase 1

➤ **Grid Connected RE**

The Ministry will facilitate the commencement of the construction of the 50MW 3SIL/BPA Solar/Hydro Hybrid and the 20MW Biotherm Solar at Buipe.

***Petroleum Sub Sectors***

➤ **Petroleum Field Development and Production**

- OCTP Gas production is expected to commence in second quarter of 2018. Production is expected to ramp up to 180,000mmscfd.
- The Greater Jubilee Full Field Development Project will commence.

➤ **Local Content**

- Technical and vocational education and training (TVET) programme would be launched with the objective of training and developing technicians required in the O&G industry.
- Local content legislation for downstream petroleum industry would be developed.
- Procurement guidelines for Upstream Sector would be developed
- The local content fund guidelines would be finalized.

➤ **Capacity building**

- The Ministry will pursue an Accelerated Oil and Gas Capacity Building Programme

➤ **Commercialization of Natural Gas**

The Ministry will undertake the following:

- Complete the tie-in of the Ghana Gas pipeline and the West Africa Gas pipeline and associated modification works at both Regulation and Metering Stations (R&M) in Takoradi and Tema
- Complete the Offshore Receiving Facility (ORF) to receive OCTP gas



- Install the three Compressors on the existing Ghana Gas pipeline
  - Complete the gas pipeline to connect the 450MW Karpower to be stationed in Takoradi to the R&M station in Takoradi
  - Full implementation of the Gas Master Plan recommendations
- **Policies to be developed include;**
- Petroleum Products Strategic Stocks Policy
  - Downstream Financing Policy
  - Downstream Infrastructure Tariff Policy
- **Other initiatives include:**
- Implementation of the National LPG Policy through the Cylinder Recirculation Model
  - Implementation of the National Fuel Quality Policy
  - Implementation of the Ghana Petroleum Hub Development Project
- **Health Safety Security and Environment Policy for the Energy Sector**  
The Ministry will work with relevant stakeholders to draft an implementation plan for the HSSE Policy and the final draft policy will be submitted for Cabinet approval.
- **National Climate Change- Smart Action Plan**  
Request will be made to the Ministry's sector agencies for updates on climate change mitigation and adaptation projects. These updates will be used to develop reports which will be uploaded to the Ministry's website.
- **Sustainability and Social Inclusion Policy**  
The Ministry will continue with the drafting of the Sustainability and Social Inclusion Policy through further stakeholder consultation and the procurement of a consultant to aid in the process.

### ***Energy Sector Regulation***

The following regulations are expected to be laid before Parliament:

- **Power sub sector**
- Amendment of the Renewable Energy Act, 2011, Act 832
  - Amendment to the Land (Statutory Way leaves) Act, 1963, Act 186
  - Energy Commission (Efficiency Standard and Labelling) (Light Emitting Diode and Sell Ballasted Fluorescent Lamps) Regulations
- **Petroleum sub sector**
- Data management
  - Health Safety and Environment Regulations
  - General Petroleum Regulations expected to be completed by Q1 of 2018.



### **3.0 MINISTRY OF YOUTH AND SPORTS**

The Ministry of Youth and Sports exist to formulate, coordinate, supervise, monitor and evaluate policies, programmes and projects related to youth and sports development. It is mandated to develop 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 sector Minister was Hon. Isaac Kwame Asiamah with Hon. Pius Enam as Deputy Minister. Mr. Frank Quist served as the Chief Director of the Ministry.

#### **3.1 Agencies**

- National Sports Authority
- National Youth Authority
- National Sports College, Winneba

The Ghana Football Association (GFA) and the Ghana Olympic Committee (GOC) are two (2) specialized agencies also under the supervision of the Ministry.

#### **3.2 Key Activities Undertaken**

##### **a) Establishment of Sports Fund**

To address the financial challenges in the sports sector and to promote sports development in the country, a Committee was formally established at the Ministry in 2017 to oversee and facilitate all the preparatory works towards the establishment of a Sports Fund. The Sports Fund is intended to bridge the funding gap associated with sports promotion and development.

##### **b) Youth Training in Sports Maintenance Programmes**

To actualize the affinity between the youth and sports sectors, and to train selected youth in specific maintenance programmes associated with sports, a Memorandum of Understanding was signed between the Ministry and the Youth Employment Agency to train 5,000 Youth. This will be implemented through the Youth in Sports Programme under the Youth in Community Development Module.

##### **c) Establishment of Youth Development Authority**

The process for the establishment of the Youth Development Authority to harmonize all youth development efforts in the country also began in the course of the year. The Authority when established shall ensure proper reporting and coordination of all youth programmes in the country.

**d) Construction of Community Parks**

Preparatory works towards the establishment of the initial two (2) Community Parks are far advanced. This project aims at promoting sports development in the country and to ensure that Ghanaians derive full benefits from sports.

**e) National Football Tournaments**

- The Ministry facilitated the qualification of the Senior National Football Team, the Black Stars to the 31st edition of the African Cup of Nations Tournament that was held in Gabon from 14th January – 5th February, 2017. The Black Stars placed fourth at the tournament. The Black Stars B also beat Nigeria to win the 2017 WAFU Cup of Nations Tournament that was hosted by Ghana.
- The Black Starlets also placed second in the African U-17 Youth Championship that was held in Gabon. The team later played in the U17 FIFA World Cup Tournament that was held from 6th – 28th October in India but exited the tournament at the quarterfinal stage.
- The National U-20 Women's Football Team, the Black Princesses are also playing in the qualification matches to the 2018 Women World Cup Tournament in France.

**f) National Sports Authority**

- **National Sports Festival**

The National Sports Authority recently revived and organized the National Sports Festival from 31st August to 7th September, 2017 in Kumasi, Ashanti Region to unearth and nurture young and budding talents.

- **International and Local Competitions**

The National Sports Authority also supported a number of Sports Associations/Federations to organize and participate in various international and local competitions; notable among them were; Athletics, Badminton, Volleyball, Baseball, Hockey, Taekwondo, Judo, Boxing, Handball, Kickboxing, Fencing, Rugby, Para-Sports, Cycling, Weightlifting, Arm wrestling, Karate do, Chess, Baseball, Swimming, Cricket, etc.

**g) Development of the lesser funded sports**

The National Teams participated in events which were intended to develop the lesser funded sports through talent development and engagement in various relevant competitions. Also the competitions offered training opportunities for coaches and technical sports men and women and enhanced grassroots participation in sports.

- The Badminton Association of Ghana between June and July attended and participated in four (4) international competitions within the West Africa Sub-region and won a total of thirteen (13) medals. These were:
  - Cote D'Ivoire International (Junior's) - 23rd to 25th June 2017, won 7 medals (2 gold, 2 silver and 3 bronze).
  - Cote D'Ivoire International (Senior's) - 29th June to 2nd July, 2017, two (2) medals won (1 silver and 1 bronze).
  - Benin International Tournament - 6th – 9th July, 2017, two (2) medals won (1 silver and 1 bronze) and
  - Nigeria International in Lagos, 26th – 29th July 2017 won two (2) bronze medals.

The competitions were aimed at accumulating points for qualification to the 2018 Commonwealth Games in Gold Coast, Australia as well as 2018 Youth Olympic Games in Argentina

- In cycling, Anthony Boakye made history by winning the country's first, yellow jersey in the international cycling Championship - La route de L'est in Cote d'Ivoire, from 14th – 21st July, 2017. Ghana also won the best team trophy with the time of 54 hours 40m: 17sec.
- The Ghana Arm Wrestling Federation with its national team the Golden Arm participated in and won a total of twenty-two (22) medals (10 gold, 5 silver and 7 bronze) in the Africa Arm Wrestling Championships in Lagos, Nigeria from 28th June to 2nd July, 2017. The Association successfully organized two (2) separate national Championships in the month of April in Kumasi and Accra; and also technical course for officiating officials in Accra.
- The Ghana Rugby Union during the period under review hosted and participated in the Africa Regional Challenge Tournament in Accra, from 30th April to 7th May, 2017. Ghana emerged the ultimate winner by lifting the trophy. The participants in the Tournament were; Benin, Ghana and Togo.
- The National Volleyball Team, the Black Spikers participated and won gold at the World Volleyball Championship Africa Qualifier from 7th to 11th July, 2017 in Niger thus qualified Ghana to the World Championship to be held in Cairo, Egypt later this year.
- The Ghana Weightlifting Association was also involved in a number of International assignments including a training camp involving Christiana Amoah in Louisiana, USA; and IWF Junior World Championship in Tokyo, Japan, as part of preparations towards Commonwealth Games qualifiers.
- The National Junior Tennis team participated in the Africa Junior Championships in Togo in January and also Africa under 12 Junior Championships in Nigeria and won 1



gold medal in the Boys division. The two (2) tournaments were locally organized by the Association and partly sponsored by McDan Group of Companies.

- The Ghana Athletics Association organized four (4) national circuits Championships in Accra, Cape Coast, Kumasi and Tamale and one (1) Open Championships between February and June, 2017. The Association with the support of the Ministry participated in the World Athletics Championships in London, UK, from 4th to 13th August, 2017.
- Para athletes were engaged in various international competitions during the period under review, including:
  - International Para Powerlifting Championship in Dubai, from 14th to 22nd February, 2016, 2017, as part of qualification events to next year's Commonwealth Games in Australia.
  - Desert Challenge Competition in Arizona, USA, with Ghana winning 2 medals (1 silver and 1 bronze).
  - World Para-Athletics Championships in London, UK, from 14th to 22nd July, 2017, with one Athlete and a coach Yusif Amadu and Peter Adjei respectively ; however, the athlete's competition ended abruptly due to injury. The event was also supported by the SSNIT.
  - The President and the Secretary General of the National Paralympic Committee attended and participated in the Africa Paralympic Committee (APC) General Assembly held in Luanda, Angola from 13th – 16th April, 2017
- The Judo Association also organized two (2) local programmes i.e. Technical Courses for Coaches and Referees and training clinics for national athletes in Accra during the period under review.
- Ghana participated in Youth Commonwealth Games held in Bahamas, from 18th to 23rd July, 2017. Ghana partook in seven (7) disciplines namely: Athletics, Boxing, Cycling, Judo, Swimming, Tennis and Beach Volleyball, with a total of fourteen (14) athletes, with seven (7) coaches.
- Ghana placed 9<sup>th</sup> out of 14 participating countries in the 2018 FIVB World Cup Qualification that was held in Cairo, Egypt from 20<sup>th</sup>-30<sup>th</sup> October, 2017.
- A total of 27 medals made up of 12 Gold, 9 Silver and 6 Bronze was won by the Swimming Association at the Zone II Junior African Championship held in Nigeria from 27<sup>th</sup> -29<sup>th</sup>, October 2017.
- Ghana placed 21<sup>st</sup> out of 45 participating countries in the World Junior Badminton Championship held in Indonesia from the 13<sup>th</sup>-25<sup>th</sup> October, 2017.



- The National Hockey Team participated in the African Cup of Nations Tournament from 22<sup>nd</sup>-29<sup>th</sup>, October, 2017 in Ishmaili, Egypt. Ghana won bronze in the Men's division and silver in the Women's division.
- 1 Silver and 3 Bronze were won by the Weightlifting Team at the Commonwealth Games Qualifiers that was held in Australia in September, 2017. The team also won 1 Gold, 4 Silver and 1 bronze at the African Commonwealth Games Qualifiers that was held in Uganda in October, this year.
- The U18 Female Handball team won 1 bronze at the Africa Zone 2&3 Handball Championships held in Benin from 24<sup>th</sup>-30<sup>th</sup> September, 2017.
- In Rugby, Ghana placed 9<sup>th</sup> at the Africa Men's Tournament held in Kampala, Uganda from 6<sup>th</sup>-7<sup>th</sup> October, 2017.
- At the International Open Championship held in Accra from 18<sup>th</sup>-19<sup>th</sup>, August, 2017, the Taekwondo team won 3 silver and 3 bronze.
- In 2017, the National Sports College hosted GFA License C & B Soccer Coaching Courses in which 70 Coaches participated in the License C and 69 for the License B. They also hosted the Mifolat Education Society Enterprise. Mifalat Education Enterprise is an Organization that uses sports as a platform for social change, empower communities based on understanding, tolerance, partnership, recognition and acceptance of the 'other'. They also empowered the participants to maximize their potential and achieve their dream.
- The College facilitated three (3) Tennis academy players (Francisca Nyarko, Marcel Agbegne & Gabriel Attah) admittance into New Mexico Military Institute (N.M.M.I.) in USA for 2 years College Education.
- The College hosted the Dunkwa on Offin United Football Division Two League Season and 25 National Junior Tennis team players and also facilitated the admittance of three (3) Academy Students into the University of Education to offer degree and diploma courses in Sport Coaching.

A total of eighty-seven (87) medals were won by the National Sports Teams in various competitions as at the end of November, 2017.

#### **h) Youth development**

- The National Youth Authority launched "Steps Towards Employment and Productivity" (STEP) Project which aims at equipping 500,000 young persons between the ages of 15 and 35 with artisanal skills. The Authority organized a coaching and mentorship





programme for 250 students from selected Senior High Schools in Accra and also provided skills and vocational training to 1558 trainees at the eleven (11) Youth Leadership and Skills Training Institutes (YLSTIs). Formal orientation training was organized for key officials of the Authority on the new National Youth Authority Act 2016 (Act 939).

- The Authority in the course of the year hosted and facilitated the establishment of the West Africa Secretariat of the Commonwealth Alliance of Young Entrepreneurs (CAYE-WA) whose activities revolve around facilitating the formulation of national entrepreneurship strategy for member countries; optimizing the regulatory environment on entrepreneurship; enhancing entrepreneurship education and skills development; facilitating technology exchanges and innovation; improving access to finance and promoting awareness and networking.
- The Ghana branch of CAYE has five (5) large youth entrepreneurship networks whose membership cuts across the length and breadth of the nation. The Authority organized a formal orientation for key officials of the Authority on the new National Youth Authority Act 2016 (Act 939). The training on the new Act was intended to refocus the vision and agenda of the Authority.



### 3.3 Financial performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GoG				
	Compensation of Employees	14,377,052.00	13,845,377.47 (As at end of December, 2017)	13,845,377.47	531,674.53 3.7%
	Use of Goods & Services	30,457,092.00	23,802,367.17	23,774,367.17	6,654,724.83 21.8%
	Capex	1,000,000.00	250,000.00	-	750,000.00 75%
2	IGF	1,076,131.00	860,490.37 (As at September)	580,000.00	215,640.63 20%
3	DEV'T PARTNERS e.g.				
	DANIDA	-	-	-	-
	JICA	-	-	-	-
	World Bank	-	-	-	-
	<b>TOTAL</b>	<b>46,910,275.00</b>	<b>38,758,235.01</b>	<b>38,199,744.64</b>	<b>8,152,039.99 (17.38%)</b>

### 3.4 Challenges

- Inadequate Budgetary Allocation by the Ministry of Finance**

One major challenge facing the sector is inadequate budgetary allocation of funds by the Ministry of Finance to implement the sector's programmes and activities.

The situation for 2017 was so dire that out of the total goods and services budget allocated to the Ministry, over 80% was allocated to the activities of the national football team leaving agencies with little to work with.

- **Inadequate Personnel**

Another challenge facing the sector is inadequate staff. Apart from the Ministry where the staffing level was satisfactory, all the agencies have challenges with their personnel. For instance, out of the 216 district assemblies in the country, the National Youth Authority has offices in only 53 district assemblies as a result of inadequate staffing. This situation has resulted in the inability of the agencies to fully implement government policies and programmes throughout the country.

- **Lack of means of transport and insufficient Office Equipment**

Another area of concern is the inadequacy of vehicles and logistics to enable the sector deliver its services and monitor its activities and programmes across the country.

- **Inadequate Youth and Sports Infrastructure / Facilities**

The sector also lacks modern infrastructure. The absence of standardized youth and sports infrastructure such as youth training and recreational centres, multi-purpose sports halls, boxing gymnasiums, standard athletics ovals in the regions and districts are affecting the development of youth and sports activities in the country. This has invariably affected the nation's ability to perform at international and regional competitions.

### **3.5 Forward Look for 2018**

In 2018, the Ministry will continue the process for the passage of the Legislative Instruments of the National Youth Authority and National Sports Acts as well as pursue the enactment of the draft National Sports College Bill.

The Ministry also intends to continue the process of creating a Sports Fund to improve sports development in the country and will initiate the process of reviewing the out-dated 1994 Sports Policy to modernize sports development in the country.

- The Ministry will facilitate the following:
  - Black Stars preparation in the qualifiers to the 2019 African Cup of Nations Tournament in Cameroon
  - Qualification and participation of the Black Maidens in the FIFA U17 Women's World Cup in Uruguay
  - Black Satellites qualification and participation in the 2019 U-20 African Cup of Nations Tournament
  - Qualification and participation of the Black Princesses in the FIFA U20 Women's World Cup Tournament in France.

In 2018, Ghana will host and participate in the 2018 African Women Championship.

On infrastructure development, will process the construction of two (2) Community Parks to serve as a recreational ground for young men and women to express themselves and to improve their wellness.

The Ministry through the National Sports Authority will in the course of the year facilitate the preparation and participation of the National Teams in the 2018 Buenos Aires Youth Olympic Games in Argentina, 2018 African Youth Games in Algeria and the 2018 Commonwealth Games in Australia.

The National Sports Festival will be organized to hunt and nurture young sports talents.

Capacity building workshops and seminars for sports officials will be organized and equipment and logistics will be provided to the Regional and District Offices of the National Sports Authority and the National Sports Associations.

The National Sports College, Winneba will continue to nurture the soccer and tennis academy players and prepare them for the National Teams and also organize professional training courses for the technical workforce in the sports industry.

The National Youth Authority will implement the STEP Project under the Informal Youth Enterprise Development Programme and also commence the development of a National Youth Work Policy and Licensing.

The Authority will establish Youth in Sports Development program to create a platform for the youth to contribute to sports development.

The Authority will facilitate the establishment of the Ghana Youth Federation per NYA Act 939 and hold Advocacy Seminars or Conferences with relevant stakeholders to push for provisions for youth development especially vulnerable and socially excluded youth among others.

The Authority will facilitate the establishment of Districts, Regional and National Youth Parliaments as well as the organization of the annual Youth Patriotism Lectures.

The National Youth Authority in collaboration with the Ministry will construct ten (10) multi-purpose Youth Resource Centres across the country to promote youth development.

## **4.0 MINISTRY OF AGRICULTURE**

The Ministry of Agriculture (MoA) is the lead organisation responsible for the development of the agriculture sector in Ghana to ensure a modernized agricultural sector which guarantees food security, employment opportunities and poverty reduction. Its 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.

The sector Minister was Hon. Dr. Owusu Afriyie Akoto with Hon. Dr. Gyiele Nurah as the Minister of State and Hon. Kennedy Osei Nyarko, Hon. Dr. Sagre Bambengi, Hon. George Boahen Oduro as Deputy Ministers. Mr. Robert Patrick Ankobiah was the Ag. Chief Director of the Ministry.

### **4.1 Agencies and Departments**

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

#### **Subvented Agencies**

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

### **4.2 Key Activities undertaken**

#### **a) Planting for Food and Jobs**

The key programme implemented during the year under review was the Planting for Food and Jobs (PFJ) programme, a strategy geared towards the modernization of Ghana's agriculture to ensure food security for the country by encouraging food production to achieve food self-sufficiency and surplus for export. The programme which is anchored on five pillars; provision of improved seeds, supply of fertilizers, provision of dedicated extension services, marketing and e-Agriculture also seeks to provide job opportunities for the teeming unemployed youth in the agriculture and allied sectors.

The following were achieved:

- **Farmer Enrolment**

A total of 201,620 farmers exceeding the target of 200,000 farmers were registered to participate in the Planting for Food and Jobs Programme nationwide during the period of which 40% were women, exceeding the planned target by 1,620 farmers. About 10,000 youth were provided with employment opportunities as well under the commercial farmer out-grower schemes. There were also institutional sub-programs of which 20 Senior Technical and High Schools, National Service Scheme and the Prison Services were supported to cultivate their own farms.

- **Input Supply Under the PFJ**  
**Seed Distribution**

A total of 4,400 Metric Tonnes (MT) of certified seeds (including maize, rice, sorghum and soya) were supplied to farmers during the period. The production of vegetables such as tomato, onion and pepper, was also promoted under the program with the distribution of 4 metric tonnes of vegetable seeds to farmers.

- Fertilizer distribution**

Fertilizers were subsidized by 50% and a total of 296,000 MT of fertilizers were supplied to farmers (with 110,000 MT under the PFJ and 186,000 MT under the national subsidy programmes). This was 134,000 MT (121%) more than the amounts provided under the national subsidy programme in 2016.

- Land**

The extensive patronage of beneficiary farmers in the PFJ directly led to the cultivation of additional 357,287 hectares of land to the crops under reference. This figure excludes, land cultivated by other farmers who responded to the PFJ campaign by applying their own resources.

- **Farm Productivity under PFJ**

The increased access to adequate fertilizers and certified improved seeds due to enhanced subsidy incentives and technology delivery brought about increases in yields of the targeted crops.

- Under the PFJ, average yields of maize increased from 1.8 MT per hectare to 3 MT per hectare. Average yields of rice also increased from 2.7 MT to 4 MT per hectare.
- Under the Youth in Agriculture programme of PFJ, 10,000 youth were supported to cultivate 800 hectares and 10,320 hectares of rice and maize respectively. More than 100 percent increases in yields were recorded for rice (from 2.7MT to 5.5 MT per hectare) and for maize (from 1.8 MT to 4.0 MT per hectare).

- **Extension Service Delivery in the Regions**

To support effective implementation of PFJ, extension service delivery was identified as key to this process. In line with this, MoFA collaborated with Youth Employment Agency (YEA) to recruit a total of 1,070 AEAs out of planned target of 1,800 for the year. These officers were attached to all the participating districts and are to be provided with the required logistics including motorbikes, fuel and protective clothing.

- **Contribution to Youth in Agriculture Program (YIAP)**

The Youth in Agriculture Programme (YIAP) was supported under Planting for Food and Jobs programme. The YIAP approach was to engage private sector businesses who were already operating within the PFJ crop value chains, to mobilize the youth within their catchment area to participate in the program. The table below provides a breakdown of the support received in respect of improved seeds and fertilizers for YIAP.

**Table 1: Inputs received and area cultivated under YIAP**

<b>Institution</b>	<b>Crop</b>	<b>Area Planted (HA)</b>	<b>Estimated Yield (MT)</b>
RMG/Massara	Maize	10,320	30,960
Agricare	Maize	960	2,880
Grains & Tubers	Maize	60	180
RMG/COPA	Rice	453	1,813
GCAP Group of Farmers	Rice	1,400	5,600
<b>Total</b>		<b>13,193</b>	<b>41,433</b>

- **Job Creation under the PFJ**

An estimated number of 745,000 jobs were created along the selected commodity value chains under the PFJ program in 2017 out of 750,000 jobs that were targeted to be created. These included farm inputs distribution, cultivation, harvesting of produce, post – harvest activities, primary processing and marketing.

**b) Multiplication of Planting Materials**

- To help improve on the availability of healthy planting materials, the Ministry established multiplication sites in the five (5) national agricultural stations (Babile, Wenchi, Mampong, Asuansi and Kpeve) to continuously multiply the planting materials and make them available to farmers.
- The Crops Research Institute of the Council for Scientific and Industrial Research, under the WAAPP developed 10 improved, market-targeted, quality and specific-desired varieties of cassava responsive to small-scale farmers, stakeholders'



requirement and the needs of agro-based industries. The varieties included Sika Bankye, Ampong, Broni Bankye, Otuhia, Duade Kpakpa, Amansan Bankye, AGRA Bankye, Dudze, Abrabopa and Lamesese.

- To facilitate access to these improved varieties by farmers, the Ministry adopted the RTIMP 3-tier multiplication system which involves Primary, Secondary and Tertiary multiplication and distribution of improved and healthy planting materials.
- The Stations maintained 30 hectares of cassava planting material sites and established almost 40 new hectares of improved cassava varieties (including Abrabopa, Amansan Bankye, Dodzi, Duade Kpakpa, Lamesese, AGRA Bankye, Otuhia, Broni Bankye, Sika Bankye and Ampong) at 4 primary sites. About 26, 710 bundles of cassava planting materials were supplied to farmers to cover an area not less than 260 hectares. A Cassava Museum was also established at Wenchi Agricultural Station. This is to serve as a source of planting materials of different varieties as well as for learning and exhibition reference.

#### c) **Marketing of Agricultural Produce**

Farmers in Ghana for some time have challenges with inadequate storage facilities. The Ministry in 2017 formed a taskforce to assess the available storage spaces nationwide that could be renovated and utilized by the Ministry. As a step forward, 140 warehouses were identified for renovation by the task force and 18 new warehouses to be constructed by the Ministry.

As part of efforts to improve produce for marketing, the Ministry also initiated steps which are expected to create market opportunities by linking smallholder farmers to institutional buyers such as the Ministry of Local Government and Rural Development (MLGRD), the School Feeding Program (SFP), World Food Programme (WFP) and the Prisons Service among others.

For maize, Licensed Buying Companies (LBCs) were engaged to mobilize/aggregate the produce from farmers and deliver to NAFCO at an agreed farm gate price. Per established prior arrangements, NAFCO then supplies the maize to identified Government institutions and agencies.

In the marketing of rice, the Ministry adopted the FBO-led model to facilitate the marketing. The produce was expected to be delivered to NAFCO at an agreed price. In the case of sorghum, Guinness Ghana Brewery Limited was identified to be the major produce off-taker with soybean going to the poultry industry for feed processing.





**d) Small Ruminants Development**

The Ministry in its effort to increase productivity of small ruminants across the country, selected and supported 650 farmers under the Credit in Kind scheme with 3,250 breeding stock (1,500 goats, 1,750 sheep) being progeny of the Local Development Plan (LDP) and West Africa Agricultural Productivity Programme (WAAPP)<sup>2</sup>. The farmers were trained in Small ruminant Husbandry practices, Pasture development and Preservation/Utilization. Some 200 farmers in 5 regions (Central, Western, Volta, Greater Accra & Ashanti) were supported with 1000 pigs under a project dubbed Credit In Kind. Similarly, 1,817 livestock species were produced by Livestock Breeding Stations of the Ministry of Food and Agriculture and 583 supplied to farmers for breeding purposes.

A total of 56 outbreaks of African Swine Fever (ASF) in four (4) regions: Greater Accra, Ashanti, Brong Ahafo and Upper East regions involving fourteen (14) communities which devastated 3, 177 pigs were controlled and the genotype of the virus identified.

**e) Production of Newcastle Disease I2 Vaccines**

The Ministry embarked on an aggressive programme to improve village poultry by implementing a sustainable control of Newcastle Disease using thermostable ND-I2 vaccine. A total of 110 million doses of the I<sub>2</sub> vaccines were produced during the year. 27 million birds were vaccinated four consecutive times belonging to 42,000 household across the country and over 1,500 commercial poultry farmers are currently using this vaccines with satisfaction. Also, during the period, a total of 5.76 million doses of the I<sub>2</sub> vaccines were exported to the neighbouring West African countries (Niger - 3,000,000 doses, Cote d'Ivoire - 700,000 doses, Gambia - 1,000,000 doses, Liberia – 30,000 doses, Burkina Faso – 1,000,000 doses and Benin – 30,000 doses)

**f) Collaboration with Donor Partners and Other Institutions**

- **Development of Gender Performance Monitoring Framework**

The Women in Agricultural Development (WIAD) Directorate coordinates the gender mainstreaming processes of the Ministry of Food and Agriculture (MoFA) and had support from Canada-MAG during the period to organize a four-day workshop with the Monitoring and Evaluation Directorate of MoFA. The objective was to develop a draft Performance Management Framework (PMF) for the Gender in Agricultural Development Strategy II (GADS II) to track progress of implementation.

A second workshop was held which drew 24 key stakeholders from MoFA Directorates, Civil Society Organizations and, Municipal, Metropolitan and District Assemblies to validate the draft PMF. Network for Women's Rights in Ghana (NETRIGHT), an advocacy wing being supported by the USAID in collaboration with WIAD developed fact sheets on the GADS II to facilitate sensitization at the District level.



- **Green Innovation Center for Food and Agriculture Sector (GIC) project by GIZ**

The Ministry collaborated with GIZ to organize a three-day stakeholder meeting of Green Innovation Center (GIC) for Food and Agriculture Sector project at Ada which took place from 22<sup>nd</sup> to 24<sup>th</sup> August, 2017. The meeting offered stakeholders the opportunity to deliberate on past activities and achievements of the project and focused on areas of concern for the next five years.

**g) Sustainable Management of Land**

As part of efforts to build resilience of farmers against the negative impact of climate change, the Ministry in collaboration with the United Nations Food and Agriculture Organization (UN-FAO), implemented three major interventions aimed at building resilience of farmers against Climate Change.

- Under the resilient landscapes for sustainable livelihoods programme being implemented in the Upper West Region, three (3) commodity (maize/sorghum, groundnut, cowpea/soya) groups each in ten communities in Sissala West and Wa West Districts were supported with seeds, fertilizers, jute sacks, inoculants to produce grains and seeds utilizing Community-supported agriculture (CSA) technologies (high yielding stress tolerant varieties, earth bunds, and improved storage bags etc.)
- Under the implementation of Sustainable Land and Environmental Management (SLEM) practices in agriculture, the Ministry successfully developed, launched and distributed one thousand (1,000) copies of the National Climate Smart Agriculture and Food Security Action Plan. The plan will be used to operationalize the food security component of the National Climate Change Policy.

**h) Greenhouse Technology Programme**

In promoting youth employment in the sector, the Ministry through the Green House Technology cultivation programme established a training centre at Dawhenya and trained 30 youths.

**i) Promotion of Standard Weights and Measures by WFP**

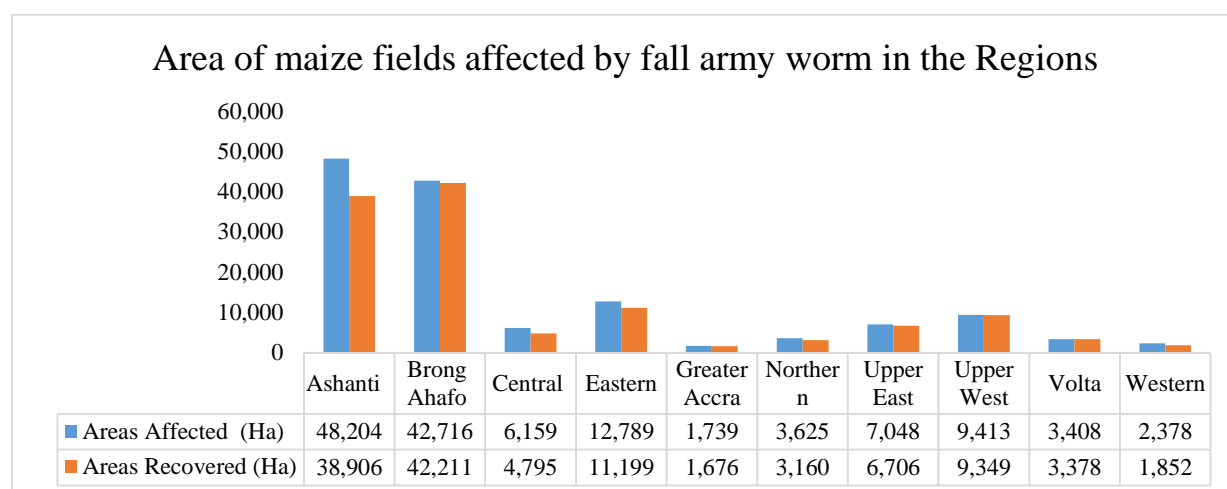
The Ministry collaborated with WFP to carry-out stakeholder consultation programme in Brong Ahafo and Ashanti regions on the use of Standard Weights and Measures. Several attempts were made to formalize the dominant markets in Ejura, Atebubu, Nkoranza, Techiman and Wenchi in Ashanti and Brong Ahafo regions using weights and standards but to no avail due to sloppiness in law enforcement in the neighboring markets.

**j) Fall Army Worm Outbreak**

The major threat to cereal production especially, maize in the 2017 cropping season was the outbreak of Fall Army Worm (FAW). The threat posed by the outbreak to cereal production was reduced due to effective and efficient control measures put in place by the Ministry, led by the Plant Protection and



Regulatory Services Directorate (PPRSD). A total of 137,479 Ha of land was affected by the fall army worm, out of which about 90% was recovered and 10.36% destroyed. As a measure to control the fall army worm outbreak, the Ministry constituted multidisciplinary Fall Army Task Force at the regions and districts to bring the situation under control through mass sensitization using Extension Agents and the media. The situation is being closely monitored to forecast any present and future danger.



#### k) Celebration of the 37th National Farmers Day

The Ministry was able to carry out the 37<sup>th</sup> National Farmers' Day celebration themed "Farming for Food and Jobs" which took place on 1<sup>st</sup> December, 2017 in Kumasi. A total of 66 farmers (16 National Best Farmers and 50 Regional Best Farmers) were awarded. Eight (8) of the awardees were women of which 2 had the First and Second Runner-up National Best Farmer awards.

### 4.3 Financial Performance

Budget Items	2017 Approved Budget (GH¢ million)	Release (GH¢ million)	Actual Expenditure as at 3 <sup>rd</sup> Quarter (GH¢ million)	% Expended from Approved Budget	Variance (%)
Compensation of Employees	53.905	35.99	38.284	71.0	17.92 (33.23%)
Goods and Services	454.858	116.412	153.076	33.6	338.45 (74.41%)
CAPEX	250.883	88.499	57.654	23.0	162.38 (64.72%)
<b>Total</b>	<b>759.646</b>	<b>240.901</b>	<b>249.014</b>	<b>32.8</b>	<b>518.75 (68.29%)</b>

Source: Budget Unit MoFA, 2017

### 4.4 Challenges

The following challenges have been consistent and repetitive over the years although significant efforts have been made by Government and Donor Partners to support the Agricultural sector in many areas. However, much still remains to be done in these areas:

- **Untimely release of statutory funds for implementation of Agriculture programmes.**

The release of statutory funds has not been consistent over the years and the year 2017 was no exception. Planned programmes that relied on Government of Ghana (GoG) funding in 2017 within the Ministry were severely affected. With the relatively low growth rate and the declining contribution of the sector to national GDP, releases in the agricultural sector must be adequate and timely to support planned operations.

- **Poor Storage of Agricultural Inputs**

The quality of input storage at the District Department of Agriculture, especially, seeds and fertilizers do not meet standards. Inputs were directly packed on floor at Savelugu, Walewale and Bunkpurugu leaving no room for aeration. This is causing most of the Yarelegume fertilizers to melt while others are coalescing. Drastic measures must be taken by MoFA to redeem the potency of these inputs.



- **Outbreak of Fall Army Worm Pest**

The Fall Army Worm Pest has enjoyed a lot of publicity of its swift destruction capabilities on vast areas of maize fields since the beginning of 2017 cropping season.

#### **4.5 Forward Look for 2018**

Key intervention areas in the ensuing year are indicated below:

- **Planting for Food and Jobs**

The Ministry has targeted to register 500,000 farmers and recruit 3,000 extensions agents to provide technical assistance to farmers. 24,928 mt of seeds (Maize, Rice, Soybean, Sorghum and vegetables) are expected to be distributed to farmers.

- **Control of Fall Army Worm**

The Ministry will provide strategic stock of insecticide and other logistics against pests and disease outbreaks such as the Fall Army Worm.

- **Livestock Development**

The Ministry will support local poultry and pig production by supporting a total of 10,000 farmers in 10 Regions with 1,000,000 birds (Cockerels and hens) and 12,000 pigs. The Ministry will also distribute 70,000 small ruminants (Sheep and Goats) to 2,000 farmers in 10 regions in support of Breed improvement for small ruminant. In addition to that, 5 million doses of LaSota, HB1, IBD and Newcavac will be produced for poultry.

- **Mechanization**

To support the private sector to establish, manage and provide affordable mechanization services to farmers through the provision of agricultural machinery, the Ministry will facilitate the procurement and distribution of affordable agricultural machinery such as: 200 tractors, 1000 power tillers, 30 tractor mounted rippers, 10 tractor drawn rear blade, 10 tractor mounted slasher, 60 Boom and orchard sprayers, 4000 motorised sprayers, 60 mechanical and pneumatic planters, 50 cereal harvesters, 200 multi-crop threshers/shellers, 400 irrigation kits (engine and solar powered sprinkler sets), 100 green house technology for support to horticulture production

- **Irrigation Development**

To facilitate and promote double cropping of vegetables and cereals especially rice to reduce imports, the Ministry will construct 50 dams and dugouts, develop 30 pumping schemes and 100 boreholes. MoFA will carry out surveys, mapping and designs of 192 dams and dugouts under one village one Dam Agriculture Development Agenda and establish 27 Water Users Associations (WUAs).



## 5.0 MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

The Ministry of Local Government and Rural Development exists to deepen decentralized governance at the sub-national level through the formulation of policies and plans, coordination, monitoring and evaluation of programmes using professional staff and appropriate technology for national development.

The Ministry is a Central Management Agency charged with the statutory responsibility of promoting good governance, equitable and balanced development across the country.

The Sector Minister was Hon. Alima Mahama with Hon. Osei Bonsu Amoah (MP), Hon. Kwasi Boateng Adjei (MP) and Hon. Collins Ntim (MP) as Deputy Ministers. The Chief Director at the Ministry was Mr. Charles K. Dondieu.

### 5.1 Agencies and Departments

The Ministry has oversight responsibility for the following Agencies and Departments:

#### Civil Service Departments

- Births and Deaths Registry
- Department of Parks and Gardens
- Department of Rural & Community Development

#### Allied Agencies

- Local Government Service Secretariat
- Institute of Local Government Studies
- District Assemblies Common Fund

#### Boards and Councils under the Ministry:

- Ministerial Advisory Board
- Institute of Local Gov't Studies Council
- Office of the Head of Local Government Service Council

### 5.2 Key Activities Undertaken

#### a) Policies, Legislations and Regulations

- **Review of the Local Governance Act, 2016 (Act 936)**

The Ministry reviewed the Local Governance Act, 2016 (Act 936) to reinstate the powers of the President to revoke appointments to District Assemblies. This was in line with Government's vision to ensure election of MMDCEs. A road map was also developed to guide the legislative reviews and stakeholder consultations towards the election of MMDCEs.

- **Draft Rural Development Policy**

In ensuring that there is a coordinated and systematic approach towards rural development, the Ministry developed a draft Rural Development Policy that would guide overall development of the rural communities.

- b) Local Level Development and Management**

District Centre of Agriculture, Commerce and Technology (DCACT) was established to promote agribusiness and ensure effective collaboration between the private sector and public sector at the District Level.

The Fee Fixing Guidelines (FFG) was reviewed to cater for Government's directive on abolishment of levies imposed on Kayayei by local authorities. The Guidelines was issued in July 2017 for Metropolitan, Municipal and District Assemblies to set their Fee-Fixing Resolutions (FFR). Training was then organized for all Budget Analysts, Planning Officers, Co-ordinating Directors, Physical Planning Officers, Internal Audit and Finance Officers of MMDAs on the guidelines.

As part of measures to promote decent working environment at the MMDAs, 20 Administration Blocks were completed and handed over to newly created Municipal/District Assemblies. An additional 27 of these Administration Blocks are at various levels of completion across the country.

- c) Urban Development And Management**

A road map for the implementation of the National Digital Property Addressing System (NDPAS) was developed by a technical committee under the chairmanship of His Excellency the Vice President. This initiative was carried out to deepen the National Digital Addressing System through the use of a modern approach to locate addresses within a defined space with the aid of the latest geocoding technology.

To enhance community upgrading and development, the Ghana Urban Management Pilot Project (GUMPP) was implemented in Tamale, Kumasi, Ho and Sekondi-Takoradi. In Tamale, the construction of an Abattoir, Aboabo Heavy Goods and Lorry-Park and upgrading of Tishiegu and Moshie Zongo were completed. In Kumasi, construction of modern markets at Atonsu, Asawase and Old Tafo were also completed and 2 cells were added to the Landfill site at Oti. In Ho, an Abattoir and Landfill site were completed. In Sekondi-Takoradi, construction of Integrated Social Centre and upgrading of Kokompe enclave (garages, skills development centres and roads) was about 75 – 80% complete.

Under the Urban Development Grant (UDG), a total of GHS 65,444,301.00 was transferred to participating MMAs during the half year period. This translated in the completion of 34 sub- projects, including: Millennium School Project at ATRACO, Accra; a 2- Storey High Court Office complex at Dunkwaw- on- Offin; 2, 200-seater Library Complex in Kumasi;





To improve scheduled mass transportation system, the Greater Accra Passenger Transport Executive (GAPTE) was established to oversee the roll-out and management of Bus Rapid Transit system in Accra. The Aayalolo (quality bus service) service was designed and rolled-out on the Accra (Tudu) – Amasaman corridor in 2016. The Greater Accra Passenger Transport Executive (GAPTE) recorded an improved ridership on the Aayalolo service from a lower average of 1,400 passengers per day in December 2016 to an average of 8,700 passengers per day as at September 2017.

As part of measures to promote our urban areas as centres of commerce and trade, the Ministry commenced the redevelopment and modernisation of existing markets in 2016. The first phase of the Kumasi Central Market and Kejetia infrastructure project which comprises 8,200 market stores and other stalls was completed. The project when completed would offer direct jobs to thousands of people in the Kumasi Metropolis and its environs. Additionally, the construction of phase II of the Kotokuraba market in Cape Coast, which consists of butcher shops, three- tier car park and cold store was about 85% complete.

#### **d) Ghana Social Opportunities Project**

Labour Intensive Public Works (LIPW) was embarked on to improve the living conditions of the poor through expansion of income earning opportunities to economically active poor households. A total of 247 rural level subprojects were completed and 32,091 temporal jobs created under the LIPW with gross wage payment of GHS 14, 897, 841 to beneficiaries.

The Ministry, in collaboration with the Irrigation Development Authority (IDA) identified 1,221 potential dam sites suitable for the Government Flagship Project of “One-Village, One-Dam” programme. Technical appraisal for 5 sites each, in 64 Districts was completed and a total of 196 confirmed as suitable for development into dams.

### **COMMUNITY DEVELOPMENT**

A total of 3,289 youth consisting of 1,549 males and 1,740 females were trained in 24 Community Development Vocational and Technical Institutes (CDVTIs) across the country. 218 Community Educators, comprising 98 and 120 males and females respectively, graduated in Technical and Vocational Education Training (TVET) Reforms. Furthermore, 960 Social Workers were trained on community engagement in 50 pilot MMDAs. The objective of the training was to sharpen the technical and vocational skills of the youth.



## **BIRTHS AND DEATHS REGISTRATION**

The Registry as at October 2017 had registered 455,132 (53%) as against the targeted figure of 861,447 new births across the country in the year. The total number comprised 232,450 male births and 222,682 female births.

The provisional number of deaths registered country-wide as at the end of the third quarter was 37,517 representing 13% coverage of the projected number of 293,116 deaths. Out of the total number registered, 20,550 were males and 16,964 were females.

Also, 30 Registration Centres were established in 30 rural communities across six Regions while 220 field Registration Staff were trained and equipped to improve coverage in 2017.

The computerization programme aimed at linking the Upper East Regional Offices to the Head Office was completed after equipping the Region with Local Area Network. 300 field staff were also trained in registration duties. The registration of births, using mobile phone technology, was successfully piloted in 560 communities.

## **PARKS, GARDENS AND RECREATION**

The Aburi Botanic Gardens had undergone some major changes over the years and thus required a major facelift. The redevelopment of the Botanic Gardens was initiated, and subsequently registered as a Public Private Partnership project at the Ministry of Finance. McDan Shipping Company and Aqua Safari Limited were two major companies that submitted proposals for consideration. Processes were ongoing as at reporting to engage other private organisation(s) to partner with the Ministry for the project.

The Aburi Guest house underwent some facelift pending a complete renovation of the gardens.

The landscape development of the Akufo-Addo roundabout commenced and was near completion. Processes were initiated for collaborations with the Rebecca Akufo-Addo Foundation (RAAF) for the development of the Effua Sutherlands' Children's Park and the Ridge roundabout. No agreement contract was however signed with any organization for the projects as targeted.

### 5.3 Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
<b>1</b>	<b>GoG</b>				
	Compensation of Employees		21,589,361.87	21,589,361.87	
	Use of Goods & Services		97,720,199.73	97,720,199.73	
	CAPEX		550,000	550,000	
<b>2</b>	<b>IGF</b>		-	-	
<b>3</b>	<b>DEV'T PARTNERS e.g.</b>				
	<b>TOTAL</b>				

### 5.4 Challenges

- The continuous impediment in the implementation of procurement processes due to the complexities and delays involved.
- Weak evidence-based development policy formulation.
- Inadequate and untimely release of budgetary allocation.
- Inadequate equipment (computers, photocopies, printers) and other logistics to run the office effectively.
- Paucity of data to guide effective policy formulation, implementation, monitoring and evaluation.
- Conflicting legal and institutional framework in the new and Local Governance Act, 2016 (Act, 936)
- Inadequate office accommodation: The stalled construction of the office Annex constituted a major constraint in enhancing the operation of the Ministry.

### 5.4 Forward look for 2018

- To deepen further the decentralisation process, 38 districts were created to increase participation of the citizenry in democratic governance and promote development. The effective establishment of these newly created Assemblies would be carried out



in 2018. Additionally, the Ministry will carry out consultations and sensitisation exercises towards the conduct of a referendum in 2019 for the election MMDCEs.

- On fiscal decentralisation, the Ministry will collaborate with the Ministry of Finance for the enactment of Local Government Financial Management Act, which aims at harmonising and integrating relevant Public Financial Management legislations for MMDAs. These will include the Financial Memoranda and the draft Municipal Borrowing Bill.
- The National Local Economic Development (LED) Steering was reconstituted to look at options and recommendation for the review of the LED Policy, in 2017. Subsequently, these options and recommendations for improvement of the Policy shall lead to the review of both the Policy and Operational Manuals in 2018.
- The Business Enabling Environment Programme (BEEP), being implemented to improve the doing business indices in both Accra and Tema Metropolitan Assemblies (AMA and TMA), will also be replicated in the Sekondi-Takoradi and Kumasi Metropolises.
- Collaborate with the Ministry of Food and Agriculture (MOFA), Ministry of Trade and Industry (MOTI) and Ministry of Environment, Science, Technology and Innovation (MESTI) for the effective establishment of DCACT in at least hundred (100) District Assemblies and facilitate planting for investment and industry to promote government's drive for industrial revolution through the establishment of the "One- District, One- Factory" agenda.
- Review the National Urban Policy and reflect the transformative objectives of the New Urban Agenda and the Sustainable Development Goals (SDGs).
- Collaborate with the Ministry of Transport to improve urban mobility and accessibility in Accra by strengthening the capacities of MMDAs and other key institutions in urban mobility planning, public transport regulation, traffic planning and management.
- Facilitate the implementation of the second phase of the redevelopment of the Kumasi Central Market and Kejetia Infrastructure. The second phase includes the construction of over 10,000 additional stores and stalls to enhance revenue mobilisation and create jobs.
- Commence the construction and re- development of model markets under Public Private Partnerships in Tamale, Nkoranza, Asokore-Mampong and Asesewa
- Extend the Aayalolo service to the Accra- Adentan corridor.



- Conduct Performance Assessment of MMDAs under District Development Facility (DDF) and integrate the DDF with the District Assembly Common Fund to ensure sustainability of the gains of the Project.
- Continue to implement the Labour Intensive Public Works Programme (LIPW) by undertaking 78 climate change interventions, maintain 488 hectares of economic trees and rehabilitate 2 Earth Dams each in 60 Districts, it will create 7,205 temporary jobs for the rural poor.
- The Ministry through the Department of Parks and Gardens will pursue the following interventions:
  - Re-develop the Aburi Botanical Gardens.
  - Develop Ridge Roundabouts and upgrade the Effua Sutherlands' Children's Park.
  - Expand the existing grass bank and vegetable production through the establishment of a Greenhouse Vegetable Farm.
- To improve quality and completeness of vital events registration and associated services, the Ministry will ensure the passage of the Birth and Deaths Act.

## 6.0 MINISTRY OF PLANNING

The Ministry of Planning (MoP) is committed to ensuring a robust and efficient Planning system which focuses on promoting innovation, creativity and problem-solving interventions. The Ministry exists to give executive direction to ensure effective purpose driven Planning for spatial and socio-economic growth, industrialization, national integration and balanced development through the formulation, coordination, monitoring and evaluation of plans and policies with well-motivated staff and appropriate systems.

The Sector Minister for the year under review was Hon. Prof. George Gyan- Baffour (MP) with Mrs. Magdalene Apenteng as the Ag. Chief Director.

### 6.1 Agencies

The Ministry has no Civil Service Department but has two (2) Public Service Agencies that it closely collaborates with, namely:

- National Development Planning Commission (NDPC)
- National Population Council (NPC)

### 6.2 Key Activities Undertaken

#### a) Preparation of the Coordinated Programme of Economic and Social Development Policy (CPESDP)

The Ministry facilitated and provided technical input into the preparation of the CPESDP. The policy document when prepared would influence activities of Government Institutions and ensure that they are in line with the National Medium Term Development Policy Framework. The Coordinated programme is a constitutional requirement of the President as stated in Article 36 (5) of the 1992 Constitution.

#### b) Institutionalisation of Policy Planning Series

The Ministry started a monthly Policy Planning Series to discuss major issues affecting national planning and development. Four (4) dialogue series were organised to discuss national project implementation and tracking, national economic model, and project appraisal and how petroleum resources can lead to inclusive growth. Stakeholders in various government institutions such as the Oil and Gas Unit of the Ministry of Finance, Bank of Ghana, Ghana Revenue Authority, National Development Planning Commission, Budget Planning Department of Ministry of Finance, Ministry of Agriculture, Health, Education, Energy Commission, Petroleum Commission and Ministry of Energy were brought together to discuss national issues around the Oil and Gas sector.



### **c) Establishment of the Inter-Agency Modelling and Analysis Team (IMAT)**

The Ministry coordinated the establishment of the Inter-Agency Modelling and Analysis Team (IMAT) to review existing models, build the capacity of modellers in Ministry of Finance, Bank of Ghana, Ministry of Planning, and Office of the Vice President, Ghana Statistical Service and National Development Planning Commission among others to ensure consistency in national economic and non-economic estimates. The output from the IMAT will inform petroleum revenue allocations that promote productive and inclusive growth.

The Ministry partnered the Office of the Vice President to develop a national dynamic stochastic equilibrium model. The model has three components-tradable, non-tradable and the extractive sector. Before Ghana Oil and Gas for Inclusive Growth's (GOGIG) intervention, the model had only tradable and non-tradable sectors. This has led to the coordination of the assumptions and weaknesses underlying different economic and petroleum models.

### **d) Capacity Development**

In line with the Petroleum Revenue Management, the Ministry in collaboration with the Ministries of Finance and Local Government and Rural Development, trained Development Planning Officers in all District Assemblies to monitor and report on the expenditure/investment of the Annual Budget Funding Amount (ABFA) for all projects funded from this account from 2013 to 2016. This is part of the Petroleum Revenue Information System (PRIS) Project which seeks to enhance transparency, accountability, reduce ghost projects, monitor and help decentralize oil revenue investments.

### **e) Preparation of strategic plan for Ministry of Sanitation**

The Ministry provided technical support to the Ministry of Sanitation in the preparation of their strategic plan. The Ministry led the development and review of the document.

### **f) Energy Generation Options**

The Ministry contributed to a chapter on Energy Generation Options for the Ghana Integrated Bauxite and Aluminium Development Authority (GIBADA). GIBADA is championed by the Office of the Vice President. Four main power generation options for consideration of the technical committee were outlined.

### **g) Inter-Ministerial Committee on the Sustainable Development Goal (SDG)**

The Ministry chaired the Inter-Ministerial Committee on SDG implementation and facilitated a review of the state of SDG implementation in Ghana. This was done as part of efforts to facilitate the integration of international benchmarks such as the SDGs, and the AU Agenda 2063 into national plans.



### 6.3 Financial Performance

FINANCIAL PERFORMANCE (JANUARY - SEPTEMBER)					
	SOURCE	APPROVED BUDGET	ACTUAL RECEIPTS	ACTUAL EXPENDITURE	VARIANCE
1	GoG	1,000,000.00	772,000.00	772,000.00	228,000.00
	Compensation of Employees	N/A	N/A	N/A	N/A
	Use of Goods and Services	1,000,000.00	772,000.00	772,000.00	228,000.00 (22.8%)
	CAPEX	N/A	N/A	N/A	N/A
2	IGF	N/A	N/A	N/A	N/A
3	DEVELOPMENT PARTNERS	N/A	N/A	N/A	N/A
	TOTAL	1,000,000.00	772,000.00	772,000.00	228,000.00 (22.8%)

### 6.4 Challenges

The Ministry as a newly created Institution achieved significant successes. However, there were a few challenges identified in line with expected outcomes. These included:

- **Inadequate Staffing**

The problem of inadequate staffing is really affecting the smooth running of the Ministry. Given the volume of work at hand, the staff strength needs to be augmented. As an interim measure, a request to the NPC for the secondment of two (2) officers was granted. It also sought the support of the Ghana Oil and Gas for Inclusive Growth under the DFID to hire 2 technical advisors.

- **Inadequate Equipment and Logistics**

Another key issue hindering the operations of the Ministry is logistical constraints. The number of logistics available to MoP is woefully inadequate. Though procurement of some logistics like desktop computers, printers were undertaken, there is still the need to do more to facilitate the work of the Ministry.

- **Vehicle to carry out the Ministry's operations**

The lack of a vehicle greatly hampers work of the Ministry in the case of service delivery, causing delays, frustrations, and high cost in carrying out the Ministry's operations.

- **Inadequate office space**

The current office location within the Christiansburg castle is inadequate.

## **6.5 Forward look for 2018**

In line with the mandate of the Ministry, activities and programmes which will be carried out by the Ministry in 2018 are:

- Establish and operationalize the Public Programme and Project Appraisal Management System (PPPAMS). Project appraisal process, forms an integral part of the national planning process (Act 479, 1993, and LI 2232). However, the programme development step which is supposed to respond to this key requirement is often mollified with a list of programmes/projects and sometimes prioritized without any cogent basis. The programmes/projects appraisal process must be an integral part of the planning process. To operationalize this in the light of Ghana's development, the PPPAMS will facilitate pre-feasibility studies, proper cost benefit analysis and efficient financial management to reduce cost and time overruns and inefficiency in public project management.
- Conduct stakeholder engagements on the CPESDP. Ministries, Departments and Agencies (MDAs), as well as Metropolitan, Municipal and District Assemblies (MMDAs), will be engaged on the key provisions of the Coordinated Programme and how the Ministry can help them implement. The Ministry will also engage Civil Society, Academia, Traditional Authorities and other relevant stakeholders on the Coordinated Programme.
- Together with the Ministry of Finance, the Ministry will develop the full version of the Petroleum Revenue Information Systems (PRIS), which includes a website/online platform for hosting and sharing of live data on oil funded projects, and a mobile application which will be used to capture live data on project status that are provided by Development Planning Officers at the sub-national level or progress at the project sites with infographics and/or pictures of the projects. This phase also involves the setting up of hardware facilities including servers and internet installation, at the Ministry of Planning. This is to help decentralize the planning and monitoring process, promote transparency and accountability of oil funded projects.
- The Ministry through the Inter-Agency Modelling and Analysis Team (IMAT) will promote institutional coordination, data sharing and macroeconomic analysis towards promoting sound institutional coordination and macroeconomic management, and build capacity for sectoral and national modelling that informs effective policy making.





- Establish an SDG and International Unit to coordinate reports and data on Ghana's SDG implementation.
- Support other Ministries to develop their strategic plans.



## 7.0 MINISTRY OF RAILWAYS DEVELOPMENT

The Ministry of Railways Development (MoRD) exists to provide leadership and guidance for the development and modernization of Ghana's railway system and associated infrastructure through effective policy formulation, investment promotion, market regulation, and oversight responsibility for the rail transport sector.

The Sector Minister was Hon. Joe Ghartey (MP) with Hon. Kwaku Agyenim Boateng (MP) and Hon. Andy Appiah-Kubi (MP) as the Deputy Ministers. The Ag. Chief Director at the Ministry was Kwame Harry Adorbor.

### 7.2 Departments and Agencies

#### Subvented Agency

- Ghana Railway Development Authority (GRDA)

#### Public Service Organization

- Ghana Railway Company Limited (GRCL)

### 7.3 Key Activities Undertaken

#### a) Policies, Legislations and Regulations

The Ministry in fulfillment of its mandate to ensure the development and formulation of policies initiated the process of reviewing the National Transport Policy (2008) which provides a focus for Transport Sector policy makers and practitioners. The policy provides a clear framework for the sector and sets some seven (7) broad policy goals which reflect long-term objectives for the Transport sector, including the Railway sub-sector.

#### b) Infrastructure Development

The existing railway network, which was partially operational, comprised 947km of route length connecting key centres of Accra, Kumasi and Takoradi with important mining sites in Awaso and Nsuta in the Western region. The network consisted of the Western, Central and Eastern lines with a total track length of 1,300km.

Unfortunately, due to several decades of neglect and underfunding, the rail network was completely broken down, except for partial freight services on the Western line and some passenger commuter rail services on the Eastern line between Accra and Nsawam, as well as, Accra and Tema. These passenger services were however suspended in order to rehabilitate the tracks to ensure safe and secure passenger services.

The following developmental projects were undertaken to provide an efficient and effective railway transportation services in the country.

- **Development of Tema - Akosombo Railway Line**

The construction of an 85km railway line from the Tema Port to link the Volta Lake started. The Ministry initiated the process of acquiring the right-of-way. A team of Surveyors from the Land Valuation Department collected data on buildings, plants, farmlands and other structures for valuation purposes. Also various technical surveys, including Topographic, Cadastral and Hydrological Surveys were completed with data captured for relocation of utility crossings like ECG line, GWCL pipelines and Telephone cables.

The project as part of a multi-modal transport system is being undertaken to facilitate the transfer of containerised cargo by rail to and from the Tema Port.

- **Development of Kumasi - Paga Railway Line (Central Spine)**

The development of a 595km Greenfield project railway line from Kumasi to Paga also started. The Ministry signed a contract on 22<sup>nd</sup> December, 2017 with a Consulting Firm to undertake the feasibility study which would commence in January, 2018. Also, procurement process had been initiated to engage a Transaction Advisor to procure private sector investor(s) to develop the railway line following the completion of the Feasibility Studies. Twenty-Eight (28) Expressions of Interest were received by the Ministry.

The overall objective of this project is to improve rail and logistics infrastructure as part of an integrated transport network in Ghana. This would help to increase services to customers and reduce the cost of transportation, especially, in trade to and from the hinterland and the Northern regions of Ghana, as well as, the Sahelian countries.

- **Development of Accra - Kumasi Railway Line (Eastern Line)**

The Transaction Advisors, Messrs PricewaterHouse Coopers (Ghana) Limited (PwC) Ltd completed the feasibility study and approval was granted by the Public-Private Partnership (PPP) Approval Committee.

The Transaction Advisors are in the process of procuring a private sector investor(s) to partner Government to undertake the construction of the Eastern Railway Line and the Boankra Inland Port on a PPP Basis. A Market Sounding Event, as part of the procurement process to engage a Private Sector Investor(s), was held on 6<sup>th</sup> December, 2017. This was organised to provide information and the platform for prospective private sector investors to provide inputs prior to the procurement phase of the Transaction Advisory Services.

- **Rehabilitation of the Accra – Nsawam Section of the Eastern Railway Line**

The Accra – Nsawam section of the Eastern Railway Line was until 27<sup>th</sup> June, 2017 used to operate passenger shuttle services. The line was closed due to the poor state of the tracks which required comprehensive maintenance works to ensure safe and secure rail operations. The rehabilitation of the narrow gauge Accra – Nsawam sub-urban railway line, commenced in October, 2017 and ballast opening works on the line began on 7<sup>th</sup> November, 2017. The procurement process for the supply and delivery of Treated Wooden Sleepers meant for the



rehabilitation of tracks was completed and contract awarded for the supply by the end of January, 2018. Ten (10) Coaches are also being refurbished for passenger services when the rehabilitation works on the tracks are completed.

- **Rehabilitation of the Accra – Tema Railway Line**

The Accra – Tema Railway Line, which operates passenger services between Accra through Achimota to Tema, was also closed temporarily following the derailment incident involving a passenger train on 23<sup>rd</sup> October, 2017. Although the immediate cause of the incident was not determined, a Team that was tasked to investigate the cause of the incident identified the poor nature of the railway track as the most probable cause of the derailment.

The Ghana Railway Company Limited went on site to undertake maintenance works involving ballast opening and sleeper replacement (inter-lacing) and other works to strengthen the tracks for safe and secure passenger operations. Operation of the railway line is scheduled to resume before the end of the first quarter of 2018.

- **Development of Takoradi - Kumasi Railway Line (Western Line)**

The Western Railway Line is the mainstay which provides economic and financial support for Ghana's railway network. It runs from the Takoradi Port to Kumasi with a branch line from Tarkwa to Prestea and also from Dunkwa to Awaso. It is the major route for the transportation of bulk commodities such as manganese, bauxite, cocoa, timber, cement, petroleum products etc. along the Takoradi to Kumasi corridor. The haulage of such bulk cargo on the line reduces the challenge of deterioration of roads as a result of transporting such heavy cargo on the roads.

Due to several decades of neglect and underfunding, the Western Line completely broke down with the exception of partial freight services on the Nsuta - Takoradi section used for the export of Manganese through the Takoradi Port.

During the year under review, re-construction works covering 10km dual carriage line was undertaken on the Sekondi - Takoradi via Kojokrom section of the Western Line to restore rail passenger services between the twin cities in the Western Region.

Although provision of GHC176m was originally made in the 2017 Budget for the extension of the line from Kojokrom to Tarkwa by 54km on a standard gauge which was duly completed by Front-End Engineering Design (FEED), the under-listed activities were undertaken due to other necessary and competing demands:

- i. Part payment for the final Engineering Design and construction supervision of the Western Railway Line from Kojokrom to Kumasi including a branch line to Awaso (Standard Gauge)
- ii. Construction of the Railway Line from Kojokrom to Tarkwa through Nsuta (Standard Gauge)



- iii. Rehabilitation of the existing narrow gauge line from Kojokrom to Eshiem
- iv. Rehabilitation of the existing narrow gauge line from Accra to Nsawam
- v. Procurement of Specialised Equipment for Laying Railway Tracks
- vi. Rehabilitation of Coaches for Accra – Nsawam and Takoradi – Tarkwa passenger rail services
- vii. Rehabilitation of Railway Location Workshops and Training School
- viii. Construction supervision of existing narrow gauge Kojokrom – Tarkwa railway line

The Ministry in December, 2017, procured a contractor to undertake additional works for the continuation of a standard gauge line from Kojokrom to Eshiem, a distance of 5km.

Also, part of the 2017 budget allocation was used to rehabilitate sections of the 54km of the existing narrow gauge line from Takoradi to Tarkwa through Nsuta by workers of the Ghana Railway Co. Ltd to facilitate the haulage of manganese from Nsuta to the Takoradi Port and also to provide passenger rail service along the corridor. Five (5) Coaches are undergoing refurbishment.

Procurement process was initiated for the engagement of a Transaction Advisor; to assist the Ministry to review past studies on the line, as well as engage a private sector investor(s) for the development of the line. The Ministry received 32 Expression of Interest proposals.

- **Development of Metro/Light Rail System in Accra and Kumasi**

The development of a rail-based mass transit system on priority corridors in Accra and Kumasi through strategic partnership arrangement with the private sector is intended to take the traffic off the roads and provide fast and efficient movement of people to the Central Business Districts (CBDs) of these two cities.

The Ministry initiated the process of engaging the services of firm(s) to provide Transaction Advisory services, to assist the Ministry to go through various phases for the development of the project. This includes, undertaking a feasibility study and the procurement of a strategic private sector investor(s) to partner Government to develop a Metro/Light Rail System in Accra and Kumasi under a PPP arrangement.

Advertisements were placed for interested Transaction Advisory Firms to participate in an International Competitive Tendering (ICT) process for the assignment. A total of 61 Expression of Interest proposals for both Accra and Kumasi were evaluated in order to shortlist qualified firms to submit technical and financial proposals for further evaluation.



- **Establishment of Permanent Joint Experts Committee for Railway Interconnectivity between Ghana and Burkina Faso**

The two Governments, led by their respective leaders, H. E. Nana Addo Dankwa Akufo-Addo of the Republic of Ghana and H. E. Roch Marc Christian Kabore of Burkina Faso, agreed that rail interconnectivity between the two West African neighbours was an important factor to accelerate economic growth and development for the mutual benefit of the two nations.

In view of the above, a six-member delegation from Burkina Faso, led by the Hon. Minister for Transport, Urban Mobility and Road Safety, Mr. Suleymane Soulama, visited Accra, Ghana from Monday, 18<sup>th</sup> to Friday, 22<sup>nd</sup> December, 2017. The purpose of the visit was to hold bilateral discussions with their Ghanaian counterparts, led by Hon. Joe Ghartey, Minister for Railways Development and his team towards establishing a Permanent Joint Experts Committee to facilitate the implementation of railway interconnectivity that will facilitate trade and development between the two countries.

The initial meeting led to the development of a Communiqué which would guide the Experts Committee's assignment after its inauguration. The Joint Experts Committee was to hold its first meeting in Ouagadougou on January 15, 2018.

- **Rehabilitation of Railway Training School**

The Railway Central Training School located at Sekondi in the Western Region of Ghana established to train the staff of Ghana Railway Company Limited (GRCL) to enable them operate efficient railway system initiated rehabilitation works.

In view of the above, GRCL partnered the Tarkwa School of Mines through a Memorandum of Understanding (MOU), to enable them use their facility to train staff of the Company and the general public in various fields of engineering and other ancillary studies.

- **Rehabilitation of Location Workshop**

The Location Workshop situated at Sekondi in the Western Region is the main workshop for the maintenance of locomotives, wagons, coaches and other equipment for efficient operation of railway services in Ghana. The Workshop is therefore being upgraded and equipped for it to become a one stop workshop to serve the railway, mining, petroleum and agricultural industries in the Western Region.

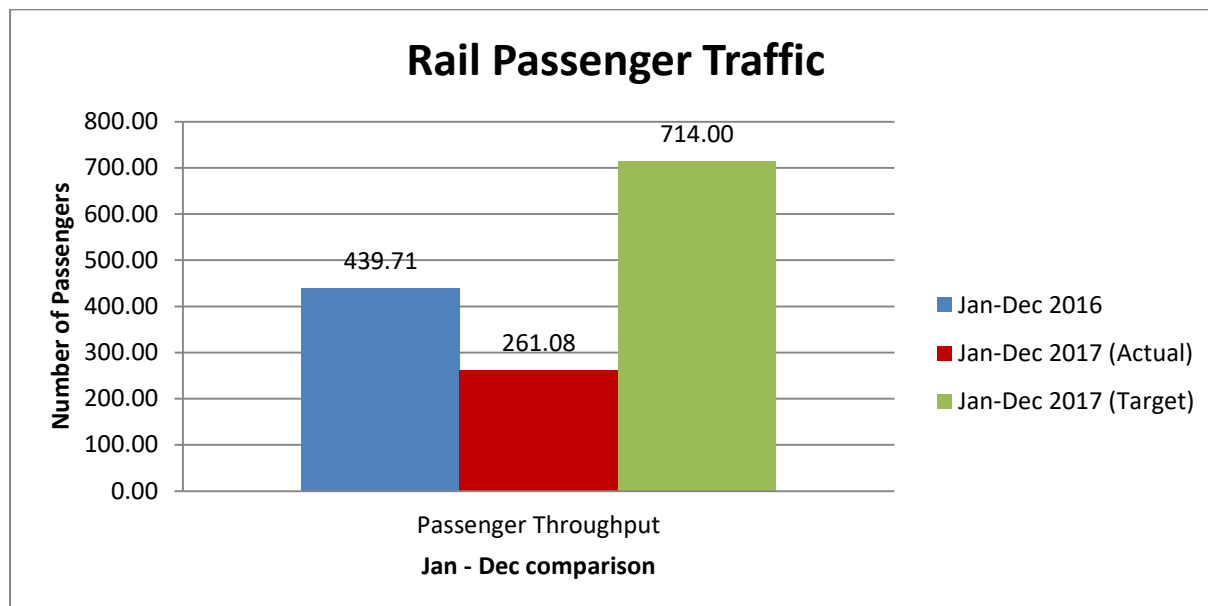
A Contract was signed for the commencement of works in the first quarter of 2018.

### **c) Operational Statistics**

The following passenger and freight services were provided in the year under review even in the face of derailed rail network:

- **Passenger Throughput**

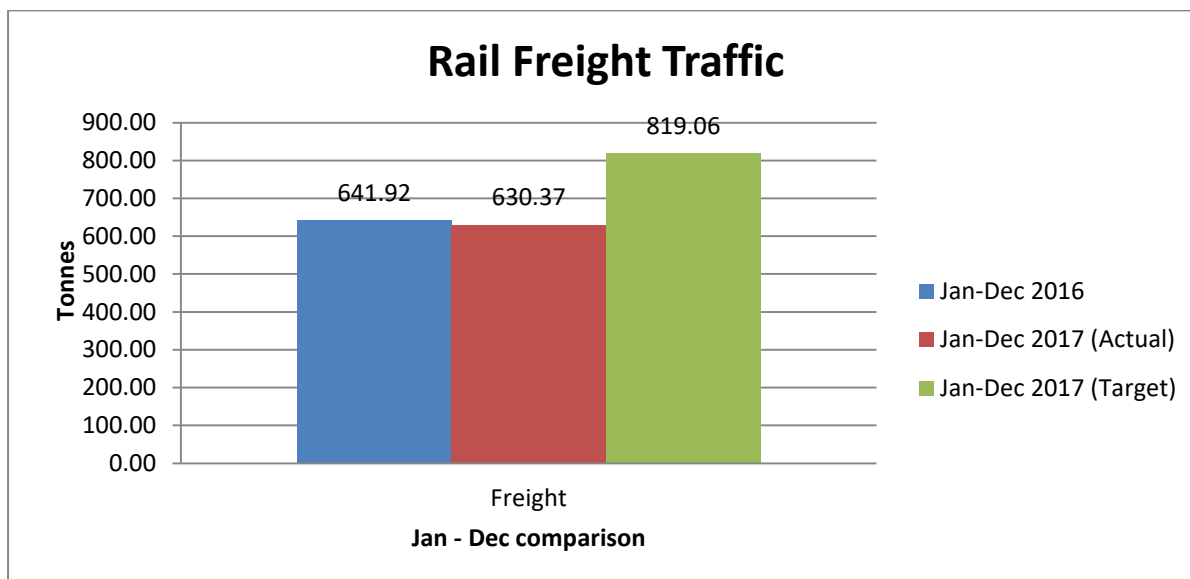
The total number of passengers carried by the Ghana Railway Company Limited in the year was 261,008 as against a target of 676,580. This represents a negative variance of 61.41% for the period. The performance also represented a decline of 40.62% against 2016 recorded figure of 439,710 passengers. The graph below depicts the description given.



Shuttle services operated were between Accra to Nsawam, Accra to Tema and Takoradi to Sekondi via Kojokrom. Out of the three lines operated, the Accra to Nsawam shuttle service was closed for rehabilitation works from 23<sup>rd</sup> June, 2017; the Accra to Tema service was also suspended on 23<sup>rd</sup> October, 2017 for repair works; and the Takoradi to Sekondi via Kojokrom service commenced operation in October, 2017.

- **Railway Freight Throughput**

With regard to freight traffic, GRCL hauled a total of 630,370 tonnes of Manganese ore from Nsuta during the year under review. This represents a negative variance of 23.046% against a planned figure of 819,060 tonnes. This performance also represented a decline by 1.80% against the figure of 641,920 tonnes recorded in the corresponding period of 2016. Beneath illustrates the performance of freight in a graphical format.



### 7.3 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARAINCE
<b>GOG</b>				
Compensation of Employees	24,161,263.00	3,101,828.25	3,101,828.25	21,059,434.75 (87.16%)
Goods & Services	15,430,000.00	6,726,675.00	6,726,675.00	8,703,325.00 (56.41%)
Capex	372,791,588.00	82,262,119.22	82,262,119.22	290,529,468.78 (77.93%)
<b>IGF</b>	0	0	0	0
<b>DEV'T PARTNERS</b>				
Exim Bank Loan(India)	106,043,284.00	347,303,927.00	347,303,927.00	- 241,260,643.00 (-227.51%)
<b>TOTAL</b>	<b>518,426,135.00</b>	<b>439,394,549.47</b>	<b>439,394,549.47</b>	<b>79,031,585.53</b> <b>(15.24%)</b>



## 7.4 Challenges

- **Institutional and Human Resource Capacity Challenges**

The Ministry is challenged by its limited office space and therefore was unable to engage additional officers to augment its limited staff strength of 31.

Similarly, the Ghana Railway Development Authority (GRDA) is faced with challenges with Office Accommodation and Staffing levels which are having dire impacts on the performance of the Railway Sector. The Public Services Commission (PSC) has conveyed approval for the recruitment of some requisite staff to strengthen the capacity of the Authority and the Ministry of Finance has accordingly issued financial clearance for the engagement of the staff. The Authority initiated the necessary steps for the recruitment.

The Ghana Railway Company Limited (GRCL) is also faced with human resource challenges. The Company's staff strength is currently 1,308. Out of this number, over 60% are aged and between the ages of 49 and 59 years with less than 10% falling below the age of 40 years. Meanwhile, the Company lacks Technical Staff like Engineers to support the operations and maintenance of efficient rail system in the country. In order to address this challenge, a number of young Engineers were recruited on contract basis and went through capacity development to augment the staff strength, especially, at the Engineering Department of the Company.

Although GRCL is a limited liability company and is expected to be self-financing, the company has for several years relied on Government's consolidated fund to support the payment of monthly salaries of its Staff. This is due to the operational challenges being faced by the rail service provider.

- **Ineffective Regulatory Regime within the Railway Sector**

The operationalization of the Railway Act 2008, Act 779 mandates the Ghana Railway Development Authority (GRDA) to be the Regulator and Infrastructure/Asset Manager. The establishment of the Authority was to create a conducive environment to attract local and foreign investors to support the development of the railway sector. It has however been realized that this arrangement compromises the independence of the GRDA and is a disincentive to private investment.

The Ministry, in line with international best practice, has therefore initiated a restructuring process to decouple the regulatory functions from the infrastructure development functions of the Ghana Railway Development Authority.

- **Operational Challenges**

In recent times, the operation of GRCL has declined to an unacceptable level making it difficult to run as a business entity. Owing to poor tracks, obsolete equipment and rolling stock, two (2) commuter train services on the Eastern Railway Line, that is Accra – Tema and



Accra – Nsawam had to be suspended in the course of the year for safety and security reasons. Most of the coaches that are used to operate the commuter services have deteriorated and require rehabilitation before they are put back into service.

There have not been any bauxite operations on the Western Railway Line since May 2011 due to the poor condition of the tracks. GRCL is unable to meet its targets for the haulage of Manganese, which is currently the only freight commodity hauled by rail from Nsuta to the Takoradi Port for export. This is also due to the bad state of the tracks affecting the turnaround time of the wagons.

- **Other Developmental Challenges**

The absence of Regulations is also a challenge that is affecting the safe and secure railway operations and management in the country.

Encroachment on landed railway properties due to lack of titles is also affecting the development of railways and its associated infrastructure and services in Ghana.

## 7.5 Forward look for 2018

The Ministry will:

- Complete the procurement processes and engage the services of a Transaction Advisor to undertake feasibility studies including economic, financial, social and environmental assessments towards the development of an integrated Metro/Light Rail Transit System in Accra and Kumasi.
- Seek Transaction Advisor to identify through a competitive process, interested Strategic Investors to partner Government to extend the existing railway network from Kumasi to Paga (Central Spine).
- Complete the full Engineering Design of the Western Line from Kojokrom to Kumasi, including the branch line from Dunkwa to Awaso, as well as, the Eastern Line from Accra to Kumasi.
- Intensify its monitoring to ensure the completion of the construction of the Tema – Akosombo Railway Line which will link to the Volta Lake as part of an integrated multi-modal transport network for the haulage of cargo from the Tema Port to the Northern parts of Ghana and neighbouring countries.
- Continue with the Staff capacity development process that commenced in 2017
- Review the Railway Act 2008 (Act 779) and the new Railway Regulatory Authority and Railway Infrastructure Development Authority will be established through Acts of Parliament.

The Ghana Railway Company Limited (GRCL) will:

- Complete the rehabilitation of five (5) and ten (10) coaches for operation on the Kojokrom – Tarkwa and Accra – Nsawam Railway Lines respectively.
- Take delivery of specialised equipment for the laying of tracks. This will enhance the capacity of the company to effectively and efficiently undertake its periodic maintenance activities on both the existing and new lines to be constructed.
- Complete the rehabilitation works being undertaken on the Accra – Nsawam and the Accra – Tema sub-urban railway lines to enable the resumption of train passenger shuttle services along the respective corridors.
- Other rehabilitation works being undertaken at the Railway Location Workshops and the Railway Training School will also be completed to develop and enhance local capacity in railway engineering and operations.

## 8.0 MINISTRY OF THE INTERIOR

The Ministry of The Interior (MINTER) is mandated to ensure internal security and maintenance of law and order in the country as per the 1992 Constitution of Ghana. It exists to ensure security, a stable and peaceful environment for sustainable national development through the initiation, formulation, monitoring and evaluation of policies, regulations and programmes relating to the protection of life and property; disaster prevention and mitigation; immigration, crime control, prevention and detection; safe custody, reformation and rehabilitation of prisoners.

The sector Minister for the year under review was Hon. Ambrose Dery, (MP) with Hon. Henry Quartey (MP) as the Deputy Minister. The Chief Director was Mrs. Adelaide Anno-Kumi.

### 8.1 Agencies and Departments

The Ministry has no Civil Service Department but has Public Service Organizations, Sector Agencies and Boards namely:

#### **Public Service Organizations**

- Ghana Police Service
- Ghana Prisons Service
- Ghana National Fire Service
- Ghana Immigration Service

#### **Agencies and Boards**

- Gaming Commission
- Ghana Police Council
- Ghana Prisons Council
- National Peace Council
- Ghana National Fire Service Council
- National Disaster Management Organization.
- Ghana National Commission on Small Arms & Light Weapons
- Ghana Refugee Board
- Narcotics Control Board
- Ghana Immigration Service Board
- Ghana National Commission on Small Arms Board
- Ghana Auctioneers' Registration Board
- Ghana Gaming Commission Board

## 8.2 Key Activities Undertaken

### a) Policies, Legislations and Bills

#### • Small Arms Legislation

As part of measures to reduce the proliferation of small arms and illicit weapons, the Ministry initiated the process for the revision of the small arms legislation to conform to adopted treaties / international instruments, standard and best practices in small arms control.

#### • Development of ICT Policy

An ICT Policy in line with; ICT Security, ICT Disaster Recovery Plan, ICT Strategic Plan Policy, and ICT Formal Organization was developed. It is expected that the implementation of this policy will improve the performance of the Service and also the socio-economic development of the country.

### b) Establishment of Migration Commission

The Ministry developed the Terms of Reference for the Working Group to assist in the establishment of the Commission. Series of meetings were held with the International Organization on Migration and a consultant. The establishment of the Commission is expected to ensure that the country's migration flows in the context of national development as well as regional and global interests to facilitate and promote sustainable development.

### c) Monitoring & Evaluation (M&E)

The Ministry for the first time in four (4) years embarked on monitoring and evaluation activities in the Central, Eastern, Volta, Northern and Upper West Regions of the country. The programme was organized to ascertain the status of implementation of the Sector Ministry's programmes and projects as well as learn lessons.

This added to the improvement of performance of the Ministry since lessons were learnt from the implementation of these programmes/projects and strategies developed to address challenges identified.

### d) Research, Statistics and Information Management Programmes

During the year under-review, the Ministry reviewed its Service Charter and digitized all documents. Information on its policies, activities and procedures were also disseminated to the general public. This has improved service delivery, saved office space and provided back-up information on some of the documents.

Training materials on Child Friendly Policing for the Training School Curriculum by the Ghana Police Service have been finalized. Funds have been secured from the UNICEF to print students manual, instructors guide, posters for Police Station, pocket guide, Stand Operating Procedures (SOPs) and practice guide for Domestic Violence and Victim Support Unit (DOVVSU). It is envisaged that this will improve the performance of the Ministry as staff capacity would be developed.



### e) Services rendered by the Ministry to the Public

As part of measures to secure the borders of Ghana by enforcing regulations and effective monitoring of the entry, stay and exit of non-Ghanaians and the travelling public, the Ministry:

- Granted approval for all the 19 applications for residence/work permit.
- Approved all 74 indefinite residence permit applications received.
- Received 2,963 applications for dual citizenship out of which 2,866 were approved while 97 of the applications are outstanding.
- Received 64 applications for naturalization but are yet to be approved.
- Received 992 renunciation applications out of which 895 were processed while 97 are waiting processing.
- Received 106 applications for registration of minors', 91 of the applications were signed while 15 are pending approval.

### f) National Commission on Small Arms

#### • Small Arms and Light Weapons Management

The Commission carried out public education and sensitization on TV3, Joy FM, Joy News, Neat FM, Montie FM and radio Gold. It also conducted a post-election evaluation of the 'Community Awareness creation' campaigns on armed-violence-free elections. This led to the maintenance of peace and security in the country and attraction of investors thus contributing to the socio-economic development of the country.

The Commission engaged the services of a consultant to help develop Small Arms Database Management System to create a comprehensive database system on small arms. It was envisaged that the system will help to inform policy decision making.

The nation has enjoyed peace and stability as the Commission has contributed to the prevention and combat of the proliferation of small arms and light weapons and related issues in the country.

### g) Ghana National Fire Service

#### • Fire Management, Rescue and Extrication Services

380 personnel were recruited to augment the capacity of the Service. 842 fire volunteers were trained to fight fires in the communities to help fight undesired fires. Also, 500 fire wardens were formed to act as first responders to fire outbreak in ensuring fire safety in companies. The Service undertook 1,437 fire prevention education in various languages on radio and television stations.

The Service managed 5,928 undesired fires as against 4,217 fires recorded in 2016. This is an increase of 416 representing 33.52%.



The 2017/2018 National Bush Fire Prevention Campaign was launched on Wednesday, November 22, 2017 at Mpraeso, in the Eastern Region. There was a clarion call on citizenry to change their attitude and support the fight for preservation of the environment. The campaign message was based on the theme “Prevent bush Fires and Save the Environment”. It was expected that the campaign would inculcate the attitude of preserving the environment by putting a stop to or reducing bush fires.

The Service issued 8,493 fire certificates to various organizations that satisfied the fire safety requirements of putting up a commercial structure.

#### **h) National Disaster Management Organisation - NADMO**

##### **• Disaster Risk Management**

NADMO collaborated with some NGOs to support Disaster Volunteer Groups (DVGs) to undertake nursery projects in seedlings of Acacia, Mangoes, Teak and cocoa in the Nkwanta District of the Volta Region and the Atiwa District of the Eastern Region. The project created jobs for the people.

A sensitization outreach programme to educate pupils on flood safety was organized in partnership with the United Nations Development Programme (UNDP). This was part of NADMO’s awareness raising campaign on flood prevention, management and control. 1,500 pupils from different Junior High Schools (JHS) in the Accra Metropolitan Assembly (AMA) participated in the exercise.

Similarly, 359 media discussions were carried out nationwide on pre-flood management activities nationwide to sensitize people about flood and its related diseases. The sensitization equipped the individuals with best practices that would help to mediate the occurrence of flood.

In order to enhance International, African Regional and ECOWAS sub-regional co-operation in Disaster Management and Climate Change Adaption, relief items worth GHS 2,367,200.00 were provided to support Sierra Leone when the country was hit by devastating mudslides and flooding which killed more than 419 people and rendered about 3,000 people homeless. A team of NADMO’s personnel, led by the Director General, Hon. Eric Nana Agyeman-Prempeh, was in the country to help with search and recovery efforts and train Sierra Leonean officials on disaster management. The initiative helped to strengthen the relationship between Ghana-Sierra Leone, International, and African Regional Organizations in Disaster Management.

NADMO responded to distress calls and provided support to 191,175 victims of wind/storms, tidal waves, gas explosions etc. across the country and attended to 261,176 victims nationwide affected by flooding. Items distributed to the victims provided them



with some comfort as well as creating some confidence in the people for their trust in the government and also restoring peace and stability in the country.

**i) National Peace Council**

**• Conflict Management**

The Council organized sensitization programmes for women in the Upper West and Volta Regions to encourage them to participate in conflict prevention and management. The same programme was organized for Traditional and Religious leaders in the Central, Upper East and Eastern regions.

Likewise, a training programme was organized for the National House of Chiefs in the Ashanti Region. This was to equip the people with the skills of resolving and preventing potential conflicts, hence improving the performance of the Council by reducing the occurrences of conflicts as well as maintaining peace and security. Media men and women were trained in conflict reporting and early warning response mechanisms.

Also, the Council organized the Bawku Inter-Ethnic Peace Committee with the continuous aim of maintaining peace and security in Bawku and its environs. Efforts of the NPC are still yielding a peaceful atmosphere to enable people to easily carryout their socio-economic activities.

**j) Ghana Police Service**

**• Maintaining Law, Order and Crime Prevention Sub-Programme**

The Service established a Cyber Crime Unit and a Financial Forensic Unit at the Criminal Investigation Department (CID) headquarters to deal with the emerging cybercrime, investigate financial and procurement fraud and other economic related crimes. This was to help minimize the incidence of crime particularly violent crimes, through increase in frontline Police and intelligence gathering.

Regular snap checks at major highways across the country and quelling clashes among feuding communities including Bimbilla, Bawku, Nkonya-Alavanyo, Sogakope etc. was intensified. This helped to install peace and safety along the major roads and the feuding communities reducing the loss of lives and properties.

Public awareness on crime trends particularly on funds transfer was deepened. A Counselling Unit was established at the Police Headquarters for personnel who need counselling services.

Additionally, the Service organized refresher courses and in-service training for 1,500 personnel and recruited 2,771 personnel to help improve the police-citizen ratio. The Police-Citizen ratio improved from 1:875 in 2016 to 1:704 hence strengthening the provision of security services to the individuals of the country. This to some extent built confidence and trust in the people and improved skills of the security personnel.





Patrols, accessibility and visibility were expanded through the procurement of 4 drones, with a drones unit set up in all the regions. This was done to improve operational efficiency and intensify marine patrols on our waters and sea to protect our oil and gas industry which in turn saved the country trillions of dollars.

The Service provided personnel for the Operation Vanguard to combat illegal mining activities across the country.

#### **k) Ghana Prisons Service**

##### **• Custody of Inmates and Correctional Services Sub-Programme**

In accordance with the on-going Skills Training and Education for Prisoners, 60 juveniles were registered and sat for NVTI and JHS certificate examinations. Adult inmates were also registered and sat for certificate examinations with 60, 40 and 85 for JHS, SHS and NVTI respectively. Training of the greater number of inmates in formal educational activities has equipped them with employable skills and prepared them to fit into the job market on their discharge.

The Service recorded an overcrowding rate of 36.6% as against the 37.31% recorded in 2016. This has improved the health of the inmates by reducing the rate at which inmates contract communicable diseases.

499 personnel were recruited to augment the existing staff strength of the Service as well as undertook capacity building programmes for 690 staff in various areas. The programmes enhanced the capacity of officers in the area of management of the Prisons establishment and inmates.

Also, the Service procured five tractors and ancillary equipment from the Ministry of Agriculture to enhance its agricultural operations.

Farm produce was increased due to the use of the procured tractors. The tractors also helped reduce the number of human labour needed on the farms. In all, the Service was able to cultivate 1,059.8 acres of various crops as well as produce 936 livestock to feed inmates.

Furthermore, the Service recorded 10 inmates escape as against a figure of 14 recorded in 2016. Security at the various prisons was tightened.

**l) Narcotic Control Board****• Narcotics & Psychotropic Substances Management**

The Board issued 229 import permits, 61 purchase authorization and 14 re-exportation permits to companies dealing in precursor chemicals. The services rendered to the companies generated about Gh¢747,917.63 to the Government of Ghana.

The Board recorded nine (9) drug cases, arrested 15 drug traffickers and successfully prosecuted one (1) drug case. The influx of illicit drugs as well as its negative related issues to the socio-economic development of the country was managed.

A total of 166 sensitization programmes was embarked on for District Assemblies/communities, schools, faith-based organisations and rehabilitation centres. The objective of this sensitization programme was to impact on the knowledge of the people the negative implications of illicit drugs to the country and the individuals' health status.

**m) Ghana Immigration Service****• Border Security and Migration Services**

The Service verified 208 referral cases on Birth and Marriage certificates of suspected forgeries/counterfeits of visa applicants. 94 out of the 208 cases were found to be genuine while 14 were fraudulent.

The Service inspected 444 companies, 503 hotels, 14 educational institutions and 20 dwelling places and other sites, to ensure compliance with the Immigration Laws. This resulted in the arrest of 32 persons who were either penalized or deported. In addition, 17 cases of alleged illegal immigrants were investigated, resulting in the repatriation of 15 foreign nationals.

Also, the Ghana Immigration Service ensured that the major entry point of Aflao on the eastern border with Togo and other minor border posts were opened for 24 hour operations. This is a major boost to trade and movement of persons within the ECOWAS sub-region. It also discouraged smuggling and illegal entries through unapproved border routes.

A Secured Border Management System (SBMS) was installed at the Kotoka International Airport to facilitate passenger processing and information security. This is an improvement on the Personal Identification Secure Comparison and Evaluation System (PISCES) which was used previously. This System helped reduce the long minutes of standing at entry points to process traveler's document.

Efforts were made to halt trafficking of young ladies to the Gulf States. This remarkable performance of the Service resulted in the contribution of the country in fulfilling international obligations of fighting against trafficking and human right abuse.



**n) Ghana Refugee Board****• Refugee Management**

The Ghana Refugee Board assisted in ensuring the general wellbeing and care, maintenance and management of refugees and asylum seekers in the country. The Board registered 48 asylum seekers and printed 50 Convention Travel Documents (CTD's) for refugees. This enabled refugees to travel outside Ghana.

The Board received and processed 265 Liberian passports for work permit. It also issued 2,486 Refugee Identity Cards and undertook monitoring exercises of the refugees in the camps. Work permits granted to Liberians enabled them to work in the country, giving them some source of livelihood as well as contributing their quota to the generation of tax in the country.

**o) Gaming Commission****• Gaming Regulation**

The Commission undertook 48 monitoring visits to gaming centres in all the regions to ensure strict compliance to the Gaming Act, 2006 (Act 721) and other relevant laws. The objective of the monitoring was to boost the revenue generation of the Commission and also establish branch commissions at regions that are economically viable.

The Commission conducted operations into illegal gaming activities and seized 516 illegal slot machines and closed down 2 facilities. This contributed to the reduction in the number of companies involved in illegal gaming.

Sensitization programs were organized for stakeholders on Anti-money Laundering (AML) regulations and Suspicious Transaction Reports (STR) to educate the public about legal gaming.

The Commission licensed 6 new companies, created Local Access Network (LAN) and developed data warehouse with BI Tools.

### 8.3 Financial Performance

2017 FINANCIAL PERFORMANCE					
	SOURCE	APPROVED BUDGET GH¢	ACTUAL RECEIPTS GH¢	ACTUAL EXPENDITURE GH¢	VARIANCE
1	<b>GoG</b>				
	Compensation of Employees	1,444,535,156.00	1,443,683,080.48	1,443,683,080.48	852,075.52 (0.06%)
	Use of Goods & Services	86,014,059.00	45,277,563.00	45,277,563.00	40,736,496.00 (47.36%)
	CAPEX	5,000,000.00	199,879.07	199,879.07	4,800,120.93 (96%)
2	<b>IGF</b>	27,722,612.11	32,044,228.89	32,044,228.89	-4,321,616.78 (-15.59%)
3	<b>DEVELOPMENT PARTERS</b>				
		13,124,616.00	0.00	0	13,124,616.00 (100%)
	<b>TOTAL</b>	<b>1,576,396,443.11</b>	<b>1,521,204,751.44</b>	<b>1,521,204,751.44</b>	<b>55,191,691.67 (3.50%)</b>

### 8.4 Challenges

The key challenges that was encountered during the year under reporting have been categorized as a cross cutting limitations to the performance of the Ministry and its Agencies. These challenges are:

- Inadequate budgetary allocation coupled with late releases and non-releases of funds
- Inadequate office space for the Sector Ministry, residential accommodation, operational vehicles and other logistics
- Non-retention of part of IGF for the Ministry and some of its Agencies that generate
- Unavailability or inadequate Water Hydrants/Water Sources for firefighting operations
- Non-existence of Fire Stations in newly developed communities
- Accumulation of prisoners' ration arrears
- Proliferation of small arms and trafficking of illicit weapons
- Absence of Informant and Intelligence Gathering System for intelligence on Illicit Arms Trafficking or Gunrunning
- Lack of National Database on Small Arms and Light Weapon and Arms related incidence to guide policy decisions.



## 8.5 Forward Look For 2018

### **Main Ministry**

- Seek approval for the Non-Custodial Sentencing, Narcotics Control Commission Bill, Extradition Bills, BNI Regulation and Prison Amendment Bill
- Facilitate the procurement of logistics for the Security Services
- Monitor and evaluate projects and programmes under the Ministry
- Continue the process of establishing a Migration Commission
- Mechanize the Electronic Application of the Migration Services rendered to the public as well as the Private Security Database System.

### **Ghana Police Service**

- Procure vehicles and marine boats, modern equipment for interrogation
- Recruit additional 4,000 personnel to improve the police-people ratio
- Intensify public awareness and education on crime prevention through the usage of flyers, radio and Television programmes
- Expand the community policing programme through training of about 36,000 Community Police Officers
- Increase the day and night patrols on the highways, commercial and residential suburbs of the major cities across the country to promote a safe neighborhood and to increase public confidence
- Complete Phase 1 of the Regional Police Headquarters building at Upper West Region, build 504 Housing Units for mobile-force, procure state of the Art emergency communication equipment and establish Three (3) Marine Police Units.

### **Ghana Prisons Service**

- Continue the construction of the Ankafu Prison (Maximum), Nsawam Prison Project and other Prison Constructional Projects such as the Camp Prisons at Ejura and Kokofu to reduce the incidence of escapes and ensure the safety of officers, inmates and visitors.
- Purchase plant and machinery, provide prisoners rations and provide staff accommodation.
- Modernize the agricultural sector of the Service to increase farm produce and expand the livestock production to supplement government budgetary provision.

**Ghana National fire Service**

- Purchase two Hydraulic Platforms and firefighting equipment/accessories to enhance operational efficiency.
- Provide residential accommodation for personnel
- Conduct research on the safety, rescue, industrial violations of safety standards and public reaction during emergency situations
- Create an Intelligence Gathering Unit for speedy detection and prevention of fires and other disasters
- Establish a Research Library and Data Base Management Unit for the co-ordination of information on public policies, legislation etc.
- Build standard fire stations in districts, and an ultramodern Fire College
- Organize regular fire prevention and safety education in various languages and institute an award system for best professional conduct to enhance professionalism in the Service.

**Ghana Immigration Service**

- Procure and deploy border surveillance systems, identify other border Posts to restructure the Sector system and revamp the Border Patrol Unit (BPU).
- Purchase Arms and Ammunition for the Border Patrols, operational logistics (Special Purpose/All -Terrain Vehicles, Command Vehicles, etc) and build one (1) armory and construct three (3) magazines.

**Narcotics Control Board**

- Build Canine Operational Base
- Conduct export profiling, Airports and Seaports Interdiction, and conduct precursor field monitoring.
- Embark on series of sensitisation programmes such as Community and School Education, counselling, rehabilitation and reintegration of drug addicts.
- Carry out the destruction of cannabis farms, expand Intelligence/Covert Operations and continue the implementation of the Sniffer Dogs Operations.

**Ghana National Commission on Small Arms & Light Weapons**

- Mark weapons of Security Agencies
- Undertake collaboration & destruction of illicit small arms and establish Comprehensive Database system on Small Arms
- Intensify public education and awareness raising on armed violence and establish relationship with blacksmiths /artisans in the Western Region
- Engage blacksmiths Associations to curb illegal artisanal manufacture of small arm



- Review Small Arms Legislation to conform to adopted treaties/international instruments, standard and best practices in small arms control and monitor the operations of Licensed Arms Dealers.

#### **National Disaster Management Organization**

- Intensify public awareness on various disaster types through TV/Radio discussions, community durbars, schools programmes.
- Conduct simulation exercises/workshops for staff and stakeholders in disaster management to prepare effectively for emergencies.
- Procure Relief Items,
- Carry out clean-up exercises in collaboration with MMDAs by desilting major drains, cleaning gutters to allow free-flow of water during rainy season thereby avoiding flood in the communities
- Conduct emergency disaster operations, Disaster Risk and Hazard Assessment as well as extend the WEB-EOC project to the remaining 206 districts across the country.

#### **Ghana Refugee Board**

- Procure ICT equipment for inter-regional networking, and one saloon car.
- Build capacity of staff, and continue the process on securing office accommodation.
- Assist in the general wellbeing and care, maintenance and management of refugees and asylum seekers in the country.

#### **National Peace Council**

- Build the capacity of women and youth in conflict areas in conflict mediation, negotiation and Early Warning
- Train Traditional and Religious leaders in conflict management and resolution,
- Continue the conflict mediation in Bimbilla, Bawku, Alavanyo and Nkonya, and other real or potential conflicts
- Procure one pick-up vehicle for the Accra office.
- Establish one (1) additional Regional Peace Council and Secretariat and five (5) more District Peace Councils and Secretariat in the country,
- Carry out peace education programmes on the Radio and TV stations, newspapers, schools and communities on the need to use non-violent means of resolving disputes/conflicts

#### **Gaming Commission**

- Organize public education and sensitization on illegal gambling,
- Start construction work of office complex,
- Establish three regional offices, procure four pick-up vehicles for monitoring and acquire Central Electronic Monitoring System.



- Intensify monitoring of gaming operations to increase mobilization of non-tax revenue as well as monitor and secure implementation of laws on Casinos and any other Games of Chance.





## **9.0 MINISTRY OF TOURISM, ARTS AND CULTURE**

The Ministry of Tourism, Arts and Culture was renamed in 2017 through Executive Instrument E.I.1 Civil Service (Ministries) Instrument, 2017 to replace the then Ministry of Tourism, Culture and Creative Arts.

The Ministry is mandated to provide a firm, stable policy environment for effective mainstreaming of Ghanaian arts and culture into all aspects of national life and to ensure the strong emergence of a vibrant creative economy to improve and advance the tourism, arts and culture industry. It is also to develop and sustain public-private-partnership with the diaspora for resource mobilization and investment.

The Sector Minister was Hon. Catherine Abelema Afeku (Mrs) with Hon. Ziblim Bari Iddi (Dr.) as the Deputy Minister. The Chief Director at the Ministry from January-July 2017 was Nana Bright Oduro-Kwateng after which Dr. Joel Sonne took over from August 2017.

### **9.1 Agencies**

The Ministry has oversight responsibility for 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 Folklore Board
- Pan African Writers Association
- Ghana Tourist Development Company (GTDC)
- The National Dance Company
- The National Drama Company
- The National Symphony Orchestra

### **9.2 Key Activities Undertaken**

#### **a) Policies, Regulations and Legislations**

- **Creative Industry Bill**

Though the Creative Industry Bill is yet to be passed into Law, an interim Executive was put in place to oversee the affairs of the creative arts sector.

- **Legislative Instrument on Attractions**

The LI on Attractions was approved by Cabinet on the 25th of January and consequently forwarded to Parliament.

- **Other Legislations**

The Legislative Instruments (L.Is) on Registration and licensing regulations; Accommodation Enterprises 2016 and Food, Beverage & Entertainment, 2016 were passed by Parliament.

Cabinet also approved the Registration and licensing regulations, Tourist sites 2017.

## **b) Ministry**

### **➤ Management & Administration Programme**

The Ministry in collaboration with the Ministry of Finance was able to secure an amount US\$50million from the World Bank for the Ghana Tourism, Arts and Culture Sector Improvement Project. This was done to improve sector productivity for job creation, empowering women and youth across all sectors along the creative arts and culture value chain as well to enhance overall domestic/foreign tourist experience.

A Hospitality Excellence Breakfast forum was held to kick-start a joint feasibility and interaction with key industry stakeholders in all 10 regions. A Service Charter for excellence was launched by the GTA at this meeting.

### **➤ Tourism Product Development Programme**

The GTA in collaboration with the Field Engineers Regiment of the Ghana Armed Forces undertook massive rehabilitation works with the appropriate safety measures put in place at the Kintampo Waterfalls after the accident which resulted in fatalities. An MOU between the Traditional Authority, the Municipal Assembly and GTA was signed to place the facility under a joint management structure. H.E. the Vice President, Alhaji Dr. Mahamudu Bawumia on November 18, 2017, reopened the attraction to the public and within 5-weeks of re-opening; the facility was patronized by almost 3,000 visitors.

The Honourable Minister of Tourism Arts and Culture commissioned the Gushiegu Craft Village to help boost the production and sale of Batakari. This is to create jobs and income opportunities in the local communities as part of the “one-district-one factory” project.

As part of efforts to create awareness on the importance of tourism, culture and creative arts, the Ministry initiated the process for the setting up of a television station. TV license was secured for the operationalization of a Tourism TV. Also, feasibility studies, to acquire office location and to start work commenced.

Drawings and feasibility study reports for the construction of a world-class Cocoa Museum at Mampong Akwapim in the Eastern Region were ready. The Ministry held meetings with



Cocoa Board, CPC and other private partners in the cocoa sector to solicit for sponsorship for the project. The project is a public-private sector initiative primarily to encourage local consumption of cocoa. Apart from the Tetteh Quarshie Farm which would reflect a typical Ghanaian cocoa farm, tourists would be taken through the processing of cocoa into a variety of products, an exhibition Centre that showcases the history, tools and background of cocoa farming in Ghana and a Boutique for the retail of made-in-Ghana cocoa-based products and other souvenirs.

The Ministry through the GTA secured investor interest in the redevelopment of the Muni Lagoon area in Winneba as an Eco- Tourism enclave. The feasibility studies were done, stakeholder engagement is ongoing and an MOU would soon be signed with the Wildlife division of Forestry Commission to kick-start construction.

An e-ticketing system was launched to streamline revenue generation in the arts and theatre sector. This would be replicated across all attractions and sites within the ministry where tickets are sold.

In addition, five (5) Tourism District Offices were established in Axim, Winneba, Obuasi, Gushiegu and Kumasi. This was to promote active involvement and participation of the Metropolitan, Municipal and District Assemblies (MMDAs) in the identification and development of Community-based tourism projects.

#### ➤ **Tourism Research and Marketing Programme**

The Ministry participated in international tourism conferences to market Ghana as a destination of choice globally to increase the number of visitors. It is envisaged that this would enable policy makers, planners, potential investors, tour operators, and tourists themselves, to make informed decisions. The following are some of the fairs attended:

- World Tourism Forum organized in Turkey. This led to Ghana gaining the rights, as the first African country south of the Sahara to host the first ever World Tourism Forum – Africa Summit.
- United Nations World Tourism Organization (UNWTO) Executive Council meeting which was organized in May, 2017. The Ministry successfully negotiated for Ghana to be made the UNWTO Themis Regional Training hub for capacity building in West Africa. The first training workshop was organized for 70 public and private sector participants from Ghana, the Gambia, Nigeria, Liberia, Togo, Cameroun and Sierra Leone from 12th – 17th October, 2017.
- China's Outbound Travel and Tourism Market (COTTM) was organized in June 2017. The Ministry negotiated for Ghana to be featured on the global media market stage starting with CNN. This was followed by the signing of the agreement effective



October, 2017 in Addis Ababa, Ethiopia, during the Commission of Africa (CAF) Tourism Ministers meeting.

- Vakantiebeurs International Tourism Fair, held in Holland,
- MATKA held in Finland,
- Feria Internacional de Turismo (FITUR) held in Spain
- Internationale Tourismus – Bourse (ITB) held in Germany,
- Party in the Park in the UK,
- GHANAFest in the USA and
- World Travel Market in the UK.

The Accra Tourist Information Center was renovated. The facility would serve as a Convention and visitor Bureau with the aim of focusing on attracting Major events into Ghana. In addition, it would house 3 major restaurants to promote ‘Eat Ghana’ and the first ever industry customer care call centre.

The Ministry embarked on an innovative marketing campaign dubbed: **‘See Ghana, Eat Ghana, Wear Ghana and Feel Ghana’**. The project emphasizes on local content and encourages Ghanaians to consume local products. This would help reduce over-reliance on foreign and imported goods and accelerate the forward and backward supply and value chain linkages between Tourism, Arts and Culture and other sectors of the economy.

#### ➤ **Tourism Quality Assurance Programme**

To monitor compliance to ensure quality service delivery in the tourism sector, the Ghana Tourism Federation (GHATOF) undertook training of the informal sector in Accra and Cape Coast. 640 private sector personnel were trained and sensitized in the areas of customer care and on the collection of the one per cent Tourism Levy.

Similarly, the Ministry in partnership with the United Nations World Tourism Organisation organized a 5-day Capacity Training Workshop for 70 public and private sector personnel, from 12<sup>th</sup> to 17<sup>th</sup> October 2017. Participants were drawn from Ghana, the Gambia, Nigeria, Liberia, Togo, Cameroon and Sierra Leone.

The Ministry in collaboration with the Ghana Tourism Authority inspected and licensed 8,398 tourism enterprises to improve quality service delivery in the tourism sector:

- Formal Accommodation Units=3,247 (231 new)
- Informal Accommodation Units =183 (23 new)

- Formal Catering Units = 507 (55 new)
- Informal Catering Units = 3,968 (excluding Upper East, Northern and Tema)
- Entertainment enterprises = 52 (12)
- Travel Trade Operators = 422 (344 Travel & Tour and 78 Car Rental)

#### ➤ **Culture, Creative Arts and Heritage Management Programme**

The Ministry through the National Commission on Culture (NCC) sought to achieve overall development through the promotion of Ghana's Culture and Heritage to accelerate poverty reduction, create wealth and impact on National Development. In view of this, collaboration with all the stakeholders in the culture and creative arts industry was deepened through the organisation of sixteen (16) meetings involving Musicians, Artists, Film Directors and Producers, Crafts Producers among others.

Similarly, the Creative Arts Council was established with a Secretariat located at the Accra Tourists Information Centre (opposite the Afrikiko Restaurant). Traditional Authorities and Local Communities were also supported to organise festivals and cultural events such as SALAFest and ZONGOfest (Accra), Kundum (Axim), Kente (Kpetoe), Akwantukesie (New Juaben) and Akwantutenten (Worawora).

In order to sustain the interest of students in drama and the theatre arts, ten (10) SHS Drama Festivals and cultural exchange programmes were organized among selected schools in Greater Accra, Ashanti and Western Regions.

The Ministry and its Agencies hosted the Queen of Denmark, Margareth II at the Christianborg Castle from 23<sup>rd</sup> November to 25<sup>th</sup> November 2017 to promote Ghana's historical and cultural heritage.

#### **c) The Ghana Tourism Authority (GTA)**

The Authority undertook a number of activities to increase both domestic and foreign visitors, tourism facilities and services to make them internationally competitive. The activities undertaken were also aimed at marketing Ghana as a destination of choice globally, thereby increasing the number of visitors to Ghana:

The National Chocolate Day celebration was marked in all the ten (10) regions on 14<sup>th</sup> February 2017 under the theme **"Love Chocolate, Love Adventure"**. The activities for the day included the distribution of bars of made-in-Ghana brown chocolates to travellers at the airport, hiking/tours to attractions with Students and tourist clubs, donations to orphanages and awareness creation in the media.



The Authority also organized Emancipation Day celebration and participated in PANAFEST 2017. Some of the activities included wreath laying, reverential night and bon-fire rites in Accra, Assin Manso and Cape Coast.

The United Nations World Tourism Organization Day Celebration was successfully marked in Tamale under the theme ‘**Sustainable Tourism- a tool for development**’. Thirty (30) Tourism Ambassadors were outdoored to help drive both domestic and international tourism. The Ambassadors were to champion tourism in a culturally-specific area of their interest, and to pursue a project reflecting that interest. About ten (10) ambassadors had since submitted their project proposals covering tourism, arts and culture in their communities for implementation to serve as incubators for the youth.

The Authority organized a three-day training session for 11 local pilots to initially fly as Solo Pilots. Apart from heightening interest among the local population, the eventual deployment of indigenous Tandem Pilots reduced the expenditure on organizing the Paragliding Event through the decrease in the number of foreign pilots engaged. The use of local tandem pilots can also increase the frequency of organizing the event.

To promote Domestic Tourism, foster national cohesion and redistribute income, the GTA participated in some major local festivals, namely; Ohum, Kundum, Aboakyir, Swedru, and Adae.

In order to promote domestic and international tourism as well as foster national cohesion and redistribute income, the Authority signed Memorandum of Understanding (MOUs) for the back 2 Africa Project and West Africa International Tourism Forum.

#### **d) Ghana Tourist Development Company (GTDC)**

To provide affordable accommodation to people who patronize the country’s tourist attractions, the Ministry is partnering with private investors to put up a chain of hotels dubbed “Akwaaba Hotels” across the country. They would be eco-friendly hotels conceptualized with the low budget tourist in mind, especially Ghanaian domestic tourists. The drawings, feasibility study report were ready and an investor interest secured from both Ghanaians and foreigners. Some investors have procured terms of land ownership agreement with the allodial title (land) owners. It has been agreed that Government of Ghana, through the Ghana Tourist Development Company Limited, would use the land as equity while the private sector investor provides the funds for the actual construction.

Also, sod was cut by His Excellency the President of the Republic, Nana Addo Danquah Akufo Addo, in December 2017 for the commencement of work on the **Marine Drive Tourism Investment Project**. An advisory board inaugurated and Memoranda of Understanding (MoUs) were also signed with the Traditional Authorities of Osu and Gbese to ensure that the local people derive benefits from the project in terms of employment, royalties and corporate social responsibilities. The project intends to develop the entire parcel of land



covering an area of 215.7 acres stretching from Osu Klottey lagoon behind the Christiansburg Castle to the Accra Community Centre into a tourism enclave with modern facilities like hotels, malls, among others.

**e) The National Commission on Culture (NCC)**

A Memorandum of Understanding was signed with Ananse Rhythms Agricultural Expo (ARAFEX) to embark upon a meticulous talent hunting and identification exercise using the traditional festivals in the regions as a conduit.

The Commission, in conjunction with the Council of Ga-Dangme Muslim Chiefs, Queen Mothers, Imams and Council of the Three Northern Regional Tribal Chiefs organized the Inner-City LAYYAH FESTIVAL 2017 under the theme; “Peace One Day – Bridging the Traditional and Religious Barriers”. The aim of the festival was to use the power of culture to promote peace, unity and understanding in the Muslim communities for rapid development.

The Commission also ensured that the following activities were organized:

- Arafex Ananse Cultural and Historical Village Expo
- National Senior High School Drama Festival (NADRAFEST-2017)
- Miss ZONGOFEEST Auditions
- ZONGOFEEST Workshop and Seminar for Artisans
- ZONGO Arts and Culture Exhibition Festival
- ZONGOFEEST Live Performances
- The maiden edition of the First Ghana National Dance Awards in collaboration with Flash Mob
- Wear Ghana Fair 2017
- Adult Vocational Training at CYCC
- Children’s Youth Camp at CYCC;
- Art Exhibition
- Junior Intern and Reading Clinic
- 5th KG Festival of Arts and Culture
- A Workshop for Film Makers as part of the Ghana International Film Week (GIFW) celebrations at DSTV Conference Room, Achimota
- The African Bikinis and Accessories Fashion Show ’17 at the La Palm Royal Beach Hotel, Accra to showcase the latest beach wear fashion.

**f) The Ghana Museum and Monuments Board (GMMB)**

The Ministry also undertook some programmes to Preserve Ghanaian cultural heritage:

The grave of one of the founders of Ghana, GEORGE ALFRED GRANT, popularly known as Paa Grant who passed on to glory just a few months before Ghana gained independence was rehabilitated and unveiled by His Excellency the President on 8<sup>th</sup> August 2017.





The GMMB also undertook the following activities:

- Rehabilitation of some monuments (National Gallery, Cape Coast Castle and Education Block)
- Holding of temporary exhibitions at the Museum of Science and Technology
- Photographic exhibition of past Ghanaian Heads of State at Christiansburg Castle
- Public Lecture delivered by Dr. Mosquera
- The Arts Council of African Studies Associations international conference.

**g) The W.E.B. Du Bois Memorial Centre for Pan-African Culture**

Renovation works on the Du Bois Centre website was on-going as well as at the Guest House. The Centre recorded 2,871 tourists and 77 of them lodged at the Du Bois Centre Guest House.

The following programmes were also organized:

- African Fashion Show on AU day
- Black History Month (Quizzes)
- Poetry Nights (first Saturday of every month)
- Columbia National Day
- Brazil-Ghana linkage photographic exhibition
- Seminar on Tourism Marketing.

**h) Bureau of Ghana Languages (BGL)**

The Bureau developed textbooks/reading materials for basic, secondary and tertiary institutions and the general public. Research was also conducted into languages and cultures in Ghana.

- **Translation of 2017 National Budget into local languages**

The 2017 National Budget was translated into Ga, Dangme, Asante Twi, Nzema, Dagbani, Gonja and Ewe.

- **Translation of National Anthem and National Pledge**

The BGL collaborated with the NCCE to launch the National Anthem and National Pledge in 11 Ghanaian Languages

**i) National Theatre of Ghana**

The National Theatre promoted and organized the following activities in 2017:

- Fun World and Kiddafest for school children;
- Alkebulan Awakening (by Dance Ensemble);
- Ten Block on the Camino Real, USA (by Dance Ensemble);
- Grand Finale by National Symphony Orchestra; and
- MUSU (Saga of the Slaves) by Ghana Dance Ensemble





**j) Kwame Nkrumah Memorial Park**

An amount of GHC 200, 000 was secured from UniBank syndicated by Prof Francis Nkrumah and the Socialist Forum of Ghana to rehabilitate the Fountains/Mausoleum. Similarly, the Chinese Embassy in Accra sponsored the rehabilitation of the Museum

**k) National Folklore Board**

The Board embarked on scouting and was able to register two organizations (Turning Point Media and Publicist Publication Ltd); researched and documented Ga traditional symbols; and conducted some consultancies. There was also a publication of the first Ghanaian Visual Symbols.

**l) Hotel, Catering and Tourism Training Centre (HOTCATT)**

The Hotel, Catering Hotel, Catering and Tourism Training Centre (HOTCATT) paid fact finding visits to some institutions. They also conducted mystery shopping and organised stakeholder meetings.

**m) Pan-African Writers Association (PAWA)**

The Pan African Writers' Association Continental Colloquium was officially opened during the 24th International African Writers' Day held on 6th November 2017. The event centred on the theme "Language, Library, and the Book Industry: the urgent agenda for Africa's destiny."

The panel discussion focused on a plethora of topics including electronic publishing, the campaign for reprographic rights, technological divide and the African future, translations, copyright administration and the role of women in literature and language.

### 9.3 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS	ACTUAL EXPENDITURE	VARIANCE %
<b>GOG</b>				
Compensation of Employees	28,299,055.00	21,224,291.25	21,224,291.25	7,174,763.75 (25%)
Use of Goods and Service	4,272,846.00	1,231,991.89	1,231,991.89	3,040,854.11 (71.17%)
CAPEX	1,000,000.00			1,000,000 (100%)
IGF	10,376,500.00	6,429,868.89	6,429,868.89	3,946,631.11 (38.03%)
<b>DEV'T PARTNERS</b>				
DANIDA				
JICA				
World Bank				
<b>TOTAL</b>	<b>43,948,401.00</b>	<b>28,886,152.03</b>	<b>28,886,152.03</b>	<b>15,062,248.97 (34.27%)</b>

### 9.4 Challenges

- **Financial**

The untimely release of funds remains a major obstacle to the implementation of programmes and projects of the Ministry of Tourism Arts and Culture. The Ministry is in the process of developing strategies which include developing winnable proposals in order to attract funding from development partners.

The Ministry and its Agencies lack basic equipment like computers, printers, photocopy machines, vehicles etc. to facilitate the implementation of programmes and activities.



- **Human Resource Capacity**

Inadequate staffing remains a major obstacle to the functioning of the Ministry. The lack of qualified professional work force has been a hindrance to the effective and efficient functioning of the Ministry of Tourism Arts and Culture.

## 9.5 Forward Look for 2018

In line with attaining the broad policy objectives of developing the tourism industry for jobs and revenue generation and promoting national culture and the creative arts for economic development, the Ministry will carry out the programs outlined below:

### Tourism Product Development Programme

- Continue the implementation of the Marine Drive Tourism Investment Project and put measures in place to attract Local and Foreign Direct investments into the construction of hotels, Amphi-theatres, craft villages, casinos, shopping malls, conference halls and public beaches in the Marine Drive Tourism enclave
- Conduct feasibility studies on the development of the Christiansburg Castle as a Presidential Museum and Tourist site as part of the development agenda of the Marine Drive Tourism Enclave
- Develop the Slave Museum in front of the Cape Coast Castle to promote the Historical Heritage and the Trans-Atlantic Slave Trade Agenda. Once completed, this project will attract in-bound traffic from the diaspora while serving as a catalyst to bring closure to the tragic memories of the Trans-Atlantic Slave Trade;
- Implement the Centre-of-the-World project in Tema as part of the effort to market Ghana as the Centre-of-the-World.
- Prototype designs for the construction of fifty (50) Ghana Akwaaba Hotels across the country and close to tourist sites as part of the Ministry's commitment to encouraging private sector investment in 3-star hotels which would provide affordable accommodation to tourists and the traveling public
- Pursue the construction of a Cocoa Museum at Akuapem Mampong to conserve the cultural heritage while promoting Ghana as the home of Cocoa for which designs have been prepared
- Embark on a major drive to improve sanitation along the beaches namely; Elmina, Sakumono, Kokrobite, La, Nungua, Brenu Akyenim, Busua, Princess-town, Bortianor and Keta. Public toilets will be built in the communities and managed by the local residents to prevent defecation along the beaches
- As part of improving facilities at tourist sites, 33 attractions across the country have been selected for development in collaboration with the Metropolitan, Municipal and District Assemblies; three (3) per Region as follows: **Greater Accra** - Restoration of Colonial Buildings; Osu Castle and Asomdwee Park and La Pleasure Beach; **Ashanti**



**Region** - Lake Bosomtwe Basin, Bonwire Craft Centre and Ahwiaa Craft Centre; **Northern Region** - Larabanga Mosque, Bui National Park and Mole National Park; **Upper East** - Paga Crocodile Pond, Pikorna Slave Camp, Tongo Rocks and Tengzug Shrine, **Upper West** - Gwollu Slave Defence Wall, Wechiau Community Hippo Sanctuary and Nakore Mosque; **Brong Ahafo** - Buabeng Fiema Monkey Sanctuary, Kintampo Waterfall and Centre of Ghana, Duasidan Monkey Sanctuary; **Eastern Region** - Odweanoma Paragliding Site, Aburi Botanical Gardens and Dodi Cruise / Dodi Island; **Central Region** - Assin Manso, Brenu Akyenim and Pomadze Farm and Bakano-UCC Gate; **Western Region** - Ankasa Resource Reserve, Nzulezu and Restoration of Paa Grant's Residence at Axim into a Museum; **Volta Region** – Mountain Afadja, Wli Waterfall and Amedzofe; and **Tema Region** - Shai Hills Resource Reserve, Centre of the World Project (Tema) and Songhor Lagoon Salt Industry (**Songhor Ramsar Site**)

- Establish Highway Tourist rest stops. The first of such projects will kick off at Gomoa Assin on the Accra-Cape Coast Highway in 2018
- The Winneba (Muni-Pomadze Lagoon) Eco-Tourism project will be started in partnership with the Wild Life Division of the Forestry Commission
- Prepare and forward new Legislative Instrument that would regulate all Tourist sites and attractions to Parliament. This will enable proper regulation of all sites and attractions by the Ghana Tourism Authority.

### Tourism Research & Marketing Programme

- Continue to implement the single window project which seeks to conduct surveys, analyse data and disseminate information to the Ministry's stakeholders. It is aimed at providing a one-stop shop platform to enhance the collection of the 1% Tourism Levy
- Produce promotional materials and distribute to investors, tourists and Ghana's Missions Abroad. These will include brochures, maps, CDs, flyers, calendars, branded pads, diaries, websites, etc.
- Pursue the agenda to promote the consumption of locally produced goods and services by tourism, arts and culture industry players through the "See Ghana, Eat Ghana, Wear Ghana, Feel Ghana," campaign will be sustained
- Participate in eight (8) top international Fairs & Exhibitions
- Prioritize research on Tourism, Arts and Culture's contribution to the local and national economies at the Ministerial and Agency levels. Accordingly, emphasis will be placed on the implementation of the Tourism Satellite Account by the Ministry and relevant stakeholders
- Organize familiarisation Tours to sustain the Ministry and its implementing Agencies. This will involve facilitation of tours to encourage visits to tourist sites by



Tourist Clubs, Schools, Diplomatic Staff, Academicians, Public Officials, the Tourism Private Sector, Civil Society Organisations and the general public.

### **Tourism Quality Assurance Programme**

- Place emphasis on the delivery of quality services and professionalism in the Tourism, Arts and Culture industry. This agenda will be pursued through intensive training of industry personnel, the establishment of a National Hotel and Hospitality Training Institute with the main Campus at Axim and Satellite Campuses in the regions through Public-Private Partnership across the country, registration and licensing of tourism and hospitality facilities, attraction of private sector investments and monitoring and evaluation of all tourism activities
- Train local communities to work at the tourist and cultural sites in the fields of interpretation services, tour guiding, customer care, first aid, security and safety services
- Establish and equip an office to provide efficient administrative services to African countries in the areas of tourism
- Organize training for taxi drivers who are first line respondents on Tourism and Customer Service Courtesies

### **Culture, Creative Arts and Heritage Management Programme**

- Build the capacities of the National Commission on Culture, the Creative Arts Council and affiliates to develop and promote the Tourism, Arts and Culture industry in the country
- Complete works on the Regional Theatres and Centers in Sekondi-Takoradi, Kumasi and Tamale through Public-Private Partnership (PPP). Emphasis will also be placed on those in Sunyani, Bolgatanga and Ho
- Build an ultramodern cultural village at Kawukudi in Accra to provide space and decent working environment for craft producers and marketers as well as buyers
- Organize the National Drama Festival (NADRA FEST 2018) for 2<sup>nd</sup> cycle schools to sustain cultural values
- Organize 10 Regional Festivals of Arts and Culture and the National Festival of Arts and Culture (NAFAC 2018) in all regional capitals and in the Eastern Region respectively
- Develop the W.E.B. Du Bois Centre into an international historical site to sustain the promotion of Pan-Africanism
- Construct the National Folklore Board office to improve conservation of historical and cultural heritage
- Restructure the Bureau of Ghanaian Languages (BGL) to play a leading role in the review and production of schools, security and public sector books.



## 10.0 MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS

The Ministry of Employment and Labour Relations exist to regulate the labour market and promote decent jobs through policy formulation on employment and labour issues, development of sector plans, coordination of harmonious labour relations and the evaluation of implemented policies, programmes and projects for accelerated national development.

The sector Minister was Hon. Ignatius Baffuor Awuah (MP) with Hon. Bright Wireko-Brobbey (MP) as Deputy Minister. The Chief Director was Mr. Sammy-Longman Attakumah.

### 10.1 Agencies and Departments

#### Departments

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

#### Subvented Agencies

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

### 10.2 Key Activities Undertaken

#### a) Policies, Legislations and Regulations

##### • Revised draft National Occupational Safety and Health Policy and Bill

In 2016, the Ministry revised the comprehensive Occupational Safety and Health Bill which was developed in 2015, aimed at consolidating the occupational safety and health regime in Ghana for effective enforcement; prevention, compensation and rehabilitation.

In 2016, the policy and bill were finalised, and submitted to Cabinet for executive approval. However, due to the 2016 general election, Cabinet was unable to consider the policy



documents and the Ministry was thus advised to re-submit in 2017 to Cabinet and the Office of the Attorney General and Ministry of Justice. This has been done awaiting necessary feedback.

- **Implementation Plan of the National Labour-intensive Public Works Policy**

To create income earning opportunities for rural and urban poor to reduce extreme poverty, the National Labour-intensive Public Works (LiPW) Policy was developed in 2016 by the Ministry in collaboration with the Ministry of Local Government and Rural Development (MGLRD). In 2017, a Technical Committee made up of representatives from the Ministries of Gender, Children and Social Protection, Local Government and Rural Department as well as Employment and Labour Relations was put in place to develop the National LiPW Policy Implementation Plan and by the end of 2017, about 166,725 LiPW jobs were generated across the districts.

- **Draft Ghana Co-operatives Bill**

In order to modernise the cooperative system and make it more responsive to the needs of vibrant business ventures for accelerated economic growth, a new Co-operative Bill was developed in 2016. The purpose of the bill was to remove institutional and legislative bottlenecks that hamper the growth and relevancy of the cooperative system in current development dialogue and programmes. In 2017, further stakeholders' consultations were held on the Bill to review certain aspects of it to conform to international good practices.

- **Development of framework for the Ghana Labour Market Information System (GLMIS)**

The MELR through a World Bank-funded project, the Ghana Statistics Development Project (GSDP) contracted a Consultant to develop a conceptual framework for the establishment of a Ghana Labour Market Information System (GLMIS) in 2016. In 2017, a Management Information System (MIS) Expert was contracted to develop the GLMIS Application from the conceptual framework. The System was developed and demonstrated at a joint meeting of the National Steering and Technical sub-Committees, Management of MELR, Development Partners and the World Bank for their assessment and inputs which were later incorporated into the System. The GLMIS Application is currently hosted by the National Information Technology Agency (NITA) with a domain name ([www.glmis.gov.gh](http://www.glmis.gov.gh)).

- **Job Placement by Public and Private Employment Agencies**

The Labour Act, 2003 (Act 651) mandates the Labour Department to canvass for job opportunities across the productive sectors and facilitate the placement of registered unemployed persons. The Department is able to carry out this function under the National Employment Service through the activities of 64 Public Employment Centres (PECs) spread across the district and Registered Private Employment Agencies. The Private Employment Agencies (PEAs) which are licensed by the Labour Department are allowed to recruit persons





for local foreign job placements. The Ministry received several reports of abuse of labour migrants in the Middle East Region compelling Government to place an indefinite ban on recruitment to the Gulf Region.

- **Formalization of the Informal Economy**

The informal economy employs over 90% of the labour force in Ghana (LFS, 2015). Due to the fact that official administration structure hardly reaches the informal economy, a lot of decent work deficits have been identified in relation to non-compliance to occupational safety and health standards, absence of clear employment contracts, inadequate unionisation and social dialogue and most importantly lack of social security.

In 2016, the Ministry was able to organise an Informal Economy Stakeholders Consultative forum aimed at bringing together all organisation and stakeholders involved in the formalisation process to brain storm on the possible ways of facilitating the process. In 2017, a Technical Committee developed the Formalisation Road map which was submitted to the Ministry and its partners for consideration.

**b) Development of the 2016 MELR Statistical Report**

The continuous need for data on employment and labour-related issues, particularly the administrative data on the activities of the Ministry and its Departments and Agencies precipitated the development and production of the 2016 Statistical Report. The 2014 and 2015 reports have already been published and the 2016 report is expected to serve as a useful tool for providing data to inform policy planning, formulation, implementation, monitoring and evaluation when it is finally published by end of June 2018.

**c) Achievements by the Departments and Agencies**

- **Youth Employment Agency (YEA)**

The Youth Employment Agency was established in 2015 through the YEA, Act, 2015 (Act 887), to coordinate employment opportunities and advise the Minister on youth employment issues. In 2017, YEA was able to increase its total recruitment to 62,115 as against the target of 116,113 unemployed youth.

- **Labour Department**

The Labour Act, 2003 (Act 651) mandates the Labour Department to canvass for job opportunities across the productive sectors and facilitate the placement of registered unemployed persons. As at 2017, the department had registered 1,000 job seekers and was to place 3,821 applicants into gainful employment. The Private Employment Agencies also facilitated the employment of 1,520 job seekers outside Ghana. 260 establishments were inspected and the conditions of 3,200 workers were assessed. 51 Collective Bargaining Certificate (CBCs) were issued to various Trade Unions for negotiation purposes with their Management. The Department again settled 100 labour complaint cases and resolved 158 cases by end of December 2017.





- **Department of Factories Inspectorate**

The key policy of the Department is to improve workplace safety and health through the promotion and enforcement of Labour Laws and Regulations, the maintenance of Industrial Hygiene standard at all workplaces, increasing safety and health awareness and the testing of dangerous equipment and potentially hazardous installations. In 2017, 74% of the targeted 500 new workplaces were registered and inspected to ensure safe working environment. Occupational hygiene monitoring was encouraging but quite a number of workplaces were still not covered due to the limited staff strength and low budgetary allocation.

- **Department of Co-operatives**

A total of 438 Societies were registered as follows; Agriculture Co-operatives (235), Industrial (11), Service (25) and Financial (117). 532 Co-operative Societies were also audited as follows; Agriculture Co-operatives (203), Industrial (38), Service (80) and Financial (211).

Under the Mondelez Cocoa Life collaboration aimed at facilitating improvement in the livelihoods of Cocoa farmers and Communities through the development of viable and sustainable Cocoa Co-operatives, a total of 339 Societies were registered with membership of 24,858, made up of 16,243 males and 8,615 females.

The Department also collaborated with the Shea Unit of Cocobod to register a number of Shea Nut Farmers and Pickers Society in the three (3) regions of the North

- **Ghana Co-operative Council**

The main policy objective of the Ghana Co-operatives Council was to create opportunities for accelerated job creation across all sectors and the encouragement of the formation of small business enterprises through the Co-operatives System. The Council under this policy trained its members in basic entrepreneurial skills with the view to ensuring that they are able to grow and expand their businesses and ensure its viability and sustainability in creating more decent and permanent jobs. The council also intensified education and sensitization of the general public targeting the youth on the principles, values, ethics, philosophy and the advantages of the co-operative business model to make co-operative more appealing and attractive to the general public. The Council undertook 4 main programmes and projects:

- Improving farmers' incomes through sound Agricultural practices and reduction in post-harvest losses through training. 320 farmers were targeted out of which 120 were trained.
- Sensitizing construction artisans to form co-operative groups in order to improve income levels, ensure job security and decent retirement benefits. 200 artisans were targeted, out of which 100 were trained during the sensitization process.
- Financial literacy sensitization programme for selected non-financial co-operative organizations in the culture of savings and thrift and the formation of saving and loans



units with their Societies. Five (5) Co-operative groups targeted out of which 2 were sensitized during the year.

- A business Clinic was held for members of the Ghana Co-operative Hairdressers and Beauticians Association. Members were trained in modern methods in cosmetology and Bridal preparation and it was well received by the members. In all 200 members were targeted out of which 50 were trained.

- **Opportunities Industrialization Centre, Ghana (OICG)**

The OICG has a main role on the Youth Inclusive Entrepreneurial Development Initiative for Employment (YIEDIE). This has led to providing technical skills training to beneficiaries. During 2017, over 3,000 beneficiaries were enrolled for training at Accra, Ashiaman, Tema, Takoradi on Tiling, Masonry, Electricals, Interior Decoration, Painting, Welding and Fabrication, Aluminum Fabrication, Carpentry and Machine operations. About 2,100 semi-literate and non-literate youth benefitted from the project in the reporting year. The employment rate of the project beneficiaries was between 71-87%. Thus, over 1,400 youth who hitherto would have been on the streets were employed. Some youth were also trained in hair dressing, hair braiding, dressmaking, event decoration, beads making, textiles, bakery/cookery, etc.

- **Integrated Community Centre for Employable Skills (ICCES)**

In line with the Ghana Shared Growth and Development Agenda (GSGDA II 2014-2017), the policy objective of ICCES is to ensure the provision of adequate training and skills development in line with global trends. A total of 3,765 youth were enrolled and 2,825 trained at ICCES centres nationwide. Sixty One (61) administrative and instructional staff were trained on how to correctly fill the Civil Service appraisal instrument. A monitoring tool was also adopted to monitor all ICCES centres.

- **Fair Wages and Salaries Commission (FWSC)**

The FWSC is mandated to implement Government pay policy, which is currently the Single Spine Pay Policy (SSPP) aimed at ensuring fairness and equity in public service pay administration through job evaluation, to remove distortions and inequities and also to link pay to productivity.

The FWSC was able to lead the negotiations of the 2018 Base Pay and Pay Point Relativity (PPR) and this was concluded in July, 2017. The FWSC also negotiated Non-core Categories 2&3 Allowances for public service workers and re-evaluated and resolved four (4) grievances in the following areas; Grading Structures, Grade placement, conversion difference and Interim Market Premium. This helped to calm down labour agitations and therefore impacted positively on labour productivity in the country, since man-hours for work were not lost through strike actions.



- **National Pension Regulatory Authority (NPRA)**

In the period under review, NPRA transferred GH¢143, 414,254.43 from Temporary Pension Fund Account (TPFA) 1 at Bank of Ghana to various Tier-2 pension schemes. The Authority facilitated a stakeholder's agreement between Government and the Public Sector Schemes for the complete transfer of TPFA to registered public sector scheme.

A total of 1,351 were cleared for renewal of licenses including 1240 individual Trustees, 15 Pension Fund Custodians, 65 Pension Fund Managers and 31 Corporate Trustees. 33 scheme registration applications were also received and 30 were cleared for approval. This brings the total registered private pension schemes in operation to 261. On TPFA payments, a total of 148 beneficiaries from the private sector and 11 from the public sector were paid. In total, an amount of GH¢864, 221.65 was paid as lump sum benefits from the TPFA.

### 10.3 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
<b>1 GoG</b>				
Compensation of Employees	34,591,698.00	28,904,109.50	28,904,109.50	5,687,588.49 (16.44%)
Use of Goods & Services	4,308,946.00	1,907,995.98	1,907,964.80	2,400,981.20 (55.72%)
CAPEX	1,000,000.00	132,780.00	132,780.00	867,220.00 (86.72%)
<b>2 IGF</b>	20,807,435.00	20,933,298.00	15,368,214.20	-125,864 (-0.60%)
<b>3 DEV'T PARTNERS e.g.</b>				
DANIDA				
JICA				
World Bank				
<b>TOTAL</b>	<b>60,708,079.00</b>	<b>51,878,183.48</b>	<b>46,313,068.50</b>	<b>8,829,925.72 (14.54%)</b>

### 10.4 Challenges

- **Main Ministry**



In 2017, the key challenges that the Ministry faced included the increasing incidence of gas explosion in the country. In addition, the inadequate capacity of the Department of Factories Inspectorate made it difficult for the issues that precipitated the occurrences to be addressed as swiftly and effectively as possible. The Ministry also encountered the challenge of mainstreaming the application of LiPW methods in the development agenda of Ministries, Departments and Agencies (MDAs) as well as Metropolitan, Municipal and District Assembly (MMDAs). The activities of illegal recruiting firms also posed serious challenges to the sector with several reports of abuse of labour migrants in the Middle East Region.

- **Departments**

The general challenges facing the departments include the following; inadequate budgetary allocation and delays in Government of Ghana (GoG) releases, inadequate vehicles to execute effective monitoring of programmes, lack of permanent accommodation for the Head Offices and some Regional Offices. Below are peculiar challenges facing the various Departments:

**Labour Department**

- Inadequate staffing with a deficit of 208 Labour Officers
- Lack of basic office logistics thereby impeding smooth work flow
- Poor infrastructure base across the country with no renovations on buildings

**Departments of Co-operatives and Factories Inspection**

- Inadequate technical staff
- Inadequate funds to train staff

**National Vocational Training Institute**

- Inadequate Instructional and Supporting Staff,
- Material and equipment constraints,
- Opposition from Nurses and Midwifery Council (NMC) to the Healthcare Programme accredited by NVTI and the prevention of Healthcare Trainees and Graduate from accessing Public hospitals for Clinicals and employment after graduation
- Introduction of the Free Senior High School (SHS) Policy which is yet to be extended to NVTI Institutes
- Threats from Shiashie Traditional Authority to take back part of NVTI's land and bureaucratic bottlenecks in the processing of Public Private Partnership (PPP) Initiative taken by NVTI

**Management Development Productivity Institute**

- Unfavorable teaching and working environment
- Staff replacement bottleneck

- Sole reliance on revenue from Training
- Minimal involvement in Consultancy Services
- Poor research capabilities
- Poor infrastructure
- Lack of modern teaching aids

### **Integrated Community Centres for Employable Skills**

Reluctance and/or inability of communities and District Assemblies to provide infrastructure and other essential training aids and low enrolment at some training Centres.

### **Ghana Co-operative Council**

- Inability to replace staffs who have exited through compulsory retirement
- Delay in passing the Co-operative Bill into law by the Parliament of Ghana

### **Ghana Co-operative College**

- Lack of teaching and learning materials
- Inadequate Staffing
- Lack of funds leading to non-payment of utility bills (Electricity, Water and Communication companies)

### **Opportunities Industrialization Centres-Ghana**

- Inadequate workshops for trainee practical
- Inadequate staff training and development
- Inadequate classrooms to meet additional enrolment request

### **Fair Wages and Salaries Commission**

- Inadequate office accommodation
- Inability to recruit technical staff

### **National Pensions Regulatory Authority**

- Non-existence of a Pension Administration Software to facilitate monitoring and supervision of service providers
- Low Coverage of 2<sup>nd</sup> Tier Scheme after the implementation of the 3-Tier Pension Scheme
- High Registration and Renewal Fees
- Low Pension Coverage of Informal Sector with just about 148,000 individuals covered under the voluntary 3<sup>rd</sup> Tier
- Unwillingness of institutions under CAP 30 to join the 3-Tier Pension Scheme
- Inability of government to constitute a new Board after the expiration of the governing Board in December 2016



## 10.5 Forward Look For 2018

### Main Ministry

- Pursue the approval of OSH policy and Bill by Cabinet and Parliament to pave the way for the establishment of a National Occupational Safety and Health Authority (NOSHA)
- Conduct policy sensitisation and awareness creation, and training programmes for the Labour Intensive Public Works (LiPW) implementing agencies to facilitate policy mainstreaming
- Submit the Ghana Co-operatives Draft Bill to Cabinet and Parliament for executive approval and promulgation
- The Youth Employment Agency (YEA) would explore other financing opportunities to enable it increase its total recruitment.
- Legal and Institutional structure would be put in place to ensure labour migrants from Ghana are fully protected from abuse and exploitation
- The Road map for formalisation will be validated in collaboration with the stakeholders and Office of the Vice President for implementation
- Pilot the GLMIS to test the Software, Processes, and Staff capacity for effective roll out of the System.
- Ensure the provision of internet connectivity to the 10 Regional Offices and 62 Public Employment Centres of the Labour Department towards the launch of the GLMIS activity.

### Labour Department

- Register at least 1,000 job seekers through its 62 Public Employment Centres in the country and sketch their profile for statistical purpose
- Secure placement for at least 4,500 job applicants on its Live Register to help reduce the unemployment and underemployment situation in the country
- Provide career guidance talks to at least 100 basic schools in the country with a minimum of 10 career talks in each regional.
- Monitor 50 offices of Agencies to ensure that their operations comply with the regulations that allow them to operate
- Issue at least 50 licenses to new PEAs applicants
- Inspect 400 establishments to assess the conditions of workers to help correct any labour infractions that will be observed, to ensure peaceful industrial atmosphere.
- Issue Collective Bargaining Certificate to help reduce precarious work situation and conditions of service for workers
- Issue at least 20 CBCs to augment the existing ones

- Issue Trade Union Certificate to encourage workers to associate and enjoy their right to collectively negotiate their conditions of work with their management in order to improve their socio-economic development
- Issue at least 40 new Trade Union Certificates to Workers Unions
- Assist at least 350 injured workmen as well as beneficiaries of deceased workmen to receive compensation

**Department of Factories Inspectorate**

- Visit 2500 factories, offices and shops
- 500 work place pre-registrations inspections will be conducted to register new ones
- Conduct Industrial Hygiene Monitoring in at least within 70 work premises. It is envisaged, that an amount of GH¢1,624,873.00 will be collected as Non-Tax Revenues.
- Prosecute at least 20 offenders of the Factories, Offices and Shops Act
- Work on receiving approval of the draft National Occupational Safety and Health Policy Bill
- Strengthen collaboration with the National Petroleum Authority to ensure strict enforcement of safety laws and regulations in the oil and gas industry to curtail further explosions.

**Department of Co-operatives**

- Register, monitor and strengthen existing registered Co-operative Societies
- Audit / Inspection 450 registered Co-operative societies
- Re-organize existing sheanut groups into co-operatives and register them
- Organize various training programmes for staff and co-operative members
- Collaborate with Youth Employment Agency Management for employment of national service personnel to augment the staff position of the Department.
- GH¢377,591.22 to be collected as Non-Tax Revenue/Internally Generated Fund (NTR/IGF).

**National Vocational Training Institute**

- Admit a total of 4,000 trainees into 34 NVTI training Institutes
- Place 3,000 continuing trainees on the job for practical experience
- Collaborate with the Ministry of Education (MOE)/Planet CORE Education Solutions to carry through the retooling of all the 34 training Institutes.
- Conduct examination to test 38,710 candidates in various trades across the country
- Build capacity of 60 TVET instructors to enhance their delivery, organize defensive driving course for 120 drivers and organize driver Instructor course for 60 Driver Instructors





- Inspect, review and accredit 50 Healthcare Institutions and 50 Private Vocational Training Institutes, monitor Instructional Staff performance of 34 NVTI Institutes to ensure the highest quality of training, conduct a survey into the Employability of NVTI graduates.
- Register 5,040 Master Crafts Person, 7,200 apprentices, mobilize 2,500 candidates informal sector proficiency test of NVTI, monitor 1,000 MCPS workshops and visit 1,500 MCPS and accredit them with certificates

### **Management Development Productivity Institute**

- Construct a permanent Campus with modern facilities
- Undertake final decision on institutional accreditation for the conversion of the Institute into a university
- Increase IGF from GH¢1,066 000 to Gh¢1, 265 000

### **Opportunities Industrialization Centres-Ghana**

- Provide marketable vocational skills training for 3,500 unskilled youth
- Expand/increase skills training opportunities/trades areas at Takoradi Centre  
Improve Training Facilities/equipment through Public Private Partnership or Donor Sponsorship
- Provide capacity building interventions for staff
- Improve income generating activities at the 3 centres
- Monitor and coordinate activities of training centres

### **Ghana Co-operatives Council**

- Pursue an aggressive and holistic reorganization of the Ghana Agricultural Co-operative Producers and Marketing Association.
- Intensify the education and sensitization of the general public especially the youth on the principles, values, ethics, philosophy and the advantages of co-operative business model to make cooperative more appealing and attractive to the general public

### **Ghana Co-operatives College**

- Partner (KOICA) Korea International Co-operation Agency to train 1000 YEA/DOC
- Collaborate with OICGG to train various Artisans (Hair dressers, Tailors, Caterers) on co-operative principles, execute co-operative Literacy Knowledge to SHS leavers

### **Integrated Community Centres for Employable Skills**

- Intensify activities to ensure that the Head Office is provided a permanent accommodation as well as vehicles for the Head Office and Regional Offices.
- Work closely with the Ministry to secure donor support for retooling of the training Centres.





- Review the current training delivery regime to respond to the changing trends and demands of the job market
- Engage seasoned entrepreneurs who would be periodically sharing their experiences, success stories and challenges with our trainees with the view to arousing their interest into business establishments after their graduation.
- Provide the platform for coaching and mentoring trainees after they graduate from the training centres

### **Fair Wages and Salaries Commission**

- In line with the Public Financial Management Act, 2016 (Act 921), the Commission shall complete negotiations of 2019 Base Pay and PPR on the SSSS, by April, 2018. This will make it possible for the outcome to be factored into the Budget for 2019.
- Facilitate the finalization of Cabinet Memo/Bill on the establishment of the Independent Emoluments Commission.
- Continue to negotiate non-core and core Categories 2&3 allowances for Public Service institutions
- Monitor Government Payroll through the collaboration of the CAGD to ensure compliance with the SSPP
- Validate the grading structures of public service institutions
- Undertake the re-evaluation of 100 jobs in the Public Service. Government is committed to Linking Pay to Productivity in the public service. The FWSC will, therefore, begin the sensitization, awareness creation and education on PMME-Linking Pay to Productivity in the public service
- For the FWSC to have the technically qualified staff to deliver on its mandate, the Commission shall build the capacity of its staff
- Continue to analyse the CAGD Payroll data for 2017 to determine the trend of Government wage bill.

### **National Pensions Regulatory Authority**

- Completion of the acquisition and installation process of the Risk-Based Supervision Software (RBSS) and related infrastructure to support office automation.
- Transfer of Public Sector 2<sup>nd</sup> Tier Temporary Pensions Fund Account (TPFA) funds to the registered schemes
- Intensify Education and sensitization through targeted programmes
- Establishment of a National Data Bank on Pensions
- Inspection of the Basic National Social Security Scheme (SSNIT Scheme) to enforce compliance provisions of Act 766 and the regulations.
- Sensitization of self-employed persons or workers in the informal sector.
- Unification of all pension schemes in accordance with Section 213 of the National Pensions Act, 2008 (Act 766) to ensure the coverage of the scheme.



- Continuation of building up the sinking fund for a permanent Head Office.
- Establishment of an additional zonal office
- Issuance of Trustee training certificates which would form part of trustee renewal requirement.
- Review and update of existing guidelines to be in line with current developments
- Rolling out of second phase of SECO project



## 11.0 MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION

The Ministry of Foreign Affairs and Regional Integration exists to promote and protect Ghana's interest through the initiation, formulation, monitoring and evaluation of Ghana's foreign policy.

It is the principal organ of the state responsible for the implementation of programmes and projects necessary to achieve the broad foreign policy objectives of the government and undertakes data collection and analysis, selection of policy options and the submission of recommendations on all matters pertaining to Ghana's bilateral and multilateral engagements with her international partners, for the consideration of government.

The sector Minister was Hon. Shirley Ayorkor Botchwey (MP) with Hon. Mohammed Habib Tijani (MP) and Hon. Charles Owiredu as the Deputy Ministers respectively. The Chief Director of the Ministry for the period under review was Ambassador Albert F. Yankey

### 11.1 Foreign Missions and SubVented Organizations

The Ministry executes its functions through nineteen (19) Bureaux at the Headquarters, fifty-four (54) Missions and seven (7) Consulates-General abroad. The fifty-four (54) Missions consist of fifty-two (52) High Commissions and Embassies and two (2) Permanent Missions to the United Nations in Geneva and New York. The work of the Missions is augmented by a total of fifty-eight (58) Honorary Consulates which support in protecting and promoting the interests of Ghana around the world.

The subvented organisations under the Ministry include; All Africa Students Union (AASU), Legon Centre for International Affairs and Diplomacy (LECIAD) and the National African Peer Review Mechanism Governing Council (NAPRM-GC)

The Ministry also has oversight responsibility over the under listed institutions;

- Accra International Conference Centre
- Africa and Regional Integration
- Passport Office

### 11.2 Key Activities Undertaken

#### a) Passport Office

To improve service delivery and ensure the integrity of the Ghana passport, the Ministry in 2017 designated the Passport Office and the Accra Passport Application Centre (Accra PAC) as security zones. This singular act to a large extent rid the immediate vicinity of 'goro' boys, hawkers and other unwarranted persons. The Passport Office also introduced the hourly appointment for online applicants. This system to a large extent reduced the usual



congestions at the Accra PAC and enhanced the smooth delivery of service. It is to be noted that the Passport Office in 2017 reduced drastically the turnover time for the printing of passports from three months and one month to between three days and a week.

Plans to extend PACs to the Eastern, Central, Upper East and Upper West Regions are far advanced and renovation works are currently on-going to make them fit for the purpose. In an effort to facilitate the acquisition of Biometric passports by the Ghanaian Diaspora, the Ministry purchased and installed biometric passport equipment in some selected Ghana Missions namely, New York, London, Washington, Pretoria, Abuja and Berlin. These Missions have commenced the issuance of Ghanaian biometric passports. The Passport Office in 2017 also engaged the media on the operations of the Passport Office and its Passport Application Centres.

#### **b) Diaspora Engagement**

The Ministry undertook the following interventions to engage Ghanaians in the diaspora; Diaspora Engagement and Outreach, Institutional Linkages, Website Management and the support for Migration Associations. Proposals were drafted for a three day policy review workshop and the setting up of a diaspora reintegration Centre to ensure the successful reintegration of returned migrants to minimize irregular migration.

Discussions were held with Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) on a project by Germany to provide; psychosocial support to returned migrants, income generation opportunities for migrants and legal migration pathways. The German side mentioned its preparedness to support Ghanaian irregular migrants in Germany who voluntarily want to return home. The Ministry also facilitated the organisation of the Ghana Diaspora Homecoming Summit in 2017 and provided vital inputs for the eventual hosting of the Summit.

#### **c) Consular Service**

During the course of 2017, the Ministry processed; 454 travel certificates, 309 dual citizenship, 962 renunciations, 122 entry visas for diplomatic staff and their dependents, 1,142 residence permits for diplomatic staff and their dependents. The Ministry also processed the repatriation of Ghanaian nationals as follows; 14 Africa, 103 Europe, 63 America, 25 Middle East and Asia.

Meetings were also coordinated between Saudi Arabia, UAE, Qatar, Bahrain and the Ministry of Employment and Labour Relations on the rights of domestic and migrant workers in these countries.

The Riyadh Mission facilitated the:

- Repatriation of some 400 illegal Ghanaians under an amnesty granted by the Saudi



king from April-June 2017

- Return of 60 Ghanaians across the Kingdom who violated Saudi immigration and labour laws
- Return to Ghana of 57 housemaids who absconded from their employers in Kuwait.

The second quarter of 2017 recorded 5 Ghanaian deaths; 2 in Saudi Arabia; 2 in Kuwait and 1 in Qatar and also assisted the return of 57 housemaids in Saudi Arabia, a gentleman from Qatar and 27 other nationals.

The Abidjan Mission assisted in the repatriation of three (3) stowaways who were found on 24<sup>th</sup> July, 2017 and 15<sup>th</sup> September 2017 aboard the MV SICHEM ANELINE and MV TOLI respectively from Tema to Spain.

#### **d) Bilateral Relations and Economic Diplomacy**

### **MIDDLE EAST**

#### ***Ghana – Jordan Relations***

At the invitation of the King of Jordan, President Akufo-Addo attended the Aqaba Process Meeting on Terrorism in West Africa. The meeting was held in Jordan from 2<sup>nd</sup> to 3<sup>rd</sup> December, 2017 at the private residence of the Jordanian King. Ghana's participation in the meeting was a step in deepening bilateral cooperation with Jordan in the areas of trade, investment, tourism and education. The meeting also provided the opportunity to share intelligence contacts with various states and improve relations with the intelligence gathering with host and participating countries.

#### ***Ghana – Qatar Relations***

The President visited Qatar during which a deal was brokered to establish a Ghana Mission in Doha alongside the identification of various areas of cooperation including energy, sports, agriculture, tourism, hospitality industry, aviation and education. The Emir of Qatar visited Ghana from 23<sup>rd</sup> to 24<sup>th</sup> December, 2017 during which the two countries discussed a draft agreement concerning the regulation of manpower and employment in the State of Qatar and a model employment contract among others.

At the invitation of her Qatari counterpart, Hon. Shirley Ayorkor Botchwey visited Qatar in November, 2017 where she was briefed on the educational programmes of the Qatar Foundation.

### **AMERICAS**

#### ***Ghana -United States of America Relations***

In the area of security cooperation, the Ministry facilitated a joint military training programme between the Ghana Armed Forces and their US counterparts from 14<sup>th</sup> to 17<sup>th</sup> February, 2017. In May 2017, Ghana hosted the United Accord Multilateral Military exercise



where more than sixty (60) US soldiers were trained by Ghanaian soldiers at Ghana's jungle warfare training school at Achiase.

The Ghana Missions in Washington D.C and New York were directed to make strong representations on the deportation of some Ghanaians from the US. Many of these deportees were believed to have overstayed their visas while others had violated US laws and discussions are ongoing with the US authorities to ensure that the deportees are brought back in a more humane manner.

### ***Ghana –Canada Relations***

As part of deepening bilateral ties between Ghana and Canada, the Ministry facilitated the visit to Ghana by the Canadian Minister for Migration and Refugees in August 2017 to galvanize support for the signing of two Global Compacts on Migration and Refugees in 2018. Canada launched a \$125 million support towards the “Planting for Food and Jobs” programme.

### ***Ghana –Brazil Relations***

In April 2017, the Ministry facilitated a second visit by the Brazilian Patrol VESSEL “APA” to Ghana to participate in a joint training session with its Ghanaian counterparts. The first time the two countries participated in a joint training exercise was in 2013. Under the Brazilian government's “More Food for Africa” initiative, the Ministry of Food and Agriculture submitted Ghana's list of Agricultural Machinery for the 2<sup>nd</sup> tranche of a \$33 million agricultural credit facility from Brazil. Upon the Ministry's intervention, the Brazilian side agreed to extend the programme to include those under the “Planting for Food and Jobs” programme to include small holder farmers. In addition, the programme will support field operations, planting, fertilizers and post-harvest management, as well as supporting the implementation of the “one village, one dam” policy. The two countries have agreed to collaborate in the cocoa industry for the promotion of value addition to cocoa products.

The Ministry facilitated a request by Ghana Airport Company Limited to establish business contacts with Brazilian Aviation Companies, Latam Airlines and Gol Airlines.

### ***Ghana – Cuba Relations***

Relations between Ghana and Cuba continued to be strengthened as 2017 saw high-level consultations between senior government officials of the two countries. The Ministry is working to review the health cooperation agreement in respect of 243 students studying Medicine in Cuba.

Notwithstanding the efforts of the Ministry, Ghana's indebtedness to Cuba poses a huge challenge to improved bilateral relations. In 2017, Ghana paid an amount of Three million, Nine Hundred and Seventy-Seven Thousand, Twenty-Nine US Dollar and Thirteen Cents (US\$3,977,029.13) to the Cuban government out of a total debt of Four Million, Forty-Nine Thousand, Four Hundred and Thirty-Three US Dollar Seventy Cents (US\$4,049,433.70), in respect of accommodation, feeding and tuition expenses of 243 undergraduate Ghanaian



students for the 2016/2017 academic year.

The Ministry liaised with the Mission in Havana for the release of some stranded and detained Ghanaians in the Eastern Caribbean i.e. Barbados, Trinidad and Tobago, Cuba, Costa Rica, Panama and Nicaragua.

### ***Ghana - The Pacific Alliance Relations***

Relations with countries of the Pacific Alliance continue to be strengthened through trade, industry and investment and the willingness of the alliance to engage ECOWAS using Ghana as a strategic link. Chile and Peru have expressed interest in winning ECOWAS with observer status. Consequently the Ministry is facilitating the process for Ghana to join the alliance with observer status.

### ***Ghana –Colombia Relations***

During the year under review, Ghana and Colombia exchanged visits to reinforce their relations. The second Political Consultations Dialogue was held in October, 2017.

## **EUROPE**

### ***Ghana – Latvia Relations***

The Ministry facilitated the maiden session of Ghana-Latvia Political Consultations and business forum, held in Accra from 27<sup>th</sup> to 28<sup>th</sup> April, 2017.

### ***Ghana – Switzerland Relations***

The second session of the Ghana-Switzerland Political Consultations was held in Berne on 16<sup>th</sup> June, 2017. The Ministry furnished the Swiss Government with a detailed programme on the “one district one factory’ policy for the benefit of the Swiss business community.

The Swiss President to Ghana during his visit signed an MoU on the establishment of a cocoa platform. A cooperation agreement was launched during the visit.

### ***Ghana – Lithuania Relations***

The Ministry renewed Ghana's relations with Lithuania by holding maiden Political Consultations with the country on 9<sup>th</sup> August 2017 in Vilnius. This visit was reciprocated by the Lithuanian side in October, 2017, during which the Honorary Consulate of Lithuania was commissioned.

### ***Ghana – Malta Relations***

The President of Malta visited Ghana with a business delegation from 26<sup>th</sup> to 28<sup>th</sup> July, 2017. The Ministry facilitated a meeting between the Ghana and Malta chambers of commerce. The Maltese business delegation had fruitful interactions with the Ghanaian business community towards enhancing trade between the two countries.



***Ghana – Denmark Relations***

The Ministry facilitated the visit of Queen Margarethe of Denmark to Ghana in November, 2017. A business forum was organised during which a number of MoUs were signed.

***Ghana – Germany Relations***

The Minister for Economic Cooperation and Development visited Ghana in December, 2017 and met with the President and Minister for Finance to discuss the design of a partnership to promote private investment and sustainable economic development within the framework of the G20 Africa Partnership.

***Ghana - European Union Relations***

The President participated in the European Development Days conference, organized by the European Union in Brussels from 7<sup>th</sup> to 8<sup>th</sup> June 2017, where he held a meeting with the Prime Minister of Norway on the sidelines of the conference. The Ministry also coordinated and facilitated the 2017 Ghana-EU political dialogue in Accra on 7<sup>th</sup> November, 2017 on the theme “Cooperation beyond Aid” as well as Ghana's participation in the 5<sup>th</sup> AU-EU summit held in Abidjan in November, 2017.

**AFRICA**

The Ministry coordinated and participated in the Working and Friendly Visits of President Akufo-Addo to 12 African countries, namely; Togo, Burkina Faso, Cote d'Ivoire, Guinea, Senegal, Cape Verde, Sierra Leone, Liberia, Mali, Niger, Nigeria and Zambia. These visits were aimed at strengthening friendly relations and bilateral collaboration while exploring new areas of cooperation for the mutual benefit of Ghana and the Countries.

The Ministry also facilitated the visit to Ghana by the Minister for Foreign Affairs of Egypt, the President of Gambia, the King of Morocco, the Presidents of Benin and Cote d'Ivoire. Several agreements for cooperation were signed during these high-level visits. During the visit of the Ivorian President, the two countries signed a Strategic Partnership Agreement which laid the foundation for the inauguration of a Joint Commission for the implementation of the judgment passed by the International Tribunal for the Law of the Sea (ITLOS) on the delimitation of the maritime boundaries of Ghana and Cote d'Ivoire.

**ASIA*****Ghana – Japan Relations***

The existing friendship and cooperation between Ghana and Japan received a further boost in 2017 and led to the signing of several grant agreements including a factory of 6.259 for infrastructural project for the improvement of Ghanaian International corridors which would enable Ghana to access up to Six Billion, Two Hundred and Fifty Nine Million Japanese Yen (JPY 6,259,000,000) - poverty reduction strategy (health sector). A grant agreement which enables Ghana to access an amount of Two Hundred Million Japanese Yen (JPY 200,000,000) as well as the project for human resource development which affords Ghanaian





students the opportunity to study in higher educational institutions in Japan with a grant of One Hundred and Eighty Four Million Japanese Yen (JPY 184,000,000).

#### ***Ghana- Singapore Relations***

The Ministry facilitated a visit to Ghana by a Singaporean business delegation. During the visit, an agreement on the avoidance of double taxation and prevention of fiscal evasion with respect to taxes on income and on capital gains between the two countries was signed.

#### ***Ghana – India relations***

The Ministry facilitated a visit to Ghana by the Indian Minister of External Relations during which, a cheque of One Million US Dollars was granted to the Government of Ghana for the rehabilitation of a section of the Flagstaff House. An agreement on exemption from visa requirement for holders of diplomatic and service passports between Ghana and India was also signed. The India-West African business forum and exhibition was hosted in August 2017 at the International Trade Fair Centre. The event was widely patronized by the business community from within and outside Africa.

#### ***Ghana – China Relations***

To further deepen relations between Ghana and China, the Ministry facilitated the visit of Vice President Mahamadu Bawumia to China in June 2017. A number of MoUs were signed during the visit, notable among them were the Industrial Capacity Cooperation with the Ministry of Trade and Industry of Ghana, the Economic Grant Agreement and the Production Capacity Cooperation Agreement.

The Ministry again organised the first China - Ghana consular consultation which was held in May 2017 at the Ministry of Foreign Affairs and Regional Integration. The consultation focused mainly on the issues of illegal mining, measures to be taken to facilitate effective exchanges related to nationals of both countries, consular issues including the protection of legitimate rights of nationals of both countries and the establishment of regular consular consultation mechanisms between the two countries.

#### ***Ghana - South Korea relations***

The Ministry facilitated the signing of the economic development cooperation between South Korea and Ghana for the period 2017-2019. The agreement enables Ghana to access 200 million US Dollar for various development projects during the period.

#### **e) Permanent Joint Commissions For Cooperation (PJCCS)**

In fulfillment of the Ministry's mandate to use economic diplomacy as an effective tool to seek markets abroad for Made-In-Ghana products, attract foreign investments as well as promote the tourism potentials of the country, the following PJCCs were coordinated:

***Ghana-Togo PJCC***

The 4<sup>th</sup> PJCC meeting between Ghana and Togo took place in July, 2017 during which the following agreements were signed: MoU on security cooperation; Bilateral agreement on the operation and management of the joint border post at Akanu-Noepe; and Management and operating procedure manual for the Akanu-Noepe joint border post. Both countries operationalised the opening of the Ghana-Togo border for 24 hours, to facilitate free movement on the corridor.

***Ghana-Nigeria PJCC***

The coordination of the 7<sup>th</sup> session of the Ghana-Nigeria PJCC in October, 2017 saw the two countries pledging their renewed commitments to enhancing trade and investments as well as promoting other socio-economic fields of cooperation.

***Ghana-Benin PJCC***

A session was organised and the two countries agreed to cooperate in the area of exploration and exploitation of hydrocarbon resources. Cooperation agreements in energy, youth and sports development, port management and operations, agriculture as well as prevention of drug trafficking were signed.

***Ghana-Iran PJCC***

The 6<sup>th</sup> session of the Ghana-Iran Joint Commission for Cooperation was held from 14<sup>th</sup> -16<sup>th</sup> November, 2017, in Accra. Deliberations were centred on transport, customs, banking relations, environment, science, technology and judicial cooperation on civil and criminal cases together with the signing of some MoUs.

**f) Economic Trade and Investment Bureau**

The Ministry recognising government's priority to create economic opportunities for the private sector in its Foreign Policy pursuits, re-established the Economic, Trade and Investment Bureau (ECTIB) in June 2017. Since its re-establishment, the Bureau has coordinated Ghana's economic, trade, tourism and investment activities, in conjunction with Ghana Missions abroad and various Ministries, Departments and Agencies (MDAs). These activities have been geared towards promoting Made-in-Ghana goods abroad and attracting Foreign Direct Investment (FDI). The Bureau has achieved the following during the period under review:

**➤ Developed Mechanisms for Effective Collaboration with Stakeholders**

- The Bureau organised the First Stakeholders meeting from 30<sup>th</sup> to 31<sup>st</sup> August, 2017, to create public awareness about the Ministry's supportive role, define strategies for meeting the challenges posed by current global trends, as well as find mechanisms to strengthen collaborative efforts with key stakeholders with a view to enhancing Ghana's industrial transformation agenda.



- Subsequent meetings were also held with stakeholders to discuss the outcome of the first Stakeholders meeting as well as the Strategic plan.

➤ **Participation of the Ministry and Relevant Ghanaian Stakeholders in Trade Missions, Forums and Exhibitions, both locally and abroad including:**

- The Ghana-China Business Forum, organized by the Africa Business Media Limited, at the Tang Palace Hotel on 28<sup>th</sup> June, 2017. The theme for the event was, “Harnessing Strategic Opportunities in the Ghana-China Economies for Mutual Benefits.”
- The African Economic and Consular Days (AECD) was held from 30<sup>th</sup> June to 2<sup>nd</sup> July, 2017 in Lyon, France.
- Liaised with the Embassy of Sudan in Accra to successfully organize the Sudan-Ghana Business, Education and Culture Expo, 2017 from 10<sup>th</sup> to 12<sup>th</sup> July, 2017.
- Coordinated the participation of the Deputy Minister for Foreign Affairs, Hon. Charles Owiredi, and a six-member delegation, to the First Africa Business Forum, in Copenhagen, Denmark, from 5<sup>th</sup> to 7<sup>th</sup> September, 2017. The objective of the Forum was to attract more Danish and Nordic investments, and increase trade volumes and business between Denmark/Nordic Region and Africa. Ghana's participation in the event presented an opportunity to market Ghana as a leading destination for investment in the sub-region.
- Trade Mission to the Czech Republic, from 24<sup>th</sup> to 28<sup>th</sup> September, 2017, led by Hon. Carlos Kingsley Ahenkorah, the Deputy Minister for Trade and Industry and a 22-member delegation. Discussions centred on Oil & Gas, Light Manufacturing, Agribusiness, Infrastructure development and Finance.
- Preparatory meetings for the Kenya Trade Expo were held from 1<sup>st</sup> to 3<sup>rd</sup> November, 2017.
- As part of its Trade and Investment promotion activities, the Ankara Mission collaborated with Bosphorus Expo to organize the Construction Machinery Exhibition in Antalya, Turkey from 4<sup>th</sup> to 7<sup>th</sup> October 2017. The Exhibition was aimed at creating a platform for players in the construction and machinery industry to exhibit their products and to create new markets for them. The C.E.O of the Ghana Investment Promotion Centre (GIPC), led an official delegation comprising staff from ECTIB and GIPC to the Exhibition, which was also patronised by 70 Ghanaian business entities.
- In partnership with GIPC, mounted an exhibition booth during the First Aerospace and Aviation Exhibition for Africa from 24<sup>th</sup> to 26<sup>th</sup> October, 2017 at the Kotoka International Airport, to disseminate information about investment opportunities in Ghana. They also facilitated the participation of the Director-General of Aviation of the Democratic Republic of Congo, and Mr. Yamaguchi from GYROS Corporation, Japan, in the



exhibition and arranged for Mr. Yamaguchi to meet the Minister for Aviation, Hon. Cecilia Dapaah and the Managing Director of the Ghana Civil Aviation Authority on 25<sup>th</sup> and 26<sup>th</sup> October, 2017, respectively.

- Represented the Ministry, from 22<sup>nd</sup> to 24<sup>th</sup> October, 2017, as part of Ghana's delegation, led by the Minister of Trade, Honourable Alan Kwadwo Kyerematen, to the XV Mexico Business Summit in San Luis Potosi. Honourable Kyerematen participated in a panel discussion on the sub-theme “Meeting the Imperative of Economic Partners' Diversification” during which he called on Mexico to turn its focus on Africa and Ghana in particular, as a strategy of engaging new partners in doing business. The delegation also participated in a Business Forum during which the Mexican Business Community was briefed on investment opportunities in Ghana.
- Represented in the 2017 Ghana-Malaysia Oil Palm Trade Seminar (POTS), which took place on 23<sup>rd</sup> October, 2017 at the La Beach Hotel. The aim of the Seminar was for Malaysia to partner with industries in the oil palm sector to develop their capacities, share ideas and technology to grow oil palm production for export.
- The 17<sup>th</sup> edition of the World Export Development Forum (WEDF), in Budapest Hungary, from 24<sup>th</sup> to 26<sup>th</sup> October, 2017, on the theme, 'Trade-A Force for Good: Include, Innovate, Integrate'. Ghana's participation in the event created opportunities for other bilateral engagements, aimed at furthering Ghana-Hungary relations. The Deputy Minister, Hon. Muhammad Tijani, who led Ghana's delegation to the WEDF, held meetings with the Hungarian Minister for Human Capacities, the Minister of State for Public Administration at the Ministry of Foreign Affairs and Trade, and undertook site visits, aimed at showcasing specific areas of expertise of some Hungarian companies and the potential for effective partnerships and investment in Ghana.
- The Ghana-Morocco Business Forum organised by the Ghana National Chamber of Commerce and Industries (GNCCI) on 23<sup>rd</sup> October, 2017.
- The Bureau, in collaboration with GIPC, the Ghana National Chamber of Commerce and Industry and the Embassy of Ghana in Turkey, organized the Bilateral Business meetings between Turkish and Ghanaian Companies on 21<sup>st</sup> November, 2017 at Movenpick Hotel, Accra.
- The African Agri-Investment Indaba 2017 (AAII), held in Cape Town, South Africa from 20<sup>th</sup> to 22<sup>nd</sup> November, 2017. At the end of the Forum, the participants were enthusiastic about the policy initiatives that were presented by the CEO of GIPC, Mr. Yoofi Grant, particularly the “One District-One Dam”, “One District-One Factory” and the SADA project. The Investors also showed interest in other projects that were presented by the Ghanaian team.



- The Third Ghana-Hungary Business Forum at the Kempinski Hotel on Friday, 1<sup>st</sup> December, 2017. The Ghana-Hungary Business Council was launched during the event and numerous B2Bs were held between participating Hungarian companies and their Ghanaian counterparts.
- **Facilitated Trade and Business Missions to Ghana Included the following:**
- A visit to Ghana by a Polish Business delegation led by H.E. Ambassador Jerzy Drozdze, Member of the Board of Directors of the Chamber of Commerce of Poland from 26<sup>th</sup> to 29<sup>th</sup> June, 2017. An MOU was signed between the Ghana Chamber of Commerce and the Polish Chamber of Commerce during the visit. The delegation also held discussions on possible areas for cooperation with the Minister for Trade and Industry, Deputy Minister of Transport, Minister of State for Food and Agriculture, officials of the Ministry of Finance, Ministry of Works and Housing and GIPC.
- A Caribbean Trade Mission to Ghana from 26<sup>th</sup> to 28<sup>th</sup> September, 2017. The objective of the Trade Mission was to support the Government's agenda of promoting a private sector-driven economy, by facilitating trade and investment between Ghana and Caribbean countries. The Bureau covered a meeting between the delegation and the President at the Flagstaff House.
- A visit to Ghana by a Maltese business delegation, from 4<sup>th</sup> to 6<sup>th</sup> October, 2017. This was a follow up to the visit to Ghana of H.E. Coleiro Precca, President of Malta, in July, 2017. Meetings were arranged with Hon. Catherine Afeku, Minister for Tourism, Creative Arts and Culture, Hon. Alan Kyerematen, Minister for Trade and Industry and the President of the Ghana National Chamber of Commerce and Industry, Nana Dr. Appiagyeyi Dankawoso I, as well as some private sector players.
- A delegation from Turnkey Management Limited, a German engineering firm specialising in design and construction of low cost fire and flood resistant houses and providing special technology for refining waste water for irrigation, visited Ghana from 11<sup>th</sup> to 13<sup>th</sup> October, 2017. The Bureau facilitated meetings with GIPC, Regimanuel Gray Ltd, Zoomlion Compost Plant, HFC Bank and Ministry of Water Resources and Sanitation.
- A delegation from Slovakia, led by Ghana's Honorary Consul to Slovakia visited Ghana to explore opportunities that would increase trade and investment activities between both countries. The Bureau arranged meetings with officials from Ministry of Trade and Industry, Ghana Free Zones Authority and Ghana Investment Promotion Centre, on behalf of the delegation.
- Meetings between a delegation from the Marshal Office of Wielkopolska region of Poland, with the Ministries of Foreign Affairs, Food and Agriculture, Works and Housing, Trade and Industry, as well as GNCCI, between 4<sup>th</sup> and 8<sup>th</sup> December, 2017.



- Participation in meetings for four Italian businessmen, who visited Ghana during the visit of the Italian Prime Minister, from 27<sup>th</sup> to 29<sup>th</sup> November, 2017. The businessmen, representing the security sector, water and sanitation, agro-processing and manufacturing, held meetings with the Ministers of Trade, Defence, Water and Sanitation, Environment and Innovation, and the CEO of GIPC. Some of the investors expressed interest in offering assistance and expertise toward the development of projects in the area of water treatment and environmental protection in Ghana.
- The visit to Ghana by officials of Hyundai Engineering Company from South Korea from 4<sup>th</sup> to 10<sup>th</sup> November, 2017. The delegation was taken through the various activities and programmes of GIPC.
- Participation in the German Business Forum as part of activities marking the visit of the President of Germany to Ghana, from 12<sup>th</sup> to 13<sup>th</sup> December, 2017.
- - **Active Roles in High Level Visits played were:**
- Facilitated and participated in a State Visit to China by the Vice President, H.E. Dr. Mahamudu Bawumia and a Business delegation, from 20<sup>th</sup> to 25<sup>th</sup> June, 2017. During the visit, various MoUs were signed between the two countries. Grants of 100 million Renminbi for various infrastructural projects in Ghana and 50 million Renminbi for resourcing the Ghana Armed Forces by the Chinese Government were also offered. China Development Bank (CBD) also agreed to unfreeze the remaining US\$2 billion of the US\$3 billion loan facility, extended to Ghana since 2010. The Ghanaian delegation signed MoUs for future cooperation with some Chinese institutions in the areas of capacity building, energy and railways. The office of the Vice President set up a team for follow-up action on the various MoUs and discussions held in China.
- As part of the state visit by Her Majesty Queen Magrethe II, Queen of Denmark to Ghana from 22 -26 November, 2017, the Bureau assisted the Danish Embassy to organize the Danish Business Forum at the Kempinski Hotel on 23<sup>rd</sup> November, 2017. Five MOU's were signed between Danish Companies and the Ministry of Sanitation and Water Resources, Ministry of Transport, Ghana Investment Fund for Electronic Communications (GIFEC) and the National Catholic Secretariat respectively.
- **Engagement in Trade, Investment and Tourism Promotion Activities**
- The Bureau received some promotional materials and product samples from Ghana Export Promotion Authority, Ghana Free Zones Board, Kasapreko, Nkulenu, Akosombo Textiles Limited, and other stakeholders and transmitted same to Ghana Missions abroad, to enable them promote Made-in-Ghana goods, investment opportunities available in Ghana, as well as disseminate information on government's flagship programmes.

➤ **Collaboration with other Bureaux for Permanent Joint Commission for**





**Cooperation (PJCC) included participation:**

- In the preparatory meetings towards the Ghana-Nigeria Permanent Joint Commission for Cooperation (PJCC) and also the final meeting which came off from 18<sup>th</sup> to 20<sup>th</sup> October, 2017. The Bureau joined the discussions on Trade, Investment and Finance and also served as the rapporteur for the event.
- In preparatory meetings for the Ghana-EU Political Dialogue, as well as the event itself which took place on 7<sup>th</sup> November, 2017. The theme was 'Cooperation beyond Aid'.
- In the Ghana-Iran PJCC held at the Holiday Inn Hotel from 14<sup>th</sup> to 15<sup>th</sup> November, 2017.
- In the preparatory meetings towards the Ghana-Benin Permanent Joint Commission for Cooperation (PJCC), as well as the final meeting which took place in Cotonou, Benin, from 18<sup>th</sup> to 20<sup>th</sup> December, 2017.
- The Ghana-Namibia Technical Meeting on 5<sup>th</sup> December, 2017, which was aimed at assessing the progress made by the various MDAs on the areas of cooperation agreed on during the 2<sup>nd</sup> Session of the Ghana-Namibia PJCC.

➤ **Participation in Various Workshops and Seminars Aimed at Enhancing the Capacity of Officers for their Effective Contribution to the Pursuit of Ghana's Economic Interests included:**

- The 7th National Exporters Forum organised by Ghana Export Promotion Authority (GEPA), on 4th October, 2017. The Forum enabled GEPA re-brand itself to lead the Government's economic transformation agenda through export led growth strategy. GEPA's flagship programme, "One District, One Export Product" was also out-doored. Strategies to promote Non-Traditional Export (NTE) such as processed cocoa, horticultural products, fish, palmtree oil, rubber and cashew among others, were also discussed.
- Representation at the 3<sup>rd</sup> Ghana Renewable Energy International Conference and Exhibition from 10<sup>th</sup> to 12<sup>th</sup> October, 2017, at the Accra International Conference Centre (AICC). The theme for the Conference was "Renewable Energy-An Engine for Wealth Creation."
- The Ministry of Information's Stakeholders' Conference, on 10<sup>th</sup> October, 2017. The event was organized to identify sources of funding for the activities of the Ministry; which it is re-aligning to better deliver on its mandate in line with Government's agenda of rapid industrial development.
- Representation of the Ministry at the World Tourism Forum-Accra Summit, held at the Kempinski Hotel on 10th October, 2017 which was attended by the Vice President, H.E.



Dr. Mahamadu Bawumia. Ghana's hosting of the event was significant as it aligned with the Government's goal of repositioning tourism as a transformational force in the country's agenda for change. ECTIB's participation in the Summit was also noteworthy, as it falls in line with the Bureau's tourism mandate.

- The Bureau was part of the Ministry's delegation that participated in the meeting to discuss the draft Ghana Development Cooperation Policy, prepared by the Ministry of Finance, on 17th October, 2017. The policy is aimed at providing the needed framework for Aid Management in alignment with government's policy objectives.
- The 2<sup>nd</sup> National REDD+ Forum on 19<sup>th</sup> October, 2017, on the theme "Strengthening Law Enforcement for Effective REDD+ Implementation".
- Attended the Launch of the Electronic Certificate for Business Registration, organised by the Registrar-General's Department, on 19<sup>th</sup> October, 2017. The event saw the official launch of the electronic certificate, as part of measures to reduce the turnaround time of business registration in Ghana.
- The Ghana Industrial Summit and Exhibition (GISE) 2017, held at the Accra International Conference Centre, from 15<sup>th</sup> to 17<sup>th</sup> November, 2017. The theme was "Boosting Ghanaian Industrial Growth through Global Partnerships," and the event aimed at strengthening global partnerships between local businesses and foreign companies, and showcasing business opportunities in various sectors of the economy.
- The 3<sup>rd</sup> United Nations Economic Commission for Africa (UNECA) Annual Workshop on International Economic Negotiations, from 5<sup>th</sup> to 8<sup>th</sup> December, 2017, under the theme "Building Africa's Negotiating Capacity for Improved Terms of Engagement with the Rest of the World". The workshop aimed at equipping government officials responsible for the negotiation of international agreements in the areas of trade, investment, taxation and natural resources contracts, with the requisite skills to achieve optimal benefits from bilateral and international negotiations.

#### **g) Exhibition And Fairs**

- The following exhibitions and trade fairs were held by Ghana Missions to promote made-in-Ghana goods and services as well as showcase Ghana as the tourism and investment destination of choice:
- The Rome Mission used the occasion of the celebration of the 60<sup>th</sup> Anniversary of





Ghana's Independence, hosted by the Ghanaian Nationals' Association in Treviso, to showcase Ghana's rich culture and tradition with the display of Ghanaian clothing, music, and dance as well as foods.

- The Prague Mission participated in the 44<sup>th</sup> International Agricultural and Food Exhibition "AGROKOMPLEX 2017" (18<sup>th</sup> -19<sup>th</sup> August 2017), in Nitra, the Slovak Republic. The fair aimed at amalgamating small medium and large scaled manufacturers and users of agricultural products. It also showcased methods of processing various kinds of food and beverages, using plant and animal products, some of which are readily available in Ghana. .
- The Tehran Mission expedited the processing of visas for two Iranian exhibitors who participated in the "Water Africa and West Africa Building and Construction 2017 Exhibition and Seminar Programme" which took place at the Accra International Conference Centre from 14<sup>th</sup>- 16<sup>th</sup> June, 2017. The exhibition was supported by the Ministry of Water Resources and Sanitation, Water Resources Commission, Water Research Institute, CSIR and Community Water and Sanitation Agency.
- The Tel Aviv Mission forwarded trade fair programmes and trade enquiries from Israeli companies to relevant MDAs. Many Israeli companies visited Ghana for investment opportunities during the second quarter of the year.
- Visitors to Ghana's Embassy in Monrovia continued to avail themselves of the Mission's promotion materials on Made-in-Ghana Products and Services, including opportunities for tertiary education in Ghana.
- Ghana participated in the 2017 edition of the Annual Hibiya Festival and Trade Fair which is an annual business and cultural exhibition aimed at prompting trade and cultural exchange between African countries and Japan. This year's event was held from 24<sup>th</sup> – 25<sup>th</sup> July 2017. Some of the Ghanaian products that received patronage at the fair included Kingsbite Golden Tree chocolates from Ghana Cocoa Processing Company, Alomo alcoholic "Bitters" (in 200ml bottles) and natural Shea butter cream (in 75g packaging) etc.
- The Ghana-Japan fashion show, organized to mark the 60<sup>th</sup> independence anniversary of Ghana and to celebrate 60 years of bilateral relations with Japan. There were also cultural shows held to display Ghanaian and Japanese culture respectively.
- Lome Mission together with the Ghana Export Promotion ensured that the country was well represented at the cultural day event of the 2<sup>nd</sup> Edition of the African Integration



Week hosted by the Togolese Foreign Ministry.

- The Ghana High Commission in Pretoria participated in the Africa Day Celebrations which took place at the SABC (The South African Broadcasting Corporation) Head office in Johannesburg. The Ghana High Commission had the opportunity to showcase Ghana's identity through culture by exhibiting some of our food, alcoholic beverages, fashion and history. It also participated in the 2017 South African International Trade Fair (SAITEX) organized by DMG EMS Africa at the Gallagher Convention Centre, Midrand from 25<sup>th</sup> to 27<sup>th</sup> June, 2017. The Mission showcased made-in-Ghana products and investment opportunities in Ghana with the aim of attracting trade and investment to Ghana.

The Commission also collaborated with the following organizations to organize Trade and Investment mission from Ghana to South Africa from 21<sup>st</sup> to 27<sup>th</sup> May, 2017: Ghana-South Africa Business Chamber, Ghana Investment Promotion Centre (GIPC), South African High Commission in Ghana, Gauteng Growth and Development Agency, Trade and Investment Kwazulu Natal (Durban), Ethekwini Municipality (Durban) and Wesgro (Cape Town). The Trade Mission was to promote trade and investment between Ghana and South Africa.

- The Addis Ababa Mission celebrated Ghana's 60<sup>th</sup> Independence Day on 4<sup>th</sup> and 6<sup>th</sup> March, 2017 and held a bazaar to showcase Ghanaian food, music among others. Various made-in-Ghana goods such as drinks from Kasapreko, GIHOC distilleries were on Display. Also on display were shea butter products, hair products We naturals Company, Niche Coco products, Chocolate from Ghana Cocoa Processing Company etc. Through the bazaar, an Ethiopian soap making Company was linked with the manager of We Naturals for supply of coconut oil and shea butter. An interest in cocoa products from Niche Cocoa and Cocoa Processing Company was also made by an Ethiopian woman who later visited Ghana for a series of meetings.
- The Harare Mission participated in the International Trade Fair held in Bulawayo from 25<sup>th</sup> to 29<sup>th</sup> April, 2017. There were only three (3) Ghanaian companies represented at the trade fair. Their participation was with the active involvement of the Embassy of Zimbabwe in Accra. A lot of interest was shown in African print fabrics and drinks (both alcoholic and non-alcoholic) manufactured in Ghana.
- Ghana Tourism Board participated in the 10<sup>th</sup> edition of the Sananai/Hlanganani World Tourism Expo which was held at the Harare International Conference Centre in Bulawayo from 27<sup>th</sup> September to 1<sup>st</sup> October, 2017. It featured very cogent contemporary trends in tourism relevant to the modernization of Ghana's tourist industry.
- The Beijing Mission participated in the annual Hunan-Africa Economic and Trade Expo



held in Changsha from 20-22 September, 2017. The Conference brought together industrial players, investors, as well as high governmental officials from Africa countries and their Chinese counterparts. Four (4) sideline meetings were held with different companies in an effort to promote Ghana's investment potentials. The Mission also facilitated and participated in the 2017 China International Fair for Investment and Trade (CIFIT) from 18<sup>th</sup> – 21<sup>st</sup> September, 2017 in Xiamen, Fujian Province and the 4<sup>th</sup> Central China (Jiujiang) Rosewood (Mahogany) Furniture Expo organized under the auspices of the Party Central Committee and the State Council, aimed at developing innovative ideas and exchange of experiences in the wood and furniture industry.

The Mission hosted a stand at the famous 'Colourful World-Beijing International Culture Exhibition' from 11-13 September, 2017 to showcase Ghana's tourism potentials. An article on Ghana's tourism potential was published by Mission in the 'Colourful World-Beijing International Culture Exhibition catalogue'. The Beijing Mission made a presentation on Ghana's tourism at an important seminar forming part of the Expo.

They again participated in the 12<sup>th</sup> China International Cultural Creative Industrial Expo (ICCIE) which was jointly hosted by the Ministry of Culture, State Administration of Press, Publication Radio, Film and Television and People's Government of Beijing Municipality and held from 11<sup>th</sup> to 13<sup>th</sup> September, 2017 in Beijing. The Mission is making contacts with the organizers of the programme to further seek possible future collaboration in the areas of promoting Ghana's cultural artifacts, paintings, and other tourism potentials.

- The Berlin Mission in collaboration with the sub-Sahara African Initiative (SAFRI) and German Chambers of Commerce and Industry (DIHK), facilitated a business breakfast meeting between the President of Ghana, H. E. Nana Addo Dankwa Akufo-Addo and selected German business executives on the sideline of the G20 Africa Partnership Conference hosted by the German Government from 12<sup>th</sup> to 13<sup>th</sup> June, 2017 in Berlin. The meeting took place on the 14<sup>th</sup> June, 2017 with the focus on mobilizing private investment from Germany to support the President's agenda of stimulating economic growth and creating job for the youth in Ghana.

The Mission also facilitated a business meeting involving some Polish entrepreneurs to Ghana to explore business and trade opportunities. As part of a trip which took place from 24<sup>th</sup> to 27<sup>th</sup> June, 2017, a one-day Ghana-Poland business Forum was held in Accra on 27<sup>th</sup> June, 2017 where a Memorandum of understanding was signed between the Ghana National Chamber of Commerce (GNCC) and its Polish Counterpart, with the aim of developing economic, scientific, technical and trade relations between companies from both countries.



- The London Mission facilitated the participation of Real Estate Developers from Ghana in the property Investment Show on 11<sup>th</sup> March, 2017, at the Crown Plaza Hotel, Battersea, and London. The Property Investment Show attracted a number of Real Estate Developers and the Ghanaian Real Estate Developers introduced their products for patronage. The platform was also used to showcase the rich Ghanaian culture and tourism potentials. The Mission exhibited Ghanaian products and tourism materials at events organised by the Mayor of London at the Trafalgar Square.
- The Mission also collaborated with Albert and Victoria Museum to organize a special event on Ghana, dubbed “Ghana a Nation in Retrospective” on Friday, 4<sup>th</sup> August, 2017 at the Museum. The platform was used to promote the country as a tourism destination in the sub-region and also to showcase Ghanaian culture, music, food etc. to the visitors.

#### **h) Public Affairs**

The Ministry promoted understanding of Ghana's foreign policy and created public awareness of the Ministry's activities within the local and international media. Notable among them are:

- Celebration of the 60th anniversary of the establishment of diplomatic relations between Ghana and Japan which led to the signing and exchange of Notes and Grant Agreement.
- Orientation for newly appointed ambassadors and High Commissioners designates.
- Interactive sessions with the Heads of diplomatic missions in Accra from 9th to 10th May, 2017 during which the government's efforts to fight illegal small scale mining were highlighted. The countries of the diplomatic missions were entreated to support government's efforts.
- A Sod-cutting ceremony to commence construction of the Ministry's Foreign Service Institute was held on 16th August, 2017.
- Stakeholders meeting and launch of the Economic, Trade and Investment Bureau (ECTIB) held under the patronage from 30th to 31st August, 2017.
- Launch of the Ghana National Steering Committee of the Regional Monitoring Mechanism for the Free Movement of Inter-State Passenger Vehicles, Persons and Goods within ECOWAS, 18th – 19th September, 2017.
- Media Briefing on the Passport Acquisition Process, 27th September, 2017.
- Inauguration of the Ministry's Ministerial Advisory Board July, 2017
- Inaugural Ceremony of the Audit Committee of the Ministry, 10th October, 2017.



- Press Briefings, issuing disclaimers and Press statements to debunk allegations aimed at bringing the ministry, its missions abroad as well as the government of Ghana into disrepute.
- Facilitated the process for the acquisition of press accreditation for Ghanaian journalists who participated in programmes outside Ghana as well as foreign media houses to film a number of events in Ghana.
- Obtained trade and investment promotional materials and samples of made in Ghana products for the respective missions abroad in a bid to promote Made in Ghana goods abroad.
- Published the diamond edition of “The Envoy” magazine which offers an important tool for communicating the ministry's policies and activities for the wider public.

#### **i) Strengthening ECOWAS Integration**

The Ministry participated in ECOWAS statutory meetings which focused on strengthening institutions and promoting integration in the region, particularly, advancing the Protocol on Free Movement of Persons, Goods and Services. The Ministry published its quarterly Newsletter “The ECOWAS Front”.

#### **j) Maintaining and Improving AU Relations**

As part of deepening integration in Africa, the Ministry participated in meetings of the African Union and its annual summit during which member states deliberated on the following:

- Institutional reform of the AU and its organs
- Financing the Union
- The continental Free Trade Area; and
- Admission of Morocco to the AU

Through the Ministry's vigorous campaign, the following Ghanaians were elected to hold offices at the AU Commission:

- Amb. Thomas Kwesi Quartey, (Vice chair of the AU Commission)
- Mr. Daniel Batidam (Member of the Advisory Board on Corruption)
- Madam Kathleen Quartey Ayensu (Member of the AU Commission on International Law (AUCIL))

At the 29<sup>th</sup> ordinary session of the authority of heads of state and government of the AU in July, 2017 President Akufo-Addo signed 8 treaties, protocols and charters to affirm Ghana's



commitment to achieving the objectives of the AU. These agreements are:

- The Constitution for the African Civil Aviation Commission,
- Protocol on the establishment of the African Monetary Fund
- The African Union Convention on Cyber Security and Personal Data Protection
- The Road Safety Charter
- Protocol To the African Charter on Human and People's Rights and the Rights of Older Persons
- The African Minerals Development Centre Statute of the Pan African Intellectual Property Organisation
- The African Union convention on cross-border co-operation.

President Akufo-Addo was presented with an award for his outstanding achievement as the “AU Gender Champion for 2017” by the United Nations economic commission for Africa (UNECA) at the end of the summit.

#### **k) Multilateral Relations**

The Ministry facilitated Ghana’s participation in conference and meeting of the following multilateral / intergovernmental organisations:

- **61<sup>st</sup> Session of the United Nations Commission on the Status of Women**

The Ministry participated in the 61<sup>st</sup> Session of the United Nations Commission on the Status of Women held at the UN Headquarters in New York from 13<sup>th</sup> – 24<sup>th</sup> March, 2017. Deliberations during the conference have helped to identify the different challenges and responsibilities of various sectors including the private sector's fundamental role in ensuring equal pay for equal work.

- **United Nations Ocean Conference**

The Ministry participated in the United Nations Ocean Conference to support the implementation of Sustainable Development Goal 14 on the conservation and sustainable use of the oceans, seas and marine resources for sustainable development. The meeting was held from 5<sup>th</sup> to 9<sup>th</sup> June, 2017 in New York.

- **G20 Africa Partnership Conference**

The Ministry participated in the G20 Africa Partnership Conference in Berlin from 12<sup>th</sup> to 13<sup>th</sup> June, 2017. President Akufo-Addo joined Heads of State from selected African Countries and the G20 in pledging to renew efforts aimed at expanding the G20's economic and financial relations with the selected African partners.

- **72<sup>nd</sup> United Nations General Assembly**

The Ministry facilitated and participated in the 72<sup>nd</sup> United Nations General Assembly held in New York in September, 2017. Ghana's delegation was led by President Nana Addo Dankwa



Akufo-Addo.

- **4<sup>th</sup> High-Level Meeting of the OECD Development Centre**

The Ministry participated in the 4<sup>th</sup> High-Level Meeting of the OECD Development Centre held in Paris on 3<sup>rd</sup> October, 2017. The meeting offered member states the opportunity to brainstorm and address important issues on the international development agenda and set strategic directions for the Development Centre.

- **4<sup>th</sup> Our Ocean Conference**

This meeting was organised by the European Union from 5<sup>th</sup> to 6<sup>th</sup> October, 2017 to curtail the deterioration suffered by the ocean. Ghana's Minister for Foreign Affairs and Regional Integration made it known that as an oil producing country, the government of Ghana is mindful of the need to balance the development objectives that drive the country's oil revenue and the responsibility to safeguard the world's ocean.

- **23rd Climate Change Summit**

The Ministry co-ordinated the successful participation of Ghana in the 23<sup>rd</sup> Climate Change Summit (COP 23), held in Bonn, Germany from 6<sup>th</sup> to 17<sup>th</sup> November, 2017. The Conference underlined the importance of putting in place measures to sustain the environment and to mitigate the challenges posed by climate change.

- **Ministerial Conference of La Francophonie**

The Ministry participated in the Ministerial Meeting of la Francophonie which was held in Paris from 25<sup>th</sup> to 26<sup>th</sup> November, 2017 under the theme, “New Economies: Blue Economy, Green Economy – New drivers of wealth creation, social inclusion and sustainable development”. During the conference, Ghana asserted her commitment to the promotion of the French language within the country, evidenced by efforts to intensify the study of French in schools.

#### **1) Public Diplomacy**

The Ministry organised and coordinated activities to commemorate the 2017 International Day for United Nations Peacekeepers which falls on 29<sup>th</sup> May each year. The 2017 edition focused on the importance of investing in peace around the world. To sensitise the general public on the contribution of Ghanaian Peacekeeping missions to global peace and security, week-long activities were organised to mark the day.

Likewise, during the 72<sup>nd</sup> United Nations Day, the Ministry organised activities geared towards awareness creation on the Sustainable Development Goals (SDGs) both in Accra and other parts of the country. The Ministry granted support to various countries during elections to positions in international organisations and galvanized support for the following candidatures of Ghana:





- Candidature of Prof. Henrietta Mensah-Bonsu for judge at the International Criminal Court (ICC) category 'A', for the term 2018-2026.
- Candidature of Ms. Gertrude Oforiwa Fefoame as a membership of the United Nations Committee on the Rights of Persons with Disabilities (CRPD) for the term 2019 – 2022.
- Candidature of Ghana for a non-permanent seat on the United Nations Security Council for the term 2020-2021.

#### **m) Presidential / Other High Level Visits**

The following were high level visits to and from Ghana:

- President Nana Addo Dankwa Akufo-Addo visited Switzerland from 19<sup>th</sup> to 21<sup>st</sup> March, 2017 to participate in the African Chief Executives Forum which took place in Geneva. The President took the opportunity to meet with the Swiss Federal Councilor for Economic Affairs, education and Research, Mr. Johann N. Schneider-Amman at the sidelines of the Forum. The President also met with a cross section of the Ghanaian community in Geneva and Switzerland at large on 20<sup>th</sup> March, 2017 at the Richmon hotel in Geneva
- The Monrovia Mission facilitated the official visit to Liberia for the Deputy Minister for Foreign Affairs and Regional Integration, Hon. Charles Owiredi on Friday, 21<sup>st</sup> April, 2017
- H.E. the President paid a visit to Togo from 2<sup>nd</sup> to 4<sup>th</sup> May, 2017 at the invitation of Togolese President and the two (2) Heads of State stressed on the need to further explore and strengthen the existing cooperation between the two countries by taking immediate steps to hold the next session of the Ghana-Togo Permanent Joint Commission for Cooperation (PJCC) in Accra in the third week of July, 2017. Hon. Alan Kyeremanten met with his Togolese counterpart during the visit.
- His Excellency President Nana Addo Dankwa Akufo-Addo, President of the Republic of Ghana, paid a working visit to Guinea, from 17<sup>th</sup> to 19<sup>th</sup> May, 2017; Equatorial Guinea from 21<sup>st</sup> August, 2017, at the invitation of his Equatoguinean Counterpart; to Liberia from 26<sup>th</sup> to 27<sup>th</sup> May, 2017. The President, during this visit held a working lunch with his counterpart and some senior government officials on Friday, 26<sup>th</sup> May, 2017 at the host Foreign Ministry. Discussion during the working lunch centered on trade, security, economy, regional integration and joint cooperation between the two





countries

- From 10<sup>th</sup> to 14<sup>th</sup> June, 2017, H. E. the President, was invited to Germany of the Federal Chancellor, Angela Merkel, to participate in the “The G20 Africa Partnership- Investing in a common Future” conference. The summit was held in Hamburg from 7<sup>th</sup> to 8<sup>th</sup> July, 2017 and a decision of the Germany's to focus on its Presidency of G20 on a well-received speech which focus on the need for African leaders to use their own internal resources efficiently to develop their countries beyond external aid.;
- The Tehran Mission coordinated the successful visit of H.E. Dr. Mahamudu Bawumia from 3<sup>rd</sup> to 7<sup>th</sup> August, 2017 to witness the inauguration of ceremony of the re-elected H.E Dr. Hassan Rouhani during which he met with the following Iranian companies: ARB SHASTAR Group of Companies, Tamin Petroleum and Petrochemical Investment Co. (TAPPICO) and Iran Cement Factory and urged them to consider Ghana as a unique and competitive destination for business and investment. At the end of the visit the following Memoranda of Understanding were signed between Ghana and the Iranian private sector:
  - “MOU between Iran Cement Factory and the Republic of Ghana”
  - “MOU between Shirin Asal Food Industrial Group Company and Ghana”
  - “MOU between Tamin Petroleum and Petrochemical Investment Corporation”
- The First Lady, Mrs. Rebecca Akuffo-Addo, paid a working visit to China from 19-28 November, 2017. One major purpose of the visit was to foster strong cooperation between Ghana and some of China's economically advanced Provinces including Qingdao, Hong Kong, Guangzhou, Hunan etc
- The President, accompanied by the Hon. Minister for Foreign Affairs and Regional Integration, Ms. Shirley Ayorkor Botchwey, (MP) and other senior Government officials paid official visits to London, United Kingdom of Great Britain and Northern Ireland from 20<sup>th</sup> to 22<sup>nd</sup> November, 2017

The Ministry also coordinated and accorded the appropriate courtesies for the following official visits to Ghana of:

- Boris Johnson, the British Foreign Secretary on 15<sup>th</sup> February, 2017
- The King Mohamed VI, King of Morocco, 16<sup>th</sup> – 18<sup>th</sup> February, 2017
- H.E. Jakaya Kikwete, Former President of Tanzania from 23<sup>rd</sup> to 26<sup>th</sup> March, 2017
- Dr. Koh Poh Koon, Minister of Trade and Industry of Singapore, from 28<sup>th</sup> march to 1<sup>st</sup> April, 2017



- Mr. Andrejs, Pildegovics, the Secretary of State at the Ministry of Foreign Affairs of Latvia, from 26<sup>th</sup> to 28<sup>th</sup> April, 2017
- H.E. Adama Barrow, President of The Gambia on 28<sup>th</sup> April, 2017
- H.E. Benjamin Mkapa, Former President of Tanzania, from 25<sup>th</sup> April to 2<sup>nd</sup> May, 2017
- Mr. Sameh Hassan Shouky, the foreign Minister of Egypt on 12<sup>th</sup> and 13<sup>th</sup> May, 2017
- Hon. Nahas Angula, former Prime Minister of Namibia, from 25<sup>th</sup> to 30<sup>th</sup> June, 2017
- H.E. FESTUS GONEBANYI MOGAE (Former President of Botswana) on 20<sup>th</sup> – 31<sup>st</sup> August, 2017
- Mr. Miguel Angel Moratinos (former Minister of Foreign Affairs, Spain) on 12<sup>th</sup> 30<sup>th</sup> September, 2017
- Canadian Minister of immigration, Ahmed Husein from 7<sup>th</sup> to 20<sup>th</sup> August, 2017
- The Vice Minister of Commerce (China) Mr. Qian Keming from 24<sup>th</sup> to 27<sup>th</sup> September, 2017
- Minister for Foreign Trade and Development Cooperation of the Netherlands, H. E. Mrs. Sigrid Kaag, 27<sup>th</sup> November, 2017
- Prime Minister of Italy H. E. Paolo Gentiloni, 27<sup>th</sup> to 29<sup>th</sup> November, 2017
- Prime Minister of Netherlands, H.E. Mark Rutte, 29<sup>th</sup> to 30<sup>th</sup> November, 2017
- President of France H.E. Emmanuel Macron, 30<sup>th</sup> November, 2017
- Prime Minister of Estonia H.E. Juri Ratas, 30<sup>th</sup> November to 1<sup>st</sup> December, 2017
- Foreign and Trade Minister of Hungary, Hon. Péter Szijjártó, 30<sup>th</sup> November to 1<sup>st</sup> December, 2017
- European Union Commissioner Mr. Neven Mimica, 30<sup>th</sup> November to 1<sup>st</sup> December
- German President of the Federal Republic of Germany, Frank-Walter Steinmeier, from 11<sup>th</sup> to 13<sup>th</sup> December, 2017
- The Emir of the State of Qatar, His Highness, Sheikh Tamim bin Hamad Al Thani, to Ghana, from 23<sup>rd</sup> to 24<sup>th</sup> December, 2017



### 11.3 Financial Performance

		APPROVED BUDGET (GH¢)	ACTUAL RECEIPT (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
<b>1</b>	<b>GoG</b>				
	Compensation of Employees	266,729,380.00	230,140,133.55	230,140,133.55	36,589,246.45 (13.72%)
	Use of Goods & Services	32,959,294.00	12,971,732.00	12,971,732.00	20,667,559.00 (60.64%)
	CAPEX	5,000,000.00	697,508.00	697,508.00	4,302,492.00 (86.05%)
<b>2</b>	<b>IGF</b>	51,570,645.00	8,865,613.00	8,865,613.00	42,705,032.00 (82.81%)
<b>3</b>	<b>DEV'T PARTNERS</b> e.g.				
	DANIDA				
	JICA				
	World Bank				
	OTHER (SPECIFY)SGSSB	US\$42,417,313.00	3,310,706.01		39,106,606.99 (92.19%)
	<b>TOTAL</b>	<b>398,676,632.00</b>	<b>255,985,692.56</b>	<b>252,674,986.55</b>	<b>142,690,939.44 (35.79%)</b>

### 11.4 Challenges

- **Insufficient budget allocations**

The insufficient budget allocations, exchange rate fluctuations and delayed release of remittances, especially for Goods and Services posed a major challenge to the Ministry in the discharge of its duties. Key among them is the issue of rent payments at the Missions abroad which sometimes lead to the eviction of Ghanaian diplomats from their residencies and in some cases threats of court cases. In addition, the implementation of critical projects and programmes at the Headquarters are affected including programmes of the Passport Office



and the Extension of Passport Application Centres to four regions namely Eastern, Central, Upper East and Upper West Regions. Ghanaian diplomatic properties abroad are also not rehabilitated thereby affecting the positive image and credibility of Ghana abroad.

- **Lack of logistics and staff**

The Ministry serves as a link between Ghana Missions abroad and other MDAs who are directly engaged in Trade, Investment and Tourism promotion activities. However, due to paucity of logistics and staff constraints, this function was not performed effectively.

- **Challenges in obtaining relevant information**

The Ministry encountered challenges in obtaining relevant information from some MDAs in pursuit of Government's economic transformation agenda. A related challenge is inadequate information on the priority sectors of other MDAs which makes it difficult for the Ministry to effectively play its co-ordinating role in promoting Ghana's interests abroad.

- **Lack of Trade Promotional Items/Materials**

In instances where Ghanaian companies invited to participate in trade fairs/exhibitions abroad failed to turn up, Ghana Missions abroad by their own initiatives, acquired some made-in-Ghana goods to show case at these events to promote the locally manufactured. Most Missions are, however, not adequately stored with items for exhibitions. Additionally, the quality of promotional material from Ghana needs improvement in order to remain competitive.

- **High Cost of Rent Abroad**

In view of the high cost of renting Chanceries/residential accommodation abroad, the Ministry secured a \$50million facility from Societe Générale for purchases, renovation and refurbishment of Ghana's properties abroad.

## 11.5 Forward Outlook for 2018

- **Bilateral Cooperation**

Continue to assist government in its bid to deepen and strengthen relations with Ghana's immediate neighbours and intensify cooperation with other friendly countries, especially for wealth creation, further integration of our economies and increased prosperity for our peoples.

- **Economic Diplomacy**

Expand the frontiers of existing markets for Ghana's non-traditional exports as well as attract investments and tourism into the country, particularly, helping to attract investment to add



value to our raw materials through manufacturing and the use of economic diplomacy and inter-agency cooperation.

- **Consular Assistance**

In line with government's agenda, the Ministry will continue to enhance consular protection and assistance to our compatriots and coordinate the activities the Ghanaian Diasporans for national development.

- **Multilateral Diplomacy**

Special focus will be placed on using multilateral diplomacy within international organizations to build a better, safer and more prosperous world and to facilitate the election of qualified Ghanaian professionals for leadership to Inter-Governmental Organizations. In that regard, the Ministry will actively engage in negotiations and intensify its participation in multilateral dialogue. Government priorities in this kind of engagement are the democratization of the world's governance institutions and the creation of a better, more just and equitable financial and trading systems that would be friendlier to developing countries.

- **Maintenance of Properties**

Conscious of the state of dilapidated properties in some of Ghana's Missions and the high rental cost, there is the need to maintain and refurbish them to project a very positive image of this country. Consequently, some Missions have been selected to benefit from the \$50 million facility for robust maintenance and renovations or purchase, to save some of these properties from further deterioration as well as curtail payment of exorbitant rents.

- **Capacity Building**

Continue to seek Scholarships from friendly countries for training programmes and educational opportunities in furtherance of academic excellence, technological development and capacity building of Ghanaian nationals.

- **Revenue Generation**

Continue to generate revenue for the government from the issuance of Passports, Visas, Travel Certificates, Dual Citizenship, Identity Cards, Authentication of Documents, and the rendering of related Consular services.

- **Biometric Passport**

The Ministry hopes to extend the online passport application to all the regional Passport Application Centres. Additionally, plans are near conclusion towards opening PACs in the four remaining regions, namely, Eastern, Central Regions.



## 12.0 MINISTRY OF INNER-CITY AND ZONGO DEVELOPMENT

The Ministry of Inner-City and Zongo Development, is mandated to formulate and oversee implementation of policies, programmes and projects aimed at poverty alleviation in the Inner-Cities and Zongo communities and the facilitation of broad-based infrastructure, social and economic development of these communities for sustainable urban development.

The sector Minister was Hon. Abu-Bakar Saddique Boniface with Mrs. Gifty Mahama Biyira as the Chief Director.

The only agency under the Ministry is the Zongo Development Fund

### 12.1 Key Activities Undertaken

#### d) Policies, Legislations and Regulations

##### • Passage of the Zongo Development Fund (ZoDF) into law

The establishment of the Zongo Development Fund was one of the 7 flagship programmes of government in the 2017 Budget Statement. The Ministry was mandated to see to the processing and passage of the Zongo Development Fund (ZoDF) law by close of 2017. Interventions towards fulfilling this mandate included securing cabinet approval for the law, undertaking stakeholder consultations on the ZoDF law and facilitating passage of the law in Parliament. The Zongo Development Fund Law was subsequently passed by parliament on 10<sup>th</sup> November 2017 awaiting Presidential Assent.

#### e) Inner-City and Zongo Infrastructure Development

The objective of the Inner-City and Zongo Infrastructure Development is to provide basic infrastructure required to promote the social and economic wellbeing of inner city and Zongo communities. These include infrastructure for access and drainage, sports and recreation, water and sanitation, housing and green landscaping etc. under this programme, 10 projects, being 50% of the planned interventions were implemented to some degree. The remaining 50% could not be implemented due to challenges with staffing, logistics and inadequate systems for project implementation and administration. The implemented projects were:

- 5km access roads reconstructed in Tafo Zongo-Kumasi, Akwatia Zongo, Sabon Zongo-Accra, Moshie Zongo- Tamale and Madina Zongo in Accra
- 3km Alley ways paved in Wa, Sunyani Zongo and Madina
- 2km Drains dredged /desilted at Ashaiman, Asawase, Koforidua, Bunkpurugu
- 2km Tertiary drains constructed at Ashaiman, Asawase, Koforidua, Bunkpurugu
- 3 Football pitches constructed at Madina, walewale & Kibi
- 8 Community recreational parks built at Bolgatanga, Oda, Tafo-Kumasi, Salaga, Suhum, Dambai, Sekondi, Tarkwa, Kasoa and Yeji.

### • Inner-City and Zongo Social and Economic Development

This programme seeks to provide residents of Inner-City and Zongo communities with opportunities for improving their livelihoods through, entrepreneurship development, vocational skills training, job creation, educational development, primary health care, water, sanitation and hygiene, safety and security, cultural promotion and ethno-religious dialogue.

The following were achieved under this Programme:

- 200 Youth enrolled in vocational skills training countrywide
- 2 Basic school buildings rehabilitated countrywide,
- 1000 Arabic Instructors recruited countrywide,
- 6 Community toilet facilities constructed countrywide
- 20 small towns mechanised water systems constructed countrywide.

All these interventions are ongoing and are expected to be completed in 2018.

## 12.2 Financial Performance

S/N	Source	Approved Budget (GH¢)	Actual receipts (GH¢)	Actual expenditure	Variance
<b>1</b>	<b>GoG</b>				
	Compensation of Employees	0	0	0	0
	Use of Goods & Services	9,277,000.00	9,107,900.00	830,900.00	169,100.00 (1.82%)
	CAPEX	10,000,000.00	10,000,000.00	0	0.00
	Sub-Total	19,277,000.00	19,107,900.0	830,900.00	169,100.00 (0.88%)
<b>2</b>	<b>IGF</b>				
	Sub-Total				
<b>3</b>	<b>Devt. Partners</b>				
	Sub-Total				
	<b>GRAND TOTAL</b>	<b>19,277,000.00</b>	<b>19,107,900.00</b>	<b>830,900.00</b>	<b>169,100.00</b>



### 12.3 Challenges

- **Inadequate office space**

With the exception of the Minister and Chief Director, all the other staff, numbering about 15 and 10 national Service personnel are accommodated in two (2) offices with a total size of about 80m<sup>2</sup>. The overcrowding situation occasioned by the inadequacy of office space affected work output tremendously during the year under review.

- **Inadequate staff**

The organizational structure of the Ministry required staff strength of 30 at the Head Office and 50 in the regions. As at the end of 2017, the Ministry had a staffing backlog of 16, including 1 Director and 4 Deputy Directors.

- **Lack of baseline data / information**

As a new Ministry, adequate baseline information/data is required to plan as well as provide the basis for assessing progress of work done and outcomes and impacts achieved. During the year under review, the Ministry could not have access to such data and so the Medium Term Development Plan for (2018-2021) could not be completed. Besides it has been difficult to accurately measure the impact of the Ministry's interventions.

### 12.4 Forward Look For 2018

#### **Management and Administration Programme**

- Establishment of the Zongo Development Fund Secretariat
- Develop relevant policy documents and Legislative Instruments

#### **Inner-City and Zongo Development Programme**

- Conduct infrastructure audit in 100 Zongo and Inner city communities
- Reconstruct 60km of access roads
- Undertake concrete paving of 100km of alley ways and Public Pathways
- Dredge/ desilt 60km of tertiary and secondary drains
- Construct 30km of tertiary drains
- Construct 10 bailey bridges
- Construct 3 football pitches
- Create 20 community recreational parks

- Plant and maintain 300,000 Trees and Shrubs in selected communities.
- Commission research to identify, catalogue and codify significant cultural and heritage assets of selected Inner-City and Zongo communities
- Prepare a Culture and Tourism promotion plan for selected Inner-City and Zongo communities
- List heritage assets in 100 Zongo and Inner-City communities
- Rehabilitate 50 Schools
- Construct 200 toilet facilities for schools
- Construct 50 Community Libraries
- Stock 50 Libraries with Books
- Construct and equip 40 CHPS compounds
- Construct 30 mechanized small Town Water Systems - boreholes
- Provide 1,500 household toilets
- Construct 10km of local Sub-network sewerage systems
- Provide 1,000 community street lights
- Provide 600 Outdoor lighting for Markets and vehicle terminals
- Construct 20 Police Posts
- Greater Accra Resilience and Integrated Development Project

### 13.0 MINISTRY OF TRADE AND INDUSTRY

The Ministry of Trade and Industry has the sole mandate of formulating and developing trade and industry policies, supervising its implementation and monitoring and evaluation in Ghana. The focus of the Ministry over the years has shifted from trade and manufacturing to incorporate private sector development agenda through the implementation of some projects like; the One-District-One-Factory (1D1F) Initiative, the One Region One Park programme, Improving Domestic Retail Trade and Promoting “Made in Ghana” Goods among others.

The Sector Minister was Hon. Alan Kwadwo Kyerematen with Hon. Carlos Kingsley Ahenkorah and Hon. Robert Ahomka-Lindsey as Deputy Ministers. The Chief Director at the Ministry was Mr. Dawarnoba Baeka.

#### 13.1 Agencies

The Ministry exercises oversight responsibility over the following Public Boards, Agencies and State-Owned Enterprises (SOEs):

##### **SubVented Agencies**

- Ghana Export Promotion Authority (GEPA)
- Ghana Standards Authority (GSA)
- Ghana National Procurement Agency (GNPA) Limited

##### **Public Boards and Commissions**

- National Board for Small Scale Industries (NBSSI)
- Ghana Free Zones Board (GFZB)
- Ghana International Trade Commission (GITC)
- Central Regional Development Commission (CEDECOM)
- GRATIS Foundation of Ghana

##### **State Owned Enterprises**

- Ghana Trade Fair Company Limited (GTFC),
- Ghana Heavy Equipment Limited (GHEL),
- GIHOC Distilleries Company Limited
- Volta Star Textiles Limited
- Northern Star Tomato Company Limited.

## 13.2 Key Activities Undertaken

### a) Policies, Regulations and Legislations

#### • National Policy on Trade and Industry

In order to publicize the policies and programmes being pursued by the government in the area of trade and development, the Ministry collaborated with the Ministry of Information to launch the National Policy on Trade and Industry in August 2017.

#### • Ratification of Trade Facilitation Agreement

Ghana ratified the WTO Trade Facilitation Agreement (TFA) in January 2017 and became the 104<sup>th</sup> member to ratify the Agreement. The USAID is supporting the country to implement its commitments under the TFA. The commitments include Fees and Charges, Single Window, Enquiry Points and Notifications. Generally, implementation of this Agreement will lead to the reduction of trade cost and provide enormous benefits for exporters in particular

#### • National SME Policy

To improve the policy landscape for the development of SMEs to meet the country's economic needs, the Ministry began work on the development of a National SME Policy. A tender opening and evaluation towards the development of the SME Policy was completed and submitted for approval at Entity and Tender Committee.

#### • Operational guidelines for the creation of 30 Business Resource Centres (BRC's)

Operational guidelines for the creation of 30 Business Resource Centres (BRC's) which will provide business development services to SMEs to improve their capacity and performance were prepared and reviewed.

#### • Concept Paper for the establishment of Incubation Centres

A Concept Paper for the establishment of Incubation Centres across five Regions in the country was developed and one Incubation Centre was successfully launched in 2017. The main goal was to establish at least 5 new incubation centres and provide support for existing ones to help create and grow young businesses. In collaboration with the NBSSI, one incubation programme was launched in partnership with Spinnet Textile and Garment Cluster on 30th October, 2017.

#### • One District One Factory (1D1F) Initiative programme implementation framework

Under the government's Industrial Transformation Agenda, the implementation of the One District One Factory initiative commenced. A programme implementation framework which sets the modalities of implementation of the programme was prepared. The Technical Support Group for the programme under the Ministry reviewed a total of 485 out of the 492 Business Plans received from Business Promoters across the country. Out of these, 202 Business Plans which covered 106 Districts successfully went through first screening. The



Ministry also commenced consultations with the Financial Institutions that have pledged their support to the programme.

- **African Growth Opportunities Act (AGOA)**

The Ministry collaborated with USAID to complete the AGOA National Response Strategy which was presented at the 15<sup>th</sup> AGOA Forum held in Lome, Togo in August 2017. The Strategy document was completed and validated and will aggressively be implemented in 2018 to increase Ghana's exports to the USA.

- **Interim Economic Partnership Agreement (iEPA)**

To facilitate effective implementation of the iEPA which was ratified in 2016, the National Tariffs (HS 2002) that was annexed to the iEPA between Ghana and the EU was realigned to ensure conformity with the ECOWAS Common External Tariff (CET) which is HS 2012.

**b) Management and Administration**

The Ministry in collaboration with Ghana Statistical Service prepared and launched three (3) reports on the Phase one of the Integrated Business Establishment Survey (Industrial Survey). The reports were on Job Creation, Employment and Summary Reports. The Summary Report of Phase II of Integrated Business Establishment Survey (IBES II) was launched in September 2017.

## TRADE DEVELOPMENT

**c) Ghana Private Sector Development Facility (GPSDF) - Italian Fund**

The Ministry initiated the process of extending the Ghana Private Sector Development Facility (GPSDF) project. The Fund, a Credit Facility granted by the Italian Government (GoI) to the Government of Ghana (GoG) in support of Ghanaian Private Small and Medium Scale Enterprises (SMEs), had its loan component oversubscribed with over 600 applications in the second phase of the project. The facility consists of two (2) main components: a soft loan component of Twenty Million Euros (€20m) used to establish a credit facility in favour of Ghanaian Private SMEs, and a grant component of Two Million Euros (€2m) which covers the operational cost and the technical assistance activities of the project.

**d) Promotion of Made-in-Ghana Goods**

Government is committed to the promotion of made-in-Ghana goods and services. In this regard, a two-day street fair was organized for local producers to exhibit their wares. In all, over 800 exhibitors within the categories of textiles and garments, wood and wood products, food processing, cosmetics and financial services participated in the fair. Also, regional fairs were organized in Tamale, Koforidua and Kwahu.



**e) Export Development and Diversification**

Ghana Export Promotion Authority (GEPA)

- Participated in the Trade and Investment Mission to Russia from 25<sup>th</sup> June – 1<sup>st</sup> July, 2017. Orders received were Cocoa Powder, 1x20ft container per month valued at US\$35,000.00 per container; Black Soap, 140ft container per month valued at US\$32,000.00 per container; Shea Butter, 2x40ft container per month at US\$33,500.00 per container.
- Collaborated with the West Africa Trade Hub (WATH) to participate in the Magic Show at Las Vegas, from 13<sup>th</sup> – 16<sup>th</sup> August, 2017 this was to provide opportunity for Ghanaian garment producers to appreciate the requirements of buyers and also AGOA's market requirements.

Ministry

- Participated in the 2017 Expo in Astana, Kazakhstan from 10<sup>th</sup> June, 2017 to 10th September, 2017. The Expo which was themed 'Renewal energy' had representations from Ministry of Energy, Energy Commission, National Petroleum Authority, Electricity Company of Ghana (ECG) and Volta River Authority (VRA). Ghana was the only African country to win an award. It held a business forum at the Expo to sell Ghana to the business community.

**f) Trade and Industry Promotion**

The Trade Section in Turkey organized a mini exhibition of Made-In-Ghana products in May, 2017 as part of the African Union Celebration Day in Ankara. In UK, the Trade Section facilitated trade between the UK and Ghana; in June, 2017, Ghana participated in Trade and Investment forum which attracted over 200 potential investors. As such Ghana currently is UK's fifth largest trade partner in Sub-Saharan Africa. Trade between Ghana and the UK over the past three years has increased from the value of £746m in 2012 to £1.3b, an increase of £746m (74%).

**BUSINESS DEVELOPMENT AND PROMOTION PROGRAMME****g) GRATIS Foundation**

GRATIS Foundation in 2017 manufactured over 900 agro and non-agro equipment, with about 820 being used in the sanitation and waste management sector. The Foundation also trained about 660 apprentices in tools and machine handling techniques. This was to address the challenges faced by small and medium enterprises, 259 apprentices were prepared for the NVTI proficiency examinations and 201 for the TEU/NABTEX examination. Gratis Foundation successfully completed prototyping and transfer of technology of the vegetable and fruit washing machine for Pack houses under the Northern Rural Growth Program.



The Foundation again procured additional tools for the Computer Numerical Controlled lathe and milling machines (CNC) and workshop equipment. They also provided spare parts to the following local industries, which could have been otherwise imported: Crocodile Machete Ghana Limited (Strips Rollers); GTP (Sprockets, Gears, Side Holder and Magnetic beam); Ghana Standards Authority (Calibration System for fuel tanks); Justan Engineering (Marine Flange, Sprockets, Drag links); Pad Eyes and Century industries Limited (Drilling of plates and repair molds). The equipment manufactured during the year 2017 were; for sanitation and waste management - 125, Health - 48 and General equipment - 4229. 5470 spare parts were equally manufactured for the industry sector.

#### **h) National Board for Small Scale Industries (NBSSI)**

The NBSSI organized 2,968 tailor-made programmes for 56,669 entrepreneurs, made up of 18,238 males and 38,430 females. The board also created 2,599 new jobs and established 1,982 new businesses. 1,277 clients adopted new improved technologies and 666 businesses were assisted to access institutional credit. Also, 26 Heads of Business Advisory Centres (BAC) were trained in Basic and Advanced Kaizen in the Ashanti, Central, Brong Ahafo and Greater Accra Region. 299 Micro and Small Enterprises (MSEs) participated in trade fairs in Ghana while 1,141 MSEs (339 males and 802 females) accessed institutional credit across the country and expanded their businesses.

About 3,042 tailor-made business improvement programmes were organized for 71,029 MSEs (24,713 males and 46,316 females) across the country for potential and practicing entrepreneurs. EDAIF - NBSSI Credit Scheme disbursed an amount of GHS57, 500.00 to seven (7) clients across the country. Selected SMEs were adequately prepared and successfully acquired the Food and Drugs Authority's registration for their facility and products as well as GSA certification.

NBSSI again collaborated with SpiNnet to establish an Incubator to house and develop potential entrepreneurs who have innovative ideas. A total of 211 youth (139 males and 72 females) were trained in Digital Financial Inclusion.

#### **i) Rural Enterprises Programme (REP)**

42,701 new jobs/employment opportunities (14,723 male and 27,978 female) were created during the year and 35,277 new businesses (12,173 male and 23,104 females owned) were also created. Together with the stock of enterprises established under REP II, the total number of businesses as at the end of September 2017 stood at 48,637 which were at different levels of performance from start-up through survival to rapid growth. Of this number, 43% were at the start-up level, 39% at survival level, 16% at normal growth and 3% at rapid growth. The MSEs that folded up along the way constitute 7% of the total number of business established.





931 (407 male and 524 female) existing businesses were also strengthened through assistance of the BACs to register their businesses with the relevant regulatory authorities. 16,959 existing MSEs have been strengthened. Out of this, 3,782 were assisted by the BACs to move into the formal sector by registering and obtaining relevant certification from the appropriate regulatory authorities such as the Registrar General's Department, Ghana Standards Authority, Food and Drugs Authority, etc. 21,331 enterprises have remained in operation after 3 years representing 56% of the total of live businesses.

#### **j) Central Regional Development Commission (CEDECOM)**

CEDECOM made provision for ICT services and training for the people of the Central Region through the Commission's Community Learning Centres at Cape Coast, Breman Asikuma and two (2) others centres at Winneba and Dunkwa-on-Offin. The Programme was funded by GOG, IGF, and Donor. The beneficiaries of the Programme included exporters, financial institutions, academia, researchers, MDAs, MMDAs, and other private sector institutions.

### **STANDARDIZATION AND CONFORMITY ASSESSMENT**

#### **k) Ghana Standards Authority (GSA)**

The Authority verified 98,155 weights, measures, weighing and measuring devices used for trading purposes in the country. Annual target of 69,845 was exceeded by 40% due to the establishment of new stations, expansion of existing ones and re-verification of devices. Categories of devices verified were as follows: Motorized pumps and other accessories of Oil (84,120), Cocoa scales and test weights (11,684), trading scales (1,929), Weighbridges and other devices verified were (422). Random inspection of weights, measures, weighing and measuring devices were also conducted in the year to ensure that the instruments were operating within the maximum permissible error and to ensure that verified instruments maintain their accuracies and to prevent being manipulated by users to cheat consumers.

A total of 7,750 fuel nozzles belonging to 1,948) Oil Marketing Companies were randomly inspected. 189 nozzles in 49 stations were found to be under delivering. Punitive actions were therefore applied to deter them from engaging in such malpractice. In 2017, random inspection target of 5,788 was exceeded by thirty-four percent (34%).

Calibration of weights, measures, weighing and measuring instruments exceeded its annual target by five percent (5%) due to increased request for the calibration of mass and temperature measuring instruments. A total of 13,355 instruments were calibrated as against the 2017 target of 12,733. Breakdown of the instruments verified were: Mass Measuring Instruments (4,354), Temperature Measuring Instruments (3,343), Volume Measuring Instruments (1,674), Pressure Measuring Instruments (1,062), Dimensional Instruments (819), Hospital Project (796), Density Measuring Instruments (579), Laboratory Equipment





(298), Electrical devices (186), Pattern Approval equipment (94), Time and Frequency Instruments (81), Force Measuring Instruments (50), Registration (19).

The Authority also subjected all newly manufactured weighing and measuring instruments to pattern or type approval certification before they are allowed to be used for commercial transactions or industrial application in Ghana. In the year under review, the Authority approved 94 weighing and measuring instruments as against the period's target of 21 instruments. Output for this activity depended on the requests received.

In the area of Standards Development, the Authority developed 25 new standards as against 24 standards projected for 2017. All the developed standards were sent for publishing and gazette. Categories of the newly developed standards were Wood and wood Products (16), Building and Construction standards (9).

The Authority actively participated in international standards setting activities by voting on 271 draft documents from the International Organization for Standardization (ISO) in addition to formulation of national positions on 100 Codex standards being developed. All have already been submitted to the relevant international bodies.

A total of 201 International and National Standards were adopted as Ghana Standards as against 159 projected for the year and 115 standards recorded in the previous year. All the adopted standards were sent for publication and gazette. The categories of adopted standards were Electro technical Standards (93), Building and Construction Standards (19), Chemistry Standards (15), Mechanical Engineering and Metallurgy Standards (34), Oil and Gas Standards (28), Wood and Wood Products (11), Renewable Energy & Energy Efficiency (1).

The Authority reviewed 72 Ghana Standards which represents 57% of the annual target of 144 standards projected for 2017. All the revised standards were sent for publishing and gazette. The reviewed standards were Chemistry Standards (49), Cosmetics Standards (9), Metrology and Measurement Standards (5), Food and Agriculture Standards (9).

A total of 1,573 Standards and Trade related documents and notifications were disseminated to exporters, importers and manufacturers in Ghana. Achievement exceeded the annual target of 1, 37514%. Output depends on notifications received from the World Trade Organisation (WTO). Breakdown of the documents and notification disseminated were WTO Notifications (1,431), Enquiries at the National Enquiry Point (142).

1,119 standards were sold as against the 2 target of 1,600. Regional distribution of the sales was Greater Accra Region (941), Ashanti Region (61), Western Region (32), Volta Region (21), Upper East Region (16), Eastern Region (15), Northern Region (9), Central Region (8), Brong Ahafo Region (16).

ECOWAS is harmonizing national standards of its member states into regional standards to facilitate trade in the ECOWAS sub-region and beyond. On behalf of the nation, the



Authority actively participated in the activities of the various harmonizations technical committees and as at the end of the year, 2017 a total of 128 standards were harmonized as against the annual target of (14). Categories of the harmonized standards were Electro-technical Standards (96), Food Standards (14), Chemical Standards (13), Agriculture Standards (3), Building and Construction Standards (2).

On product testing, 27,355 samples were tested and analyzed by the Testing Laboratories of the Authority representing 94% achievement of the Annual target of 29,232. Performance was adversely affected by the movement into the new block. Samples category were Drugs, Cosmetics, Forensic and Histopathology sample analyzed (9,077), Microbiological Analysis conducted (2,987), Material Science samples (2,894), Food and Agric. Samples (10,033), Engineering samples (2,364).

The Authority, mandated to give a third party quality assessment of all locally manufactured products that conform to applicable Standards, certified 826 locally manufactured products as against the 750 licenses projected. Out of the number certified, 113 were products from Small and Micro Enterprises (SMEs). These enterprises were introduced to the Authority by National Board for Small Scale Industries (NBSSI).

- **Issuance of Health and Export Certificates to Exporters**

The Authority issued a total of 3,111 Health and Export Certificates to Exporters as against the period's target of 4746 certificates projected for the year. The breakdown of the certificates are Export Certificates (1,956), Health Certificates (1,155). Achievement represents 66% of the annual target.

- **Inspection of Imported High Risk Goods**

A total of 82,919 imported High Risk Goods were inspected as against annual target 118,800. 70% of annual target was achieved due to the Memorandum of Understanding to relinquish the inspection of food and drugs to the Food and Drugs Authority (FDA). As part of effort to prevent the influx of sub-standard goods into the Ghanaian market and to effectively control goods classified as High-Risk Goods, 17,642 importers were registered.

- **Other Inspections**

The Authority conducted a total of 1,740 other inspections besides import inspection. This represents 72% of the 2017 target of 2,402 inspections. Breakdown of other inspections conducted in 2017 were Factory Inspection (549) out of the targeted (463), Fish Consignment inspection (525) out of the targeted (570), Other Export consignments and facilities Inspection (288) out of the targeted (836), Frozen Vessels inspection (253) out of the targeted (419), Fish Establishment Inspection (97) out of the targeted (84), Scrap metal inspection (28) out of targeted (30).

- **Market Surveillance conducted**



Market surveillance activities were undertaken to promote the safety of Consumers by ensuring that quality of goods on the market conforms to the requirements of applicable Ghana Standards. Emphasis in the year under review as on imported High Risk Goods and GSA certified locally manufactured goods across the country. Out of the projected 532 market surveillance activities, 381 were conducted. It was conducted in six (6) out of the ten (10) regions of the country as follows: Greater Accra (323), Western Region (32), Brong Ahafo Region (10), Upper East Region (6), Volta Region (6) and Eastern Region (4).

- **Training for Industry**

The Authority organized training programmes for industry to help build the capacity of their employees. In the year under review, 57 training programmes were organized as against the projected 3 programmes. The target was exceeded due to training programmes held for NBSSI outside the work plan.

- **Training for Staff of Other Standards Setting Bodies**

The Authority supported capacity building of other standards setting bodies in Africa by providing competence base training in relevant areas to staff of these institutions. Technical assistance in Calibration of Laboratory equipment was provided for Nigeria, Cote D'Ivoire and Benin.

- **Systems Certification**

The Authority provides systems certification services to enterprises to enable them compete fairly on both the domestic and international markets. In the year under review, 4 enterprises were certified to relevant Management Systems Standards as summarized below: ISO 9001 (1), ISO 14001& OHSAS 18001 (3). This falls short of the 8 enterprises that were projected for 2017.

- **Public Awareness**

Promotion of standardization and the Authority's services in general was one of the priority areas of the Authority. It undertook a number of activities in the year under review to improve visibility throughout the country. A total of 84 promotional activities were undertaken in the following areas: Celebration of 2017 World Metrology day, Celebration of 2017 World Standards Day, Discussions on Radio and Television, Granting interviews on radio, Advertisement on the Social Media, Participation in Trade fairs, Sensitization of tertiary students, Organization of press conferences, Monthly publication of certified products, Celebration of the Authority's 50<sup>th</sup> Anniversary, Organization of public lectures, Educational visits to the Authority, Conduct of outreach programmes, Organization of essay competition on standardization, and Addressing of received complaints.

- **Maintenance of Accredited Laboratories**

The Authority ensured that all the 9 ISO 17025 accredited laboratories (Mass Laboratory, Pressure Laboratory, Temperature Laboratory, Volume Laboratory, Balance Laboratory,



Microbiology Laboratory, Pesticide Residue Laboratory, Metallic Contaminants Laboratory and Mycotoxin Laboratory) maintained their accreditation status. This was done by conducting internal audits and management review meetings for these laboratories at planned intervals. The Laboratories successfully went through surveillance audits conducted by their Accreditation Body (DAKKS, Germany). The lists of the accredited laboratories are:

➤ **Accredited Metrology Laboratories**

Mass Laboratory, Pressure Laboratory, Temperature Laboratory, Volume Laboratory and Balance Laboratory.

➤ **Accredited Testing Laboratories:**

Microbiology Laboratory, Pesticide Residue Laboratory, Metallic Contaminants Laboratory, and Mycotoxin Laboratory

## **INDUSTRIAL DEVELOPMENT**

### **l) The National Industrial Revitalization Programme (Stimulus Package)**

The programme involves the creation of a quick disbursing Fund of up to GH¢ 880 million (USD 200 million) to be disbursed to existing companies that are distressed but economically viable. In 2017, over 350 applications were received from businesses/companies in the agri-business and processing, services, mining, energy, health, garments and textiles, pharmaceuticals, wood and wood products, metal and non-metal etc. These applications were screened using a business diagnostic toolkit out of which 80 were selected for support in the first phase of the programme.

### **m) Enhancing Business Enabling Environment through Regulatory and Legislative Reforms**

The Ministry launched the Business Regulatory Reforms programme in April 2017 with the aim of making Ghana the most attractive destination to do business in Africa. Four of the World Bank's Doing Business Ranking indicators were targeted for implementation and these were Starting Business, Obtaining Construction Permits, Electricity Connection and Cross-Border Trading. Working Groups were established to coordinate the implementation of reforms across these four indicators to improve Ghana's performance on the World Bank's Doing Business Ranking.

### **n) Establishment of Industrial Parks and Special Economic Zones**

Lands were identified in three regions namely Northern, Ashanti and Volta. In addition, about 1,500 acres multi-purpose industrial park was commissioned for development at Shama in the Western Region. The Ministry facilitated the development of the following Industrial Parks and Special Economic Zones in 2017; a 2000 acres Dawa Industrial Park by LMI Holdings at Dawa near Ada; 2325 acres Apolonia Business Park by Rendeavour Company Ltd at Oyibi; 400 acres West Park Industrial Enclave by BlackIvy LLC in Shama and 4900 acres Boankra Industrial City and Special Economic Zone in the Ejisu Juabeng Municipal Assembly.



**o) Small and Medium-scale Enterprises (SME) Development**

The design for the construction of ten Rural Technology Facilities (RTF's) under the Rural Enterprise Support Programme was also completed.

**p) Komenda Sugar Factory**

The Government with an Indian Exim Bank facility of 35 million US dollars established a new sugar factory at Komenda in the Central Region. The factory is expected to create employment within the catchment area and also help reduce the importation of Ghana's sugar requirement currently estimated at 375,000 tons per annum. In addition, the factory will produce value-added bi-products such as energy and alcohol to support industry. In 2017, the Ministry commissioned a technical audit report of the factory and sugarcane nursery. The audit was aimed at ensuring that the factory was built to specifications as per the contract terms.

**q) Northern Star Tomato Factory**

In order to ensure value for money and revive some state-owned enterprises, technical audits were undertaken on the Northern Star Tomato Factory.

**r) Volta Star Company Ltd**

In order to ensure value for money and revive some state-owned enterprises, technical audits were undertaken on the Volta Star Company Limited.

### 13.3 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDIURE (GH¢)	VARIANCE
<b>GOG</b>	<b>79,229,868.00</b>	<b>33,058,840.43</b>	<b>33,058,840.43</b>	46,171,027.57 (58.27%)
Compensation of Employees	50,894,344.00	26,670,244.43	26,670,244.43	26,670,244.43 (47.60%)
Goods and Services	25,135,524.00	6,388,596.00	6,388,596.00	6,388,596.00 (74.58%)
Capex	3,200,000.00	-	-	-
<b>IGF</b>	<b>92,121,740.00</b>	<b>22,537,617.32</b>	<b>22,537,617.32</b>	69,584,122.68 (75.53%)
Compensation of Employees	4,907,917.00	3,271,944.67	3,271,944.67	1,635,972.33 (33.33%)
Goods and Services	37,488,727.00	19,256,948.65	19,256,948.65	18,231,778.35 (48.63%)
Capex	49,725,096.00	8,724.00	8,724.00	49,716,372.00 (99.98%)
<b>DPs</b>	<b>97,784,139.00</b>	<b>23,508,151.73</b>	<b>23,508,151.73</b>	74,275,987.27 (75.96%)
Compensation of Employees	-	-	-	-
Goods and Services	84,087,904.00	23,214,689.33	23,214,689.33	60,873,214.67 (72.39%)
Capex	13,696,235.00	293,462.40	293,462.40	13,402,772.60 (97.86%)
<b>TOTAL</b>	<b>269,135,747.00</b>	<b>79,104,609.48</b>	<b>79,104,609.48</b>	190,031,137.52 (70.61%)

### 13.4 Challenges

- **Inadequate Financial Resources**

The major challenge faced by the Ministry in 2017 was the inadequate funds from Government of Ghana and delays in the release of funds in respect of approved budget to implement key projects and programmes of the Ministry. This was mitigated by ensuring maximum utilization of Donor and internally generated funds as a short-medium term measure. In line with this, the Ministry repackaged programmes and activities to meet requirements for donor support.



- **Ineffective Inter-sectoral Coordination and Collaboration**

The Ministry faced the challenge of effective inter-sectoral collaboration in delivering some key functions due to overlapping functions of some Ministries. The Ministry intends to strengthen inter-sectoral working groups for effective collaboration.

- **Outdated and ineffective trade and industry-related legal and regulatory regimes**

This also posed a challenge in the achievements of some of the Ministry's programmes. The Ministry will collaborate to enforce the laws and regulations and also institute measures to ensure compliance with trade and industry related laws and regulations.

### 13.5 Forward Look For 2018

- **Small and Medium-scale Enterprises (SME) Development**

The SME Development Team will facilitate the creation of an Apex Body to oversee Enterprise Development in Ghana. IFAD through the REP is supporting the Ministry with funding and would also be actively involved in the development and rolling out of the National MSME Policy.

There would also be more institutional capacity building and consultations to ensure partner institutions are carried along the implementation of the Government's industrial transformation Agenda. For example, the (yet to be created) Business Resource Centres (BRCs) are expected to collaborate with the District Implementation Support Teams (DISTs) at the various levels to build synergies in the implementation of the One District One Factory Initiative

The Team also plans to collaborate with the private sector to design programmes for local economic development. It was noted that Golden Exotics was planning to support local banana famers with technology and expertise to enable them export to the EU Market. The Team will also engage Newmont Ghana and other Gold Mining companies to develop projects and programmes for local economic development particularly within their areas of operations.

In scaling up SMEs the team will take keen interest in standards and packaging by getting involved in the UNIDO Trade Capacity Building Projects.

- **Rural Enterprises Programme**

The strategic orientation for 2018 under the Annual Work Plan and Budget AWPB is on 4 key areas, namely:

Capacity building of rural MSEs through the activities of the BDS, ACPID and ARF components: - the 2018 AWPB will cover activities for MSE training in BDS and technology promotion. Activities on access to credit and business start-up kits will also be implemented.





However, the activities for MSE capacity building will seek to scale down the individual-centred new community-based skills development in favour of the promotion of organised group-centred operations along identified value chains or in support of the operations of the one-district one-factory initiative. The strategy will also focus on the further development and growth of already existing MSEs including exploration of the possibilities to take up MSEs that were supported by other Projects such as shea-butter processors under NRGP and roots and tuber-based enterprises that were supported by RTIMP to move them into the small and medium scale zones.

Establishment of Business Resource Centres (BRCs) and upgrading of the BACs: The 2018 AWPB will focus on the delivery of the first batch of 30 BRCs and the upgrade of the remaining BACs.

Roll-out of the Empowering Novel Agribusiness-Led Employment for Youth (ENABLE Youth) programme to support graduates of tertiary education go into agribusiness :- The key activities planned for 2018 AWPB under the ENABLE Youth include expedite the recruitment of a Technical Officer for the new sub-component; recruitment of technical assistance to develop incubation hubs which will operate as businesses based on relevant value chains but which will also provide technical and entrepreneurial training for graduate youth interested in agribusiness.

Continuation of the establishment of the 15 new RTF: - The revised 2018 AWPB will focus on the completion of the first 5 RTF workshop buildings that were initiated in 2016 and installation of the related workshop equipment. Five common user agro-processing facilities as corporate enterprises will be established and five adopted RTFs that require renovation/retooling will be supported to become functional and operational by the end of 2018.

- **Interim Economic Partnership Agreement (IEPA)**

A joint IEPA Implementation Committee made up of representation of both contracting parties will be formed to implement IEPA accompanying Strategy with funding support from the EU.

- **Establishment of an Industrial Sub-Contracting Exchange linking SMEs to Supply Chain of Large Scale Enterprises.**

The Ministry will develop a structured mechanism for linking SMEs to the supply chain of large scale companies. The Ministry and its agencies will again enhance technical capacity of SMEs to fulfill subcontract orders and develop an all-encompassing local procurement policy and legislation to provide opportunities for SMEs to participate in the execution of foreign contracts.

- **The National Industrial Revitalization Programme (Stimulus Package)**





In 2018, 50 additional companies would be selected for support. In all, 130 companies are expected to be supported by the end of 2018.

- **One District One Factory (1D/1F) Initiative**

The actual implementation is expected to commence in January 2018 as all the necessary structures were put in place in 2017. The Key activities will include the following; profiling of the Districts Resource Endowments and continuous review of incoming Expressions of Interest and update database; MOTI and collaborating agencies will assist promoters to acquire land, the necessary licenses, permits etc. and provide support to Project Promoters in mobilizing technical and financial resources; visiting selected districts to discuss and agree on implementation modalities with the District Implementation Support Team and also sensitize the public on the projects; collaborating with District Implementation Support Team to facilitate extension of infrastructure (power, access road etc.) to the project sites.

In the first quarter of 2018 negotiations would be finalized with the Participating Financial Institutions that have pledged their support to the programme (GCB Bank, UMB, GT Bank, ADB, UBA, Eximbank, IFAD, AfDB, AgDevCo and Norfund). One Hundred (100) factories are expected to be commissioned across the country in 2018. These projects are expected to generate over 80,000 direct and indirect jobs.

- **Enhancing the Business Enabling Environment through Regulatory and Legislative Reforms**

The Ministry will implement the 3-year Business Regulatory Reforms Strategy covering all the 10 indicators of the World Bank's Doing Business Ranking. An inventory of business related Acts, Regulations, Regulatory Notices, and Administrative Directives and Procedures, would be compiled to create an E-Register and One-Stop Repository that would make all business regulations readily available online to increase transparency and certainty for both Ghanaian entrepreneurs and foreign investors.

- **Establishment of Industrial Parks and Special Economic Zones**

The Ministry will continue to support the development of the Sekondi Economic Processing Zone, Tamale Industrial Park Complex and the Ashanti Technology Park. Additionally, five industrial parks are expected to be established in five other regions of the country through the support of the Ministry.

- **Introducing Strategic Anchor Industrial Initiatives which will create new growth poles for the Ghanaian Economy**

Government in partnership with the private sector will in 2018 promote the establishment of strategic anchor industries as new growth poles of the economy, including the following: Petrochemicals Industry, Integrated Bauxite (Aluminum) Industry, Iron and Steel Industry, Industrial Salt and Chemicals Industry, Pharmaceuticals Industry, Vehicle Manufacturing and



Assembly, Industrial Starch Industry, Oil palm Industry, Garments and Textiles Industry, Manufacturing of machinery, equipment and parts

### Ghana Standards Authority

- Wean-off Government subvention
- Ensure the passage of the standards bill
- Establish Gas and Oil Metering Station
- Play prominent role in the Governments Industrialization programme (Support the One District one Factory Programme
- Verify **225,040** Weights, Measures, Weighing and Measuring devices
- Calibrate 27,550 Weights, Measures, Weighing and Measuring devices
- Randomly inspect **11,600** Weights, Measures, Weighing and Measuring devices
- Maintain ISO/IEC 17025 Accreditation status of **5** Laboratories
- Establish Gas and Oil Metering Station
- Develop and forward **50** New Standards for publishing and gazetting
- Adopt and forward **310** International Standards for publishing and gazetting
- Review and forward **120** Ghana Standards for publishing and gazetting.
- Promote and disseminate **1,805** Standards and Trade related documents and notifications.
- Sell **2,011** Standards
- Harmonize **30** National Standards.
- Test and analyze **62,360** Product samples.
- Inspect **50,460** Imported High-Risk Goods.
- Issue **6,970** Health and Export Certificates to Exporters.
- Inspect **420** Fishing Vessels and establishments.



- Conduct **521** Factory Inspections.
- Conduct **234** Market Surveillance.
- Inspect **2,280** Export consignments.
  
- Certify **1,790** Locally manufactured products.
- Certify **40** Management systems companies
- Organize **70** Trainings for the Industry.
- Conduct **96** Public awareness on standardization and GSA activities
- Maintain ISO/IEC 17025 Accreditation status of **5** Laboratories



## 14.0 MINISTRY OF BUSINESS DEVELOPMENT

The Ministry of Business Development (MOBD) was created under the Office of the President by an EI 28 in 2017. The Ministry exists to create a sustainable and most business-friendly entrepreneurial, innovative and business enabling environment that fosters private sector-lead investment for job creation and livelihoods.

The sector Minister was Hon. Awal Mohammed Ibrahim with Ms. Efua Asabea Asare serving as Advisor to the Minister. The Ag. Chief Director of the Ministry was Mr. Joseph Tackie.

### 14.1 Agency

- The National Entrepreneurship and Innovation Plan (NEIP)

### 14.2 Key Activities Undertaken

#### a) Policies and regulations

##### **Comprehensive National Entrepreneurship Policy**

Cabinet approved the development of a comprehensive National Entrepreneurship Policy forwarded by the Ministry.

#### b) Management and Administration (Headquarters)

The offices of the Ministry of Business Development, located at N0. 12 Haile Selassie Street at the former Ministry of Trade (MOTI) Annex was successfully refurbished with replacement of furniture and fittings. Telephone and internet connections were also restored

#### c) National Entrepreneurship and Innovation Plan (NEIP)

The National Entrepreneurship and Innovation Plan was launched by His Excellency the President in July 2017. It is a flagship initiative targeted at providing an integrated national support for early-stage (start-ups) and small businesses. NEIP enables new businesses to emerge and provide them the space to grow, receive financing and business development services, secure orders during the critical formative years as well as tap into a wide supply chain network for their growth years by helping to create jobs at a widely distributed national level.

A Private Sector Implementation Partner was successfully engaged through a competitive bidding process with four (4) NEIP Zonal offices established in Tamale, Kumasi, Takoradi and Accra.

#### d) Entrepreneurship Development and Training

A National Business Support and Plan Competition was launched. The Ministry received over 6,000 business proposals for consideration for Entrepreneurship Training.



### e) Regional Incubation Hubs

The first High-tech Incubation Hub under the NEIP was established at CEIB campus in Accra. Ten (10) High-tech Regional Incubation Hubs were earmarked for each region in 2018.

### f) Green Business Management

The biggest Green House Estate Project in West Africa was started at Dawhenya irrigation site in the Greater Accra Region with 75 domes established as at the end of October 2017. It is expected that 1000 Units of Green Houses will be established in all regions across the country by 2021.

## 14.3 Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
<b>1</b>	<b>GoG</b>				
	Compensation of Employees	0		0	0
	Use of Goods & Services	49,415,080.00	583,120,100	583,120,100	-533,705,020.00
	CAPEX	104,786,513	0	0	104,786,513.00
<b>2</b>	<b>IGF</b>				
<b>3</b>	<b>DEV'T PARTNERS e.g.</b>				
	DANIDA				
	JICA				
	World Bank				
	<b>TOTAL</b>	<b>154,201,593.00</b>	<b>583,120,100</b>	<b>583,120,100.00</b>	<b>-428,918,507</b>

## 14.4 Challenges

### • Office Space

Currently the Ministry is operating in the Ministry of Trade and Industry's annex block which also accommodates some staff of MoTI, Registrar Generals Department and Ministry of Railways. The Ministry is expected to be fully functional with full complement of staff in 2018 which means more offices will be needed for the additional staff.

### • Financial Challenges

The delay in the release of funds for Goods and Services and CAPEX during the first quarter of 2017 affected the Ministry adversely. The first quarter allotment for Goods and services was released in April 2017 whereas the third and fourth quarter allotments were not released. The Ministry was allocated a total budget of GH¢155,201,593.00 in 2017 Financial year made up of GH¢1,000,000.00 for Office Operations, GH¢50,414,080.00 for Goods and Services and GH¢104,786,513.00 for CAPEX and as at November 2017, only GH¢5,831,201.00 was released and expended on Goods and Services.

- **Human Resource**

The General Administration and Finance units of the Ministry are currently not fully functional but operate under the Office of Government Machinery. The Ministry is expected to operate on its own in 2018 and thus will need a Director for Finance, Accounts Officers, Audits staff and a Budget Officer among others to ensure adequate operation. Due to inadequate funding, it was practically difficult to build the capacity of staff to improve performance.

- **Logistics**

During the year under review, the Ministry lacked most logistics for operation including vehicles and this made day to day movements difficult. This was due to inadequate and non-release of funds.

## 14.5 Forward Look for 2018

- **National Entrepreneurship Strategy/Policy**

The development and implementation of the comprehensive National Entrepreneurship Strategy/Policy will aim at creating at least 145,000 jobs annually and 500,000 direct and 1,500,000 indirect jobs within the next 4 years.

- a) **Entrepreneurship Development and Training.**

A National Early-stage Business Competition will be conducted and successful candidates selected for admission into the Incubator Hubs for funds disbursement based on set criteria. Under this module, early stage Business competitions will be ran under some sectoral areas to attract the right business ideas for grooming in the Business Incubator before funding will be given. NEIP will also run two major annual programmes to deepen the awareness creation of the Business Competition. These two Annual programmes would be

- National Youth Entrepreneurship Week (NYEW) which would be celebrated annually to either climax or commence the early stage or Start-up business competitions. This week-long celebration will be like an Entrepreneurship Festival throughout the



country where Investors from different countries would be invited to see the great business potentials in the country through exhibitions and pitching of ideas from the selected entrepreneurs.

- National Business dialogue (NBD) which would be a platform for Start-ups and SMEs to meet the well-established private business sector to discuss critical issues confronting start-ups and the opportunities in the business environment of Ghana. It would also be an avenue for networking and mentorship for the budding entrepreneurs.

Under a Module 2, NEIP will also undertake the following programmes under Innovative Business Plan Competitions:

1. Business Advisory Services for Existing Businesses
2. Internship Programme for Tertiary Institutions
3. Entrepreneurship Programme for Second Cycle Schools

#### **b) Regional Incubation Hubs**

This is to teach and present a market place for young businesses to test their ideas, products and services to potential partners, investors, colleagues and mentors. Provisions would be made for a subsidized Workspace for Young Entrepreneurs which will be resourced with business development facilities, meeting rooms, conference rooms, shared office space and other related services.

In this project NEIP will partner private sector investors to set these Business Incubator Hubs and Industrial parks for youth owned businesses. There are a few Incubation hubs across the country and there are some key stakeholders who have interest in Business Incubation and Innovative hubs. The Ministry will be engaging all these stakeholders to set up the biggest Workspace for budding businesses in Accra and the other regional capitals

These workspaces will serve as the nucleus for the development of the Incubator Hubs as well as the Business Accelerators. NEIP will set up 10 Incubator Hubs across the Country with PPP arrangement.

#### **c) Networking Opportunities**

The Ministry will seek advice and guidance from experienced business mentors and an opportunity to network with individual investors, venture capitalists and angel investors.

#### **d) NEIP Entrepreneurs Database (under the Incubation Programme)**

The Ministry through NEIP will set up an entrepreneurship database that will require all businesses under the following categories to register in order to access various business supports for growth through the Incubation Hubs

- Start-up businesses



- Small businesses
- Medium scale businesses
- Larger Scale businesses

Through this Entrepreneurs database, NEIP will be able to know the businesses that need to enjoy the policy on tax incentives to young entrepreneurs as they grow their new businesses.

**e) Greening Business Management (GBM)**

The Ministry will implement programmes towards nurturing a new generation of businesses determined to align their business operations with global green trends. The purpose of the Green House Project is to train and equip the youth with skills and resources to transform vegetable production in Ghana while at the same time setting them up after the training to be entrepreneurs on their own.

The implementation of the biggest Green House Estate in West Africa (1000 Units of Green Houses across the country) is currently ongoing at Dawenya in the Greater Accra Region with 75 Domes established as at end of October 2017. The national scale up of the Green House Estate has potential to create 20,000 direct jobs in the country (20 workers per dome multiplied by 1000 domes) with opportunity to create additional 10,000 jobs in the areas of export and processing of vegetables.



## 15.0 OFFICE OF THE SENIOR MINISTER

The Office of the Senior Minister (OSM) was re-established by E.I 28 in accordance with Section 15 of the Civil Service Act, 1993 (PNDCL 327). Based on the establishment, OSM was integrated into Public Sector Reforms Secretariat (PSRS), to provide among other things, policy guidelines on public sector reforms and facilitate the implementation of agreed reform initiatives in the entire public service with the view to ensuring public sector responsiveness in service delivery.

The OSM was headed by the Senior Minister, Hon. Yaw Osafo Maafo with Mr. Thomas Kusi Boafo as the CEO. The Chief Director of the Office was Alhaji Abudulai Yakubu.

### 15.1 Key Activities Undertaken

#### a) Policies, Legislations and Regulations

- **Review the National Public Sector Reform Strategy Document, NPSRS, (2018-2023)**

Reforms in the Public Sector in Ghana had always been implemented on fragmented basis without any co-ordination and supervision and an effective Monitoring and Evaluation at the centre. These among other reasons, resulted in the failure of Public Sector Reforms implemented over the years to bring the expected impact or desired results.

Government in 2015 developed a comprehensive and sustainable National Public Sector Reform document, NPSRS, covering all reforms in the Public Sector. The implementation of the reforms was to be coordinated and supervised at a central level to enable effective monitoring and evaluation.

During the year under review, Government directed that the NPSRS, 2017-2022 should be reviewed to make it possible for the creation of a favourable environment for private sector growth. Accordingly, a Review Committee comprising Ministers, Senior Public Servants and the Private Sector Practitioners under the Chairmanship of the Senior Minister was formed. A Technical Committee was also constituted. A draft document for the consideration of the Review Committee was developed. The Committee finalized the NPSRS 2018-2023 and Executive approval was sought to pave way for the commencement of implementation of the Strategy in 2018.

#### a) Administration Review

In March, 2017, the Office of the President directed that the PSRS be integrated into the OSM with the view to providing a well-structured governance framework for the creation of the necessary platform for effective implementation of its programmes and projects.

To this end, steps were taken to engage technical and other Staff to provide effective technical and administrative support for the discharge of the functions of the Office. These



measures yielded the secondment of officers from the Ghana Revenue Authority (GRA) and appointment of various categories of Staff from the Office of the President to the Office.

For effective management and the performance of functions assigned to the Office, the assistance of the Management Services Division (MSD) of the OHCS was sought in the development of a manpower Policy.

The Office also received some equipment and commenced arrangement to secure more from the Office of the President.

- **Source Funds for the Implementation of the Public Sector Reforms**

Cabinet during the previous administration approved the NPSRS (2017-2022). The World Bank and other Donor Agencies further expressed their interest to support its implementation. In view of that, the Office held several meetings with Officials of the World Bank, African Development Bank, and other Development Partners on the implementation of the NPSRS. They all showed indications of financing aspects of the Reforms.

The African Development Bank (AfDB) in order to confirm their interest funded two (2) validation workshops on the strategy document in Accra and Kumasi and agreed to also sponsor study tours to Rwanda, Morocco and Mauritius for key personnel who would be involved in the implementation of the Strategy.

- **Implementation of Subvented Agencies' Reforms Programme (SARP)**

During the year under the review, the OSM, State Enterprise Commission, Ghana Institute of Management and Public Administration and the French Embassy held four (4) meetings to review the implementation of the Institutional Performance Contract Programme and to identify new subvented Agencies that could be rolled into the Programme.

Six (6) new subvented Agencies were identified for orientation and signing of the Performance Contract. The identified agencies were Environmental Protection Agency (EPA), Energy Commission (EC), National Accreditation Board (NAB), Sunyani Technical University (STU), Ghana Standards Authority (GSA) and Driver & Vehicle Licensing Authority (DVLA).

The objective of the Institutional Performance Contract Programme is to enhance the operational effectiveness and efficiency of the agencies and subsequently reducing the burden on the GoG payroll and above all, increasing public sector productivity. The selected subvented Agencies were accordingly taken through the necessary preparatory regimes for the signing of the performance Contracts by experts from the State Enterprise Commission and the French Government. The contracts were signed on 26<sup>th</sup> October, 2017 at a ceremony at Accra City Hotel between the Boards of the subvented Agencies and the Ministry of Finance.



- **Institutionalization of best practices in Public Sector Reforms and Service Delivery**

The Open Government Partnership (OGP) is a multi-Stakeholder initiative focused on improving Government's transparency, accountability, and responsiveness to citizens. OGP brings together Government and Civil Society Champions into reforms on the premise that Governments are much more likely to be effective and credible if they open their doors to public input and oversight.

During the reporting period, the OSM coordinated the implementation of the second OGP Action Plan for the country and successfully developed and disseminated Ghana's third OGP Action Plan. The Action Plan development process was a consultative one. In this respect, the OSM held meetings and consultative workshops with Government and Civil Society stakeholders. The OSM also developed a self-assessment report on the Action Plan implementation and submitted same to the International OGP Secretariat.

Further, the OSM actively participated in the African Public Service Week Celebration held in Kigali, Rwanda. In view of the high esteem in which Ghana is held within the comity of Public Servants on the Continent, Ghana's representative was appointed as a judge to serve on the adjudication panel as part of the Africa Public Service week celebration.

The OSM also assisted the Public Services Commission (PSC) to organize the local African Public Service Week celebration in Ghana in June and sponsored an Officer to participate in the celebration in Rwanda.

- **Oversight and Co-ordination**

Hon. Senior Minister met regularly with both political and bureaucratic heads of the Economic Ministries, Departments and Agencies (MDAs) with the view to ensuring that both macro and micro-economic indicators remained stable in order to sustain a conducive environment for private sector growth.

The Senior Minister, a member of the Economic Management Team, met weekly with the Chairman of Cabinet's Sub-Committee on the Economy. The Sub-Committee met prior to the meetings of Cabinet to present issues on the Economy for Cabinet's consideration.

## 15.2 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
<b>GoG</b>				
Compensation of Employees	674, 361.00	674, 361.00	674, 361.00	0.00
Use of Goods & Services	2,326,000	1,500,967.00	826,606.00	825,033.00 (35.47%)
CAPEX	NIL			
<b>Development Partners</b>				
<b>Total</b>	<b>3,000,361.00</b>	<b>2,175,328.00</b>	<b>1,500,967.00</b>	<b>825,033.00 (27.50%)</b>

## 15.3 Challenges

- **Inadequate Staff**

With the current staff strength of 44, the few are unduly stressed due to overload of work. As per the draft Organizational Manual, the manpower requirement of the Office is 74. To enable the Office achieve its mandate, the current staff situation needs to be strengthened or beefed up with professional and technical experts in the areas of Economic Management, Data and information Management, General Administration as well as policy making and Management. In addition, the Legal, Public Relations, the Treasury Departments/units need to be established to enable the office meet its set goals and objectives.

- **Inadequate Logistics, Obsolete Equipment and Lack of Vehicles**

The Office of the Senior Minister inherited most of its logistics and equipment from the Public Sector Reforms Secretariat whose equipment had not been replaced for so many years because of low and erratic budgetary allocations. Efforts to replace these items through the Office of the President has not resulted well. The Office has only five (5) reliable and serviceable vehicles. The remaining vehicles which were inherited from the Public Sector Reform Secretariat are old and unserviceable.

- **Inadequate Office Space**

The Office is housed in two (2) buildings. The Public Sector Reform wing which is located on the first floor of the Public Services Commission building while the Senior Minister and other staffs are in the office of President Annex building. This has made supervision and co-ordination a challenge.



- **Inadequate Budgetary Allocation**

Inadequate budgetary allocation and the erratic release of funds to the Office posed a major challenge to the smooth administration of the office. The effect of this was that the Office is heavily indebted to its service providers.

#### 15.4 Forward Look For 2018

- **Service Delivery Improvement Initiatives**

Facilitate the implementation of service delivery improvement measures to provide high quality and modernized services in the Public sector.

- **Measures to Reduce Business Turn-around Time of MDAs**

This programme will re-orient the current structures, systems, processes, and internal management functions to provide modernized and timely service delivery to citizens and the private sector. In this regard, the following institutions will be facilitated to reduce their service delivery turnaround time as indicated below:

- The Registrar General's Department will reduce the turnaround time for Business Registration to one (1) day through the institution of e-registration services, the development of Mobile App of e-Registrar Application, and the introduction and use of paperless systems for processing the Department's documents.
- The Ghana Investment Promotion Centre will move the entire process of registration of Investment online and maintain the turnaround time for Investor Registration within the stipulated legal five (5) days. Also, the Centre will reduce the re-registration time for projects and the application for Quotas from ten (10) days to one week, while applications for exemptions which currently average five (5) days will be processed within three (3) days.
- The processing of Payment Certificates/Invoices at the Ministry of Roads and Highways which is currently achievable in thirty (30) working days will be reduced to ten (10) working days.
- Additionally, the Ghana Immigration Service will maintain the time spent in checking travelling documents at the points of entry at 1 minute, 45 seconds. Processing period for issuing Work/Residence Permits will be reduced from two (2) weeks to five (5) working days while the time spent in processing Visitor's Permit Extension which used to be five (5) working days will be done in three (3) days.
- Moreover, delivery of express passports will be reduced from one (1) week to three (3) working days while ordinary passports will be fourteen (14) working days. An additional Five (5) new Passport Application Centres (PAC) will be established across



the country and the number of PACS providing online services will also be increased from one (1) to eleven (11). Finally, six (6) more missions will be added to the existing missions providing biometric passports services abroad.

- In collaboration with the relevant institutions, digitized One-Stop-Shops will be established at strategic locations in the country to facilitate timely, simple and easy access to quality services.
- The National Identification Authority (NIA) will be assisted to site mobile registration workstations and registration officers at all government birthing centres across the country for the registration of eligible persons aged zero (0) to fourteen (14) years. Engagements will be facilitated among key stakeholders such as National Health Insurance Authority (NHIA), Driver and Vehicle Licensing Authority (DVLA), and SSNIT on data integration and harmonization process of databases, exchange of information and execution of transactions. Moreover, the mass registration of citizens unto the National Identification System will be completed in the ten (10) regions by December, 2018 while registration of Ghanaians living abroad will commence six (6) months into a mass registration exercise.

- **Revision of Client Service Charters and Institutionalization of Service Standards in MDAs and MMDAs**

Implement a programme to review, streamline, revamp and regulate the implementation of the Client Service Charter (CSC) and Client Service Unit (CSU) initiative to promote efficiency, effectiveness and transparency in public service delivery. By end of the year, all MDAs and MMDAs will be expected to have functional CSUs.

- **Improving Work Environment**

Attention will be focused on the de-congestion and face-lifting of the Ministerial Enclave and other Government offices to ensure cleanliness and the maintenance of government assets and property. Among other things, all government premises within the Ministerial enclave will be painted and unauthorized structures demolished.

- **Oversight and Coordination**

OSM will liaise with the economic MDAs to ensure that the targets set in the 2018 Budget are met and that the economy of the country is on track. The Office will achieve this by coordinating the operations of key public institutions in economic management through periodic meetings, retreats and workshops, surveys and policy reviews. The purpose of these activities is to share knowledge and collate updates on key performance areas of the economy to inform effective and efficient decision making.



- **Management and Administration**

Strengthen its management and administrative capability in order to offer efficient and effective administrative support to the delivery of its key programmes and projects. The Office will reinforce the offices by installing burglar proof and CCTV cameras to prevent thievery and leakage of vital information to the public. The interior of the office spaces will be renovated and the facilities within upgraded by replacing aged and obsolete equipment.

Procure 5 new vehicles to augment the existing aged fleet of vehicles.

Expend some of its budgetary allocation in providing training for the staff of the Office. The trainings will take the form of local and international workshops and seminars that will enable participants share knowledge and experience, formal and structured courses both local and international and study tours where staff will be exposed to international best practices.

## 16.0 MINISTRY OF INFORMATION

The Ministry exists to facilitate a two (2)-way free flow of timely and reliable information and feedback between the government and its various publics; to develop and operationalize a Development Communication Policy in collaboration with relevant government organizations; to co-ordinate, monitor and evaluate the implementation of programs and activities of sector agencies.

Within this period under review Mr. Mustapha Abdul- Hamid was the Minister with three (3) Deputies including; Hon. Kojo Oppong Nkrumah (MP), Perry Okudzeto and Hon. Nana Dokua Asiamah (MP). Mr. J. Y. A. Appiah was the Ag. Chief Director.

### 16.1 Agencies and Departments

#### Department

- Information Services Department

#### Agencies/Corporations

- Ghana News Agency (GNA)
- Ghana Broadcasting Corporation

#### Non-subsidized Agencies

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

### 16.2 Key Activities Undertaken

#### a) Policies, Legislations and Regulations

- **Review and finalization of the Right to Information (RTI) Bill**

An executive retreat was organized to review and finalize the RTI Bill. The main output of the retreat was to present a Joint Cabinet Paper on the Bill by the Ministry of Information and Ministry of Justice and Attorneys General to Cabinet. The Bill has since left Cabinet for consideration of Parliament.

- **National Policy Summits**

The 2017 National Policy Summit series were officially launched by the Hon. Minister for Business Development on Tuesday 18th April, 2017 at the Press Conference room of the Ministry of Information. The summits were designed to provide a coordinated communication of Government programme and policy details across Ministries, Departments and Agencies.



It was also tailored to provide MDAs a platform to deeply articulate policy and programmes to targeted stakeholders as well as the general public with the expectation of building partnerships and eliciting feedback to Government to enhance further policy development.

**b) Town Hall Meetings**

- Training of Trainers session was organized for officers of Information Services Department for five southern sector regions and the northern sector regions.
- An official launch of the 2017 Town Hall Meetings Programme was held on 1st August, 2017 at the Tema Metropolitan Assembly. Members of Parliament for the Tema Metropolitan Area; the Minister for Local Government and Rural Development, the Greater Accra Regional Minister and the Minister for Information were all in attendance.
- The first phase of the Town Hall Meetings involved 50 Metropolitan, Municipal and District Assemblies (MMDAs) all over the country were organized. These took place from 1<sup>st</sup> August, to 3<sup>rd</sup> October, 2017.
- In the second phase, the second batch of 50 MMDAs held meetings between 1<sup>st</sup> November and 21<sup>st</sup> December, 2017.

These Town Hall meetings afforded opportunities to a wide range of stakeholders at the grassroots level to discuss pertinent issues concerning implementation of Government policies in their respective localities. It also served as a major tool to receive feedback from these stakeholders that helped in fine-tuning policy development and implementation.

**c) Regional Tours**

The Regional Monitoring Tours commenced from 1<sup>st</sup> June, 2017. The Hon. Minister, his three (3) Deputy Ministers as well as the Ag. Chief Director, Heads of Directorates and the Ag. Director of ISD and her Deputy Directors visited all the ten (10) regions.

The Tours were aimed at providing a platform for policy engagement with the grassroots of society and also obtained feedback to better shape government policy. It was also meant to improve Government Development Communication, as well as secure massive buy-in at the regional level for the District Town Hall meetings. Again, it gave an opportunity to interact with Information Officers (ISD, GBC, and GNA) and their teams at the Regional levels.

**d) Meet the Press**

Out of the 25 Ministries detailed for the Meet the Press Programme basically to account to the public and to afford the media the opportunity to verify some key issues, four (4) Ministries were able to honour the invitation and these were:



- Ministry of Education - 29<sup>th</sup> July & 30<sup>th</sup> November , 2017
- Ministry of Water Resources and Sanitation - 24<sup>th</sup> August , 2017
- Ministry of Health - 23<sup>rd</sup> November , 2017
- Ministry of Defence - 7<sup>th</sup> December , 2017

**e) Renovation and refurbishment of office accommodation**

The renovation and refurbishment of the Office Building Complex was a key priority of the MoI. This is because until January, 2017 the MoI had been subsumed under the Ministry of Communications. In that regard, the MoI building was neglected and abandoned. A survey was conducted to ascertain what people thought of the Ministry and its surroundings. Most respondents stated that the place was ugly and unattractive. In view of that the Office was revamped to have a befitting status. As a result, the building was renovated under a phase 1 of the entire project. This comprised:

- Painting of the exterior as well as the lobby of the Ministerial block
- Rehabilitation of the defective and damaged sewage system
- Landscaping with flora and foliage

The renovation and refurbishment of the Office Building enhanced productivity among members of staff.

**f) Public Education Campaigns**

The Department conducted a nation-wide Public Education Campaign on the National Budget for 2017. The major tools used for the campaign included group and media discussions. As a result, many Ghanaians now understand key policies outlined in the 2017 Budget.

A campaign on the dangers of galamsey was conducted. This campaign highlighted the effects of galamsey on water bodies and vegetative cover. This complemented the nationwide fight against Galamsey.

A nationwide Voluntary Tax Compliance Education Campaign was conducted in December. The target group for this campaign was the informal sector. This helped Ghanaians to understand the need to honour their tax obligations.

**g) Publications**

The Department was able to publish some educative posters and magazines on national issues in Ghana. Among them were 1500 copies of 'Ghana Today' Magazine (1-3 Editions), 2800 posters on President Akufo Addo's inauguration, 1000 copies of Know your Ministers, and 1000 copies on the dangers of Galamsey.

**h) Publicity for National Events**

Publicity was provided for a total of 46 national events held in the period under review. Among them are the inauguration of the President, 28<sup>th</sup> February Crossroad Shooting, Independence Day, Republic Day, African Union Day and Presidential visits.

**i) Management of Government Portal**

The Department also updated the official website of the Government of Ghana daily with stories and features emanating from the regions and the Presidency as well as the MDAs. 159 stories and 18 feature articles were published.

**j) Marketing Ghana Abroad**

The Department maintains four (4) Information Offices at Ghanaian Missions abroad namely London, Washington and New York. Ghanaians abroad as well as foreigners are kept abreast with the state of the nation and also offer their suggestions on the issues raised at every point in time. Four (4) officers based at these key Ghanaian Missions abroad were recalled during the year. The Department hopes to establish more Information offices abroad when funding is provided by the Government.

**k) Monitoring of Print Media**

25 Newspapers were monitored daily and report sent to the Minister of Information. This helped the Minister to know what was trending and issues to address.

**16.3 Financial Performance**

Summary of Expenditure by Economic Classification Item as at October, 2017				
SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
<b>GOG</b>				
<b>Compensation For Employees</b>	88,040,963.00	46,573,796.00	46,573,796.00	41,467,167.00 (47.10%)
<b>Use of Goods &amp; Services</b>	33,387,697.00	18,216,532.00	18,216,532.00	15,171,165.00 (45.44%)
<b>CAPEX</b>	19,650,042.00	377,382.00	377,382.00	19,272,660.00 (98.08%)
<b>Total</b>	<b>141,078,702.00</b>	<b>65,167,710.00</b>	<b>65,167,710.00</b>	<b>75,910,992.00 (53.81%)</b>



## 16.4 Challenges

- **Inadequate/unreliable data for decision making**

This is a huge challenge considering the fact that the Ministry was scrapped for over four (4) years as a result of which its programmes and activities were put under the Ministry of Communications. This challenge is being addressed by strengthening the institutional memory of the Ministry and the organization of training for records staff.

- **Lack of collaboration and coordination among cost centres**

There was no central point of coordinating the activities of the various cost centres. However, the Ministry has institutionalized monthly meetings amongst cost centres for the harmonization of common programmes and also for the discussion of issues of common interest.

- **Lack of adequate resources**

Resources ranging from personnel to equipment and vehicles were seriously lacking in the Ministry and thereby hampering the execution of planned programmes. Provisions have, however, been made to procure office equipment and other logistics in the medium term.

- **Bad state of equipment of ISD**

The most critical challenge of ISD relates to the state of its equipment. Most of the equipment are either obsolete or have broken down. For instance, just about two (2) to five (5) offices at the Department's Head Office have computers and accessories. Officers in other offices have none hence have to rely on the offices that have the equipment for its work which leads to delay in submission of work. Some officers also have to use their personal equipment to discharge their official duties. The current printing machine being used is a 1940 kord model which is in a deplorable state. The Department has only 71 cinema vans (which were purchased in 2007) across the 182 operating districts and these vans were not serviced regularly due to poor finances. Additionally, display panels for exhibitions and outreach programs are also in a deplorable state. Maintenance, repairs and replacement of these equipment has become a daunting challenge due to lack of funds. Budgetary releases from the Ministry of Finance are usually delayed and extremely inadequate to address these problems. Again, all funds raised from the use of these equipment which can be used to repair and maintain these equipment are sent back to the Government through the consolidated fund. To mitigate these challenges, the ISD submitted a proposal to the Ministry of Finance to retain the Internally Generated Fund (IGF) to resource the income generating sections of the Department which will in turn increase the amount generated. Also, collaboration with MDAs and MMDAs ought to be increased to inform and educate Ghanaians on Government programmes/projects. The Department will then provide the technical expertise to develop and implement the communication strategy whilst the collaborating MDAs and MMDAs



would provide the funding. Again proposals are being developed to forge collaboration with potential investors to partner with the Department to strengthen the Department's service delivery capacity. Furthermore, the Ministry of Information is exploring various avenues to replace the Department's obsolete cinema vans across the country. Ideally, every district (182) should have a van.

- **Dwindling Human Resource**

Another very disturbing challenge the Department faced in the year is its dwindling human resource base. Most of the officers who are retiring from the service are not being replaced due to lack of clearance from the Ministry of Finance. Also most of the officers are converting from the information to other classes while others are resigning due to poor working conditions and lack of motivation. All these contributed to the reduction of the human resource base of the Department.

- **Insufficient Monitoring**

The Department is also seriously handicapped when it comes to monitoring public education and sensitization campaigns across the country. This is because there are no vehicles at the headquarters that can be used for such purposes.

- **Lack of means of Transport**

Transporting journalists on assignment was difficult due to the non-availability of vehicles.

- **Lack of Training Programmes**

Training programmes designed to equip workers of the Agency with different skills set that will improve the quality of the news produced could not be undertaken due to the non-release of funds and it has proven to be detrimental to the quality of work at the Agency.

## 16.5 Forward Look For 2018

In 2018, the Ministry of Information and its Department and Agencies will intensify the execution of programmes and projects that will enhance information dissemination; public participation at all levels and ultimately result in a better quality of life for Ghanaians.

Specifically, the following activities will be pursued among others:

- Organize and sustain the National Policy Summits on all subject areas.
- Adequately cover state events including Parliamentary public hearing.
- Continue, sustain and enhance the organization of the weekly Meet-the-Press series for MDAs.
- Periodically organize the "Matters Arising" platform.
- Revamp the photo section into State of the Arts facility to enhance photo reproduction, research and archiving of national records / events



- Embark on regional tours, media interactions and press assignments
- Continue the rehabilitation of the GBC radio and TV studios.
- Implementation of GNA's digital audio, text, video and photo, as well as the re-engineering programme and the computerization of its Regional and District offices.
- Enhancement of technology and facilities at GNA, especially the Business Development Department, to transform it into a full commercial subsidiary.
- Upgrade the competency of all categories of staff to improve the overall service delivery.
- Improve the capacity of the Information Services Department to step up its sensitization programme through the acquisition of a new fleet of the state-of-the-art cinema vans.
- Acquire modern high tech printing machinery to support the Department in its dissemination programmes.
- Enhance staff access to emerging ICT technologies through provision of requisite infrastructure and training to improve information gathering, dissemination, transmission of information and content development.
- In the face of many challenges, GBC has developed a 5-year strategic plan and an implementation committee had been constituted to help achieve its mission, i.e., "To lead the broadcasting and communications industry through quality programming which promotes the developmental and cultural aspirations of Ghana"



## 17.0 MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY AND INNOVATION

The Ministry of Environment, Science, Technology and Innovation (MESTI), exists to promote sustainable environmental management and the adoption and application of science and technological innovations through the formulation of policies, monitoring and evaluation of the implementation of sector plans, programmes, and projects for national development.

The Sector Minister was Prof. Kwabena Frimpong-Boateng with Hon. Mrs Patricia Appiagyei (MP), as Deputy Minister. The Chief Director at the Ministry was Ms. Salimata Abdul-Salam.

The Ministry has oversight responsibility for the under-listed Agencies and Authorities.

### 17.1 Agencies and Departments

#### Subvented Agencies

- Council for Scientific and Industrial Research (CSIR)
- Ghana Atomic Energy Commission (GAEC)
- Environmental Protection Agency (EPA)

#### Authorities

- Land Use and Spatial Planning Authority (LUSPA)
- National Biosafety Authority (NBA)
- Nuclear Regulatory Authority (NRA)

### 17.2 Key Activities Undertaken

#### a) Policies, Legislations and Regulations

##### • National Science, Technology and Innovation (STI) Policy

The Ministry reviewed and submitted to cabinet the National STI Policy. The policy outlined strategies to also establish the Presidential Advisory Council for STI (PACSTI) and STI Fund.

##### • National STI Bill

The framework for the development of the National STI Bill was submitted to the Attorney-General's Department for their review. The framework of the bill consists of the establishment of two bodies which are the Presidential Advisory Council for STI (PACSTI) and STI Fund. The PACSTI when established will provide objective, non-partisan, uncensored and confidential advice to the President of the Republic of Ghana on matters related to Science, Technology and Innovation. This is intended to keep the President adequately informed about current advances in Science, Technology and Innovation, and



their relevant applications towards national development. The establishment of the STI Fund will support and promote research through funding, human resource development and the development of the necessary research infrastructure that will facilitate the creation of knowledge and innovation in all fields of science and technology, including indigenous knowledge, and thereby contribute to the improvement of the quality of life of all the people of Ghana.

- **National Biodiversity Policy**

A Zero+4 draft National Biodiversity Policy was developed, pending cabinet approval. The National Environment Policy (NEP) and National Climate Change Policy (NCCP) as well as other existing policies set the tone for the development of the draft National Biodiversity Policy (NBP). This has been done with the primary aim of conserving the country's biological diversity resources, particularly the unique and endangered species in Ghana.

- **Spatial Development Framework**

The Ministry under the Sustainable Land and Water Management Project (SLWMP) developed and published a Spatial Development Framework for the Northern Savannah Zone. This Framework will guide decision making for undertaking water and land related investments across the Northern Savannah Zone.

- **Environmental Fiscal Reform Policy**

The Environmental Fiscal Reform Policy (EFRP) document was finalized and submitted to the Ministry of Finance. The completion of the EFRP is expected to correct price signals within the formal economy to include environmental and other costs and reform fiscal policy so that the tax system takes environmental criteria into account.

- **Land Use and Spatial Planning Act, 2016 (Act 925) LIs**

Following the passage of the Land Use and Spatial Planning Act (Act 925 of 2016), an LIs needed to be drafted and hence a number of consultation workshops were organized with the assistance of the consultants (AB & David). The drafted LIs were submitted to the Attorney General's Department for final rewording. The Bill, when passed into law, will facilitate on-going institutional, technological and legal reforms in support of land use planning; and strengthen the human and Institutional capacities for effective land use planning and management through science and technology.

- **Guidelines and Regulations on Environmental Protection**

The Forest and Wood Sector Guidelines was 90% complete. A draft regulation on Pesticides and Industrial Chemicals was prepared and submitted for review. The EPA developed a Pesticides Inspection Manual as well as a draft guideline on the storage of chemicals. In addition, a first draft of the Coastal Zone Management Regulation was developed for





Stakeholder deliberations. The draft Onshore and Offshore Oil and Gas Regulation was developed for stakeholder consultation and subsequent submission to parliament in 2018.

- **Reviewed Regulations and Guideline by the Nuclear Regulatory Authority**

The Nuclear Regulatory Authority (NRA) reviewed the following regulations and guidelines:

- Radioactive Waste management and Borehole Disposal System
- Safeguards Regulations
- Basic Radiation Safety Control
- Transport Regulations
- Security of Radioactive Sources
- NRA General Regulatory Requirements
- NRA License Procedure for Radioactive Waste
- NRA Authorization Guidelines for Industrial Radiation Applications
- NRA Authorization Guidelines for Radiotherapy
- NRA Authorization Guidelines for Radioactive Waste Management Facilities
- NRA Authorization Guidelines for Nuclear Medicine
- NRA Authorization Guidelines for Diagnostic Radiology

#### **b) Science, Technology and Innovation**

Twenty (20) researchers from ten (10) research institutions in Ghana and some staff were trained on Research and Grants Management and STI Indicators surveys under the Science Granting Council Initiative (SGCI), a 5-year programme by IDRC of Canada, DFID of UK and NRF of South Africa.

The Ministry participated in the SGCI Annual Forum which provided an opportunity for all the 16 Science Granting Councils to interact with one another and with other key science, technology and innovation (STI) system actors, including policymakers, researchers, and private sector actors. It also gave the opportunity for Ghana to update the status of establishing its Science Granting Council (which is the STI Fund).

The initiative aims to strengthen the ability of Science Granting Councils to: Manage research; Design and monitor research programmes based on the use of robust science, technology and innovation indicators; Support knowledge exchange with the private sector; and establish partnerships between science granting councils.

Ghana is one of the nine partner countries implementing the Square Kilometer Array (SKA) aimed at building the world's largest telescope specifically to ensure hi-tech research into the Universe. The Ministry subsequently acquired the Vodafone earth satellite antennae at Kuntunse to be converted into a radio telescope which will be part of the African Very Long Baseline Interferometry Network (AVN) project (a network of telescopes on the African continent in order to strengthen the astronomy sciences and to assist the countries involved to



develop the skills, regulations and institutional capacity needed to optimize Africa's participation in the SKA project).

The Ministry also renovated the building hosting the telescope and launched the Ghana Radio Astronomy Observatory during the reporting year. The Ministry successfully hosted the SKA Ministerial and Senior Officials Meeting on August 22-24. This was attended by 50 participants from the 9 SKA partner countries including 7 Ministers. The outcomes of the meeting include a signed bilateral MOU on SKA Implementation by Ministers of Partner countries, an adopted funding strategy for SKA, and an adopted communication and awareness strategy.

#### **c) Sustainable Land and Water Management Project (SLWMP)**

Over 5,600 sub-projects benefiting 18,246 farmers were supported with inputs and are currently being implemented by farmer groups in 174 communities covering 7200ha of land. The adoption of these Sustainable Land and water Management technologies by farmers will help improve their land fertility, water resources and other natural resources.

A Geographic Information System (GIS) based M&E system was also established and operationalized in EPA to collect, collate and serve as the hub for populating primary data, storage unit, aid in data manipulation and retrieval and visualization for data retrieval and report generation.

A total of 879 hectares of area were reforested within two forest reserves (i.e. Kulpawn and Ambalara Forest Reserves) to improve the vegetation of these forests. In addition, management plans for 8 forest reserves were developed and published (i.e. Kulpawn, Mawbia, Ambalara, Chiana hills, Bepong, Sissili Central, Sissili North and Pudo Hills Forest Reserves) to guide the management of the forest sustainably.

Community Resource Management Area (CREMA) management plans within the Western Wildlife Corridor for three (3) sites were completed and are at various stages of implementation to guide the management of the Biological corridor for wildlife conservation and protection.

#### **d) Scientific and Industrial Research**

Council for Scientific and Industrial Research (CSIR) developed postharvest handling model for tomato, pepper and orange. In addition, four (4) varieties of Yam were released namely: CRI-Afase Biri, CRI- Afase Soayinto, CRI-Afase Adepa, and CRI-Afase Hoodenfoo. Seven (7) maize hybrids were also released. The CSIR also raised 120,000 seedlings of bamboo for EPA to restore degraded lands around water bodies in the Northern Regions of Ghana. Additionally, the CSIR trained ten (10) artisans in construction supervision using local building materials for construction of affordable housing units. 60 engineers and architects were also trained in the control of building deterioration and termite infestation both in Accra and Kumasi



As part of the Ministry's efforts to control and eliminate water and soil borne diseases, microfilaria prevalence infection was reduced from 13.2% to 12.5%, Onchocerciasis infection in the highest communities reduced from 26% to 24.6 %, while the lowest also reduced from 1.50% to 1.36%. Moreover, soil transmitted helminth infection studied in 10 communities also showed reduction in the prevalence of hookworm infection from 15% to 13.5 %; Schistosomiasis studied in some 28 communities had an average prevalence reduction from 15 percent to 13.8 percent.

#### **e) Nuclear and Space Science Technology Programme**

The Ghana Atomic Energy Commission (GAEC) targeted the irradiation of 30 tonnes of food crops using the Gamma Irradiation Facility (GIF). The main objective was to increase the shelf life of foodstuff and to support the local export industry. However, during 2017, the commission was able to irradiate 15 tonnes. This number could have been increased substantially if the source strength of the GIF was improved.

The Protein Bait factory which is still under construction saw a rather slow progress of work in the year. The factory which was about 90% complete came to a standstill due to inadequate funds.

GAEC commenced source sorting of domestic waste within the Community. This is to provide raw material for the compost plant. A decision was taken to increase production by expanding the compost plant. Expansion works were about 70% complete. High nutrient level and better water holding capacity compost was developed from domestic waste. This compost has the potential to significantly increase the yield of farmers in the country. A total of 25 farmers were trained.

Additionally, in order to safeguard the welfare and well-being of staff who work directly with such substances and equipment, the Commission targeted 2000 occupationally exposed workers to ensure their safety. The Commission was able to monitor 147 industrial workers and 360 medical workers due to equipment failure. Individuals and organizations are now more aware of dangers associated with working with radioactive substances and equipment that produce radiation.

Hazard Assessment of Electromagnetic Radiation from Mobile phones operators and Radio Stations was done across the country. This activity had the focus of improving and protecting the public from harmful radiological hazards associated with operating base stations. 400 Radio Frequency (RF) and FM cell sites were assessed during the year. Whiles 1000 base station safety assessments were also conducted during the year. GAEC was able to assess 378 base stations before installation and 775 operational stations were monitored.

The integration of nuclear power into the country's energy mix continues to remain one of the topmost priorities for GAEC. In January 2017, the team of experts from International Atomic Energy Agency (IAEA) conducted Phase 1 of the Integrated Nuclear Infrastructure Review (INIR) Mission. The Phase 1 of the INIR Mission was a holistic IAEA coordinated international, peer review of the safety of the Nuclear Power infrastructure. The Ghana team was represented by officials of the Ghana Nuclear Power Programme Organization (GNPPO). Five (5) stakeholder meetings were held while ten (10) newsletters on nuclear power were published and disseminated. The draft HR development plan was documented with eight (8) personnel especially, Engineers and Geophysicists having been considered for appointment by the end of 2017. Grid (national and regional) networks studies were carried out while the Grid assessment report was submitted for review by GAEC/GNNPO/IAEA. Reconnaissance reports for two (2) suitable site for the Nuclear Power Project sites visited was 90% complete.

A scientific assessment of the environment and human health impact of e-waste was undertaken. GAEC conducted field survey and mapping of e-waste sites in Kumasi and constructed a prototype facility. The National Nuclear Research Institute (NNRI) and the Technology Transfer and Marketing Centre (TTMC) collaborated with Zoomlion Ghana limited with the aim of establishing E-waste management centre. The first phase of the project involving ground preparation of five (5) acres land commenced in 2017.

As part of improving the general health and wellbeing of the Ghanaian public especially growing children, GAEC used isotopic techniques to assess and monitor the vitamin A status of children susceptible to infection in the Upper East region. Data collection is ongoing within the Upper East Region from identified satellite schools. The Commission also used isotope technique for obesity studies to better understand causes of obesity in children. Sampling protocols were developed and ethical review clearance obtained for the identified satellite sites for screening of 800 children

#### **f) Human Settlements and Spatial Planning**

With the objective of transforming the Town and Country Planning Department into Land Use and Spatial Planning Authority, administrative, legal and technical changes were undertaken for the fulfillment of this goal. All the major achievements that were made in the 2017 year was to achieve core objectives of the Medium Term Plan 2014 – 2017 which include; facilitating on-going institutional, technological and legal reforms in support of land use planning; and strengthening the human and Institutional capacities for effective land use planning and management through science and technology.

A major milestone with regard to the legal and administrative aspects of the transformation process was the inauguration of the Land Use and Spatial Planning Board. This will lead to the formation and inauguration of the 10 Regional Spatial Planning Committees.



Another major achievement was the completion of Spatial Development Frameworks (SDF) for Ashanti and Greater Accra Regions. As part of technical changes aimed at ensuring efficient and effective planning and management of settlements in Ghana, the Spatial Development Frameworks (SDFs) for Ashanti and Greater Accra Regions were completed.

In addition, the Land Use Planning and Management Information System (LUPMIS) was upgraded with new functionalities. With the new added plugins which come with new functionalities or add-ons, LUPMIS can now be used for property addressing. The system is able to generate Unique Parcel Numbers (UPNs) and also generate reports. It has features that are able to perform quality controls with plans that are prepared by planners or the MMDAs with the LUPMIS Quality Control functionalities.

The property addressing functionalities and the permitting plugins that are within LUPMIS can help increase revenue generation to meet government's goal of increasing revenue generation by blocking major loopholes of revenue losses in the various MMDAs. It can help determine at any point in time, the number of properties that have not paid their property rates among others.

Aside the upgrading of LUPMIS, a number of training programmes was organized with the financial assistance from GIZ and Ministry of Local Government and Rural Development. The training was organized in four zones and had all Regional Coordinating Councils and 60 districts participating.

LUPMIS also organized two zonal workshops in Kumasi and Accra where inputs were made during the review of the business plan of LUSPA.

#### **g) Environmental Protection and Management**

A Draft awareness creation programme was developed for the Hazardous & Electronic Waste Control & Management Act, 2016 (Act 917) following its passage in 2016. The aim of this programme is to sensitize the general public on the new Act and also get buy-in from key stakeholders during implementation.

2,961 permits for various undertakings and 18,824 chemical licenses were issued compared to 3,844 permits and 42,437 licenses respectively issued in 2016. In addition, 36 (out of the targeted 36) field verification and compliance monitoring visits were undertaken for mining companies as compared to 29 in 2016. These undertakings were monitored to ensure compliance with LI 1652. AKOBEN Performance Rating was extended (from 68 industries in 2016) to cover new manufacturing industries. Quarterly data was received from 100 industries and 50 new ones enrolled on the programme. Also, 22 mining companies participated in the AKOBEN Rating programme.



In collaboration with the International Maritime Organization (IMO) and the International Petroleum Industry Environmental Conservation Association (IPIECA), a 4-day training exercise/workshop was carried out to test the National Oil Spill Contingency Plan (NOSCP). Scoping report on SEA of Opening up the Voltarian and Keta Basins for Onshore Oil and Gas Exploration and Production was finalized. The Response Matrix was also validated by stakeholders and the final draft of the Pre-scoping SEA report was produced.

In 2017, the EPA as part of recommendations from the monitoring visit, set out to develop the Ghana standard for use of Oxo-biodegradable additives in production of flexible plastics. The Draft Ghana standard for use of Oxo-biodegradable additives in production of flexible plastics was developed during the year.

Air quality monitoring undertaken at 14 sites located in Residential, Commercial, and Industrial areas as well as along major road corridors indicated that  $PM_{10}$  and  $PM_{2.5}$  concentrations exceeded the EPA and WHO guideline values. Also, 52 sector-specific industries including pharmaceuticals, paints and chemicals, alcoholic and non-alcoholic beverages, pulp and paper and cocoa processing were monitored for effluent quality. Most of the industries did not meet the EPA recommended guideline levels for COD, BOD, phosphorus and colour.

The National Source Waste Segregation Programme was extended to forty (40) 1<sup>st</sup> and 2<sup>nd</sup> cycle institutions in Greater Accra. Twenty (20) new schools enrolled and practised the programme in Greater Accra. The Agency also monitored the progress of the Source Waste Segregation Programme (SWSP) in the Ministerial enclave and some selected schools. Also, the final draft state of the environment report was prepared.

The EPA collaborated with Greener Impact International (GII) to train fifty (50) teachers on Environmental Education Methodologies. 356 participants of GRA/CD Border Post Officers, pesticide dealers and MoFA Quarantine staff were trained in Pesticide Regulations, Pesticide Faking/ Counterfeiting and GCNET Chemical Clearance Procedures. Also 193 Pesticide Inspectors (made up of EPA and MOFA Officers) were appointed. 60 Commercial Pest Controllers were also trained in Pesticide regulations and safe handling.

#### **h) Enforcement and Compliance of Ionizing and Non-Ionizing Radiation**

The NRA also carried out the review and assessment of submissions made in support of applications for permits and Authorizations to verify the compliance of licencees' activities with the regulatory requirements established by the NRA. In situations of non-compliance with the regulatory requirements, NRA issued enforcement notices for stipulated periods during which licencees were expected to correct the non-compliance issues.

Major regulatory activity which was carried out by the NRA was the Core Conversion at the





Ghana Research Reactor (GHARR-1) Facility. About 200 facilities were granted Authorization to use about 182 radiation emitting equipment and sources, while regulatory inspections for 546 existing radiation emitting equipment and sources were carried out. In addition, enforcement actions were carried out at 4 facilities, as well as the assessment of three (3) base stations. 84 permits were granted for imports and exports of radioactive materials. The main purpose of undertaking these activities is to ensure the protection of humans and the environment from the harmful effects of radiation hazards.

The NRA continued to support the development of skilled employees to meet the future needs of the regulatory body through fellowships, workshops, trainings and meetings which are mostly funded by international partners as well as through internship programmes. Staff of the Authority participated in about 62 National and International training workshops/meetings on nuclear activities to build staff capacity. One (1) seminar was also organized for media practitioners. All these are expected to ensure effective implementation of the country's international obligations.

#### **i) Biosafety Regulation and Development**

The Ministry through the National Biosafety Authority (NBA) established appeals tribunal to address public concerns on biosafety issues. The Authority also conducted three (3) public awareness programmes on Biosafety and completed training on Biosafety emergency measures. In addition, the NBA finalized and submitted biosafety implementing regulations to the sector Minister. It is also worth mentioning that the Genetically Modified Organism (GMO) detection laboratory was 80% complete. This will ensure an adequate level of protection in the field of safe development transfer, handling and use of GMOs resulting from biotechnology that may have an adverse effect on health and the environment.

### 17.3 Financial Performance

	SOURCE	APPROVED BUDGET (GH¢) A	ACTUAL RECEIPT (GH¢) B	ACTUAL EXPENDITURE (GH¢) C	VARIANCE (A-C)
<b>1</b>	<b>GoG</b>				
	Compensation of Employees	177,765,586.00	148,137,988.33	148,137,988.33	29,627,597.67 (16.67%)
	Goods and Services	11,200,390.00	3,253,391.00	3,253,391.00	7,946,999.00 (70.95%)
	Capex	6,000,000.00	0.00	0.00	6,000,000.00 (100%)
	TOTAL GoG	194,965,976.00	151,391,379.33	151,391,379.33	43,574,596.67 (22.35%)
<b>2</b>	<b>IGF</b>	56,688,121.00	59,073,748.72	52,043,886.33	-2,385,627.72 (-4.21%)
<b>3</b>	<b>DEVELOPMENT PARTNERS</b>	97,498,045.00	38,147,061.94	32,093,442.70	59,350,983.06 (60.87%)
<b>4</b>	<b>GRAND TOTAL</b>	<b>544,118,118.00</b>	<b>400,003,569.32</b>	<b>386,920,087.69</b>	<b>144,114,548.68 (26.49%)</b>

\*\*\*NB: Financial Report is at October, 2017

### 17.4 Challenges

- **Land Encroachment**

The issue of Land encroachment remains a major challenge for the Council for Scientific and Industrial Research (CSIR) and the Ghana Atomic Energy Commission (GAEC). The 2 Agencies are gradually losing their land required to be protected due to the nature of the technology, as well as land required for future infrastructural expansion (i.e. laboratories, experimental fields, office accommodation etc.) to the perennial problem of encroachment. In some instances, compensations were not paid to rightful owners of the land resulting in legal suit.

- **Recruitment of new staff**



With the Ministry and most of its Agencies (CSIR, GAEC, LUSPA) operating under their staffing capacities, and most of the technical staff aging and retiring, the Ministry has become challenged in terms of delivering on its mandate. The NRA and NBA, the newest Agencies, are currently operating with staff seconded from GAEC. The CEO of NBA is the only permanent staff at post.

- **Capping of Internally Generated Funds**

Ministry of Finance (MoF) put a cap on IGF such that any IGF generated over and above the capping is immediately absorbed by MoF. This created problems for the Agencies executing their mandate and generating more revenue. Agencies such as CSIR and GAEC rely mainly on IGF to pay utility bills. The capping of the IGF meant that bills were outstanding, some critical laboratories had been closed down and losses incurred since certain projects could not be completed so the money already sunk in the project was lost. For the Agencies to pay 34% of their gross IGF to MoF and break even, it would need to increase its charges and fees, which would have spiralling repercussions.

## 17.5 Forward Look for 2018

The following will be undertaken by the **Ministry**:

- Establish a Presidential Advisory Council on Science, Technology and Innovation (PACSTI)
- Establish an Inter-Ministerial Coordinating Council to ensure the coordination of the application of STI in all sectors of the economy
- Develop a National STI Policy
- Finalize the STI Bill and submit to Parliament for passage
- Establish the STI Fund
- Establish STEM Education Centres in the Regions and Districts to promote the study and practice of Science, Technology, Engineering and Mathematics throughout the educational system
- Establish National Foundry and Machine Tooling Centres in various parts of the country,
- Revamp GRATIS regional and district centres to provide fabrication, production and technical support for the One-District-One factory programme
- Ensure the enhancement of the management of Hazardous, Electronic and Plastic waste
- Develop and implement the Biodiversity Policy and Oil and Gas Environment Policy to enhance Biological Diversity conservation and use of our natural resources
- Ensure effective compliance with environmental regulations and standards by the oil and gas industry



- Finalize Monitoring Reporting, Verification (MRV) for Climate action and also seek to mainstream Climate Change/Green Economy issues into the basic and second cycle school curriculum.

## CSIR

- Ensure food security and poverty reduction by developing and disseminating improved crop and animal varieties for crop and animal farmers and developing strategies to reduce field and post-harvest losses
- Conduct baseline surveys and adoption studies of released crop varieties and support the Science Agenda for Agriculture in Africa (S3A)
- Promote climate change, environmental management and green technology by developing adoptive strategies to combat the effect of climate change that foster resilient rural livelihoods for sustainable landscape restoration through climate smart agriculture.

## GAEC

- Encourage industrial applications by completing studies on the construction of the country's and world's first radioactive waste disposal facility in Ghana to ensure public and environmental safety
- Establish a National Professional Training Institute for welding and non-destructive testing to train and certify welders and Non-destructive testing (NDT) professionals.

## EPA

- Facilitate and co-ordinate the establishment of collection and processing centres for electronic waste as per the mandate of the Hazardous & Electronic Waste Control & Management Act, 2016 (ACT 917)
- Finalize and operationalize Onshore and Offshore Oil and Gas regulations as well as collaborate with key stakeholders to carry out simulation and drill exercises as part of measures aimed at operationalizing the National Oil Spill Contingency Plan (NOSCP)
- Resource and retool at least two Agency regional laboratories to undertake air quality and effluent monitoring programmes
- Continue to decentralize activities of the Agency's by empowering Area Offices through provision of requisite staff and resources
- Monitor undertakings nationwide to ensure compliance with Environmental Regulations LI 1652
- Revise and produce education materials on key existing and emerging environmental issues for awareness raising and environmental education programmes nationwide
- Develop and operationalize Regulations on pesticides and industrial chemicals for the entire life cycle including handling of used containers and develop and operationalize



(Ghana) standard for use of Oxo-biodegradable additives in production of flexible plastics nationwide

- Coordinate the mainstreaming of SDGs into District Development Plans and monitor its implementation and collaborating with the Non-Formal Education Directorate to intensify hands-on awareness raising and capacity building programmes on environmental management
- Develop and operationalize an E-platform for automating the Agency's operations (business processes) and partner MMDAs to manage noise pollution through enacting and enforcing Assembly By-Laws and Guidelines

#### **Nuclear Regulatory Authority**

- Draft, review and promulgate regulations and educate the public on radiation matters and set the organizational chart and the scheme of service in line with international and IAEA standards

#### **LUSPA**

- Set up the Land Use Planning and Development Fund, National Human Settlement Policy, standards, guidelines and manuals to support the implementation of the Act 925 and its LI as well as revising Planning Manuals, Zoning Regulations and Planning Standards.
- Commence site preparation for the construction of LUSPA office building.

#### **National Biosafety Authority**

- Undertake nationwide biosafety public education
- Recruit and train biosafety personnel
- Strengthen the operations of the GMO detective laboratory
- Review the Biosafety Act and strengthen the Biosafety administrative system.

## 18.0 MINISTRY OF CHIEFTAINCY AND TRADITIONAL AFFAIRS

The Ministry of Chieftaincy and Culture (MOCC) exists for the “promotion of an effective interface between Government and Civil Societies on matters relating to Chieftaincy and Religious Affairs for the enhancement of peace, good governance and international partnership for the overall development of Ghana”. In doing this, the Ministry has a vision ‘to preserve, sustain and integrate the regal and traditional values and practices to accelerate wealth creation and harmony for total national development’.

The sector Minister was Hon. Kofi Dzamesi with Hon. Paul Essien (MP) as Deputy Minister. The Chief Director at the Ministry was Mr. Benjamin Afful.

### 18.1 Agencies

- National House of Chiefs
- Ten (10) Regional Houses of Chiefs
- 200 Traditional and Divisional Councils

### 18.2 Key Activities Undertaken

#### a) Policies, Regulations and Legislations

The following Legislative Instruments were forwarded to the Ministry of Justice and Attorney Generals Department for finalization within the reporting year:

- **Draft Legislative Instruments (LIs) in respect of Lines of Succession to Stools and Skins**

It is expected that when the L.Is are passed, it would reduce chieftaincy succession conflicts.

- **Draft LIs in respect of Membership of Regional Houses of Chiefs**

Also the draft L.Is in respect of Membership of Regional Houses of Chiefs was resubmitted for advice. These L.Is when passed would regularize membership of the Regional Houses.

- **Handbook on Chieftaincy**

To enhance knowledge acquisition and speedy resolution of Chieftaincy disputes, a handbook on Chieftaincy was published and distributed to the National House of Chiefs and Regional Houses of Chiefs.

- **Customary Declaration (CD) Forms**

To confer government’s recognition on the Traditional Authorities in performing statutory duties, the Research and Traditional Affairs Committee of the National House of Chiefs entered 808 Customary Declaration (CD) Forms in the National Register of Chiefs.



**b) Other Activities**

The Ministry inspected and inaugurated the following Traditional Councils:

- Asuboa Traditional Council
- Domeabra Traditional Council
- Beposo Traditional Council
- Kwamang Traditional Council
- Mpasaaso No. 1 Traditional Council
- Manfo Traditional Council
- Ntotroso Traditional Council
- Akyode Traditional Council
- Vakpo Traditional Council
- Avenor Traditional Council
- Aflao Traditional Council
- Bulenga Traditional Council
- Bawiesibelle Traditional Council.

The inauguration of these councils seeks to improve local governance in the areas concerned, and to give legal basis to judicial committees to adjudicate chieftaincy cases in order to reduce chieftaincy conflicts

Physical infrastructural development and refurbishment initiatives were undertaken in following National House of Chiefs in the following Regions:

- Ashanti Region
- Upper West
- Western Region
- Volta Region

The purpose is to provide decent office and residential accommodation to the various Houses of Chiefs' in order to improve the efficiency and effectiveness of local governance in these regions. The initial plan was to refurbish and renovate nine (9) Regional Houses of Chiefs, however due to inadequate funds; only four (4) Houses of Chiefs were worked on.

To provide decent accommodation for staff, renovation works were commenced on No. 31 Ridge Avenue, to convert an existing residential building into accommodation to house staff of the Ministry.

Four (4) training workshops on the Chieftaincy Act (Act 759) 2008 and Child Protection Policy, was organized for Paramount Queen Mothers in the Eastern, Greater Accra, Western, Volta and Central Regions to gain proper appreciation of the Chieftaincy Act and Child Protection Policy.

The Ministry in collaboration with the Inter Ministerial Committee on illegal mining, held a 2- day workshop on illegal mining for Chiefs and Queen Mothers. They were drawn from the whole country in July 2017. The Ministry embarked on sensitization engagements with traditional and opinion leaders in the illegal mining communities namely; Ashanti Region, Brong Ahafo Region, Central Region, Western Region, Eastern Region, Northern Region, Upper West Region, Upper East Region. This was to sensitize them to appreciate and lend their full support to the fight against Galamsey activities.

### 18.3 Financial Performance

TO SEPTEMBER, 2017					
SOURCE		APPROVED BUDGET ( GH¢)	ACTUAL RECEIPTS (GH ¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE ( GH¢)
1	<b>GoG</b>				
	Compensation of Employees	29,328,798.00	23,041,111.57	23,041,111.57	6,287,686.43 (21.44%)
	Use of Goods & Services	2,000,000.00	716,046.00	548,619.00	1,283,954.00 (64.20%)
	CAPEX	3,000,000.00	667,697.33	667,697.33	2,332,302.67 (77.74%)
2	<b>IGF</b>				
3	<b>DEV'T PARTNERS</b>				
	<b>DANIDA</b>				
	<b>JICA</b>				
	<b>World Bank</b>				
	<b>TOTAL</b>	<b>34,328,798.00</b>	<b>24,424,854.90</b>	<b>24,257,427.90</b>	<b>9,903,943.10 (28.85%)</b>

### 18.4 Challenges

- Inadequate funds**

Inadequate funds for the Ministry have adversely affected the adjudication of Chieftaincy Disputes.

- Outmoded L.I 798 and C.I 27**

Outmoded L.I 798 and C.I 27 which specify the procedures for adjudication of disputes by Judicial Committees of Traditional Councils and various Houses of Chiefs is a challenge. The



provisions contained in these Instruments are outmoded and not in tune with modern trends in adjudication and composition of the judicial committees.

- **Recruitment of Counsel**

Complications in the process of recruiting Counsel for the Houses of Chiefs pose challenges in their work. The Public Services Commission is supposed to recruit counsels and submit their names to the Office of the Attorney General and Ministry of Justice for secondment and posting to the various Houses of Chiefs but it has not been done. Traditional leaders at the Traditional Councils and Divisional Councils lack the legal expertise to adjudicate cases which come before them effectively and therefore the need for have Counsels to assist.

- **Composition of Members of Judicial Committees.**

The composition of the members of the Judicial Committee is three (3). In the event of one member not present during proceedings, it results in the adjournment of cases which leads to delays in settling disputes.

- **Inadequate grants to Houses of Chiefs**

Grants given to Regional House and Traditional Councils are inadequate. This adversely affects the day to day administration of the Houses of Chiefs and the Traditional Councils.

- **Inadequate Staff**

Staffing at the Ministry, the various Houses of Chiefs and the Traditional Councils is inadequate. This affects the chieftaincy administration.

## 18.5 Forward Look for 2018

The Ministry will:

- Continue to develop and enhance the contribution of chieftaincy sector in National Development
- Eliminate outmoded cultural practices and conduct effective, efficient M&E systems developed to ensure judicious use of public resources and build safe and well planned communities to address the issue of illegal mining/chemical pollution from illegal mining activities. In this respect the programmes and policies to be pursued are:
  - Organize sensitization workshop for Chiefs and Queen Mothers on the provisions of the Chieftaincy Act, 2008 (Act 759) and Alternative Dispute Resolution (ADR)
  - Educate traditional leaders on the Local Government Act, 2016 (Act 940) and organize sensitization workshop for them on dangers of environmental pollution (illegal mining) and elimination of Harmful Traditional Practices
  - Continuation of the ascertainment of Customary Laws Project



- Continuation of the project on codification of lines of succession to stools/skins
- Provide Legal Counsel and train the Chiefs at the National, Regional Houses and Traditional Councils on legal matters
- Organize annual pilgrimage to religious sites
- Work on providing modern infrastructure and logistics for the Ministry, Regional Houses of Chiefs and Traditional Councils.





## 19.0 MINISTRY OF LANDS AND NATURAL RESOURCES

The Ministry of Lands and Natural Resources (MLNR) is mandated to ensure the sustainable management and utilization of the nation's lands, forests and wildlife resources as well as the efficient management of the mineral resources for socio-economic growth and development. The Ministry consists of three sub-sectors; Lands, Forestry and Mining.

The Sector Minister was Hon. John Peter Amewu with Hon. Benito Owusu Bio as Deputy Minister (Forestry) and Hon. Barbara Oteng Gyasi as Deputy Minister (Mines) respectively. The Ag. Chief Director was Alhaji Sulemana Mahama

The Ministry has oversight responsibility over the following institutions:

### 19.1 Agencies and Departments

#### **Civil Service Department**

- Office of the Administrator of Stool Lands

#### **Subvented Agencies**

- Lands Commission
- Minerals Commission
- Forestry Commission
- Geological Survey Authority
- Precious Minerals Marketing Company Limited

#### **Public Boards and Corporations**

- Precious Minerals Marketing Company
- Minerals Commission Board
- Forestry Commission Board
- Lands Commission Board
- Plantation Fund Board
- Precious Minerals Marketing Company Board

### 19.2 Key Activities Undertaken

#### **a) Policies, Regulations and Bills**

- **Passage of the Ghana Geological Survey Authority Act 2016**

By the passage of this Act, the Geological Survey Department ceases to be a Civil Service Department. It has converted it into a semi-autonomous organization.



### b) Forestry Sub-sector

The forestry Sub-sector saw the following developments and achievements over the period under review.

#### Vigorous Forest Plantation Development

- To curb the current spate of dwindling forest resources as well as raw material base for the timber industry, a total of nearly 10,000ha of plantation timber of various species was established by the Ministry in collaboration with the private sector in 2017 but due to lack of funds, 8,919.36 ha were executed with internally generated funds.
- Additionally, as part of job creation within the Forestry sub-sector, the Ministry through the Forestry Commission signed a Memorandum of Understanding with the Youth Employment Agency (YEA) to engage 15,000 youth to undertake massive forest plantation development in 2018.
- A REDD+ Forum was launched in 2017 to create public awareness on the adverse impacts of climate change. This is part of the effort to address the impact of climate change. The Ministry pursued vigorously a REDD+ Agenda aimed at reducing deforestation and forest degradation.

### c) Mining Sub-sector

The following activities were undertaken within the reporting year;

#### • The clamping down of the ‘galamsey’ or illegal mining menace

Illegal mining or ‘galamsey’ became a serious menace in 2017. The country’s water bodies and soils were severely polluted, forest cover degraded, and the health of those engaged in ‘galamsey’ and the affected communities were also at risk. Even though ‘galamsey’ was providing livelihood support for the people involved, the continued negative impact on people, communities and the environment was unacceptable.

To address the situation, the Ministry adopted a strategic but multi-faceted approach different from what was the case before, and which includes the following:

- Moratorium placed on all small-scale mining activities
- Confiscation of equipment used in illegal mining operations, in line with the law
- Arrest and prosecution of those engaged in illegal mining
- Collaboration with key stakeholders such as the media and traditional authorities
- Deployment of security forces (Operation Vanguard) to ‘galamsey’- prone areas to enforce the moratorium



- Initiation of two long-term flagship projects, namely the Minerals Development Fund (MDF) Alternative Livelihood Programmes (ALPs) and the Multi-sectoral Mining Integrated Project (MMIP).

The first long-term initiative is to expand the already existing Alternative Livelihood Programme such as oil palm plantation for communities within mining areas. For 2017, the Ministry procured 450,000 seedlings of oil palm for distribution to mining communities in the Ayanfuri area in the Central Region. This project provided 1,442 farm families with oil palm seedlings which translated into **5,678** jobs.

The other long-term initiative to address the ‘galamsey’ menace, involves the design and implementation of a 5-year Multi-Sectoral Mining Integrated Project (MMIP). The MMIP is to help curb ‘galamsey’ activities and sanitize the small-scale mining sector in general.

The Ministry was faced with the collapse of AngloGold Ashanti’s Obuasi Mine which had declared a force majeure, resulting in Obuasi almost becoming a ghost town. In line with government promise, and engagements with the company, the force majeure was lifted and arbitration initiated. Additionally, the Ministry and the company reached an advanced stage of agreement on terms to re-open and re-develop the mine.

#### **d) Land Sub-sector**

- **Client Service Access Unit (CSAUs) established**

In a bid to improve land service delivery in the country, five (5) Client Service Access Units was established in Accra, Koforidua, Sekondi-Takoradi, Tamale and Bolgatanga to improve land service delivery in the country.

### 19.3 Financial Performance

SN	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GoG	A	B	C	A-C
	Compensation of Employees	3,543,287.00	2,397,542.30	2,397,542.30	1,145,744.70 (32.34%)
	Use of Goods & Services	3,752,881.00	1,589,812.00	1,589,812.00	2,163,069.00 (57.64%)
	CAPEX	600,000.00			600,000.00 (100%)
2	IGF				
3					
	DANIDA				
	AFDB	24,222,975	12,189,411.39	10,429,611.39	12,033,563.61 (49.68%)
	World Bank	42,127,050.00	33,838,504.10	29,079,574.10	8,288,545.90 (19.68%)
	<b>TOTAL</b>	74,246,193.00	50,015,269.79	43,496,539.79	24,230,923.21 (32.64%)

### 19.4 Challenges

- The implementation of the Multi-sectoral Mining Integrated Project encountered financial challenges as there was no budgetary allocation for the project. As a result, apart from the Alternative Livelihood component which target was fully achieved, all the planned targets of the other components of the MMIP could not be realized.
- The contribution of the private sector in the area of Plantation development was quiet huge. Funds that were expected to come from central government under the 2017 budget were not released.
- The turn-around time for title registration came down from 7months to 5months, although this achievement falls below the targeted 1month. This is as a result of inability of the Lands Commission to complete the GELIS at the Headquarters. Therefore the expected roll-out of the GELIS to 5 Regions could not take place. The turn-around time for Deed registration also increased and shot above the targeted figure for the year. This is because the Regional Lands Commission Board that has the mandate to review applications at the regional level was inaugurated late in the year.



### 19.5 Forward Look 2018

- To address the ‘galamsey’ menace, the Ministry intends to fully roll-out the implementation of the 5-year Multi-Sectoral Mining Integrated Project (MMIP). The MMIP is to help curb ‘galamsey’ activities and sanitize the small-scale mining sector in general.
- Additionally, the Ministry will ensure the implementation of the Memorandum of Understanding signed between the Forestry Commission and the Youth Employment Agency (YEA) to engage 15,000 youth to undertake massive forest plantation development in 2018.
- The Ministry will continue to pursue vigorously the REDD+ Agenda aimed at reducing deforestation and forest degradation to address climate change impact. The reclamation of degraded forest areas through ‘galamsey’ will also be undertaken with Development Partners through a Grant funding arrangement.
- In line with Government’s policy, the Ministry will partner with the Private Sector to implement the Ghana Enterprise Land Information System (GELIS) activity in 2018. The Client Service and Access Units (CSAUs) of the Lands Commission will be major beneficiaries as the ‘back offices’ would be digitized, helping to achieve the one month turn-around target.



## 20.0 MINISTRY OF AVIATION

The Ministry was established by Executive Instrument (E.I.) 28, Civil Service (Ministries) Instrument, 2017. The Ministry exists to ensure the growth and development of Ghana's Aviation Industry through effective policy formulation, coordination, monitoring and evaluation of the Sector's performance.

The sector Minister was Hon. Cecilia Abena Dapaah with Hon. Kwabena Okyere Darko Mensah as Deputy Minister. The Ag. Chief Director at the Ministry was Ms. Christina Edmund.

### 20.1 Agencies

The Ministry has oversight responsibility over two non-subvented agencies namely;

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

Public Service Organisation and Non-Subvented Agencies

- Ghana Civil Aviation Authority
- Ghana Airports Company Limited

### 20.2 Key Activities Undertaken

#### a) Policies, Legislations and Regulations

##### • Establishment of a Home Based Carrier

As part of efforts to achieve the hub vision, the Ministry is in the process of establishing a Home-Based Carrier. In this regard, Cabinet's Policy approval has been received to start the process. Furthermore, a Special Purpose Vehicle (SPV), Fly safe Airline has also been established to facilitate the process. It is envisaged that the establishment of the Home Based Carrier will promote tourism, boost trade investment, create jobs and support the vision to make Kotoka International Airport (KIA) the Aviation Hub within the sub-region.

##### • Establishment of Statutory Committees and Boards

The Ministry since its creation in January, 2017 has made tremendous strides in establishing Statutory Committees and Boards to enhance governance, accountability, transparency and effective delivery of its mandate. In this regard, it has constituted the Ministerial Advisory Boards, Audit Implementation Committee, Entity Tender Committee, the Ghana Civil Aviation Board and the Ghana Airports Company Limited Board.

##### • 17.5% VAT Abolishment on Domestic Airfares

In order to make domestic air travel across the country affordable to the public, the Ministry in collaboration with the Ministry of Finance abolished the 17.5% VAT on domestic air fares.



Consequently, passenger record has increased from 302,270 as at September, 2016 to 373,429 as at September, 2017 representing 23.5 % increase. The table below shows the effect of the 17.5% VAT on domestic airfares for Africa World Airline and Starbow.

**Domestic airfares for Africa World Airline and Starbow**

Destination	Airfare (with 17.5% VAT) GH¢	Airfare (without 17.5% VAT) GH¢	Destination	Airfare (with 17.5% VAT) GH¢	Airfare (without 17.5% VAT) GH¢
<b>AWA</b>			<b>STARBOW</b>		
<b>ACC-TML</b>	<b>375-500</b>	<b>320-400</b>	<b>ACC-TML</b>	<b>375</b>	<b>315</b>
<b>ACC-KSI</b>	<b>315-400</b>	<b>270-340</b>	<b>ACC-KSI</b>	<b>315</b>	<b>265</b>
<b>ACC-TLD</b>	<b>315-400</b>	<b>270-340</b>	<b>ACC-TLD</b>	<b>315</b>	<b>265</b>

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

The Ministry continued to review the initial Bilateral Air Services Agreement (BASA) with its Contracting States. Ghana and Nigeria met to renegotiate its existing BASA. As a result, Africa World Airline (AWA) commenced its operations to Abuja on the 26th June, 2017, in addition to its original Lagos route and flies daily to Abuja. AWA has also commenced commercial flight to Monrovia, Liberia.

**b) International Airlines Operations**

International Airlines operating in the Country increased from 35 to 37 with the inclusion of Air France in February, 2017 and Mid Africa Aviation in May, 2017. In addition, Qatar Airways and Air Namibia are expected to begin their commercial passenger flight operations to the KIA.

**c) Monitoring Visits to Airports/Airstrips Project Sites**

As part of efforts to develop Airports and Airstrips in all the regions across the country, the Ministry undertook working visits to lands earmarked by traditional authorities for the construction of these airports in addition to on-going aviation projects. Regions visited include; Ankaase in the Ashanti Region, Nsoatre in the Brong Ahafo Region, Yendi in the Northern Region, Bolga in the Upper East Region, Cape Coast in the Central Region and Princess Town in the Western Region.

**d) Organization of Africa Air Show**

The Ministry in collaboration with GACL and GCAA organized the first ever Airshow in West Africa, with His Excellency the President of the Republic of Ghana as the Patron. The Air Show was organized in partnership with the International Centre for Excellence (ICE) of



Abu Dhabi. The objective of the event among others was to create awareness within Africa and the Global Aviation industry to attract investment for Ghana in the aviation sector.

**e) Design and Construction of Terminal 3 Building at KIA**

To address the challenge of congestion at the existing terminal, Ghana Airports Company Limited (GACL) had commenced the construction of Terminal Three (3) Building. As at 2016 the project was about 30% complete. The overall project was about 81% complete and was expected to be completed by the first quarter of 2018.

**f) Construction of Ho Airport**

The development of the Ho Airport in the Volta Region seeks to open up the region for efficient movement of people, goods and services as well as tourism. As at 2016 the entire project was about 65% complete. The project is currently on-going and about 90% complete. It is however expected to be completed in the first quarter of 2018.

**g) Rehabilitation of Wa Airport**

Rehabilitation of Wa Aerodrome and associated works also seek to open up the region for effective movement of people, goods and services as well as tourism. The existing facilities are to improve operation efficiency and enhance safety of aircraft operation at the Wa Airport. The rehabilitation project has been completed. However, in order to commence operation at the airport, Installation of Navigational equipment is currently on-going and is 40% complete. It is expected to be completed in the first quarter of 2018 to aid landing and takeoff of aircraft.

**h) KIA Phase III Development**

The phase III of KIA Development project is currently on-going and is 95% complete. The project when completed will help address the problem of inadequate parking space at the airside during peak periods. It will also facilitate and enhance passenger movements and experience in the terminal as well as aircraft movement on the airside.

**i) Terminal 2 Expansion at KIA (Phase I&II)**

This project seeks to expand the hall for arrival, immigration area, and baggage claim area to accommodate the increasing number of travellers at the airport. Work is currently on-going and is about 87% complete.

**j) Construction of Air Navigation Service (ANS) Centre**

Construction of a modern Air Navigation Services (ANS) Centre which will provide state-of-the-art equipment for air navigation services and offices for Air Traffic Controllers and Engineers is currently on-going and is 25% complete.

**k) Decoupling of the Air Navigation Services Provider from the Regulator**





As part of efforts to meet best international practices, an in-house Committee that was set up by the Ghana Civil Aviation Authority (GCAA) to undertake a Technical Viability studies to decouple the ANS provider from the Regulator was completed. An external consultant will be engaged this year 2018 to validate the work. The project when completed will put to end the current situation where the regulator also serves as a service provider.

**l) Installation of Instrument Landing System (ILS) at Tamale Airport**

Installation of Instrument Landing System (ILS) at the Tamale Airport to provide precision ground-based instrument approach system to guide aircraft approaching and landing on the runway is currently on-going and is 95% complete.

**m) Installation of Instrument Landing System (ILS) at Kumasi Airport**

Installation of Instrument Landing System (ILS) at the Kumasi Airport to provide precision ground-based instrument approach system to guide aircraft approaching and landing on the runway has been completed.

**n) Other Navigational Services Improvement Projects**

In order to improve on navigational services at the various airports, the following projects are also being undertaken;

- Supply and installation of VSAT Systems – 60% complete
- ADS-C / CPDLC Project (Surveillance system / data link communications for Oceanic Traffic) – 100% complete
- ATC Communications Upgrade at Regional Airports – 100% complete
- Installation of New HF Radio System for Accra – 90% complete
- ATM System Upgrade at KIA – 85% complete
- Supply and Installation of New Control Tower at Wa Airport – 40% complete

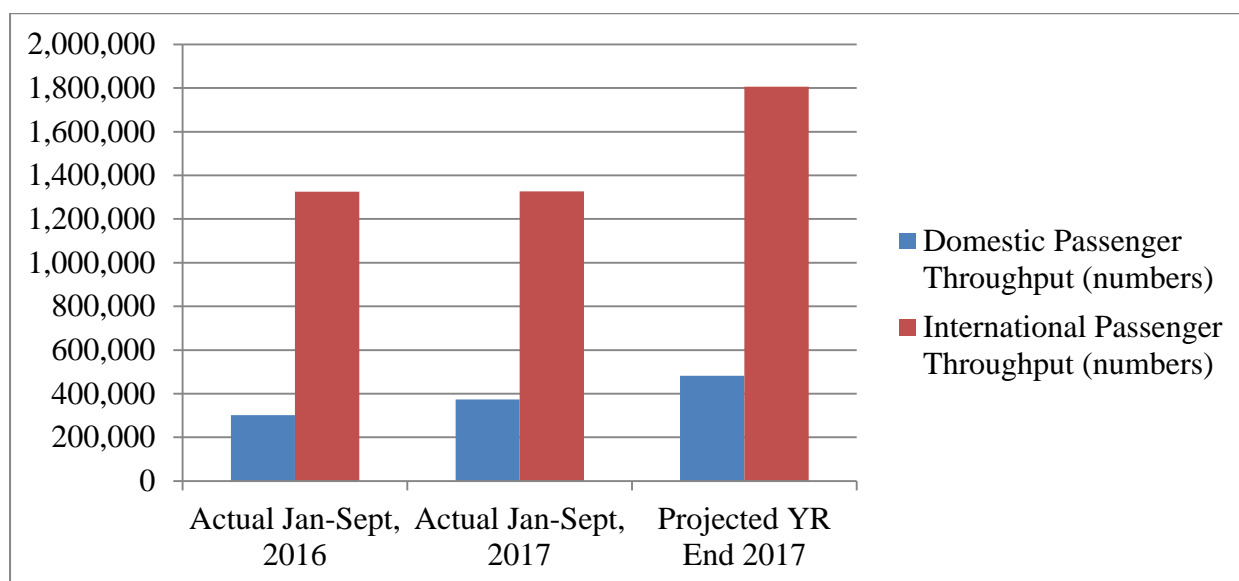
**o) Implementation of Wide Area Multilateration (WAMLAT) Project:**

Phase (1) implementation of a Wide Multilateration (WAMLAT) project by the GCAA is on-going. The project will improve surveillance in the Accra Flight information Region (FIR). The first phase of the project is ongoing and is about 75% complete. However, the second phase is on hold.

## Operational Statistics Performance as at third quarter 2017

Indicators	Actual Jan-Sep. 2016	Actual Jan-Sep. 2017	Projected YR END 2017
<b>Domestic Passenger Throughput (numbers)</b>	302,270	373,429	491,429
<b>Domestic Aircraft Movement (points)</b>	8,892	9,796	12,499
<b>International Passenger Throughput (numbers)</b>	1,325,270	1,326,563	1,805,817
<b>International Aircraft Movement (points)</b>	18,105	19,614	24,968
<b>Total Air Freight (tonnes)</b>	34,812	36,185	54,782

Graph showing Domestic and International Passenger throughput (numbers)



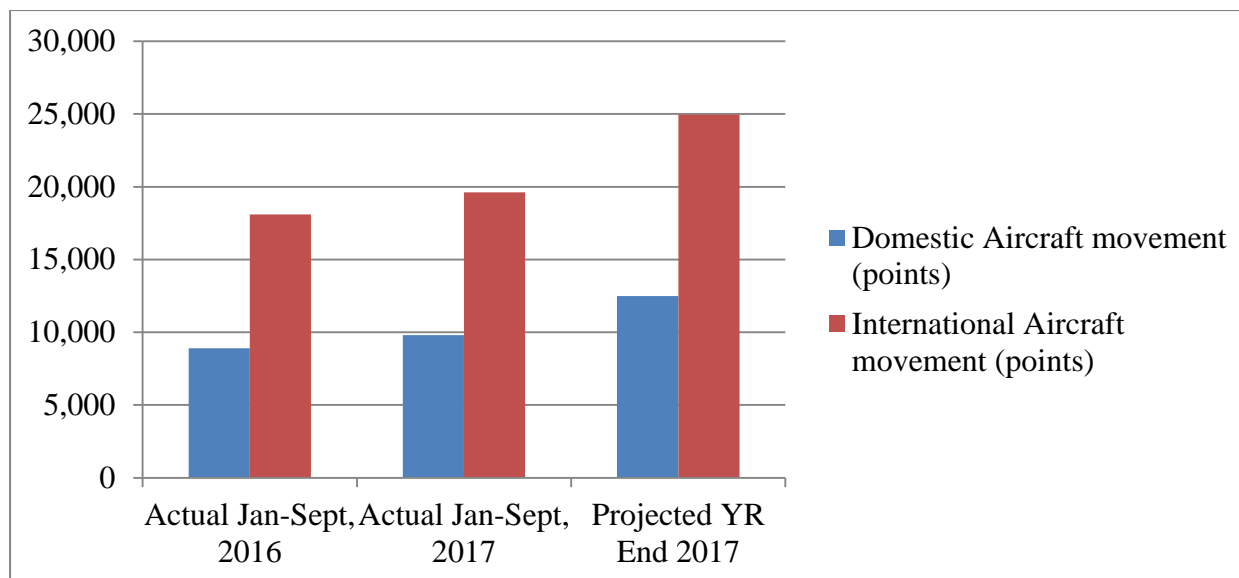
- Passenger numbers Performance**

The domestic passenger numbers recorded as at September, 2017 showed an increase of 71,159 representing 23.5% against the same period in the previous year. The positive variance could be attributed to the abolishment of the 17.5% VAT on domestic air fares among other reasons. International passenger throughput on the other hand showed a slight



increase of 1,293 representing 0.1% against the same period in the previous year. Reasons could be attributed to the positive variance were as a result of Africa World Airline (AWA) new route to Abuja and Monrovia and the commencement of Air France and Air Peace during the second quarter of 2017.

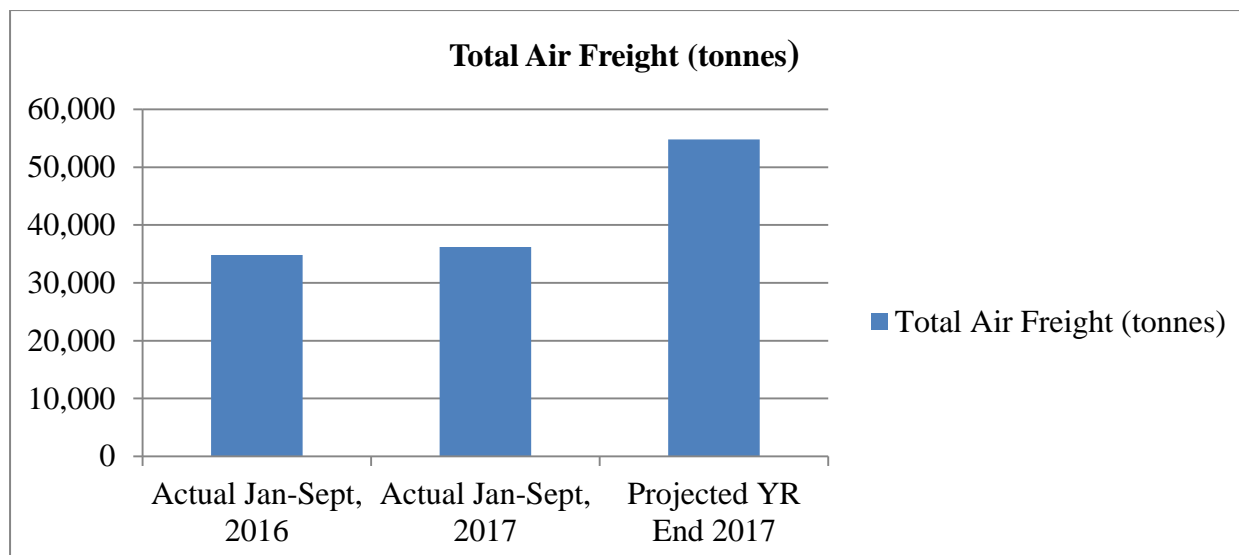
**Graph showing Domestic and International Aircraft movement (points)**



- **Aircraft movement (points)**

The aircraft movement with respect to international aircraft showed a positive variance of 1,509 representing 8.3% against the same period in the previous year. This positive variance was as a result of more flights operated by Kenya Airways and Med View Airlines. In addition, Africa World Airline (AWA) also increased its flight frequency from 2 to 3 times a day and further increased it from 3 to 4 times during period under review and resumption of flights to KIA by Afriqiyah after it was temporarily suspended

Furthermore inauguration of the fifth President of the fourth Republic of Ghana held on 7<sup>th</sup> January, 2017 witnessed a surge in private aircraft that ferried Presidents and other foreign dignitaries into the country.

**Graph showing freight (tonnes)**

- **Air Freight (tonnes)**

Total air freight recorded during the year under review was 36,185 tonnes showing an increase of 1,373 tonnes representing 3.9% against the same period in the previous year. The positive variance was due to the following:

- ❖ Air Ghana: The operator ferried more imports (i.e. mining and oil well equipment, general goods, spare parts, pharmaceuticals, personal effects, machinery and computer accessories. It also carried considerable exports such as passion fruit, pineapples, vegetables and papaya during the period.
- ❖ Turkish Airlines: Exports uplifted by the airline increased in the period. It included passion fruit, papaya, vegetables, food, fish and general cargo in the period.
- ❖ Ethiopian airlines: The carrier transported more imports in the period than envisaged.
- ❖ Allied Air: This non-scheduled airline carried more imports (i.e. personal effects, machinery, computer accessories and spare parts) in the period in review.

### 20.3 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
GoG				
Compensation of Employees	816,102.00	680,310.12	680,310.12	135,791.88 (16.64%)
Use of Goods & Services	5,000,000.00	1,846,763.20	1,556,465.75	3,153,236.80 (63.06%)
CAPEX	1,000,000.00	328,035.00	Nil	671,965.00 (67.20%)
Development Partners				
Branco Santander S. A.	52,576,260.00	Nil	Nil	52,576,260.00 (100%)
<b>Total</b>	<b>59,392,362.00</b>	<b>2,855,108.32</b>	<b>2,236,775.87</b>	<b>56,537,253.68 (95.19%)</b>

### 20.4 Challenges

- **Inadequate and untimely release of funds**

There was untimely release of GoG funds to enable the Ministry effectively perform its oversight functions. Furthermore, lack of adequate funding to procure essential equipment, for example, vehicles to undertake official assignments also affected the Ministry's performance during the year under review.

- **Payment of Taxes on the importation of spare parts by domestic operators**

The domestic airline operators continue to pay taxes on the importation of spare parts as opposed to their foreign counterparts. This issue poses a great challenge to the domestic airline operators in terms of the cost of their operations.

- **Encroachment on Aviation lands**

Parcels of lands belonging to the Ghana Airports Company Limited and the Ghana Civil Aviation Authority are being encroached upon by individuals and private developers.

- **High price of Jet Fuel**

The price of Aviation fuel in Ghana compared to the sub-region apart from Nigeria is still high. The country (Ghana) tends to lose out in terms of revenue as most airlines avoid refueling in Ghana.

- **Poor Road Access to KIA**

Road network to access the KIA enclave is a challenge as travellers are faced with traffic congestion.

## **20.5 Forward Look for 2018**

The Ministry in the coming year will:

- Continue to seek other sustainable funding sources to finance infrastructural development of the sector.
- Continue to explore the PPP options to address the infrastructural challenges facing the sector.
- Seek legislative approval for sustainable payment from Aviation Development Fund to the GCAA to support infrastructure development at the Regional Airports.
- Seek Government's support for the ratification of initialed Bilateral Air Services Agreements. In addition, Government's support will be sought for prompt deposit of Instruments of Ratification to ICAO
- Seek the assistance of the Parliamentary Select Committee on Roads and Transport to address the issue associated with encroachment on Aviation lands.
- Continue to engage the Ministry of Lands & Natural Resources to perfect titles to all transport lands to avoid further encroachment.
- Develop the requisite human resource capacity for the sector, as well as continue to collaborate with stakeholders in the delivery of aviation infrastructure and services.
- Grow non-aeronautical revenue by pursuing opportunities in commercial real estate, such as offices, hotels, retail shopping malls, entertainment centres, car parks and other airport-related developments on the landside of our airports.
- Develop and attract new airlines, in preparation for the transfer of operations to Terminal 3 in 2018.



## 21.0 MINISTRY OF WORKS AND HOUSING

The Ministry of Works and Housing (MWH) exists to formulate, monitor and evaluate the implementation of policies, plans and programmes for the sustainable management of public landed properties, drainage and coastal protection works, operational hydrology as well as secured, safe, decent and affordable housing for all people living in the country.

The sector Minister for the reporting period was Hon. Samuel Atta Akyea with Hon. Eugene Boakye Antwi and Hon. Freda Prempeh as Deputy Ministers. Mr. Solomon Asoalla was the Chief Director of the Ministry.

### 21.1 Agencies and Departments

The list of Departments, Agencies and Public Service Organizations under the Ministry are as follows:

#### **Civil Service Departments**

- Department of Rural Housing
- Public Works Department
- Rent Control Department
- Hydrological Services Department

#### **Subvented Agencies**

- Engineering Council
- Architects Registration Council
- Public Servants' Housing Loan Scheme Board

#### **Public Service Organizations**

- State Housing Company Limited
- Architectural and Engineering Services Limited
- Tema Development Company Limited

### 21.2 Key Activities Undertaken

Below are the key policies, programmes, planned projects, activities and achievements of the Ministry and its sector Departments and Agencies for the year under review.

## HOUSING SUB SECTOR

The Housing deficit in this country is in excess of 1.8 million units and this situation is more pronounced in the middle to low income group. To address this deficit and provide for the growing population, the Ministry needs to deliver a minimum of 170,000 housing units annually over the next 10 years. Government's effort in addressing this deficit is to focus on



the delivery of affordable housing and also provide an enabling environment for the private sector to continue to deliver housing units. In this regard, Government pursued the following programmes.

### **The Affordable Housing Programme**

- The Ministry handed over the Borteyman site of 1,478 housing units to the Social Security and National Insurance Trust (SSNIT) for completion. It is gratifying to mention that the project has been completed and put up for sale.
- With the Asokore Mampong project, SSNIT has secured adequate funding to complete the 1,030 housing units. The buildings are at different stages of completion with the overall completion at 60%.
- The Tema Development Corporation has also been allocated the entire Kpone site of 1,526 housing units for completion. Out of this number, 216 housing units were allocated to the Ghana Police Service for completion. Progress of work is at 40%.
- The second phase of the Security Agencies Housing Project comprising 368 housing units for the Ghana Navy has been completed and ready for commissioning.

### **Public Private Partnership Projects (PPP)**

- Government in its continued quest to reduce the housing deficit has embarked on a number of PPP arrangements. A US\$200 million loan facility from Credit Suisse for Messrs Construtora OAS Ltd to construct affordable housing units at Saglemi-Old Ningo is progressing steadily. The first phase of 1,502 housing units is 90% complete.

## **WORKS SUB SECTOR**

The following are the major projects undertaken by the Ministry, acting through the Hydrological Services Department (HSD).

### **Coastal Management**

#### **• New Takoradi Emergency Sea Defence Project**

Works have been completed on the New Takoradi Emergency Sea Defence Project. The project is to protect the New Takoradi coastal stretch which has been eroding due to reflected waves from the breakwater system at the Takoradi port.

#### **• New Takoradi Emergency Sea Defence Project at Elmina**

About 55% work was completed on the New Takoradi Emergency Sea Defence Project at Elmina as well as Blekusu coastal protection project at Blekusu near Keta in the Volta Region. The aim of these projects is to protect these coastal stretches which have been eroding at an alarming rate due to intense wave action.





- **Nkontompo Coastal Protection Works**

Works have been completed on the coastal protection project at Nkontompo, located in the Western Region of Ghana. The beach along the Nkontompo coastal stretch was eroding at an alarming rate due to strong wave action hence the implementation of the project, which was aimed at protecting the land and preventing further erosion.

- **Adjoa Coastal Protection Works**

About 70% of total work has been completed on the Adjoa Coastal protection project at Adjoa in the Western Region of Ghana, to protect the Adjoa coastal stretch which has been eroding at an alarming rate due to strong wave action. When completed, the erosion along the Adjoa coastal stretch will be mitigated.

- **Aboadze Coastal Protection Works**

The Aboadze Coastal protection works at Aboadze in the Western Region of Ghana have been completed and are yet to be handed over. The purpose of the project is to protect the Aboadze coastal stretch which includes the Aboadze thermal plant.

## **Drainage Management**

- **Akora River Drainage Project**

The Stormwater drainage improvement works at Agona Swedru in the Central Region is 40% complete. The project is aimed at solving the perennial flooding and erosion problems as well as mitigating the disaster risks associated with flooding.

- **Stormwater Drainage Improvement Works at Tepa, Lots 1 & 2**

The First lot of the Stormwater drainage improvement works at Tepa located in the Ashanti Region is 70% complete while the Second Lot is 10% complete. The project is also aimed at solving the perennial flooding and erosion problems as well as mitigating the disaster risks associated with flooding.

- **National Flood Control Programme**

The Ministry's focus for its drainage management programme has been to reduce the perennial flooding in the country and in line with this; the Ministry has a policy objective that seeks to address recurrent devastating floods. In addition, the Ministry implemented a number of projects under its National Flood Control Program which involved the construction and desilting of various drainage channels at the various regional capitals in the Western, Eastern, Ashanti, Central, Volta and Greater Accra regions. Actual works include channel, opening, widening and deepening in some areas while other areas entailed the construction drainage channels. This programme is about 35% completed.

## HOUSING SUB-SECTOR

### Department of Rural Housing

- **Renovation of Department of Rural Housing-Head Office**

The Department of Rural Housing set out to renovate its Head Office in order to improve working environment and efficiency. The project was completed on the 29<sup>th</sup> November 2017. This will go a long way to aid in the delivery of the Department's work.

- **Construction of Residential Accommodation for Ghana Water Company**

To accelerate housing delivery for the Brimsu Water Works staff of the Ghana Water Company, the Department facilitated the construction of 2No. 3 bedroom semi-detached blocks with the use of improved local building materials. This project has been completed and is awaiting handing over.

- **Tema Development Company Limited (TDCL)**

The following are some of the completed and on-going projects TDCL has undertaken within the year 2017:

- Completed 600 fully serviced plots on 154-acre land at Community 24 Extension.
- 8-Storey Shops and Offices Complex at Community 2 dubbed TDCL Towers – 99.9% completed.
- Completion of 24 Blocks of affordable houses at Kpone – 8 Blocks at 80% completion.
- Completion of 4 numbers. 8 storey blocks, comprising of 64 two-bedroom apartments at site 3 Community 1. This project is complemented by two blocks of shops, expanded sewage and water and electricity distribution systems.
- Completed a project dubbed “Resettlement Terrace Houses Project. The project is resettling squatters who were displaced during the construction of the road linking the Community 24 site to Accra – Tema Motorway. The first phase which comprises 28 apartments in 7 blocks is 65% complete.
- Construction of 24 blocks of 72 apartments for staff of TDCL – 42.5 % complete.

- **Architects Registration Council (ARC)**

Architects Registration Council (ARC), as part of their mandate undertook the following programmes during the year under review:

- Conducted workshop and training seminars for 70 probationers and 35 technicians and draughtsmen.



- Published its list of members in right standing in the national dailies in April 2017 for the entire citizenry and also inducted newly certified architects to the professional body on 5<sup>th</sup> September, 2017.
- Embarked on a nationwide roadshow packaged into four zones. Overall, a total of 91, 38, 14 and 19 practitioners participated in the roadshow in Kumasi, Sunyani, Tamale and Bolgatanga respectively.

- **State Housing Company Limited**

The State Housing Company Limited (SHCL) as part of its effort in addressing the National housing deficit has embarked on a nationwide Social Housing Scheme. The regeneration of the Kanda Estate has commenced and it is progressing steadily. Other regeneration projects are at Adenta, Lartebiokorshie and Kaneshie, all in the Greater Accra region and North Effiakuma in the Western region.

## WORKS SUB-SECTOR

- **Engineering Council (EC)**

- As a newly established Agency under the Ministry, the Engineering Council set out to embellish their corporate branding and publicity. For the period under review, the Engineering Council produced its client's service charter and a bi-annual magazine for the general public to inform them on everything that needs to be known about the Council.
- The Council was successful in securing its own website with the support of a private organization (Crown University College International).
- With the support of the Ghana Institution of Engineers (GhIE), the Agency also commenced work on the development of its Legislative Instrument (LI).

## 21.3 Financial Performance

SOURCE	APPROVED BUDGET	ACTUAL RECEIPTS	ACTUAL EXPENDITURE	VARIANCE (GH¢)
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	(GH¢)	(GH¢)	(GH¢)	
<b>GoG</b>				
<b>Compensation of Employees</b>	<b>7,254,524.00</b>	<b>15,408,945.94</b>	<b>15,408,945.94</b>	<b>(8,154,421.94)</b>
<b>Use of Goods &amp; Services</b>	<b>1,459,766.00</b>	<b>1,280,118.69</b>	<b>1,280,118.69</b>	<b>179,647.31 (12.31%)</b>
<b>CAPEX</b>	<b>100,000,000.00</b>	<b>64,976,740.87</b>	<b>64,976,740.87</b>	<b>35,023,259.13 (35.02%)</b>
<b>IGF</b>	<b>173,253.00</b>	<b>13,126,325.49</b>	<b>94,792,130.99</b>	<b>(12,953,072.49)</b>
<b>Total</b>	<b>108,887,543.00</b>	<b>94,792,130.99</b>	<b>176,457,936.49</b>	<b>14,095,412.01 (12.94%)</b>

## 21.4 Challenges

### • Financial

Delay in the release of funds from the approved budget for the Ministry. The delay in the release of Goods and Services and the non-release of CAPEX during the actual first quarter of 2017 affected the Ministry negatively.

### • Human Resources

#### ➤ Vacant Human Resource Director Position

The Ministry presently does not have a substantive Human Resource Director. It should be emphasized that the position has been vacant since 24<sup>th</sup> October, 2017.

#### ➤ Inadequate Funds for Capacity Building

As a result of inadequate funding, it was virtually impossible to build the capacity of staff to improve their performance. The sector adopted alternative capacity development approaches like the use of informal training through free online training programmes.

### • Logistics

During the year under review, the Ministry and some of its Departments and Agencies had inadequate logistics as a result of non-release of funds. Vehicles were either broken down and those in working condition had no funds to service them. The absence of stationery was conspicuous. Officers were forced to purchase some items from their own income. There are inadequate ICT equipment and accessories for use by officers.

Furthermore, the internet subscription fee of GHC700 per Mega Byte of Bandwidth charged by the National Information and Technology Agency (NITA) is not affordable. As a result, the Ministry could not pay GHC3, 500 monthly for the 5Mega Bytes Bandwidth allocated to



it by NITA. This situation affected the Ministry's information management and communication with its clients and service users.

## **21.5 Forward Look For 2018**

### **a) Housing Sub-sector**

- About 10,000 housing units of various types will be executed in all the regional capitals of the country.
- The Ministry is in discussion with private investors to complete the Wa, Tamale and Koforidua affordable housing project.
- The Ministry has also started discussions with Messrs SINOHYDRO Corporation Limited of China for the construction of 40,000 housing units and court structures for:
  - The Judicial Service
  - The Ghana Armed Forces
  - The Ghana Police Service
  - The Ghana Prisons Service
  - The Ghana Immigration Service, and
  - The Ghana National Fire Services.

### **b) Works Sub-sector**

- The Ministry has secured funding for the commencement of works on the construction of Sea Defence Projects at Axim, Cape Coast, Ningo-Prampram, Shama and Mensa Guinea in Accra.
- Processes have commenced for the construction of various reinforced concrete drains to be undertaken in Abuakwa South, Tano North, Subin, Effiduase in the Sekyere East District, Okaikoi Central, Adenta, Goaso, Mim, Asutifi, Hwidiem, Ejura, Tepa, Tafo, Tamale, Ofoase-Korkorben, Odorkor, Bodi, Boanim, Dwinase, Asankragua, Nkrankwanta, Onukpawahe, Kumawu, Awoshie-Amangoase, Santa Maria, New Ningo, Weija, Nsawam-Gyankrom, Berekum, Tano, Kasoa, Koforidua, Bolga Soe, Kumbosco and Kanjarga Jiningsa.

## 22.0 MINISTRY OF SANITATION AND WATER RESOURCES

The Ministry of Sanitation and Water Resources (MSWR), was established in 2017 to act and play a major role in the national, regional and global effort to provide the needed support to the sanitation and water sectors.

The Sector Minister was Hon. Joseph Kofi Adda (MP) with Hon. Michael Gyato (MP) as Deputy Minister. The Ag. Chief Director of the Ministry was Mr. Joseph Obeng-Poku.

### 22.1 Agencies and Corporations

#### Subvented Agencies

- Community Water and Sanitation Agency (CWSA)
- Water Resources Commission (WRC)
- Schools of Hygiene

#### Corporation

- Ghana Water Company Limited (GWCL)

### 22.2 Key Activities Undertaken

#### Polices, Regulations and Legislation

##### a) Draft Policy for the Establishment of National Sanitation Authority

As part of the efforts to improve the sanitation situation, a sanitation communication strategy was developed to spearhead the National Sanitation Campaign. The campaign is aimed at changing people's attitude in three specific areas; that is to stop open defecation, stop open urination and stop littering. A draft policy was developed for the establishment of the National Sanitation Authority.

##### b) Monitoring water and sanitation financing at the MMDA level

In order for the Ministry to track how much funds are committed to the water and sanitation sectors at the MMDAs, it undertook a study to develop a monitoring tool for the monitoring of water and sanitation financing in four (4) MMDAs namely, Tamale Metropolitan, North Dayi, Shai Osu-Doku and Wa East District Assembly.

##### c) Implementation of the National Drinking Water Quality Monitoring Framework (NDWQMF)

The Ministry engaged a consultant to assist in training 33 key NGOs on the National Drinking Water Quality. It engaged a consultant to do the same assignment in the Adentan Municipal Assembly and the Ga West District Assembly. The studies have been completed and the reports have been submitted for validation.

#### **d) Development of Water Safety Plans (WSP)**

As part of the Ministry's efforts to improve drinking water quality, the development of a Water Safety Plan was initiated. It supported five (5) UNICEF-supported regions namely; Northern, Upper West, Upper East, Central and Volta regions to ensure that the drinking water quality is improved. A total of 170 samples were taken from each of the 10 communities in the 5 regions. To further strengthen and ensure improvement in the water quality, a consultant was engaged to conduct baseline and an end line study of the Water Safety Plan. Template for tracking was also finalized by key stakeholders. GSA incorporated WSP as part of the drinking water standard under the Code of Hygiene Practice for the collecting, processing and the Marketing of Potable Water (GS786).

#### **e) WASH Equity Study**

The Government of Ghana and UNICEF engaged a consultant to research the drivers of inequity in rural and urban WASH services in Ghana. The main aim of this study is to develop a national action-plan to help facilitate and accelerate equity-focused water and sanitation programming in Ghana.

The research focused on the:

- Establishment of the current status and trends in inequalities in access to rural and urban WASH services in Ghana (with focus on current SDG WASH indicators) and their causes;
- An analysis of “the effectiveness of current WASH programming with respect to equity in the provision of WASH services to the population of Ghana” – this includes both a review of policies as well as fieldwork to collect primary data in five regions on the factors affecting any inequalities in WASH programming and development of the national WASH equity action plan.

The outcome of the research was to, understanding the implications of potentially inequitable implementation of WASH programmes for the operation of regional-level and district-level government bodies, through key informant interviews; exploring the underlying causes of observed disparities in resource allocation and WASH services, through key informant interviews; and gather insights on the impacts of WASH inequalities on different groups within communities, through focus group discussions with community members.

#### **f) Environmental Sanitation Sub- Programme**

Sanitation service providers were engaged to evacuate refuse from some selected unauthorized dump sites within the AMA area.

The Ministry initiated the process of increasing access to household toilet facilities nationwide to help reduce open defecation. A draft proposal for the recruitment and deployment of sanitation brigades was also developed.

The programmes and projects contributed to increasing the national sanitation coverage from 13% in 2015 to 15% in 2017.

#### **g) Water Resources Management Programme**

##### **Creation of Buffer Zones**

In 2017, nationwide stakeholder consultations were held towards the development of regulations to enforce provisions of the Buffer Zone Policy. Eight regions were covered with the Greater Accra and Upper West regions outstanding.

A 10.2km buffer zone created in the White Volta basin is being managed to promote natural and/or planted vegetative land strips along the water bodies to protect, conserve and sustain the fresh water resources. The communities engaged in the scheme are Bazua, Djentiga 1 and 2, Pwalugu Kubore/Teogo, Yarigungu, and Mognori, all in the Upper East Region.

Other buffer zone schemes were introduced in the Black Volta, Tano and Densu basins. Two community implementation committees were established in Chache and Agbelikame in Bole District and the feasibility studies validated for reforestation activities to commence.

The Flood Early Warning System (FEWS) was improved for more accurate flood forecasting in the White Volta basin. A new FEWS was also developed for the Oti basin, which is a transboundary model for both Ghana and Togo. The FEWS for both basins were tested during the flood season.

#### **h) Urban Water Management Programme**

##### **• Wa Water Supply Expansion Project**

In March 2017, the contractor, Messrs Kolon Pyunghwa Consortium completed the construction of the two (2) elevated water tanks and the distribution network. The Project has added 3.3MGD of water to the supply system.

##### **• Cape Coast Water Supply Project**

This project aimed at improving the reliability of water supply in Cape Coast and its environs. It is being funded through the Ghana –Netherlands WASH programme. The project is to complete the link between the Sekyere Heman Water System and the Brimsu Water Treatment Plant. In 2016, construction of the 47km transmission pipelines, 35km distribution pipelines and 3 No. reservoirs were completed. The overall percentage progress of the project increased from 48% in 2015 to 98% in 2016 and was completed in January, 2017.





- **Essakyir Water Supply Project – Addendum**

In June 2015, Parliament approved an additional funding to extend the supply of water to other communities including; Gomoa Maim, Otuam, Esuehyia, Akra, Ekumpono, Essakyir, Ekroful, Kyiren Nkwanta, Eyisam and surrounding environs. This was completed with the laying of 19km distribution pipelines.

- **Akim Oda, Akwatia and Winneba Water Supply Project**

The project to add 6.58MGD of water to the supply systems at Akim Oda and Akwatia was 95% complete as at the end of the reporting year. The Winneba Water Supply System is to be rehabilitated to restore its installed capacity. 244km length of pipeline out of 247km was laid. Ground Level Tank and Elevated Water Tank was completed. Construction works on the diversion channel and the Water Treatment Plant is on-going, as well as works on staff residential building facilities.

- **Greater Accra Metropolitan Area (GAMA) Sanitation and Water Project**

Works was awarded for the construction of pipelines in LEKMA, AMA and Adentan Municipal Areas. During the year, procurement of consultants and contractors for batch II works was completed. The progress of works moved from 35% in 2016 to 97% in 2017 for batch I. The project is expected to positively transform the lives of the beneficiaries.

- **Sogakope - Lome Water Supply Project**

Government engaged two (2) consultants for the update of the Feasibility Study and the Environmental Impact Assessment for this project. The establishment of a Project Management Unit was done. The engagement of a Transactional Advisor for the project was engaged to guide the Government on preparation of the Public Private Partnership bidding documents during the reporting period. The progress of works increased from 2% in 2016 to 40% in 2017. These projects have increased urban water coverage from 76% in 2016 to 79% in 2017.

- i) **Rural Water Management Sub-Programme**

During the period under review, 41 out of 64 Small Town Water Systems were completed and handed over. Also, 1,135 boreholes were successfully drilled out of 1,200 with 944 fitted with hand pumps. The project targeted the construction of 450 institutional latrines.

- j) **Akrokeri Water Project (Ashanti Region)**

The project involves the laying of pipelines, erection of 15 stand pipes and construction of 2 high level tanks was about 50% complete. The project was stalled due to lack of funds but has been reactivated and is expected to be completed by 2018.

- k) **Schools of Hygiene**

A total of 150 students were targeted to be admitted. As at December 2017, a total of 73 students were admitted into various programmes in the institutions. A total of 5 of external



Lecturers were engaged to augment the existing teaching staff. A new BSc programme was introduced in January, 2017.

### 22.3 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
<b>GoG</b>				
Compensation of Employees	5,094,774.00	4,920,754.83	4,920,754.83	174,019.17 (3.42%)
Use of Goods & Services	3,919,475.00	1,175,843.00	462,189.99	2,743,632.00 (70%)
CAPEX	28,000,000.00	-	-	28,000,000.00 (100%)
<b>IGF</b>				
Use of Goods & Services	1,468,603.00	1,470,921.67	1,470,921.67	(2,318.67) (-0.16%)
CAPEX	926,475.00	272,763.61	272,763.61	653,711.39 (70.56%)
<b>Development Partners</b>				
Use of Goods & Services	43,224,406.00	-	-	43,224,406.00
CAPEX	172,897,622.00	-	-	172,897,622.00
<b>Total</b>	<b>255,531,355.00</b>	<b>7,840,283.11</b>	<b>7,126,630.10</b>	<b>247,691,071.89 (96.93)</b>

### 22.4 Challenges

- Financial**

The Ministry, its Departments and Agencies during the period under review were faced with inadequate GoG budgetary allocation. At the end of the financial year, only two quarters of



the approved budget were released. Due to non-release of funds all projects planned for the year could not be implemented.

- **Human Resources**

As a result of inadequate funding, it was virtually impossible to build the capacity of staff to improve their performance. The sector adopted alternative capacity development approaches like the use of informal training through free online training programmes.

- **Logistics**

Since, the Ministry is newly established; office accommodation is one of the greatest challenges. The issue of the National Information and Technology Agency's inability to effectively provide uninterrupted internet service affected the efficiency and effective service delivery

- **Water Resources Management, Urban and Rural Water Delivery**

- Unrelenting pollution of water bodies.
- Non-compliance of some sector practitioners to Guidelines and Technical Standards Prevalent High Non-Revenue Water.
- Non-payment of water bills.
- Difficult Hydro-geological Terrain faced in the drilling of boreholes especially in the Northern region of Ghana.

- **Environmental Sanitation**

- Difficulty in managing waste.
- Unauthorized dumping of refuse.
- Negative attitudes toward environmental sanitation efforts.
- Limited professional staff constrained the execution of planned activities especially at the schools of Hygiene.

- **Cooperation and Collaboration**

The level of cooperation and collaboration within the Ministry and among its Agencies was very low. There is also an inherent absence of cooperation and collaboration between sector Ministries and with other key stakeholders. To improve on these, the Ministry has instituted monthly meetings with its Agencies. Furthermore, to also improve on Ministerial cooperation and collaboration, the Ministry introduced sector working groups.

## 22.5 Forward look for 2018

- **Water Resources Management**
  - Create buffer zones in 5 communities in the Tano basin (Acherensua, Tanoso, Biaso, Techiman and the Berekum Water Treatment Plant), and Tomefa in the Densu basin
  - Protect Wetlands to restore natural infrastructure to support water conservation, purification and preservation for improved livelihoods will commence.
  - Develop local level basin-based investment plans that contain clearly identified priority projects/programmes for investment and financing to meet growing water demands and enhance ecosystem integrity.
  - Undertake mapping of the surface and ground water resources
- **Urban Water Delivery**
  - Develop guidance document for the implementation of Water Safety Plan in urban water sub-sector
  - Continue with the implementation of the Sogakope - Lome Water Supply Project
  - Rehabilitate and expand 12 Major Water Treatment Plants across the country
  - Continue with implementation of GAMA Sanitation & Water Project
  - Complete the SCADA and Telemetry systems for GAMA.
  - Initiate the Upper East Water Supply Project
  - Initiate the Damango Water Supply Project
  - Initiate the Tamale Water Supply Project
- **Rural Water Delivery**
  - Construct 3,000 Boreholes
  - Construct 200 small communities pipe systems
  - Construct 50 Small Towns pipe systems
  - Construct 200 institutional latrines
  - Continue with the implementation of health and hygiene education as a component of all water and sanitation programmes.
  - Implement the phase II of the Sustainable Rural Water and Sanitation Project
  - Implement the phase III of the STRABAG Project
  - Implement the Debt Swap Development Programme (DSP)
- **Environmental Sanitation**
  - Construct 16,000 household toilets
  - Construct 200 Institutional Latrines
  - Establish the National Sanitation Authority
  - Construct 7 major and 8 mini transfer Stations
  - Construct 2 Engineered Land Fill Sites
  - Construct 2 waste to energy/compost plants



- Construct of Septage and waste treatment Plants in Accra
  - Connect low income households to sewer lines
  - Accra and Regional Capitals to be the Cleanest City in “Africa”
  - Implement the Total Sanitation Campaign
  - Recruit and deploy 5,000 Sanitation Brigades
  - Continue to evacuate unauthorized dump sites
  - Continue with the implementation of effective behaviour change communication approaches as components of sanitation programmes
  - Establish sanitation courts
  - Deploy sanitation brigades
  - Review of existing sanitation bye-laws
- **Schools of Hygiene**
    - Introduce at least two (2) new courses
    - Continue with the construction of the school block
    - Increase enrolment by at least 20%
    - Collaborate with Government to restore student allowance

## 23.0 MINISTRY OF PARLIAMENTARY AFFAIRS

The Ministry of Parliamentary Affairs (MoPA) was established in 1993 by an Executive Instrument (EI). The Parliamentary Service Act 1993 (Act 460), also made provision for such a Ministry, to facilitate a harmonious relationship between the Executive and the Legislature to re-inforce the hybrid system of the 1992 Constitution. It however became defunct until the current Government re-created it by an Executive Instrument (EI.28).

The objective of the establishment is to enable Parliament, through the Leader of Government Business and Majority leader, gain deeper understanding of government policies that are brought before the House for approval.

The sector Minister was Hon. Osei Kyei-Mensah-Bonsu. The Ag. Chief Director at the Ministry was Mr. Azu Sam-Aziakor.

### 23.1 Key Activities Undertaken

The Ministry of Parliamentary Affairs carried out its mandate of serving as an interface between the Executive and the Legislature, tabling the work of Parliament in Government Business, and harmonising Government business into the work of Parliament. It also carried out researches to ascertain measures necessary to enhance the collaboration between Parliament and the Executive and Civil Society groups.

The Ministry envisaged broad policy areas for the sector in the year 2017. These broad policy areas included:

- **Promote and improve cordiality between MPs and MMDCE**

The Ministry's broad policy of promoting cordiality between Members of Parliament (MPs) and Municipal Metropolitan District Chief Executives (MMDCEs) has the objective of ensuring cordiality exist between them to enhance development at the MMDA and constituency levels. To achieve this objective the Ministry organised three (3) workshops for MPs and MMDCEs in the three (3) belts of the country namely the southern, middle and northern belts. The Ministry through this was able to build a healthy relationship between the MP's and MMDCE's by clearly defining the individual roles as well as their collaborative roles. Collectively, a communiqué to guide their working relationships was developed.

- **Expedite Delivery Of Government Business In Parliament**

The Ministry's broad policy of expediting delivery of Government business in Parliament has the objective of harmonising government business on the floor of Parliament. Of the targeted six (6), two (2) meetings with Leadership of Parliament were held in the months of October and December during the year. This promoted and facilitated fruitful deliberations and consensus building on Legislative Bills and Government Business tabled before Parliament.



The Ministry's vision and the mandate were duly communicated to the Leadership of Parliament and a request for collaboration to further deepen democracy was greatly welcomed by the Leaders of Parliament.

- **Effective interface between the Executive and Public for Good Democratic Governance.**

The Ministry organised One (1) Media Soiree and One (1) Meeting with Civil Society Organisations (CSO's) to facilitate the attainment of the President's vision while promoting good democratic governance. The aim of this was also to bring the Ministry closer to the doorsteps of the media and citizenry and correct the misconception between the roles of Parliament and the Ministry. It would also enhance better deliberations on governance and leadership for Ghana's development.

- **Citizen Centered Collaborative Interface**

The Ministry recorded significant achievements in the implementation of its planned programmes and activities in the area of facilitating the development and implementation of citizen centered collaborative interface with other state and non-state actors on matters relating to the Executive and Legislature. Through these objectives, the following programmes were implemented:

- Draft Strategic Plan prepared and awaiting approval.
- Monitoring and Evaluation Plan drafted for the Ministry.
- Staff Orientation Workshop held on 22<sup>nd</sup> to 24<sup>th</sup> September 2017 at Koforidua.
- Training workshop for the Parliament Press Corps and other selected Media Houses organised in collaboration with the Parliamentary Service.
- One Good Governance/Leadership seminar organised for Southern Sector MPs and MMDCEs on December 9<sup>th</sup>, 2017.
- One media interaction held on 1<sup>st</sup> November, 2017 jointly with Parliament News Africa and Parliamentary Training Institute in Parliament House

## 23.2 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
<b>GoG</b>				
Compensation of Employees	498,230.00	0.00	0.00	498,230.00
Use of Goods & Services	2,229,625.00	751,053.00	746,628.94	1,478,572.00
CAPEX	500,000.00	164,017.00	0.00	335,983.00
IGF	0.00	0.00	0.00	0.00
<b>Total</b>	<b>3,227,855.00</b>	<b>915,070.00</b>	<b>746,628.94</b>	<b>2,312,785.00</b>

## 23.3 Challenges

- Inadequate Office Space to accommodate all personnel of the Ministry
- Lack of an official vehicle for the Ministry to transport personnel on official assignments

## 23.4 Forward Look for 2018

The Ministry's focus in furtherance of its key objectives in 2018 will be to:

- Facilitate greater collaboration between the Executive and the Legislature through frequent interactive meetings. In the light of this, the Ministry intends to organise Four (4) meetings with the Leadership of Parliament in every quarter to enhance the effectiveness of Parliament in Ghana's Democracy.
- Organise meetings and workshops with the Executive and Legislative arms of Government and CSO has to demystify the perception of Executive dominance. Two (2) sensitisation workshops involving all stakeholders will be organised in 2018 to achieve this feat.
- Facilitate frequent engagements through workshops between the Ministry and Civil Society Organisations (CSO's) and other stakeholders in policy formulation.
- Strengthen the Ministry's policy and research capacity to ensure effective service delivery, the Ministry will initiate steps to embark on a research to assess public knowledge on the role of the Ministry and Executive dominance.
- Lead advocacy in good governance and democracy, the Ministry will organise One (1) Media Soiree to court media involvement in the operations of the Ministry and





One (1) Meet the Press Conference to solicit views and respond to media and concerns of the citizenry.

- Engage MPs and MMDCEs in conflict management seminars and workshops within the Middle and Northern belts of the country to enhance synergy of roles and responsibilities. One (1) workshop will be organised in the middle belt at Kumasi and another in the Northern belt at Tamale for the year 2018.



## 24.0 OFFICE OF GOVERNMENT MACHINERY

The Office of Government Machinery (OGM) exists to provide accountable, transparent and quality technical and administrative services to the Presidency and stakeholders for the attainment of Government's development agenda of improving the quality of life of Ghanaians through rigorous policy formulation and effective programme implementation.

The Chief of Staff was Mrs. Akosua Frema Opare with Mr. John Abu Jinapo and Mr. Assenso Okyere as Deputy Chief of Staff. The Chief Director was Kizito Ballans while Mrs. Cynthia Asare Bediako was Chief Director at the Vice President's Office.

### 24.1 Agencies and Department

#### Offices and Departments

- Office of the President (OoP)
- Scholarships Secretariat
- Council of State
- State Protocol Department (SPD)
- Office of the Administrator- General

#### Subvented Agencies

- State Enterprises Commission
- Ghana Investment Promotion Centre
- Internal Audit Agency
- National Population Council
- Ghana AIDS Commission
- Microfinance and Small Loans Centre
- Divestiture Implementation Committee
- Millennium Development Authority
- African Fund for Bio-Fuels Development
- Savannah Accelerated Development Authority

### 24.2 Key Activities Undertaken

#### a) Office of the President

##### • Improved Service Delivery

The Office conducted a survey to analyse needs and concerns of MDAs and clients to ensure improved service delivery by the Office. The assessment covered customer service delivery, submission of Cabinet Memoranda, request for the approval of Foreign Travels, request for the usage of State facilities. The results of the study formed the basis for the revision of existing Service Delivery Standards.



- **IT Infrastructure**

To enhance the effective usage of its IT Infrastructure, the Human Resource Directorate, in collaboration with the Research, Statistics, and Information Management Directorate created an Electronic Records Management System which facilitated easy access and retrieval of records. The Office redesigned Electronic Visitors Log software which, when installed, would improve Front Desk Executives Management of Visitors' appointments data and report generation.

**b) Cabinet Secretariat**

- Cabinet meetings were organized at the instance of The President of the Republic. Pursuant to the mandate of Cabinet, the Secretariat successfully held Twenty-three (23) Cabinet Meetings, two Special Cabinet Meetings and three (3) Cabinet Retreats between February and December.
- 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 was installed in 2016. The IT Unit in the course of 2017 started the redesigning of the Web-portal interface to ensure stability and dependability of the information system delivery at the Presidency.
- The Secretariat in collaboration with the National Information Communication and Technology Agency (NITA) worked on the internet connectivity to enhance the effective usage of e-Cabinet for meetings. Owing to the establishment and improvement of the e-cabinet, cabinet decisions, directives and approvals take less than 48 hours while Minutes are produced within 72 hours.

**c) State Protocol Department**

During the reporting year, the State Protocol Department hosted 54 Heads of State and Governments during the 60<sup>th</sup> Independence Anniversary. Also, 5 sessions of credential presentations to Ambassadors and High Commissioners were organized. Arrangements were made for 35 internal and 23 external visits to be undertaken by H.E. the President. The Department again assisted in the organization of 6 State anniversaries and commemoration of National events. All these services culminated in the success of the State's protocol arrangements locally and internationally.

**d) Council of State**

The programmes of the Council of State, during the period under review, were geared towards the attainment of its policy objectives under the Ghana Shared Growth Development Agenda II (GSGDA II) as follows: "Build a transparent and effective regulatory environment" and "Promote democratic devolution of executive power". The Council achieved these objectives mainly through meetings with its stakeholders, scrutinizing



nominees for appointments, opening some meetings to the public, organising Press soir  e and meetings with political party hierarchy.

Below are the highlights of achievements:

- **Engagement With His Excellency The President**

The secretariat was able to arrange all meetings between the Council and H. E. the President. In all, two meetings were targeted and organised. The maiden meeting was held on 20<sup>th</sup> June, 2017 and the second on 15<sup>th</sup> August, 2017. The meetings discussed issues of national concern including Treasury Single Account policy, illegal mining “galamsey” and the creation of new regions.

- **Outreach Programmes**

To building a transparent and effective regulatory environment and assessing the effects of illegal mining in the country, the secretariat organised and accompanied Hon. Members to a number of illegal mining “galamsey” sites in the Eastern Region on 12<sup>th</sup> May, 2017. The Council gathered first-hand information on the extent of damage being caused by the operations of illegal mining “galamsey” activities and advised stakeholders accordingly.

- **Plenary Meetings**

Following its inauguration in February, 2017, the Council had 23 plenary meetings within the year. These meetings considered issues of developmental, policy and national concerns with a number of stakeholders including Ministers and Public Officials. The Council was briefed on plans, programmes, policies and challenges, and advised for linkages and prudence in the use of national resources.

- **Committee Meetings with Stakeholders**

As part of its modus operandi, the Council set up 3 standing Committees and 1 adhoc Committee. The secretariat successfully organised 28 Committee meetings. The meetings considered issues of national development, petitions and appointments to public Boards and Councils. The Committees interacted with Ministers, Heads of Public Institutions and Petitioners.

- **Competency Training**

Six (6) female members of staff participated in a ten (10)-day Women in Management (WIM) Programme at the Ghana Institute of Management and Public Administration (GIMPA). This programme provided skills in self-management as a corporate woman, problem solving, and positive approach to work.

- **Academic Training**

The secretariat, in its pursuit to promoting staff development, sponsored three (3) officers for Master programmes in critical and work related areas such as Women in Leadership, Logistics and Supply Chain Management, and Information Studies.

- e) **Scholarships Secretariat**

The Secretariat exists to utilise funds provided by Government, GETFund and donor support, for the provision of scholarships to brilliant but needy students and qualified Ghanaian workers at minimum access cost, for human resource development for the purpose of national growth and development. During the year under review:

- The Secretariat paid 135,129 students' fees for 3rd term 2015/16 and 140,264 students for 1st term 2016/2017 academic year at the second cycle level. It also processed the list of selected students from local Public Universities for departure to various countries.
- The Secretariat undertook monitoring and evaluation activities which saved over 4.1 Million Ghana Cedis for the country. It also achieved as planned 20% reduction in Government Expenditure on scholarships (Local & Foreign Tertiary) through prioritization and rationalization of Scholarships. 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 introduced. 50% of mainstreaming the computerization process of scholarship administration was achieved. This is to ensure efficiency, accuracy and integrity of processing scholarships.

- f) **Office of the Administrator-General**

The Office in 2017 initiated the process of regular provision of update on the Acquisition and Disposal of Government Assets and Properties through the Office of Chief of Staff. It consulted with the Accountant-General Department to link the Office on to the GIFMIS Platform to enable the automatic capture of all procurement activities undertaken by MDAs, MMDAs and RCCs.

- g) **National Population Council (NPC)**

The National Population Council was established under the National Population Council Act 485, 1994 to advise the Government on all population issues and to coordinate the management and implementation of population policies and programmes in the country. In pursuance of this mandate:

- The Council undertook advocacy activities and generated support for reproductive health population and development programmes through media engagements, newspaper publications and YOLO TV drama serials.
- A Draft National Guideline on Comprehensive Sexuality Education (CSE) for Young People in Ghana was validated. The implementation of this policy will ensure that young people receive comprehensive sexual and reproductive health information to avoid teenage pregnancy, as well as being able to access health services and make assertive decisions to maintain their dignity and human rights in Ghana. Additionally, the Free Maternal Policy was reviewed to provide timely and reliable demographic data for policy making and planning.
- The Council undertook joint monitoring visits with the Palladium Group in some selected districts (Kumasi Metropolitan Assembly, Atwimakwawoma and Asokore Mampong) in Ashanti Region. The purpose of the monitoring visit was to monitor the implementation of planned activities, assess project funding modalities and identify successes and opportunities for sustainability of project activities.

#### **h) Millennium Development Authority (MiDA)**

As part of its objectives, to oversee, manage and implement the Programmes under the Millennium Challenge Account for poverty reduction through economic growth as set out in the agreement between the Government of Ghana and the Millennium Challenge Corporation acting for and on behalf of the Government of the United States of America, the Authority embarked on the following:

- The MiDA conducted technical studies in target areas of Project “ECG Financial and Operational Turnaround” under Ghana Power Compact II to directly support the energy sector to achieve power supply sufficiency including exports to neighbouring countries, and also supply power for new oil and gas-based industries.
- Related activities such as Access Project Conceptual Design, Components and Interventions were finalised in collaboration with the Electricity Company of Ghana (ECG), the Northern Electricity Distribution Company (NEDCo) and MMDAs to improve access to electricity for Market and Economic enclaves.
- The Authority developed standards for 5 products (Air-Condition, Refrigerator, Television, Decoder and Lighting) to enhance efficiency and conservation in the use of electricity.

#### **i) The Microfinance and Small Loans Centre (MASLOC)**

MASLOC, as the apex body responsible for the coordination and facilitation of the activities of institutions and organizations in the microfinance sub-sector of the economy, made disbursement of 61% of loans and hire purchase products such as vehicles, tricycles, outboard motors, fishing nets etc. to clients to support government policy of reducing poverty and creating wealth and employment.



**j) State Enterprises Commission (SEC)**

The State Enterprises Commission reviewed 24 performance contracts of some State-Owned Enterprises (SOEs) and partially completed the creation of 10 SOEs database to facilitate policy inputs in the SOEs sector.

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

In pursuit of its mandate of encouraging and promoting investments in Ghana, GIPC organised two (2) quarterly breakfast meetings with the business community, six (6) stakeholder meetings on the Review of the GIPC Act 865 and the Youth Entrepreneurs and agribusiness Forums. These meetings including advocacy activities created an enhanced, transparent and responsive environment for investment in Ghana.

**l) Divestiture Implementation Committee (DIC)**

The Committee processed the divestiture of three companies, namely Gihoc Paints, Eredec Hotel and Aboso Glass Factory to ensure efficiency in the national economy.

**m) Savanna Accelerated Development Authority (SADA)**

In line with its mandate to provide a framework for the comprehensive and long term development of the Northern Savannah Ecological Zone (NSEZ), the under listed were completed:

- SADA signed MoUs with a number of companies to invest in the North Savannah Ecological Zone (NSEZ) including:
  - Rasmal Invest Group of Companies (Morocco), to invest in University of Development Studies' (UDS) medical hospital complex
  - Ericko5050, to invest in rice, jute and maize commercial farming and processing up to 300,000 acres
  - ENI Ltd, to construct solar plant with a total capacity of about 50MW
  - Wuzherg group, for the establishment of Tractor and Agricultural Mechanisation Centres and commercial farming starting with 500 acres in 2018
  - SinoSteel, for the development of Pwalugu and Nasia-Nabogo multi-perform dams etc.
- The Agency developed profiles and designs on key projects such as the Kaladan Park Shopping Mall project, the Fuller Falls cluster of Tourism opportunities in Kintampo, the Bolgatanga Catering Rest House, the Nakpanduri Scrap and 12 other game changing projects. Preliminary assessments of 11 rural banks were conducted in the NSEZ with funding and technical support from USAID-FINGAP.

**n) African Biofuel and Renewable Energy Fund (ABREF)**

ABREF worked to mobilize and make available, funds and technological resources to African States for the development of biofuels and renewable energy from plants, solar, wind



and agricultural and waste biomass. In this regard, ABREF attracted and secured private investment for the manufacturing of C2 solar panel and the production of organic fertilisers, pesticides and herbicides in Ghana.

**o) Internal Audit Agency (IAA)**

- IAA reviewed Five (5) Practice Guides which included Contract, Public Debt and Financial Statement, Public Private Partnership, Risk Based Internal Audit and Procurement.
- IAA also trained 34 internal auditors from 20 Internal Audit Units (IAUs) in the Western Region on; Risk Based Internal Audit, Documentation of Working Papers and Introduction to the use of IDEA Software and Negotiation Skills. Additionally, ten (10) number of staff of IAA and IAUs was facilitated to pursue Certified Information Systems Audit (CISA).
- The Agency carried out three (3) special audit assignments to Dambai College of Education, YEA and SHC. The assignment at YEA led to the suspension of salaries of intermediaries and savings of GHC1, 067,700.00 per month. At SHC, the Agency uncovered absence of procurement structures such as Entity Tender Committee to review the procurement of landed properties at Old Ningo and abandoned project, " Little London", involving a combined amount of GHC 2,010,000.00

**p) Ghana Aids Commission**

The Ghana AIDS Commission has the mandate to provide support, guidance and leadership for the national response to the HIV and AIDS pandemic. The commission developed targeted and gender-specific messages to improve comprehensive knowledge of HIV among the general population especially young people. Activities in the form of nationwide campaigns were carried out to ensure stigma reduction. Advocacy manuals were also developed to guide education and interventions by PLHIV and CSOs.



### 24.3 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
<b>GoG</b>				
Compensation of Employees	79,392,760.00	80,877,739.13	16,853,851.00	64,023,888.13
Use of Goods & Services	388,478,545.00	511,241,307.00	507,751,657.00	3,489,650.00
CAPEX	1,082,876,609.00	60,187,066.00	20,649,030.00	39,538,036.00
IGF	10,178,758.00			
Development Partners	1,560,926,672.00	652,306,112.13	545,254,538.00	107,051,574.13
<b>Total</b>	<b>3,121,853,344.00</b>	<b>1,304,612,224.26</b>	<b>1,090,509,076</b>	<b>214,103,148.26</b>

### 24.4 Challenges

- Cabinet Manual for Cabinet Memorandum Writing was not adhered to and this hampered the smooth running of the schedules for Cabinet Meeting.
- Poor internet access affected the electronic validation of Payment Vouchers as well as the use of e-Cabinet at Cabinet meetings.
- Inadequate office space and equipment such as computers, printers, office desks and chairs, etc.
- Inadequate funding affected most of the administrative and operational activities in areas such as medical evacuation, foreign travel expenses, GOG scholarships and special operations.
- Regular maintenance and rehabilitation of the Seat of Government (Flagstaff House, Castle & Peduase) continued to be a problem for the Office due to inadequate budgetary allocation.
- AVRS Drugs for HIV/AIDS patients also put a heavy demand on the Office's budgetary allocation.



## 24.5 Forward Look for 2018

OGM will undertake the following:

- Re-operationalization of the electronic-cabinet system (e-cabinet)
- Review of OoPs Strategic Plan (2012-2016)
- Organization of three (3) Cabinet Retreats
- Full Deployment of the electronic visitors' log data system
- Continuation of the construction of the Council of State office complex.
- Prioritization and rationalization of Scholarships
- Pursue the process of reviewing existing awards at the various levels, with the view of making them sustainable
- Intensification of monitoring of scholarships at all levels to ensure that the expected benefits are derived from the huge investments made by Government

## 25.0 MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT

Ministry of Fisheries and Aquaculture Development (MOFAD) exists to support sustainable management of Capture Fisheries Sector and the development of Aquaculture through Scientific Research and Innovations, Enforcement of Fisheries Laws and Regulations, and Institutional Capacity Enhancement for efficient service delivery.

The sector Minister was Hon. Elizabeth Afoley Quaye (MP) with Hon. Francis Kingsley Ato Cudjoe as Deputy Minister. The Ag. Chief Director was Papa Yaw Atobrah.

### 25.1 Agencies

- Fisheries Commission
- National Premix-Fuel Secretariat

### 25.2 Key Activities Undertaken

#### a) Policies, Legislations and Regulations

##### **Draft National Aquatic Animal Health Policy**

Consultative workshops on the draft Policy was held in the northern, middle and southern belts of Ghana. This exercise was to inform stakeholders on the Policy and seek their inputs before its finalization, and to promote ownership of the Policy document among stakeholders. A Cabinet memo on the draft Policy was submitted to Cabinet. The Policy when approved would assist in reducing fish health risks through detection, prevention and control measures and promote along the value chain, the production of safe and quality fish for domestic consumption and export.

#### b) Management and Administration

MOFAD developed a draft HR Plan (2017-2021), as part of efforts to develop a motivated and well-disciplined staff with the capacity and capability to enhance productivity and performance in the sector. During the reporting period, the National Premix Fuel Committee (NPFC) undertook nationwide reconstitution and formation of Landing Beach Committees (LBCs) bringing the total number of LBCs to 292. To ensure effective and transparent supply of Premix fuel, a new Premix fuel distribution system was developed. As part of this system, the National Petroleum Authority (NPA) monitors all premix fuel liftings from loading points to destination with their Bulk Road Vehicle (BRV) tracking system.

#### c) Fisheries Resource Management

As part of the strategies contained in the Ghana Marine Fisheries Management Plan to promote conservation and protection, MOFAD collaborated with Industrial Vessel Operators, and successfully implemented a two-month “Closed Season” for industrial trawlers in February and March. This will be extended to inshore vessels and artisanal canoes in



subsequent years. To enhance stock regeneration among marine fish species, MOFAD is implementing the creation of Marine Protected Areas. Feasibility studies were conducted and data analysis ongoing to establish these areas. Sensitization on conservation and climate change mitigation measures were carried out in the four (4) coastal communities. Data collection instruments were developed for the conduct of an Inland Canoe Frame Survey to control fishing efforts in inland water bodies (especially the Volta Lake). Communication strategy for the survey was developed and adopted. 5,134 trucks of Premix fuel, equivalent to 69,309,000 litres, were also distributed to 292 Landing Beach Committees (LBCs) nationwide. This is an input support initiative by the sector to aid fishers in their fishing expedition.

Regarding Phase 1 of the Anomabo Fisheries College, 66% of civil works were completed. Construction of 2 landing sites at Anloga and Teshie were stalled due to delay in completion of Social and Environmental Safeguard Reports and design drawings. Design works were also completed on landing sites at Axim, Winneba and Mumford. The landing sites, when completed, will help improve fish handling and sanitary conditions at their respective locations. This will lead to the Ministry's objective of ensuring the production of safe and quality fish for local consumption and export.

#### **d) Aquaculture Development**

MOFAD provided extension services to 1,200 farms as against a target of 1,500 as part of efforts to enhance aquaculture production and increase the contribution of the sub-sector to total fish production. Under the nucleus Outgrower Scheme, ten (10) pilot communities were selected and nucleus farmers were also identified. Group sensitization exercises were carried out to encourage community acceptance and ownership of the Scheme. Zonation of the Volta Lake, to identify suitable areas for cage fish farming, was completed. Aquaculture Suitability Areas were identified.

The Ministry also rehabilitated two (2) Public Hatcheries at Ashaiman and Kona-Odumase. Second phase of the rehabilitation works - which involved renovation of offices, completion of fence wall, construction of outfall drainage, drilling of additional boreholes and installation of power plant - was commenced and works were programmed to be completed in March 2018.

#### **e) Fisheries Monitoring, Control and Surveillance**

The Ministry collaborated with the Ghana Navy, the Marine Police, the Ghana Air Force and other industry players to protect, conserve and sustainably manage fisheries resources within its EEZ. 72 Observer Programmes were carried out to ensure that fisheries laws and regulations are strictly adhered to by both Ghanaian and foreign flagged vessels. The Fisheries Law Enforcement Unit undertook 408 and 228 hours of sea and land patrols. To reduce Illegal fishing in Ghana waters and improve voluntary compliance of fisheries laws and regulations among fishers, under the Fisheries Co-management arrangement, the



Ministry inaugurated two (2) Watch Volunteer Groups at James Town and Patukope to supplement efforts of the Ministry in the fight against IUU fishing. Fisheries Enforcement Unit (FEU) operations were expanded to cover activities on the Volta Lake. A functional office was established at Kpando-Torkor to supervise enforcement activities on the Volta Lake. To ensure that all industrial fishing vessels plying Ghanaian waters have observers on board, MOFAD contracted and trained 100 observers to partake in the fisheries observer programme and these observers would be deployed in January 2018.

**f) Aquatic Animal Health and Post-Harvest Management**

Twenty-five (25) hatchery operators in the Ashanti region were trained on best hatchery husbandry practices to reduce fingerling mortalities. Protocols for Certification of Farms, Hatcheries and Feed Mills; for Water Quality Testing; and for Import and Export of Live Aquatic Animals and Aquatic Animal Products were also developed.

A Training workshop was held for Industrial Vessel Operators on Standard Sanitary Measures on-board vessels during the ‘closed season’ in February and March. Vessel-specific Standard Sanitary Inspection checklists were developed for vessel operators. This exercise aims at improving health conditions of operators and fish handling practices on-board vessels, and will also be a key factor in the issuance of licence to vessels to fish in Ghana’s territorial waters. Improved fish processing ovens (ahotor oven) were introduced to fish processors in Tema, Dzita, Elmina, Apam, Bortianor, Moree, Anlo, Shama, Sekondi, Ankobra and Axim. Fibre glass artisanal containers were also introduced to artisanal fishers in twenty (20) communities and compliant facility built in one (1) community. In total, improved fishing handling and processing technologies were introduced to thirty-two (32) communities. Preparatory works for the rehabilitation of Fish health laboratories at Koforidua, Kumasi and Takoradi also begun.

### 25.3 Financial Performance

SOURCE		APPROVED BUDGET(GH¢)	ACTUAL RECEIPTS(GH¢)	ACTUAL EXPENDITURE(GH¢)	VARIANCE(GH¢)
1	<b>GOG</b>	<b>12,470,056.00</b>	<b>7,225,896.76</b>	<b>5,745,955.76</b>	<b>1,479,941.00</b>
	Compensation of Employees	8,675,125.00	5,949,380.76	4,748,812.76	1,200,568.00
	Use of Goods & Services	3,194,931.00	1,079,695.00	858,118.00	221,577.00
	CAPEX	600,000.00	196,821.00	139,025.00	57,796.00
2	<b>IGF</b>	<b>15,881,758.00</b>	<b>12,455,948.46</b>	<b>11,994,390.00</b>	<b>461,558.46</b>
3	<b>ABFA</b>	<b>17,862,897.00</b>	<b>6,534,112.00</b>	<b>1,871,280.00</b>	<b>4,662,832.00</b>
4	<b>DEV'T PARTNERS</b>				
	World Bank	16,168,344.00	16,496,791.24	10,448,181.95	6,048,609.29
	<b>TOTAL</b>	<b>62,383,055.00</b>	<b>42,712,748.46</b>	<b>30,059,807.71</b>	<b>12,652,940.75</b>

### 25.4 Challenges

The challenges confronting the sector are categorized under sector-wide - Capture and Culture fisheries, and Institutional:

#### Capture Fisheries

The sector is faced with relatively low compliance with fisheries laws and regulations by fishers. There is also the proliferation of illegal fishing methods in recent times (light fishing, bamboo fishing, dynamites and chemicals) by artisanal fishermen. The open access for artisanal fishermen has resulted in the over-exploitation of fisheries resources, especially in the marine and inland water bodies. Limited control on the effects of climate change (tidal waves, algal bloom etc.) has affected the livelihoods of some artisanal fishermen. Diversion of premix fuel is also a challenge confronting the sector. These and many other challenges have hindered the capture fisheries sub-sector from realizing its potential.

### **Cultured fisheries**

The drive for the accelerated aquaculture development is private sector investment. However, investment from the private sector especially from financial institution to farmers has been minimal. The prices for aquaculture inputs (especially fish feed and construction materials) are still high leading to increased cost of production. Even though there was an increase in the operations of private hatcheries to support the production of fingerlings during the reporting period, productions were still far below the capacity to meet the increasing demand of fish farmers. There is also limited specie for culture and water-use conflict between aquaculture operators and other water users. These have resulted in the slow growth of the aquaculture sub-sector in spite of its potential.

### **Institutional**

Key challenges encountered by the sector in programme and project implementation include limited office space and logistics to support both administrative and technical operations, inadequate staff both in numbers and required technical skills and competencies, untimely release of funds for planned activities, low fish extension agents to fish farmer ratio, relatively weak governance structure for the marine sector, lack of database for the management of the inland fisheries sub-sector and weak institutional coordination and linkages for extension, training and research.

## **25.5 Forward Look for 2018**

To further improve the performance of the sector and ensure sustainable exploitation of aquatic resources of the country, MOFAD will undertake the following programmes and projects in 2018 and ensuing years:

- Implement quota system (align catch to effort)
- Extend and Enforce “Closed Seasons”
- Create Marine Habitat Protection Areas
- Conduct a Fish Stock Assessment of Volta Lake
- Re-stock an additional 120 existing productive dams, dugouts, reservoirs, etc., with fingerlings (2,950 ha of water surface area)
- Procure prescribed gears, hooks, feed, etc., under Fishers' Input Support Scheme
- Repair of Boatyard at Tema
- Acquire and retrofit a Research Vessel
- Diversify culturable species through adaptive research
- Provide logistics to strengthen Extension Services delivery
- Scale up implementation of Nucleus-Out grower Support Scheme
- Construct new public hatcheries at Kwahu Afram Plains, Dunkwa-on-Offin, Tarkwa and Asuogyaman



- Rehabilitate public hatcheries at Veaa, Sankana, Tamale, Dormaa-Ahenkro
- Initiate Aquaculture Centre Project
- Launch Aquaculture for Food and Jobs under the “Youth in Aquaculture” Initiative
- Review of Aquaculture Policy
- Intensify sea and land patrols and electronic surveillance
- Create six (6) additional Fisheries Watch Volunteers
- Establish FEU Offices at Elmina, Yeji and Bupe
- Develop Protocols towards Fish Disease Emergency Preparedness
- Intensify surveillance, diagnostic testing and certification of Aquatic Pharmaceuticals
- Certify fifteen (15) hatcheries and five hundred (500) fish farms
- Facilitate Improved technologies (Ahotor Ovens, Fibre Insulated Containers, Raised Racks, etc) through adaptation and training
- Acquire and install Fish Health Laboratory Equipment
- Renovate Fish Health Laboratories at Takoradi, Koforidua and Kumasi
- Establish 8 fish processing facilities in Axim, Mumford, Keta, James Town, Nungua, Ahwiam, Ningo, Bortianor & Half Assini
- Institutional Capacity Enhancement: MOFAD will train 50 Fish Health Assistants to serve as first point of call for aquatic animal health issues and assist 20 Management Staff to acquire Executive Masters in Fisheries Administration and Management
- Rehabilitate Regional/Zonal Offices and bungalows
- Initiate construction of 4 Landing Sites at Jamestown, Winneba, Mumford Axim - Phase 2
- Initiate construction of Permanent MOFAD Office Building





## 26.0 MINISTRY OF GENDER, CHILDREN & SOCIAL PROTECTION

The Ministry of Gender, Children and Social Protection (MOGCSP) exists to contribute to the development of the nation by achieving gender equality and equity, facilitate the enforcement of the rights of children, and promote the integration and protection of the vulnerable, excluded and persons with disabilities in the development process through appropriate policies and strategies with adequate resources. The Ministry is committed to working with integrity, excellence and social justice.

The sector Minister was Hon. Otiko Afisah Djaba with Hon. Gifty Twum-Ampofo (MP). The Chief Director at the Ministry was Mr. Eric Kwesi Armo-Himbson.

### 26.1 Departments and Agencies

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

### 26.2 Key Activities Undertaken

#### a) Policies, Regulations and Legislations

##### Information Technology (IT) Policy

In order to strengthen the National Statistical System in the production and dissemination of timely and robust statistics relevant for evidence based policy-making and other uses, the Ministry through the Research, Statistics and Information Management Directorate and the Ghana Statistics Development Project re-designed the Ministry's website. A second draft of an Information Technology (IT) Policy was also developed.

#### • The Child Protection Policies and Laws

As part of the Ministry's efforts to enhance the welfare of Children, the Child Protection Policies and laws were developed as follows; the Child and Welfare and the Justice for Children policies. As a result of these policies there was the need for a change in the country's existing child protection laws to be in line with the new two policies. A consultant was engaged to review the laws and as part of the legislative review process a national and regional stakeholders meeting was held from August to November to solicit inputs and suggestions in improving the laws. In all over 200 stake holders have been consulted.

- **Affirmative Action Bill**

The Department of Gender, through the Ministry instituted various programmes geared towards creating awareness and advocating the need for women's inclusion in decision-making and governance structures at all levels. The Department with financial support from UNDP drafted an Affirmative Action Bill which received Cabinet approval in 2016 but was not laid before Parliament that year. As a result of the change of Government in 2017, the Bill was reviewed and resubmitted to Cabinet for approval. When the Bill is passed into law, it is expected that more women will hold more decision-making position and their views represented in decision making.

- **Justice for Children Policy Operational Plan**

The Justice for Children Policy (JfCP) Operational Plan was completed and validated. The Operational Plan is an addendum to the JfCP and provides details for the implementation of the Policy. Trainings were held for all 10 Regional Child Protection Committee members on the Child and Family Welfare Policy (CFWP) and JfCP operational Plans from May to June. In addition, all members were trained on the new reporting templates of the policies to facilitate reporting and monitoring mechanism.

- **A draft regulations on Adoption and Foster Care**

A regulation on Adoption and Foster Care was drafted for approval. This is to ensure that standards are observed in the delivery of Foster Care and Adoption services. 54 Adoption applications were processed in line with Convention safeguards. Membership of Adoption and Technical Committee were constituted and inaugurated.

- **Finalization of the Human Trafficking National Plan of Action (HTNPA)**

The Ministry, with support from UNICEF engaged a consultant to develop a National Plan of Action for Human Trafficking to enable effective coordination and implementation of the Human Trafficking Act. A one-day stakeholder meeting was organized at Dodowa Forest hotel on 29<sup>th</sup> March, 2017 to solicit inputs from partners into the draft NPA, finalize the document and solicit the buy-in of stakeholders for implementation.

- **National Strategic Framework on Ending Child Marriage**

The Child Marriage Unit under the DV Secretariat of the Ministry launched the National Strategic Framework on Ending Child Marriage in Ghana. The development of the framework was a collective effort between the Child Marriage Unit, MoGCSP and stakeholders from civil society organizations, development partners and government agencies with support from UNICEF-Ghana.

- **Development of Framework and strategies on Disability Mainstreaming in MMDAs**

The National Council on Persons with Disability (NCPD) collaborated with the Inter-Ministerial Coordinating Committee (IMCC) on Decentralization to develop the Framework and strategies on Disability. This document was aimed at supporting MMDAs to mainstream disability issues and concerns in their development agenda. Three (3) zonal consultations were held with stakeholders to examine the draft document and make inputs. Another stakeholders' consultation was held to validate the final document.

- b) **Mainstreaming Gender, Children and Social Protection Policy issues into MDAs & MMDAs Plans and Budget.**

In order to ensure gender equality and equity, promote the welfare and protection of children and empower the vulnerable, excluded, the aged and persons with disabilities;

- The Ministry in 2017 trained 24 Gender Desk officers on mainstreaming of gender issues into the plans of 24 MDAs.
- All Regional Coordinating Councils (RCC) and 55 MMDAs were trained to mainstream children issues into their plans.
- Two (2) RCC Social Protection Steering Committees were established in Upper East and Upper West.
- As at end of 2017, 216 Districts were benefiting from the School Feeding programme.

- c) **Improving database on beneficiaries of Social Protection Interventions.**

- A National Household Registry and 2 regional liaison offices were established for effective targeting and timely intervention to the extremely poor and the vulnerable.
- A Call Centre was launched and operationalized on 19<sup>th</sup> December, 2017 to establish a single window case management system for social protection programmes. Terms of Reference for engaging a consultant to design a Public Information Campaign was developed and validated.

- d) **Improving welfare services for the Elderly persons above 65 years to achieve secure ageing.**

The Ministry issued 21,000 valid NHIS biometric cards and 25,000 Eban Card/freedom cards to elderly persons in 2017.

- e) **Reducing incidence of child abuse for Child Rights Promotion and Protection.**

During the year, the number of child abuse cases reduced from 2,500 in 2016 to an encouraging 1,500 cases in 2017. This was as a result of frantic efforts kept in place to curb the menace.



**f) Providing Employable skills for PWDs.**

The Ministry, during the year provided 279 PWDs with employable skills. The aim of this initiative is to empower them to be financially productive and contribute to the national economy

**g) Empowering women to enhance Gender Equality and Equity.**

As at 2016, the Ministry had a baseline of 3 Gender related policies and laws. In 2017, it was increased to 6. This is to enable women to have safe and secure livelihood, access to economic opportunities, decent work to improve earnings while addressing disparities in education, socio-economic and cultural issues, health and agriculture, trade and related matters

**h) Upgrading the School of Social Work to a Tertiary Institution.**

The status in 2017 for the completion of the upgrade of the School of Social Work to a Tertiary Institution was 35% from a baseline of 30% in 2016.

**i) Implementation of National/Strategic Programmes and Initiatives**

- **Livelihood Empowerment Against Poverty (LEAP)**

This is a Government of Ghana flagship Social Protection intervention which was initiated in 2008 to reduce poverty among the extreme poor and vulnerable households. The specific objective of the Programme is to improve basic household consumption and nutrition as well as increasing access to health care among the aged (65 years and above without any support), orphans and vulnerable children, persons with severe disabilities without productive capacity, and pregnant women with children under 1 year.

- The LEAP Programme expanded to cover **213,461** households in **6,594** communities in all 216 districts of the country. In terms of sex date, **54%** of LEAP beneficiaries are females with **46%** being males. **41.4%** are orphans and vulnerable children with the elderly constituting **32.3%**. Persons with severe disability make up **18.4%** while infants and pregnant women constitute **6.6%** and **1.3%** respectively. The Programme has since January, 2017 conducted six regular bi-monthly payments to beneficiaries across all the 216 districts by the Ghana Interbank Payment and Settlement Systems (GhIPSS) using Participating Financial Institutions (PFIS). As part of the expansion coverage to reach **350,000** households by December, 2017, the Programme continued electronic data collection in **41** districts under targeting Phase 2B. A total of 93,779 households were for enrollment and benefited from the Programme.



- To ensure effective and efficient financial management, the secretariat with support from DFID procured and trained the finance unit of the Learning Management System (LMS) on a Tailor-made system (accounting software) developed for the secretariat. The application is to enable the Secretariat implement an efficient and effective accounting system to track programme receipt and expenditure.
- Under the LEAP MIS, the Secretariat rolled out automatic reconciliation system to ensure timely payment reconciliation.
- The Independent Monitoring Checks (IMC) was conducted in 27 LEAP districts. The objective of the IMC was to assess LEAP beneficiary's satisfaction and understanding of the programme by various stakeholders such as Payment Service Providers, District Social Welfare Officers, beneficiaries as well as Community LEAP Implementation Committee members. – what was the results
- The secretariat conducted field visits to 50 selected trouble spots districts to investigate some outstanding issues and to provide mitigation measures to some potential challenges to the programme. – what was the results
- The Programme continued engagements with its key stakeholders especially the Ministry and Development Partners. The Secretariat held monthly meetings with DFID, the MoGCSP as well as the World Bank to update them on new developments in programme implementation. The Secretariat also sensitized two Civil Society Organizations on the LEAP Programme. These were SEND Ghana and Coalition on the Right to Information, Ghana.

- **Ghana National Household Registry (GNHR)**

This project was established with the objective to develop a national database and Management Information System (MIS) to facilitate effective targeting for all social intervention programmes in Ghana. Some achievements are as follows;

- GNHR held a dissemination workshop in the Upper West Region on the completed data collection exercise. Vacancies for field staff (Enumerators, Supervisors, and District Coordinators) positions for the Upper East data collection exercise were advertised.
- A Memorandum of Understanding (MOU) was signed with the University for Development Studies to assist in training and the recruitment of field staff for the Upper East Region. Shortlisting of the field staff for Upper East region was carried out. 2000 applicants were shortlisted out of the 3,500 applications received and a total of 808 Enumerators, 22 District Coordinators and 135 supervisors were considered.
- GNHR completed the development of the Unified Case Management System. A demonstration of the System was carried out to the members present in the Case Management Meeting at the World Bank.



- **Ghana School Feeding Programme (GSFP)**

The goal of the School Feeding Programme is to deliver a well-organized, decentralized intervention providing disadvantaged school children with nutritionally adequate, locally produced food thereby reducing poverty through improved household incomes and effective local economic development:

- The Programme implemented the Zonal coordination structures which involved the creation of the Zonal Coordinators role to help strengthen monitoring efforts at the district level as well as the deployment of about 100 National Service Persons in that same effort.
- 5000 caterers and head cooks, were trained in food safety, hygiene, and child nutrition.
- 731 national, regional and district officers, were also trained in emerging school feeding issues.
- With support from UNICEF, World Bank and WFP; an independent operational assessment of its programmes was completed. This was to identify areas in which the organization's activities fall short and suggest solutions to them.
- The programme implemented Electronic Payment System for 5,370 caterers nationwide to improve the caterer payment system. 8 new monitoring tools were developed to improve monitoring at all levels of the Programme.
- A joint monitoring with 284 District actors was commenced.
- In an effort to improve on partnership and collaboration at the international level, the Programme received high powered delegation from the under listed countries and shared experiences and best practices;
  - ❖ Brazil's School Feeding Centre of Excellence
  - ❖ Nepal
  - ❖ Nigeria
  - ❖ Lesotho
  - ❖ Namibia

**a) Department of Gender**

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

The 8th of March has been set aside by the United Nations to celebrate worldwide the economic, political and social achievements of women and how to circumvent the challenges they face such that women will be able to take their rightful places in societies. The Day was observed nationally by the Department in collaboration with other stakeholders. Activities that were earmarked for the celebration were durbars and talk shows.

- **Commission on the Status of Women**

The Session of the Commission on the Status of Women (CSW) is an annual event organized by the UN Women in collaboration with key UN Systems which are mandated to ensure the promotion and protection of the rights and welfare of women globally.

The Department participated in the 61<sup>st</sup> Session of the CSW held from 10<sup>th</sup> March to 22<sup>nd</sup> March 2017 at the UN Headquarters in New York. The priority theme was “women’s economic empowerment in the changing world of work”. It considered as its review theme “Challenges and achievements in the implementation of the Millennium Development Goals for women and girls”, evaluating progress in the implementation of the agreed conclusions of its fifty-eighth session. Ghana hosted a side event on “Women’s Economic Empowerment in the Cocoa Industry in Ghana’.

- **Breast Cancer Awareness Month**

The Department, as part of its efforts to create awareness on breast cancer, collaborated with stakeholders to organize durbars and sensitizations in; the Greater Accra, Central, Eastern and Upper West Regions.

- **Support for Obstetric Fistula Patients**

220 participants from the Jaman North and South Districts in the Brong Ahafo Region were sensitized on Obstetric Fistula. In the Upper West Region, 10 Fistula clients were mobilized for repairs at the Wa Regional Hospital.

- **Scholarship of Excellence for Girls Programme**

The ECOWAS Gender Development Centre instituted a Scholarship of Excellence for brilliant but needy girls to pursue technical and science related subjects. To date, 23 girls have benefited from this scholarship. This year, the Department disbursed scholarships to the 8 girls who are still in tertiary institutions and commenced the process of selecting the next batch of beneficiaries.

- **Participation of the 2017 Diaspora Home coming summit**

The summit was to encourage Ghanaians living in the Diaspora to invest in Ghana. At the summit, the Department exhibited products of various vulnerable groups who had been supported to gain a source of livelihood. The Department also organized a Fashion Show to market Fabrics from Northern Ghana as a way of promoting locally made goods.

- **Sensitization on the Sustainable Development Goals.**

The 2030 Agenda for the achievement of the Sustainable Development Goals, adopted in September 2015, is the international community’s ambitious response to today’s most pressing and complex global problems. In 2016, 1000 youth were sensitized on the SDGs in the Accra Metropolitan Assembly.





The 2<sup>nd</sup> phase of the campaign to sensitize 1000 youth in first cycle schools on the SDGs and how they could contribute towards Ghana meeting the global targets was organized.

- **Implementation of the National Gender Policy**

The Ministry's National Gender Policy (NGP) launched in 2015 provides broad policy guidelines, strategies and institutional framework for the operationalization of government's commitments in achieving gender equality and women empowerment targets in its national vision of *a stable, united, inclusive and prosperous country with opportunities for all*.

The Department sensitized and trained 30 Media Houses, 318 Planning Officers from MMDAs from the 10 regions on the NGP. Subsequently, the Department held a review workshop for 40 Planning Officers from MMDAs in the Northern sector to assess the level of integration of NGP into their Plans at Yegoala Hotel, Kumasi. A capacity building workshop was also held for 28 Gender Desk Officers on mainstreaming the national Gender policy into MDAs plans in Accra.

- **Combating mental prejudices on Gender and the elimination of harmful cultural practices**

- Training workshop organized for 46 stakeholders on Ending Child Marriage using the UNFPA tool kit in Cape Coast. 300 traditional and religious leaders sensitized on child marriage in Wechiau in the Wa West District of the Upper West Region
- 60 participants each from Talensi, Kassena Nankana, and Builsa North Districts in the Upper East Region sensitized on Child Marriage and its negative effects.
- Engaged 190 traditional authorities and family heads from Cape Coast Metropolis and KEEA Municipality and Mankessim with the responsible institutions on the appropriate approaches to address issues of Sexual and Gender Based Violence (SGBV), teenage pregnancy and child marriage in the communities.

- **National Launch for the Initiate He –for- She Ambassadorial Campaign in Ghana**

In September 2014, UN Women launched the HeForShe campaign, a global solidarity movement for gender equality, with the aim of engaging and encouraging men and boys to take action against gender inequality which women across the world face. The national launch of the Ghana HeForShe Campaign was held on 12<sup>th</sup> December, 2017 under the high patronage of the President of the Republic of Ghana at the Independence Square in Accra.

- **CARMMA Week Celebration**

The AU Commission in collaboration with the GoG (MGCSP & MoH) organized the 2017 Annual Continental Commemoration of Campaign on Accelerated Reduction of Maternal





Newborn and Child Mortality (CARMMA) in a twin event at Kumasi and Accra. A colloquium was held at Kumasi, which brought together various stakeholders including CSOs, Academics and Media to discuss the maternal and health issues on the continent.

#### **b) Department of Children**

- **Development of Early Learning Standards for Children 0-3 Years**

As part of the Department's effort to ensure effective implementation of the ECCD policy, a baseline survey to capture adequate data/information to inform the subsequent development of Early Learning and Development Standards by a consultant was submitted for comments.

- **Celebration of Calendar Day Events**

- **Safer Internet Day**

In creating a protective environment for children using the internet, the DoC in collaboration with J Initiative, an NGO celebrated the Safer Internet Day to promote the safety and welfare of Children and young people, and their families. Participants for the celebration included children, parents, law enforcers, teachers, Civil Society Organizations etc.

- **AU Day of the African Child**

The theme for the year's AU Day of the African Child celebration was "The 2030 Agenda for Sustainable Development for children in Africa: Accelerating protection, empowerment, and equal opportunity". The day was observed in all regions with a grand durbar at Efua Sutherland's Children Park on the 16<sup>th</sup> of June. .

- **Child Labour Day**

The Child Labour Day was on the theme, "the impact of Conflict and Disaster on child labour". It was observed in all regions in the country. The day was used to educate and sensitize the general public using the media through radio discussions on the need to protect children from exploitative labour and also promote their rights and welfare.

- **National Children's Day**

The year's National Children's Day was celebrated at Dove in the Central Tongu District of the Volta Region in August, 2017 under the theme 'Education: A right for all children, not for a privileged few'. Over 2,000 people including children participated in the programme.

- **Advocacy**

The Department held series of radio sensitization programmes in all regions to empower children, parents and families on child rights issues. The listening public was educated on child rights and responsibilities, violence against children, responsible parenting, the content of the Child and Family Welfare Policy (CFWP) and Justice for Children Policy (JfCP). In total 2 radio programmes were held across the country.

- **Medical Outreach for Street Children (Kayayes)**

The DoC in Ashanti Region collaborated with MoH and World-Save USA to hold a medical outreach programme; a system of health services delivery to patients who do not have the means to access medical treatment such as people who are mentally ill and street children (Kayayei). Free medical supplies were given to about 500 kayayes and their children after the screening exercise.

### **c) Department of Social Welfare**

#### **• Writing of Social Enquiry Reports**

The Department submitted 514 Social Enquiry Reports (SERs) to the courts as against 422 in 2016. This showed an increase of 92 for the reporting year. Probation officers carried out investigations into juvenile cases and made recommendations to facilitate the work of the courts in deciding cases. By the recommendations, juveniles were appropriately placed on treatment programmes that prevented reoffending.

#### **• The Central Adoption Authority**

- 56 adoption applications were processed in line with Convention safeguards
- Membership of Adoption Board and Technical Committee and Foster care Placement Committees were constituted awaiting inauguration
- 18 applicants notified the Department on request to travel with the adopted children. Reports on the adoptive families were requested from adoption service providers.

#### **• Management of Correctional institutions**

- 111 delinquent children received care, character and trade training in Social welfare correctional institutions across the country.
- The Department renovated the remand home in Koforidua
- Standard and checklist were developed for Residential homes for children
- The Department organized an in service training for 100 trade instructors and administrative staff for the 4 vocational institutions.

#### **• Supervision orders**

Supervision orders were given in respect of 7 juveniles and young persons who were found by the courts to be in need of care and protection. The orders committed the children to the guardianship of persons or foster parents while they were supervised by a probation officer of the Department.

#### **• Prisons Aftercare Services**

A total of 1,589 prisoners were interviewed by After Care Agents to ascertain the reasons that led to their imprisonment. This was to enable social workers assist the prisoners in their reformation. Some of the services provided for the prisoners included contact with family members/employers, assistance to engage counsel, provision of counselling services, among others.



- **Management of Residential Homes for Children**

The Department of Social Development managed three government orphanages and provided subvention to two other orphanages. The government homes are located in Osu-Accra, Tamale and Kumasi. The subvented orphanage is the Mampong babies' home in Ashanti Region.

- **Monitoring of Residential Homes**

A total of 106 residential homes were monitored and 3 Residential Homes licensed, with 7 Residential Homes for Children (RHCs) gazetted. Also, 9 NGO's and some individuals were educated on family Based Care System as better alternative to setting up RHCs. In all 3,297 children received care and protection in the homes.

- **Family welfare services:**

- The department handled cases brought before it in relation to parents' neglect to maintaining their children, custody of children and paternity. The total number of cases handled and were successful was 1,636.
- Other family cases handled by social welfare agencies included family reconciliation and general advice. The total number of cases handled successfully was 1,253.
- The total number of family reconciliation cases handled during the year was 319 and cases of general advice were 1,267.

- **Family Tribunals and Juvenile Courts**

Out of 2,564 cases received, the family tribunals closed 1,151 during the year.

- **Training of persons with disability**

A total of 443 PWDs were provided with vocational and employable skills in rehabilitation centres that are ran by the Department. They were trained in visual art, tailoring, rural craft, carpentry, leather works, shoe making, needle work, hairdressing, and dressmaking.

- **Registration of Persons with Disability**

The Department and the Council registered a total of 1,981 Persons with Disability in the year under review. The categories are put in the table below:

**Registration of Persons Living with Disability**

Category	Number of PWDs registered 2017	Sex 2017	
		M	F
Difficulty seeing	372	236	136
Difficulty moving	969	453	144
Difficulty hearing	202	123	79
Difficulty speaking	168	92	76
Strange behaviour	270	218	52
Difficulty Learning	140	103	37
Fits	123	85	38
Absence of feelings	109	77	32
<b>Total</b>	<b>1,981</b>	<b>1,387</b>	<b>594</b>

**d) Human Trafficking Secretariat**

- **Human Trafficking Fund**

As per section 20 of the HT Act 694 a Human Trafficking Fund is to be established to cater for issues of Human Trafficking. The Fund account was opened with the Bank of Ghana with the Account Name: MoGCSP-Human Trafficking Fund and Account No. 1018632262051. An amount of GHC 500,000.00 from Government of Ghana budget to the Ministry was lodged into the account.

- **Commemoration of World Day against Trafficking on Persons (Blue Day)**

As part of the commemoration of the day, the Human Trafficking Secretariat organized a Press Launch of the Blue Day to engage the press in bringing to the fore the dangers of human trafficking. The Secretariat also engaged in radio and Television discussions. A 3-day capacity building workshop was organized for 25 Pressmen/Journalists to increase their capacity on the various issues of human/child trafficking and how to report such cases. A grand durbar of Chiefs/Queen mothers and the general public was organized at Senya Beraku to create awareness on the dangers and negative effects of human trafficking.

- **Rescued Victims of Trafficking**

The Secretariat collaborated with the Anti-Human Trafficking Unit of the Police Service to rescue **277** victims of trafficking nationwide with **159** of the rescued child victims coming



from the Child Protection Compact (CPC) Regions. They received gender sensitive, trauma-informed care services in private shelters. The Ministry from the Human Trafficking budget assisted four Shelters (Three Private and One State Shelter) with an amount of GHC27,800.00 to help provide for the needs of the survivors of trafficking. A visit to some of the shelters showed the children were in very good shape. Five were reintegrated into their communities with one boy enrolled in a boarding school due to the risk of being re-trafficked.

- **Child Protection Compact (CPC) Agreement**

The Secretariat coordinated the Technical Working Committee (TWC) meetings. Four (4) TWC meetings were organized in the year and progress of implementation tracked. The Secretariat participated in all the preparatory activities that led to the development of the national database and the systematic data collection tool.

- e) **Domestic Violence Secretariat**

- **Ending Child Marriage**

- **Stakeholders Review Meeting**

The Ministry held a two-day stakeholders meeting to track national efforts in addressing child marriage in Ghana. The meeting brought together key stakeholders working to address child marriage in Ghana.

- **Commemorate 16 Days of Activism Against Violence on Women and Girls.**

The Ministry/Secretariat as part of its mandate to promote gender-equality celebrated 16 Days of Activism global campaign against Gender-Based Violence (GBV). The theme for the year's campaign was, "Leave No One Behind, End Violence against Women and Girls". Activities carried out included a Media Launch, Regional Walks, Radio and TV Discussions and a National Durbar.

- f) **The National Council on Persons with Disability (NCPD)**

- **Consultations held with stakeholders to discuss the implementation of the provisions in the Ghana Accessibility Standard in the Built-environment**

Three consultations were held with representatives from Works and Housing, Roads and Highways, Transport, Health Education, AESL, Town and Country Planning, selected MMDAs, Parliament, DPOs, Architects, as well as the Media to discuss design of strategies to incorporate the provisions in Standards in Ghana's building code. The consultations enabled the stakeholders to appreciate the availability of the Standard and the need to start applying its provisions so as to make the Built-environment accessible to all Persons with disabilities.

- **Monitoring the disbursement of the 3 percent Common Fund for PWDs**



Officials of the NCPD visited the 216 MMDAs to interact with members of the Fund Management committees, Persons with disabilities, Chief Executives and Coordinating Directors. It collaborated with the Administrator of Common Fund office, MMDAs and DPOs. The exercise enabled NCPD and its stakeholders to identify certain gaps in the disbursement of the fund in MMDAs.

- **Celebration of the International Day of Persons with Disabilities**

The national theme was, “Transforming Ghana through Inclusive and Sustainable Development for All, a journey from the Day of Independence”. In Ghana the celebration started with a launch, which was followed by a series of awareness campaigns in the media, and health screening. A stakeholders’ consultation meeting to examine the draft Ghana report on the United Nation Convention on the Right of Persons with Disabilities (UNCRPD) as well as a stakeholders meeting on the Inclusive Policy on education were organized.

## 26.3 Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPT(GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GOG				
	Compensation	22,883,103.00	20,122,812.72	20,122,812.72	2,760,290.28 (12.06%)
	Use of Goods & services	4,249,920.00	3,360,350.46	3,360,350.46	889,569.54 (20.93%)
	CAPEX	500,000.00	1,248,335.08	1,248,335.08	(748,335.08) (-149.67%)
	<b>TOTAL GOG</b>	<b>27,633,023.00</b>	<b>24,731,498.26</b>	<b>24,731,498.26</b>	<b>2,901,524.74</b> <b>(10.50%)</b>
2	IGF	18,036.00	16,840.00	16,840.00	1,196.00
3	DEV'T PARTNERS.				
	UNICEF	2,180,527.71	2,180,527.71	2,180,527.71	-
	INT COCOA	23,600.00	23,600.00	23,600.00	-
	UNFPA	201,990.25	201,990.25	201,990.25	-
	UNDP	290,667.99	290,667.99	290,667.99	-
	WORLD BANK	40,049,505.00	17,898,952.50	17,898,952.50	22,150,552.50 (55.31%)
	<b>TOTAL DP</b>	<b>42,746,290.95</b>	<b>20,595,738.45</b>	<b>20,595,738.45</b>	<b>22,150,552.50</b> <b>(51.82%)</b>
	<b>GRAND TOTAL</b>	<b>70,397,349.95</b>	<b>45,344,076.71</b>	<b>45,344,076.71</b>	<b>25,053,273.24</b> <b>(35.59%)</b>



**2017 FINANCIAL PERFORMANCE REPORT:  
MOGCSP LEAP.**

SOURCE		APPROVED BUDGET	ACTUAL RECEIPT(GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GOG	80,000,000.00	80,000,000.00	80,000,000.00	-
	DFID	55,880,000.00	55,880,000.00	55,193,480.87	-
	UNICEF	4,314,248.87	4,314,248.87	3,901,607.93	-
	TOTAL DP	60,194,248.87	60,194,248.87	59,095,088.80	-
	GRAND TOTAL	140,194,248.87	140,194,248.87	139,095,088.80	-

**2017 FINANCIAL PERFORMANCE REPORT:  
SCHOOL FEEDING**

SOURCE		APPROVED BUDGET	ACTUAL RECEIPT(GH¢C)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GOG	200,000,000.00	226,858,263.58	249,517,046.63	(26,858,263.58)

## 26.4 Challenges

- **Inadequate Office Space**

The increase in staff as a result of the expanded mandate of the Ministry has resulted in inadequate office space causing other departments to be moved to different locations. This does not auger well for implementation of programmes to achieve the Ministry's objectives.

- **Inadequate Requisite Staff**

There is inadequate requisite staff at all levels to facilitate the effective and efficient implementation of the Ministry's intervention programmes.



- **Financial**

Budgetary allocation was not commensurate with the expansion of the Ministry's mandate. The inadequate budget allocation adversely affects the Government Orphanages and Destitute Homes managed by the Department of Social Welfare under the Ministry. Budget allocation should adequately cover the feeding of the vulnerable children and adults of these Orphanages and Homes and provide for the maintenance of their structures. It also affects the implementation of programmes of Departments other than Department of Social Welfare under the Ministry. For instance, with Department of Children, the Efua Sutherland Children Park, the only IGF source of the Department is in a poor state and needs additional facelift.

- **Absence of a Management Information System (MIS) and an ICT Unit.**

This hampers centralization of data and information for purposes of meeting the Ministry's reporting obligations and research for policy making.

## 26.5 Forward look for 2018

The Ministry, its Departments and Agencies will in 2018 implement the following planned programmes and projects:

**a) Gender Equality and Mainstreaming**

- Review, print and sensitize the public on GHANAP 1325
- Implement the National Gender Policy
- Commemorate International Women's Day, Fistula Day, Mothers and Father's Day, Day of the Rural Women, AU day for the African Woman
- Hold gender community dialogues to disseminate issues on Gender Equality
- Establish Girls Leadership and Human rights Associations in communities
- Organize a conference for market women
- Organize a Diaspora Home Coming Summit for Women
- Hold one consultative meeting with, Political Parties, Women Commissioners and Security Persons to lobby them for the passage of the AA Bill
- Build the Capacity of Female Parliamentarians creating a safety net for women in leadership
- Undertake Obstetric Fistula repairs for 30 women and girls
- Award ECOWAS Scholarships of Excellence to 25 women
- Implement the 5-year Adolescent Pregnancy Strategy
- Organize a national dialogue and 1-day sensitization programme on breast and prostate cancer for 200 participants in each Region to commemorate breast cancer month
- Train 20 women's groups on entrepreneurial skills and link them to MASLOC
- Develop and implement a 5-year Strategic plan for 'Kayayei'



- Establish a mentoring programme for young girls
- Organize a nation women's excellence awards

**b) Department of Children**

- Develop a comprehensive M&E plan for both Child and Family Welfare Policy and Justice for Children Policy
- Conduct a Producer and User needs assessment for the development of the Child Protection Information Management System
- Establish 20 girl leadership Clubs in schools and communities
- Celebrate six calendar day events

Hold 10 regional sensitization workshop for caregivers on the ECCD Standards for children 0-3 years

- Conduct a research to assess the implementation of the ECCD Policy
- Carry out survey on children engaged in surface mining
- Form 50 District Child Protection Committees
- Establish one modern day care center for each regional central market
- Acquire titles for child parks and establish one park per district in collaboration with Local government service
- Establish 20 child rights clubs in schools

**c) Department of Social Welfare**

- Provide 700 orphaned children in 3 Government Children's home and 2 subvented Orphanages with counseling, education and skill training
- Provide 350 PWDs with employable skills
- Provide Family welfare services to 2,300 Disintegrated families
- Monitor and evaluate DSW operations, residential Homes for children, NGOs and day Care Centres in all 10 regions
- Undertake eight regional M&E activities
- Provide shelter and reintegration service for rescued person in "*OPERATION GET OFF THE STREET*" for a better life
- Place children rescued in "*OPERATION GET OFF THE STREET*" for a better life in school
- Provide skills training for children rescued in "*OPERATION GET OFF THE STREET*" for a better life
- Refurbish rehabilitation centers to provide training and assistive devices to PWDs in "*OPERATION GET OFF THE STREET*" for a better life
- Provide equipment and start-up capitals to children and PWDs provided with skills training in "*OPERATION GET OFF THE STREET*" for a better life



- Link street persons with the “*PLANTING FOR JOBS*”, and other related government initiatives
- Develop and implement as communication strategy for the “*OPERATION GET OFF THE STREET*” For A Better Life Project

**d) National Council on Persons with Disability**

- Securing Inclusion for Disability
- Print and distribute copies of the Ghana Standards on Accessibility Designs in the Built Environment
- Register all PWD nation wide
- Develop database on PWDs and Service Providers
- Develop Guidelines on the use of Accessible formats
- Train selected MDA Officials in Sign Language Interpretation
- Monitor and ensure the disbursement of the 3 percent DACF for PWDs
- Monitor the implementation of the Affirmative Action for the Inclusion and participation of Persons with Disability at MMDAs level
- Engage MDA/MMDAs to use sign language interpreters in all public functions
- Develop Information, Education and communication(IEC) materials on the Disability Act,2006,715 and the United Nations Convention on the Rights of Persons with Disability(UNCRPD)
- Review of Disability Act to also include prevention of abuse, discrimination and full inclusion of PWDs
- Mainstream disability issues into MDAs/MMDAs
- Establish two centers for assistive devices

**e) Social Protection**

- Develop a comprehensive M & E framework for effective and efficient coordination and implementation of social protection in Ghana
- Conduct 4 zonal validation workshop on the Bill on Ageing,
- Draft Bill on Ageing submitted to cabinet
- Provide 10,000, NHIS Cards for elderly persons
- Hold consultative meetings with stakeholders (MOH, GHS, Medical schools, Health collages, Aarhus Social Health Care College etc.) on collaboration, capacity building, training,
- Develop curriculum and mainstream geriatrics and elderly health care delivery in hospitals
- Organize health walk and free medical screening and medication for 1,000 elderly persons



- Undertake Media campaign and education of the Act on Ageing in collaboration with Help Age Ghana
- Organize Durbar for 600 elderly persons
- Train and inaugurate 25 District Social Protection Committees (DSPCs) Community Social Protection Committees and five (5) Regional Social Protection Monitoring Committees
- Organize six (6) bi-monthly meetings for the Social Protection Inter- Sectoral Technical Committee for information sharing and operationalization of social protection in Ghana
- Operationalize Complementary Productive and financial inclusion Social Protection Interventions to support the LEAP
- Provide 20,000 freedom cards for the elderly persons
- Implement Social Protection Communication and advocacy strategy
- Establish day care centers for the elderly

**f) Ghana National Household Registry**

- Conduct MIS Field Testing
- Organize training for all stakeholders
- Media Campaign
- Cluster communities and schedule registration
- ISD Public Education
- Data Collection

**g) Ghana School Feeding Programme**

- Provide one-hot nutritious meal daily for pupils in the existing beneficiary schools.
- Organize 4 steering and 4 technical committee meetings
- Training of stakeholders at all levels on nutrition, handy measures and use of menu charts
- Provide gender sensitive sanitary, hand washing facilities and deworming of children
- Provide kitchen facilities and portable water
- Print menus for beneficiary schools
- Link GSFP to local farmers/ Roll out the new homegrown GSFP Agricultural Model
- Generate anthropometric data on beneficiary children
- Undertake Monitoring of the programme at all levels
- Implement Communication Strategy
- Organize district level orientation for the district Implementation Committee (DIC), on their roles and responsibilities in the implementation of the Programme.

**h) Domestic Violence Secretariat**



- Organize quarterly management and Inter-Agency Partnership meetings on Gender Based Violence
- Identify and support Widows and alleged witches with skills training and LEAP
- Operationalize DV/GBV Response Centres in Mallam Atta and Agbobjoshie markets and set up 8 additional centers (one per region)
- Organize 16 Days of Activism on violence against women
- Organize activities to End Sexual and Gender Based violence
- Support and give skills training to widows and alleged witches (Enroll them on LEAP)
- Organize 10 durbars and seminars to raise awareness on End Child marriage
- Organize African 1<sup>st</sup> ladies Conference on ending Child marriage and other negative harmful traditional practices

**i) Human Trafficking Secretariat**

- Implement the national plan of Action on the Human Trafficking Act
- Organize sensitization workshop for key implementing partners
- Give care and protection to 80 rescue victims in shelters
- Organize two capacity building workshops on HT NPA for stakeholders nationwide
- Organize quarterly HT management board meetings
- Celebrate UN Day against human trafficking
- Refurbish shelters in Madina for children and Accra for Adult
- Provide professional psychosocial support and skill training for victims
- Provide skills training in income generating activities in high prevalence areas
- Hold discussions with MASLOC to grant small loans to women in trafficking prone communities to engage in income generating activities.

## 27.0 MINISTRY OF SPECIAL DEVELOPMENT INITIATIVES

The Ministry of Special Development Initiatives (MSDI) was established by Executive Instrument (EI 28). It exists to accelerate socio-economic development through the three (3) Development Authorities. The socio-economic interventions include:

- One Village, One Dam
- Establishment of Micro Enterprises
- Agriculture Infrastructures (Markets and Warehouses)
- Community-Based Health Planning and Services Compounds
- Ambulances
- Water for all Project
- Sanitation projects

The Sector Minister was Hon. Mavis Hawa Koomson. Mr. Joseph D. Chognuru was the Chief Director.

### 27.1 Agencies and departments

#### Authorities

- Social Investment Fund (SIF)
- Northern Development Authority (NDA)
- Middle Belt Development Authority (MBA)
- Coastal Belt Development Authority (CDA)

### 27.2 Key Activities Undertaken

#### a) Policies, Legislations and Regulations

##### • Draft Bills for the Establishment of Development Authorities

To facilitate Government's vision to eradicate poverty and accelerate infrastructure development, three (3) development authorities were to be established to serve as vehicles to move the agenda forward. Subsequently, three (3) draft bills were developed and put before Parliament for consideration and passage. The Bills went through consultative meeting and were passed into law, paving the way for the establishment of the Development Authorities.

#### b) Ten Member Regional Team constituted

Prior to the establishment of the three development authorities, Cabinet approved provisional arrangements to enable the Ministry implement the Infrastructure for Poverty Eradication Programme (IPEP). One of the key directives in the arrangement was the formation of regional teams to support the Ministry in the implementation of IPEP. To this end, the Ministry in collaboration with the office of the President formed 10-member regional teams



in all the regions, inaugurated and undertook extensive orientations programme for them. The ten-member teams would be absorbed by the Development Authorities once they are established.

**c) Constituency Needs Assessment (CNA) Conducted**

The ten-member regional teams under the supervision of MSDI conducted infrastructure needs assessment in all 275 constituencies. The Ministry adapted bottom up approach to development planning. This was to understand the constituency prioritized needs and provide tailored solution to them. The regional reports were consolidated into a national report which was validated by a selected team of Ministers and approved for implementation.

**d) Sod cutting for the Construction of One District One Warehouse**

The Ministry in collaboration with key stakeholders such as Ministry of Agriculture (MoA), Ministry of Fisheries and Aquaculture Development (MOFAD), United Nations Food and Agriculture Organization (UNFAO) and World Food Programme (WFP) cut sod to commence the construction of warehouses across every District in Ghana. This is to enhance food storage which would contribute to food security, price stabilization and create market linkages for smallholder farmers. Procurement process is far advanced for the award of Contracts.

**e) Provision of 1000 Solar Powered Community water systems**

The Ministry in collaboration with the Ministry of Water and Sanitation are implementing water for all projects which seeks to provide community water system to all constituencies in Ghana. Procurement processes are on-going. Tender documents for all projects were prepared and have been advertised to tender. Contracts will be awarded in 2018.

**f) Provision of 1000 Institutional Water Closets with Mechanised Boreholes**

The Ministry in collaboration with the Ministry of Water and Sanitation and Community Water and Sanitation are implementing Water for All projects which seek to provide community water systems to all constituencies in Ghana. Procurement processes are on-going. Bid documents for all projects were prepared and have been advertised to tender. The tender process is at the tender evaluation stage. Contracts would be awarded in 2018.

**g) Preparatory work on One Village One Dam**

Preparatory work for roll out of One village one Dam is been completed in consultation with MOFA and Ghana Irrigation Development Authority (GIDA). Activities undertaken are; determination of the type of dams, costing and the suitable locations. The project is ready to take off in 2018.



### 27.3 Financial Performance

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE (GH¢)
<b>GoG</b>				
Compensation of Employees	0.00	0.00	0.00	0.00
Use of Goods & Services	1,000,000.00	226, 404.00	226,395.00	773,596.00 (77.36%)
CAPEX	0.00	41,555.505.00	1,555,509.00	-41,555,505.00
<b>Total</b>	<b>1,000,000.00</b>	<b>41,781,909.00</b>	<b>1,781,904.00</b>	<b>-40,781,909.00 (4078.19%)</b>

### 27.4 Challenges

- **Inadequate office accommodation**

A major challenge faced by the Ministry during the year under review was inadequate office accommodation for the current staff and other key staff yet to be brought in. The Ministry was allocated seven (7) offices at the Christiansburg Castle, Osu. The Ministry tried to resolve this challenge by partitioning some of the offices into cubicles but the number is still inadequate.

- **Logistics**

The lack of official vehicle hindered movement and dispatching of correspondences thereby seriously obstructing flow of work. The Ministry is also faced with inadequate furniture and other operating logistics, including computers and their accessories. To address this logistical challenge, the Ministry approached some development partners and Embassies for assistance. The United Nation Development Programme (UNDP) and Chinese Embassy responded positively by donating some office equipment.

- **Lack of key staff**

Though the Ministry has a number of staff, it lacks some key staff. These include Directors, Procurement Officer, Internal Auditor and Accountants and Accounts Officers. The Ministry is seeking to address this challenge by reviewing its organizational manual and establishment levels to take into account these key staff.





- **Weak collaboration with other Ministries and Metropolitans, Municipal and District Assemblies (MMDAs)**

Due to the nature of the Ministry's mandate, collaboration with the other relevant Ministries, Metropolitan, Municipals, and District Assemblies (MMDAs) is necessary to avert duplications. However, in spite of various attempts by the Ministry to explain its mandate to the MMDAs, there is still some misconception, making collaboration difficult.

The Ministry intends addressing this challenge by instituting an inter-Ministerial steering committee for IPEP.

## 27.5 Forward Look 2018

The Ministry of Special Development Initiatives have outlined the following as the strategic and top priority areas to be implemented in the year 2018:

- **Finalize the Organizational Manual of the Ministry**

The Ministry will finalize the draft organisational manual which will be submitted to Head of Civil Service for approval and utilisation.

- **Develop a Client Service Charter**

The Ministry will develop a Client Service Charter in the course of 2018 to indicate standards and measures that the Ministry will adhere to in order to deliver quality services to the public in areas of policy.

- **Facilitate the Establishment of Head Offices and Regional Offices for the three Development Authorities**

After the passage of the Bills for the three (3) Development Authorities into law, the Ministry in collaboration with the Office of the President is to ensure that the Head offices and regional offices for the three development authorities are well resourced both technically and financially to implement the Infrastructure for Poverty Eradication Programme (IPEP).

- **Supervise and Monitor the conduct of a comprehensive Constituency Infrastructure Needs Assessment by the three Development Authorities**

The three (3) development Authorities will be expected to undertake a comprehensive Constituency Infrastructure Needs Assessment to augment that of the existing Needs Assessment conducted by the Ministry. The Ministry will supervise and monitor the Needs Assessment. The purpose of this assessment is to reinforce the needs identified in the earlier assessment and enhance further consultation. It will also accord the Development Authorities the opportunity to expand the scope of the previous assessment to include areas they are interested in. The Ministry in collaboration with key stakeholders will develop the National Constituency Infrastructure Plan with data from the needs assessment.



- **Facilitate and coordinate the implementation of ‘One Village, One Dam’ initiative**

The Ministry will collaborate with Ministry of Food and Agriculture to facilitate and coordinate the implementation of “One Village, One Dam” across the country especially in the Northern, Upper East and Upper West Regions. The Ministry intends to construct 500 dugouts and dams this year to support mechanized agriculture.

- **Facilitate and coordinate the implementation of ‘Water for All Project’ initiative**

To improve access to water services for all, the Ministry has initiated the procurement process for the construction of 1000 mechanized boreholes nationwide, Evaluation of tender documents is ongoing. The Ministry is to ensure sustainable financing and maintenance of the boreholes that are yet to be constructed. Strategies will be implemented to increase water services in both rural and urban communities.

- **Facilitate and coordinate the implementation of ‘Sanitation Projects’ initiative**

To improve access to sanitation, the Ministry has also initiated the procurement process for the construction of 1000 modern institutional toilet facilities nationwide, evaluation of tender documents is ongoing. The Ministry is to ensure sustainable financing of Institutional toilets facilities that are to be constructed across the country in both urban and rural communities.

- **Facilitate and coordinate the implementation of ‘Agriculture Infrastructure’ initiative**

To attain government’s agenda of increasing agricultural productivity, the Ministry in collaboration with the Ministry of Food and Agriculture will facilitate and coordinate the constructing of fifty (50) warehouses in the Country. This initiative is expected to reduce post-harvest losses.

- **Facilitate and coordinate the implementation of other constituency infrastructural needs**

The Ministry will continue to facilitate and coordinate the implementation of the other constituency infrastructural needs such as the procurement of 275 Ambulance, construction of 100 markets, construction 100 6-Division classroom blocks with ancillary facilities and ICT centres, establishment of 50 micro enterprises and construction of 275 Community-based Health Planning and Services compounds.

## 28.0 OFFICE OF THE ATTORNEY-GENERAL AND MINISTRY OF JUSTICE

The Ministry is responsible for the formulation of policies, supervision and monitoring of the programmes and activities of Departments and Agencies under the purview of the Ministry and evaluates their performance. It provides a legal and policy framework within which legal services are efficiently and effectively delivered to ensure Justice for all.

The sector Minister was Hon. Gloria Afua Akuffo with Hon. Godfred Yeboah Dame and Joseph Dindiok Kpemka as Deputy Ministers. The Chief Director of the Ministry was Mr. Suleiman Ahmed.

### 28.1 Department and Agencies

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

### 28.2 Key Activities Undertaken

#### a) Policies, Legislations and Regulations

- **Special Prosecutor's Bill**

As part of measures to curb corruption, the Ministry worked on the Office of the Special Prosecutor's Bill and conducted Stakeholders Consultative Workshop. The draft bill was passed into Law by Parliament. The passage of this Bill will strengthen rule of law and lead to reduction in cases of corruption, thus boosting investor confidence in the system.

- **Right to Information Bill, Conduct of Public Officers Bill, Legal Profession (Amendment) Bill 2017, Legal Aid Commission Bill 2017, and the Companies Bill 2017**

The Drafting Division of the Office of the Attorney-General successfully drafted the Right to Information Bill, the Conduct of Public Officers Bill, the Legal Profession (Amendment) Bill 2017, the Legal Aid Commission Bill 2017, and the Companies Bill 2017. These bills were



submitted to Cabinet for approval. The Right to Information Bill when passed by Parliament will also increase access to information, while the Conduct of Public officers Bill will enhance ethical conduct and reduce incidences of conflict of interest among public officers respectively.

**b) Research Directorate**

The Research Unit prepared a synopsis into a study; ‘Assessment of Knowledge, Experience and Perceptions of The Public and Stakeholders to The Legal Service Sector’, the case of Office of the Attorney-General’. The Directorate further conducted a survey into the same research topic. A report on the survey has been prepared by the Directorate. The Unit also monitored about 350 court cases at the various law courts in Accra.

**c) Legal Service (Attorney-General Department)**

The Civil Division represented Ghana at the International Tribunal for Law of Sea (ITLOS) over disputes between Ghana and Cote D’Ivoire on the drilling of oil wells in disputed areas between the two countries. The Tribunal, after a series of public sittings delivered a unanimous Judgment in favor of Ghana on 23<sup>rd</sup> September, 2017.

The Division uncovered massive fraud upon receipt of a Garnishee Order Nisi on the accounts of the Accra Metropolitan Assembly (AMA) in a case involving African Automobile vs. AMA.

The Prosecution Division initiated and prosecuted 554 cases in the various courts across the Country as at the third quarter of the year. It prepared 225 pieces of advice on various requests and made 72 extradition requests to the International Cooperation Units.

The Legal Aid Scheme received 2,115 cases and resolved 1,050 cases in the various courts. The Scheme received 8,570 cases and resolved 5,712 cases through Alternative Dispute Resolution (ADR).

**d) Law Reform Commission**

The Commission completed its work on; proposal for the setting up of the Office of the Independent Prosecutor, recommendations for the amendment of Sections of the Criminal Offences Act, 1960(Act 29), recommendations for the amendment of sections of the Criminal and Other Offences (Procedure) Act 1960 (Act 30), Punishment and New Law on Public Office and Corrupt Practices and Other Related Offences. In addition, a report on the Decriminalization of Attempted Suicide in Ghana was completed.

**e) Law Reports and Reviews**

The Council for Law Reporting published 1000 copies of the *[2013-2015] Volume 1* Ghana Law Reports. The Council has almost completed the preparation of manuscript for the publication of 1,000 copies of the *[2013-2015] Volume 2* Ghana Law Reports.

**f) Registrar-General's Department (RGD)**

The Department introduced an Electronic Queue Management System (EQMS) at the front office of RGD, with support from GcNet, as well as launched its E-Certificate and E-Shop. The introduction of e-certificate allows customers to have an end to end process when they use the portal. The website address is [www.rgdeservices.com](http://www.rgdeservices.com) or [www.rgd.gov.gh](http://www.rgd.gov.gh).

The Department launched Intellectual Property Day to create awareness about Intellectual Property (IP).

There was also a stakeholder sensitization on marriages with fourteen (14) Embassies in Accra.

It registered 86,959 entities with the breakdown as follows; 598 Subsidiary Business names, 5,754 Companies Limited by Guarantee, 213 Partnerships, 21,696 Companies Limited by Shares, 58,549 Sole Proprietors and 149 External Companies. Additionally, the Department registered 1,735 Trademarks as well as 2,133 marriages and filed 2000 Trademarks.

**g) Copyright Office**

Antipiracy exercises were carried out in Greater Accra and Ashanti Regions. Large numbers of pirated works were seized and nine (9) suspects are before court. The Office received seven (7) petitions. Five (5) of the disputes have been successfully settled, while one (1) is still pending. A total number of 1,077 copyright protected works were registered from January to October, 2017.

Copyright awareness programmes were done on several Radio and TV stations in Accra, Kumasi and Tamale. A one (1) day workshop on copyright and related rights was also organized by the office for members of the Ghana Association of Visual Artists in the Ashanti Region.

The Office also organized a two-day stakeholder meeting towards the ratification of the Marrakesh Treaty. The office in collaboration with the World Intellectual Property Organization (WIPO) organized a two-day workshop on the private copying levy (blank levy) system for officials from the Copyright Society of Malawi (COSOMA).

**h) Economic and Organized Crime (EOCO)**

The Economic and Organized Crime Office, in keeping with government's commitment in fighting economic crime, investigated 293 cases out of which 26 are at various stages of prosecution in court. It also recovered an amount of GH¢44,072,087.25 from proceeds of crime and paid same to EOCO Exhibit Account.

An amount of GH¢25,000,000.00 was paid by Vihama Co. Ltd to BOST, as well as GH¢1,749,458.00 to Ghana Revenue Authority by Maxwell Investment at the behest of EOCO.



### i) Legal Education

The General Legal Council (Ghana School of Law) trained and called to the Ghanaian Bar 252 Lawyers made up of; 47 in April Mini-Call, 22 Post Call and 183 in October Mini-Call. The General Legal Council handled 20 disciplinary cases. The School has successfully automated students' records.

## 28.3 FINANCIAL PERFORMANCE

SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
<b>GOG</b>				
<b>Compensation of Employees</b>	3,070,170.22		10,639,690.00	-7,569,519.78 (-246.55%)
<b>Use of Goods &amp; Services</b>	780,316.97		175,678.00	604,638.97 (77.49%)
<b>CAPEX</b>	6,200,000.00		0	6,200,000.00 (100%)
<b>IGF</b>	0.00		0.00	0.00
<b>Total</b>	<b>10,050,487.19</b>		<b>10,815,368.00</b>	<b>-764,880.81</b> <b>(-7.61%)</b>

## 28.4 Challenges

The key challenges confronting the Ministry, its Departments and Agencies over the years have been:

- Inadequate office space and residential accommodation across the country
- Huge cost of electricity affecting Ministry's finances
- Staff posted out, retired, resigned, as well as transferred was not replaced.
- Delay by MDAs in providing adequate information to the Attorney-General. This occasionally resulted in default judgement against the State.
- Inadequate logistics such as computers and accessories to enable the Attorneys process work expeditiously.



- Inadequate vehicles to convey Attorneys to and from courts. Also, field research by the Law Reform Commission and Company Inspectors of the Registrar-General's Department as well as investigations by the Economic and Organised Crime Office (EOCO), could not come on because there were no vehicles to convey them.
- Non-attendance to international conferences: Due to inadequate financial resources, the Ministry was unable to sponsor staff to important international conferences. Those who were able to participate were often denied voting rights because of non-payment of subscriptions.
- Lack of on-the-job training as a result of low funds.

### 28.5 Forward Look For 2018

The following are the priority Programmes and Projects to be accomplished by the Ministry of Justice and Attorney-General's Department together with its Departments and Agencies.

- Complete the construction of the Law House project to ease the problem of acute office accommodation
- Develop an Electronic Case and Data Management Systems for the Office of the Attorney General with support from the World Bank.
- Operationalize the Office of the Special Prosecutor
- Review all Agreements for MDA's and MMDA's
- Secure at least 75% conviction of cases referred to the Office by the Police and to diligently defend the state in matters brought against it in courts
- Draft all bills referred to the Ministry in 2018 to ensure better access to justice for all citizens.
- Recruit more Attorneys to handle the increasing number of reported cases at the Ministry.
- Publish 1000 copies of [2006-2007] volume 1&2 Ghana Law Report
- Publish 1,000 copies of [2013-2015] volume 2 Ghana Law Reports
- Publish 1,000 copies of [2016-2017] volume 1 Ghana Law Reports
- Assist at least 10,730 applicants. Out of the number, it is expected to receive 3,030 court cases and resolve 1,700. For Alternative Dispute Resolution (ADR), it is expected to receive 7,700 and resolve 5,700.
- Finalize work on the Law of Torts (Occupier's liability) through nationwide public consultations and validation workshops by experts
- Submit final report for approval by the Public Services Commission on the Law Reform Commission's Conditions of Service.
- Embark on 12 anti-piracy activities and 16 sensitization workshops in Second Cycle Institutions.
- Organize educational programmes for the Police and Customs Officers



- Undertake a study into the contribution of copyrights-based industries to national economy
- Register, 85,000 businesses, 3,500 marriages and generate GH¢66,738,735.45
- Investigate and prosecute 30% of reported cases on the advice of the Attorney-General
- It is also expected that about 300 officers will be trained in various investigative skills and emerging crimes both locally and in foreign institutions
- Given adequate funding, it is expected that the EOCO forensic laboratory will become operational in 2018
- The Ghana School of Law hopes to enrol 425 lawyers
- The General Legal Council anticipates that 40 cases might be disposed off in 2018 through disciplinary measures against lawyers.





## 29.0 OFFICE OF THE HEAD OF CIVIL SERVICE (OHCS)

The Office of the Head of Civil Service (OHCS) delivers its services through policy formulation and implementation of programmes, projects and activities. As stated in the Civil Service Law, 1993 PNDCL 327, the OHCS is thus the main organ upon which government depends for the required human resource needed to deliver the appropriate services to the citizenry and also for the realization of government's programmes objectives and mandate. To coordinate these programmes and deliver effectively on its mandate, Office of the Head of the Civil Service like most core and strategic organizations operates through Directorates, Departments, recognized Secretariats and the Civil Service Council.

The Head of Civil Service was Nana Kwesi Agyekum-Dwamena and the Ag. Chief Director was Mr. Louis Quarcoo.

### 29.1 Departments and Institutions

The OHCS has three main departments and three Training Institutions namely:

#### Departments

- Public Records and Archives Administration Department (PRAAD)
- Management Services Department (MSD)
- Procurement and Supply Chain Management Department (PSCMD)

#### Institutions

- Civil Service Training Centre (CSTC)
- Six (6) Government Secretarial Schools (GSS)
- Institute of Technical Supervision (ITS)

### 29.2 Key Activities Undertaken

#### a) Performance Management

##### • Production of the 2016 Annual Performance Report on the Civil Service

The publication of the Annual Performance Reports (APR) which is a mandatory requirement of the Head of the Civil Service as per Section 85(1) of the Civil Service Act, 1993 (PNDCL 327) was produced. The report provides status of performance of Ministries and Departments to the Presidency and key stakeholders.

##### • Performance Agreement System

The Performance Agreement System seeks to enhance organizational productivity and achievement of sector targets through effective goal setting and performance measurements. It also aims at improving the efficiency and effectiveness of service delivery in the Civil Service. Under this system, officers on the Director and Analogous grades as well as Chief Directors are



entreated to sign Performance Contracts with their appropriate superiors and it cascades down to Officers below the grade of a Director who are assessed under the Staff Performance Appraisal Instrument. This provides the Head of Service with a tool to manage the performance of the various bureaucratic heads of Sector Ministries/Heads of Department/Directors. The following major activities were undertaken under this programme:

- ✓ Evaluation of the 2016 Performance Agreement for Chief Directors
- ✓ Signing of Chief Directors' Performance Agreements
- ✓ Signing of Performance Agreements for Heads of Department and Directors
- ✓ Institutionalisation of Staff Performance Appraisal Instrument

- **Monitoring & Evaluation Exercise**

In order to ensure that targets set by Chief Directors are met, the OHCS embarked on a mid-year monitoring exercise in August 2017, to track the level of implementation of the key deliverables in the Chief Directors' Performance Agreement. It is remarkable to note that most Chief Directors were able to deliver on their set targets. A composite report was produced and submitted to the Head of Civil Service.

- **OHCS 2018-2021 Sector Medium-Term Development Plan (SMTDP)**

The National Development Planning Commission (NDPC) tasked all public institutions to develop their 2018-2021 medium term plans. To this end, a committee was constituted to develop the OHCS Medium Term Development Plan. As at reporting, chapters 1-5 of the Plan were completed. Work on the final Chapter 6 on Monitoring and Evaluation was at an advanced stage and due to be completed by the end of the first quarter of 2018.

- **Client Service Delivery**

In order to operationalize their Client Service Units and also ensure compliance with the delivery standards outlined in the Client Service Charters, the OHCS extended the development of Service Delivery Charters to the Departments. During the beginning of the year, guidelines were circulated for Departments for the development of their Charters. A mid-year monitoring exercise of CSU operations was undertaken in August, 2017 and the final analyzed report forwarded to the Head of Service for decision making. Few complaints were recorded during the year under review. This was attributed to the fact that most clients walk straight to the offices/directorates to seek redress.

- **Preparation of 2017 & 2018 OHCS Budgets**

For efficient utilisation of resources within the Office, there was the need to prepare and monitor the implementation of the OHCS Budget. Two (2) Budget Committee meetings were held to finalise 2017 budget at the beginning of the year. This was defended at both the



Ministry of Finance (MoF) and Parliament and approval received. The 2018 Budget was prepared and finalised in December, 2017.

#### **b) Service-Wide Human Resource Management**

In order to improve service delivery in the area of human resource and build the capacity of staff, the following were achieved:

- **Postings**

As part of planned programmes and activities for the year, the Office reviewed staff placements across Ministries and Departments to ensure redistribution for optimal performance. Subsequently, a database of Officers (both in the senior and junior grades) in the general class who had worked at particular duty posts for a minimum of 5 years was developed. 503 officers mainly in the general classes were reassigned to new Institutions. This includes the officers who were reassigned from various occupational groups to assist in the start-up process of the twelve (12) newly created Ministries. This number is as against a total of 209 officers posted in 2016.

Strict monitoring mechanisms were put in place to ensure compliance with the posting Policy. As at end of year all 503 officers had assumed duty at their respective Ministries and Departments.

- **Promotions**

Promotion registers from 23 Ministries and 17 Departments comprising 2559 officers (mainly officers in the grade below Deputy Director and analogous) were received in the year 2017. Out of this number, approval was granted for 2,534 eligible Officers to go through promotion interviews while the remaining 25 Officers were disqualified for various reasons. Out of the 2,534 Officers, 2462 were successful while 72 Officers failed the assessment interview. This represents an increase in the number of officers promoted in the year under review as compared with a total of 2210 promoted in the year 2016.

- **Updating of Personal Records of all Civil Servants**

The 2016 Internal Audit Report of the OHCS revealed the non-existence of appointment letters, educational qualifications, promotion and posting histories among other relevant information of Civil Servants, on the personal files lodged at the Personnel Registry. Following these observations, and using OHCS as a starting point, 247 files of Officers in OHCS were updated. This activity would be rolled out in the other M&Ds in the ensuing year.

- **Recruitment/Replacement of Exited Officer in the Civil Service**

Recruitment is done with the objective of strengthening the staff capacity of MDAs to effectively manage workload and undertake key programmes and projects. The Recruitment



and Training Policy Guidelines was developed by the OHCS to provide transparency and ensure the expeditious processing of recruitments. As part of the process, a Staffing Needs Assessment for Ministries was conducted to ascertain the requisite staffing requirements. The Office wrote to the Ministry of Finance for Financial Clearance in order to recruit new officers and replace exited officers in the Civil Service.

The Office received Financial Clearance to recruit/replace exited officers in the Civil Service for the year 2017. The shortlisting of applicants was carried out and the recruitment/replacement exercise scheduled for January 2018.

- **Compilation of Circulars into a referenced manual**

Circulars are usually issued by Central Management Agencies to all MDAs to communicate important directives. It was however observed that apart from the Volume I of circulars which was compiled between 1960-1990 and issued in 1990, the maintenance of the subsequent circulars for reference purposes was a challenge. Further, about 129 copies of circulars issued between 1991-2016 were collated and categorised under the appropriate headings for compilation into a Volume II reference manual.

- **Examination of Key Human Resource Documents**

The Public Services Commission (PSC) launched the Human Resource Policy Framework Manual which became operational on 30<sup>th</sup> April, 2015. Though the OHCS is yet to issue any directive on the use of the manual by Civil Service Organisations, it was observed that some HR Managers tend to select aspects of the manual to address some human resource issues creating inconsistencies with provisions in the Civil Service Administrative Instructions. To this end a two-day interactive meeting was organized to examine the PSC Manual and identify aspects of the document that conflicted with HR practices in the Civil Service.

- c) **Service-Wide Training and Development**

- **Development of a Service-Wide Training Plan**

The OHCS in its bid to effectively execute its mandate of equipping Officers with the requisite skills and competencies, Ministries and Departments were entreated to develop comprehensive Training Plan to administer relevant trainings aimed at empowering the existing Human Resource and closing the skills gap to meet the current needs of the Service.

In view of the above, a new Training Plan template was developed and circulated to Ministries and Departments in January 2017 for their guidance. Following the circulation of the new Training Plan template, 17 Ministries and their Departments submitted their training plans and these have been collated for decision making.

- **Induction of officers into the Civil Service**

As required in the Training and Development Policy of the Ghana Civil Service, all new entrants underwent an orientation/induction training programme. This training programme



has been tailored to give new officers an overview of the Civil Service and the rules guiding the operations of the service. The programme also provided an overview of the operations of the Civil Service and exposed the officers to the rules, regulations and other working documents needed for the effective discharge of their duties. A report on the exercise was prepared and submitted accordingly.

- **Scheme of Service Training**

In line with the Training and Development Policy of the Ghana Civil Service for effective job performance, it is required that Officers in the Service undergo various forms of training appropriate for each stage of their career development. The OHCS facilitated the participation of 30 Officers in the Post Graduate Certificate in Public Administration (CPA) in February-April and September-October, 2017; and the Post Graduate Diploma in Public Administration (DPA) course held in February-May and September-December, 2017 respectively at GIMPA.

- **Processing of Study Leave With/Without Pay Facility**

The OHCS in the recognition of the basic importance of Human Capital in its service delivery implemented a broad-based Training and Development Policy and Guidelines for Civil Servant. This is aimed at guiding the Ministries and Departments to empower their staff to deliver enhanced services effectively and efficiently.

During the period under review, a total of 51 applications for Study Leave in both local and foreign institutions were received and processed. Out of this number, 39 applications were approved, 8 declined and 4 converted to Study Leave without Pay.

- **Training on the use of the IPPD II Input Forms**

Training workshops were organized for Preparing Officers and Authorizers from the Ministries Departments and Agencies (MDAs) and Aligned Institutions. The training was aimed at building the capacity of preparing officers and authorizers in the Ministries, Departments and aligned institutions to enable them provide adequate IPPD related services to their various institutions and also support in the ‘cleaning’ of the payroll. A total of 200 participants were trained at the end of the exercise.

- **Validation of Staff Lists and Update of the OHCS Database**

The OHCS embarked on an exercise to validate the staff list of 53 Ministries & Departments (M&Ds) and Extra-Ministerial Institutions. The exercise was undertaken to enable the office access accurate data on the staff of Service. The data gathered from the exercise was used to update information in the OHCS database. The impact of the training includes the following;

- Accurate data for evidence based decision making
- Information on the age distribution of officers who would be proceeding on compulsory retirement within the next ten (10) years and the number to employ to replace them
- Accurate information on the sex ratio in the Service for gender based recruitment.



- **Processing Of IPPD Inputs and Vetting of Salary Arrears Forms**

The Office undertook this exercise to verify the quantum of salaries due officers in the M&Ds and aligned institutions. Twenty-three (23) salary arrears forms were vetted and signed for onward submission to the Ministry of Finance for approval. The exercise aided the Ministry of Finance to plan ahead on its cash flow and also help in the payment of salary arrears.

### **Activities of the OHCS Training Institutions**

- **Monitoring and Evaluation**

The Civil Service Training Centre carried out monitoring exercise to determine the implementation of the action plans developed by participants during training sessions to assess the impact of these action plans on performance. The exercise provided feedback that showed areas where participants were improving at their respective work places. The survey also revealed that the Civil Service needs to improve on its work environment to facilitate the smooth transfer of knowledge.

- **Collaborations/Partnerships**

#### **Japan International Cooperation Agency (JICA)**

- ✓ **Project Achievement Conference** - The Conference was implemented within the framework of “The Project for Institutional Capacity Development of the Ghana Civil Service Training Centre” spanning from May 2016 - June 2017. A major output of the project was the development of a new course titled Public Service Delivery Improvement (PSDI) organized for Public Servants from Sierra Leone, Liberia and Ghana.

The Conference sought to Share the results of the achievements of the project, create a platform for presentation of the outstanding service delivery initiatives and discuss the way forward for the Civil Service Training Centre after the completion of the project.

- ✓ **Training of Trainers (ToT)** was organized for all trainers on the PSDI manual, lesson plan and facilitators’ guide.
- ✓ **Study Tour-** In order to improve on the PSDI modules and learning platforms, study tours to Ethiopia and Malaysia were organized for trainers.



### a) The Institute of Technical Supervision (ITS)

#### • Training Activities Undertaken

The Institute of Technical Supervision successfully conducted nine (9) training programmes during the year under review and a total number of 127 Technical Officers from various MMDA's and MDA organizations participated nationwide. This training was geared towards providing Officers with the necessary skills and competencies to be effective and efficient in the discharge of their duties. The Institute also embarked on a field trip with the participants of the 32<sup>nd</sup> Senior Technical Supervisory Management Course to the Apostle Dr. Kojo Safo's Technological Centre at Gomoa Mpote on 22<sup>nd</sup> July, 2017 to enable participants to acquaint themselves with the health and safety issues existing in other industries.

#### • Non-Training Activities Undertaken

The Institute, as part of its preparatory activities to run the various programmes for the year undertook the following:

- Renovated the Hostel block B and classroom block 'A' to provide a healthy environment for course participants.
- Embarked on a vigorous marketing, debt collection exercise and held discussions with Heads of sponsoring organizations on flexible terms of payment to ensure increase patronage.
- Erected four (4) warning signboards to deter encroachers from the land earmarked for the construction of the multi-purpose hostel complex.

### b) Management Consultancies and Operational Audits

#### • Management Reviews

The Management Services Department (MSD) of the OHCS supported the structuring of various MDAs to be better placed in delivering their mandates in order to provide appropriate organisational structures and also clarify their roles and responsibilities of functional areas. MSD reviewed the strategic framework (vision, mission, functions, objectives and values), structure and staffing of the under-listed MDAs and produced Management Review reports:

- Office of the Minister for Monitoring & Evaluation
- Office of the Minister of Planning
- Ministry of Parliamentary Affairs
- Ministry of Inner-City and Zongo Development
- Office of the Senior Minister
- Office of the Minister for Public Procurement
- Office of the Minister for Special Development Initiative
- Ghana Road Fund





- **Job Inspections /Establishment Schedule/Norms**

The MSD conducted Job Inspection Exercises for five (5) MDAs to review establishment schedules and provide a basis for recruiting categories of staff and to provide backing for Manpower Hearing. These are:

- Office of the Minister for Monitoring & Evaluation
- Office of the Minister for Planning
- Ministry of Trade & Industry
- Ministry of Parliamentary Affairs
- OHCS and its Departments

- **Organizational Manuals / Ministerial Realignment**

In line with Ministerial realignment, 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 21 Organizational Manuals covering:

- Ministry of Chieftaincy And Religious Affairs
- Ministry of Finance
- Ministry of Education
- Ministry of Employment
- Ministry of Food & Agriculture
- Ministry of Foreign Affairs
- Ministry of Aviation
- Ministry of Information
- Ministry of Works And Housing
- Ministry of Energy
- Ministry of Communication
- Ministry of National Security
- Ministry of Railway Development
- Ministry of Transport
- Ministry of Sanitation And Water Resources
- Ministry of Health
- Ministry of Environment, Science and Technological Innovation
- Ministry of Defence
- Department of Factories Inspectorates
- Management Services Department
- Civil Service Training Centre

- **Streamlining Systems and Procedures of Work in MDAs/Service Charters**





During the year under review, MSD was specially assigned to assist the Department of Parks and Gardens with the development of their strategic plan. The Department also developed Service Charters for the following three (3) MDAs to improve their service standard delivery and eliminate duplication of roles and waste:

- Ministry Of Roads & Highways
- Ministry Of Works and Housing (Six Departments)
- Ministry Of Education

**c) Records and Archival Management**

• **Celebration of the International Archives Day**

The International Archives Day Celebrations in Ghana by the Department was not only to showcase the rich cultural heritage of the country at the disposal of the Department, but also to create awareness and educate the general public on the activities of the PRAAD and its relevance to national development. The 2017 years' celebration was under the theme **“Archives, Citizenship and Inter-culturalism.”** The day was observed and marked with two main activities; Panel Discussions and Public Exhibition. The impact of the celebration led to the development of draft records management manual in the country.

• **The Role of PRAAD in the International Maritime Boundary Court Case**

As the mandated public institution in charge of the management of the public records in the country, the Department provided technical assistance to the legal team handling the Ghana/Cote d'Ivoire Maritime Boundary Arbitration case at ITLOS, in Hamburg Germany in 2015. The task of searching for all relevant documents in relation to Ghana and Cote D'Ivoire bilateral relations as well as the colonial documents in connection with the boundary demarcation of the two countries was made available to the Team. The determination of the case in favour of Ghana was one of the greatest achievements of the Department. It was estimated that, Ghana would have lost Millions of US Dollars if the court had decided otherwise.

• **Disposition of Records.**

The Disposition of records involve the appraisal of records at the records centre to determine which of the records should be transferred to the archives and also determine which of the records are due for destruction of ephemeral records. This exercise was done to create space at the National Records Centre to accommodate more Semi-Current Records, and also to create archival materials for research purposes.

• **Restructuring of Records Offices of MDAs**

This activity of the PRAAD is aimed at establishing and restructuring MDAs in order to ensure effective and efficient records retrieval and use for current business transaction. It is also to undertake researches into more modern and appropriate methods of records keeping,



sets and reviews standards for record management in all public institutions in the country. 12 records Offices across the MDAs were worked on as against a projected figure of 20 MDAs. The shortfall was as a result of financial constraints by the MDAs. The restructuring of records offices is to create space, put proper classification system in place, ease access to records/retrieval and ensure accountability and good governance

- **Editorial Unit**

During the period under review, the Editorial Unit responsible for scrutinizing all published works undertook the editing of most Finding Aids in the search room to make sure they are all up to standard. In addition, the Unit edited nine (9) Finding Aids used in the Reference Section by Clients (Searchers). One hundred and fifty (150) Searchers Tickets for use in the reference section.

- **Housekeeping - Repository Duties**

The Unit have practically espoused a housekeeping procedure to aid in the long-term preservation of Archival documents in the repositories. The exercises which were undertaken included cleaning of the storage area, identifying endangered archives and creating ventilation, fumigation of the repositories and the entire compound. This helps in the long-term preservation of the Archival documents in the repositories. The exercise led to the Identifications of maps and plans which led to the increase of the number of Maps and Plans from 762 to 956.

As part of the housekeeping exercise the unit identified some maps and plans. These documents were classified under the Map list; increasing the number of items from 762 to 956 (this figure excludes double or multiple copies). Alphabetical Order of arrangement was used for the new map list created instead of the chronological order type.

**d) Procurement and Supply Chain Management (PSMCD)**

- **Monitoring**

The PSMCD monitored procurement and supply chain related activities in the MDAs to assess how the staff of the Department posted to the various M&Ds are performing their roles as far as the implementation of (the Public Procurement Act (2003), Act 663, the Public Procurement Amendment Act (2016), Act 914, the Public Financial Management Act (2016), Act 921 and the Stores Regulation of 1984) are concerned. Monitoring was done in 20 MDAs to ensure value for money in government procurement and compliance with Public Financial Management imperatives. The monitoring exercise saw a remarkable improvement in the reduction of unplanned procurement activities, single/sole sourcing methodologies and procurement activities that did not follow due process.



- **Supply chain Summit**

The Department organised a supply chain summit for over 600 participants to help promote best practices in the Procurement and Supply Chain Management system in the Civil Service. The rationale for the organisation of the Summit was to bring together procurement and supply chain practitioners in both the public and private sectors to discuss pressing national issues. Typical example is the theme for the summit of public procurement as a tool for job creation which directly resonates with the focus of the government of creating jobs for the teeming unemployed youth.

The annual summit has greatly influenced the motivation of the participants in several ways. It boosted the moral of participants especially those in the public sector by having the opportunity to interact with private sector practitioners and share learning.

- **Migration of Professionals on to Procurement and Supply Chain Mgt Class.**

Over the past decades, the Stores and Material Management Class (S&MMC) were responsible for the non-professional group of the Civil Service. Since the establishment of the Procurement and Supply Chain Management Class (PSCMD), recognition has been given to both professional and sub-professional grades in the service. All effort has been made to move the sub professionals on the scheme of service for the PSCM. Although the process is not over, it has already increased the morale of the staff of the Class.

An exercise was embarked on to also move Stores and Material Management Class and Procurement practitioners onto appropriate grades in the Procurement and Supply Chain Scheme of Service. A total of 11 personnel were upgraded and 13 others interviewed. Migration is still on going in collaboration with the Ministry of Finance and Fair Wages and Salaries Commission. It is expected that with the right placement of staff of the Department, the morale of the staff will increase and improve their commitment and productivity in the service.

- **Framework for Government Stores Coding System developed.**

The Stores function of the various Ministries, Department and Agencies holds several thousands of Ghana cedis on stocks. However, experience over the years indicates that different variety of the same items are held in stock which end up either expiring or getting damaged due to non-use. The Department therefore embarked on this stores coding exercise with the view of identifying and assigning unique codes to all items held in stock at the various ministries.

A baseline inventory Assessment for items was conducted and a Store Coding Log developed and printed for all MDA's stores to improve efficiency and effectiveness in inventory management. During the year under review, Store Coding was completed for 5 MDAs namely; Ministry of Foreign Affairs, Water Resources Works and Housing, Ministry of Employment and Labour Relations and Office of the President.



- **Capacity, Skills Development and knowledge transfer**

The PSCMD also organised training for:

- Forty (40) staff service-wide on topics such as Performing Effective Stock Taking, Tender Document Preparation and Leading and Influencing in Supply Chain,
- Twenty (20) staff on processes and procedures in Single/Sole Sourcing methodologies, Preparation of Tender Documents for Works & Technical services for National Competitive Tendering; and International Competitive Tendering methods of procurement.

These in-house trainings were funded by World Bank (WB) and the Africa Development Bank (AfDB) using experience and competent Procurement specialists and Senior Procurement Practitioners. A total of 70 procurement personnel from eleven (11) Ministries were trained on the revised World Bank Procurement Regulations and the Systematic Exchanges in Procurement (STEP) the new software being used for World Bank Projects the world over. By virtue of this training, the capacity, confidence and morale of the trained staff has increased and that they are now able to contribute more meaningfully in the execution of such projects.

- **Scheme of Service for the PSCMD Developed and Printed.**

The Scheme of Service was duly developed and two hundred copies printed and distributed during the period under review. The distribution of the Scheme of service of the Department was meant to inform and equip the members of the Department of their duties and responsibilities in the bid to create functional procurement and supply chain directorates in the Ministries.

### 29.3 Financial Performance

NO	SOURCE	APPROVED BUDGET	ACTUAL RECEIPTS	ACTUAL EXPENDITURE	VARIANCE
		GH¢	GH¢	GH¢	GH¢
<b>1</b>	<b>GoG Fund</b>				
	Compensation of Employees	7,488,920.00	7,609,683.96	7,609,683.96	-120,763.96 (-1.61%)
	Use of Goods & Services	2,501,407.00	1,775,352.77	1,775,128.52	726,054.23 (29.03%)
	CAPEX	1,000,000.00	1,000,000.00	1,000,000.00	-
<b>2</b>	IGF expenditure		1,474,684.12		-319,431.12



		1,155,253.00		1,474,684.12	(21.66%)
	<b>TOTAL</b>	<b>12,145,580.00</b>	<b>11,859,720.85</b>	<b>11,859,496.60</b>	<b>285,859.15 (2.35%)</b>

## 29.4 Challenges:

### General Administration and Financial Management

- Delay in the release of funds and insufficient financial allocation led to inability to carry out key programmed activities, such as the enhanced cleaning of the OHCS offices, servicing of official vehicles and validation of the draft HIV/AIDS workplace policy document.
- Financial difficulties preventing MDAs from sponsoring their personnel for training programmes has been the bane of the institution. With the persistence of this challenge, about 4000 Civil Servants have had their promotion delayed as they have not been able to access the mandatory Scheme of Service training.
- Internal Audit Staff of the OHCS Institutions (GSS Campuses in Sekondi, Tamale & Kumasi) are not on Government payroll and are paid from their scarce resources leaving nothing for developmental projects
- With the absence of the dispatch rider, letters to far offices get lagged because the replacing officer who doesn't know how to ride the motorbike will require fuel coupons for a vehicle, which are most of the time not forth-coming. Also the challenge of misfiled letters at the records office makes retrieving files a laborious process.
- Inability to change the Management unit of newly posted and recruited staff on the HRMIS
- Failure of the PSC to create vacancies after the rejection of the establishment level submitted by OHCS

### Performance Management

Most clients who visited the Client Service Unit requested to purchase the Schemes of Service documents. However, the unit is currently out of stock of the Employee Hand Book which is the most purchased document, Scheme of service for the Executive Class, Protocol Class, Budget Class, Accounting Class, Planning Class, Audit Class, Economics Class and Information Class. It is however hoped that provision would be made for re-stocking of such books, since clients request for them on regular bases.



### Service-Wide Human Resource Management

- Collating initial information for the development of the data was a major challenge especially in the absence of software that could give an accurate postings history or data on all Officers. The directorate had to resort to manually going through files and calling for staff lists from the various Ministries Departments and Agencies (MDA's) to aid the process.
- Frequent requests for the suspension or reversal of posting instruction by some Chief Directors and Heads of organisations even though the affected staff had spent over ten (10) years in these organisations.
- Inadequate technical Support in the area of Estate management – The three Institutions have been assigned one Estate Manager to man all their properties, for due diligence and optimal professionalism there is a need to recruit an additional Estate Officer to man the property of the Centre.
- Inadequate number of ancillary staff: Per the establishment levels of CSTC, the institution is entitled to eight ancillary staff to support in the cleanliness of the institution. Currently CSTC has only two female cleaners; there is therefore an urgent need for at least four additional lower level officers to facilitate the carrying out of our mandate. CSTC has been issued a query by the External auditors in this regard.

### Monitoring of the Status of SPAR

The exercise was limited to only the Ministries, as the essence of the joint team was restricted to monitoring of Chief Directors performance assessment at mid-year. This implies that the Directorate could not report on the status of the implementation of the Appraisal in the Departments.

## 29.5 Forward Look for 2018

The following activities would be undertaken by OHCS in the coming year:

- Actively collaborate with key institutions such as the Public Service Commission (PSC), National Information Technology Authority (NITA) and the Controller and Accountant Generals Department (CAGD) to achieve the full implementation of the PSC HRMIS by all M&Ds
- Improve and encourage the use of existing HR Database to inform evidence based decision making especially researching into emerging issues and global trends.
- Champion the creation of a service contract on serving of computers and the CCTV cameras for OHCS.



- Publish and circulate the revised Civil Service Training and Development Policy which will provide guidance to a systematic approach to the development of HR capacity in the Civil Service in 2018.
- Develop Human Resource database for the effective planning and management of the Human Resource base of the Civil Service.
- Collaborate with Ministry of Finance to clear the backlog of Scheme of training for over 4000 Civil Servants.
- Undertake Training Needs Analysis (TNA) to identify the training gaps available to design a scheme of service and competency-based training to meet identified needs.
- Develop Regulations to empower PRAAD to exercise oversight responsibility over public officers in custody of public records.



### **30.0 MINISTRY OF TRANSPORT**

The Ministry of Transport established in January, 2017 has oversight responsibility for Road Transport Services sub-sector and the Maritime and Inland Water Transport Services sub-sectors. It exists to provide leadership and guidance for the development of the transport sector through effective policy formulation, market regulation, asset management and service provision.

The sector Minister was Hon. Kwaku Ofori Asiamah with Hon. Daniel Nii Kwartei Titus Glover as the Deputy Minister. The Chief Director at the Ministry was Mr. Twumasi-Ankra Selby.

#### **30.1 Agencies**

The Ministry has no Civil Service Department but has Eleven (11) Sector Agencies and Public Service Organizations namely:

##### **Subvented Agencies**

- Government Technical Training Centre
- National Road Safety Commission

##### **Non Subvented Agencies**

- Ghana Ports and Harbours Authority
- Ghana Maritime Authority
- Ghana Shippers' Authority
- Volta Lake Transport Company
- Tema Shipyard & Drydock
- Regional Maritime University
- Driver and Vehicle Licensing Authority
- Metro Mass Transit Limited
- Intercity STC Coaches Limited

#### **30.2 Key Activities Undertaken**

##### **a) Policies, Legislations and Regulations**

- **Draft Road Safety Agency Bill**

Due to lack of capacity to enforce road safety standards, procedures and policies in Act 567, a draft National Road Safety Agency Bill was drafted and submitted to the Attorneys' General Office for comments and onward submission to Cabinet.



- **Towing of Disabled and Abandoned Vehicles**

In order to remove disabled and abandoned vehicles on the country's road network, the National Road Safety Commission implemented Regulations 102 and 105 of Road Traffic Regulations 2012, LI 2180. The project commenced in July, 2017. However, due to public outcry on the payment of mandatory towing fees and concerns raised about the contractual arrangement, the project was suspended to make way for review of the regulations. The Ministry received comments from the Attorney Generals' Office.

**b) Maritime Services Operation Performance**

- **Vessel Traffic**

By the end of the third quarter, the traffic of deep sea commercial vessels by the Ports of Tema and Takoradi recorded a total of 1,386 deep-sea commercial vessel calls representing an adverse variance of 546 calls or 28.26% against a target for the year which is 1,932 calls. This means that by the end of the third quarter, about 71.74% of the target set for the year was achieved

- **Cargo Traffic**

The volume cargo handled by the two ports at the end of the third quarter was 16,495,806 tonnes representing unfavourable variance of 3,397,193 tonnes or 17.08% against a target of 17,239,880 tonnes for the year representing 82.92% of the target achieved.

- **Container Traffic**

The volume of container handled by the two ports at the end of September, 2017 was 734,478 TEUs. This represented an unfavourable variance of 229,411 or 23.80% against a performance target of 857,282 TEUs for the year. This means that as the end of September, 2017 about 76.20% of the target set for the year was achieved.

- **Vessel Turn Round Time**

The Port of Tema recorded 101.97 hours as vessel turn round time at the end of September 2017 thus, representing a positive variance of 1.63 hours or 4.36% against a target of 106.62 hours for the year. Turn round time in Takoradi for the period January to September, 2017 averaged 86.40 hours. This performance represented an adverse variance of 20.88 hours or 31.87% against a target of 65.52 hours for the year. These constraints are being addressed by the on-going port expansion projects. The timeline of the projects means that the problems of sluggish vessel turn round time will remain for some time.

- **Transit Cargo Traffic**

The total transit cargo traffic handled by the Port of Tema and Port of Takoradi during the period January to September, 2017 was 966,178 tonnes representing a negative variance of 5,143 tonnes or 0.53% against performance target of 971,321 tonnes for the year.

- **Transit Container Traffic**

Transit Container Traffic handled by the two ports between January and September, 2017 was 48,567 TEUs. This accounted for an unfavourable variance of 915,322 TEUs or 94.96% against a target of 963,889 TEUs for the year.

- **VLTC North/South Operations**

The Volta Lake Transport Company Limited (VLTC) during the period January to September, 2017 transported liquid cargo (petroleum products) and solid cargo from Akosombo in the Eastern Region to Buie in the Northern Region. The VLTC also transported solid cargo and passengers from Akosombo in the Eastern Region to Yeji in the Brong - Ahafo Region with intermediate stops at Kete-Krachi, Torkponya, Bejamso, Hausakope and Akuvikope. The vessels which operated on the North/South route were “MV Buie Queen” “MV Volta Queen” and “MV Yapei Queen”.

- **Cross-Lake Ferry Operations**

VLTC also provided ferry services for both passengers and cargo at four (4) Ferry Stations where the lake cuts across the road network namely, Dambai, Kete-Krachi, Adawso and Yeji.

- **Passenger Services**

The total passenger throughput recorded from January to September, 2017 was 3,087 passengers on the North South route. This means that by September, 2017 80.39% of the annual target had been achieved.

- **Freight Services**

The total Freight (liquid and solid cargo) carried by VLTC from January to September, 2017 was 43,260.03 tonnes against performance target of 122,686.00 tonnes. This means that about 35.26% of the annual target has been achieved.

**c) Road Transport Services Sub-Sector**

- **Vehicle Registration**

The Authority recorded a total number of 115,478 for the period January to September, 2017 representing 89.44% of the target set for the year.

- **Roadworthiness Tests**

This test is mandatory for all commercial and private vehicles. During the year under review, a total of 668,980 vehicles were certified for road worthiness certification.

- **Computer Based Theory Tests**

This form of test is an online computer based test for all driving candidates upon the completion of a recognized driving school. A total of 86,827 applicants were tested for the theory exam for the period January to September. This performance was about 79.80% of the annual target.

**d) Road Transport Services**

- **Review of National Transport Policy**

In collaboration with the Transport Sector Ministries and with funded support from the International Development Association (IDA) of the World Bank, a contract was awarded in August, 2017 to a consortium to review the National Transport Policy developed in 2008. The Inception Report, Preliminary Review Report and Regional Consultations were all completed by the Consortium and the final report is expected to be submitted in the 1<sup>st</sup> quarter of 2018.

- **Importation of Huanghai Buses for MMT**

In order to improve on the transportation system in the country, the Ministry procured a total 200 units Huanghai MRT buses for use by Metro Mass Transit Limited. The first batch of 116 MRT buses arrived in 2015 and deployed on various routes through the country. The remaining 84 buses which arrived in the 1<sup>st</sup> quarter of 2017 were also deployed for services in the regional capitals. However, five containers of spare parts were awaiting clearance from the Port due to delays in obtaining approvals from the Ministry of Finance to clear the buses on permit.

- **Procurement of buses and related infrastructure for the BRT System**

To reduce congestion in cities, lower the cost per passenger/km and also have positive, social and economic impact, Government, through the Swedish Export Credit and HSBC Bank PLC of London, United Kingdom procured 245 BRT Buses and related infrastructure for BRT systems in Accra and other regional capitals. A total of 245 BRT buses were delivered and 48 are being used for pilot commercial operations on the Amassaman to Tudu Corridor.

For the Infrastructure component, a contract was awarded to Messrs Nimo Construction



Limited to construct a bus terminal at Adenta and PWD Yard in Accra. Work at the Adenta site was completed. Meanwhile, work on the PWD site will commence upon final approval from the Ministry of Works and Housing. Additionally, construction of a bus maintenance workshop at Achimota is nearing completion while a data centre to

enable communications between the buses had been completed.

- **Gazette of Bus Lanes for BRT**

In accordance with the Road Traffic Regulations LI 2180, Section 133 (2), the Ministry in consultation with the Ministry of Roads and Highways gazette the BRT/Type B Buses to support the BRT operations on the Amasaman to Tudu corridor.

- **Training of Drivers and Mechanics**

In collaboration with Scania West Africa Limited, the Government Technical Training Centre trained a total of 415 drivers and 74 artisans in Auto courses. Additionally, 120 students were admitted to undertake Auto related courses.

- **Construction of Driver Test Grounds and new Offices**



In order to improve driver testing standards and procedures, the DVLA with funding support from the World Bank awarded a contract for the construction of driver test grounds at the Tema and Kumasi offices. The Tema Test grounds were completed while that of Kumasi was about 85% complete.

Similarly, to expand and improve upon the services of the Authority, construction of new Offices and provision of other related facilities at Takoradi, Cape Coast, Koforidua and Tamale were 60%, 75%, 65% and 95% complete respectively.

- **West Africa Transport Academy**

The Academy with the support from Deutsche Gesellschaft Fur Internationale Zusammenarbeit (GIZ) was inaugurated during the 2<sup>nd</sup> quarter of 2017. The aim is to offer a unique opportunity to train mechanics and drivers for the heavy duty commercial vehicle sector.

- **DVLA Automation Project**

To enhance its service delivery, improve on data security and ultimately uplift the image of the Authority, a robust and state-of-the-art Information Technology (IT) systems and solutions had been implemented. The Authority has since completed the Wide Area Network (WAN) connectivity across its offices nationwide, Establishment of a Data Centre at the



Head Office, Integrated Enterprise Software Platform (including Online Services), Improved Biometric Enrolment Systems, Establishment of an In-house Driver Licence Printing facility and Establishment of a Call Centre.

- **Expansion of Private Vehicle Test Stations (PVTS)**

The Authority outsourced the testing of all vehicles below 3.5 tonnes to the thirteen (13) Private Vehicle Test Centers (PVTS) operating in the Greater Accra, Ashanti and Eastern Regions in view of the DVLA Act, Act 569.

- **Spot Fine PPP Project**

In the quest to implement the Spot Fine for 38 road traffic offences, the National Road Safety Commission (NRSC) in collaboration with Driver and Vehicle Licensing Authority (DVLA) and Motor Traffic and Transport Department (MTTD) of the Ghana Police Service sought to partner the private sector to implement Regulation 157 of Road Traffic Regulations 2012, LI 2180. The PPP approval committee from the Ministry of Finance converged approval to procure a private investor to undertake the project. Request for Proposal was evaluated and it's since being considered.

- **National Drivers Academy Project**

To improve the knowledge and skills of commercial vehicle drivers, the Government Technical Training Centre in collaboration with the National Road Safety Commission and the Driver and Vehicle Licensing Authority sought to run a formal and standard upgrading and refresher training courses. The modalities for the implementation had been completed for full operations.

- e) **Maritime & Inland Waterways Sub-Sector**

- **Development of Container Bulk Terminal**

This project is aimed at creating space and increasing container handling capacity at the Port as well as providing additional berths with a view to reducing waiting time at anchorage and also to provide access out of the port. Consequently, dredging, reclamation and construction of the Breakwater and Container Terminals commenced and was about 9% complete.

- **Construction of Dry Bulk Jetty at Takoradi Port**

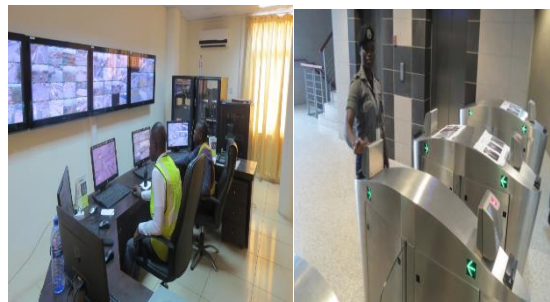
In order to meet the demands of the Oil and Gas Sector and to respond to increasing commercial activities at the Port, construction of Dry Bulk Jetty at Takoradi Port was about 75% complete. The facilities, when completed, will meet the services of the oil and gas industry, increase commercial trade and also make the Port competitive to the neighbouring port.





- **Port Security infrastructure**

Construction works by the Ghana Ports and Harbours Authority on the E-Gate Systems at the entry to Port Areas (Allows access only by Biometric & Electronic Card) and the installation of 70 CCTV cameras was about 80% complete. This will help improve efficiency, enhance security and reduce cost of service delivery at the Tema Port.



- **Construction of Maritime Hospital at Tema**



To provide effective health delivery services and a one-stop referral medical centre of excellence to the Port Community and the General Public in Tema area, the International Maritime Hospital at Tema was constructed and full operations of the facility are expected to commence in the 1<sup>st</sup>

quarter of 2018.

- **Procurement of Equipment for repair and drydocking operations**

Tema Shipyard and Drydock procured a Tonner crane and 2 Cherry pickers, dewatering pump and other equipment for repair and drydocking services at Ghana Ports and Harbours Authority due to the poor state of infrastructure at the yard. The equipment is expected to be delivered by 1<sup>st</sup> quarter of 2018.



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- **Construction of Auditorium Complex**

Construction of a 2000 – capacity Auditorium Complex at the Regional Maritime University is 30% complete. The progress on this project has been slow partly due to limited and non-release of funds. However, adequate budgetary provisions were made in the 2018 Budget to fully complete the project.



Meanwhile, the super structure of Five (5) floors of the library and administration Block was completed.

- **Boankra Inland Port**

The Ghana Shippers' Authority secured a 400 acres land for the construction of the Inland Port at Boankra to decongest the Tema Port, attract transit cargo and create employment. The Administration block commenced in 2002 and has been completed but yet to begin operations. Meanwhile, the Ministry in collaboration with the Ministry of Railway and Developments commenced a PPP arrangement to secure a strategic investor to develop the Port. A Market Sounding was successfully completed with full implementation expected to commence in 2018.

- **Expansion of Sekondi Takoradi Fishing Harbour**

The expansion of the Sekondi Takoradi Fishing Harbour funded by the Japan International Cooperation Agency was about 92% complete. The aim of the project is to support the artisanal fishing industry and also enhance environmentally safe fish handling.

- **Construction of landing sites**

As part of effort to develop landing sites and reception facilities along the Volta Lake to improve transportation services, the Ministry received budgetary allocation for the construction of ferry landing sites at Yeji, Dambai, Kete- Krachie and Agordeke. The procurement process is ongoing and work is expected to commence during the 1<sup>st</sup> quarter of 2018.

- **Retrofitting of Marine Engines**

The Ministry, with the funding support from the World Bank, procured Eight (8) marine main engines and eight (8) auxiliary engines for the Volta Lake Transport Company. Three (3) of the Company's ferries namely MV Yapei Queen, MV Ndewura Jakpa and MV Nana Besemuna were retrofitted with new marine engines.

- **Removal of Tree Stumps**

To ensure safety of navigation and reduce accidents on the Volta Lake, the engagement of a company to remove tree stumps at the Dambai section of the Volta Lake is ongoing. Actual works is expected to commence in the 1<sup>st</sup> quarter of 2018.

### 30.3 Financial Performance

	SOURCE	APPROVED	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
<b>1</b>	<b>GOG</b>				
	Compensation of Employees	11,133,236.00	2,283,270.64	2,283,270.64	8,849,965.36 (79.49%)
	Use of Goods & Services	2,000,000.00	520,294.77	520,294.77	1,479,705.23 (73.99%)
	CAPEX	22,450,000.00	5612500	5612500	16,837,500.00 (75%)
<b>2</b>	<b>IGF</b>				
	Compensation of Employees	17,782,589.00	10,675,676.40	10,675,676.40	7,106,912.60 (66.57%)
	Use of Goods & Services	9,627,821.00	13,159,478.35	13,159,478.35	-3,531,657.35 (-26.84%)
	CAPEX	10,646,125	26,597,857.92	26,597,857.92	-15,951,732.92 (-149.84%)
<b>3</b>	<b>DEVELOPMENT PARTNERS</b>				
	HBSC (Loan)	370,308,938	188,207,193.00	188,207,193.00	182,101,745.00 (49.18%)
	<b>TOTAL</b>	<b>443,948,709.00</b>	<b>247,056,271.08</b>	<b>247,056,271.08</b>	<b>196,892,437.92 (44.35%)</b>

### 30.4 Challenges

- Staff Strength**

Due to the ministerial realignment, some senior officers who had received some tailor made training programmes were posted out to new ministries and this affected the performance of the Sector.

- Transport Services**





This sector faced a number of operational and infrastructure challenges which include inadequate passenger reception and warehouse facilities, landing stages and modern equipment for safe transportation on the lake. Additionally, the presence of obstacles such as tree stumps, rock outcrop (Debre shoals) and sand bands in the navigational fairways poses serious threat to safe navigation on the lake.

Most of the vehicles plying the roads are old and dilapidated and in some cases are inadequate to meet demand. For the Metro Mass Transit Limited, the Company's operations are gradually grinding to a halt. This is due to aged and dwindling bus fleet, high operational cost and non-availability of spare parts to repair broken down buses.

- **Maritime Services**

The Regional Maritime University which trains and develops the needed manpower for the maritime industry lacks the needed infrastructure to support hands-on practical training and academic work.

### 30.5 Forward look for 2018

The **Ministry** for the 2018 fiscal year will ensure that there is sustained infrastructure development and improved service delivery in the following key areas:

- Maritime Education and Training / Maritime Labour Issues and trade facilitation
- Port Infrastructure Development and Maintenance
- Shipyard and Drydock Infrastructure Development and Maintenance
- Water Transport Infrastructure and Services
- Road Safety Management
- Motor Vehicle Technical Training
- Rural and urban transport services

### Road Transport Services Sub-Sector

The automation and digitization process at the DVLA would be completed to improve efficiency in driver licensing and vehicle testing activities as well as decongest the premises of the DVLA. The Authority will also continue to expand the Private Vehicle Testing Programme (PVTS) to ensure that vehicles certified for road worthy certificates have been properly assessed.

Road Safety the National Road Safety Commission will continue with the implementation of the third National Road Safety Strategy and Action Plan as outlined in the United National declaration of a Decade of Action to reduce road traffic crash fatalities by 50% by 2020. Programmes outlined by the Commission for the 2018 fiscal year are as follows:



- Teaching of road safety in the formal academic curriculum of basic schools
- Printing of handbills, flyers, posters and other road safety education materials
- Radio and TV programme to create awareness on road safety issues
- Review of NRSC Act, Act 567, 1999 to strengthen its capacity in road safety management in the country.

In terms of urban transport services, the Metro Mass Transport Ltd. will continue to offer subsidized transport services for both the rural and urban communities. The company will also continue to pursue the acquisition of additional 50 units' intercity buses before the end of 2<sup>nd</sup> Quarter of 2018 to augment their fleet. The Company will also engage the services of female drivers.

Similarly, the Intercity STC Coaches will receive more frequent services and 24hour scheduled services will be introduced in the 1st quarter of 2018.

### **Marine Sub-Sector**

To enhance efficiency at the Port, the GPHA will continue with expansion works at the Tema and Takoradi Ports to increase the capacity of the ports through the provision of more berths and increased draft.

Additionally, the GPHA will continue to improve on Ports security and IT installations at the ports which include the Port E-Gate Project and the Jade Master Terminal System (Terminal Operating System).

In respect of the regulation of the maritime industry, the Ghana Maritime Authority will pursue the passage of a number of regulations in order to safeguard and ensure safe practices within the maritime domain. Key among these regulations planned for passage by 2018 is as follows:

- Ghana Shipping (Cabotage Regulation)
- Ghana Shipping (Carriage of Containers) Regulations:
- Amendment of Ghana Ports and Harbors Authority Law, PNDC law 160 Of 1986
- Ghana Shipping (Service Providers) Regulations
- Ghana Shipping (Amendment Bill)

For the inland waterways, the construction of landing sites and receptions facilities would be rigorously pursued. Landing sites to be constructed in 2018 fiscal year include the Agordeke, Yeji and Dambai, all along the Volta Lake.

For maritime services, phase II of the Takoradi logistics platform, the process for the engagement of a strategic investor for the development of the Boankra Inland Port will continue into 2018. It is expected that the request for proposals would be issued in the 1<sup>st</sup>



quarter. Also, the Ministry will also continue in its effort to engage a strategic investor to revamp the Tema Shipyard and Dry Dock.

With respect to the construction of the seven storey library and administration block at the Regional Maritime University, adequate budgetary allocations had been made in the 2018 budget to complete it. The University will continue to deliver training to seafarers and certification.

### **31.0 MINISTRY OF ROADS AND HIGHWAYS**

The Ministry of Roads and Highways (MRH) is responsible for the development and maintenance of road infrastructure that meets national requirements and international standards. The Ministry play a vital role in providing integrated, efficient, cost-effective and sustainable transportation system responsive to the needs of society, supporting growth and poverty reduction and capable of establishing and maintaining Ghana as a transportation hub of West Africa.

The Sector Minister was Hon. Kwasi Amoako Attah while the Deputies were Hon. Kwabena Owusu-Aduomi and Hon. Anthony N-yoh Karbo. The Chief Director was Ing. Godwin J. Brocke.

#### **31.1 Agencies and Departments**

##### **Civil Service Departments**

- Department of Urban Roads (DUR)
- Department of Feeder Roads (DFR)

##### **Subvented Agencies**

- Ghana Highway Authority (GHA)
- Ghana Road Fund Secretariat (GRFS)
- Koforidua Training Centre (KTC)

#### **31.2 Key Activities Undertaken**

##### **a) Road Rehabilitation and Maintenance Programme**

In order to protect the huge investment made by Government in the provision of the road infrastructure, the Ministry and its Departments undertook periodic maintenance activities on 10,250km of the trunk road network; 10,679km on the feeder road network; and 7,200km on the urban road network. This maintenance mainly focused on resealing and asphalt overlay works which saw 100km urban roads asphalted in MMDAs in Tema and Accra. It is worthy to note that there was a significant increase in the proportion of the paved road network as a result of the investments made in respect of upgrading and asphalt overlay works.



In addition, re-gravelling/spot improvement and resealing works were carried out on 199km of the trunk; 205km feeder and 295km urban road networks respectively. Minor rehabilitation works covering upgrading and the construction of culverts and drainage structures were carried on 167km for trunk roads, 313km on the feeder and 26km urban road networks respectively.

Studies conducted within the road sub-sector over the years indicated a significant improvement in the life of the citizenry. It has over the years contributed to economic development by facilitating transit and trade between Ghana and the land locked countries. Additionally, it has led to the rapid development of communities to the extent that some have been upgraded from District to Municipality/Metropolis as a result of improving community access roads within few years.

#### **b) Road and Bridge Construction Programme**

As part of the efforts to improve on road networks, the Ministry undertook rehabilitation, reconstruction, construction of bridges and upgrading in the various regions. Works on the Kasoa Interchange and Ancillary, Tarkwa Bogoso-Ayamfuri and Agona Junction –Elubo were completed. The Ayamfuri-Asawinso, Berekum-Seikwa, Nsawam-Apedwa road, Kwafokrom – Apedwa saw significant progress while the construction of Bolgatanga-Bawku-Polmakom, Kansawordo Bypass Phase 3 and Dualisation of Ho Main Road projects progressed steadily over the period.

The investment in the road sector over the years resulted in improvement in the road condition mix from about 38% Good, 27% Fair and 35% Poor in 2000 to a current road condition of 39% Good, 32% Fair and 29% Poor.

#### **c) Road Safety and Environment Programme**

In pursuant to the Road Traffic Regulation LI 2180, the Ministry pursued the implementation on Axle Load Limit to decrease the incidence of overloading which currently stands at less than 10%. It was however noted that some truckers avoid permanent stations by using detours. To help address this issue, 30 No. of road warning signs, 5km line markings, 17km vegetation of control were completed. Also, 29 km of pedestrian crossing, 33 No. speed humps, 9 No. Traffic Signals were also installed.

#### **d) Road Financing**

This area is geared towards sourcing for construction and management of strategic road infrastructure through Public Private Partnerships (PPP) arrangements especially on three (3) key projects namely, Accra – Takoradi, Accra – Tema Motorway, Accra – Kumasi Dualization. Pre-feasibility studies were completed on the Accra-Takoradi and Accra Tema Motorway respectively and the Request for Qualifications (RFQ) would be due for end of first quarter of 2018. With the Accra-Kumasi Dualization, the Ministry is awaiting on the



Transaction Advisor to commence an update of the feasibility study and restructure the project for potential developers in January, 2018. The Government is working to remove all legal bottlenecks on the project.

### 31.3 Financial Performance

NO	SOURCE	APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITUR E (GH¢)	VARIANCE (GH¢)
1	GoG	458,510,170.00	71,341,723.76	71,341,723.76	387,168,446.24 (84.44%)
	Compensation of Employees	39,784,997.00	26,399,504.15	26,399,504.15	13,385,492.85 (33.64%)
	Use of Goods and Services	1,500,000.00	183,682.00	183,682.00	1,316,318.00 (87.75%)
	CAPEX	417,225,173.00	44,758,537.61	44,758,537.61	372,466,635.39 (89.27%)
2	INTERNALLY GENERATED FUNDS	4,153,475.00	3,669,630.44	3,669,630.44	483,844.56 (11.65%)
3	DEVELOPMENT PARTNERS	408,529,327.50	298,405,482.76	298,405,482.76	110,123,844.74 (26.96%)
4	ROAD FUND*	866,946,000.00	991,617,297.52	991,617,297.52	-124,671,297.52 (-14.38%)
5	ARREARS PAID		62,817,767.29	62,817,767.29	-62,817,767.29
	TOTAL	1,738,138,972.50	1,427,851,901.77	1,427,851,901.77	310,287,070.73 (17.85%)

\*Road fund approved and disbursed amounts include: debt servicing, secretariat etc.



### 31.4 Challenges

Below is a summary of the major challenges encountered by the Ministry and its Agencies in implementing its work programmes for 2017:

- **Financing**

Road financing continue to be a very critical setback to achieving substantial landmark in the road infrastructure development in view of the undue delay in making releases to pay contractors for work done. Thus the widening road infrastructure financing gap and pile up of the quantum of monies owed Road contractors each year is of much concern.

In addressing the above issues, the Ministry adopted some measures which include getting some releases from the Liquefied Petroleum Gas (LPG) levy to beef up funds released for road infrastructure projects.

Other sources being explored is the Public-Private Partnership arrangement for key flagship projects besides ensuring that no project is carried out when funding sources is not approved for its implementation.

- **Delay and Inadequate Release of Funds for Goods and Services from the Consolidated Fund**

The delay and inadequacy of the release of funds from the consolidated fund for Goods and Services impaired the sector's ability to effectively undertake some of its basic service activities such as monitoring and evaluation of projects and local training.

- **Slow Processing of Payment**

Processing of documents for payment of works done is not carried out expeditiously and thus, slows down progress of work by contractors. This, in some cases culminates in payment of interest for delayed payments.

Measures to curb this menace include prevailing on the executing Agencies to ensure that all documentations for certification and processing of payment are expedited to enhance prompt payment to contractors so as to avoid paying huge interests on delayed payments.

- **Reckless Use of Road Infrastructure**

Some road users' activities such as washing of vehicles on the road, spillage of petroleum products on the road, unauthorized road cutting among others put undue pressure on the road infrastructure maintenance. These habits rapidly deteriorate the road infrastructure networks.

In order to maintain our roads, the Ministry is working closely with the National Road Safety Commission to intensify road education for users to prevent damage and ensure proper care for road infrastructure and for longer life span.

- **Human Resource Handicap**

In order to ensure quality of works, supervision is important. Unfortunately, there is a shortfall in getting requisite officers for carrying out effective supervision to ensure that specifications are met.

As a measure to address the above gap, a sector-wide monitoring team which has been constituted is being used to carry out monitoring of road projects to verify and ensure compliance of works to specifications.

### **31.5 Forward Look for 2018**

In the coming years, the Ministry and its Agencies will continue to pursue policy initiatives and adopt strategies to improve existing road infrastructure and provide new ones to support government's agenda of industrialization and job creation.

- **Financing Road Projects**

The Ministry will continue with the maintenance of road asset to protect the huge investment made in the provision of the road infrastructure and to improve road maintenance financing by implementing electronic tolling of roads to improve revenue generation. This will increase revenue into the Road Fund for the maintenance of the road network and Axle Load Control.

- **Road Maintenance**

The Ministry will as well commence 11,900km, 22,500km and 6,500km of routine maintenance activities (grading, pothole patching, shoulder maintenance, vegetation control) on trunk, feeder and urban road networks respectively. Additionally, periodic maintenance activities will be undertaken which includes 36km, 500km, 400km of periodic maintenance activities (Spot Improvement, Re-gravelling, Resealing, Asphaltic Overlay, Partial Reconstruction, Maintenance of Bridges) on trunk, feeder and urban roads respectively.

- **Rehabilitation/Road Construction Works**

Minor rehabilitation works on 100km of trunk roads, 300km of feeder roads and 60km of urban roads will be started. In 2018, about 56km of trunk roads and 30km of urban roads will



be constructed as well as the construction of 1 No. bridge on the trunk road, 24 No. on feeder roads and 3No. on urban road networks as well as undertake 30 No. engineering studies.

- **Improving Road Safety**

In ensuring Road Safety and Environmental activities, the Ministry will install 20No. traffic signals and maintain 350 No. of installed signals. 150 No. road safety hazard sights are expected to be treated. Overloading is also expected to be kept below 6%.

- **Collaboration with Public Private Partners**

Continue to pursue Public Private Partnership initiatives for road infrastructure development to help expand and improve the road network to sustain a desirable funding base for the sector's activities. This will help close the missing links in the road network. The Ministry will also rationalize its portfolio of on-going works to ensure that these projects are completed at optimum cost thereby giving Road maintenance activities priority to protect the investments made in the road network.

- **Enhancing Service Delivery through Training**

The Ministry will continue to pursue programmes to fully equip the Koforidua Training Centre to enable it undertake skills and management training of industry players including contractors. In collaboration with the Road Contractor Associations, the Ministry will draw up programmes to train contractors' equipment operators to equip them with the expertise to be able to optimize the life span of their construction equipment.



## 32.0 MINISTRY OF DEFENCE

The Ministry of Defence was established in 1957 with the duty 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 life and property. The Ministry aims to develop a highly professional, effective, efficient and politically neutral Ghana Armed Forces which is subject to democratic and civil control. Its ultimate task is to proactively promote National and Regional Defence interests through the effective formulation, implementation, co-ordination, monitoring and evaluation of policies and programmes and contributing to the national development agenda.

The Political head of the Ministry was the Hon. Minister Dominic B.A. Nitiwul, with Hon. Derek Oduro (Maj Rtd) as Deputy Minister. The Chief Director of the Ministry was Dr. Evans A. Dzikum.

### 32.1 Agencies and Institutions

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

### 32.2 Key Activities Undertaken

#### a) Policies, Regulations and Legislations

##### • Defence Related Gender Policy (DGP)

A Review of Ministry of Defence's portion of the implementation of the Ghana National Plan of Action of the United Nations Security Council Resolution 1325 on Women, Peace and Security (GHANAP 1325) was conducted, developed and submitted to the Ministry of Gender, Children and Social Protection. The Ministry commenced the process of establishing Gender Desk Offices, known in the GAF as Gender Advisors (GENAD) within all the three (3) Services of the GAF.

##### • Draft National Defence Policy (NDP)

A Technical Working Team was formed for the development of the National Defence Policy (NDP). They completed their work by mid-year. A consultant was also engaged to review the



draft NDP. The National Defence Policy outlines the framework and guidelines for the management of the Ghana Armed Forces to achieve effectiveness and efficiency at all levels

- **Ghana Armed Forces (GAF) Regulation 1986 (LI 1332) Regulation 6.23 on Prolongation of Service.**

The amendment to LI 1332 is expected to extend the period of service of ‘Other Ranks’ from the current 25 to 30 years. Cabinet approved the draft Bill and was subsequently laid before Parliament for consideration and final passage.

**b) Monitoring of Programmes and Project Implementation (Garrison Tours)**

The Honourable Deputy Minister with some officials from the Ministry of Defence and two representatives from General Headquarters (DES) made site visits to Garrisons 1 and 5. As part of the familiarization tour, he inspected the housing facilities to ascertain the level of encroachment on Military Lands.

**c) Permanent Joint Commission for Cooperation (PJCC) Meetings**

The Ministry participated in the under listed Permanent Joint Commission for Cooperation Preparatory Meetings organized by the Ministry of Foreign Affairs and Regional Integration.

- Ghana – Togo on 25<sup>th</sup> – 27<sup>th</sup> July, 2017
- Ghana – Nigeria on 18<sup>th</sup> – 20<sup>th</sup> October, 2017
- Ghana – Senegal on 21<sup>st</sup> November, 2017
- Ghana – Benin on 21<sup>st</sup> November, 2017
- Ghana – Benin 28<sup>th</sup> November, 2017
- Ghana – Benin on 7<sup>th</sup> December, 2017
- Ghana – Benin in Cotonou, Benin, from 17<sup>th</sup> to 21<sup>st</sup> December, 2017

The aim of these meetings were to improve internal security for perfection of life and property, support peace and security and promote international peace and sustainable development under the thematic area of Transparency, Responsiveness and Accountable Governance.

**d) The Ghana Armed Forces**

- As part of the Internal Operations of the GAF, the Operation Calm Life collaborated with the Ghana Police Service to curb incidents of armed robbery in the Nation. They teamed up with National Security, Ghana Immigration Service and the Customs Division of the Ghana Revenue Authority to check illegal activities along the main border points and also helped curb illegal lumbering activities in the forest belt of the country. The GAF, under this operation assisted mining companies to prevent encroachment on their concessions.



Operation Jubilee is aimed at protecting Ghana's oilfields and their assets in the Western Offshore areas. The Ghana Navy and the Ghana Air Force were deeply involved in Operation Jubilee. Efforts are underway to acquire Offshore Patrol Vessels (OPVs) and Fast Patrol Boats for the Ghana Navy to enhance its protection of the country's offshore oilfields and assets. Plans are also far advanced to establish a major Forward Operating Base (FOB) at the Western part of the country for closer monitoring and protection of the oilfields by the Ghana Armed Forces. The favourable ruling recently of the International Tribunal of the Law of the Sea (ITLOS) in the maritime border dispute with Cote d'Ivoire will further improve collaboration between government and the private maritime stakeholders.

Operation Vanguard is to curtail the negative impact of illegal small-scale mining popularly known as "galamsey". Under this operation, the GAF was able to reduce the pollution of our water bodies across the country where this menace was being practiced which endangered the lives of many people. By this Operation, this indiscriminate act has ended in many areas. Below are the Highlights of arrests and seizures during the period 1 August – 30 November 2017-:

(1) **No of Arrests:**

(a)	Persons	-	673.
(b)	Excavators	-	143.
(c)	Chanfans	-	1,719.

(2) **Arms/Ammunitions Seized:**

(a)	Arms	-	28 (varieties).
(b)	Ammunitions	-	301 (various natures).
(c)	Explosives	-	143.

- On external operations, the Ghana Armed Forces continued to hold high the Ghana Flag in the international arena, making Ghana a proud nation. Today, Ghana is the fourth (4<sup>th</sup>) largest Troop Contributing Country in United Nations Peacekeeping. GAF troops are currently deployed in a number of missions, as shown below:
  - UN Interim Force in Lebanon (UNIFIL).
  - UN Organisation Stabilisation Mission in the Democratic Republic of Congo (MONUSCO).
  - UN Mission in the Republic of South Sudan (UNMISS).
  - UN Multidimensional Integrated Stabilisation Mission in Mali (MINUSMA).
  - ECOWAS Mission in the Gambia (ECOMIG).



Some personnel were also deployed in small numbers in staff appointments and military observer positions in the following missions:

- African Union-United Nations Hybrid Operation in Darfur (UNAMID) in Sudan.
  - UN Mission in the Central African Republic (MINUSCA).
  - UN Interim Security Force in Abyei (UNISFA) in South Sudan.
  - African Union Mission in Somalia (AMISOM).
- The Ministry is determined to tackle head-on the issue of inadequate accommodation facilities which has remained one of the most pressing challenges of the Ghana Armed Forces. A programme was set in motion to address this problem and the details are given below:

#### ➤ **Barracks Regeneration Project**

The Ministry initiated the process for commencement of the Barracks Regeneration Project to ease the accommodation deficit in the military. The Commander-in-Chief cut the sod in June, 2017 in Burma Camp for the commencement of the Barracks Regeneration Project. Approval has since been obtained from the National Procurement Authority (NPA) and works on the first phase of the project has commenced and is progressing steadily.

#### ➤ **Completion of SSNIT Housing Projects**

The Government, in 2006, contracted a loan from the Social Security and National Insurance Trust (SSNIT) to construct accommodation for the Armed Forces. However, the construction of the units for the military stalled in 2008. Funds were released for the continuation of the projects in 2017.

#### • **New Military Hospital**

As part of the infrastructural development in the GAF, work is progressing steadily on the second Military Hospital at Afari, near Kumasi. The project is about 80 percent complete and is expected to be completed in the first half of 2018. Processes for the construction of a third military hospital in the Northern Command in Tamale are underway. In addition, consultations for the third phase of the 37 Military Hospital expansion project are far advanced.

#### • **New Military Cemetery**

The new military cemetery in Burma Camp is nearing completion. A new cemetery had become necessary because there were no spaces for graves at the military cemetery in Osu, Accra. Soldiers are very particular with the burials of their comrades and this often comes with elaborate ceremonies. The new cemetery has adequate space for burials, burial parades, ceremonies and a car park and will also provide for cremation.



- **The Ghana Armed Forces Bank**

The Ministry approved the establishment of the Armed Forces Bank, now known as the Services Integrity Savings and Loans Scheme, in 2012. The Headquarters building of the scheme was completed in 2016. As at December, 2017 all outstanding issues relating to the operations of the bank were concluded and operations are to start in January, 2018.

- **Management of Ministry of Defence Lands**

The Ministry was prepared to use due process to recover or reclaim where applicable, all lands originally vested in the Ministry of Defence or earmarked for use by the Ghana Armed Forces and the Veterans Administration, Ghana. Measures were put in place to secure all lands across the country vested in the Ministry of Defence and to prevent further encroachment on them as attempt is made to reclaim all those that may have been encroached upon.

These under-listed projects were completed during the period under review:

- Construction of EK Asante Lodge - Air Force Base Accra.
- Renovation of Junior Ranks' Mess - Air Force Base Accra.
- Construction of Eagle House - Air Force Base Takoradi.
- Construction of a 54-Unit single bedroom self-contained accommodation for young airmen/women at Air Force Base Takoradi.
- Construction of terminal for rotary wing aircraft - Air Force Base Takoradi.
- Construction of Chief of Air Staff's Guest House - Air Force Base Tamale.
- Construction of a new hangar - Air Force Base Tamale.
- Construction of a new 280-room airmen accommodation (Junior Ranks) - Air Force Base Tamale.
- Construction of a computer block and offices for teachers at Air Force Basic School - Air Force Base Tamale.
- Construction of a new passenger lounge - Air Force Base Takoradi.
- Construction of new Naval Headquarters - Burma Camp.
- Construction of 16-unit single quarter accommodation - 37 Military Hospital.

e) **Veterans Administration, Ghana (VAG)**

The Ministry received an amount of £16,000.00 from the Royal Commonwealth Ex-Services League (RCEL) for World War II veterans. The governing board of the Veterans Administration, Ghana (VAG) was reconstituted and in addition to the institutional representatives seasoned personnel identified with expertise in procurement and legal were appointed as members of the board to add a fresh breath of impetus to the operations and activities of the board.



### 32.3 Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
<b>1</b>	<b>GoG</b>				
	Compensation of Employees	700,444,810.00	566,006,137.85	566,006,137.85	134,438,672.15 (19.19%)
	Use of Goods & Services	62,168,810.00	24,514,673.81	24,514,673.81	37,654,136.19 (60.57%)
	CAPEX	50,000,000.00	0	0	50,000,000.00 (100%)
<b>2</b>	<b>IGF</b>	9,159,293.00	11,882,142.38	11,211,627.84	-2,722,849.38 (-29.73%)
<b>3</b>	<b>DEV'T PARTNERS</b>	109,835,989.00	0	0	109,835,989.00 (100%)
<b>4</b>	<b>Other</b>				
	<b>TOTAL</b>	<b>931,608,902.00</b>	<b>602,402,954.04</b>	<b>601,732,439.50</b>	<b>329,205,947.96 (35.34)</b>

### 32.4 Challenges

- Logistical challenges and insufficient vehicles for carrying out official duties and inadequate fuel allocation
- Out-dated office equipment coupled with limited supplies slows the execution of Staff duties.
- Over the years the Ghana Armed Forces has suffered encroachment on its lands to the extent that some training schools have virtually lost all local training areas that are vital to the training and development of cadets. Furthermore, the proximity of civilian settlements to training areas raises serious safety and security concerns.
- The Ghana Armed Forces is faced with the challenge of meeting its needs in terms of technology acquisition.
- Some other specific and key challenges facing the Ministry included:



- Inadequate and untimely release of funds for planned training programmes
- Inadequate logistics to facilitate Human Resource planned programmes
- Inadequate ICT and Security infrastructure
- Delays in disbursement of funds by Central Government
- Inadequate and non-release of budgetary allocations and budget cuts
- Limited stock of Library materials

### 32.5 Forward Look for 2018

- Renovate and construct residential accommodation for the men and officers of the GAF.
- Engage consultant to develop Ministry of Defence Comprehensive Human Resource Development and Training Policy.
- Develop Welfare Policy to guide the administration on welfare issues.
- Engage consultant to review and develop Ministry of Defence National Defence Policy (NDP).
- Facilitate decongestion of the Registry and establishment of Confidential Registry.
- Provide adequate logistics; office supplies and consumables, office equipment and vehicles.
- Establish a database of all military landed property to facilitate documentation. This database will be important in the effective management of lands vested in the Ministry.
- Establish Special Forces Units and equip the Ghana Armed Forces (GAF).
- Embark on securing and protection of all encroached Military lands across the country.
- Upgrade the KAIPTC to the status of university.
- Continue to provide food for men and also provide fuel for security purposes.
- Commence the expansion of the 37 Military Hospital and also commence the construction of the Tamale Military Hospital for the Northern Command.
- Refurbish some of its broke down Hospital Equipment.
- Engage in Developmental Projects to contribute to job and wealth creation for the youth through road, rail and dam construction, farming, borehole drilling and tree planting among others.
- Acquire lands at Peduase in the Eastern Region, Bawa Barracks and Daboya in the Northern Region and Shai Hills in the Greater Accra Region to facilitate the establishment of Special Forces Units to counter the emerging threats, in particular terrorism.



- Prioritize the establishment of its Special Boat Units (SBUs). The SBUs would be developed into a world-class force capable of confronting various threats in the maritime domain.
- Seek to re-establish the Flying Training School (FTS) in Tamale. The relocation of the school is expected to contribute to the opening up of the Northern Region as a regional aviation training centre.
- Retool and modernize the Ghana Armed Forces in terms of equipment, vehicles, vessels and aircraft.
- Deploy the 200-man company to South Sudan.
- Rehabilitate and upgrade thirteen (13) Medical Reception Stations and upgrade to district hospital status.





### **33.0 MINISTRY OF FINANCE**

The Ministry was established under section 11 & 13 of the Civil Service Law 1993(PNDCL 327) and amended by an Executive Instrument 28 (E.I 28) Civil Service (Ministries) (Amendment Instrument, 2017) to ensure effective and efficient Macroeconomic and financial management of Ghana.

The sector Minister was Hon. Ken Ofori-Atta with 3 Deputy Ministers; Hon. Kwaku Kwarteng, Hon. Abena Osei-Asare (MP) and Hon. Charles Adu-Boahen. The Chief Director was Mr Patrick Nomo.

#### **33.1 Departments and Agencies**

##### **Civil Service Departments**

- Controller and Accountant Generals Department
- Institute of Accountancy Training

##### **Public Boards and Corporations**

- Ghana Revenue Authority
- Securities and Exchange Commission
- Financial Intelligence Centre
- National Lottery Authority

#### **33.2 Key Activities Undertaken**

##### **a) Policies, Regulations and Legislations**

- **Draft Single Entity Bill**

The Government successfully started the implementation of a comprehensive plan to address the governance challenges that undermine the competitiveness of State Owned Enterprises (SOEs) and Joint Venture Companies (JVCs). The Bill for the establishment of the Single Entity was drafted awaiting stakeholder validation and submission to Parliament. The Single Entity Law is expected to be passed by Parliament and operationalized in 2018. Also, the policy framework for the establishment of a Single Entity that will exercise the ownership and governance oversight role of the SOE/JVCs sector was developed. In addition, a number of interventions were initiated to improve and track the performance of SOEs/JVCs including the preparation and publication on the Ministry of Finance Website and for the first time an Annual Aggregate Report developed on the SOE sector, which provided the basis for extensive discussion by the Media and several stakeholders.

- **New Public Private Partnership Bill**

The Ministry prepared a new Public Private Partnership Bill to reflect the vision of the Government to create an enabling environment to foster effective and efficient private sector participation in the delivery of essential public infrastructure. The PPP Bill, which was before Cabinet, will be laid in Parliament in 2018 for enactment into law and subsequent operationalization. The Ministry supported the preparation and supply of potential PPP projects onto the Market to attract private interest and investments on competitive basis. A number of PPP projects at various stages of the competitive procurement process include the Takoradi Port Dry Bulk and Integrated Terminals as well as the Office Complex Project for the Securities and Exchange Commission (SEC). The PPP Bill, which is currently before Cabinet, is expected to be submitted to Parliament in 2018 for enactment into law and subsequent operationalization

- **Framework for improving pension and insurance investment guidelines**

The Ministry worked in collaboration with the Securities and Exchange Commission (SEC) to develop a framework for improving pension and insurance investment guidelines to deepen the capital market as part of efforts to improve access to long term funds. The Ministry also finalized the National Financial Inclusion Strategy which aims to increase access to finance from 58% to 75% of the population by 2023.

- **The Earmarked Funds Capping and Realignment Act 2017 (Act (Act 947))**

The Ministry introduced a cap on earmarked funds to address budget rigidities, create fiscal space and for better management of public funds to facilitate the funding of high priority Government projects. The Earmarked Funds Capping and Realignment Act 2017, (Act 947)) was enacted to cap transfers to earmarked funds at 25% of tax revenue.

#### **b) Public Expenditure Management**

The Ministry rolled out a number of policy measures to keep expenditures on track, enhance value for money, ensure that state funds are put to optimal use and properly accounted for. These included:

- **Strengthened Commitment Control**

To improve public expenditure management and in line with the Public Procurement Act, commitment controls were strengthened by enforcing the use of the GIFMIS platform in processing MDAs requests and ensuring expenditures matched revenue inflows to curb the build-up of arrears.

- **Payroll Management**

To enhance the credibility of the Government payroll, a programme to verify the Government payroll with SSNIT Biometric data was implemented. At the beginning of the exercise the salaries of 26,982 employees were suspended in April, 2017. Over 26,366 employees out of 26,982



who were suspended have undergone SSNIT Biometric Registration as at November 2017 and have accordingly been reactivated. The objective of this intervention was to ensure that all new entrants are registered biometrically by both Ministry of Finance and SSNIT.

- **2018 Wage Negotiations**

The Ministry participated in the National Tripartite Committee meetings and successfully negotiated the 2018 National Daily Minimum Wage (NDMW). The minimum wage was successfully concluded on 11th July 2017 (an increase of 10% was negotiated) and the Base Pay negotiations were completed on 18th July, 2017 with an increase of 11% was negotiated.

- **Roll Out of GIFMIS**

GIFMIS was rolled out to 54 IGF receiving institutions, including all four (4) Teaching Hospitals across the country. The 3 Statutory Funds (Energy Fund, Road Fund and GETFund) are 'live' on GIFMIS, with four (4) Donor Funds under the Ghana Statistical Development Programme (GSDP), Public Financial Management Programme (PFMRP), Ghana Institutional Support Programme (GISP), and Ghana Economic Management Technical Assistance Project (GEMSTAP) also 'live' on GIFMIS. The Human Resource Management Information System (HRMIS) was also rolled out to 21 Public Institutions.

- **Treasury Single Account (TSA)**

As part of measures to strengthen treasury and cash management Government expanded coverage of the Treasury Single Account to provide a consolidated view of Government's Cash position. Treasury Single Account coverage was expanded to provide a consolidated view of Government's Cash position. As at 20<sup>th</sup> December 2017, a total of 5,244 GoG bank accounts with both Bank of Ghana and Commercial Banks had been closed. One Hundred (100) bank account balances have been transferred to Bank of Ghana and as a result of this GH¢144,091,669.98 was transferred from commercial banks to the Bank of Ghana.

### c) **Debt Management**

There was an effective completion of the 2017 – 2019 Medium Term Debt Strategy in accordance with the Public Financial Management Act, 2016 (Act 921). The following key outcomes were realized for the year:

- **Provisional Public Debt Stock Figures Reduced As At End September 2017**

The latest data as at end September 2017 indicated that the annual average rate of debt accumulation of 36% declined to about 13.6% as at end September 2017. As a result, the Public Debt stock as a ratio of GDP came to 68.3%, against the annual target of 71% for 2017 and end 2016 actual of 73.1%.

- **Ghana's Sovereign Ratings Witnessed Positive Momentum**

Ghana's credit ratings experienced a significant boost. Fitch Ratings and S & P Ratings maintained their B and B- Ratings respectively. The 2 rating Agencies changed their respective outlooks from Negative and Stable to Stable and Positive respectively.



- **Debt Re-profiling Programme**

Government announced a liability management programme with the introduction of a re-profiling operation for maturing domestic debt. The initiative was anchored on the extension of tenor and reduction of short term domestic maturities. The immediate impact of this policy was that the share of the short term instruments in the domestic debt stock had declined by about 13% points to 26.4% while the medium term instruments have increased by about 17% points to 53.4 %.

- **Issuance of Energy Bond and other interventions to address SOE challenges**

An Energy Sector Levy Act (ESLA). Plc which is a Special Purpose Vehicle (SPV) was established and it did issue a Cedi-denominated medium-to-long-term amortizing bonds to deal with the legacy debt. The issuance comprised of a 7-year bond of GH¢2,408.60 million and a 10-year bond of GH¢2,375.35 million making up for a total of GH¢4,783.97 million. The bond programme chalked 2 major successes. By its nature and terms, it was the first one for Public Sector/SOEs debt restructuring in Sub-Saharan Africa and for the first time again in the history of Ghana, local investors participated to a large extent in the bond.

- **Credit Risk Assessment Framework for SOE`s**

The implementation of Credit Risk Assessment Framework (CRAF) was started as indicated in the PFM Law. This framework helped to determine, largely, the ability of SOEs to repay their debt obligations.

#### **d) Revenue Mobilization**

Most of the tax policy initiatives to improve the business environment were completed. The following tax levies were therefore abolished: 1% special import levy, 17.5% VAT/NHIL on financial services, VAT/NHIL on domestic airline tickets, 5% VAT/NHIL on real estate sales, Excise duty on petroleum, The special petroleum tax rate was reduced from 17.5% to 15%, Duty on the importation of spare parts, Levies imposed on ‘kayayei’ by local authorities, the 17.5% VAT/NHIL was replaced with a 3% flat rate for wholesalers and retailers, 17.5% VAT/NHIL on selected imported medicines that are not produced locally. The LI was drafted i.e Value Added Tax (Exemption of Active Ingredients, Selected Inputs and Selected Drugs or Pharmaceuticals) (Amendment) Regulations, 2017. Measures were also put in place to streamline tax exemptions.

Disbursements for donor loans and grants was 42% as at end June. Eight (8) new programmes and projects amounting to US\$383.23 million has been mobilised from Development partners as at end June 2017. Ghana was selected as one of the seven G20 Compact Countries – An MOU was signed between Ghana and Germany to enable Germany provide financial assistance of €100million for the Energy and Financial Sectors. The Development Cooperation Information System (DCMIS) is fully operational.



In support of improving the business environment the following taxes and levies were abolished:

- 1% special import levy
- 17.5% VAT/NHIL on financial services
- 17.5% VAT/NHIL on selected imported medicines not produced locally
- 4.5 % VAT/NHIL on domestic airline tickets
- 5% VAT/NHIL on real estate sales, Excise duty on petroleum
- Duty on the importation of spare parts
- Levies imposed on 'kayayei' by local authorities
- Import Duty on Importation of Spare Parts.

The following taxes and levies were also revised as follows:

- 17.5% VAT/NHIL has been replaced with a 3% flat rate for wholesalers and retailers
- special petroleum tax rate was reduced from 17.5% to 15%
- National Electrification levy was reduced from 5% to 3%
- Public lightening levy from 5% to 2%

- **Excise Tax Stamp**

The implementation of the Excise Tax Stamp policy which stalled for five years was finally launched at the end of August 2017.

- **Double Taxation Agreements**

Four Double Taxation Agreements were signed with Morocco, Singapore, Mauritius, and Czech Republic and they have all subsequently received cabinet approval.

- **Tax Exemptions**

As part of efforts to reduce Tax Exemptions and curb abuses, a pay-and-get refund policy was implemented and then reversed in September after some lessons learnt that was expected to improve the administration of the exemption regime were gathered.

**e) Public Investment Management**

As part of efforts to improve public expenditure management, the Ministry commenced processes to establish a functional Public Investment Management System in order to operationalize the Public Investment Management Policy. To facilitate the development of the PIP, the Ministry collated and validated over 500 legacy projects and 48 new priority projects for consideration for inclusion in the PIP. The collation and profiling of the 48 priority projects was done in collaboration with the Office of the Vice President.

**f) Public Procurement**

In order to rationalize the management of sole source contracts, the Public Procurement Authority established two Units namely; the Due Diligence Unit and Procurement Audit



Unit, to support the achievement of the President's vision and pledge to the nation to protect the Public Purse. The core mandate of the Due Diligence Unit is to conduct comprehensive due diligence and price reasonableness checks to attain value for money for all Sole Source and Restricted Tendering applications made to PPA as required by schedule 3 of Act 663 of 2003 and the 5th schedule of the Public Procurement Amendment Act., Act 914 of 2016.

#### **g) Climate Finance**

The Ministry of Finance which is the National Designated Authority for the Green Climate Fund and therefore acts as the interface between Ghana and the Fund assisted and guided some MDAs to develop three (3) concept notes on three project proposals with a total funding amount of US\$300 million. The concept notes have been submitted to the Green Climate Fund Secretariat for their comments and approval to enable us develop full financial proposals for implementation in 2018. The three (3) project proposals submitted for GCF consideration were:

- ✓ Resilient landscapes for sustainable livelihoods in northern Ghana (US\$45 million grant).
- ✓ Ghana Shea Landscapes REDD+ Project (US\$45 million Grant)
- ✓ Accelerating Solar Action Programme (US\$210 million loan)

#### **h) Ghana Extractive Industries Transparency Initiative (GHEITI)**

Ghana made 'meaningful progress' in EITI implementation. As part of the process of promoting transparency and accountability particularly in the extractive sector, the Ghana Extractive Industries Transparency Initiative (GHEITI) collects data, publishes and reconciles annual reports of revenue paid by extractive companies (mining, oil and gas), and receipts by government.

Following an assessment and a validation exercise conducted by an independent mission by the EITI International Secretariat on the performance of Ghana Extractive Industries Transparency Initiative (EITI), the EITI Board in March, 2017 declared that Ghana had made meaningful progress in implementing the EITI according to the agreed Standard. Ghana has already started implementing the necessary corrective measures and recommendations outlined during the validation to ensure that the country achieves satisfactory progress in the next validation exercise scheduled for 2018.

Ghana won an award for Company Ownership Transparency and won an international recognition for its commitment to improving transparency, including progress made towards disclosure of the actual beneficial owners of companies operating in the country. The recognition came in the form of an award from the EITI International Board Chair, at the international conference on Beneficial Ownership (BO) Disclosure held in Jakarta, Indonesia from the 23rd to the 24th October, 2017. Four (4) out of fifty two (52) EITI implementing countries joined Ghana in sharing the honors. They are: The United Kingdom, Indonesia,



Kyrgyzstan, and Ukraine. These are countries that have either established national Beneficial Ownership registers or have made significant progress towards their establishment.

### 33.3 Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	<b>GoG</b>				
	Compensation of Employees	215,170,788		192,124,457.03	23,046,330.97 (10.71%)
	Use of Goods & Services	265,078,652		46,037,717.60	219,040,934.40 (82.63%)
	CAPEX	4,000,000		376,194.03	3,623,805.97 (90.60%)
2	IGF	14,208,853		6,803,564	7,405,289 (50.78%)
3	<b>DEV'T PARTNERS</b>				
	Use of Goods & Services	14,518,698			
	CAPEX	58,314,790			
	<b>TOTAL</b>	571,291,781.00		245,341,932.66	253,116,360.34 (44.31%)

### 33.4 Challenges

- In spite of the above mentioned achievements in 2017, the Ministry experienced some challenges in the area of responsiveness of some MDAs involved in the PPP program. Some of the PPP transactions stagnated after reaching the procurement stage with no signs of progress on the part of the contracting authorities, in spite of several follow ups by the Public Investment Division.
- The completion of feasibility studies for some PPP transactions delayed because of low financial viability; without direct support from Government. These projects included the Boankra Inland Port and Eastern Railway as well as the National Sports College project. To make these projects financially viable to attract the right private entities on the basis of PPP, Government needed to provide Viability Gap Funding.





- Tight market liquidity was also a major challenge on the domestic market which has led to quite substantial volumes of uncovered auctions particularly in the second and third quarters. There were some technical problems with the debt reporting system (CSDRMS) which delayed the publication of the third quarter debt bulletin.
- Some MDAs did not respond to the diagnostic study to inform the proposal for the digitization of government payments. Additionally, the delay in issuing the budget guidelines affected the preparation of the Budget by MDAs. The 2018-2021 Budget Preparation Calendar was also revised to reschedule some of the missed targets and was enhanced with the inclusion of manpower hearings and onsite support to Budget Committee members of MDAs in the preparation of their 2018-2021 Budget.

### 33.5 Forward Look for 2018

- To ensure that the macroeconomic stability achieved was sustained, the Ministry of Finance will implement structural measures to tackle some of the long-term structural issues. They include:
  - The capping of the statutory funds at 25% of government tax revenues, and operationalization of the Treasury Single Account (TSA) to consolidate all government funds at the Bank of Ghana
  - Adoption of the competitive tender processes to eliminate wastages
  - Tightening of expenditure controls in GIFMIS to minimize inefficiencies and budget overruns and strict enforcement of the PFM Act, as well as the Public Procurement Act to ensure efficiency in public procurement.
- The production of oil and gas is expected to be ramped up in the TEN and the Sankofa-Gye Nyame (SGN) fields. The recent settlement of the maritime boundary dispute with the country's neighbour Cote d'Ivoire, together with a permanent solution to the technical problems at the Jubilee field, will further boost oil production.
- The following macroeconomic targets have been set for the 2018 fiscal year:
  - Overall GDP growth rate of 6.8 percent;
  - Non-oil GDP growth rate of 5.4 percent;
  - End-period inflation rate of 8.9 percent;
  - Average inflation rate of 9.8 percent;
  - Fiscal deficit of 4.5 percent GDP;
  - Primary balance (surplus) of 1.6 percent of GDP;
  - Gross Foreign Assets to cover at least 3.5 months of imports of goods and services





- The PPP Bill, which is currently before Cabinet, is expected to be submitted to Parliament in 2018 for enactment into law and subsequent operationalization.
- The policy framework for the establishment of a Single Entity that will exercise the ownership and governance oversight role of the SOE/ JVCs sector has been developed. The Bill for the establishment of the Single Entity has also been drafted awaiting stakeholder validation and submission to Parliament.
- Tax Policy in 2018 and the medium term will focus on improving tax administration to enhance compliance and increase revenue mobilization, expand the tax base and plug leakages while ensuring that the tax regime is not unnecessarily burdensome on the private sector.
- Specific interventions for 2018 include the following: Deployment of a Fiscal Electronic Device to enhance Vat Compliance and Record Keeping, Development of a Tax Policy on the Taxation of High Net Worth Individuals, Enactment of the Automatic Exchange of Information (AEOI) Bill to facilitate the exchange of Tax information with other countries to enhance tax compliance efforts, A comprehensive assessment of the Tax Incentive Regime, Tax breaks to Position Ghana as a Higher Education Hub, Introduction of Tax incentives for Young Entrepreneurs and operationalization of the legal provision to provide tax relief for employers who employ young graduates, Pegging the tax-free threshold to the current minimum wage to protect low income earners and ensure fairness in income tax administration and Tax Amnesty for defaulting tax payers.
- Full implementation of the Excise Tax Stamp policy which stalled for five years is scheduled to start 1<sup>st</sup> January, 2018. Four Double Taxation Agreements which have been signed with Morocco, Singapore, Mauritius, and Czech Republic and subsequently received cabinet approval will be submitted to Parliament for ratification by first quarter, 2018.
- Establishment of a rating agency to rate banks and insurance companies, the establishment of a Financial Stability Council and Agriculture Commodities Exchange.
- Under the Treasury Single Accounting, the Ministry of Finance (MOF) and Controller and Accountant Generals Department (CAGD) will engage Development Partners (DPs) to discuss the transfer of donor funds from commercial banks to Bank of Ghana. The next phase of the bank account rationalization exercise will be extended to cover Metropolitan, Municipal, and District Assemblies (MMDAs) as well as State Owned Enterprises and Public Corporations. The transfer of Government bank accounts with



commercial banks to cover donor funds of MDAs as well as the bank accounts of subvented agencies such as Universities and other institutions will also be carried out. The linking of all bank accounts residing with BoG to form a comprehensive TSA to establish a consolidated view of Government's cash position will be completed in 2018.



## **34.0 MINISTRY OF HEALTH**

The Ministry of Health (MoH) is mandated to develop and coordinate relevant health policies towards effective health service delivery, monitor and evaluate their implementation for national development.

The sector Minister for the reporting period was Hon. Kwaku Agyemang-Manu with Hon. Kingsley Aboagye Gyedu and Hon. Tina Mensah as Deputy Ministers. The Chief Director at the Ministry was Dr. Afisah Zakariah.

### **34.1 Departments and Agencies**

The following Organizations operate under the Ministry of Health:

#### **Public Service Organization**

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

#### **Public Board and Councils**

- Medical and Dental Council
- Nursing and Midwifery Council
- Pharmacy Council
- Traditional & Alternative Medicine Council
- Allied Health Council
- Psychology Council
- Mortuaries and Funeral Homes Regulatory Board

#### **Others**

- Food and Drugs Authority
- Health Facilities Regulatory Agency
- College of Pharmacy
- National Health Insurance Authority
- Centre for Scientific Research into Plant Medicine
- Ghana College of Physicians and Surgeons
- College of Nursing

### 34.2 Key Activities Undertaken

The health sector developed a Budget Programmes Structure following the guidelines of moving from Activity Based Budget (ABB) to Programme Based Budget (PBB) as part of national policy on public financial management reforms. It was made up of five (5) main programmes with a total of sixteen (16) sub-programmes taking into consideration the closely-related activities. The programmes are as follows: Health Management and Administration; Health Service Delivery; Human Resources for Health Development and Management; Health Sector Regulation.

The key sector priorities of the Ministry were:

- ✓ Building a resilience National Health System
- ✓ Strengthen Emergency Services
- ✓ Strengthen National Health System
- ✓ Implementation of the Capital Investment Plan
- ✓ Implement Health Financing Strategy Implementation Plan
- ✓ Implement the Supply Chain Master Plan
- ✓ Improve Access, Equity and quality Healthcare Services

The following were the key achievements and its outcomes and impact for the year under review:

#### f) Policies, Legislations and Regulations

##### • National Health Policy

An assessment of the National Health Policy (NHP) was conducted with the intention of revising it to conform to contemporary trends to align it to current policy directions of the government.

##### • Restructuring of the National Health Insurance Scheme

To ensure sustainable financing of health care delivery and financial protection for the poor, proposals were made to restructure the operations of the National Health Insurance. As at reporting, the Ministry was awaiting approval from Cabinet.

##### • Antimicrobial Resistance (AMR) policy and Draft National Plan of Action

The Ministry, in collaboration with Ministries of Environment, Science, Technology and Innovation, Fisheries and Aqua Culture and Food and Agriculture, completed an Antimicrobial Resistance (AMR) policy to guide and coordinate interventions aimed at minimizing the emergence and spread of antimicrobial resistance. An accompanying draft National Plan Action was also developed.



**g) World Health Organization- Cross Programmatic Efficiency Study**

The Ministry in collaboration with the World Health Organisation initiated cross programmatic efficiency study to identify and address inefficiencies across health programmes within the overall health system. The programme involved data collection and analysis. The World Health Organisation is providing Technical Assistance in the form of consultants.

**h) Expanded Programme of Immunization (EPI)**

The EPI programme aims to contribute to the overall poverty reduction goal of the government by decreasing the magnitude of vaccine preventable disease through Immunization. 13 vaccine preventable diseases were targeted by the programme. Overall, there was sustained trend of DPT/Penta3 coverage as at the end of 2017.

**i) Procurement and Supplies**

The Ministry received financial support from EU and DANIDA to support the Millennium Development Goals Acceleration Framework (MAF). Part of these funds was used for procurement of Medical Equipment to support the activities of the project (Phase II).

As part of the roll up arrangement, the Ministry began implementation of aspects of the Supply Chain Master Plan (SCMP). About 50% of health facilities at service delivery points were covered under the Last Mile Distribution System.

**j) Quality of Care**

The Ministry launched a 5-year National Quality Strategy aimed at transforming the quality of healthcare in Ghana. The Strategy provided a framework for integrating and deploying three key aspects of quality measures required for optimal health system performance: quality planning, quality control and quality improvement. A Quality Management Unit has been set up in the Ministry and all Heads of Agencies in the health sector have been trained in quality improvement.

**k) National Health Insurance Scheme**

The Ministry of Health began the process of restructuring the National Health Insurance Scheme.

A team has analysed the Chris Atim Report, Senchi Report, NHIS Management Report and came out with a synthesized document for a stakeholder's forum from the 6<sup>th</sup> to the 9<sup>th</sup> of July, 2017. The aim was to proffer policy recommendations that will inform the restructuring of the National Health Insurance Scheme.

Also, substantial amounts of 2016 indebtedness were paid. The Ministry inherited GH¢ 844,020,614.22 and paid GH¢ 476,049,617.25 (56.4%) which brought the outstanding balance to GH¢ 367,970,996.97. Claims incurred in 2017 amounted to GH¢ 585,133,768.33 with payment in respect of 2017 claims amounting to GH¢ 248,595,048.21 (42.4%) thus



bringing outstanding balance for 2017 to GH¢336,538,720.12. In summary, the Ministry cleared significant portion of outstanding indebtedness to providers' claims outstanding for 2016 and 2017 amounted to GH¢1,429,154,382.55 with payment amounting to GH¢778,650,196.44 (54.4%). Overall outstanding balance stood at GH 650,504,186.11.

#### **l) Global Fund Issues**

The Global Fund (GF) signed \$298M in grants for 2014-17 upon signature of repayment protocols with the Ministry for \$1.8M in ineligible expenditures and \$3.8M in defective condoms. The Ministry defaulted on the second tranche of the \$1.8M (Sept 2016). The final tranche was due 31 March 2017. Since taking office, the Government of Ghana met two CMS milestones, repaid US\$ 549,847 of ineligible expenditures in tranches, reducing payables to US\$ 681,536, and included US\$ 2 million for procurement of LMIS equipment and training (LMIS milestone 2.2) in its 2017 budget. The Ministry has recommitted to honouring the PEPFAR MOU, but missed the 30 April 2017 deadline for procurement of \$3.2M in Anti-Retroviral Therapy (ART). The CCM has requested GF funding for the estimated 104,000 Anti-Retroviral Therapy patients/year for 2018-20 who are currently on treatment.

#### **m) Public Health Emergencies**

- There were trained Rapid Response Teams at all levels to investigate and contain public health emergencies and threats. The immunization coverage was 93% by December 2017. All childhood vaccine requirements for the year were also secured. Some Achievements of immunizations are as follows:
  - Polio: No case reported in Ghana since 2008
  - Measles: No documented death in Ghana since 2003
  - Pneumonia & diarrhea in children: Drastic reduction in cases
  - Containment of Cholera outbreaks
  - Developed and disseminated new Cholera Standard Operating Procedures (SOPs)
  - Containment of Meningitis outbreaks
  - Developed and disseminated new Meningitis SOPs
- There were also Malaria Control programmes and Tuberculosis Control programmes for the year. Malaria Control included detecting and treating malaria cases early, nationwide distribution of insecticide bed nets (1,369,206 distributed in 2017) and under-five malaria case fatality reduced from 0.36% in 2016 to 0.22% in 2017.
- The Tuberculosis Control included implementing sensitive TB screening tool and diagnosis using Gene X-Pert and Digital X-Rays, procurement of 2 mobile X-Ray with support from Dutch Government to aid early detection.



#### **n) Capital Intensive Projects in the Health Sector in 2017**

The following were some of the key and capital intensive projects undertaken by the health sector in 2017. They included:

- **Construction and Equipping of 597-Bed University Hospital at Legon**

The above is a turnkey project for design, construction, procurement and equipping of a 597 bed University Hospital at Legon. Works were completed with the exception of installation of some mobile and portable equipment, which was deferred until staff were deployed to the hospital.

- **Major Upgrade and Rehabilitation of Regional Hospital, Ridge-Accra (420 Bed)**

The Upgrade and Rehabilitation of Ridge Hospital were being funded by HSBC Bank & Exim Bank of USA and constructed by Bouygues Batiment International at a total cost of US\$250,000,000.00. The project was completed and operationalized on the 17<sup>th</sup> May, 2017.

- **Rehabilitation of Bolga Hospital. Phase III (295-Bed)**

The Project was 92.39% complete. The Ministry received a proposal of 20m USD from the Saudi fund for an additional loan to complete the project. A joint cabinet memorandum was submitted to Ministry of Finance for the Minister's counter signature and onward submission to Cabinet.

- **Construction of 1600 New CHPS Compounds**

The Ministry successfully reviewed and revised the Community Based Health Planning and Services (CHPS) concept. In lieu of this, the previous designs and cost estimates for CHPS compound were reviewed and finalized. The Ministry held discussions with partners, private sector and others to secure dedicated funds to commence procurement and the construction activities.

- **Deliver 7 District Hospitals Integrated IT Systems**

This project was a turnkey arrangement with Messrs NMS Infrastructure and Barclays Bank Plc, London at an estimated cost of **US\$175,000,000.00**. Dodowa in the Greater Accra Region was completed and commissioned. Civil Works progress stood at 72% at Fomena, 60% at Kumawu, 35% at Abetifi, Takoradi European was at 50%, however, staff residential apartments which was part of the development was 89%, Sekondi at 6% and Garu at 3% complete.

- **Completion and Equipping of Bekwai District Hospital**



Ellipse Projects S.A.S submitted a proposal to the Ministry of Health to complete and equip the Bekwai District Hospital, subsequent to the expiry of the loan and pulling out of the previous financing agency, AfDB. The status of the project had about 72% of the civil works completed.

- **Construction of Akatsi District Hospital**

The project, which cost GHC12m, was to construct Male and Female Wards, CSSD & Laundry, Theatre, Mortuary and Block of flats for Akatsi District Hospital. Progress of work was about 70% complete.

- o) **Resource Allocation to the Ministry of Health**

Resource allocation to the Health Sector increased significantly this year. The resource allocation criteria for the health sector was revised in 2016 and updated in 2017 into a framework that takes into consideration other funds (earmarked and un-earmarked) available to the health sector.

This new resource framework has enabled significant resources to be allocated to priority areas such as vaccines, antiretroviral medicines and psychotherapeutic medicines and feeding for the mental hospitals.

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
<b>1</b>	<b>GoG</b>				
	Compensation of Employees	2,117,502,279.00	1,185,072,481	1,185,072,481	932,429,798.00 (44.03%)
	Use of Goods & Services	356,519,626.00	131,247,855	130,000,000	225,271,771.00 (63.19%)
	CAPEX	6,000,000	2,185,856.27	2,185,856.27	3,814,143.73 (63.57%)
	ABFA	50,000,000	8,592,952	8,592,952	41,407,048.00 (82.81%)
<b>2</b>	<b>IGF</b>	977,254,679	368,781,405	368,781,405	608,473,274.00 (62.26%)
<b>3</b>	<b>DEV'T PARTNERS</b>	718,875,771	185,846,435	185,846,435	533,029,336.00 (74.15%)
	<b>TOTAL</b>	<b>4,226,152,355.00</b>	<b>1,881,726,984.27</b>	<b>1,880,479,129.27</b>	<b>2,344,425,370.73 (55.47%)</b>





### 34.3 Financial Performance

### 34.4 Challenges

Key challenges faced by the Ministry throughout the year included:

- Inadequate funds for Administrative health services delivery. Earmarked funding is the norm and this is affecting the implementation of activities of RHMT and DHMT
- Long delays in NHIS reimbursements resulting in huge Institutional indebtedness to Regional Medical Stores by Health facilities, Regional Medical Stores indebtedness to its suppliers and some threatening legal action to retrieve their money
- Lack of access to mental health services at the sub-district and community level
- Inadequate key staff in some district hospitals across the country

### 34.5 Forward Look for 2018

The Ministry used the first quarter of the year 2017 to assess performance of the sector. A Performance Assessment was carried out at all levels of the health sector which culminated in a health summit where issues raised in the national assessment report were discussed by stakeholders and appropriate recommendations made.

The expected outcomes in bridging the equity gaps in geographical access to healthcare services to improve Primary Healthcare Services for all included finalizing the package for Universal Health Coverage, expansion of the CHPS programme and redistribution of critical health personnel.

Some of the key outlooks for the year 2018 were as follows:

- Integrate Mental Health Services delivery into CHPS
- Explore the mobilization of non-traditional source of funding for service delivery
- Realign program funds to support key District/Regional activities
- Strengthening of leadership coordination and collaboration with stakeholders

## 35.0 MINISTRY OF COMMUNICATIONS

The Ministry of Communications (MoC) has responsibility for initiating and developing national policies aimed at achieving cost-effective information and communications infrastructure and services, for the enhancement and promotion of economic competitiveness.

The sector Minister for the reporting year was Hon. Ursula Owusu-Ekuful with Hon. George Andah and Hon. Vincent Sowah-Odotei as Deputy Ministers. The Chief Director at the Ministry was Mr. Issah Yahaya.

### 35.1 Departments and Agencies

#### Sub-vented Agencies

- Ghana Meteorological Agency (GMet)
- National Information Technology Agency (NITA)
- Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE)
- Postal and Courier Service Regulatory Commission (PCSRC)

#### Statutory Bodies

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

### 35.2 Key Activities Undertaken

#### a) Policies, Regulations and Legislations

##### • National Cyber Security Policy

In view of the rising incidence of cybercrime and the primacy of cyber security as the public increasingly depends on ICT every day, the Ministry developed a Cyber Security Policy document which received Cabinet approval. Following the development of the Policy, the Ministry and its Agencies commenced work to implement the National Security Policy and developed strategies in order that the negative impact of cybercrime on society would be minimised.

#### b) E- Transform Projects

The eTransform Ghana Project is a Government of Ghana initiative which is being funded with World Bank support. The project became effective on September 19, 2014. Project implementation started in January 2015. The project was restructured by the Ministry of Communications and the World Bank in September 2017 to re-focus the project for accelerated development objective attainment. The objective is to improve the efficiency and



coverage of government service delivery using information and communication technology (ICT). The project consists of four components: i) enabling environment for digital Ghana; ii) support for digitization and connectivity; iii) launch and scale-up of priority digital services and applications; and iv) project management. The revised project closing date is December 2020.

The Ministry of Communications is the implementing agency of the project. The project has a broad scope, and supports 10 or more Ministries, Departments and Agencies (MDAs) with the use of ICT.

### **c) E-Government Applications**

#### **• E-Parliament**

The project supports Parliament of Ghana in electronically conducting parliamentary processes that will allow a paperless flow of information within Parliament. A contract was awarded to Messrs Scytl of Spain on August 8, 2016 for the implementation of an eParliament system for the Parliament of Ghana. The contract was to be implemented over a 14-month period plus another 18 months for managed services. Contract implementation is still in progress and the eParliament system installation is expected to be completed by September 2018.

#### **• E-Justice**

This involved the development of a Case Management System to improve on the effectiveness and efficiency of justice delivery in Ghana. It included the upgrade of LAN infrastructure for 46 target courts and provision of related hardware and peripherals. The beneficiary courts were as follows:

- ✓ General Jurisdiction courts 1, 2, 3, 4, 5 and 6
- ✓ Commercial courts 1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
- ✓ Land courts 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 and 12
- ✓ Financial & Economic crimes courts 1, 2 and 3
- ✓ Human Rights courts 1 and 2
- ✓ Industrial & Labour courts 1 and 2
- ✓ Divorce & Matrimonial courts 1, 2 and 3
- ✓ Probate & Letters of administration courts 1, 2 and 3
- ✓ Criminal courts 1, 2, 3, 4 and 5

Contract was awarded to Messrs EOH Mthombo of South Africa on May 11, 2017. The project start date was June 01, 2017 and expected project closure date is February 2018. Project implementation is largely on course and it is expected that the project would be delivered within the scheduled time frame, barring any unforeseen exigencies.



- **Information Management System for MoJAGD**

The project supports the Ministry of Justice and Attorney General's Department. It involved the development of an Integrated Information Management System (IIMS) to improve the effectiveness and efficiency of the delivery of legal services. The IIMS is expected to assist MoJAGD to store information, share resources, and communicate internally and externally with its agencies and with other government organizations, and strategically position itself in order to deliver its mandate. The priority areas of development identified by MoJAGD include:

- ✓ Case Management application
- ✓ Digitization of civil cases
- ✓ Networking of MoJAGD's branches in all regions
- ✓ Computing equipment

Following a Quality Cost Based Procurement process, Messrs Leading Associates and Diacher Consulting of USA was selected to provide the requisite service over a 5.5month period at a contract sum of US\$250,480.50.

- **E-Procurement**

The project supports the Public Procurement Authority (PPA) to develop electronic system for government-wide procurement in Ghana. Contract was signed with Messrs European Dynamics of Greece on May 26, 2017. Contract implementation is in progress. Project Management Plan was delivered on June 21, 2017 and accepted by the Client (PPA) on July 18, 2017.

The System Requirements Specification (SRS) which involves the elaboration of detailed e-GP Technical Design was completed (mid October 2017) and submitted to the Public Procurement Authority for review. Considerations for implementation of the desired integrations were however not fully incorporated into the SRS document because of poor responses from the under listed organisations in spite of efforts by PPA:

- ✓ GIFMIS Integration
- ✓ SSNIT Integration
- ✓ NITA Integration
- ✓ GRA Integration
- ✓ RGD Integration

- **E-Immigration (Ghana Immigration Service)**

The project supports the Ghana Immigration Service (GIS) in regulating entry into and exit from Ghana. The contract was signed in January 2013 with Messrs Gemalto of Spain and was expected to last for 18 months with additional 18 months for Managed Service.



The implementation of the contract lagged behind schedule due to the following:

- ✓ About one year suspension of activities on the project by Vendor due to inability to pay Vendor for activities performed, which resulted from the longer than anticipated effectiveness of the eTransform project.
- ✓ About 10 months delay due to the renovation of the arrival hall at Kotoka International Airport.
- ✓ Postponement of Operational Acceptance due to issues identified with Watchlist/Stoplist when Operational acceptance of the Border Management system was initially launched in October 2016.

With regard to the Border Control System Operational Acceptance (SBMS), the following were achieved during the year:

- ✓ SBMS Operational Acceptation Phase ended successfully on 20th October 2017.
- ✓ A total of 1,038 travelers were enrolled with SMBS from 20th September to 20th October 2017.
- ✓ One fake passport was detected by SBMS on 11th October. This fake passport was not detected by the current system in use (Pisces).
- ✓ SBMS Detection System for Wanted Travelers proved more efficient than the system in use (10 times more HITs against the Watch/Stop List).
- ✓ No blocking problem detected on SBMS.
- ✓ No incident detected on Infrastructures (systems uptime = 100%).

#### **d) Tertiary Institutions Access Programme**

The tertiary institutions network programme which is implemented in eight (8) selected tertiary institutions is to strengthen ICT capacity at the selected tertiary institutions. The programme consists of the provision of (a) infrastructure, (b) connectivity and (c) applications to the following institutions:

- ✓ Kwame Nkrumah University of Science and Technology
- ✓ St. Theresa Training College, Hohoe
- ✓ University of Development Studies
- ✓ Sunyani Polytechnic
- ✓ University of Ghana
- ✓ University of Cape Coast
- ✓ University College of Education, Winneba
- ✓ OLA College of Education, Cape Coast

#### **e) Training of Teachers on Computer and internet aided education**

The objective was to support training of teachers as part of in-service teacher training for new and practicing teachers to improve computer and internet-aided education skills to enhance teaching and learning in secondary schools. The project is leveraging the facilities of the Ghana-India Kofi Annan Center and other international trainers as needed, for the delivery of ICT training.

An MoU was signed between Ministry of Communications, Ministry of Education and Kofi Anna Centre for Excellence in ICT on April 24, 2017 for the implementation of this assignment. So far curriculum development for the training has been done in collaboration with various stakeholders, notably Ghana Education Service, Ministry of Education and CENDLOS.

**f) Bandwidth for GARNET**

The World Bank approved a request for GARNET for counterpart funds for the provision of bandwidth to tertiary institutions in Ghana in collaboration with WACREN. An MoU to this effect was yet to be signed between GARNET and Ministry of Communications. In view of the fact that GARNET covers only six (6) public tertiary institutions, a decision was made to include GHRen in the WACREN/eTransform World Bank support collaboration to ensure that the remaining 75 plus public and private tertiary institutions could also benefit from the connectivity provision being made available under the programme. The Ministry of Education was expected to formally write to this effect to move the process forward.

**g) Use of Post Offices as eService Centres**

Further to project restructuring, the use of post offices as eService centres for citizens was introduced into the eTransform project. Terms of Reference for this assignment have been initiated by Ghana Post to pave way for selection of Vendor for the purpose.

**h) The Ghana Government E-Payment/E-Commerce Portal (GEPP)**

The Ghana Government E-Payment/E-Commerce Portal was implemented as a pilot project to support payment of government services delivered online and provide postal and delivery services for thirteen (13) selected MDAs. In July-September of the reporting year, the Ministry, through NITA, set-up GEPP platform technical support and maintenance, GEPP operational and client support, Reconciliation of GEPP payments with bank statements and conducted a Demo of GEPP to CAGD staff. The Health Facilities Regulatory Agency (HEFRA) was also set up on GEPP within the period.

**i) E-Workspace Project**

This project is to provide MDAs with Portal Content Management, Correspondence Management and Unified Communication Systems. A Change Management Committee meeting was held at the Ministry of Information and the Ministry of Works and Housing to discuss the rollout of the e-Workspace on 20th July, 2017 and 9th August, 2017 respectively.



915 mailboxes were created for MS Exchange (enabling and managing user mailboxes) and 915 AD Manager Support (User account creation and management on AD remote server) accounts were also created.

**j) ICT4AD**

The Ministry is promoting ICT Entrepreneurship and Commercialization through incubation, to develop ICT skills and build capacity in the area of BPO. Ten (10) start-ups were successfully admitted into the GMIC/MTN Partnership Project. The Project was successfully launched and the Incubator Programme commenced. The Ministry through NITA had a successful procurement process and procured some items required for the commencement of the project. The Procurement process to recruit consultants for baseline and needs assessment commenced and was almost complete for the general administration and management of the incubator.

**k) National Digital Terrestrial Television (DTT) Broadcasting Migration**

To ensure a smooth transition from Analogue to Digital Broadcasting, during the first half of 2017, the Ministry facilitated the development of a set of standards on Set-Top-Boxes and certified a number of vendors to officially retail these Set-Top-Boxes. Public sensitization and educational campaigns were carried out nationwide to sensitize the citizenry on the initiative. An evaluation of the Digital Terrestrial Television (DTT) free-To-Air (FTA) Programs Channel Service Authorization Applications was done. At the end of the process, four (4) top ranked applicants were selected for the award of the DTT FTA Programme Channel Authorisations with national coverage.

The Ministry also undertook inspection exercises of the phases one (1) and three (3) Digital Terrestrial Television (DTT) sites to ascertain the status of installation and completion. The NCA provided technical advice to the Ministry in this respect. The results indicated that Phase 1 transmission sites had been completed and stations were On-Air whilst Phase 3-Installations had been completed but stations were not yet On-air. The monitoring exercises provided an opportunity for the team to understand the conditions of every site and what needed to be addressed to ensure that the project is successful. Aside the immediate satisfaction, consumers would derive from DTT i.e. enhanced video and audio quality, Radio frequency spectrum, expected to be freed up as a result of the Digital migration process, referred to as digital dividend were to be leveraged to generate Government revenue and further extend ICT services nationwide.

**l) ICT Park Project**

To accelerate the growth of the nation's economy and competitiveness, a high-level diplomatic engagement resulted in Government's acquisition of land to construct the ICT Technology Park at Dawa, in the Greater Accra Region. This was aimed at creating an entrepreneurial and innovative culture that breeds a continuous stream of technology innovations in an environment of information sharing and knowledge transfer. This would





project the country as a destination for business out-sourcing on the west coast of Africa. Subsequent to Cabinet approval, Parliament ratified the framework agreement between Ghana and the Republic of Mauritius for implementation. The first phase of the project also involved the construction of a cyber-tower business module at the University of Ghana to promote research and development linkage at the University as part of the partnership agreement with the Republic of Mauritius.

#### **m) Enhanced Community Information Centers (e-CIC)**

The CICs were established to create universal access to promote provision of community-based ICT services, for accelerated growth and development through effective and timely availability of information. Sixty-eight (68) CICs have been earmarked for renovation and operationalization. The period under review saw the planning and preparation of project documents for successful project implementation for 2017.

The activities planned to be undertaken under this project included:

- ✓ Renovation of 20 old CICs.
- ✓ Equipping and operationalization of 30 CICs
- ✓ Equipping 18 Enhanced CICs (e-CICs) with ICT equipment and operationalizing them.

#### **n) Girls-In-ICT**

In recognition of the gross gender disparities in ICT, the International Telecommunications Union (ITU) on 8th April 2011 declared every fourth Thursday of April each year as “Girls in ICT Day”. Ghana, under the auspices of the Ministry of Communications observes the day every year since 26th April, 2012. The programme seeks to expose girls to the many opportunities available in the ICT sector; promote the adoption of national policies and strategies that will encourage and generate the interest of young girls to consider pursuing careers in ICT (a field rather seen to be the preserve of men in Ghana) right from the primary through to the tertiary level; support ongoing work aimed at building capacity that will enable girls and women to independently and competently use ICT.

The programme was once again observed in April, 2017. 400 girls chosen from selected schools in the Brong Ahafo Region benefitted from training in basic skills in ICT. The Girls learnt how to use ICT tools and techniques and were privileged with the opportunity to interact with and be mentored by successful female role models in different ICT fields in Ghana.

#### **o) Telecom Sector**

The telecommunications sector continued to register impressive growth rates in subscription as a result of enabling environment and investment in infrastructure development by the service providers.

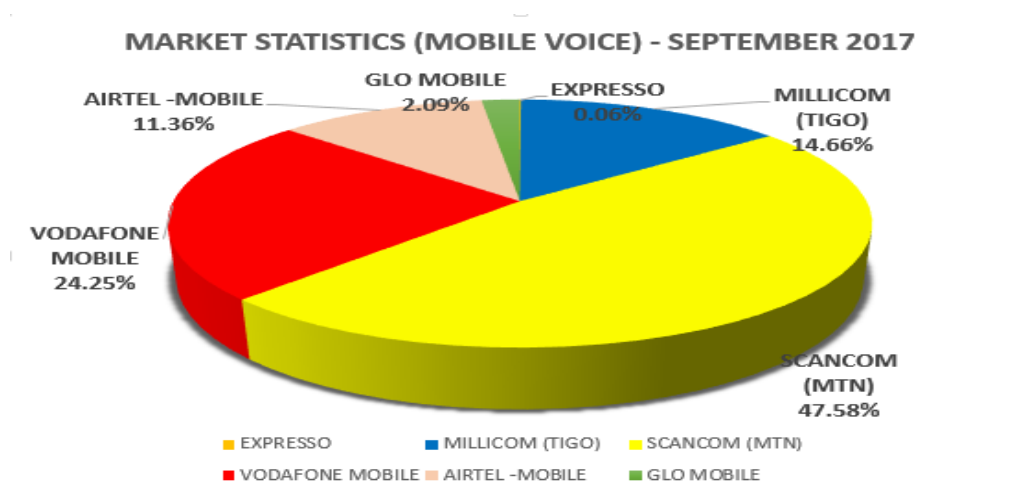




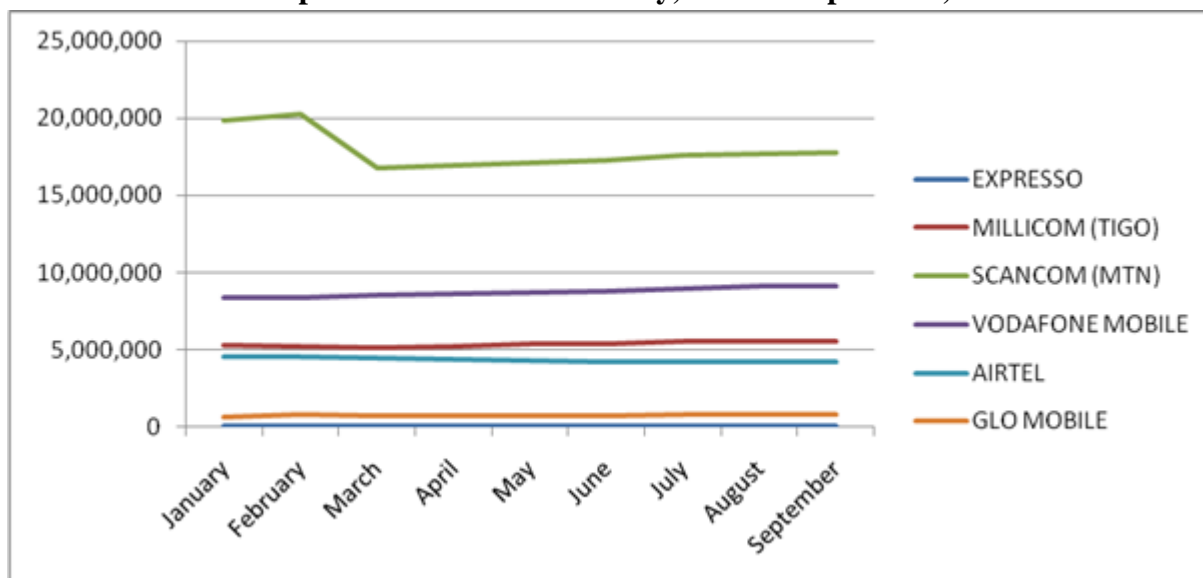
#### p) Mobile Voice Subscriptions

The total number of mobile voice subscriptions at the end of September 2017, was 37,445,048 which represents a percentage increase of 0.09% from August 2017's figure of 37,409,709. The total penetration rate for September was 130.91%.

#### Mobile Voice Market Share for September, 2017



#### Mobile Voice Subscription Trends from January, 2017 to September, 2017



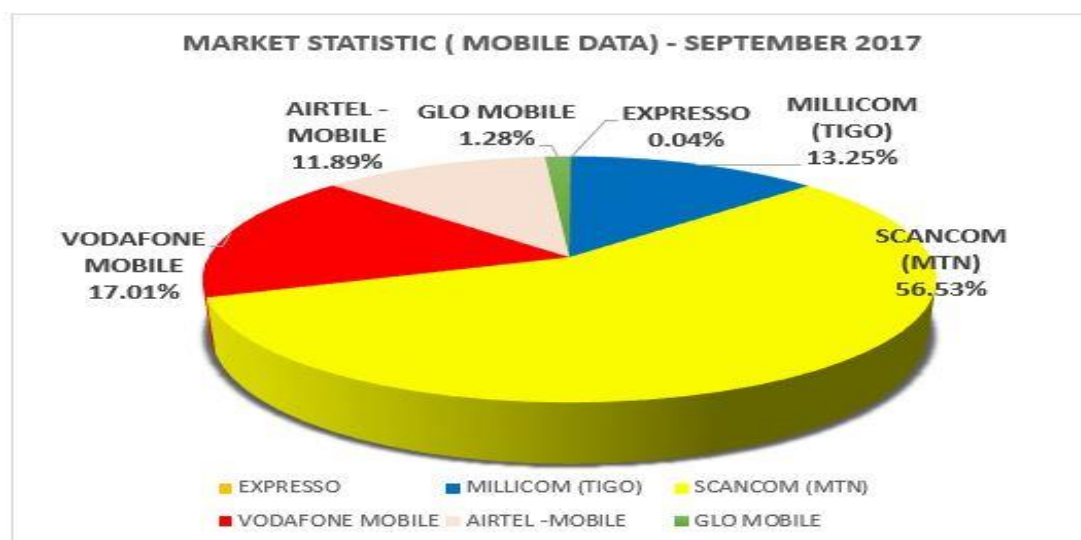
- **Fixed Telephony subscriptions**

Both telecom operators providing fixed line services in Ghana i.e. Vodafone and Airtel recorded some growth in their subscriber base from August, 2017 to September, 2017. As at the end of September, 2017, the total number of subscriptions recorded for these two operators was 286,493, representing a percentage increase of 1.75% from August, 2017. Vodafone recorded a total subscription of 279,681 while Airtel recorded 6,812 subscriptions.

- **Telecom Data Subscriptions**

At the end of September, 2017, the total subscriptions recorded for mobile data in the country was 22,865,821 with a penetration rate of 79.94%.

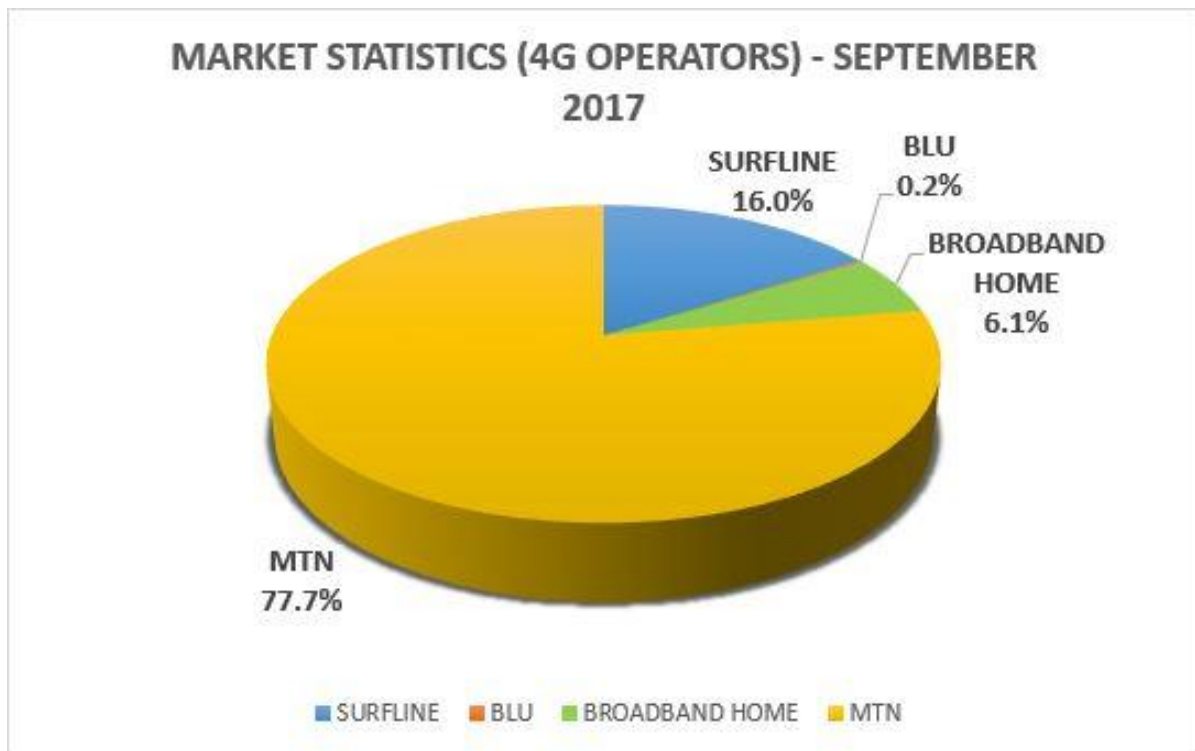
**Figure – Mobile Data Market Share for September 2017**



- **4G Data Subscriptions**

The total number of subscriptions for 4G Data recorded by the end of September, 2017 was 422,204. This showed an increase of 12,879 subscriptions over August, 2017.

Figure – 4G Data Market Share for September 2017



### 35.3 Financial Performance

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
<b>1</b>	<b>GoG</b>				
	Compensation of Employees	24,913,397.00	8,536,296.86	16,557,100.14	16,377,100.14 (65.74%)
	Use of Goods & Services	11,000,000.00	2,950,396.00	8,049,404.00	8,049,404.00 (73.18%)
	CAPEX	96,600,000.00	0	0	96,600,000.00 (100%)
<b>2</b>	<b>IGF</b>	13,877,836.00	4,211,000.00	4,211,000.00	9,666,835.93 (69.66%)
<b>3</b>	<b>DEV'T PARTNERS</b>	221,096,196.00	189,890,013.00	189,890,013.00	31,206,183.00 (14.11%)
	<b>TOTAL</b>	<b>367,487,429.00</b>	<b>205,587,705.86</b>	<b>218,707,517.14</b>	<b>162,099,523.07 (44.11%)</b>

### 35.4 Challenges

- Inadequate Number of Professional Staff**

During the period under review, there was an inadequate number of professional staff across the sector to fully undertake planned programmes and activities. This could be attributed to the current conditions of service for the ICT class which makes it difficult to attract and retain high caliber of ICT professionals in the sector.

- High Cost of Providing ICT Infrastructure and Services**

Again, the high cost of providing ICT infrastructure and services in the face of dwindling GoG budgetary allocations over the period made it difficult for the Ministry to help build more capacities in the field.



- **Inadequate Institutional and Regulatory Framework To Support ICT Development**

In addition to the above, there is inadequate institutional and regulatory framework to support ICT development. Also, in some cases the fact that unavailability of vehicles to facilitate the movement of staff to achieve certain deliverables and deliver on Agencies' mandate was a major problem.

- **Absence/Dissolution of Board Of Directors In Some Agencies**

The absence/dissolution of Board of Directors in some Agencies, due to change of Government limited the ability to take certain strategic decisions because management teams were not clothed with sufficient authority to take such decisions. This affected the smooth management of these Agencies.

- **Late Releases of Budgetary Allocation**

The Ministry, together with almost all its Agencies recorded late releases of budgetary allocation. This impacted negatively on the ability of the sector to deliver fully on its planned programs for the year under review.

- **Inadequate Office Space**

Finally, there was also inadequate office space for the Regional offices of National Communications Authority (NCA) and Data Protection Commission (DPC).

### 35.5 Forward Look for 2018

Aimed at ensuring that Ghana fully benefits from the transformational potential of ICTs in the areas of business, education, health, and governance, and that ICT plays its catalytic role in driving entrepreneurship, innovation and economic growth, the Ministry intends to:

- Collaborate with its counterparts within the African Region and neighbouring ECOWAS Member States to ensure the development of Regional IXPs. This would reduce roaming costs and improve business and social relations within the region. There would also be a need for establishing harmonised ICT policies and digital markets for mutual benefits.
- Strengthen the institutional and human resource capacity in implementing ICT strategies. The Ministry intends to work closely with the Ministry of Education and the educational institutions, academia, the private sector and other identified relevant stakeholders on human resource development in core areas such as ICT policy development, content development and spectrum management.



- Provide education, sensitization and integration on use of information and communication technologies in the provision of public services. Also, build public confidence in use of ICTs through provision of safe and secure ICT infrastructure/network.
- Integrate Telecoms/ICTs in national sectoral policies.



**Appendix 2: Sex Distribution of Staff in the Extra-Ministerial**

No	Extra- Ministerial	Male	Female	Total
1	Office of State Protocol	57	26	83
2	Office of the President	262	172	434
3	Council of State	16	12	28
4	Office of the Head of the Civil Service	78	50	128
5	Office of Senior Minister	19	14	33
6	Office of Administrator General	7	3	10
7	Scholarship Secretariat	13	18	31
	<b>Total</b>	<b>452</b>	<b>295</b>	<b>747</b>

**Appendix 3: Sex Distribution of Staff in the Ministries**

No	Ministry	Male	Female	Total
1	Aviation	15	12	27
2	Business Development	1	1	2
3	Chieftaincy	25	22	47
4	Communications	40	41	81
5	Defence	31	38	69
5	Education	46	55	101
6	Employment and Labour Relations	45	44	89
7	Energy	92	41	133
8	Environment, Science, Technology And Innovations	46	33	79
9	Finance	384	240	624
10	Fisheries and Aquaculture	22	16	38
11	Foreign Affairs and Regional Integration	239	268	507
12	Health	153	113	266
13	Information	15	16	31
14	Inner City and Zongo Development	12	4	16
15	Justice	112	76	188
16	Lands and Natural Resources	56	56	112
17	Local Government and Rural Development	65	68	133
18	Planning	6	7	13
19	Railways Development	22	9	31



20	Roads and Highways	62	48	110
21	Sanitation and Water Resources	23	21	44
22	Special Initiatives Development	15	10	25
23	Interior	36	47	83
24	Tourism, Culture And Creative Arts	29	30	59
25	Trade and Industry	167	122	289
26	Works and Housing	45	45	90
27	Youth and Sports	31	38	69
29	Food and Agriculture	389	1286	1675
30	Gender and Social Protection	37	30	67
31	Parliamentary Affairs	7	5	12
32	Transport	36	35	71
	<b>Total</b>	<b>2304</b>	<b>2877</b>	<b>5181</b>

#### Appendix 4: Sex Distribution of Staff in the Departments

NO	Departments	Male	Female	Total
1	Births and Deaths Dept	165	118	283
2	Controller and Acct Gen Dept	1960	1040	3000
3	Dept of Community Development	40	42	82
4	Department of Chieftaincy	365	199	564
5	Department of Children	34	27	61
6	Department of Factories Inspectorate	44	25	69
7	Department of Housing Loan Scheme	5	9	14
8	Department of Rural Housing	12	5	17
9	Department of Gender	21	31	52
10	Management Service Department	32	19	51
11	Dept of Cooperatives	131	147	278
12	Dept of Parks And Gardens	108	66	174
13	Dept of Feeder Roads	264	74	338
14	Dept of Social Welfare	336	475	811





15	Dept of Urban Roads	142	47	189
16	Dept of Procurement	3	2	5
17	Information Services Dept	610	363	973
18	Labour Department	207	77	284
19	Public Works Dept	178	43	221
20	Public Records and Archives Admin Dept	78	52	130
21	Registrar Generals Dept	115	142	257
22	Bureau of Ghana Languages	19	16	35
23	Rent Control	5	6	11
	<b>Total</b>	<b>4874</b>	<b>3028</b>	<b>7899</b>

#### Appendix 5: Age Distribution of Staff in the Extra-Ministerial

No	Extra- Ministerial	20-29	30-39	40-49	50-59	60+Up	Total
1	Office of State Protocol	0	0	28	28	27	83
2	Office of the President	15	97	140	177	5	434
3	Council of State	1	14	9	4	0	28
4	Office of the Head of the Civil Service	28	39	31	28	2	128
5	Office of Senior Minister	0	12	6	14	1	33
6	Office of Administrator General	0	2	3	4	1	10
7	Scholarship Secretariat	1	4	14	12	0	31
	<b>Total</b>	<b>45</b>	<b>168</b>	<b>231</b>	<b>267</b>	<b>36</b>	<b>747</b>



**Appendix 6: Age Distribution by Ministries**

No	Ministry	20-30	31-40	41-50	51-60	60+	Total
1	Aviation	6	4	12	5	0	27
2	Business Development	1	0	0	1	0	2
3	Chieftaincy	3	20	8	16	0	47
4	Communications	4	29	25	22	1	81
5	Defence	11	20	24	13	1	69
5	Education	9	44	25	21	2	101
6	Employment and Labour Relations	17	36	20	15	1	89
7	Energy	13	45	45	30	0	133
8	Environment, Science, Technology And Innov	8	33	20	17	1	79
9	Finance	67	273	168	114	2	624
10	Fisheries and Aquaculture	7	14	7	9	1	38
11	Foreign Affairs and Regional Integration	25	202	173	107	0	507
12	Health	9	99	83	62	13	266
13	Information	2	13	7	9	0	31
14	Inner City and Zongo Developmentt	2	6	5	3	0	16
15	Justice	14	72	53	49	0	188
16	Lands and Natural Resources	9	43	25	35	0	112
17	Local Government and Rural Development	8	46	40	39	0	133
18	Planning	1	2	8	2	0	13
19	Railways Development	2	4	18	6	1	31
20	Roads and Highways	6	38	30	36	0	110
21	Sanitation and Water Resources	1	22	10	11	0	44
22	Special Initiatives Development	3	13	5	4	0	25
23	Interior	9	36	19	18	1	83
24	Tourism, Culture and Creative Arts	6	18	17	17	1	59
25	Trade and Industry	33	98	84	70	4	289
26	Works and Housing	14	29	25	22	0	90
27	Youth and Sports	9	23	25	12	0	69
29	Food and Agriculture	124	586	358	606	1	1675
30	Gender and Social Protection	5	29	18	15	0	67
31	Parliamentary Affairs	2	3	3	4	0	12
32	Transport	4	32	15	18	2	71
	<b>Total</b>	<b>434</b>	<b>1932</b>	<b>1375</b>	<b>1408</b>	<b>32</b>	<b>5181</b>



**Appendix 7: Age Distribution of Staff in the Departments**

	Departments	20-30	31-40	41-50	51-60	60+	Total
1	Births and Deaths Dept	30	113	65	75	0	283
2	Controller and Acct Gen Dept	53	845	984	1099	19	3000
3	Dept of Community Development	12	26	17	27	0	82
4	Dept of Chieftaincy	1	20	23	17	0	61
5	Dept of Children	71	171	126	196	0	564
6	Dept of Factories Inspectorate	11	25	18	15	0	69
7	Dept of Housing Loan Scheme	0	6	4	4	0	14
8	Depat of Rural Housing	3	6	1	7	0	17
9	Dept of Gender	5	18	6	23	0	52
10	Management Service Dept	20	10	12	9	0	51
11	Dept of Cooperatives	65	63	44	106	0	278
12	Dept of Parks And Gardens	7	68	52	47	0	174
13	Dept of Feeder Roads	20	90	91	137	0	338
14	Dept of Social Welfare	80	299	238	194	0	811
15	Dept of Urban Roads	32	76	52	29	0	189
16	Dept of Procurement	2	2	1	0	0	5
17	Information Services Dept	26	448	301	198	0	973
18	Labour Department	14	80	88	102	0	284
19	Public Works Dept	15	79	62	64	1	221
20	Public Records and Archives Admin Dept	31	40	30	29	0	130
21	Registrar Generals Dept	27	119	68	39	4	257
22	Bureau of Ghana Languages	1	7	11	16	0	35
23	Rent Control	4	1	4	2	0	11
	<b>TOTAL</b>	<b>530</b>	<b>2612</b>	<b>2298</b>	<b>2435</b>	<b>24</b>	<b>7899</b>



### Appendix 8: Sex Distribution of Promotion Undertaken in the Ministries and Extra-Ministerial

No	Ministries and Extra-Ministerial	Male	Female	Total
1	Aviation	0	0	0
2	Business Development	0	0	
3	Chieftaincy	0	0	0
4	Communications	13	6	19
5	Defence	4	7	11
6	Education	1	1	2
7	Employment and Labour Relations	24	6	30
8	Energy	5	0	5
9	Environment, Science, Technology And Innovation	62	47	109
10	Finance	0	0	0
11	Fisheries and Aquaculture	36	14	50
12	Foreign Affairs and Regional Integration	22	8	30
13	Health	0	1	1
14	Information	0	0	0
15	Inner City and Zongo Developmentt	1	1	2
16	Justice	20	8	28
17	Lands and Natural Resources	18	28	46
18	Local Government and Rural Development	0	0	0
19	Planning	0	0	0
20	Railways Development	11	5	16
21	Roads and Highways	0	0	0
22	Sanitation and Water Resources	0	0	0
23	Special Initiatives Development	7	5	12
24	Interior	9	10	19
25	Tourism, Culture and Creative Arts	13	6	19
26	Trade and Industry	2	6	8
27	Works and Housing	8	19	27
28	Youth and Sports	92	33	125
29	Food and Agriculture	3	6	9
30	Gender and Social Protection	0	0	0
31	Parliamentary Affairs	9	2	11
32	Office of State Protocol	0	0	0
33	Office of the President	10	3	13
34	Council of State	0	0	0
35	Office of the Head of the Civil Service	15	9	24
36	Office of Senior Minister	0	0	0
37	Office of Administrator General	0	0	0
38	Scholarship Secretariat	0	0	0
	<b>Total</b>	<b>385</b>	<b>231</b>	<b>616</b>



**Appendix 9: Sex Distribution of Promotions Undertaken in the Departments**

No	Departments	Male	Female	Total
1	Births and Deaths Dept	0	0	0
2	Controller and Acct Gen Dept	0	0	0
3	Dept of Community Development	0	0	0
4	Dept of Chieftaincy	0	0	0
5	Dept of Children	0	0	0
6	Dept of Factories Inspectorate	0	0	0
7	Dept of Housing Loan Scheme	0	0	0
8	Dept of Rural Housing	0	0	0
9	Dept of Women	0	0	0
10	Dept of Management Service	0	0	0
11	Dept of Cooperatives	30	15	45
12	Dept of Parks and Gardens	0	0	0
13	Dept of Feeder Roads	28	3	31
14	Dept of Social Welfare	0	0	0
15	Dept of Urban Roads	20	6	26
16	Dept of Procurement	0	0	0
17	Information Services Dept	163	48	211
18	Labour Department	0	0	0
19	Public Works Dept	0	0	0
20	Public Records and Archives Admin Dept	35	19	54
21	Registrar Generals Dept	0	0	0
22	Bureau of Ghana Languages	0	0	0
23	Rent Control	1	0	1
	<b>TOTAL</b>	<b>277</b>	<b>91</b>	<b>368</b>



### Appendix 10: Sex Distribution of Postings Undertaken in the Ministries and Extra-Ministerial

No	Ministries and Extra-Ministerial	Male	Female	Total
1	Aviation	0	0	0
2	Business Development	0	0	0
3	Chieftaincy	4	3	7
4	Communications	18	3	21
5	Defence	2	3	5
6	Education	2	4	6
7	Employment and Labour Relations	17	9	26
8	Energy	2	5	7
9	Environment, Science, Technology And Innovation	10	13	23
10	Finance	4	9	13
11	Fisheries and Aquaculture	0	0	0
12	Foreign Affairs and Regional Integration	4	0	4
13	Health	1	0	1
14	Information	0	0	0
15	Inner City and Zongo Developmentt	7	11	18
16	Justice	10	5	15
17	Lands and Natural Resources	17	9	26
18	Local Government and Rural Development	0	0	0
19	Planning	0	0	0
20	Railways Development	6	3	9
21	Roads and Highways	0	0	0
22	Sanitation and Water Resources	0	0	0
23	Special Initiatives Development	4	8	12
24	Interior	0	0	0
25	Tourism, Culture and Creative Arts	5	21	26
26	Trade and Industry	14	14	28
27	Works and Housing	0	0	0
28	Youth and Sports	11	6	17
29	Food and Agriculture	4	4	8
30	Gender and Social Protection	0	0	0
31	Parliamentary Affairs	12	9	21
32	Office of State Protocol	0	0	0
33	Office of the President	1	0	1
34	Council of State	4	1	5
35	Office of the Head of the Civil Service	58	30	88
36	Office of Senior Minister	6	2	8
37	Office of Administrator General	0	0	0
38	Scholarship Secretariat	0	0	0
	<b>TOTAL</b>	<b>223</b>	<b>172</b>	<b>395</b>



**Appendix 11: Sex Distribution of Postings Undertaken in the Departments**

No	Departments	Male	Female	Total
1	Births and Deaths Dept	0	0	0
2	Controller and Acct Gen Dept	0	0	0
3	Dept of Community Development	0	0	0
4	Department of Chieftaincy	0	0	0
5	Dept of Children	0	0	0
6	Dept of Factories Inspectorate	12	4	16
7	Dept of Housing Loan Scheme	0	0	0
8	Dept of Rural Housing	0	0	0
9	Dept of Women	0	0	0
10	Management Services Dept	0	0	0
11	Dept of Cooperatives	0	0	0
12	Dept of Parks and Gardens	0	0	0
13	Dept of Feeder Roads	12	0	12
14	Dept of Social Welfare	0	0	0
15	Dept of Urban Roads	16	6	22
16	Dept of Procurement	0	0	0
17	Information Services Dept	26	8	34
18	Labour Department	7	2	9
19	Public Works Dept	6	5	11
20	Public Records and Archives Admin Dept	0	0	0
21	Registrar Generals Dept	0	0	0
22	Bureau of Ghana Languages	0	0	0
23	Rent Control	0	0	0
24	Dept of Town and Country Planning	0	0	0
	<b>Total</b>	<b>79</b>	<b>25</b>	<b>104</b>



## LIST OF ABBREVIATIONS

1D1F	One-District One-Factory
1D1W	One District one Warehouse
1V1D	One Village one Dam
AAG	Artisans Association of Ghana
ABFA	Annual Budget Funding Amount
ACCA	Association of Certified Chartered Accountants
ACLP	Ascertainment of Codification of Lines of Succession Project
ACRWC	African Charter on the Rights and Welfare of the Child
AD	Assistant Director
ADF	Aviation Development Fund
ADIIA	Assistant Director IIA
ADIIB	Assistant Director IIB
ADR	Alternative Dispute Resolution
AEA	Agriculture Extension Agent
AEOI	Automatic Exchange of Information
AESL	Architectural Engineering Services Limited
AFCON	African Cup of Nations
AfDB	African Development Bank
AG	Attorney General
AG. IGP	Acting Inspector General of Police
AGOA	African Growth Opportunities Act
AIBA	Amateur International Boxing Association
AIDS	Acquired Immune Deficiency Syndrome
ALC	Africa Leadership Conference
AMA	Accra Metropolitan Assembly
ANS	Air Navigation Services
AOB	Aid-On-Budget
APD	Animal Production Directorate
APR	Annual Performance Report
APR	Annual Progress Report
APRM	African Peer Review Mechanism
ARC	Architects Registration Council
ARHC	Ashanti Regional House of Chiefs
ARI	Animal Research Institute
ARIC	Audit Report Implementation Committee
ASHI	Advance Shipment Information
ASST	Assistant
ATC	Air Traffic Control
ATT	Arms Trade Treaty





AU	African Union
AWA	African World Airline
AWD	African Women's Decade
AWPB	Annual Work Plan and Budget
BA	Bachelor of Arts
BACs	Business Advisory Centres
BARHC	Brong Ahafo Regional House of Chiefs
BASA	Bilateral Air Services Agreement
BDS	Business Development Service
BECE	Basic Education Certificate Examination
BEEP	Business Enabling Environment Programme
BEST	Best Environmental Technologies
BGL	Bureau of Ghana Languages
BNARI	Biotechnology and Nuclear Agriculture Research Institute
BNI	Bureau of National Investigations
BO	Beneficial Ownership
BOG	Bank of Ghana
BOST	Bulk Oil Storage and Transportation
BPA	Bui Power Authority
BPO	Business Process Outsourcing
BRCs	Business Resource Centres
BRRI	Building and Road Research Institute
BRT	Bus Rapid Transit
BSc	Bachelor of Science
BSc MGT	Bachelor of Science Management
BSP	Bulk Supply Point
BWA	Broadband Wireless Access
CAF	Confederation of African Football
CAFO	Central Analysis & Forecast Office
CAGD	Controller & Accountant General's Department
CAMP COMDT	Camp Commandant
CAPEX	Capital Expenditure
CBC	Collective Bargaining Certificate
CBD	Central Business District
CCTV	Closed- Circuit Television
CD	Chief Director
CDA	Coastal Development Authority
CDI	Central Destitute Infirmary
CDS	Chief of the Defence Staff
CDVTI	Community Development Vocational Training Institute



CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEDECOM	Central Region Development Commission
CEIB	Central Economic Intelligence Bureau
CEO	Chief Executive Officer
CFO	Chief Fire Officer
CFTA	Continental Free Trade Agreement
CFWP	Child and Family Welfare Policy
CHPS	Community-Based Health Planning and Services
CHRAJ	Commission on Human Rights and Administrative Justice
CICs	Community Information Centres
CIDA	Canadian International Development Agency
C-in-C	Commander-in-Chief
CLOSAGLAC	Civil and Local Government Staff Association of Ghana Ladies Club
CLR	Council for Law Reporting
CMA	Central Management Agency
CMA	Construction Management Agreement
CMS	Correspondence Management System
CNA	Constituency Needs Assessment
CNNC	China National Nuclear Corporation
CO	Copyright Office
COE	Compensation of Employers
CoEDO	Cost of Environmental Degradation
COMSATS	Commission on Science and Technology for Sustainable Development in the South Asia
COP	Child Online Protection
COP	Conference of Parties
CoS	Chief of Staff
COTVET	Council for Technical and Vocational Education Training
CPA	Certificate in Public Administration
CPESDP	Coordinated Programme of Economic and Social Development Policies
CR	Central Region
CRAF	Credit Risk Assessment Framework
CRHC	Central Regional House of Chiefs
CRI	Crop Research Institute
CRO	Chief Rent Officer
CSC	Client Service Charter
CSIR	Council for Scientific and Industrial Research



C-SIREA	Capacity for Successful Implementation of Renewable Energy Act
CSOs	Civil Society Organizations
CSSPS	Computerized School Selection and Placement System
CST	Communications Service Tax
CSTC	Civil Service Training Centre
CSTS	Civil Service Training school
CSU	Client Service Unit
CSW	Commission on the Status of Women
CSWG	Child Sector Working Group
CWM	Cash Waterfall Mechanism
CWSA	Community Water and Sanitation Agency
CYCC	Community Youth Cultural Centre
DAC	Day of the African Child
DAES	Directorate of Agricultural Extension Services
DCACT	District Centre of Agriculture, Commerce and Technology
DD	Deputy Director
DDF	District Development Facility
DEP	Deputy
DevCom	Development Communication
DFI	Department of Factories Inspectorate
DFID	Department for International Development
DFR	Department of Feeder Roads
DHR	Department of Rural housing
DIHOC	Defence Industries Holding Company
Dir.	Director
DISTs	District Implementation Support Teams
DMD	Debt Management Division
DMTDP	District Medium Term Development Plan
DOC	Department of Co-operatives
DOC	Department of Children
DOVVSU	Domestic Violence and Victim Support Unit
DoW	Department of Women
DP	Donor Partner/Development Partner
DPA	Director Public Affairs
DPA	Diploma in Public Administration
DPFs	Development Partners Fund
DPO	District Planning Officer
DSW	Department of Social Welfare
DTT	Digital Terrestrial Television
DUR	Department of Urban Roads



DV	Domestic Violence
DVA	Domestic Violence Act
DVLA	Driver & Vehicle Licensing Authority
E.I	Executive Instrument
EC	Electoral Commission
EC	Energy Commission
EC	Engineering Council
ECDP	Early Childhood Development Policy.
ECG	Electricity Company of Ghana
e-CICs	Enhanced Community Information Centres
ECONS	Economics
ECOWAS	Economic Community of West African States
EEZ	Exclusive Economic Zone
EFA	Education for All
EGDC	ECOWAS Gender Development Centre
EGIS	Enterprise Geographic Information System
EHTPP	Elimination of Harmful Traditional Practices Project
EIB	Employment Information Branch
EITI	Extractive Industries Transparency Initiative
EMBA	Executive Masters in Business Administration
EMIS	Education Management Information System
EMT	Economic Management Team
Eng.	Engineer
EO	Executive Officer
EOCO	Economic and Organised Crime Office
EPA	Environmental Protection Agency
EPC	Engineering, Procurement & Construction
EPIC	Engineering, Procurement and Installation Contract
ERHC	Eastern Regional House of Chiefs
ESBs	End of Service Benefits
ESCP	Efua Sutherland Children's Park
ESP	Education Strategic Plan
E-SPV	Electronic Salary Payment Voucher
ESSs	Employer Sponsored Schemes
e-World	Electronic World
EXEC. SEC.	Executive Secretary
F&A	Finance and Administration
F&AU	Finance and Administrative Division
FAO	Food & Agriculture Organisation
FARA	Forum for Agricultural Research in Africa
FASDEP	Food and Agriculture Sector Development Policy



FATS	Fire Academy and Training School
FBCs	Farmer Based Co-operatives
FBO	Faith Based Organisations
FC	Fisheries Commission
FDA	Food and Drugs Authority
FEED	Front-End Engineering Design
FEU	Fisheries Enforcement Unit
FFG	Fee Fixing Guidelines
FFR	Fee Fixing Resolution
FGM	Female Genital Mutilation
FIDA	International Federation of Women Lawyers
FIFA	Federation of International Football Association
Fin	Finance
FIR	Flight Information Region
FLIS	Fishermen Life Insurance Scheme
FORIG	Forestry Research Institute of Ghana
FOSA	Factories Offices and Shops Act
FPB	Fast Patrol Boat
FPMU	Funds and Procurement Management Unit
FPSO	Floating Production Storage and Offloading
FPU	Formed Police Unit
FRI	Food Research Institute
FRISMO	Food Research Improved Smoking Oven
FWSC	Fair wages and Salaries Commission
GA	General Administration
GAC	Ghana Aids Commission
GACL	Ghana Airports Company Limited
GAEC	Ghana Atomic Energy Commission
GAF	Ghana Armed Forces
GAFCSC	Ghana Armed Forces Command and Staff College
GAMA	Greater Accra Metropolitan Area
GAPTE	Greater Accra Passenger Transport Executives
GAR	Greater Accra Region
GARHC	Greater Accra Regional House of Chiefs
GARSC	Greater Accra Regional Shipper Committee
GBC	Ghana Broadcasting Corporation
GBDC	Ghana Book Development Council
GBV	Gender Based Violence
GC	Ghana Gaming Commission
GCAA	Ghana Civil Aviation Authority
GCAP	Ghana Commercial Agriculture Project



GCC	Ghana Co-operative Council
GCCo	Ghana Co-operative College
GCF	Green Climate Fund
GCM	Ghana Chamber of Commerce
GCMC	Ghana Cylinder Manufacturing Company
GDCP	Ghana Development Cooperation Policy
GDE	Ghana National Dance Company
GDP	Gross Domestic Product
GEDAP	Ghana Energy Development & Access Project
GEF	Global Environment Facility
GEMP	Ghana Environmental Management Programme
GEMS	Ghana Economic Management Support
GEMTAP	Ghana Economic Management Technical Assistance Project
GENAD	Gender Advisor
GEPA	Ghana Export Promotion Authority
GEPP	Ghana Government E-Payment Portal
GES	Ghana Education Service
GETFund	Ghana Education Trust Fund
GFA	Ghana Football Association
GFZB	Ghana Free Zones Board
GHA	Ghana Highway Authority
GHEITI	Ghana Extractive Industries Transparency Initiative
GHEL	Ghana Heavy Equipment Limited
GHQ	General Headquarters
GIBADA	Ghana Integrated Bauxite and Aluminium Development Authority
GIDA	Ghana Irrigation Development Authority
GIF	Gamma Irradiation Facility
GIFEC	Ghana Investment Fund for Electronic Communications
GIFF	Ghana Institute of Freight Forwarders
GIFMIS	Ghana Integrated Financial Management Information System
GIIF	Ghana Infrastructure Investment Fund
GI-KACE	Ghana India Kofi Annan Centre of Excellence in ICT
GIMPA	Ghana Institute of Management and Public Administration
GIS	Geographic Information System
GIS	Ghana Immigration Service
GIS	Girls Industrial School
GISP	Ghana Institutional Support Project
GITC	Ghana International Trade Commission
GLA	Ghana Library Authority
GLC-GSL	General Legal Council – Ghana School of Law



GLMIS	Ghana Labour Market Information System
GLR	Ghana Law Report
GLSS	Ghana Living Standard Survey
GMA	Ghana Maritime Authority
GMet	Ghana Meteorological Agency
GMMB	Ghana Museums and Monuments Board
GMP	Gas Master Plan
GNA	Ghana News Agency
GNCC	Ghana National Commission on Children
GNCPC	Ghana National Cleaner Production Centre
GNFS	Ghana National Fire Service
GNGC	Ghana National Gas Company Limited
GNPA	Ghana National Procurement Authority
GNPC	Ghana National Petroleum Corporation
GNPPO	Ghana Nuclear Power Programme Organisation
GOC	Ghana Olympic Committee
GOG	Government of Ghana
GOIL	Ghana Oil Marketing Company Limited
GovNet	Government Network
GPC	Ghana Publishing Corporation
GPEG	Global Partnership for Education Grant
GPHA	Ghana Ports and Harbours Authority
GPMS	Ghana Petroleum Mooring Systems
GPP	Gas Processing Plant
GPS	Ghana Police Service
GPSDF	Ghana Private Sector Development Facility
GRA	Ghana Revenue Authority
GRB	Ghana Refugee Board
GRCL	Ghana Railway Company Limited
GRDA	Ghana Railway Development Authority
GRFS	Ghana Road Fund Secretariat
GRIDCO	Ghana Grid Company Limited
GRSCDP	Gender Responsive Skills and Community Development Project
GSA	Ghana Standards Authority
GSA	Ghana Shippers' Authority
GSDP	Ghana Statistical Development Programme
GSDP	Ghana Statistical Development Project
GSFP	Ghana School Feeding Programme
GSGDA II	Ghana Shared Growth and Development Agenda II
GSGDA	Ghana Shared Growth and Development Agenda



GSOP	Ghana Social Opportunity Project
GSS	Ghana Statistical Service
GSSTI	Ghana Space Science and Technology Institute
GSTDP	Ghana Skills and Technology Development Project
GTA	Gas Transportation Agreement
GTA	Ghana Tourism Authority
GTDC	Ghana Tourist Development Company
GTFC	Ghana Trade Fair Company
GTTC	Government Technical Training Centre
GUMAP	Ghana Urban Mobility and Accessibility Project
GUMPP	Ghana Urban Management Pilot Project
GUSIP	Ghana Upstream Services Internship Programme
GUTA	Ghana Union of Trade Association
GWCL	Ghana Water Company Limited
H.E	His Excellency
HACCP	Hazard Analysis and Clinical Control Points
HEO	Higher Executive Officer
HIV	Human Immune Virus
HND	Higher National Diploma
Hon.	Honourable
HOTCATT	Hotel, Catering and Tourism Training Centre
HPS	High Pressure Sodium
HQ	Headquarters
HR	Human Resource
HRM	Human Resource Management
HRMD	Human Resource Management and Development
HRMD	Human Resource Management Directorate
HRMDD	Human Resource Management and Development Directorate
HRMIS	Human Resource Management Information System
HRMs	Human Resource Managers
HSD	Hydrological Services Department
HSSE	Health Safety Security and Environment
HT	Human Trafficking
IAA	Internal Audit Agency
IAEA	International Atomic Energy Agency
IAU	Internal Audit Unit
IBES	Integrated Business Establishment Survey
ICA	Institute of Chartered Accountant
ICAO	International Civil Aviation Organization
ICCAT	International Commission for the Conservation of Atlantic Tunas





ICCES	Integrated Community Centres for Employable Skills
ICH	Interconnect Clearing House
ICMTC	International Correctional and Management Training Centre
ICT	Information and Communication Technology
ICT	International Competitive Tendering
IDA	International Development Association
IEC	Independent Emoluments Commission
iEPA	Interim Economic Partnership Agreement
IGC	International Growth Centre
IGF	Internally Generated Fund
IGP	Inspector General of Police
IHF	International Handball Federation
IHG	International Hospital Group
IIR	Institute of Industrial Research
ILGS	Institute of Local Government Studies
ILO	International Labour Organisation
ILS	Instrument Landing System
IMAT	Inter-Agency Modelling Team
IMF	International Monetary Fund
IMF-EC	International Monetary Fund - Extended Credit Facility
INDC	Intended Nationally Determined Contributions
INFOPECHE	Intergovernmental Organisation for Marketing Information & Cooperation Service for Fishery Products in Africa
INIR	Integrated Nuclear Infrastructure Review
INSTI	Institute for Scientific and Technological Information
IPC	Institutional Performance Contract
IPEP	Infrastructure for Poverty Eradication Programme
IPPs	Independent Power Producers
IPR	Institute of Public Relations
IRAD	Information Research and Advocacy
IRS	Internal Revenue Service
ISD	Information Services Department
ISPs	Internet Service Providers
ISTC	Intercity STC Coaches Limited
IT	Information Technology
IT/IM	Information Technology/Information Management
ITES	IT-Enables Services
ITLOS	International Tribunal for the Law of the Sea
ITP	Integrated Transport Policy
ITU	International Telecommunications Union
IUU	Illegal, Unreported & Unregulated



IWD	International Women's Day
IXPs	Internet Exchange Providers
IYD	International Youth Day
JAG	Judge Advocate General
JfCP	Justice for Children Policy
JHS	Junior High School
JVSs	Joint Venture Companies
KATH	Komfo Anokye Teaching Hospital
KG	Kindergarten
KIA	Kotoka International Airport
KNMP	Kwame Nkrumah Memorial Park
KOICA	Korean International Cooperation Agency
KPA's	Key Priority Areas
KPIs	Key Performance Indicators
KTC	Koforidua Training Centre
KTPP	Kpone Thermal Power Project
KV	Kilovolts
L.I.	Legislative Instrument
L4CIPS	Chattered Institute Purchasing and Supply, Level 4
LAN	Local Area Network
LAP	Land Administration Project
LAS	Legal Aid Service
LCO	Light Crude Oil
LD	Labour Department
LEAP	Livelihood Empowerment Against Poverty
LED	Local Economic Development
LFS	Labour Force Survey
LG	Local Government
LI	Legislative Instrument
LIPW	Labour Intensive Public Works
LMI	Labour Market Information
LPG	Liquefied Petroleum Gas
LRC	Law Reform Commission
LTE	Long-Term Evolution
LUPMIS	Land Use Planning & Management Information Systems
LUSPA	Land Use and Spatial Planning Authority
M&E	Monitoring and Evaluation
M&EU	Monitoring and Evaluation Division
MA	Master of Arts
MASLOC	Microfinance & Small Loan Centre
MASTESS	Mathematics, Science and Technology Scholarship Scheme



MBA	Master of Business Administration
MCIT	Member of Chartered Institute of Taxation
MCPs	Master Crafts Persons
MCRA	Ministry of Chieftaincy and Religious Affairs
MCTA	Ministry of Chieftaincy and Traditional Affairs
MDAs	Ministries, Departments and Agencies
MDBS	Multi-Donor Budget Support
MDG	Millennium Development Goals
MDPI	Management Development & Productivity Institute
MED	Monitoring and Evaluation Directorate
MELR	Ministry of Employment and Labour Relations
MESTI	Ministry of Environment, Science, Technology and Innovation
MESW	Ministry of Employment and Social Welfare
MGD	Million Gallons per Day
MICZD	Ministry of Inner-City and Zongo Development
MiDA	Millennium Development Authority
MINTER	Ministry of the Interior
MIS	Management Information System
MLGRD	Ministry of Local Government and Rural Development
MLNR	Ministry of Lands and Natural Resources
MMBLS	Million Barrels
MMBoe	Million Barrels of Oil Equivalent
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCE	Metropolitan, Municipal and District Chief Executive
MMSCF	Million Standard Cubic Feet
MMSCFD	Million Standard Cubic Feet per Day
MMT	Metro Mass Transit Limited
MMU	Materials Management Unit
MNOs	Mobile Network Operators
MoA	Ministry of Aviation
MOBD	Ministry of Business Development
MoC	Ministry of Communications
MoD	Ministry of Defence
MoE	Ministry of Education
MoF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MOFAD	Ministry of Fisheries and Aquaculture Development
MOFEP	Ministry of Finance and Economic Planning
MOGCSP	Ministry of Gender, Children and Social Protection
MOH	Ministry of Health
MoM&E	Ministry of Monitoring and Evaluation



MOP	Ministry of Planning
MoPA	Ministry of Parliamentary Affairs
MoRD	Ministry of Railways Development Authority
MOT	Ministry of Transport
MOTCCA	Ministry of Tourism, Culture and Creative Arts
MOTI	Ministry of Trade and Industry
MOU	Memorandum of Understanding
MOWAC	Ministry of Women and Children
MOYS	Ministry of Youth and Sports
MP	Member of Parliament
MP	Military Police
MP's	Members of Parliament
MRH	Ministry of Roads and Highways
MRO	Maintenance Repair and Overhaul
MSD	Management Service Division
MSDI	Ministry of Special Development Initiatives
MSEs	Micro and Small Enterprises
MSLC	Middle School Living Certificate
MSMEs	Micro, Small and Medium Enterprises
MSWR	Ministry of Sanitation and Water Resources
MTDP	Medium-Term Development Plan
MTEF	Medium Term Expenditure Framework
MTSs	Master Trust Schemes
MU	Migration Unit
MW	Megawatts
NAB	National Accreditation Board
NACOB	Narcotics Control Board
NACSA	National Commission on Small Arms
NADMO	National Disaster Management Organisation
NAFCO	National Buffer Stock Company
NAFPTA	National Association of Fish Processors & Traders
NAFTI	National Film and Television Institute
NAS	National Ambulance Service
NBA	National Biosafety Authority
NBD	National Business Dialogue
NBSSI	National Board for Small Scale Industries
NCA	National Communications Authority
NCC	National Commission on Culture
NCPP	National Child Protection Policy
NCTE	National Council for Tertiary Education
NCWD	National Council on Women and Development



NDA	Northern Development Authority
NDC	National Drama Company – Abibigromma
NDMW	National Daily Minimum Wage
NDPAS	National Digital Property Addressing System
NDPC	National Development Planning Commission
NDT	Non Destructive Testing
NECC	National Early Childhood Care and Development Coordinating Committee
NEDCo	Northern Electricity Distribution Company
NEIP	National Entrepreneurship and Innovation Plan
NEPAD	New Partnership for Africa's Development
NES	National Electrification Scheme
NES	National Export Strategy
NFB	National Folklore Board
NFED	Non-Formal Education Davison
NGO	Non-Governmental Organisation
NHC	National House of Chiefs
NHIA	National Health Insurance Authority
NHIL	National Health Insurance Levy
NHIS	National Health Insurance Scheme
NIA	National Identification Authority
NIB	National Inspection Board
NIS	National Identification System
NITA	National Information Technology Agency
NLC	National Labour Commission
NLCD	National Liberation Council Decree
NMC	Nurses and Midwifery Council
NMTDPF	National Medium Term Development Policy Framework
NNRI	National Nuclear Research Institute
NOSHA	National Occupational Safety Healthy Authority
NPA	National Petroleum Authority
NPC	National Peace Council
NPC	National Population Council
NPFS	National Premix Fuel Secretariat
NPRA	National Pensions Regulatory Authority
NPSRS	National Public Sector Reform Strategy
NRA	Nuclear Regulatory Authority
NRC	National Redemption Council
NRSC	National Road Safety Commission
NSA	National Sports Authority
NSB	National Sports



NSC	National Sports College
NSO	National Symphony Orchestra
NSS	National Service Secretariat
NTC	National Teaching Council
NTC	National Tripartite Committee
NTG	National Theatre of Ghana
NTP	National Transport Policy
NTR	Non-Tax Revenue
NVTI	National Vocational Training Institute
NYA	National Youth Authority
NYEW	National Youth Entrepreneurship Week
NYP	National Youth Policy
NYPIP	National Youth Policy Implementation Plan
OAG&MOJ	Office of the Attorney-General and Ministry of Justice
OAU	Organization of African Unity
OCTP	Offshore Cape Three Points
OGCBP	Oil and Gas Capacity Building Project
OGM	Office of Government Machinery
OGP	Open Government Partnership
OHCS	Office of the Head of Civil Service
OHLGS	Office of the Head of Local Government Service
OICG	Opportunities Industrialization Centres, Ghana
OoP	Office of the President
OPRI	Oil Palm Research Institute
ORF	Offshore Receiving Facility
OSH	Occupational Safety and Health
OSM	Office of the Senior Minister
OVC	Orphan Vulnerable Children
P&P	Policy and Planning
PA	Petroleum Agreement
PAC	Passport Application Center
PACU	Public Affairs & Communication Unit
PANAFEST	Pan African Festival
PAS	Public Administration System
PATTEC	Pan African Tsetse and Trypanosomiasis Eradication Campaign
PAU	Public Affairs Unit
PAWA	Pan African Writers Association
PBME	Planning, Budgeting, Monitoring and Evaluation
PC	Petroleum Commission
PCM	Portal Content Management
PCOA	Put/Call Options Agreement



PCSRC	Postal and Courier Services Regulatory Commission
PDA	Project Development Agreement
PEAs	Private Employment Agencies
PECs	Public Employment Centres
PEO	Principal Executive Officer
PFJ	Planting for Food and Jobs
PfMRP	Public Financial Management Reform Programme
PfMs	Pension Fund Managers
PGRI	Plant Genetic Resources Research Institute
PGSO	Principal General Staff Officer
PID	Public Investment Division
PIPS	Police Intelligence and Professional Standards
PIU	Programmes Coordination Division
PJCC	Permanent Joint Commission for Cooperation
PLWHAS	People Living With HIV/AIDs
PMU	Project Management Unit
PNDCL	Provisional National Defence Council Law
PoD	Plan of Development
PP	Programmes and Projects
PPA	Power Purchase Agreement
PPA	Public Procurement Authority
PPBD	Policy Planning and Budgeting Directorate
PPBMED	Policy Planning, Budgeting, Monitoring and Evaluation Directorate
PPM	Parts per million
PPME	Policy Planning, Monitoring and Evaluation
PPP	Public Private Partnership
PPPAMS	Public Programme and Project Appraisal Management System
PPR	Pay Point Relativity
PR	Public Relation
PRAAD	Public Records, Archives and Administrative Department
PRIN	Principal
PRIS	Petroleum Revenue Information System
PRO	Principal Rent Officer
PSC	Public Services Commission
PSCC	Petroleum Security Coordinating Committee
PSCT	PSC Tema Shipyard and Dry Dock
PSHLSB	Public Servants' Housing Loan Scheme Board
PSJSNC	Public Service Joint Standing Negotiation Committee
PSOs	Private Security Organisations
PSP	Private Sector Participation



PSRS	Public Sector Reform Secretariat
PVTS	Private Vehicle Testing Stations
PwC	Pricewaterhouse Coopers (Ghana) Limited
PWD	Public Works Department
PWDs	Persons with Disability
QoS	Quality of Service
R&D	Research and Development
R&DC	Research and Defence Cooperation
R&M	Regulation and Metering Stations
RAMSRI	Radiological and Medical Sciences Research Institute
RBS	Risk-Based Supervision
RBSS	Risk-Based Supervision Software
RCC	Regional Coordinating Council
RCD	Rent Control Department
RDA	Regional Director of Agriculture
REA	Renewable Energy Authority
REMP	Renewable Energy Master Plan
REP	Rural Enterprises Programme
RFP	Request for Proposal
RFQ	Request for Qualifications
RGD	Registrar-General's Department
RHC	Residential Homes for Children
RHC's	Regional House of Chiefs
RLPGPP	Rural Liquefied Petroleum Gas Promotion Programme
RM	Rent Manager
RMU	Regional Maritime University
RO	Rent Officer
RoWs	Right of Ways
RPD	Revenue Policy Division
RPI	Radiation Protection Institute
RSD	Real Sector Division
RSIM	Research, Statistics and Information Management
RSIMD	Research Statistics and Information Management Directorate
RSIMU	Research Statistics Information Management Division
RTC	Rural Technology Facilities
RTI	Right to Information
S&T	Science and Technology
SADA	Savanna Accelerated Development Authority
SARI	Savanna Agricultural Research Institute
SARP	Subvented Agencies Reforms Programme
SDF	Spatial Development Framework





SDG	Sustainable Development Goal
SEA	Strategic Environmental Assessment
SEC	Securities and Exchange Commission
SECO	Swiss Agency for Development and Cooperation
SEIP	Secondary Education Improvement Project
SEO	Senior Executive Officer
SER	Social Enquiry Report
SGN	Sankofa-Gye Nyame
SHC	State Housing Company
SHEP	Self Help-Electrification Programme
SHS	Senior High School
SIF	Social Investment Fund
SKA	Square Kilometer Array
SLWMP	Sustainable Land and Water Management Project
SMEs	Small and Medium Scale Enterprises
SMTDP	Sector Medium Term Development Plan
SNAS	Graduate School of Nuclear and Allied Sciences
SNR	Senior
SOE	State Owned Enterprises
SONA	State of the Nation Address
SPV	Special Purpose Vehicle
SPVD	Sweet Potato Virus Disease Complex
SREP	Scaling-up Renewable Energy Program
SREP	Substations Reliability Enhancement Project
SRI	Soil Research Institute
SRID	Statistics Research & Information Directorate
SRIMPR	Statistics, Research, Information Management and Public Relations
SRM	Senior Rent Manager
SRO	Senior Rent Officer
SSNIT	Social Security and National Insurance Trust
SSPP	Single Spine Pay Policy
SSSS	Single Spine Salary Structure
STB	Set-Top Box
STD's	Sexually Transmitted Diseases
STEM	Science Technology Engineering and Mathematics
STEPRI	Science and Technology Policy Research Institute
STI	Science, Technology and Innovation
STU	Sunyani Technical University
TA	Transaction Advisor
TCPD	Town and Country Planning Department



TDC	Tema Development Corporation
TEN	Tweneboa Enyenra Ntomme
TEUs	Twenty-Footer Equivalent Units
TFA	Trade Facilitation Agreement
TIA	Traffic Impact Assessment
TMA	Tema Metropolitan Assembly
TOR	Tema Oil Refinery
TOR	Terms of Reference
TOT	Training Of Trainers
TPFA	Temporary Pension Fund Account
TRP	Turret Remediation Project
TSA	Treasury Single Account
TSP	Transport Sector Project
TTC	Trustee Training Council
TTI	Takoradi Technical Institute
TVET	Technical and Vocational Education and Training
TWT	Technical Work Team
UCC	University of Cape Coast
UDG	Urban Development Grant
UERHC	Upper East Regional House of Chiefs
UG	University of Ghana
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Scientific and Cultural Organisation
UNFAO	United Nations Food and Agriculture Organization
UNFPA	United Nations Fund Population Activities
UNICEF	United Nation International Children's Emergency Fund
USAID	United States Agency for International Development
UTP	Urban Transport Project
UWRHC	Upper West Regional House of Chiefs
VAC	Violence against Children
VAG	Veterans Administration, Ghana
VALCO	Volta Aluminum Company
VAT	Value Added Tax
VFM	Value-for-Money
VLTC	Volta Lake Transport Company Limited
VRA	Volta River Authority
VRHC	Volta Regional House of Chiefs
W.E.B. DMC	W.E.B. Du Bois Memorial Centre
WAAPP	West Africa Agricultural Productivity Programme



WAIFEM	West African Institute for Economic Management
WAN	Wide Area Network
WAPCo	West African Power Company
WASCAL	West African Science Service Centre on Climate Change and Adaptive Land Use
WFP	World Food Programme
WIAD	Women in Agriculture Development
WIPNET	Women in Peace Building Network
WOMM	Women's Organisations Monthly Meetings
WRC	Water Resources Commission
WRHC	Western Regional House of Chief
WRI	Water Research Institute
WTO	World Trade Organization
WTP	Water Treatment Plant
YEA	Youth Employment Agency
YEA	Youth Enterprise Authority
YEF	Youth Enterprise Fund
YIEDIE	Youth Inclusive Entrepreneurship Development Initiative for Employment
YLSTI	Youth Leadership and Skills Training Institutes
ZoDF	Zongo Development Fund



